



DEAKIN
UNIVERSITY

Sharing information on progress

Faculty of Business and Law

Report 2017–2018

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PRME

an initiative of the
United Nations Global Compact



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Confirming and renewing our commitment to PRME

As a signatory to the Principles for Responsible Management Education (PRME) since 2012 and as a PRME Champion in 2018–2019 cycle, I am delighted to renew our commitment and affirm our continued support to the PRME initiative as well as the UN Sustainable Development Goals (SDGs).

Since signing up for PRME, we have undertaken significant changes in all our course offerings, research and partnerships to embed the principles of sustainability, ethics and responsibility and engage with our students and partners in a meaningful way, making substantial progress. We have also engaged with the SDG framework to address the challenges in an impactful way through pursuing meaningful and relevant research, embedding sustainability in our educational programs, engaging with the community and providing thought and action leadership to build sustainability-based partnerships.

On behalf of Deakin Business School (DBS), I take great pride in presenting our fourth Sharing Information on Progress (SIP) report. This report confirms our strong commitment to PRME and SDGs demonstrating our multi-pronged approach to embed the principles of sustainability across our curricula, organisational practices, research, and partnerships. It further outlines the progress we have made so far as well as our notable achievements for our embedded and transparent approach to sustainability recognised both externally and internally within Deakin in 2017 and 2018.



Alfred Deakin Professor Mike Ewing
Executive Dean
Faculty of Business and Law
Deakin University



"The Faculty of Business and Law remains committed to embedding sustainability as a key driver of all aspects of the Faculty's operations. This report shows how we have embedded an integrated and transparent approach to sustainability and SDGs across our curriculum, research and operations."

Professor Mike Ewing
Executive Dean
Faculty of Business and Law

Introduction

DBS is accredited by AACSB International. We are one of only three business schools in Victoria and among 5% of business programs worldwide to be AACSB accredited meaning that our business education has been measured against the standards of the world's best schools.



MBA and Bachelor of Commerce

These courses are internationally recognised and EPAS accredited by the European Foundation for Management Development (EFMD).



Master of Marketing and Bachelor of Commerce

Accredited by the Australian Marketing Institute (AMI), these degrees enable our students to graduate even more job-ready as emerging marketers.



Master of Business Analytics

This course recently became Australia's first and only program to be accredited by the Australian Computer Society (ACS), putting it leaps ahead of similar degrees in the field.



Bachelor of Property and Real Estate

This course has received professional accreditation by the Australian Property Institute (API) and the Royal Institution of Chartered Surveyors (RICS). Graduates will meet the academic requirement to be eligible for registration as a Certified Practising Valuer (CPV).



Employer of Choice for Gender Equality

Deakin has received the 'Employer of Choice for Gender Equality' citation for 11 consecutive years. Awarded by the Workplace Gender Equality Agency (WGEA), the 'Employer of Choice for Gender Equality' citation recognises the University's sustained efforts to improve employment outcomes for women.



Deakin also won the Australian Workplace Equality Index (AWEI) Bronze Medal in 2018 for the third consecutive year. This award is for progress in increasing the inclusion and support for LGBTIQ+. Deakin was the first university in Australia to introduce paid leave to support staff undergoing a gender transition.

Deakin University rankings

Among the Top 1% of universities worldwide

ShanghaiRankings Academic Ranking of World Universities 2018

Ranked in the Top 50 young universities in the world

QS and Times Higher Education Young University Rankings 2018

Highest overall student satisfaction among universities in VIC

Australian Graduate Survey (2010-15) and the Graduate Outcomes Survey, QILT (2016-17)

Ranked 3rd in the world for Sport Science

2018 ShanghaiRankings Global Ranking of Sport Science Schools and Departments

Ranked 28th in the world for Nursing

QS World University Rankings by Subject 2018

Ranked 27th in the world for Education

QS World University Rankings by Subject 2018

Faculty of Business and Law rankings

In the world's Top 100 for Finance

QS World University Rankings by Subject 2018 or Shanghai Ranking's Global Ranking of Academic Subjects 2018

In the world's Top 150 for Accounting and Business

QS World University Rankings by Subject 2018 or Shanghai Ranking's Global Ranking of Academic Subjects 2018

In the world's Top 250 for Economics

QS World University Rankings by Subject 2018 or Shanghai Ranking's Global Ranking of Academic Subjects 2018

Ranked 1st in Australia for online MBA

QS World University Rankings

Ranked 15th in the world for online MBA

QS World University Rankings

In the world's Top 100 for Law

QS World University Rankings by Subject 2018 or Shanghai Ranking's Global Ranking of Academic Subjects 2018

Delivering globally connected education

Deakin's achievement in educational programs have been recognised with Victoria's highest accolades with the following awards in 2017 and 2018:

Export Awards – Deakin won the Education category at the 2017 Australian Export Awards (national award) following our win in the Education category in the Governor of Victoria Export Awards (4th consecutive victory at the state level). The Export Awards focus strongly on business performance, and therefore our wins likely hinged on strong growth in international student numbers. Given that Business and Law is home to the largest number of international coursework students, it played a significant role in this success.

Reimagine Education Awards – a global higher education competition by QS World University Rankings and the Wharton School of Business of the University of Pennsylvania.

Gold for ICT Support and Services Award In 2017 Deakin won the 2018 award for Deakin Genie.

Bronze for Nurturing Employability Award In 2018 Deakin won the Bronze for Nurturing Employability Award 2019 for Professional Practice Credentials and Degrees.

PRME Champion

Deakin Business School (DBS) has been named a PRME Champion for the 2018–19 cycle in recognition of its contribution to advancing PRME initiatives.

As a PRME Champion, DBS joins the Champion's forum consisting of 39 universities globally including two from Australia as a thought and action leader in PRME initiatives. DBS is actively engaged in the PRME Champions' flagship project, "Mainstreaming the SDGs in PRME Institutions", by identifying a core DBS PRME team – Dr Fara Azmat, Dr Harsh Suri, and Prof Kim Watty – and allocating adequate resources to actively drive the institution's commitment for the two year cycle of 2018–2019.



Fiona Vagg, Prof Michael Polonsky, Dr Fara Azmat, Prof Kim Watty and Dr Harsh Suri.



"Our Business School is promoting sustainability in action by strengthening the nexus between graduate employability and sustainability capability. Winning this Green Gown Award celebrates Deakin's commitment to engage our students, staff, industry partners and the wider community in advancing the UN's sustainable development goals."

Professor Jane den Hollander AO
Vice-Chancellor, Deakin University

Vice Chancellors Award for embedding SDG

DBS PRME team, Dr Fara Azmat, Dr Harsh Suri, Prof Kim Watty along with Prof Michael Polonsky, Ms Fiona Vagg and Victor Wong won the prestigious VC Award in 2017 in the value category for integrating the UN's SDGs within curriculum, research, engagement and operations.

The award reflects DBS's concerted and integrated efforts in taking a leading role in strengthening the integration of SDGs and PRME and positioning sustainability as a central topic in all our aspects.

Green Gown Awards

DBS won the 2018 Australasian Campuses Towards Sustainability (ACTS) Green Gown Awards Australasia in the category of 'Learning, Teaching and Skills' for 'bringing a cultural shift for meaningfully integrating sustainability across mainstream curricula in DBS'. This project has been a genuine team effort with engagement from unit chairs of more than 150 core units from DBS. A video highlighting some achievements of this project was played at the ACTS conference Gala Dinner: [video.deakin.edu.au/media/t/0_q57otkxq](https://www.deakin.edu.au/media/t/0_q57otkxq). Dr Harsh Suri and Ms Shruti Verma were also shortlisted as one of the three finalists in the individual categories of Excellent Staff and Excellent Student, respectively.



DBS staff members with the Green Gown Award: Mr Vivek Venkiteswaran, Prof Mike Ewing, Steffan Irugalbandara, Mark Olynk, Colin Higgins, Harsh Suri, Bardo Fraunholz, Craig Parker, Anne Kershaw, Kerrie Bridson, Michael Cohen, Fara Azmat, and Neil Bain-Lowry.

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.

As part of our continued commitment to developing our students' as responsible future leaders who are aware of the emerging economic, social and environmental as well as ethical problems both nationally and internationally, we understand the importance of embedding ethics, responsibility and sustainability (ERS) strongly in our culture. The embeddedness of ERS in DBS culture is crucial for not only establishing ethical norms and standards, and raising awareness, but also for building the capacity of staff and shaping their attitudes and behaviour about these issues. Recognising the importance of embedding ERS in our culture, DBS has now formulated an ERS vision and an ERS strategy as shown below in Figure 1. The principles of PRME and UN SDG Agenda underpins our ERS vision and strategy.

DBS ERS vision

We aim to develop a sustainable, inclusive and ethical culture that ensures prosperity, creates societal benefit and minimises environmental impact.

ERS strategy

Facilitated by the UN SDG agenda and PRME principles, our ERS strategy builds on DBS strategic plan (2015–2018) and aligns with LIVE The Future Agenda 2020. Our ERS strategy aims to develop a sustainable, ethical and inclusive DBS culture through undertaking a multi-pronged approach to embed ERS across our teaching, research, partnerships and student and staff engagement activities as shown in Figure 1.

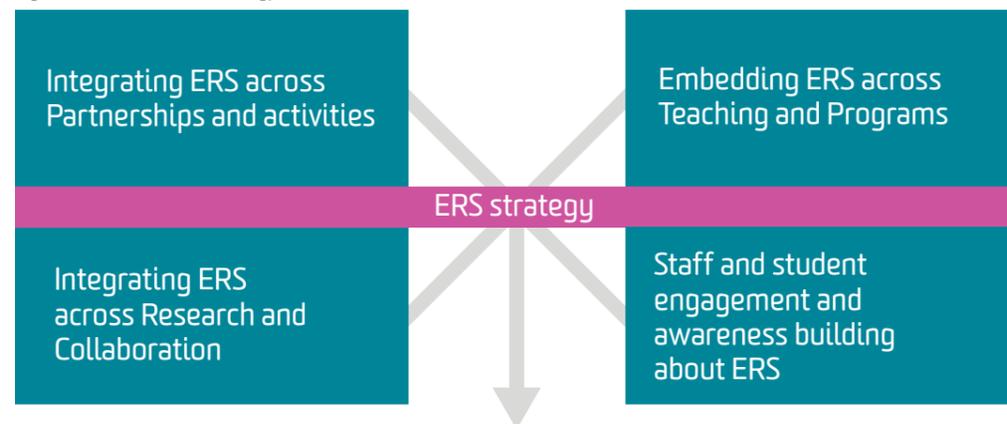
We promote our ERS vision through the following strategies:

- building awareness of staff and students about ERS and promoting their engagement
- innovative, socially responsible, borderless and outcomes focused education
- contemporary research that impacts our communities and
- partnerships to support, recognise and embed the UN SDGs across all our activities, thought and action leadership.

These strategies align with the six principles of PRME and will be discussed throughout the report. Our PRME dashboard presented at the end of the report demonstrates the initiatives taken to implement our ERS strategy, their ongoing status as well as future plans.

In line with our mission and ERS vision, DBS seeks to promote socially responsible borderless and outcomes focussed education to develop the capabilities of our students as responsible future leaders. Our teaching focuses on delivering education that seeks to instil graduate attributes, knowledge and skills that not only enhance students' personal development but more importantly, makes them aware as well as better equipped to address global challenges and make a positive difference to lives of people nationally and across international borders. Experiential learning opportunities and flexible delivery modes through industry linkages and international study tours are some of the ways through which the Faculty helps our students to develop as responsible leaders. These initiatives have resulted in increased participation in global programs offered to students that relate to global and social responsibility awareness. Some examples of the initiatives undertaken are discussed next.

Figure 1: DBS ERS vision and strategy



ERS Vision: to develop a sustainable, ethical and inclusive DBS culture.

PRME
an initiative of the
United Nations Global Compact

DBS mission

Deakin Business School prepares graduates for careers of the future. We harness emerging technologies to facilitate innovative, borderless, socially responsible and personalised education. Our research informs our practice and impacts the communities with whom we engage.



Our students in India

a. Global Citizenship Program (GCP)

The GCP was established in 2011 and is specifically designed to engage students with a variety of global programs and activities to build up their skills to be globally aware, culturally sensitive, to live and work independently and to be responsible leaders and sustainability change agents. The Global Citizenship Program is based on students receiving points for different internationally-focussed activities. There were 4,425 and 5007 active students registered for the GCP in 2017 and 2018 respectively. Amongst these students 77 and 103 participated in the GCP from the Faculty of Business and Law in 2017 and 2018 respectively. For more details of the program visit deakin.edu.au/students/studying/deakin-abroad/global-citizenship-program.

Under the GCP, students were engaged in different community development & environmental change programs in countries like India, Zambia, Peru and Tuvalu. For example in India students worked with Centurion University, a social enterprise institution located in Odisha, India's second poorest state with over 25% of the population belonging to a tribal or indigenous group aiming to empower the surrounding community with educational opportunities and skills training. Working with Centurion University, our students worked in areas of health and water sanitation practices in rural villages, developing and delivering conversation classes in a rural school.

In Zambia, our students worked with volunteers from around the globe, local NGO African Impact staff and local community members. Some of the areas they worked included: helping the local community through various traditional building projects – learning about eco-building and working with Eco-Bricks; community buildings, local family dwellings, water storage, benches, pump houses or classrooms. They assisted by helping with mixing cement, making and laying bricks, laying concrete floors, plastering walls, painting or refurbishing existing structures – all in a closely supervised environment.



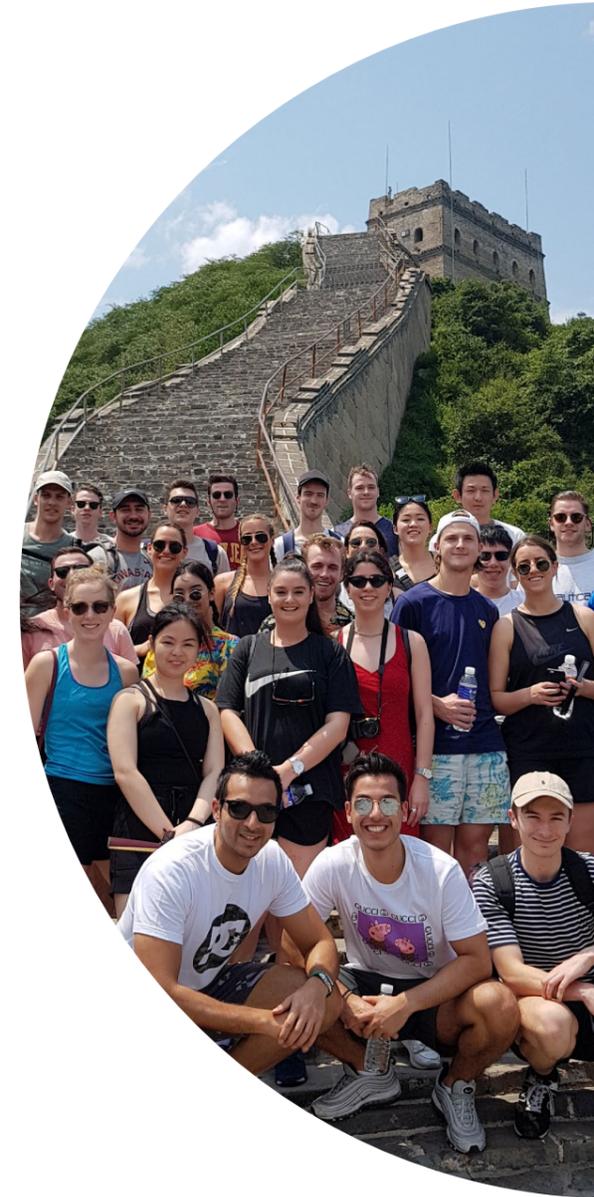
Students working with the community in Zambia

b. International Study Tours and Internships

The Faculty of Business and Law offers students the opportunity to participate in international study tours and internships at undergraduate and postgraduate level, which integrate educational, cultural and practical experiences. The international tours blend experiential learning with traditional study and involve all disciplines across the Faculty; providing students with the opportunity to visit the corporations, institutions and markets of the world's financial capitals. A total of 2105 students across the undergrad and postgraduate level undertook overseas study programs (exchange, study tours, internships, volunteer and immersion programs). The number of students in the Faculty of Business and Law taking Faculty study tours in 2017 and 2018 was 942 and 1163 respectively.

Table 1: International program types

Program Type	2017 total	2018 total
Exchange	136	130
Faculty Led Program	172	269
Immersion Program	5	6
Independent Travel	23	31
Internship	172	263
Short Term Partner Program	416	442
Volunteer Program	18	22
Totals	942	1163



Students International study tour in China

c. Work-integrated learning and internships

The Faculty of Business and Law offers students hands-on approaches to learning by taking on unpaid placements in businesses, not-for-profit, and community organisations through a wide range of purposefully designed work integrated learning (WIL) opportunities. These programs are available to all our students and tailored for their diverse needs and aspirations. These programs enhance students' job prospects with real-world experience and gain credit towards their degree at the same time. Deakin has formal partnerships with study abroad/internship organisations such as CIS Australia and AIM to run these WIL programs

Community based Volunteering MWL201

Our Community Based Volunteering (CBV) unit encourages a hands-on approach to learning through an unpaid voluntary placement. It enables students to learn in, and work with the community by helping them develop citizenship skills and the ability to appreciate the impact of their role as an individual in society. In 2017-2018, students have worked extensively with some of Australia's largest charities and not-for-profit organisations, including the Salvation Army, St Vincent de Paul Society, The Smith Family and RSPCA. From assisting at the coalface of Australia's soup kitchens, op-shops and homeless shelters, to applying their strategic business knowledge, innovation mindset and co-ordination skills, Deakin students have made valuable contributions to the communities in which the University operates and the charitable organisations that help the most vulnerable in our society. There is increasing demand and participation from the students for these opportunities as is reflected in increasing number of students participating and completing these programs. 200 students in 2017 and 2018 participated in these programs.

Global Business Experience unit

Faculty unit MWL204 provides students with an authentic learning and professional experience to build their awareness and understanding of the skills and tasks required as a global business graduate. 54 students participated in this unit in 2017 (22 students) and 2018 (32 students). Students undertaking this unit in 2018 travelled to Japan to undertake the Mitsui Immersion Program (mitsui.com/au/en/sustainability/community/2018/1226723_11455.html) where they visited several leading International organisations, such as Nippon and Toyota.

A large cohort of students took part in the India Sport Management WIL Program; these students immersed themselves in Indian culture and developed insights into the Indian Premier League (IPL) (a high profile cricket competition), building upon Deakin's relationship with the Rajasthan Royals, while also visiting international powerhouses like Adidas. Smaller cohorts partnered with CIS Australia and ventured to Thailand, while some others headed to San Francisco to tour Silicon Valley as part of the Hacker Exchange program.

Whitehorse Tertiary Business Skills program

The Deakin Business School collaborates with the Whitehorse City Council on an annual Whitehorse Tertiary Business Skills Program (WTBSP) to provide service and support to both local businesses and students from a diverse range of backgrounds. The program aims to create student internship opportunities within the local economy, linking local businesses with penultimate and final year Deakin students while assisting small local business. It has led to a broad scope of experiential learning opportunities as well as the opportunity for students to give back to the local community, including through various not for profit businesses that take part in the program. The WTBSP is the first program of its type in Victoria where a Local Government Authority and a University partnered to engage the local business community. This program is in its 10th year this year and has grown in numbers since its conception. Over 200 students were placed over 10 years, and this initiative has received excellent support from the community, local businesses and students alike. A total of 50 students (2017=27; 2018: 23) participated in the program in 2017 and 2018.

Legal Internship

This is a Work Integrated Learning unit worth one credit point, where students complete an internship with an external organisation for 15 days.

The unit offers diverse opportunities including different areas of law and types of placements. The majority of legal internship hosts consist of Community Legal Centres (CLC) predominantly in Victoria (and one in WA). Some CLC participating centres focus on target groups like Disability Discrimination LS, Women's Legal Services, Mental Health Legal Centre and Social Security Right Victoria while others are general suburban practices like Barwon CLS, Flemington & Kensington CLC and Peninsula LS to name a few. Students are often described as paramount to the day to day running of the CLCs all year round with some centres taking up to 8 students each trimester.

Legal Internship Student numbers 2017 & 2018 were 465.

40K Globe

The Faculty-led the development of a relationship with 40K globe to undertake social enterprise activities in developing economies such as India. Such a program provided students with the opportunity to work at the grassroots level to assist locals from rural villages to build their social businesses, develop cultural sensitivity, team and leadership skills all while providing valuable support to locals. A total of 29 and 7 students participated in this program in 2017 and 2018 respectively.

2018 Whitehorse Tertiary Business Student Skills Awards



This year, the 2018 Whitehorse Tertiary Business Skills Program will celebrate 10 years of collaboration between Whitehorse City Council, Deakin University, local businesses and students. This milestone is a reflection of the work that has been done and the successful nature of the program."

Andrew Davenport

Whitehorse Mayor Councillor

Principle 2: Values

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

Engaging staff to integrate global perspectives, intercultural skills, ethics, social responsibility and SDGs in their units

In 2016, we had developed a conceptual framework through a purposeful synthesis of literature and current practices for mapping scaffolded development and assessment of global perspectives, intercultural skills, ethics, social responsibility and sustainability at three levels of engagement. At the first level, students develop a multi-structural understanding of critical issues and multiple perspectives. They enhance their capacity to recognise multiple normals. At the second level, students develop a relational understanding by identifying the synergies, tensions and power differentials between different perspectives. At the third level, students develop a capacity to create new normals by proposing innovative solutions to complex problems. Through numerous course/discipline-based and individual conversations, we identified contextualised practical strategies for integrating sustainability across select units at different levels.

In 2016 and 2017, unit chairs of core units of all DBS courses provided examples of activities for developing and assessing each of these learning outcomes at Level 1, Level 2 or Level 3. They were further asked to provide specific examples of how these learning outcomes were developed and assessed in their particular units as well as identify tangible goals for strengthening their integration in the following year. By the end of 2016, we had engaged unit chairs of 80 core units in reflecting upon how to improve the integration of global perspectives, intercultural skills, ethics, social responsibility and sustainability in their units.

In 2017 and 2018, we engaged 80 more colleagues through a web-based survey and individual conversations in this reflection process. We also used the survey and conversations to map the coverage of each of the 17 SDGs across individual units. More than two-thirds of the 160 respondents provided examples of how they engage students with one or more SDGs in their units and identified tangible strategies for strengthening the integration of ERS and SDGs.

Table 2: Our Framework for integrating global perspectives, intercultural skills and ERS across individual units.

Learning Outcome / Level of Understanding	Level 1: Recognise multiple normals	Level 2: Critically analyse the relationships between multiple normals	Level 3: Create new normals
Global perspectives: critically engage with multiple viewpoints from different cultures, nations and disciplines	Being aware of different perspectives (26)	Consider different perspectives in analysing an issue or case (32)	Hypothesise, evaluate or propose solutions to authentic problems with critical consideration of multiple perspectives (34)
Intercultural skills: ability to communicate effectively and appropriately across diverse cultural contexts	Being aware of different cultural perspectives (29)	Being open to different perspectives in interactions (27)	Intercultural communication with respectful sensitivity to differences (18)
Ethics: a moral distinction between right and wrong for guiding action	Being aware of ethical principles, frameworks and issues (29)	Recognise and reflect on ethical issues in complex business scenarios (30)	Apply ethical perspectives to authentic business problems (29)
Social responsibility: engagement with issues related to social justice and common good beyond self-interest	Being aware of contemporary challenges and opportunities related to social responsibility (30)	Apply knowledge of social responsibility to a specific situation (16)	Engage in activities advancing social justice and common good (11)
Sustainability: consideration of short and long-term economic, social and environmental impacts	Being aware of contemporary challenges and opportunities related to sustainability (19)	Apply knowledge of sustainability to a specific situation (14)	Contribute to sustainability initiatives (17)

In the Table above, the numbers in the parentheses indicate the number of unit chairs who reported that they were assessing a specific learning outcome at a given level.

More explicit and contextualised integration of SDGs across target courses

Even though we have made significant progress in increasing staff and student awareness of SDGs, further desk-audits of Cloud sites of core units in MBA, BCom with large enrolment majors revealed that the information provided by the unit chairs was not articulated explicitly in the unit guides, assessment or teaching and learning resources provided on individual unit sites.

In 2018, we focussed on integrating SDGs more explicitly in the curriculum and strengthening the nexus between sustainability capability and employability skills. We piloted multiple approaches to improve the integration of SDGs with authentic assessment tasks in four of our postgraduate programs: Masters of Information Systems (MIS), and Master of Business Administration International (MBAI), Master of Arts and Cultural Management (MACM) and Master of Business Administration (MBA). In each case, our students collected and analysed information from unique real-life examples to propose more sustainable solutions.

MIS and MBAI have sizeable international student enrolments. In Australia, international students find it more challenging to secure Work Integrated Learning (WIL) placements. In MIS, MIS713 Supply Chain Management and Logistics, students were supported in sourcing information from real small businesses to evaluate the feasibility of making a change with a focus on sustainability. Then, in their capstone unit, they were required to assess the sustainability of their proposed solution using the SDG framework. In MBAI, students undertook an SDG analysis of a sector followed by an in-depth SDG analysis of a unique company of their choice. Then, they prepared a WIL internship application in that industry by highlighting how an SDG consultant type WIL opportunity will benefit them personally, the company and the wider community.

Most of our MACM and MBA students are professionally employed in a variety of sectors. In MACM, students are taught the SDGs framework in MMM796 Managing Arts in Community Settings and then asked to develop a grant application based on the guidelines of Australia Council for the Arts and Cultural Development, a national funding agency. In the Leadership unit of MBA, students used their blog project to stimulate SDGs focussed conversations that were valued in their professional settings (See links to sample student blogs: [1](#) [2](#) [3](#) [4](#)).

Supporting the wider university in mapping SDGs coverage in teaching and research

Within our wider university, we also helped the design of a survey to map SDGs coverage in teaching and research across each of the four faculties at Deakin.



Incorporating ERS in our operational activities

Below we provide examples of how DBS models itself as a business school that takes all aspects of ERS seriously as it relates to our faculty and staff. The video link below provides a snapshot of our organisational practices to embed sustainability youtu.be/BnewSBbwaGA.

Win-win parenting

Our commitment to being a balanced business school extends beyond ensuring that workloads are appropriately managed and we take a holistic view of faculty and staff. We recognise that their work with the School is just one aspect of their lives. To this end, we want to provide an opportunity for staff to develop their work-life balance skills in at least one key area, namely parenting, with the potential additional benefit of coming to work with a positive mindset. Our ethos can be summarised as, 'win at home and win at work'.

We engaged a specialist private training provider with expertise in workplace parenting education to deliver workshops in 2016 and 2017. The feedback from participants was overwhelmingly positive. They felt valued and recognised as people with commitments outside of the workplace which emphasises that this program was more than professional development based on work tasks and improved productivity. The program has been rolled out across the University in 2017/18, with DBS playing a leadership role by identifying and running the program as well as bringing its benefits to the attention of the University. We believe that small, local changes have the potential to build positive, sustainable changes in culture.

Flexible work arrangements

Deakin is committed to providing fair and reasonable work arrangements that create an inclusive and positive work environment benefiting faculty, staff and the University, and this commitment is articulated and operationalised through the Flexible Work Arrangements Policy and the corresponding procedure. These documents provide information about the possible types of flexible work arrangements and the processes to be followed for initiating and managing these arrangements. Best practice flexible arrangements are

implicitly unique to meet the individual circumstances and requirements of the faculty and staff member, and therefore the policy and procedure do not purport to provide an exhaustive or prescriptive list of flexible work arrangements. Some typical flexible work arrangements include: part-time employment, job sharing, flexible start and finish times, flexitime, adjustments for staff with a disability or health condition, and particular types of leave, such as carers leave, domestic violence leave, parental leave, study leave, and volunteering leave. Deakin has also made significant investments in hardware and software to facilitate teleworking arrangements which provide another avenue for crafting flexible work arrangements to suit individual circumstances and meet the requirements of work.

Dr Katie Rowe at the 2018 Staff Equity and Inclusion Luncheon.



Achievement relative to opportunity

The DBS promotions process enables applicants to submit a statement describing their academic achievements in the context of their opportunity for success. For example it allows recognition for example that having a young family, having responsibility for the care of a family or friend, living with a disability or a long-term health condition may have impacted their ability to attend overseas conferences and deliver high quality publications. This provides faculty with an opportunity to contextualise their achievements in terms of the time that they have had available to carry out the work needed to prepare high quality research outputs. This information enables the promotions panel to better understand the research productivity of an individual and ensure that promotions decisions are reflective of an individual's productivity, relative to opportunity.

Gender equity

In 2015, DBS developed its first Diversity and Inclusion Plan evidencing a commitment to inclusiveness and with a particular emphasis on gender equity. DBS took this initiative before the University had a formal policy. The Deakin University Cultural Diversity and Inclusion Plan proposed actions that aim to address identified inequalities and promote the development of cultural competence for all Deakin stakeholders. It is built on six guiding principles, namely culture, governance, access and support, curriculum, research and community partnership.

In DBS, the following activities have occurred to support our commitment to gender equity:

- Advisory boards that were male-dominated are getting closer to 50% female representation and we now have over 60% of DBS committees with female chairs. This is the result of a direct request for balancing gender representation on our boards and committees.
- The Faculty of Business and Law initiated an invitation to the Deakin Equity and Diversity Division to present a seminar on achievement relative to the opportunity at our promotions panel before the 2018 promotions round.

The presentation was distributed to other faculties, and we know that the promotions panel in at least one faculty (Science, Engineering and Built Environment) discussed the presentation before promotions interviews.

- The Economics Head of Department emailed all mid and senior level female economics academics in Australia intending to invite them to learn more about working in the Economics Department. Three leads have eventuated.
- We have employed one refugee in professional services with a view to employing others.
- We have employed a senior female faculty who currently lives interstate (due primarily to family commitments) potentially intending to move to Melbourne as circumstances change.
- Internal promotions for women have improved from 50% (of female applicants) in 2013 to 100% in our most recent 2017 round.

Diversity Initiatives

In August 2018, a group of academic and professional staff members, within the Faculty formed a steering group to guide the Faculty towards more equitable and inclusive practices. The group intends to specifically target issues of gender equity in the first instance, aiming to expand this focus to broader issues of inclusion in due course. The group meets regularly and is currently working with Faculty Executive to put in place initiatives that will help to advance the careers of women in the Faculty and ensure more equitable strategies and approaches are taken within the Faculty, more broadly. In 2018, a launch event was held, which involved lunch and workshop activities. This event was attended by professional and academic staff from across the Faculty. In 2019, the steering group is preparing to launch planned initiatives and continues to work with the Faculty Executive to bring about cultural change.

We believe that these small initiatives, when aggregated, point to a real commitment by DBS in the area of gender equity.



Principle 3: Method

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

In 2017–18, we focused on integrating SDGs explicitly in the curriculum and strengthening the nexus between sustainability capability and employability skills across core units in all DBS courses. A variety of teaching, learning and assessment activities are used to develop and assess students' capacity to engage with ERS, including simulations, experiential learning, role-plays, debates, authentic case studies and critical analysis of relevant social, economic and environmental factors to promote sustainability and social justice. Some of our initiatives are mentioned below:

Bachelor of Commerce

ERS is introduced and assessed explicitly in three of the eight first-year core units. Students' consideration of the application of ERS principles is then extended in each major sequence with discipline oriented and ERS-focused subjects such as Ethics and Financial Services (as part of the Accounting and Finance majors), Business Ethics (Management and Marketing major) and Professional Ethics in the Digital Age (Information Systems (IS) major).

Bachelor of Property and Real Estate (BPRE)

An understanding of critical social, economic and environmental factors affecting sustainability are introduced in the first year in Sustainable Construction and developed further in other core units, with a significant sequence focusing on sustainability.

Bachelor of Information Systems (BIS)

Aspects of ERS relevant to IS professionals are developed across several core units including two second-year courses with an ERS focus (Professional Ethics in the DigitalAge and Community Based Volunteering).

Master of Business Administration (MBA)

We have recently restructured our MBA to include a greater emphasis on our candidates' commitment to ERS.

First, Deakin MBA is the first in Australia to embed the internationally-recognised Chartered Manager designation through a pathway partnership with the Institute of Managers and Leaders Australia and New Zealand (IML ANZ). The Chartered Manager accreditation, recognised by Royal Charter, is the highest status that can be achieved in the managerial profession. It is considered throughout global public and private sectors as a mark of management and leadership excellence. Relevant to our ERS commitments, two of the main pillars of being a Chartered Manager for Deakin MBA graduates are the engagement with ethical practice and having a proven track record of effective management practices.

Second, our MBA students have many opportunities to examine ERS and offer their insights through various real-life cases provided by our industry partners. For example, through our Strategy and Value Creation unit, our students will be assisting a major airline to assess its sustainability strategy and how to market its outcomes to their stakeholders better. Our students also have the opportunity to explore various ERS topics through different marketing lenses, accounting, management and economics.

Third, beyond the formal curriculum, our MBA students, alumni and stakeholders have access to a range of events and seminars to enhance their knowledge about contemporary ERS discussions. For example, Deakin MBA recently hosted a joint event with IML ANZ and Uber to explore the future of transportation and work – participants had the opportunity to hear from a senior Uber executive and engage in robust discussions on how disruptions may challenge existing ERS paradigms. Deakin MBA is looking at conducting a series of such events to not only better educate our candidates, but also create greater awareness of crucial ERS challenges amongst the wider community.

Deakin MBA is currently scoping how our candidates can support the newly established United Nations Conference on Trade and Development (UNCTAD) Youth Action Hub in Australia (the coordinator is a Deakin undergraduate Law student). Our MBA candidates will have the opportunity to mentor and engage with youths aged 18 to 30 years on how they can better implement the 2030 Agenda for Sustainable Development and develop practical initiatives.

We highlight several exemplary undergraduate and postgraduate units across our different departments below along with their SDG alignment:

Governance and Fraud MAA763 (Accounting – postgraduate)



This unit provides a theoretical and practical understanding of corporate governance, fraud and forensic accounting. The first aim is to develop an understanding of best practice in corporate governance focussing on the board of directors, board committees, executive compensation, auditing, ethics, corporate social responsibility, systems of risk management and control. The second aim is to develop an understanding of the nature of fraud and apply theories and techniques relevant to preventing and detecting fraud. Students will review and analyse the quality of forensic accounting with a focus on forensic fraud investigation. Findings from empirical research will support theoretical explanations.

Energy and Environment MAE305 (Economics – undergraduate)



This unit begins by addressing the issues associated with future energy demand, supply, and prices. It is divided into two parts, i.e. energy economics and environmental economics. While covering both of these areas, the unit has a far-reaching focus around the theme of sustainability. The unit starts with fundamental theories on environmental economics linked to externalities and environmental problems which raises the concerns of sustainability of the human race as a whole. As the unit progresses into energy issues, it presents adverse consequences of fossil fuel

Supply Chain Management and Logistics MIS713 (DISBA – postgraduate)



The modern economy means that competition today is based on short product life-cycles, increased uncertainties and global pressures. This unit examines how organisations can meet these challenges by adopting world-class supply chain management (SCM) business models, developing active supplier and customer relationships, and measuring their performance with metrics, as well as using associated eBusiness and business analytics technologies. The unit also covers the implications of the increasing pressure from customers and governments for supply chains to be more environmentally and socially responsible.

Sustainable Environmental Marketing MPK 704 (Marketing – postgraduate)



Sustainable Environmental Marketing is designed to give students an integrated understanding of environmental sustainability issues as they relate to business management. The unit provides managers with a conceptual framework for analysing and developing a strategic response to environmental issues and an understanding of the potential business case for sustainability. An integrated overview of human, business and ecological sustainability is presented during the course. Students have to address a series of environmental issues and analyse case studies. A problem-based learning approach will guide students to examine critically current business principles and practices as they relate to environmental sustainability.

Global Mindset and Citizenship MMM311 (Management – undergraduate)



This unit develops the capacity of the student to become a responsible global citizen by increasing the student's awareness and knowledge of key drivers of change which are likely to impact business and society. The unit focuses on the critical and objective evaluation of selected global issues facing humankind, their possible impacts and potential threats and opportunities at the local community level. The unit takes on a problem-based approach to learning whereby students are given the opportunity to develop their analytical and ethical skills in examining major global social, political, economic and environmental issues facing the world today and the challenges they represent for business and society.

Ethics for Managers MMH733 (Human Resource Management – postgraduate)



This unit aims to develop student's abilities to analyse the complex, ethically and politically charged, nature of managerial work; differentiate between the multiple responsibilities managers have towards different local and global stakeholders, and evaluate how management seeks to discharge these responsibilities.

Embedding ERS in assessments

We continue to design our postgraduate and undergraduate courses embedding the values of ERS, and where possible to involve organisations in developing the student experience actively. Some examples of how ERS is assessed in or assessments include:

1. In the Leadership unit of MBA, students used their blog project to stimulate SDGs focussed conversations that were valued in their professional settings (See links to sample student blogs:

wp.deakin.edu.au/deakinso_1126310217_tbutle_submission_1/

wp.deakin.edu.au/deakinso_1126310217_cadr_submission_1/

2. In MMM241 (Entrepreneurship and Innovation) students are required to develop their business plan with a section on sustainability. They further are required to clearly state how their proposed business venture contributes to addressing any of the SDGs.

3. MBA students produced blogs to stimulate SDGs focussed conversations at their work place. See links to sample student blogs:

wp.deakin.edu.au/deakinso_1126310217_tbutle_submission_1/

wp.deakin.edu.au/deakinso_1126310217_cadr_submission_1/

4. In Managing Arts in Community Unit, students developed applications based on Australia Council for Arts guidelines to run a community-based Arts & Cultural Management event.



Student voices

Our commitment to develop the capabilities of students as responsible future leaders is reflected in the various achievements of DBS students globally



a. Responsible leadership development

Among the 26 video submissions from 80 participants in 9 countries and four continents, our DBS student Beau Arnfield became the runner up for his two-minute video presentation in the 5th PRME

Research conference held in Cologne, Germany in 2018 on responsible leadership development. The video presentation required students to present their views and ideas on “Responsible Management Education” and explore what their university should do, or what it is already doing, to embed responsible management education in courses, programs and extracurricular activities.

b. ACTS Award of Excellence student

Shruti Verma, a DBS student, was a finalist candidate for the 2018 Green Gown ACTS Awards of Excellence, reflecting our commitment to developing students' capability to advance the global sustainability agenda. Shruti's focus was on the empowerment of young people to be confident contributors to sustainability.



c. Best Presenters award:

DBS student Charles Francis was awarded the best presenter award at a highly-respected international business competition held in the Philippines. The competition involved students from 27 world-wide universities

who competed in the task of solving a real-world business problem. The theme for this year's competition was digital disruption and global inclusiveness.



d. National financial planning competition.

DBS student Michael Reardon has taken Deakin University to its third win in four years at the prestigious 2018 AMP University Challenge. Now in its eighth year, the AMP University Challenge is a national

financial planning competition for tertiary students that aims to identify new talent and promote high standards of education and professionalism among the next generation of advisers. This year's finalists took part in a series of challenges that included a technical quiz, a mock interview presenting advice to two “clients,” and a speech that pitched a financial literacy program for young people to the judges.



Dr Harsh Suri, Prof Kim Watty, Enza Cassetta, Dr Fara Azmat.

SDG competition for students to raise awareness

To raise awareness of SDGs among our students during Orientation Week, one of our students ran an introductory session on SDGs for commencing students. All commencing students were then invited to submit a viable proposal for advancing one of the 17 SDGs through Deakin's SDG competition. We received 40 submissions for this competition.

First-year Law student Enza Cassetta's winning idea to help improve blood donation rates in Australia linked to SDG 3 (Health and well-being) took out the first prize in the competition. Enza's idea outlined the promotion and participation of blood drive competitions across Deakin's faculties and campuses that could also possibly lead to inter- varsity competitions.

"It goes to show that one small voice can speak volumes – from blood donation being promoted in my small home town of Shepparton to possibly across all Deakin campuses. It definitely demonstrates that we all have the ability to make a difference!"

Enza Cassetta
Faculty of Business and Law

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

As an advanced PRME champion, DBS is committed to advance the UN SDG research agenda through its research centres building on interdisciplinary work, international research collaborations and a deep appreciation of global social responsibility. Our research is supported by the Business and Law Development Network (BUiLD) which fosters internal and external research networks and provides professional development events and training.

The Faculty had seven research centres in 2018; four of them work on issues that specifically focus on advancing ERS, while others indirectly pursue sustainability. The research conducted by these centres aims to address the various problems and challenges faced by businesses, not-for-profit entities, government organisations and more importantly the society in general. As part of our commitment to SDGs, we have done a preliminary mapping of the activities of all research centres against the SDGs. Appendix 1 provides a snapshot of how the actions of our centre align with SDGs. Appendix 2 presents a list of selected ERS related publications by our research centres in 2017 and 2018.

1. Centre for Sustainable and Responsible Organisations (CSaRO)



CSaRO brings together researchers from a variety of disciplines to better understand and promote long-term sustainable and responsible organisational behaviour. The centre researches topics such as social inclusion, economic and environmental sustainability that align with multiple SDGs. Our research has created long-term collaborative connections and partnerships with industry, government and community including Volunteering Victoria, Islamic Museum of Australia Red Cross, Australian Bureau of Statistics, and the DFAT. The table summarises the significant themes of research within CSaRO, their focus and alignment with SDGs.

Table 3: Key research themes of CSaRO and their SDG Alignment

Research themes	Description	SDGs
Social inclusion	<p>Aims to support refugees to find work and maintain their careers on arrival in Australia. Our research has been published in premier journals in the careers and migration fields including the Journal of Vocational Behaviour and International Migration. Existing projects look at the factors that shape refugees' psychological capital, improve their work attitudes and wellbeing and act as barriers to refugee employment.</p> <p>Our researchers have also explored the potential of arts and culture as a soft and strategic approach for promoting social inclusion. We have also published research that suggests that arts can contribute to sustainable development and can be instrumental in improving people's lives, strengthening communities, reducing crime and creating a socially inclusive society.</p>	
PRME Initiative	Aims to globally inspire and champion responsible management education, research and thought leadership, including: creating educational frameworks, materials, processes and environments to support effective learning experiences for responsible leadership	
Corporate Governance	Combines mandatory corporate law rules with voluntary corporate governance codes using an ethical perspective, and has a particular focus on 'the purpose of the corporation' and what is meant by the fact that directors have a duty 'to act in the best interests of the corporation'.	
Environmental Marketing	Focuses on issues that relate to environmental protection, sustainable consumption and green marketing.	

Research grants

Azmat, F; Ferdous, A; Nielsen, I; Winston, E and Haq, Z (2017) "Arts and culture as a strategic approach to address extremism in Bangladesh funded by DFAT (Au\$125, 690).

Funded by Australian government's Department of Foreign Affairs and Trade (DFAT)'s Australia Awards, the project explored how arts and culture as a 'soft, non-threatening tool' can help prevent extremism through promoting social inclusion of isolated youths thus addressing SDGs 16 (Peace and Justice) and 10 (Reduced Inequalities). The project brought mid-high level Bangladeshi public and private officials in Australia for mutual exchange of knowledge, skills and expertise with their Australian counterparts on how arts and culture can work as a soft yet strategic approach to prevent extremism and foster societal harmony. The project had far-reaching educational, social and community benefits and a case study on the project is included in the Australian Government's SDG website as it aligns with SDG 16 and 10.

2. IPA-Deakin SME Research Centre (IDSRC)



Partnering with the Institute of Public Accountants (IPA) to form the IPA-Deakin SME Research Centre, a first in Australia, the centre conducts multidisciplinary research on small and medium-size private businesses and not-for-profit enterprises, bringing together practitioner insights with world-class analysis, to enable policy development.

The Centre's scope of activities includes providing issues briefings, policy papers and academic research with SME and NFP focus in areas such as, but not limited to, sustainability, governance, small business regulation, self-managed superannuation funds and financial services. The centre is affiliated with leading international SME researchers and research centres, such as Professor Robert Blackburn and the Small Business Research Centre at Kingston University (UK), Professor Marc Cowling (University of Brighton, UK) and Emeritus Professor Gordon Murray (University of Exeter, UK). Research undertaken within the centre has brought together unique expertise in the areas of SME governance and regulation. This centre is rapidly gaining a distinctive footprint with its: links to leading international SME researchers and research centres such as the Small Business Research Centre at Kingston University in the UK; high profile government submissions, policy papers and briefings; and high-quality academic research.

The work of IPA Deakin SME research centre provides a model of applied research leading the world in delivering critical reform to the SME sector backed up with tangible policy announcements.

Research Grant

The SME Research Centre in October 2018 received \$20,000 from the Australian Accounting Standards Board (AASB) to undertake a research project on the "Financial Reporting Practices of For-Profit SME Entities Lodging Special Purpose Financial Reports with ASIC". This project examines the quality of financial report lodgements made by SME entities and whether these entities are following recognition and measurement rules. Outcomes of this research will inform the AASB's current work on applying the International Accounting Standard Board's (IASB) Conceptual Framework for Financial Reporting throughout the Australian Accounting Standards (AAS) and possibly lead to significant changes to be made to AAS mainly focused on SMEs. Final report for this project is due in 2019.

3. Centre for Employee and Consumer Wellbeing (CECW)



The centre brings together leading researchers from the areas of organisational behaviour, organisational psychology, employee wellbeing, consumer advocacy, health promotion and social marketing. It undertakes research, project-based consultancies, advisory services and research training within two overlapping streams: Organisational health and Consumer wellbeing. These two streams converge into an emerging area of research to understand and contribute to knowledge concerning how the policies, practices, and products of firms impact on the wellbeing of clients, stakeholders and broader society.

At present, the research centre is focused on three key areas:

- the health of employees and the environments in which they work
 - decision-making in relation to consumer policy and protection and
 - consumer behaviour and health promotion in fields such as healthy eating, smoking behaviours, and alcohol.
- Recent funding to the centre has come from competitive grants (e.g., National Health and Medical Research Council, Australian Research Council) and industry funding (e.g., Victoria Police, Consumer Action Law Centre), and the ensuing research has motivated national legislative change (e.g., Australian Consumer Law) and resulted in the development of management tools for industry (see Section 5.2).

Some of the notable works of the centre include: *Impact of Job Stressors on SME owners – the Institute for Public Accountants*

Prof Andrew Noblet (CECW) and Prof George Tanewski (IPA-Deakin SME Research Centre) are leading a multidisciplinary research project aimed at assessing the extent to which the guidance, advice and other support provided by accountants can buffer the impact of job stressors commonly experienced by SME owners (e.g., financial pressures, isolation, burden of responsibility, work-life conflict). This project is being undertaken in conjunction with the Institute for Public Accountants and will shed light on the types of strategies that can help accountants better support the business and wellbeing-related needs of their SME owner clients.

4. The Centre for Energy, the Environment and Natural Disaster (CEEND)



The centre works at the forefront of contemporary debates on energy, the environment and natural disasters. It focuses on the business and economic dimensions of three interrelated issues that regularly feature in Australian public debate: energy, the environment, and natural disasters. It works together and in close partnership with government and industry to deliver independent, academically rigorous and impactful research to facilitate emerging policy debates. Their research interests include energy economics, natural disaster economic resilience and recovery, green marketing, energy markets and pricing, energy production and trade, energy consumption and development, environmental sustainability management, ecotechnology, and water management, to name just a few. Recent significant funding to the centre has come from the Bushfire and Natural Hazards CRC and industry (e.g., AusNet Services), and research emanating from this funding is shaping how the Australian public service evaluates the economic impact of natural disasters and informing the market offerings associated with new forms of green energy distribution.

Research grants

Optimising Post-Disaster Recovery Interventions in Australia

Ulubasoglu, M. Optimising Post-Disaster Recovery Interventions in Australia. Funding Body: The Bushfire and Natural Hazards Cooperative Research Centre, Australian Federal Government. Funding Amount: \$560,000. Project Period: 2017–2020.

The primary objective of this research project is to estimate the sector-disaggregated economic effects of the QLD Floods 2010–11, the Black Saturday Bushfires 2009, and Cyclone Oswald 2013 to support the decision-making process in the design of post-disaster recovery interventions.

The project engages several end-users from various layers in the Australian Federal and State Governments, and benefits from their feedback to provide a research output for use in informed decision-making.

Developing Climate Inclusive Potential Loss and Damage Assessment Methodology for Flood Hazards Hide

Ulubasoglu, M. and Guven, C. Developing Climate Inclusive Potential Loss and Damage Assessment Methodology for Flood Hazards. Funding Body: Asian Disaster Preparedness Centre, Bangkok, Thailand. Funding Amount: \$25,500, Project Period: 2015–2018.



How our research is making an impact

a. Taking an artistic approach to Counter Extremism

In a program led by Dr Fara Azmat, DBS researchers, including Prof Ingrid Nielsen and Dr Ahmed Ferdous, explored how the power of arts and culture can help prevent extremism in 2017–18.

With funding from the Australian Government's prestigious Australia Awards, the innovative program brought Bangladeshi public and private sector officials to Australia to exchange ideas, skills and expertise on how arts and culture can work as a flexible strategic approach to prevent extremism and foster social harmony.

The 13 participants were representatives from government ministries, high schools, private universities, media and NGOs.

The program included two weeks of training in Australia and follow-up activities in Bangladesh. Visiting a range of arts and cultural organisations, they received examples of how to co-create value to empower, include and engage young people and build their confidence, resilience and self-esteem. So far the program has had far-reaching impact in Bangladesh which include:

- establishment of 529 youth clubs countrywide
- a primary school and a cultural club in a village in district Jhenidah
- increased awareness about the potential of arts and culture amongst the youth through school meena bazars, speakers forum and online blogs.

Visit bit.ly/AustraliaAwardsCounterExtremism for more information on the project.

b. Refugee integration in the Australian Workplace

As well as publishing high-quality research, CsaRO researchers Professors Newman and Nielsen are working closely with refugee support agencies to support refugee integration into the Australian workplace. They have conducted workshops with support agencies such as Lentara that focus on building psychological resilience amongst refugees, intending to help refugees to integrate into the Australian workplace. This has resulted in a training manual designed to support resilience workshops for dissemination throughout refugee communities in and around Melbourne. They have also developed a guide for employers that aims to help reduce barriers and provide information on key issues related to employing individuals from a refugee background and the benefits of hiring refugees.

Professors Newman and Nielsen are also presently working with Career Seekers, a social enterprise that provides employment training and internship placement services, to evaluate the effectiveness of their programs. By offering targeted internships through the Career Seekers internship program, the Faculty employed one intern from a refugee background in 2017 and used a second in 2018. The placement not only allows the intern to gain work experience in Australia but also exposes professional staff in the Faculty to someone from a different cultural background. This speaks directly to Deakin's values of embracing diversity and equal opportunity. Deakin Business School has also provided internships to refugees as part of their relationship with Career Seekers and accepted students from a refugee background on humanitarian scholarships.

"Our project is a small step but we are confident that it will have rippling and far-reaching effects in our fight against these evils and will contribute in making the world a more peaceful place, a place free of discrimination and a place where everyone is valued and included"

Dr Fara Azmat
Deakin Business School

"We hope this guide can highlight practical steps that any Australian organisation can take to employ those recently arrived in Australia, either as humanitarian migrants or those who have sought asylum on our shores."

Prof Alex Newman
Faculty of Business and Law



ED Dean Prof Mike Ewing; Prof Ingrid Nielsen; DFAT representative, Dr Fara Azmat; Dr Ahmed Ferdous; and Ms Emma Winston with the fellows from Bangladesh in the launching ceremony of the project.



Australian award fellows during their site visit in Immigration Museum, Melbourne, Australia.

c. Team-based resilience among child protection practitioners - the Department of Health and Human Services (DHHS)

Professor Andrew Noblet, Professor Alex Newman and Alfred Deakin Professor Ingrid Nielsen received funding (2017–18) from the Department of Health and Human Services (DHHS) to undertake a pilot study aimed at identifying the sources and effects of team-based resilience among child protection practitioners based at the Victorian Child Protection Service (VCPS). A key objective of this research is to assess the extent to which team-based resilience, relative to individual resilience, can buffer the impact of acute and chronic stressors on the psychological health and adaptive performance of child protection personnel. The findings from this and related research will be used by VCPS to inform initiatives that can enhance individual and team-based resilience among child-protection practitioners.

d. Pre-Disaster Multi-Hazard Damage and Economic Loss Estimation Model

In the wake of the natural disasters like Bush fires, the emergency response system in Australia has proven to be effective in saving lives but the mitigation and preparedness phases in disaster risk reduction appear to be less successful in minimising the adverse economic impacts of natural disasters. While it's relatively straightforward to add up the tangible costs (the assets that hold a market value price such as property and infrastructure), estimating the long-term economic impact on individuals is far more challenging. Calculating the full cost of a disaster such as the Black Saturday Bushfires depends on a chain of influences such as geography, population and economic sectors. Until now, there's been a research gap in understanding the impact across each industry.

Deakin Business School researchers Professor Mehmet Ulubasoglu and Ms Farah Beaini have been working with the Australian Government's Bushfire and Natural Hazards Cooperative Research Centre on a project that looks at the long-term income effects on these fires people who lived in the bushfire disaster zones. Using the 2006 and 2011 Australian Longitudinal Census Dataset, they've been able to identify the vulnerable groups worst hit by the disaster according to demographic, socioeconomic backgrounds and employment sectors. Our researchers are also investigating at the national level, the economic impact of natural disasters on sectoral growth of the Australian economy.



Ten years following one of the world's worst bushfires, our researchers examined the long-term income effects on people who lived in the Black Saturday bushfire disaster zones. Below, Figure 2 shows the income loss from the bushfires on the more vulnerable social groups and Figure 3 shows the income change across different industry groups.

Figure 2

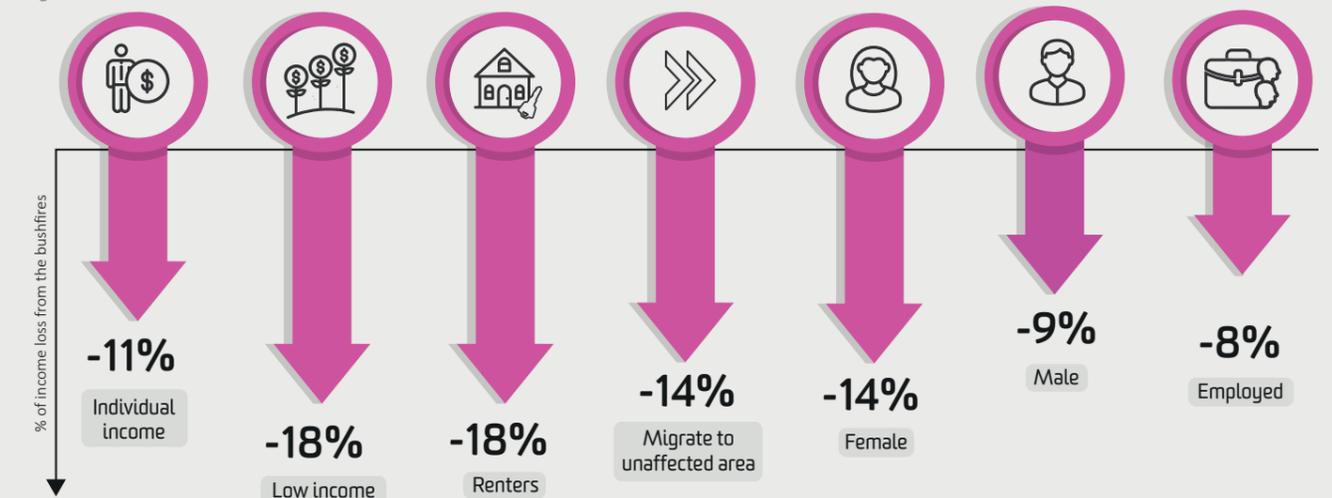
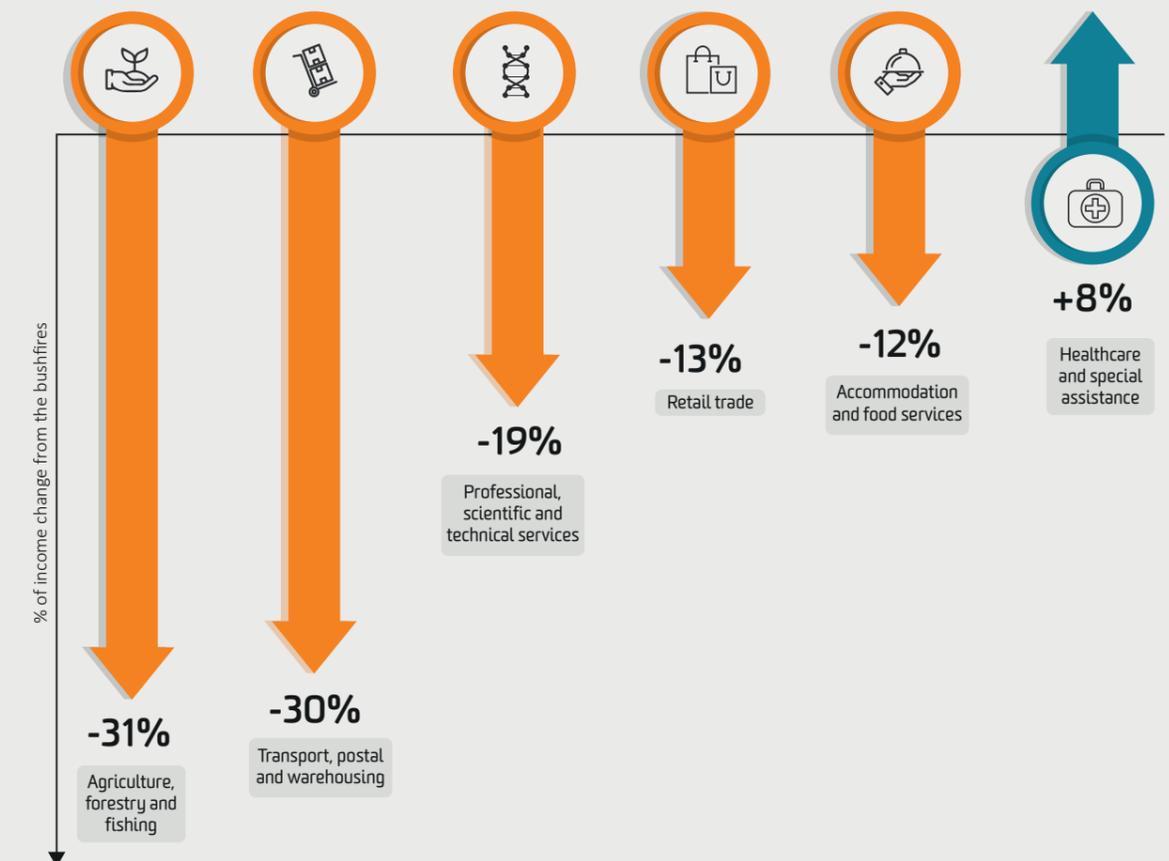


Figure 3: Income change across different industry groups



e. IPA Deakin SME Research Centre Recommendations Adopted by Federal Government - \$2bn win for Australian SMEs!



IPA President, Damien Moore, IPA CEO, Andrew Conway, IPA Executive General Manager, Vicki Stylianou, SME Research Director, George Tanewski, Executive Dean, Mike Ewing, and Head of Accounting, Peter Carey.

The Federal government has adopted key recommendations from the White Paper for SMEs developed by IPA Deakin SME research centre in 2018 and introduced a \$2b securitisation fund for SMEs. Such an initiative will provide incentive and capacity to smaller banks and non-bank lenders to free capital up and lend to more small businesses, giving small businesses the confidence to grow and employ. The government has also clearly indicated its establishment of an Australian Growth Fund again directly attributable to the work undertaken through the IPA Deakin SME Research Centre and the Small Business White Paper process.

The policy changes announced by the government will have long-term impacts on the viability of the small business community and are a direct result of the applied research undertaken through the IPA Deakin SME Research Centre.

f. Promoting Womens' engagement in Sport and Recreation

In 2018, sport management researchers, Professor Pamm Phillips and Dr Katie Rowe, worked with Victorian Government Office for Women in Sport and Recreation, within the state government to research issues facing women and girls from diverse backgrounds as participants and leaders in sport. Focus groups were conducted with industry leaders and key stakeholders responsible for the delivery of sport for women and girls from diverse backgrounds, with a specific focus on women and girls who represent the following groups: culturally and linguistically diverse women and girls, Aboriginal and Torres Strait Islander women and girls, women and girls with a disability, LGBTQI+ women and girls. A report was delivered to the Office for Women in Sport and Recreation outlining key findings and recommendations concerning supporting women and girls from diverse backgrounds to participate and lead in sport and recreation settings.

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

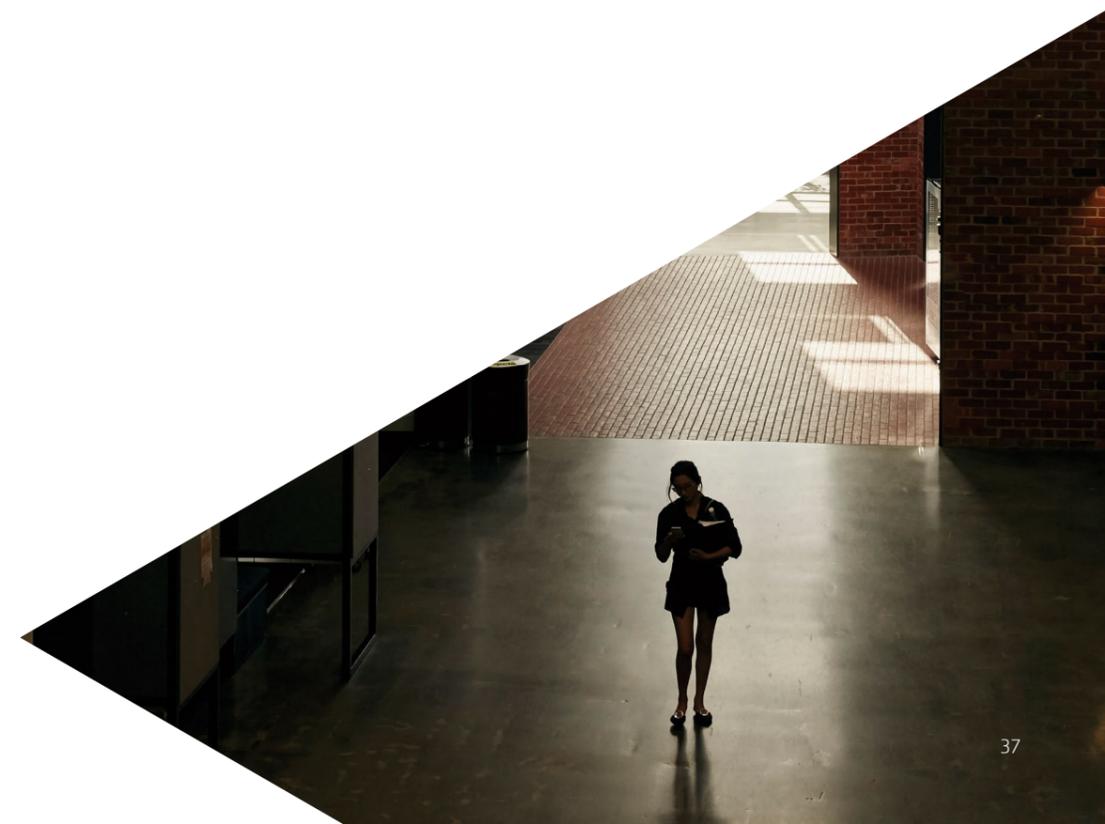
At DBS we engage with industry partners and businesses both nationally and internationally providing opportunities for our faculty to collaborate with external stakeholders to research and solve real-world economic, social and environmental problems, and undertake research that informs relevant teaching practices. The table below shows some of our existing partnerships with Telstra, KPMG, ABS (Australian Bureau of Statistics), AASB (The Australian Accounting Standards Board), and AFP (the Australian Federal Police) amongst others.

Table 4: DBS's existing partnerships with key stakeholders, the initiatives, the impact and links with SDGs.

Organisation	Initiative	Impact	Link with SDGs
Telstra	The Telstra Trading Room is a unique collaboration between Telstra and DBS and functions like an interbank FX trading floor. It offers trading curriculum in a high-tech teaching space to undergraduate and postgraduate students, as well as external companies interested in training their staff in a real life environment.	Students develop applied business skills that make them more employable to graduate employers.	 
KPMG	KPMG has partnered with DBS to fund the KPMG Research Fellow in Integrated Reporting. This position, has led to the development of materials and expertise for teaching students about Integrated Reporting and the development of materials for executive education courses.	KPMG and DBS appointed by the International Integrated Reporting Council (IIRC) as the founding institutional partner for the delivery of Integrated Reporting education and training in Australia. Due to DBS's leadership, Deakin University has produced an Integrated Report for the 2018 financial year, the first university in Australia (and third in the world) to do so	                

Organisation	Initiative	Impact	Link with SDGs
Australian Accounting Standards board (AASB)	The AASB funded research investigated the reporting practices of for profit private and not for profit entities. The research concluded the application of the reporting entity concept was not serving the information needs of users.	This partnered research led to changes in the reporting requirement for private companies in Australia and creation of tier two reduced disclosure requirement. Results were cited in Hansard and used extensively in the Senate Inquiry into corporate tax evasion in 2017.	
Rajasthan Royals (India)	Deakin has been granted the naming rights and official partner status for sport education through the DBS and sport management program for the Rajasthan Royals Indian Premier League (IPL) cricket team. This partnership includes the opportunity for up to three interns to work with the Rajasthan Royals prior to, and during the IPL season as well as undertake research on behalf of the Rajasthan Royals. The partnerships offers a 100 per cent tuition fee waiver RR scholarship which is aimed at awarding deserving meritorious students to study a course in sports onshore at Deakin University and then returning to India to give back the knowledge and experience to the sports fraternity in India.	3 interns appointed annually to work with the Royals providing first hand exposure to the sport labour market in India. Professional staff and players from the Royals are also made available annually to speak to students during the annual sport management study tour to India during the IPL season.	 
The Economics of Natural Disasters Research program	The Economics of Natural Disasters (END) is a research program led by DBS Professor Mehmet Ulubasoglu and funded by the Bushfire and Natural Hazards Cooperative Research Centre (BNHCRC) and the Thailand-based Asian Disaster Preparedness Centre. In addition to the Asian Disaster Preparedness Centre, other participating agencies include Emergency Management Australia, the Victorian Department of Environment, Land, Water and Planning, the New South Wales Rural Fire Service, GeoScience Australia, and the South Australian Department of Environment, Water and Natural Resources	The results of END research are being integrated into the NIAM (National Integrated Assessment Model) and the NMEF (National Monitoring and Evaluation Framework) via its economic impact indicators.	 

Organisation	Initiative	Impact	Link with SDGs
Australian Federal Police (AFP) Data to Decisions CRC	AFP is a client partner via the Data to Decisions CRC (D2DCRC). DISBA in collaboration with Criminology (Arts and Education) assessed user experiences of current law enforcement systems used by the AFP and selected federal partner agencies. User requirements for future systems were also ascertained. Several recommendations were made and following the success of the report, follow up research is underway (second round of funding received in 2018).	Recommendations for future AFP systems design, enhanced interoperability between agencies and process improvements have been adopted.	
Economic Relations Division (ERD), Government of Bangladesh (GoB)	Leveraging the successful partnership established between DBS and GoB in DFAT funded grant led by CSaRO researchers Dr Fara Azmat, Dr Ahmed Ferdous and Prof Ingrid Nielsen, DBS has now signed a MOU to provide executive education to high- mid level public officials from ERD (GoB) for capacity development.	DBS successfully provided a week long training program to 30 mid-high level public officials on 'Challenges in Modern Leadership' from 30 September to 5 October, 2018. A second group of 25 officers received training in February, 2019	 



Events and conferences

1. Exploring SDG influence in the Victorian Public Sector



CSaRO and Institute of Public Administration Australia (IPAA) jointly held successful YIPAA Annual Address on SDGs and the Victorian Public Sector on Tuesday 3 July 2018 at Deakin Downtown. Over 90 attendees were addressed by a panel of leaders who worked across the environment, social, and economic policy areas. The event focused on discussions on how SDGs would influence young professionals working in the public sector.

Panellists from the YIPAA Annual Address including (from left to right): Daizy Mann, Dr Fara Azmat, Leeora Black and Gavyn Tellis.



Dr Fara Azmat speaking on understanding SDGs and their influence in the Victorian Public Sector.



Ms. Farah Beaini, Dr Shuddha Rafiq, Dr Josh Newton, Prof Mehmet Ulubasoglu, Ms Marilyne Crestias, Director, Renewable Energy Insights Pty Ltd, Dr John Bates, Research Director, Bushfire and Natural Hazards CRC, Ms Lisa Wardlaw Kelly, National Program Manager, Physical Environment Accounts and Statistics Branch, Associate Professor Lubna Alam, CEEND member, Faculty of Business and Law.

2. CEEND -Industry Engagement Workshop



CEEND held an industry workshop exploring disruptive trends that are transforming the nexus between energy, environment and natural disasters on 15 November 2018. The event attracted a diverse and engaged audience and featured a panel of leading academic and industry speakers from Environmental Sustainability Victoria; Australian Bureau of Statistics, Bushfire, Natural Hazards CRC and Renewable Energy Insights Pty Ltd and CEEND directors and academics from DBS.

3. Australian Association of Social Marketing summit on Women Leading change



The Centre for Employee and Consumer Wellbeing hosted the highly successful Australian Association of Social Marketing summit on Women Leading Change on 21 August 2018. The focus of the summit was on ways to engage women in social change. Speakers from VicHealth, Victorian Women's Trust, Cancer Council Victoria, The Line and Care Australia spoke on topics related to advocacy, equity, activism and leadership. Summit highlights included a keynote address from VicHealth CEO, Jerril Rechter and Deakin University's latest research on #WomenOnInstagram with Dr Paul Harrison.

4. Sustainable Development Goals Colloquium



In December 2017, CSaRO held a colloquium on the opportunities and challenges of integrating SDGs across research and curriculum. Approximately 30 academics attended the event as well as private sector representatives, including members from Monash, Latrobe and Charles Darwin University; University of Sydney; Melbourne Water, and the PRME Secretariat.

The colloquium was well-received by attendees and has led to the publication of a Special Issue of Social Business in April 2019 on embedding SDGS across curriculum and research.

5. Volunteering seminar: how friendly is your workplace?



CSaRO hosted a successful volunteering event with Volunteering Victoria in 2017. The purpose of this workshop was to explore issues of corporate volunteering and the role of leadership in driving corporate volunteering efforts. The Faculty of Business and Law now has an annual faculty volunteering day for its staff.

6. Publishing in ERS focused Journal of Business Ethics (JBE)



CSaRO co-hosted a successful research seminar with the Journal of Business Ethics editors on 2 October 2017, which was attended by academics and practitioners across Australia. The workshop focused on:

- designing research projects underpinned by ERS principles
- trends in published research underpinned by ERS principles
- publishing ERS-focused research in JBE.

7. Corporate sustainability seminar 27 March - the case for sustainable investment

CSaRO members led by Prof Jean Du Plessis held Corporate Sustainability seminar to promote sustainable investment at Deakin University Geelong Waterfront Campus in March 2018. Presenters included Sarah Barker (Special Counsel, MinterEllison, Melbourne), Professor Beate Sjøfjell (University of Oslo and Professorial Research Fellow DLS), Professor Gill North (Professorial Research Fellow DLS) and Professor Andrew Keay (Leeds University School of Law and Professorial Research Fellow DLS).



Professor Jean Du Plessis, Professor Beate Sjøfjell, Professor Jenni Lightowlers, Professor Andrew Keay, Professor Gill North and Sarah Baker.

Principle 6: Dialogue

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

As a PRME champion for the period 2018-19, DBS is actively committed to facilitate, share and support dialogue amongst multiple stakeholders on issues related to sustainability. This is reflected in the various events, and programs where DBS has provided active leadership and shared learnings in different forums.

a. 5th Regional PRME meeting

In December 2017, DBS hosted the 5th Regional PRME meeting which was attended by 14 higher education institutes from across Australia and New Zealand and included 40 participants. A major highlight was a high-profile panel discussion featuring members from the public, private, and not-for-profit sector who shared their achievements and collectively discussed the challenges involved in advancing the SDG agenda. Adopting the theme 'IMEA' – Inspire, Motivate, Engage and Act – participants set goals to ensure a more significant impact in future sustainability. DBS will also co-host the PRME champions meeting with Latrobe University in 2019.

b. 6th Regional PRME meeting

Dr Harsh Suri from DBS was invited to be on the PRME ANZ Chapter Steering Committee and to co-chair the Chapter's regional meeting in 2018 in Auckland.

Sharing our learnings in different forums

We have presented our learnings at various national and international meetings of the Australian Business Ethics Network (ABEN); Corporate Social Responsibility and Organisational Governance; Tertiary Education Quality and Standards Agency meeting (TEQSA) and a national SDGs colloquium (Suri, 2017b).

Some other engagements include:

- sharing our learnings to integrating SDGs into the curriculum through SDGs Australia website,
- actively engaging with the other 38 PRME Champion institutes participating in the two PRME Champions meetings at Nantes and Costa Rica.
- participating in the two PRME Champions meetings at Nantes and Costa Rica.
- providing just-in-time advice to other business schools in Australia and internationally.
- supporting the design of a survey to map SDGs coverage in teaching and research across each of the four faculties.

In 2017, we won the Vice-Chancellor's award for Outstanding Contribution to Building Economic, Social and Human Capital in recognition of our significant progress across research, education and partnerships, for the project entitled: Strengthening the Faculty's Integration of the UN's Sustainable Development Goals.



5th PRME regional meeting hosted by DBS, 2017.

c. Keynote address on 8th PRME Asia Forum

Associate Professor Ambika Zutshi was the keynote speaker at the HDR colloquium of the 8th PRME Asia Forum held in India in December 2018 where PhD/FPM students presented their research to other students and experts in the field of sustainability. prmeasia.spjimr.org/cochair.

d. The Faculty of Business and Law has a seminar program that invites academics from within Deakin and from other Universities to participate and present their research to colleagues and students.

Some notable visitors to the Faculty who ran seminars and workshops on sustainability in 2017 and 2018 include:

- Assoc Prof Sapna Narula, Energy and Resources Institute, India - CSR and Sustainable Livelihoods, Burwood campus,
- Assoc Prof Robin Derry, University of Lethbridge, Alberta, Canada - Intersectional Ethics, Burwood campus
- Assoc Prof Ben Neville, University of Melbourne - Corporate Political Sustainability Leadership, Burwood campus
- Assoc Prof Rajat Panwar Walker College of Business at Appalachian State University : Legislated corporate social responsibility: Stock market reaction to a CSR regulation

DBS PRME leadership commitment:

We aim to align our thought and action leadership with the SDGs, serving as a platform to share good practices and discuss opportunities and challenges of integrating SDGs across curricula and research and work collaboratively through holding and providing leadership of events such as the 5th regional PRME meeting (Australian and New Zealand chapter), the SDGs colloquium and by actively contributing to PRME chapter.

5th PRME regional meeting hosted by DBS, 2017.



Faculty PRME Dashboard

Achievements to date

- DBS termed as a 'PRME Champion' for 2018-2019 by the UN PRME secretariat
- Vice Chancellor's Award for Outstanding contribution to the ERS team in 2017
- DBS won the Green Gown Awards in Learning & Teaching category; Staff and student as finalists in Green Gown, Australasia Awards in 2018.
- A special issue of Social Business on SDGs across research and curricula published in 2019

SDG commitments

Goal 1: Increase staff & student engagement & awareness of PRME and UN SDGs

Goal 2: Raising students awareness and engagement with SDGs in teaching and learning across postgraduate and undergraduate courses

Goal 3: Pursue a research agenda within our Research Centres that incorporates the SDGs, by engaging with stakeholders

Goal 4: Develop and leverage national and international partnerships and provide leadership of events for promoting SDGs across research and curriculum

Table 5: DBS PRME dashboard

Activities	Update/future steps
Staff and student engagement and awareness building	
Creation of Faculty PRME website blogs.deakin.edu.au/prme/deakin-news	Website created and running
Dissemination of SDGs posters and displays in all the Departments of DBS	Ongoing
Development of public commitments to integrate SDGs across curricula, research and leadership	Ongoing
Making operational issues sustainable, purchase of reusable drinking cups for all FBL staff	All staff provided reusable drinking cups
Running of SDG competition amongst students by encouraging them to submit their SDG idea	The top three winners awarded a \$200 VISA prepaid gift card each in March 2018. Ongoing activity for student awareness.
Creation of Faculty ERS website and ERS brochure deakin.edu.au/ers	Website and brochure created and running
Submission of third biannual Sharing of Information (SIP) Report	SIP submitted in August 2017. The fourth report will be submitted in July 2019.
Teaching and learning	
Phased approach to embed ERS in our curriculum	Enhancement project is underway to strengthen the integration of ERS and SDGs through online surveys
Desktop audit of 150 core units across all DBS courses for mapping and coverage of each of the 17 SDGs	Ongoing
Strengthening the nexus between sustainability capability & employability	Ongoing
Deakin Hallmark initiatives on DGLO 8 (Global Citizenship)	Ongoing
Participation of staff/student in Green Gown Awards Australasia in areas of learning & teaching and individual excellence	DBS won the GGAA awards in the teaching & learning category 2018.
Research	
Developing a research culture that focuses on sustainability	Ongoing: Seminars, workshops and capacity building sessions
Mapping research activities of all Faculty Research Centres against the SDGs	Preliminary SDG Mapping done. Next actions to define priority SDGs
Collaborative research that makes a difference to the community through external grant projects	Ongoing. Notable collaborations include IPA; DFAT, Volunteering Victoria
SI of Social Business on SDGS across teaching & research	Published in April 2019
Partnership and leadership	
A colloquium on integrating SDGs across research and curriculum in Deakin downtown	Held on 4 Dec, 2017, sponsored by CSaRO, attended by 40 academics across Au linked to the SI of Social Business (B), now published
5th PRME regional meeting Deakin downtown	Held on 5th December, 2017 attended by 14 universities across Au & NZ
Event on SDG awareness with the Victorian Public sector and IPAA	Held on 3rd July, 2018 attended by 100 young under 35 public officials
Final PRME champions meeting to be held jointly with Latrobe in October 2019	Final PRME champions meeting to be held jointly with Latrobe in October 2019

How DBS is contributing to SDGs

Table 6: How DBS is contributing to SDGs

SDGs	How DBS is contributing to SDGs	Directly	Indirectly
	<ul style="list-style-type: none"> contributing through research focus on SME growth IPA-Deakin SME Research Centre launched the Small Business White Page V2 in September 2018 with recommendations being adopted to facilitate SME growth 		▲
	<ul style="list-style-type: none"> contributing through research focus on SME growth 		▲
	<ul style="list-style-type: none"> our DBS Centres (CECW & DELMAR) are contributing through research and leading events to facilitate the health and well-being of consumers and employees 	▲	
	<ul style="list-style-type: none"> promoting quality education to develop students as responsible future leaders as evidenced in AACSB, EPAS and other accreditations 	▲	
	<ul style="list-style-type: none"> involved in quality research to promote gender equality; leading events like 'women leading change'; Diversity and Inclusion Plan working group formed for promoting gender equality. Deakin termed the Workplace Gender Equality Agency's Employer of Choice for 11 consecutive years. 	▲	
	<ul style="list-style-type: none"> DBS Centres (CSaRO and CEEND) are contributing through their research focus on environmental issues 		▲
	<ul style="list-style-type: none"> DBS research centres (CSaRO and CEEND) are directly working on environmental marketing, environmental protection, clean energy and natural disasters 	▲	
	<ul style="list-style-type: none"> DBS research centre IPA-Deakin SME has developed the White Paper on SME in 2018. The government has recently adopted certain recommendations of the White paper launched by the Centre. 	▲	
	<ul style="list-style-type: none"> DBS research centre IPA-Deakin SME centre is focusing on SME growth. 		▲
	<ul style="list-style-type: none"> DBS Centre CSaRO is contributing through quality research using arts and culture for social inclusion and peace; our researchers have developed a toolkit to support refugees to Australia to obtain and retain new employment 	▲	▲
	<ul style="list-style-type: none"> developing students' knowledge as responsible leaders with knowledge on sustainable cities and communities through our courses i.e property and real estate 	▲	
	<ul style="list-style-type: none"> DBS Centre CSaRO is contributing through international high quality research on sustainable consumption and supply chain 	▲	
	<ul style="list-style-type: none"> DBS research centres CSaRO and CEEND are directly working on issues related to environmental protection, clean energy and natural disasters 	▲	

Association of Chartered Certified Accountants (ACCA); Centre for Employee & Consumer Wellbeing (CECW); Centre for Energy, the Environment & Natural Disasters (CEEND); Deakin Lab for the Meta-Analysis of Research (DeLMAR); Centre for Sustainable & Responsible Organisations (CSaRO).

SDGs	How DBS is contributing to SDGs	Direct	Indirectly
	<ul style="list-style-type: none"> contributing through our research and projects on reducing environmental footprint, and reducing waste, 		▲
	<ul style="list-style-type: none"> contributing through our research and projects on promoting understanding and awareness of environmental issues, and students engagement in sustainability issues 		▲
	<ul style="list-style-type: none"> DBS Centre CSaRO is contributing through research using arts and culture for social inclusion and peace and also through research on corporate governance 	▲	
	<ul style="list-style-type: none"> contributing through international research collaborations such as with SWUFE, Coventry and Stanford University for research that makes a difference. As a PRME Champion, DBS has established a partnership with ACCA, IPA, IPAA, Whitehorse local council 	▲	

Southwestern University of Finance and Economics (SWUFE), Institute of Public Accountants (IPA), Institute of Public Administration Australia (IPAA).



Appendix 1: Faculty of Business and Law Research Centres SDG strengths

Centre for Sustainable and Responsible Organisations (CSaRO)

SDG Strengths: 8, 10, 13, 16 and 17.



Centre for Employee and Consumer Wellbeing (CECW)

SDG Strengths: 3 and 8.



Deakin Lab for the Meta-Analysis of Research (DeLMAR)

SDG Strengths: 3 and 17.



The Centre for Energy, the Environment and Natural Disasters (CEEND)

SDG Strengths: 7 and 13.



IPA-Deakin SEM Research Centre (IDSRC)

SDG Strengths: 8, 9, 10 and 16.



Centre for Financial Econometrics (CFE)

SDG Strengths: 7 and 10.



Centre for Legal Profession (CPL)

SDG Strengths: 10, 16 and 17.



Appendix 2: Selected Sustainability related publications

Book Chapters

North, G (2017), *Corporate sustainability practices and regulation: existing frameworks and best practice proposals, Corporate governance codes for the 21st century: international perspectives and critical analyses*, PP. 145-168, Springer International.

Gopalan, S (2017), *From sustainability to conflict minerals: the creeping codification of non-financial disclosure, in du plessis JJ; Low CK, Corporate governance codes for the 21st century: international perspectives and critical analyses*, PP. 169-188, Springer.

North, G (2018), *Well governed, sustainable and socially responsible financial corporations: Remote or real expectations?, Globalisation of Corporate Social Responsibility and its Impact on Corporate Governance*, PP. 27-49, Springer.

Ng, C; Rezaee, Z (2018), *The emergence of business sustainability: educational, practical and research implications, in Boubaber S; Cumming D; Nguyen DK, Research Handbook of Finance and Sustainability*, PP. 484-510, Edward Elgar Publishing.

Journal Articles

Al-Hadi, A; Chatterjee, B; Yaftian, A; Taylor, G; Monzur Hasan, M (2017), *Corporate social responsibility performance, financial distress and firm life cycle: evidence from Australia, Accounting and Finance*, PP. 1-29,

Azmat, F; Ferdous, A; Rentschler, R; Winston, E (2018), *Arts-based initiatives in museums: creating value for sustainable development, Journal of business research*, Vol. 85, PP. 386-395,

Azmat, F; Rentschler, R (2017), *Gender and ethnic diversity on boards and corporate responsibility: the case of the arts sector, Journal of business ethics*, Vol. 141, NO. 2, PP. 317-336,

Cheung, A; Hu, M; Schwiebert, J (2018), *Corporate social responsibility and dividend policy, Accounting and finance*, Vol. 58, NO. 3, PP. 787-816,

Collins, A, Azmat, F and Rentschler, Ruth 2018, 'Bringing everyone on the same journey': revisiting inclusion in higher education, *Studies in Higher Education*, pp. 1-13, doi: 10.1080/03075079.2018.1450852

D'Souza, C; Taghian, M (2017), *Female consumers as agents of change for transforming the environmental sustainability landscape, International journal of consumer studies*, Vol. 41, NO. 3, PP. 353-360,

Du Plessis, J (2017), *Corporate social responsibility and "contemporary community expectations", Company and securities law journal*, Vol. 35, NO. 1, PP. 30-46,

Ee, M; Chao, C; Wang, L; Yu, E (2018), *Environmental corporate social responsibility, firm dynamics and wage inequality, International review of economics and finance*, Vol. 56, PP. 63-74,

Gong, N; Grundy, B (2017), *Can socially responsible firms survive competition? An analysis of corporate employee matching grant schemes, Review of finance*, PP. 1-45, Oxford University Press.

Higgins, C; Stubbs, W; Milne, M (2018), *Is sustainability reporting becoming institutionalised? The role of an issues-based field, Journal of business ethics*, Vol. 147, NO. 2, PP. 309-326,

Jones, D; Newman, A; Shao, R; Cooke, F (2018), *Advances in employee-focused micro-level research on corporate social responsibility: situating new contributions within the current state of the literature, Journal of business ethics*, PP. 1-10,

Kumar, P; Polonsky, M (2017), *An analysis of the green consumer domain within sustainability research: 1975 to 2014, Australasian Marketing Journal*, Vol. 25, PP. 85-96, Lai, K; Sasmita, A; Gul, F; Foo, Y; Hutchinson, M (2018), *Busy auditors, ethical behaviour, and discretionary accruals quality in Malaysia, Journal of business ethics*, Vol. 150, NO. 4, PP. 1187-1198,

Love, E; Salinas, T; Rotman, J (2018), *The ethical standards of judgment questionnaire: development and validation of independent measures of formalism and consequentialism, Journal of business ethics*, PP. 1-18,

McClaren, N; Vocino, A (2017), *The direct and indirect effect of NFC on marketers work norms, vocational socialization, individual ethical position, and ethical perceptions, Journal of business and industrial marketing*, Vol. 32, NO. 1, PP. 109-12,

Journal Articles continued

- Muttakin, M; Mihret, D; Khan, A (2018), *Corporate political connection and corporate social responsibility disclosures: a neo-pluralist hypothesis and empirical evidence*, *Accounting, auditing & accountability journal*, Vol. 31, NO. 2, PP. 725-744,
- Newman, A; Round, H; Bhattacharya, S; Roy, A (2017), *Ethical climates in organisations: a review and research agenda*, *Business ethics quarterly*, Vol. 27, NO. 4, PP. 475-512,
- Qu, W; Carey, P; Liu, L (2017), *Voluntary corporate social responsibility reporting and financial statement auditing in China*, *Journal of Contemporary Accounting & Economics*, Vol. 13, NO. 3, PP. 244-262,
- Reid, S; Johnston, N; Patiar, A (2017), *Coastal resorts setting the pace: an evaluation of sustainable hotel practices*, *Journal of hospitality and tourism management*, Vol. 33, PP. 11-22, Cambridge University Press. ARen, S; Chadee, D (2017), *Ethical leadership, self-efficacy and job satisfaction in China: the moderating role of guanxi*, *Personnel review*, Vol. 46, NO. 2, PP. 371-388,
- Rowe, K; Karg, A; Sherry, E (2018), *Community-oriented practice: examining corporate social responsibility and development activities in professional sport*, *Sport management review*, PP. 1-16,
- Singh, J; Wood, G; Callaghan, M; Svensson, G; Andersson, S (2018), *Operationalizing business ethics in organisations: the views of executives in Australia, Canada and Sweden*, *European business review*, Vol. 30, NO. 4, PP. 494-510,
- Stubbs, Wendy and Higgins, Colin 2018, *Stakeholders' perspectives on the role of regulatory reform in integrated reporting*, *Journal of business ethics*, vol. 147, no. 3, pp. 489-508
- Sullivan-Mort, G; Polonsky, M; Kilbourne, W; D'Souza, C; Hartmann, P (2017), *Introduction to the special issue on sustainability*, *Australasian marketing journal*, Vol. 25, NO. 2, PP. 83-84, Elsevier.
- Wiesner, R; Chadee, D; Best, P (2018), *Managing change toward environmental sustainability: a conceptual model in small and medium enterprises*, *Organisation and environment*, Vol. 31, NO. 2, PP. 152-177, Sage.
- Xiao, Y; Faff, R; Gharghori, P; Min, B (2017), *The financial performance of socially responsible investments: insights from the intertemporal CAPM*, *Journal of business ethics*, Vol. 146, NO. 2, PP. 353-364,
- Zutshi, A; Creed, A (2018), *Declaring tall tales: profile of sustainability communications in Australian signatory universities*, *Journal of cleaner production*, Vol. 187, PP. 687-698, Elsevier. Zutshi, A; Creed, A; Connelly, B (2018), *Education for sustainable development: emerging themes from adopters of a declaration*, *Sustainability*, Vol. 11, NO. 1,

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