



UN Principles for Responsible Management Education
Report
Sharing Information on Progress

Johannesburg, South Africa
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PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for**
Responsible Management Education

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RENEWAL OF COMMITMENT

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

For those individuals who wish to lead, make a difference and who are open to changing themselves, South Africa is a remarkable place to learn the business knowledge and insights needed to take the lead in business. At the Gordon Institute of Business Science we have always believed that we can play a significant role in South Africa by ensuring that leaders in our business community have the opportunity to develop their skills and business acumen to meet the significant opportunities that a dynamic and rapidly changing world presents.

The campus and its facilities have been designed to create a learning environment in which we all stretch our thinking, challenge existing ideas and develop a personal and organisational sense of where we need to go next.

GIBS aims to be a place of hard work, inspiration and innovation. It should be a challenging and stimulating environment, and it certainly should provoke us all to perform at a higher level – all aimed at building country competitiveness.

In 2010 GIBS celebrated its 10th anniversary. Since our inception and over the years of significant growth, we have been privileged to see a large number of talented executives graduate through our many programmes. It is our aim that GIBS will continue to have a sustained, positive, long-term effect on the competitive performance of the individuals, organisations and industries with whom we work for many more years to come.

In a highly competitive world such as the one we live in it is critical that as South Africans we focus on making a positive impact across our stakeholders. The habits of champions are a vital asset for nations. As GIBS embarks on the next 10 years of our journey, it is our commitment to remain true to our origins and to contribute to building a stronger, more competitive and more sustainable society through business education.

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



Prof Nicola Kleyn

Deputy Dean

Gordon Institute of Business Science, University of Pretoria

UNITED NATIONS PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

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

PRINCIPLE 1

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

PRINCIPLE 2

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

PRINCIPLE 3

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

PRINCIPLE 4

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

PRINCIPLE 5

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

PRINCIPLE 6

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

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

INTRODUCTION AND BACKGROUND

GIBS was established in 2000 to be a place where people with potential, healthy ambition and respect for best practice are willing to engage like-minded peers and colleagues. The campus and its facilities have been designed to create a learning environment in which we all stretch our thinking, challenge existing ideas and develop a personal and organisational sense of where we need to go next. South Africa is a country that will continue to be challenged by the tension between its history and its future. Business leaders thrive on this tension as they look for opportunities to add value and generate prosperity for themselves and others.

GIBS has grown from strength to strength in the past few years. GIBS is an internationally accredited business school, based in Johannesburg, South Africa's economic hub. As the business school for business, we focus on general management in dynamic markets to significantly improve the competitive performance of individuals and organisations through business education. In May 2013, the annual UK Financial Times Executive Education rankings, a global benchmark for providers of executive education, once again ranked GIBS as the top South African and African business school. This is the tenth year running that GIBS has been ranked among the top business schools worldwide. In October 2013 the GIBS MBA was ranked among the top 100 business schools globally in the prestigious Financial Times Executive MBA Rankings. Ranked in 70th position, GIBS is the only business school in Africa to appear in this ranking.

International rankings and accreditation, such as the Association of MBAs (AMBA), The Academy of Business in Society (ABIS) and membership of EFMD (European Foundation for Management Development) also ensure global recognition. GIBS is also accredited by the Council on Higher Education (CHE) and is a member of the South African Business Schools Association (SABSA) and the Association of African Business Schools (AABS). Entering our fourth year as a signatory to the United Nations Principles for Responsible Management Education (PRME) a sub-charter of the Global Compact, GIBS has participated actively in both UN Global Compact and PRME academic think tanks and global business school development initiatives.

As confirmation of its existing activities in the business in society arena, and its fundamental belief in creating societal value through business education, GIBS signed the United Nations Principles for Responsible Management Education (PRME) in November 2009.

Report notes

This report summarises GIBS' activities under the PRME ambit in the past two years since the school's first SIP released in January 2012. In the interests of brevity, ongoing programme activity and established projects will not be repeated in this update SIP, only new activities are listed; readers are encouraged to refer to the original SIP for further detail.

The GIBS SIP Report (January 2012) can be downloaded [here](#)

GIBS is currently in the process of applying for accreditation by the Association to Advance Collegiate Schools of Business (AACSB). As part of the AACSB accreditation process, the business school will be submitting a standards alignment document (first draft) in March 2014.

A summary of the standards alignment document will be updated as an addendum to this SIP following the AACSB draft submission.

KEY OBJECTIVES

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

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

- Ensuring the continued incorporation of sustainability content and teaching into all academic programmes including the MBA, PDBA, DBA and certificate programmes;
- Continuing to engage with the business community and civil society on sustainability and GSR issues, in particular addressing those issues that would enable our students to be better citizens and managers in the diverse South African business-political landscape;
- Extending the GIBS' body of knowledge on GSR, with particular reference to case studies, research on GSR and journal articles; and
- Advancing the internal sustainability strategy at GIBS through tactical, relevant and high-impact activities, including annual sustainability reporting, education and awareness campaigns, and community outreach programmes.

SUPPORT

Full support opportunities and requirements will be discussed in full in the SIP update in April 2014.

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

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

MAJOR ACHIEVEMENTS IN THE PAST 24 MONTHS

PRINCIPLES 1 and 2

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

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

Academic Programmes

Extension of Doctoral programme to include PhD: The doctorate is the highest degree offered by GIBS and the GIBS doctoral offering continues to grow. Its DBA, now eight years old, has received accreditation from the Association of MBAs (AMBA), provisional upon a number of very achievable modifications. This makes the GIBS DBA the only internationally accredited business doctorate in South Africa. In addition, the parent University of GIBS, the University of Pretoria, has agreed that GIBS can also offer a PhD. This means that we can also enrol gifted potential scholars with research Master's degrees, even if they do not have an MBA.

The following table outlines Doctoral student thesis topics that are related to principles 1 and 2:

Doctoral student		Proposed thesis topic	Supervisor
Chantal	Ramcharan-Kotze	Building markets for new energies	Johan Olivier
Morris	Mthombeni	Board governance	Len Konar
Noma	Nyembo	Sustainability in mining	Zoe Lees
Rebecca	Namatovu	Entrepreneurship under conditions of extreme poverty	Kerrin Myres
Rirhandzu	Salane	Affordable housing	Robin Woolley
Sam	Dawa	Sustainable entrepreneurship	Jonathan Marks
Sena	Ramlochan	Economic access for the disabled	Karen Luyt
Yusuf	Kiwala	Agricultural supply chains in	Johan Olivier

		Uganda	
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PRINCIPLE 3

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

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

Centre for Leadership and Dialogue

The Centre for Leadership and Dialogue aims to create a new generation of leaders, armed with the capacity and insights to lead their businesses, public institutions and social enterprises—all of which are essential to achieving success in an increasingly complex world. GIBS's Centre for Leadership & Dialogue works with a broad range of leaders and hosts strategic dialogues to resolve the most urgent and complex South African and global challenges. This body of work requires delegates to use the exploration of the South African social-political landscape to better understand and strategically develop their internal leadership motivation and practice.

This work falls into two categories: (1) dialogue work; and (2) leadership programmes.

The GIBS/Tshikululu dialogue programme helps leaders of national influence reflect on the evolution of our young democracy and share these lessons with the aim to address intractable problems and volatile situations. These dialogues focus on bringing together leaders who would not easily have access to one another but who in conversation may be able to address a given challenge in a multi-faceted fashion.

Our dialogue work includes:

- Thought Leadership Dialogues
- Societal Leadership Dialogues
- Next Generation Programme
- National Dialogue
- Dean's Dinners

Our leadership programme supports leaders to build a wide angle lens view of the South African context and develop awareness of their own role in the issues. We help participants develop their 'map' of the environment and their 'mirror' for understanding their potential for impact.

Our leadership programmes include:

- Nexus

- Leading Women
- The Spirit of Youth.
- The Career Expo
- The Social Entrepreneurs Certificate Programme (SECP)
- The Network for Social Entrepreneurs (NSE)

Centre for Business Analysis and Research

CBAR was created in 2010 to nurture collaboration and identify critical synergies among the various programmes and initiatives undertaken at GIBS. The full weight of GIBS' renowned faculty and academic networks are brought to bear on delivering pertinent academic programmes and building a central core of knowledge and research to support business.

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

- Bring to the fore the most critical and pressing issues facing businesses in developing countries
- Extend and deepen the content of GIBS' academic core
- Facilitate and enrich GIBS' interactions with broader society and the business context
- Contribute to the internationalisation of GIBS' perspectives and networks
- Promote the GIBS brand in the field of management education
- Position GIBS as a leading expert on South African-focused management research.

These programmes take a variety of forms, ranging from both academic to practical, and are led by experts in their fields who wish to make a contribution to research, global best practice and sharing this knowledge with South African businesses to enhance competitiveness. The programmes are collaborative, organic, innovative and flexibly attuned to the business agenda in order to remain relevant.

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

Established programmes include:

- Transnet Programme in Sustainable Development
- Network for Business Sustainability South Africa
- Inclusive Markets Programme
- Programme for Digital Business
- The GIBS Broad-Based Black Economic Empowerment (BB-BEE) Unit
- IMPERIAL Logistics Supply Chain & Logistics Programme (concluded 2013)
- IMPERIAL Logistics Supply Chain & Logistics Executive Round Table (initiated 2013)

Centre for Dynamic Markets

The sustained high rates of growth of China and India over roughly the past 20 years, along with the emergence of economies as diverse as Brazil, Turkey and Indonesia and the sluggishness of the mature OECD countries, are transforming the shape and functioning of

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

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

What is the CDM and what does it do?

The CDM comprises a small team based at GIBS in Johannesburg and in Nairobi, Kenya; dedicated to generating and disseminating insights into and information not only about doing business in dynamic markets but also about the implications, arising out of the success of the dynamic market economies, for doing business elsewhere. This team will be augmented by drawing on individual experts and partnering with selected organisations across the globe.

The Centre's principal activity comprises a series of high-level but informal monthly discussions. The overall nature of the meetings is strategic but practical. The sessions are led by a recognised expert followed by open discussion and informal networking. Members are encouraged to participate in the discussion with invited experts on each particular topic.

By expanding its operations and presence further into Africa through an office in Nairobi, CDM members will benefit from having access to events and conferences run in Kenya as well as research, reports and case studies on the region.

The broader research undertaken by the CDM (case studies, reports, articles etc.) will help steer and inform the meetings and dialogues, and will be made available through a CDM portal exclusive to members on the GIBS Website.

Two factors have informed our thinking behind the Centre:

- There are invaluable lessons to be learned from comparing and contrasting the different socio-political and economic circumstances and policies that have contributed to the success of the emerging economies and their companies;
- Despite many obstacles, integration of the world economy continues, and taking decisions in any one country or region demands an understanding of the evolving geopolitical and economic scene globally. In essence, the aim is to help inform and prepare companies and leaders to improve their general management practices in dynamic markets.

In January 2014 the CDM launched its inaugural GIBS Dynamic Market Index (DMI).

The GIBS DMI attempts to empirically identify the conditions and institutions that enable the catalysts for economic growth, wealth creation, innovation and overall socio-economic development during a time of significant change in the global economy.

The in-depth global study is a comparative global measure of institutional evolution and progressive structural change, which reflects and informs the competitive performance of nations across six enabling pillars of market dynamism. These are:

1. Open and Connected;
2. Red Tape;
3. Socio-political Stability;
4. Justice System;
5. Macroeconomic Management; and
6. Human Capital.

The GIBS DMI, which will be updated annually, measured these pillars across 133 countries over a seven-year period between 2006 and 2012, and provides insight into the key attributes of an evolving political economy and the true economic potential of these countries.

CDM Events in 2013 included:

11 February 2013: 'Leadership & Management in Turbulent Times' with Richard Fenning, CEO of Control Risk.

13 March 2013: 'Africa's Megacities & How they are Driving Growth' with Professor Nick Binedell, Dean of GIBS.

16 April: 'Outcomes from Durban: The BRICS Summit 2013' with Abdullah Verachia

29 May 2013: 'The Future of Transport' in partnership with the Vodacom.

June 2013: 'Vale in Mozambique' with Stuart Nupin.

July 2013: 'The Latest Approach to Supply Chain Management in Dynamic Markets' with Nenad Pacek

16 August - 'Chinese Contractors in Africa' with Dirk Kotze of the Beijing Axis and Matthew Birtch of GIBS

19 – 23 August: Africa Week

19 August - The Future of Intra-state Conflict in Africa. More violence or greater peace? With Dr Jakkie Cilliers, executive director and co-founder of the Institute for Security Studies (ISS).

23 August - Africa's Data Deficit: How to Build Real Data in Africa's Rise.

16 September - The validity of cross-country lessons about reforms. An experience of aggressive export led-growth, with Professor Alberto Trejos, former trade minister of Costa Rica.

24 October - 'Social Business Africa Report' with Mike Stopforth, CEO of Cerebra. To download a copy of Mike's presentation please click [here](#). To download a summary of the Report please click [here](#).

11 – 15 November - Latin America Week

11 November 2013 - Discussions with an 'Accidental Ambassador': Tony Leon on Latin America

12 November 2013 - Doing Business in Latin America: Mark Levy, joint CEO of Blue Label Telecoms; Patrick Esnouf, former Chairman of Anglo American South America; Barry Smith, former President of SABMiller Latin America and Dr Lyal White, Director of the CDM

The CDM also:

- manages and distributes relevant content via the CDM Portal (for the exclusive use of CDM members)
- conducts regional briefings
- presents company-specific or other case studies.

Membership

The Centre's principal activity comprises a series of high-level but informal monthly discussions. The overall nature of the meetings is strategic but practical. The sessions are led by a recognised expert followed by open discussion and informal networking. Members are encouraged to participate in the discussion with invited experts on each particular topic.

The CDM network in 2013 comprised 20 member organisations along with a select group of expert contributors.

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

The broader research undertaken by the CDM (case studies, reports, articles etc.) will help steer and inform the meetings and dialogues, and will be made available through a CDM portal exclusive to members on the GIBS Website. The CDM monthly bulletin of news and summaries from the dynamic market world will also be circulated.

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.

Network for Business Sustainability South Africa

In 2013, GIBS became the host organisation of the Network for Business Sustainability South Africa (NBS:SA) in partnership with the Graduate School of Business (GSB) at the University of Cape Town, increasing the academic community's ability to support sustainable development in the economy through vigorous academic research into business challenges in sustainable development conducted in partnership with leading private sector companies, non-profit organisations and the South African government.

NBS:SA has been established through a partnership between GSB and GIBS, two of South Africa's leading business schools. The partnership is motivated by the need to enhance collaboration between business sustainability researchers, and between practitioners and researchers, in South Africa and beyond. The scale and complexity of global and local sustainability challenges preclude business-as-usual approaches. More proactive, systemic, and collaborative approaches are called for. By pooling intellectual resources and network relationships, GSB and GIBS will be able to provide a stronger foundation for NBS:SA. NBS:SA is motivated and designed to fulfil a public purpose, and it will strictly adhere to corporate governance standards.

For more information on NBS-SA and NBS itself, please go to www.nbs.net

Faculty research and publications

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

Reports

Simpson, Z; McKay, T; Patel, N; Sithole, N; Van den Berg, R & Chipp, K. (2012) *Past and present travel patterns in the Gauteng city-region*. Transport Planning Research Group; Gauteng City Regional Observatory, Johannesburg

An evaluation of the Expanded Public Works programme – (2011). Camissa: Department of Public Works

Midterm Report – evaluation of the Expanded Public Works Programme (2013). Camissa: Department of Public Works

GIBS Dynamic Market Index (2014), Centre for Dynamic Markets, Gordon Institute of Business Science, University of Pretoria, Johannesburg

The Value of Vision - The Eight Sustainability Challenges for South African Business in 2013 (2013), Network for Business Sustainability South Africa, Gordon Institute of Business Science, University of Pretoria, Johannesburg

Journals

Chipp, K & Corder, C & Kapelianis (2013) "The role of Collectivism in the BOP: Should the Bottom of the Pyramid be considered from a household or an individual viewpoint?" *Management Dynamics*

Abratt, R.; Kleyn, N; Chipp, K & Goldman, M (2012) Building a Strong Corporate Ethical Identity: Key Findings From Suppliers. *California Management Review*, 54, 3, Spring, 1-15

Chipp, K & Corder, C (2012) "Where practice meets theory: Defining and reviewing the bottom of the pyramid for South African marketers" *Management Dynamics*, 21, 1, April, 18-29

Conference papers

Chipp, K & Morton-McKay, T (2002a) "The potential contribution of social marketing for water conservation in the developing world." *Second Annual Non-Profit, Social and Arts Marketing Colloquium*, London, September.

Chipp, K & Morton-McKay, T (2002b) "A baseline for de-marketing water in the developing world." Proceedings of IMM (*Institute of Marketing Management*) Conference, Johannesburg.

Books

Ansell, G., Kleyn, N and Ismail, T (2012) *New Markets, New Mindsets*. Jacana: Johannesburg.

Bouwer, C and Thwaites, C (2013) *Behind the Green Veil: Reflections on Sustainability. Media in Africa*: Johannesburg.

PRINCIPLE 5

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

Centre for Business Analysis and Research

Please see detailed description above (page 11).

Centre for Dynamic Markets

Please see detailed description above (page 11).

Executive Education – Open and Custom programmes

Revised approach to Executive Education through open programmes

GIBS is distinctly positioned as the business school for business with our mission to “significantly improve the competitive performance of the organisations and individuals we work with”.

To deliver on this promise, GIBS focuses on two main areas: impact and effectiveness. GIBS’ Open Programmes therefore allow delegates the opportunity to interact with world-class local and international faculty and thought leaders, while collaborating with peers from different companies and industries.

Through their research, industry knowledge and experience, GIBS faculty members are able to collaborate with delegates and not only apply these real-world examples in the classroom, but also back into the work environment. Programmes are highly inspirational and are designed to have a maximum impact with a strong emphasis on active learning, sharing of best practice, sharing of next practice and implementation of practical applications.

The use of technology and a blended learning approach is also a key part of the GIBS experience to underpin and deepen the classroom learning.

GIBS offers a variety of open programmes which range from the prestigious Global Executive Development Programme (GEDP) and the programme aimed at assisting functional experts to make the transition to general management through the General Management Programme (GMP), to a comprehensive portfolio of short courses.

Revised approach to Executive Education through custom programmes

Each year, more than 60 leading global and South African organisations from the private, public and non-government sectors, partner with GIBS to design and deliver tailor-made interventions to develop their existing and potential leaders.

Programmes are designed to have a measurable impact on an organisation’s ability to deliver on its business strategy and make its human capital a source of competitive advantage. Run with the professionalism of a streamlined business and enjoying long-term partnerships, GIBS Custom Programmes assures impact through a clear assessment of organisational and individual needs, innovative learning design and rigorous measurement of business impact. The 40-strong team of professional designers, programme directors, managers and learning co-ordinators are constantly searching for and generating new approaches to customised executive education to ensure organisational impact and personal transformation.

PRINCIPLE 6 – DIALOGUE

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

Centre for Leadership and Dialogue

Please see detailed description above (page 10).

SUSTAINABILITY AT GIBS

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

How business functions in the context of the interdependence of the economy, society and the environment forms the basis of sustainable business. Sustainability presents business with unique challenges that until recently were dismissed as relatively unimportant. However, the level of awareness and debate of key sustainability issues such as poverty, energy security, climate change, water and food security, has increased exponentially over the past couple of years. Notably, the King Code of Governance for South Africa 2009 places sustainability, responsible leadership and corporate citizenship at the core of corporate governance.

GIBS is therefore committed to extending its already substantial contribution to preparing business for current and future sustainability issues. GIBS runs several initiatives in this context, including academic programmes, participation in international initiatives (e.g. GIBS is a member of The Academy of Business in Society), corporate social responsibility and investment activities, campus greening initiatives and diverse stakeholder dialogue programmes.

We aim to follow and to promote good sustainability practice, to reduce the environmental impacts of all our activities, to improve the community in which we operate and to help our students, clients, suppliers and partners to do the same. GIBS' sustainability policy is to integrate environmental and social performance with the organisation's core business. Various initiatives in sustainable development are pursued at GIBS, including:

The Transnet Programme in Sustainable Development

This is an academic programme funded by Transnet to drive sustainability initiatives into GIBS activities through teaching and research (externally) and in its campus processes (internally). The programme includes the following:

- A core MBA module entitled 'Macro-environment of Business'
- An MBA elective module entitled 'Sustainability and the Environment'
- MBA and doctoral research
- Executive education courses
- Forums, seminars, workshops and conferences
- iGIBS business knowledge portal for sustainability issues on GIBS website

In addition to the academic initiatives, the TPSD also promotes sustainability projects within GIBS, including an annual sustainability report, greening the campus through energy and water conservation, waste reduction through recycling, as well as community engagement initiatives, such as teacher development programmes, school feeding schemes, student CSR projects, and staff outreach projects.

Environmental Responsibility

GIBS is committed to generating awareness around the concerns on climate change. Great emphasis is placed on implementing a carbon management strategy to reduce our carbon footprint.

Energy Conservation: GIBS has implemented smarter and more cost saving ways in which to ensure that activities on campus are conducted with efficient energy usage. These include, electricity access management, replacement of redundant high energy use equipment with low energy use equipment, staff education and behaviour change activities as well as identification of future projects to address energy saving.

Waste Management: GIBS, together with its waste management partners, aims to manage waste through a campus wide recycling regime. The following items are recycled, paper, glass, plastic and metal (cans). The next project will be an e-waste programme to ensure the responsible disposal of e-waste on the campus.

Awareness and education: GIBS participates in annual environmental awareness days like Earth Day (end of March) and World Environment Day (June), and constantly educates staff and students through marketing initiatives and educational drives to improve knowledge and accessibility to responsible environmental behaviour.

Community Involvement

Spirit of the Youth Programme: This programme is a forum for 11th and 12th grade learners to critically discuss and engage in relevant issues so that they may define the country in which they wish to live. Students are selected from varying social, economic, geographic and educational experiences and each show distinguished leadership attributes in their community. The aim of the programme is to develop these learners and in turn impact on the communities that they represent. The programme is fully donor-funded and the core focus is the development of these young leaders.

Primary School Engagement Programme: GIBS understands that in order to continue to make a meaningful contribution to business education in South Africa, whilst also ensuring a sustainable stream of qualified and competent students for the business school, we need to invest in the development of basic education institutions. GIBS pursues this goal by investing in local primary school education, specifically schools in disadvantaged areas in Johannesburg, through educational and financial support. GIBS aims to assist these schools in becoming centres of academic excellence and will help ensure that the next generation of business people in South Africa, and similarly the next generation of GIBS graduates, have been given a world class academic foundation.

GIBS currently works with three schools

- Gordon Primary School, Alexandra (involved since 2004)
- Emfundisweni Primary School, Alexandra (involved since 2010)
- Ekukhanyisweni School, Alexandra (involved since 2007)

Fulufhelo: GIBS supports the MBA alumni driven non-profit organisation, Fulufhelo, by directing all student-led CSR initiatives through the organisation to ensure sustainability of the NPO, good governance and relevant academic experiential learning to GIBS students participating in CSR projects. The GIBS sustainability manager is a member of the Fulufhelo management committee and GIBS works closely with the NPO to assist in fundraising, marketing and executing community projects.

Take A Child To Work Day: GIBS participates in the Take a Child To Work initiative. This event is aimed at giving high school learners an opportunity to be exposed to the world of work, and participate in job-shadowing and informal career workshops with GIBS staff members.

BizSchool: Bizschool is a non-governmental organisation which arose from a desire to facilitate the transition from school to work, and thereby assisting to address the problem of unemployment and the lack of basic business and financial skills in South Africa's secondary school leavers.

Community Immersions: Many leadership and management programmes delivered by GIBS include a social relevance field trip. This visit is normally in the form of an immersion activity into the communities of Alexandra and Soweto townships, or the Johannesburg inner city, which provides delegates with a broad view of the diverse business activities taking place in Johannesburg. The purpose of this module is to inspire business managers to reflect on the cultural and business paradigms they hold onto.

Skills Development

Investment in skills development is key to GIBS delivering on its commitment to making a meaningful contribution to the transformation of South Africa and the business school's commitment to supporting staff by enabling them to reach their full potential.

The various skills development programmes run by GIBS include:

- Staff enrolment in relevant academic programmes at GIBS
- Staff participation in forum events, conferences, seminars and workshops held at GIBS
- Small business development and support initiatives for BBBEEE entrepreneurs
- Supervisor mentorship programme for outsourced employees, including cleaning and security staff
- IT training for previously disadvantaged staff, particularly those who do not have access to computers in their day-to-day jobs or are encountering computers for the first time at GIBS
- First aid and fire-fighting training for full-time staff and outsourced employees, including cleaning and security staff

Beatrice Xalisa Bursary Scheme: GIBS runs the annual Beatrice Xalisa Bursary Scheme which commemorates the life and contribution of Beatrice Xalisa who was employed as a receptionist at GIBS from its inception and who passed away unexpectedly in August 2006.

This Bursary is aimed at providing financial assistance for a child of a permanent GIBS employee whose household income does not exceed R220 000 per annum and whose child/legal guardian attends a state primary school. The value of the Bursary is ZAR10 000.

Sponsorships and Donations

Employee donations: GIBS believes that what motivates an employee to join, engage, and stay with an organisation is not only the financial reward on offer but also the unique opportunities that come from being a member of that organisation, a level of synergy between individual and organisation in values, and opportunities for employees to enact their jobs in a way that is consistent with their personal values and ethics.

With this in mind, GIBS offers a Give as You Earn programme to its employees to encourage philanthropy and create synergy between the organisation's values and the employee's personal values and ethics.

GIBS matches every donation received from employees to their chosen charity organisations and NGO, as a show of commitment to the philanthropic causes that are important to employees.

Sponsorships: GIBS offers sponsorships in the form of classroom facilities and meeting spaces to various initiatives and NPOs, including the Tomorrow Trust, the Network Forum, the Lutheran Community and the SAPS.

Staff members at the Alexandra partner schools are also sponsored at forum events and conferences on the campus.

Outreach: GIBS also makes regular collections for outreach programmes, where both staff and students at GIBS are encouraged to donate items to various needy organizations. This encourages a sense of goodwill throughout the campus.

Health and Wellness

GIBS invests extensively in staff health and wellness education, including an annual Discovery Vitality health week on campus, HIV/AIDS awareness days, breast cancer screening, nutritional lectures and even bi-annual on-site staff massages during high stress periods.

CONTRIBUTORS

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