



GORDON INSTITUTE
OF BUSINESS SCIENCE

University of Pretoria

**UN Principles for Responsible Management Education
Sharing Information on Progress Report**

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PRME Principles for Responsible
Management Education

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DIRECTOR'S STATEMENT

We live in a world of enormous complexity, excitement and challenge, and the speed and scale of many of the driving forces that are changing the landscape of business and our society are extraordinary.

At the Gordon Institute of Business Science we have always believed that we play a significant role in South Africa by ensuring that leaders in our business community have the opportunity to develop their skills and business acumen to meet the enormous opportunities and challenges that a dynamic and rapidly changing world presents.

Ultimately, GIBS' mission is to contribute to building a stronger, more competitive and more sustainable society through business education. This mission sets the foundation for our values and our extensive academic programmes and activities in the business in society arena.

As confirmation of our commitment to ensure that our management education is relevant, and to continue building on our extensive business in society activities and thinking, GIBS was pleased to become a member of the PRME in 2009.

We look forward to building on and extending our implementation of the PRME throughout the life of the business school.



Jonathan Cook

Director, Gordon Institute of Business Science

UNITED NATIONS PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

As institutions of higher learning involved in the education of current and future managers we are voluntarily committed to engaging in a continuous process of improvement of the following Principles, reporting on progress to all our stakeholders and exchanging effective practices with other academic institutions:

PRINCIPLE 1

Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

PRINCIPLE 2

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

PRINCIPLE 3

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

PRINCIPLE 4

Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

PRINCIPLE 5

Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

PRINCIPLE 6

Dialogue: We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

We understand that our own organisational practices should serve as example of the values and attitudes we convey to our students.

INTRODUCTION AND BACKGROUND

The University of Pretoria's Gordon Institute of Business Science (GIBS), started in 2000, is one of Africa's and the world's leading business schools, having been ranked 67th in the 2011 Financial Times Executive MBA rankings and in the top 50 in Executive Education for the last 4 years. GIBS is located in the heart of Africa's business hub in Johannesburg, South Africa. It is now considered a large business school by international standards and has over 100 business education programmes, more than 450 executive part-time MBA students annually, a full-time Entrepreneurship MBA class, and runs executive education courses for over 65 partner companies. 2011 also saw GIBS run corporate education and academic programmes in 23 countries, including the global module on the MBA.

As confirmation of its existing activities in the business in society arena, and its fundamental belief in creating societal value through business education, GIBS signed the United Nations Principles for Responsible Management Education (PRME) in November 2009. This report summarises GIBS' activities under the PRME ambit in its first two years, but includes additional activities that were operational prior to November 2009.

PRINCIPLES 1 and 2

Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

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

Academic Programmes

GIBS has made substantial progress in mainstreaming environmental, social and governance (ESG) issues into the academic activities and curricula over the last two years. In academic programmes there are numerous elements of global social responsibility incorporated into the curricula. While there have been notable successes in incorporating ESG issues into the Post-graduate Diploma in Business Administration, the focus of this mainstreaming has been in the part-time MBA programme which incorporates the following important core courses:

- Leadership Assessment and Development as part of the Genesis programme
- Human behaviour and performance in South Africa
- The Environment of Business which includes:
 - The political economy
 - HIV/AIDS
 - Sustainability and Corporate Responsibility
 - Ethics and responsible leadership

- Organisational development and transformation (Broad-based Black Economic Empowerment)

A compulsory global module ensures that students travel to another destination country in order to immerse themselves in a global business environment. The experience not only allows for a consideration of the social, ethical and environmental issues in the destination country, but also presents students with an opportunity to reflect on these issues and how they are addressed through doing business in South Africa.

The MBA programme also offers the following elective modules relevant to global social responsibility:

- The Moral Leader
- Sustainability and the Environment
- Business Ethics and Responsible Leadership
- Women in Leadership
- Business in Dynamic African Markets
- Building Businesses at the Base of the Pyramid
- Understanding Dynamic Markets
- Business opportunities and innovations in Africa
- From Micro-finance to Inclusive Banking
- Black Economic Empowerment: Theory and Practice
- Corporate Governance
- The Business of Social Entrepreneurship.

The GIBS Doctorate in Business Administration (DBA) also includes several courses that incorporate the values of global social responsibility including:

- Governance, risk and performance
- Macro-environment of Business
- Leadership.

While substantial progress has been made over the past two years in incorporating global social responsibility into the curriculum taught at GIBS, as with any business or business school, work remains in mainstreaming the values and issues into traditional business topics to ensure that true integration occurs.

Corporate Education

Both company specific programmes and executive programmes have been successful in mainstreaming GSR issues into the curriculum. GIBS partners with over 65 companies to deliver customised programmes – in 2011, GIBS ran customised programmes for 14 of South Africa's 20 largest listed companies. GSR issues were taught on over 30% of these programmes. It therefore reaches thousands of business leaders at various stages of development and has the potential to have substantial influence on perceptions and understanding of GSR in the South African business community.

Executive programmes have had some success in incorporating GSR issues into the curricula, although further work in this regard is required. The following courses are noteworthy:

- Building business in low income markets: the case of insurance
- Board Leadership Programme
- Global Executive Development Programme
- The Business of Africa
- Strategic Marketing.

Social Entrepreneurship Certificate Programme

The Social Entrepreneurship Certificate Programme (SECP) provides social leaders and innovators with the strategic, technical and business skills they need to create sustainable, scalable, high impact organisations. An accredited, mid-level management programme, SECP explores how to create powerful, systemic change, how to build institutions that are effective and sustainable, and how to scale up initiatives for greater long-term impact.

SECP is designed for social entrepreneurs, leaders and managers of social initiatives, as well as business, CSI, and government executives who are interested in being more involved in the social entrepreneurship space. GIBS accepts visionary individuals who are driven to engage, learn intensively, and share their knowledge and experiences with peers. SECP is the only accredited, social entrepreneurship training programme in Southern Africa. The coursework is blend of theory and practical skills, and covers core strategic, operational and management skills, as well as issues around social innovation and entrepreneurship.

PRINCIPLE 3

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

GIBS's implementation of Principle 3 is built around the development of case studies, teaching methods such as experiential and action learning and associated materials, teaching materials such as simulations and role-plays. These are driven mainly through the numerous institutions and programmes as detailed below.

Centre for Leadership and Dialogue

GIBS has found that to succeed in emerging markets and countries in transition requires a new generation of leaders who have the capacity and insight to lead their businesses, public institutions and social enterprises in an increasingly complex world. In order to meet this need GIBS established the Centre for Leadership and Dialogue (CL&D). The centre develops leaders and hosts strategic dialogue to resolve the most urgent and complex South African and global challenges. The CL&D is GIBS' flagship business in society programme.

History

South Africa was fortunate that during the transition to democracy it was blessed with extraordinary leaders. These leaders were made in the fires of the struggle for a “country that belongs to all who live in it”.

“Do we have the same quality of leadership to help us resolve the challenges of the present? And what are the conditions in which such leadership can emerge?”

A discussion of this question in the early days of GIBS led to the launch of the Nexus programme in 2001. Nexus brings together a group of emerging leaders from business, government and civil society to develop insight into the current reality of the country and deepen their capacity to lead change and manage complexity. Nexus has been successfully running on an annual basis ever since.

In 2005 GIBS took the strategic decision to significantly expand this work with the appointment of Professor Gill Marcus (current Governor of the Reserve Bank) to lead the new Dialogue Circle. New initiatives in the fields of senior management development, dialogue, women’s leadership, social entrepreneurship and youth development were created.

After running these programmes and additional initiatives for the last five years the decision was taken in 2010 to develop a Centre for Leadership and Dialogue at GIBS. This includes the former work of the Dialogue Circle but expanded the work to:

- Host strategic dialogue on issues critical to South Africa’s future
- Share the lessons of South Africa’s transition and negotiated settlement with international partners build leadership programmes that give deep insight into our socio-economic and political context but also the tools and skills to create societal and organisational change.

Theoretical framework

CL&D focuses its programmes on the following principles:

- **Experiential learning:** This is the process of learning from direct experience. This requires our delegates to touch, taste and feel real world challenges to devise more relevant solutions. The global social responsibility output tied to this is awareness of others.
- **Action learning:** This process supports delegates in learning by doing and emphasises the learners’ responsibility in leading the learning. This kind of meta-cognition makes participants more self-aware and self-reflective - two important elements of responsible leadership.
- **Dialogue:** The dialogic component of our work focuses on developing the skill of listening with a view to understanding, rather than correcting, judging, etc. In terms of responsible leadership, this helps leaders see challenges from the viewpoint of those experiencing the problems. This is useful in proper problem-identification.

Leadership Programmes

All our programmes focus on building leaders who have a wide angle lens and accurate view of reality and are aware of their own role in the issues. We help participants develop their 'map' of the environment and their 'mirror' for understanding their potential for impact. Participants operate in the corporate, state and the social sector. They learn through experiential field trips; intimate, honest conversation; case studies and seminars by leading thinkers and influential citizens across our society.

Participants come from well-run institutions and are passionate experienced individuals that buy into a vision for a better society. They walk away with new capacities and the networks to create change in their own organisations and beyond. The following programmes exist:

- **Frontier:** immerses senior leaders in the dynamic South African society. This unique programme provides a holistic view of the strategic context of business and establishes a group of peers with deep insight into a changing world.
- **Nexus:** is a network for younger leaders across institutions, which creates a peer mentoring environment to address leadership challenges, as well as build a deeper understanding of socio-economic issues affecting South Africa. It is aimed at delegates in emerging leadership positions generally in their late twenties to mid-thirties.
- **The Leading Women Programme (Imbokodo):** The programme develops managerial prowess in professional women who have achieved some level of decision-making ability in their organisations. The final delegates who are selected to the programme will meet one day per month throughout the year to develop both emotional intelligence and hard business skills.
- **Social Entrepreneurship Certificate Programme:** The Social Entrepreneurship Certificate Programme is the top certified course in the country for social sector leaders and emerging Social Entrepreneurs. It is part of a broader suite of initiatives in the areas of social innovation and management development under the umbrella of the Network for Social Entrepreneurs.
- **Network for Social Entrepreneurs:** NSE is a broad network designed for those who want to think innovatively and creatively about social impact, and who want to develop their skills and capacity as entrepreneurs, leaders, and managers. It involves skills workshops, thought leadership series, NSE/TSI Development Intelligence Breakfasts, Serious Social Investing Workshop. Generating dialogue through forums, breakfast debates, and other events, we inspire leaders in the social sector to push boundaries and find creative new approaches to society's toughest challenges. Through short and long courses, we equip social entrepreneurs and 'intrapreneurs' with the business skills they need to build powerful and sustainable initiatives. NSE events combine skills development with thought leadership. As a network for social sector leaders, we work on a daily basis with NGOs and social enterprises of all sizes and across sectors to equip them with skills and new approaches to better design and implement initiatives
- **Spirit of Youth and Career Expo:** The Spirit of Youth programme is a forum in which 11th and 12th grade learners critically engage relevant issues so that they may better define and actuate the South Africa in which they would like to live. Learners are selected on the criteria that each has distinguished her- or himself - as a leader in their

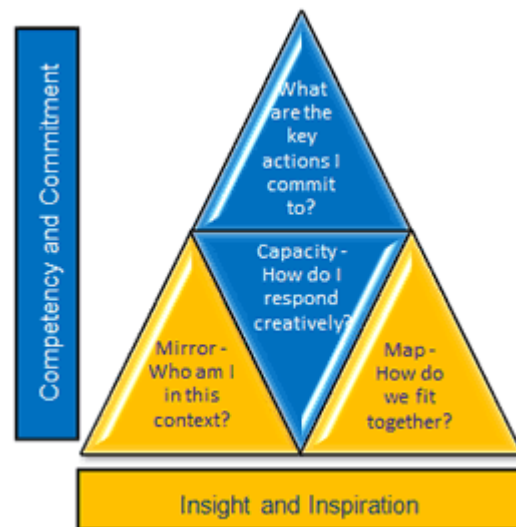
school community. The expectation is that these young people are likely to have a disproportionately high impact on their immediate peers and society-at-large. The programme brings together learners from a myriad of social, economic, geographical and educational experiences with policy makers and businesspersons from across Gauteng. Our aim is that this year-long discourse will develop new understanding of the South African context and its possibilities. The programme subsidises 100% of all participants – learners attend the programme free of charge. The programme is fully donor-funded with the primary focus on developing young leaders in our society.

Dialogue

Leaders in complex societies face a range of intractable problems and volatile situations. The stakes are high, the nation is fragmented and the risk is that they miss significant elements of the socio-economic and political context and pass these judgments into the broader realm. With this in minds, we host dialogue for leaders of national influence to reflect on the evolution of our young democracy and share these lessons with South Africans and with the international community.

A facilitated process, accessing the experiences and know-how of participants, allows an accurate picture of the societal 'puzzle' to emerge. Our dialogue involves personal and honest reflection.

We focus on conversation across divides and the development of action to take insights forward. We work with a range of international and local partners to share the successes and the failures of the South African transition. The following dialogue programmes exist:



- **National Dialogue:** Leaders in countries in transition face a range of intractable problems and volatile situations. The stakes are high, the nation is fragmented and the risk is that political and economic crisis becomes the norm. With this in mind, we host dialogue for leaders of national influence to reflect on the evolution of our young democracy and share these lessons with South Africans and with the international community.
- **Town hall Dialogues:** Modelled on the Town Hall Meetings founded by a community of Americans who value open exchange of ideas, dialogue and action, this initiative serves the intention to offer opportunities for South Africans to interact and engage with high level decision makers and influencers of public opinion in order to construct relevant and realistic meaning around issues dealt with on a daily basis.
- **Qiniso Dialogues:** In the midst of dynamic change, and given the shifting sands in South Africa, in partnership with the Mail and Guardian Newspaper is running a series of six dialogues amongst 180 movers and shakers in Society to build a more inclusive picture of the key dynamics taking place in SA today by uncovering the five questions that every South African must answer in order to build the country. We have named

these dialogues, *The Qiniso Dialogues – The 5 Questions Every South African Must Answer*. The series will produce, through honest and transparent engagement, a set of key questions that if explored and then answered by every South African, would create a better future for our country. We are producing an exciting and interactive channel to share this output. We also hope this series can contribute towards developing leadership networks across sectors of society.

There are six dialogues of six hours each. Each dialogue brings together a select group of 30 vibrant and dynamic leaders. They represent the next generation of talent and ideas. They come from the vast diversity of our broader Johannesburg landscape from Diepsloot to Dainfern, Sandton to the inner city. We meet in Newtown, Johannesburg for an introduction that stimulates reflection. We then move to the GIBS Inner City Campus in Pritchard Street to map the critical issues.

- **Partner-specific Dialogue:** We working with clients and partners on sector specific or focussed dialogues with clear outcomes. Examples of partners we have worked with over the last year include:
 - National Treasury – The Way forward for South Africa post financial crisis
 - SABCOHA – HIV/AIDS, Business and the Faith-based sector
 - Tiger Brands - Food security and the role of FMCG companies
 - Nelson Mandela Rhodes Scholars – Leadership conversation
 - Tshikululu Social Investments – Serious Social Investment

Centre for Business Analysis and Research

The Centre for Business Analysis and Research (CBAR) is home to a variety of important programmes and initiatives at the Gordon Institute of Business Science. CBAR was established in 2010 as a vehicle to nurture collaboration and identify critical synergies among various unique programmes and initiatives undertaken at GIBS. The full weight of GIBS' renowned faculty and academic networks are brought to bear on delivering pertinent academic programmes and building a central core of knowledge and research to support business.

Over the past few years GIBS has initiated a number of programmes, the central purposes of which are to

- bring to the fore the most critical and pressing issues facing businesses in developing countries
- extend and deepen the content of GIBS' academic core
- facilitate and enrich GIBS' interactions with broader society and the business context
- contribute to the internationalisation of GIBS' perspectives and networks
- promote the GIBS brand in the field of management education
- position GIBS as a leading expert on South African-focused management research.

These programmes take a variety of forms, ranging from both academic to practical, and are led by experts in their fields who wish to make a contribution to research, global best practice and sharing this knowledge with South African businesses to enhance competitiveness.

GIBS is fortunate to have attracted support and funding for many of these initiatives, and to work in close collaboration with these partners to develop general management.

Established programmes include:

- Base of the Pyramid Hub - see BOP details above.
- Transnet Programme in Sustainable Development - see TPSD details above.
- Programme for Digital Business

Transnet Programme in Sustainable Development

How business functions in the context of the interdependence of the economy, society and the environment forms the basis of sustainable business. Sustainability presents business with unique challenges that, until recently, were dismissed as relatively unimportant. However, the level of awareness and debate of key sustainability issues such as poverty, energy security, climate change, water and food security, has increased exponentially over the past couple of years. Notably, the King III Code of Governance for South Africa places sustainability, responsible leadership and corporate citizenship at the core of corporate governance.

Sustainable development requires the integration of social, economic and environmental factors in the planning, implementation and evaluation of government policies and business decisions. The challenge is to grow the economy in ways that safeguard the environment for future generations. As one of the leading business schools in Africa, GIBS has a unique opportunity to make a vital contribution to the achievement of sustainable development in South Africa.

In May 2008 GIBS established, with funding from Transnet, an academic programme in sustainable development. The Transnet Programme in Sustainable Development (TPSD) will ensure that business leaders of today, and those being groomed for the future, are made appropriately aware of the economic, social, political, scientific and legal issues pertinent to sustainable development. It is in the domain of the economic and political imperatives that the TPSD can cultivate the in-depth, cutting edge expertise and corporate citizenship that is crucial to meeting the challenges of sustainable development.

The TPSD aims to mainstream sustainability into GIBS' activities, both externally through its teaching and research, and internally in its campus operations. The programme is made up of the following activities:

- A core MBA module entitled 'Macro-environment of Business';
- An MBA elective module entitled 'Sustainability and the Environment';
- MBA and doctoral research;
- Executive education courses;
- Company specific programmes;
- Forums, seminars, workshops and conferences;
- iGIBS business knowledge portal for sustainability issues on GIBS website; and
- Sustainability projects within GIBS, including an annual greenhouse gas inventory; greening the GIBS campus through energy and water conservation, waste reduction

through recycling, as well as community engagement initiatives, such as teacher development programmes, school feeding schemes, permaculture gardens and media centre upgrades.

Additionally, GIBS is constantly assessing and adding new activities to the sustainability portfolio, including community engagement initiatives, resource reduction and student collaborations. GIBS will continue to assess and improve on our sustainability strategy.

Base of the Pyramid Hub

The Base of Pyramid (BOP) context is a rapidly expanding area of research. Interest, however, is not only confined to academic communities but importantly also amongst global businesses competing to enter and expand operations into low income markets in emerging economies. The GIBS BOP hub aims to address some of the information shortages which increase risk and prevent companies from being able to serve low income consumers.

The purpose of a dedicated hub will be to foster, aggregate, codify and disseminate knowledge and innovation relevant to the BOP. This information will be drawn from diverse sources including BOP communities, NGO's, government, academic sources, global best practice models and businesses operating in the BOP space in order to promote the concept of inclusive markets.

Workshops, forums, publications and conferences will be offered to share best practice, discover operational models and encourage innovation. This in order for firms to profitably engage low income communities across the value chain by employing and procuring from and partnering with members of the BOP.

The GIBS BOP hub aims to act as aggregators and disseminators of global BOP knowledge in order to:

- Stimulate innovation in BOP
- Assist companies in their low income market strategies and thinking
- Develop entrepreneurs in low income communities
- Contribute toward poverty alleviation and the building of a competitive economy
- Assist in the development, implementation and monitoring of BOP pilot projects.
- Build a BOP ecosystem with diverse stakeholders
- Build GIBS' reputation as a trusted source of BOP knowledge.

Programme for Digital Business

The Programme for Digital Business covers three focus areas:

- Digital Enterprise
- Digital Media
- Digital Economy

Digital Enterprise

Practically any business today relies on information technology to manage mission-critical functions that drive operational efficiency, establish customer intimacy and improve market competitiveness. Increasingly, senior management need to understand the vital role that IT plays in their organisation and treat Enterprise IT management and governance as a strategic business function. Indeed, the King III report places responsibility for IT governance, performance, risk and expenditure firmly in the hands of the company's board and its management.

Through executive courses, cases studies and public events GIBS demonstrates to senior management across all sectors how companies can achieve real competitive advantage from computing and information technologies, and what systems to put in place to ensure return on their IT investments.

Digital Media

The global media landscape is changing rapidly as a result of the convergence of telecoms, IT and media. The digitisation of content (music, TV, movies, news, books, etc.) combined with the ever increasing sophistication of computing devices and almost ubiquitous Internet access gives consumers today the ability to access high quality information and entertainment from anywhere in the world, often for free. This is driving competition and innovation but at the same time, threatening long-standing business models as well as challenging incumbents who must adapt quickly or risk declining influence. Governments and regulators are tasked to facilitate this trend to the benefit of consumers and local industry, but in many countries the complexity of the legal, commercial and technology issues involved often outstrip the ability of public bodies to set policy, legislate and regulate in order to stimulate an open, competitive market.

GIBS contributes to the pan-African regulatory environment, enhancing the skills and capabilities of public- and private-sector role players. GIBS offers educational and networking opportunities that focus on leading-edge technological and commercial advancements in digital media, and their impact on society and local industry. GIBS also offers general management and leadership skills development to ensure the establishment of effective regulatory authorities in Africa.

Digital Economy

Africa is too often portrayed in negative terms, creating a false view of the continent as a place of insurmountable problems. The reality is very different. Using the old maxim of 'necessity is the mother of invention', there are many examples where local innovation and entrepreneurship are creating solutions that tackle directly many of the challenges faced throughout sub-Saharan Africa, as well as developing local skills and nurturing small businesses. ICT has been shown to be a key driver of a nation's economic growth. As Africa goes increasingly online, the opportunities are increasing for entrepreneurs and small businesses throughout the continent, often in partnership with multinational companies, to apply computing and communications technology in areas such as education, health, financial services and rural development, as well as opening up Africa to a global market.

GIBS sources international best practices from leading ICT companies operating in Africa and beyond and combines this with its base of research knowledge to create a blueprint for innovation and business growth in emerging markets.

Centre for Dynamic Markets

Introduction

With growth and innovation shifting to the dynamic, but complex, markets of the east and the south, fresh challenges arise for individual leaders, businesses and governments that seek to enhance their competitive performance.

It is GIBS's vision to be a leader in teaching, research and knowledge dissemination with respect to the actors and factors that make up dynamic markets. The focus is on researching and teaching General Management in these markets – conscious of the fact that this is a highly diversified and increasingly differentiated categories of countries where management practices, the business environment and rules of engagement differ, and an alternative to the 'one-size-fits-all' approach is essential.

In line with this vision, GIBS has established (in January 2011) the Centre for Dynamic Markets (CDM) as a subscription-based project serving the business and state sectors in South Africa and multinational businesses wherever they are based.

Over and above the imperative of adaptation to the shift in the centre of the world's economic gravity, two factors have informed our thinking in setting up the Centre:

- There are invaluable lessons to be learned from comparing and contrasting the different socio-political and economic circumstances and policies that have contributed to the success of the emerging economies and their companies; and
- Despite many obstacles, integration of the world economy continues, and taking decisions in any one country or region demands an understanding of the evolving geopolitical and economic scene globally.

In essence, the aim of CDM is to help inform and prepare companies and leaders to improve their general management practices in dynamic markets.

What is the CDM and what does it do?

The CDM builds on the foundations laid by previous business networks established at GIBS since 2006.

It comprises of a team, based at GIBS, dedicated to generating and disseminating insights into and information not only about doing business in dynamic markets but also about the implications, arising out of the success of the dynamic market economies, for doing business elsewhere.

The Centre's principal activity comprises a series of high-level but informal discussions. The overall nature of the meetings is strategic but practical.

The broader research undertaken by the CDM (especially Case Studies) will steer and inform the meetings and dialogues. In turn, these discussions will enrich CDM research through the practical insights from participants, adding real world reality to compliment the empirical and academic rigour of CDM outputs. The sustained high rates of growth of China and India over roughly the past 20 years, along with the emergence of economies as diverse as Brazil, Turkey and Indonesia and the sluggishness of the mature OECD countries, are transforming the shape and functioning of the global economy. With growth and innovation shifting to the dynamic, but complex, markets of the east and the south, so do fresh challenges arise for individuals, businesses and governments that seek to enhance their competitive performance.

It is part of GIBS's vision to be a world-leader in teaching, research and knowledge dissemination with respect to the companies, political economy, institutions and other factors that make up these dynamic markets. To this end GIBS established the Centre for Dynamic Markets (CDM) as a subscription-based project serving the business and state sectors in South Africa and multinational businesses wherever they are based.

Over and above the imperative of adaptation to the shift in the centre of the world's economic gravity, two factors have informed GIBS's thinking in setting up the Centre:

There are invaluable lessons to be learned from comparing and contrasting the different socio-political and economic circumstances and policies that have contributed to the success of the emerging economies and their companies

Despite many obstacles, integration of the world economy continues, and taking decisions in any one country or region demands an understanding of the evolving geopolitical and economic scene globally.

The first topics in 2011 were:

- South Africa as the "gateway economy" for Africa – what does it mean and does the SA government have a strategy?
- India's post-independence economic story
- The implications of Brazil's rising presence in Africa.
- Special Forum: North Africa Crisis
- The next set of issues that will be covered are:
- MTN in Nigeria and Iran
- The Oil & Gas industry in Dynamic Markets
- Brazil in Africa
- SAB: Success in Dynamic Markets

The CDM also:

- Publishes a monthly Dynamic Markets bulletin
- Conducts regional briefings

- Presents company-specific or other case studies.

Membership

The project is funded through membership fees. In order to achieve and sustain a high quality of conversation in its meetings, the CDM limits the number of its members. In addition to participating in the meetings and other activities discussed above and to receiving the bulletin, members will benefit from:

- discounted access to pertinent GIBS Forums and other events throughout the year
- discounts on selected executive courses run at GIBS
- the potential availability of MBA and DBA students to undertake research projects of interest to members, for which the member concerned is willing to provide information and/or be available for interview.

Albert Luthuli Centre for Responsible Leadership

The Centre for Responsible Leadership falls under the Faculty of Economic and Management Sciences at the University of Pretoria, but plays an important role in management education. The University of Pretoria's Centre for Responsible Leadership aims to facilitate the development of a generation of responsible leaders that are committed to social and environmental justice.

A new generation of leaders will demonstrate integrity, transparency and accountability in all their activities. These leaders will also define strategy, provide direction, influence and shape policy debates and agendas and establish the ethics and values that will influence and guide practices and behaviour to achieve sustainable performance in support of a just society and environment.

The Centre's strengths lie in its ability to harness the academic integrity of a variety of academic disciplines cutting across areas such as economic and management sciences, environmental sciences, natural sciences, law, engineering and humanities, to name a few.

Its legitimacy lies in its ability to respond to key issues in the field of corporate responsibility and responsible leadership.

Its relevance is determined by the extent to which stakeholders, internal (faculty at UP) and external (private sector, public sector and civil society), put a premium on the CRL's ability to advance responsible leadership through relevant teaching and research interventions.

The academic offerings of the Centre for Responsible Leadership

A key objective of the Albert Luthuli Centre for Responsible Leadership is to develop the next generation of responsible leaders. As an emerging field our academic teaching covers both the theory of responsible leadership as well as active development of responsible leaders.

Our primary focus has been responsible leadership in business and therefore the majority of academic programmes we are involved in are in the fields of Business Management and

Business Leadership. The underlying theory of responsible leadership however applies to private as well as public life and some of our more recent involvement has been in the area of Human Rights and Law. Future programmes will also focus on Public Sector responsible leadership.

The ALCRL is presenting the following academic programmes:

- MPhil in Responsible Leadership
- Responsible Leadership Master Class

Programmes currently in development:

- Post-Graduate Diploma in Integrated Reporting
- MPhil in Workplace Ethics

Principle 4

Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

A list of faculty research including academic journal articles, conference papers and case studies related to environmental social and governance issues is presented below.

Journal Articles and Conference Papers

Chatbury, A., Beaty, B., & Kriek, H.S. (2011). Servant Leadership, Trust and Implications for the “Base of the Pyramid” segment in South Africa. *S Afr J Bus Manage* 42(4):1- 5.

Chipp, Kerry, Liston, R., & Kleyn, N. (2011). How is green seen? Exploring the impact of visual elements in "green" advertising. 7th Global Brand Conference 2011: Academy of Marketing, Brand identity and Reputation. Oxford: Said Business School, Oxford University.

Chipp, K., & Corder, C. (2011). Practitioner definitions for BoP: development of a short list. IIMA.

Chipp, K., & Verran, G. (2011). The application of value co-creation in advancing solutions to sustainable consumption. Proceedings of the 40th Anniversary Conference of the Academy of Marketing Science. Florida.

Chipp, K., & Naidoo, D. (2011). Exploring the impact of message framing on sustainable consumption choices. Proceedings of the 40th Anniversary Conference of the Academy of Marketing Science. Florida.

Wocke, Albert & van der Merwe, M. (2006). An investigation into responsible tourism practices in the South African hotel industry. Conference paper presented to the Royal Geographic Society Annual Conference.

Sutherland, M., Serretta, H., & Bendixen, M. (2009). Core corporate governance dilemmas facing boards: a South African perspective. *South African journal of economic and management science*, 12(2), 194-210.

Sutherland, M., & Wocke, A. (2008). The impact of employment equity regulations on psychological contracts in South Africa. *International journal of human resource management*, 19(4), 528-542.

Sutherland, M., Little, G., & Tudor, M. (2007). Accelerating the implementation of the clean development mechanism in South Africa. *South African journal of economic and management sciences*, 10(4), 395-411.

Sutherland, M., & Selby, K. (2006). Space creation: a strategy for achieving employment equity at senior management level. *South African journal of labour relations*, 30(2), 42-65.

White, Lyal (2010). Social challenges and progress in IBSA. *The South African Journal of International Affairs*, 17(3), 333-360.

Wocke, A., & Von Ketelhodt, A. (2008). The impact of electricity crises on the consumption behaviour of small and medium enterprises. *Journal of energy for Southern Africa*, 19(1), 4-12.

Sutherland, M., & R, Douglas (2009). An organisational change model for successful HIV/AIDS workplace interventions. *South African Journal of Labour Relations*, 2(33):54-74.

Adonisi, M. (2010). Vukani-Ubuntu: A social entrepreneurial answer to social development issues in South Africa. *Social Development Issues: International Consortium for Social Development*, 2(32):67-83.

Beaty, D., Adonisi, M., & Taylor, T. (2007) Gender diversity in the perception of organisational politics in South Africa. *South African journal of labour relations*, 31(2), pp.68-84.

Chipp, K., Kleyn, N., & Goldman, M. (2007). What they really think: resolving methodological issues in supply chain ethics research. *Acta Commercii*, 112-122.

Fisher, Greg & Abdo, A. (2007). The impact of reported corporate governance disclosure on the financial performance of companies listed on the JSE. *Investment analyst journal*, 66, 43-56.

Case studies

The following case studies, which are used as a basis for classroom discussion in all programmes, academic and corporate education, have been written and published:

Sutherland, M (2010). *Goedehoop: When Social Issues Become Strategic*, Ivey Publishing

Price, G. (2010). Stakeholder Management and the Endangered Wildlife Trust. Ivey Publishing.

Goldman, M. (2010). Kuyasa CDM Project: Renewable Energy Efficient Technology for the Poor. United Nations Development Programme

Hawarden, V. and Barnard, H. (2005). Danimal in South Africa: Management Innovation at the Bottom of the Pyramid. Richard Ivey School of Business, Case #: 910M99-PDF-ENG

Moodley, S. (2005). AIDS Policy and Strategy for IES, Gordon Institute of Business Science, Case G-CS-04-05

Wilson, G.L. (2005). Veronica Khoza: created a new model for home-based health care, Gordon Institute of Business Science, Case G-CS-03-05

Moodley, S. (2005). Memo: Aids policy and strategy for IES, Gordon Institute of Business Science, G-CS-04-05

Wilson, G.L. (2006). Glen Steyn: promoting non-violence and empowering youth, Gordon Institute of Business Science: Colloquium of Social Entrepreneur, G-CS-05-06

Wilson, G.L. (2006). Taddy Blecher: created a university for South Africa's poor, Gordon Institute of Business Science: Colloquium of Social Entrepreneur, G-CS-06-06

Wilson, G.L. (2006). Soul City Institute for Health and Development Communication (A): core business principles: fundraising; marketing; organisational sustainability, Gordon Institute of Business Science: Colloquium of Social Entrepreneur, G-CS-08-06

Wilson, G.L. (2006). Garth Japhet (B): Soul City Institute for Health and Development communication: core business principles: performance management; organisational growth; South Africa's transformation, Gordon Institute of Business Science: Colloquium of Social Entrepreneur, G-CS-09-05

Wilson, G.L. (2006). Garth Japhet (C): Soul City Institute for Health and Development communication transformation, Gordon Institute of Business Science: Colloquium of Social Entrepreneur, G-CS-10-06

Books and chapters

Magner, C. and Bojer, M.M., Roehl, H., & Knuth, M. (2008). Mapping dialogue: essential tools for social change. Taos Institute.

Gibson, D.J.D., Ismail, A., Kilian, D., and Matshikiza, M. (2008). Chapter 7: The State of the Environment - Safeguarding the foundation for development. In: Human Sciences Research Council, State of the Nation 2008. HSRC Press.

Cook, J. & Nkomo, S. (2006). Chapter 4: Leadership in Africa. In Managing business in Africa. Oxford University Press.

Principle 5

Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Centre for Business Analysis and Research

Please see CBAR details on page 12.

Corporate Education – Company Specific Programmes

The GIBS Company-specific Programmes (CSP) unit is the leading provider of customised executive education on the African continent. As one of the world's leading business schools, GIBS was ranked 67th in the 2011 Financial Times Executive MBA rankings and has been in the top 50 in executive education for the last 4 years. Each year, over 70 leading global and South African organisations from the private, public and non-governmental sector have partnered with GIBS to design and deliver learning interventions. These are developed to have measurable impact on an organisation's ability to deliver on its business strategy and make its human capital capability a source of competitive advantage.

The GIBS CSP give's business people access to:

- a team experienced in applying the latest methods in executive education;
- customised experiences, assessments and activities; and
- leading South African and global faculty.

Our experience extends from consulting on strategically-aligned programmes at the executive and senior management level, and talent programmes for identified high- potential staff, to large scale group-wide programmes focused on delivering large-scale transformational change. Our performance-improvement approach requires that our departure point is always to understand our partners' strategic, performance and growth agendas.

Principle 6 – Dialogue

Dialogue: We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Facilitated events relating to global social responsibility and sustainability

Activity	Event	Description	Date
Conference	Resource Governance 2011	This programme is designed to expose participants to best practice and the latest thinking around the governance of resources and sustainable development and growth in Africa, drawing on examples from around the globe. The conference is intended for participants from the private sector (in extractive industry companies), government policy makers and officials, and NGO representatives that are seeking to improve the prospects for sustainability in their projects and countries and planning in the regional African context and ensuring that Africa achieves its promise and potential. The 5-day conference will bring together leading experts and practitioners in the realm of resource governance and sustainable development. Conferences will work with Frontier Advisory on this programme, specifically Abdullah Verachia.	May-11

Conference	Biodiversity – Powering the Green Economy 2011	<p>In South Africa, we face a need to work collectively towards development futures that maximise long-term productive capacity as well as short- to medium- term development objectives. The issue is particularly pertinent in the grasslands biome which holds much of Gauteng and Mpumalanga. It is in these areas that some of the critical trade-offs in coal mining, energy production, food production, and water production play out. While the social and ecological impacts of land use transformation, pollution and acid mine drainage from mining activities are apparent, the urgent need for growth, development and service delivery remains a top priority. However, growth and development need not come at the expense of the environment. There is a need to optimize coal and other development options through a purposeful investment strategy that ensures long term ecological infrastructure and associated services such as water production are not further compromised. Ecological infrastructure is not an obstacle to development but rather, as part of an integrated development plan, is fundamental to supporting a suite of productive, extractive and non-productive, non-extractive economic activities. The purpose of the panel discussion will be to hear the views of government, labour, business and civil society on “Green economic development: can it power our future?”. Does optimal use of and investment in ecological infrastructure and natural capital hold the key to economic growth and development in South Africa, particularly in the face of global climate change? With SANBI. Speakers included: Saliem Fakir, WWF; Simpiwe Somdyala, CEO, Asgisa-EC; Ivor Sarakinsky, School of Public and Development Management, Wits University; Joanne Yawitch, CEO, National Business Initiative; Nik Sekhran: Principle Technical Adviser: Ecosystems & Biodiversity, UNDP; Ravi Naidoo, DBSA; Dhesigen Naidoo, WRC; Dr Tanya Abrahamse, SANBI</p>	Oct-11
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Conference	AABS Conference in Responsible Management Education 2011	Association of African Business Schools' (AABS) Conference which was held at the University of Cape Town Graduate School of Business in Cape Town on Friday, 15 April 2011. AABS identified Responsible Management in Africa as the theme for the one day conference which aimed to provide an opportunity for leaders in African business and members of African business schools to discuss how to work together in this critical area. GIBS co-sponsored and co-organised the conference in Responsible Management Education with the Association of African Business Schools.	Apr-11
Conference	Base of the Pyramid - Conference 2009	An emerging academic school of thought and research stream is exploring how business can best engage low income communities and in so doing raise the economic and social wealth of both. This approach has been termed Base of the Pyramid (BOP). As part of our contribution to the Kellogg Foundation funded BOP Learning Lab, GIBS is hosting an international academic conference to explore the creation and dissemination of knowledge in this area. The conference ran over two days from Monday, 16 – Tuesday, 17 November 2009 and included an immersion excursion into the BOP market of Alexandra township.	Nov-09
Forum: Debate	Sustainable Investment Case for Fracking	Fracking is a controversial topic currently being debated in Africa, especially in Southern Africa as South Africa considers if/how to develop a policy on energy and extraction that considers the technology of shale gas fracturing, commonly called "fracking". The controversy around 'fracking' in the Karoo has put the SA government in a tough spot, notes a Reuters report. The worry is that the Karoo will become the arid twin to another drilling centre, the Niger Delta in Nigeria – where local people have largely remained destitute as foreign oil companies have contaminated the land and the water. "You can't put energy security ahead of water security," environmentalist Lewis Pugh said. "Water is life. There is nothing without it."	Sep-11

Forum: Debate	Water Crisis 2010	South Africa is one of the driest countries in the world with erratic and unevenly distributed rainfall, and is currently close to the limit of using its readily available water resources. The forum will explore these problems and what can be done to contain them.	May-10
Forum: Speaker	Tony Fitzjohn	Born Wild is a story of passion, adventure and skullduggery on the frontline of African conservation. Following Tony Fitzjohn's journey from London bad boy to African wildlife warrior, his story tells of a series of love affairs with the world's most beautiful and endangered creatures – affairs that so often end in pain, for to succeed in re-introducing a lion or leopard to the wild is to be deprived of their companionship.	Oct-10
Forum: Speaker	Mervyn King	Transient Caretakers explores the state of the Earth – from climate change to the ongoing water and energy crises, and from issues of waste and garbage to tourism, transportation, urban planning and sustainability reporting. In addition, steps are mapped out for each person to implement changes in the household and garden, as well as to influence the actions of businesses and governments, to ensure that the Earth's assets of land, air and water are passed on in the future.	Feb-10
Forum: Speaker	Lewis Gordon Pugh 2010	On May 22 2010, Lewis Pugh completed a 1km swim across Lake Pumori at an altitude of 5 300m under the summit of Mt Everest to draw attention to the impact of climate change on the Himalayan region. It took 22 minutes and 51 seconds. The water temperature was 2°C. This is one of the many times he has achieved the impossible to draw attention to climate change!	Aug-10
Seminar	Equality?	Has South Africa successfully moved from an unjust society to a just one? Certainly not if we look at depressing facts such as the income inequality gap which is the worst in the Milky Way, criminally high levels of poverty, rampant violent crime, fragile race relations and other social and socio-economic trends. This debate asks one of the most critically important questions facing South Africa right now: whether or not the constitution retards the transformation of our society into a more just space.	May-10

Seminar	Achieving a common national South African identity is a dangerous idea 2010	The Gordon Institute of Business Science's new series of Oxford-style debates hosted by South African political and social commentator, radio talk show host and former national debate champion, Eusebius McKaiser. In the first debate in the 2010 series we examine the possibility of a South African identity. Given the linguistic, cultural and other points of diversity, is there such a thing as a national identity? Is it dangerous, politically or otherwise, to even attempt to construct a national identity? Is the rainbow nation motif an historical myth? Or, might a common national identity yet be born? Invited speakers will speak to the motion and unpack these and other related nuances on the thorny question of whether a national identity is fraught with danger.	Mar-10
Seminar	CSR Seminar 2011	Seminar on Corporate Social Responsibility at GIBS, event hosted in conjunction with Middlesex University Business School and Economic and Social Research Council (UK).	03-Mar-11
Dialogue	Town Hall Dialogue Series: Gwede Mantashe, Secretary General of the ANC 2009	The first in the Town Hall Dialogue Series saw Gwede Mantashe, Secretary General of the ANC, engaging with a panel of delegates from the Nexus, ImagiNation, Imbokodo, Spirit of Youth and MBA programmes. Through his responses to the panel, Gwede unpacked the actions of the new government, the politics of the ANC and his own views on his leadership and that of the leadership of the country. After responding to the questions and reflections posed by the panel, questions were invited by the audience which consisted of delegates from the Dialogue Circle and GIBS programmes, as well as the media. Many responded favourably to the candour and openness with which Mr Mantashe engaged with his audience.	Aug-09

Dialogue	Eskom Dialogue- 49M	Centre for Leadership and Dialogue and Eskom have partnered to run a high level gathering on leadership and energy. This event will focus on the nexus between energy dynamics in SA and the deeper undercurrents of socio-economic and political life. It will not be a talk-shop. It will stimulate a broader and richer perspective on the times that we are in. It will also provide experiences that will allow participants to reflect on how, in the complexity of our situation, we can lead our sectors and collaborate with others to achieve success. The outcome of this gathering will be a connected stakeholder community that can play a stronger strategic leadership role on energy issues in our country. The Energy Leadership Dialogue will be hosted by the University of Pretoria's Gordon Institute of Business Science (GIBS). GIBS brings an independent framework for considering the questions of leadership, society, politics and energy. GIBS was established in 2000 to be a place where we all stretch our thinking, challenge existing ideas and develop a personal and organisational sense of where we need to go next. The dialogue will involve 60 participants from different walks of life including senior political figures, ordinary people, business leaders and energy stakeholders	Nov-11
Dialogue	Qiniso Dialogues- The Five Questions Every South African Must Answer	The Gordon Institute of Business Science (GIBS) Centre for Leadership and Dialogue (CL&D) ran six dialogues to explore The 5 Questions that Every South African Must Answer in order to build the country. Each session brought together 30 professional, vibrant and dynamic leaders , they are the 'movers and shakers' (the kinds of people who may be in the M&G 200 people to take to lunch). These leaders came from the vast diversity of our Johannesburg, Gauteng -South African landscape. We met in Newtown, Johannesburg for an experiential learning journey that will inspire, motivate and call for deep reflection. We will then move to the GIBS Inner City Campus in Pritchard Street. Our intention was to journey together on 6hr interactive, conversational, and deep dialogue process. It is our hope to forge	September through December 2011

		<p>relationships across diverse sectors, geographies, race, gender and class. And that the process can build a clear illustration of the key dynamics which are taking place in SA today, based on personal and communal experiences. The target audience includes energetic and passionate people in their late 20s to early 40s.</p> <p>We have named these The Qniso Dialogues – The 5 Questions that Every South African Must Answer. The series will produce, through honest and transparent engagement, a set of key questions that every South African must answer in order to secure a better future for our country. We intend producing an exciting, innovative and interactive channel to share this output, which we hope will have maximum impact. The Mail and Guardian is our preferred media partner who will publish the output extracted. We see this as an opportunity for the M and G to be seen as the host of critical conversations taking place within our society which would correspond and work intensively with your Top Young South Africans initiative and the Critical Thinking Forum already in place.</p>	
Dialogue	Dinner Club	<p>We are hosting a series of informal and off-the-record dinners involving emerging leaders from the worlds of business, government, politics and the media. The purpose is to discuss the evolving South African economic, political and cultural scene in South Africa, against the backdrop of our aspirations for our common future. As part of the invitation we have promised not to share the details of the participants. We can say they are thought and business leaders whose specialties cover a wide range of areas including: arts, politics business, health and social services, media, academia and beyond.</p>	2011

iGIBS

iGIBS is a knowledge portal hosted on the GIBS Website which offers web visitors abundant, free and valuable information, video and audio in eight key areas: Strategy, Leadership, Entrepreneurship, Finance, Marketing, Career Management, Sustainable Development and Dynamic Markets.

The objective of iGIBS is for web visitors to stay up- to-date with the latest thinking, trends, opinion and research in each of these areas.

Sustainability on campus

We understand that our own organisational practices should serve as example of the values and attitudes we convey to our students.

The Gordon Institute of Business Science is committed to promoting sustainability. It is the intention of the business school to continue to be a good corporate citizen. Concern for the environment and promoting a broader sustainability agenda are integral to GIBS' academic activities and the management of the organisation. Sustainability is defined as meeting the needs of the present without compromising the ability of future generations to meet their own needs. This applies to economic, environmental and social concerns.

GIBS is committed to extending its already substantial contribution to preparing business for current and future sustainability issues. We aim to follow and to promote good sustainability practice, to reduce the environmental impacts of all our activities, to improve the community in which we operate, and to help our students, clients, suppliers and partners to do the same.

We are an ethical institution dedicated to ensuring that we use only those resources required to achieve our legitimate business objectives, while striving to conserve existing natural resources. We aim to help to ensure that there will be sufficient natural resources for future generations.

We also make social contributions to communities in which we and our suppliers, current and future customers live. Corporate Social Responsibility (CSR) applies to all aspects of corporate responsibility; community, social, workplace and governance. CSR is the continuing commitment by the business school to behave ethically and contribute to social and economic development. We do this while improving the quality of life of our workforce and their families as well as of the local community and society at large. Our CSR strategy supports our core business in that investments are made in the areas of education and the environment.

It is the responsibility of each employee of the business school to ensure that these principles are upheld across our academic and business operations, and that each employee serves as an ambassador for the business school in all our communities.

The school is dedicated to this vision and will make available the tools and resources required for its successful fulfilment, including supporting employees to live the vision.

Our Sustainability Policy is based upon the following intentions:

- To comply with, and exceed where practical, all applicable legislation, regulations and codes of practice.
- To integrate sustainability considerations into all our business decisions, considering the economic, social and environmental impact.
- To ensure that corporate responsibility investments are made in support of our core business in the areas of education and in the environment.
- To ensure that all staff are fully aware of our Sustainability Policy and are committed to implementing and improving it.
- To make clients and suppliers aware of our Sustainability Policy, and encourage them to adopt sound sustainable management practices.
- To review, report, and continually strive to improve our sustainability performance.

The purpose of the GIBS Sustainability project is to develop practical tools to enable environmental and social performance to be better integrated into the organisations' core strategy and financial performance. The sustainability team links research and education efforts with administrative activities, to implement programmes that reduce the environmental impact of operations.

Climate Change Position Statement

GIBS recognises that climate change is a pressing global issue that requires urgent attention by all sectors of society.

GIBS recognises its role as an educational institution that has considerable influence over business thinking. It is therefore committed to responsible leadership on climate change.

While GIBS is a relatively small contributor to global greenhouse gas emissions, it acknowledges its contribution, and will strive to reduce its carbon footprint through implementing a carbon management strategy.

GHG Emissions

The greenhouse gas (GHG) emissions that cause climate change are emitted mainly from burning fossil fuels such as coal, oil and natural gas. Because heavy industry is a leading source of GHG emissions, most of the business-focused programs responding to the problem emphasise participation by "emitters," manufacturers and utilities. Action by industry alone, however, is not enough. Long-term solutions require emission reduction efforts by the entire economy, including service sector operations like universities.

Even though universities are not considered large emitters, these organisations do emit GHGs and can help mitigate climate change through changes in their energy use and the products and services they offer.

The most common greenhouse gas is carbon dioxide (CO₂) and two of the largest global sources are electricity and heat and transportation. Service-sector companies' activities contribute to these sources through their electricity use, heating, cooling and travel. They

may also contribute to other large global CO₂ emission sources such as land use change and forestry and manufacturing and construction. Service-sector companies have an opportunity to influence their operations, supply chains, customers, employees, and other stakeholders and to help change those behaviours necessary to curb the most dangerous effects of climate change.

In order to understand what impact our choices as an organisation has on our environment, we need to measure, report and effectively reduce our greenhouse gas emissions. An annual inventory of the GIBS greenhouse gas emissions is undertaken to accurately measure and track our emissions. The information gathered from the inventory allows decision makers within the business school to set emissions reduction targets, and effectively measure the performance of the organisation against these targets.

Energy Conservation

Together with significant climate change and sustainable development challenges, South Africa is facing huge energy security challenges.

GIBS has already developed and implemented an energy saving strategy that looks to address the use of electricity on the campus. Activities include electricity access management, replacement of redundant high energy use equipment with low-energy use equipment, staff education and behaviour changing activities, as well as identification of future projects to address energy saving. The benefits are not only a reduction in our financial outlay for energy, but also a more constructive, and proactive attitude from our operations towards efficient energy use.

Waste Management

GIBS is working with waste management partners from both the public and private sector to implement an effective method for managing our waste and recovering recyclables from operational activities. GIBS recycles an average of two metric tons of recyclable materials a month from the Illovo Campus, and is looking to expand this initiative to the Fashion District Campus.

Spirit of Youth Programme

Please see details on Spirit of Youth on page 10.

AIDS Awareness Day

An annual AIDS Awareness Day is held on the GIBS campus which includes guest speakers, voluntary counselling and testing for all GIBS staff, faculty and outsourced employees, as well as a campus-wide awareness campaign for staff and students. Counselling, testing and awareness drives are intended to assist and support all staff in a confidential programme of support. Additionally, structured support is arranged with sub-contracting (outsourced) companies to assist any of their staff members that may require special meals and ARVs. Plans are afoot for the annual AIDS Awareness Day to coincide with the MBA AIDS module

Employee Community Involvement

Inspired by the Third King Report on Corporate Governance (King III), together with international standards, specifically the Global Reporting Initiative (GRI), GIBS aims to demonstrate accountability and social responsibility and in that regard promotes and supports Employee Community Involvement (ECI), usually undertaken as a collective effort.

GIBS positions sustainability and corporate citizenship at the heart of its operations and as such is committed to responsible staff involvement in communities. We therefore commit our core skills towards the common good and (among other activities) we will encourage and support our employees to contribute towards improving education for South Africa's youth. Through implementation of our ECI programmes we will be making a contribution to the health and stability of our wider communities; the skills and morale of our employees, and current and future sustainability of our institution.

GIBS supports employee involvement in the following areas:

- Through the payroll giving programme (Give as you Earn - GAYE) – NGOs and Charity organisations to be selected from a pool of options.
- Volunteering in communities, either by individuals or staff teams, for example Tree planting at schools in Alexandra – these activities to be both community and environmentally focussed.
- Events taking place on 'HR calendar' days, for example Women's Day, Annual Wellness Day, etc – these activities to be both community and environmentally focussed.
- Ad hoc collection drives, for example collections in the 'care bin' for disaster relief

Through the above initiatives GIBS staff members are encouraged to invest money, time, skills and in-kind contributions in community and environmental upliftment, especially in regard to education.

School development programme

GIBS understands that in order to continue to make a meaningful contribution to business education in South Africa, whilst also ensuring a sustainable stream of qualified and competent students for the business school, we need to invest in the development of basic education institutions.

GIBS will pursue this goal by investing in local primary school education, specifically schools in disadvantaged areas in Johannesburg, through educational and financial support. GIBS will assist these schools in becoming centres of academic excellence and will help ensure the next generation of business people in South Africa, and similarly the next generation of GIBS graduates, have been given a world class academic foundation.

GIBS has identified three schools to further develop existing relationships, and ensure sustainable CSI investment:

- Gordon Primary School, Alexandra

- Emfundisweni Primary School, Alexandra
- Ekukhanyisweni School, Alexandra

GIBS will focus extensively on the following areas in these schools:

- Maths, Science and English subject improvement
- Development of management skills in these primary schools
- Infrastructure and facilities improvement and maintenance
- Environmental awareness and responsibility
- Nutritional supplementation (Feeding scheme, vegetable gardens)

Future perspectives

As confirmation of our continued commitment to the PRME, the business school aims to ensure that our management education remains relevant to both the business community and society at large, and that we continue to build on our extensive business in society activities and thinking.

Key objectives and activities planned at GIBS in the near and long-term future include the following:

Ensuring the continued incorporation of sustainability content and teaching into all academic programmes including the MBA, PDBA, DBA and certificate programmes;

As well as the teaching and incorporation of sustainability content into corporate programmes such as the global Executive Development Programme and the African Leadership Programme;

Continuing to engage with the business community and civil society on sustainability and GSR issues, in particular addressing those issues that would enable our students to be better citizens and managers in the diverse South African business-political landscape;

Extending the GIBS' body of knowledge on GSR, with particular reference to case studies, research on GSR and journal articles; and

Advancing the internal sustainability strategy at GIBS through tactical, relevant and high-impact activities, including annual sustainability reporting, education and awareness campaigns, and community outreach programmes.

Support

Opportunities for cross collaboration between PRME signatories are identified as follows:

- Case study writing and production support (content writers and contributors).
- Research collaboration opportunities, particularly pan-African focussed.

Contributors

This report was compiled by Claire Thwaits, Sustainability Manager at GIBS and Donald Gibson, Adjunct Faculty member at GIBS, and Partner, SRK Consulting.

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