**The University of Western Australia Business School**

EFMD
EQUIS
ACCREDITED

AACSB
ACCREDITED

PRME Principles for Responsible Management Education

*an initiative of the United Nations Global Compact*

# UN PRME SHARING

# INFORMATION ON PROGRESS

# REPORT 2017

# EXECUTIVE SUMMARY

The University of Western Australia (UWA), located in Perth, Western Australia, is the oldest university in the State. It was founded in 1911 and since then it has graduated more than 100,000 students in a variety of fields. The University is a member of the prestigious 'Group of Eight' research intensive Australian Universities and in the 2018 Best Global Universities rankings was placed 88th in the world and 7th overall in Australia and New Zealand. In 2016, committed to contributing toward achieving the 17 UN Sustainable Development Goals (SDG's), UWA became a partner of the United Nations Global Compact (UNGC) as well as a member of the Global Compact Network Australia (GCNA).

Across UWA there are four faculties, and the UWA Business School sits within the Faculty of Arts, Business, Law and Education (ABLE). The School is home to more than 5,000 undergraduate and postgraduate (coursework and research) students. It is a comprehensive Business School offering teaching and research programs in a full range of business disciplines. The quality of the School's endeavours is recognised internationally. In 2011 the School became the first Business School in Western Australia to be jointly accredited by the two major international accrediting bodies: EQUIS and AACSB.

The School has expertise in a number of areas, with business ethics and corporate social responsibility an important and emerging area of scholarship. The latter, focussing on social issues, exemplifies the activities of the Centre for Social Impact (CSI). Between 2016 and 2017, Associate Professor David Webb coordinated UN PRME activities on behalf of the UWA Business School.

This second PRME Sharing Information on Progress (SIP) report illustrates the many ways through which our academic faculty, professional staff, students and partners continue to engage in PRME-related projects and are championing responsible management education. The report is organised around the six main PRME principles, the latter having been designed to provide an engagement structure or framework. A seventh principle covering organisational practices is added to reflect a statement of commitment.

Following the ratification of the 17 Sustainable Development Goals (SDG's) in January 2016, this second SIP report also demonstrates through its pages how the activities of Business School staff contribute toward their achievements. To draw attention to the connections between the activities of staff across teaching and research and the SDG's, the official SDG icons are adopted in relevant sections of this report.

Against the first principle of **Purpose**, the School maintains a strong commitment in this area through: (a) the adoption of a School Purpose Statement ("to advance the welfare and prosperity of the people through excellence in business education and research") and; (b) the ongoing support of a UN PRME coordinator position to provide leadership in this area.

Against the second principle of **Values**, the School ensures through its Assurance of Learning and curriculum mapping that ethics, social responsibility and sustainability receive significant coverage in all teaching programs. Highlighting their importance too to students, the Business School offers the following awards: Julie Michael Memorial Prize in MGMT5517 Leadership for Social Impact; Perron Prize in MGMT 5506 Ethics and Sustainability Management (2015-2019); Perron Prize in MGMT 5526 Principles for Responsible Management (2016-2020); Perron Best Paper Award for Responsible Management (2016-2018).

Across the Business School, the **Method** (Principle 3) of embedding PRME in our teaching is diverse and exciting, as attested to by the examples presented in this report. These include among others: involvement in the UNGC and UN PRME supported International WikiRate project focussing on corporate reporting transparency, the adoption of a Responsible Business simulation to reinforce learning about sustainability, case writing and reflective journaling.

Our **Research** (Principle 4) in the area of responsible management is similarly diverse and its importance to the Business School was reinforced in 2016 with the introduction of the Perron Best Paper Award in Responsible

Management. The 2016 prize was awarded to Dr Jamie Tong (Accounting) for a paper published in the prestigious Academy of Management Journal. The 2017 award is still under consideration at the time of writing this report.

Our Centre for Social Impact, which was launched in 2009, provides a high level and clear example of our commitment to supporting and influencing policy and practice through research. Faculty are also similarly influencing and impacting management across a range of settings through their ground breaking research, with notable awards and scholarships received.

**Partnership** (Principle 5): The UWA Business School's connections with the corporate sector are amongst the best in Australia. The Business School continues to be supported by a Board comprised of top influential 'blue chip' leaders from across Australia with membership also drawn from the School's global Ambassadorial Council, including leading Ambassadorial members from across the globe. The support provided by these individuals and their organisations comes in many forms including high-level strategic advice, master classes, guest lectures, networking events and financial support for scholarships and research grants. Our partners' philosophy of 'giving back' has a profound effect on our students and early career researchers (who are primarily the internal beneficiaries of corporate funded research grants). Details of some of our relevant partnership activities are presented in the body of this report.

Principle 6 promotes **dialogue** amongst 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 part of our mission or purpose 'to advance the welfare and prosperity of the people', we recognise the critical importance of engaging in dialogue and disseminating our research findings. We achieve this in a number of ways including through the hosting of conferences, particularly conferences with strong academic and practitioner engagement (and support), through media engagement, input into policy debates and through our participation on Boards.

For example, in both 2016 and 2017, The Social Impact Festival was hosted by the Centre for Social Impact (CSI UWA). The 2017 Festival focussed on the three themes: Home, Land, and Place, and witnessed a doubling of attendance numbers over 2016 bringing together more than 200 cutting-edge international and local speakers, community leaders, artists, and organisations.

Principle 7 **Organisational practices**, demonstrates the many ways that our organisational practices reflect our purpose, the importance we attach to responsible management and, serve as an example of the values and attitudes we convey to our stakeholders.

The Business School is proud of its achievements and of the leadership that it is providing in the broad PRME sustainability space. Our success owes much to the dedication and support of all of our staff, students, alumni and business community. We hope that this second SIP report supports further dialogue and ongoing exchange both internally and externally, and, we look forward to continuing to make a meaningful contribution to society and the environment with our many SDG-focussed activities.

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# A WORD FROM THE DEAN

At the University of Western Australia Business School, our goal is to produce graduates who are not only highly skilled in their profession, but who also possess the necessary skills and competencies required to tackle a diverse array of contemporary global challenges in a socially and environmentally responsible manner.

We want to ensure that tomorrow's leaders are equipped to make ethical, responsible decisions. With this in mind, we continue to place a significant emphasis on responsible business in our curriculum development activities at all levels, as well as in our research, and indeed, in the service provided by both staff and students to a wide range of communities. In support of these activities, we are proud to be an advanced signatory to the UN PRME.

UWA Business School became a signatory in 2013, and in the intervening years, we have experienced that our engagement in UN PRME has complemented to a number of other activities that take place in the UWA Business School. These include for example, the work undertaken by our Centre for Social Impact as well as relevant research conducted across our key discipline areas: Accounting and Finance, Economics, Management and Organizations and Marketing.

Our UN PRME membership is also highly valued by our many major corporate partners, who themselves have significant initiatives underway with regard to corporate social responsibility and sustainable management. Examples of this commitment include the exceptional ongoing support by Stan and Jean Perron of awards for high performing students in relevant units of study, an Honours scholarship and an award for the best publication in responsible management. The BHP Billiton Social Impact (Not-for-profit) Scholarship reinforces to our students the importance of engagement in the third sector.

Further demonstrating a commitment to responsible management, and, supporting our student learning in this space, the Business School often hosts special events with the participation of many notable leaders. These include among others and most recently, the October 2017 Wesfarmers CEO Richard Goyder Town Hall discussion on Social responsibility, sustainability and business social license to operate.

As Dean of the UWA Business School, and on behalf of all of my colleagues, we are both proud to continue our commitment as a signatory to UN PRME, and to present this summary report documenting our achievements and ongoing efforts.

Peter Robertson
14 December 2017

# UWA BUSINESS SCHOOL OVERVIEW

## The University of Western Australia (UWA)

Founded in 1911, UWA is a member of Australia's leading universities-- Group of Eight. It also is a member of Matariki Group and Worldwide Universities Network.

The UWA Campus is located alongside the beautiful Swan River in Perth, Western Australia and the seventh most liveable city in the world (Economist Intelligence Unit, 2017).

UWA has more than 27,000 students enrolled across four super faculties, which is a new model adopted by the UWA in 2017, aiming for increasing cross-school collaboration and resource sharing. The Business School is part of the Faculty of Arts, Business, Law and Education.

A model of broad undergraduate studies followed by postgraduate professional qualifications is designed to produce well-rounded graduates, as well as provide additional entry opportunities for a wider range of students.

The University aims to be counted among the top 50 universities in the world by 2050, and in 2017 was ranked 91th on the Shanghai Jiao-Tong University Academic Ranking of World Universities (ARWU).

## The UWA Business School (UWABS)

The University of Western Australia Business School's purpose is to advance the welfare and the prosperity of the people through excellence in business education and research. Our vision is to be one of the most influential business schools in our region.

We seek to achieve the above by:

- Inspiring and propelling some of the most talented students from around the world to become the respected and innovative academic, community and business leaders of tomorrow.
- Providing an energising culture of international excellence in research, teaching and learning.
- Promoting an ethical and entrepreneurial spirit.
- Being a strong positive influence for alumni, business, industry, government and the professions.

The School holds EQUIS and AACSB accreditation. It has a strong research ethos and is known, internationally, for its particular strengths in areas such as leadership, economics (resource economics, macro-economics and Asian economies), values based marketing, and accounting standards.

| 1911 | 1954 | 1961 | 1973 | 1991 | 2007 | 2008 | 2009 [1] | 2011 | 2013 | 2016 [2] | 2017 [3] |
|---|---|---|---|---|---|---|---|---|---|---|---|
| • UWA Founded, Economics is one of the foundation subjects | • The Faculty of Economics established. | • The Faculty of Economics is renamed as the Faculty of Econ & Com | • MBA program is introduced. | • Graduate School of Mgmt (GSM) separates from the Dept of Econ and Com (DEC). | • GSM and DEC are merged into one Business School | • UWABS received EQUIS accreditation | • UWABS new building launched. | • UWABS received AACSB accreditation. | • UWABS became a member of PRME | • UWA became a member of UNGC and GCNA | • UWABS became part of FABLE |

1. The sustainable design creates an energised central hub of activities and was recognised by mbaprograms.org as one of the 50 most beautiful business school campuses in the world. It also received a Public Architecture Award from the Australian Institute of Architects (WA).
2. UNGC refers to United Nations Global Compact, which is the world's largest corporate sustainability initiative. GCNA refers to The Global Compact Network Australia, which is the Australian, business-led network of the UN Global Compact.
3. In 2017, UWA adopted a new organisational structure, which has combined previous nine faculties into four super faculties. UWABS is part of the Faculty of Arts, Business, Law and Education (FABLE).

## STUDENTS

**5,748** TOTAL STUDENTS

**44%** FEMALE

**32%** INTERNATIONAL

## Number of Students by Course Level

| 3,913 | 1,714 | 121 |
|-------|-------|-----|
| Undergraduate | Postgraduate Coursework | Higher Degree Research |

## OFFER 25 PROGRAMS

| UNDERGRADUATE 1 | Bachelor of Commerce with 8 majors to choose from |
|---|---|
| | <ul><li>Accounting</li><li>Business Law</li><li>Economics (double major)</li><li>Economics (single major)</li><li>Finance</li><li>Human Resource Management</li><li>Management</li><li>Marketing</li></ul> |
| **POSTGRADUATE 21** | Graduate Certificates (9)<br>Masters Degrees (10)<br>Double Masters Packages (2) |
| **HIGHER DEGREE RESEARCH 3** | PhD<br>DBA<br>Higher Degree by Research Preliminary |

## 194 Institutional Partners in 6 Continents re Exchange, Study Abroad and Articulation programs



Legend:
- Asia — 33%
- Europe — 40%
- Middle East — 1%
- North America — 22%
- Oceania — 1%
- South America — 1%
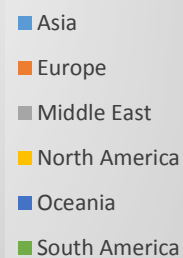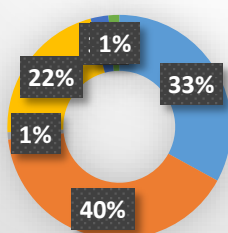
Our students are high achievers. In the last two years they have won various awards including:

## 2016

MBA Schulich International Case Competition – 1st place globally

CFA Institute Research Challenge – 2nd place state final

RSM Regional Scholarship Winner

Enactus Nationals Championship – Semi Finalists

FMAA Management Consulting Case Competition – UWA finalist team

Mannkal domestic and international internships – 18 students

Mannkal domestic and international conference opportunities – 82 students

## 2017

GM Global Microfinance Case Competition Winners

Enactus Nationals Championship – 3rd place

Sydney University/Cornell International Real Estate Competition – 3rd place

A business student was the state winner of the Jane M Klausman Award

A business student was a PwC Business Innovation Challenge Finalist

Mannkal domestic and international internships – 8 students

Mannkal domestic and international conference opportunities – 89 students

Innovative business school students are participating in the prestigious SPARK Co-Lab Design Course (established in 2006 by Stanford Medical School)

## STAFF

**110** Faculty + **23** Dedicated UWABS Admin Staff + **55** FABLE Shared Admin Staff = **188**

## INDUSTRY PARTNERSHIPS

13 Extenal Board Members

29 Key Corporate Partners

20 Industry Research Partners Provided Grants

Principal Partners: BHP, Wesfarmers, woodside, Australian Government

Major Partners: ATCO AUSTRALIA, EY, Mitsubishi Development Pty Ltd, UBS, Australian Institute of Management WESTERN AUSTRALIA, hawaiian, MITSUI & CO. (AUSTRALIA) LTD. International Investment and Trading

Supporting Partners: ANZ, BDO, CLOUGH pursuit of excellence, Hogan Lovells, Macquarie Group Foundation, NWQ CAPITAL MANAGEMENT, RESOURCE CAPITAL FUNDS, Scheffer Corporation Limited

Gold Corporate Circle Members: GERARD DANIELS, perthenergy

Silver Corporate Circle Members: Ausenco, CPA AUSTRALIA, pwc, TRAFIGURA, AUSTRALIAN INSTITUTE of COMPANY DIRECTORS, KPMG, St Barbara LIMITED, University

## PRME ACHIEVEMENTS

PRME THEMES

- 95 Academic Publications
- 60 Media Reports
- 6 Public Events & Conferences
- 47 Student Research Projects
- 46 School Research Seminars

# INTRODUCTION TO REPORT

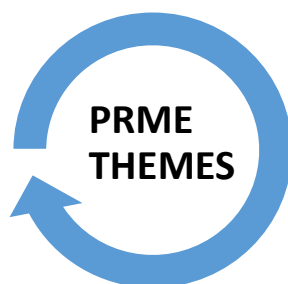It gives me great pleasure to present UWA Business School's 2nd UN PRME Sharing Information on Progress (SIP) report. The past two years have been exciting for us in many ways, and I am pleased to share some of these with you in this report.

First, at the beginning of 2017 following a University-wide restructure, the UWA Business School merged with schools from other Faculties to form The Faculty of Arts, Business, Law and Education (ABLE). This revised structure brings together disciplines aiming to understand and enhance human societies, cultures and institutions and includes world-leading expertise across a number of fields of academic scholarship, including business, design, education, humanities, law, music and social sciences.

Second, our commitment to sustainability has extended officially to the University-wide level with UWA joining the UN SDSN as well as in 2016 becoming a partner and member of the UN Global Compact (UNGC) and the Global Compact Network Australia (GCNA) respectively. Membership of these initiatives immediately opened up opportunities for staff, not only from with the Business School, but more widely across the Faculty and indeed the University to engage in a variety of projects in support of the Sustainable Development Goals (SDG's).

On the subject of the Sustainable Development Goals (SDG's), throughout this report we have made explicit the connections between the various teaching and research initiatives presented as they pertain to the SDG's. To highlight these connections for the reader we have employed the UN SDG icons. This has been a useful exercise, and is a valuable way for staff to see how their work directly contributes toward advancing the SDG's.

I remain heartened by the lively conversations about sustainability that take place on a daily basis around our building. Of course, while the work of my colleagues always inspires me, it is our students with their insistence for change, who continue to give me hope and spur me on to explore new opportunities for collaboration and approaches to teaching responsible management. The significant contribution that our students make to our position as a committed Advanced UN PRME signatory will quickly become obvious as you read this report.

This report provides evidence of the enormous amount of work going on throughout the UWA Business School in responsible management. It provides us not only with an opportunity to review, share and celebrate with others what we have accomplished, but moreover, with the opportunity to challenge ourselves to even greater levels of PRME integration across our teaching, research, service and organisational practices. I am confident that the content presented in this report will inspire and motivate you to continue your own personal journey in contributing to a more just and sustainable world for all. If this report achieves that, then thus far we have been successful. However, as they say, "The journey has just begun!"

In closing, I would like to acknowledge that the completion of this report was only made possible because of the collective efforts of many people too numerous to mention. To everyone who helped in whatever way large or small, please accept my sincere thanks. Last but not least, I extend a very special vote of thanks to Ms. Lili Qiu, without whom, the production of this report would definitely not have been possible. Thank you.

Associate Professor Dave Webb,
Associate Director UN PRME (UWA Business School)
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# PRINCIPLE 1: PURPOSE - Developing the capabilities of students to be tomorrow's responsible leaders

In 2015, the UWA Business School set goals to "increase student engagement and success, provide a sense of community and belonging in our student cohorts and foster future connections to the Business School, and business professions". Our approach to achieving this goal continues to include the significant commitment of many toward encouraging student engagement with a range of diverse social issues and challenges, both through their learning and through extra-curricular activities.

The Business School continues to support 15 highly active business focused societies, who continue to inspire with their dedication to making the most of their education and the resources available to them as students of UWA. The growth of student participation in intra-curricular and extra-curricular activities has demonstrated not only the continued dedication of the Business School to achieving these goals, but also the strong correlation between student engagement and community relationships. By encouraging students to engage with their community, we strengthen groups and create new ones, all microcosmic of the community at large and ready to challenge the issues facing it.

This following information represents a mere snap shot of what Business School students have been involved with over the two years since our last PRME report. We are immensely proud of these achievements, and are delighted to be working alongside these academic, community and business leaders of tomorrow to enact lasting social change.

## The Big Idea Competition

In 2016, UWA participated in this competition for the first time. An initiative of the Big Issue Magazine, the Big Idea competition has been running since 2012, and facilitates partnership between university students and industry by challenging them to work together "to explore an area of disadvantage and propose a business case for an appropriate social enterprise".

As students prepare a business pitch to tackle an area of disadvantage, they develop an understanding of disadvantage, while also fostering industry networks and relationships with students of different disciplines. We are proud to be part of an initiative that has had such positive impact on the social enterprise sector, with some participants going on to start social enterprises and participate in social enterprise incubator programs., while others have been energised to continue their careers in the not for profit sector.

Competing against students from some of the top universities in the country, UWA's 2016 team progressed to the Melbourne final with a plan for a *Community Umpiring Agency*, a not-for-profit social enterprise designed to find umpiring opportunities for disadvantaged young people in AFL 9's sports competitions. The purpose of their project is to engage disadvantaged youth with the wider community through a shared passion of sport. While working on this project, team-member Andrew Mavety said that he "developed a better understanding of the complexity and significant impact of social enterprise" and that "creating the umpiring concept

was an opportunity to combine our passion for sport with social enterprise to make a difference to the lives of disadvantaged youth and give back to the community".

Of UWA's contribution to Big Idea 2016, Andrew Joske (State Operations Manager for the Big Issue) said that he *"was impressed by the quality and diversity of ideas presented by UWA students",* and as such, UWA is proud to be a part of the competition again in 2017. Participation is open to all undergraduate UWA students and students are encouraged to apply as a multi-discipline team of 4-6 people. Each project submitted can be designed to work as a start-up or in conjunction with an existing not-for-profit organisation. In the Business school, the Big Idea has also been incorporated into teaching – in BUSN1102, students prepare a pitch throughout the semester and participate in the UWA final. Additional benefits for students participating in the challenge include access to live webinars that guide students through the basics of business planning, working on exclusive case studies, on top of personal and professional development. A number of UWA societies have also been engaging with this project. *Bloom*, another new student society, is running regular Big Idea workshops in conjunction with the McCusker Centre and the Centre for Social Impact, where students troubleshoot their business propositions in preparation for the final competition.

UWA's Big Idea Finalists and Judges, 2016

## Guild Volunteering and McCusker Centre for Citizenship

Between 2016 and 2017, 728 Business School students participated in *Guild Volunteering*, an initiative of the UWA Student Guild.

From 2015, students have also had the opportunity to participate in a new program which enables further student engagement with the community both for and without academic credit.

A project unique to UWA, The McCusker Centre for Citizenship is funded by a generous grant from the McCusker Charitable Foundation, and aims to "to foster caring, connected and socially engaged citizens who actively contribute to the well-being of their communities" by offering students the opportunity to gain academic credit towards their degree while completing an internships at not-for-profit organisations.

As this goal strongly aligns with our own drive to contribute to the community, we encourage all students to take up McCusker internships if they have space in their degree. As the following table



demonstrates, the response to this initiative in the Business School is increasingly positive.

Since its inception in 2015, 137 undergraduate and 18 postgraduate students from across UWA have participated in the McCusker program for academic credit with approximately one third of them from the Business School.

In 2017, the Business School has also made this opportunity available without credit to undergraduate students under the code SVLG1005, which so far has been taken by 3 students (out of a total of 11). Participants from across the university complete 100 hours of community service as a part of these units, meaning that Business students have contributed an impressive 4800 hours of social service since the centre's inception.

| Year | Teaching Period | SVLG1002 (Undergraduate) | | SVLG5001 (Postgraduate) | |
|------|-----------------|------------------|-----------|------------------|-----------|
| | | Business students | UWA total | Business students | UWA total |
| 2016 | Semester 1 | 2 | 7 | NA | NA |
| | Semester 2 | 11 | 32 | 1 | 3 |
| 2017 | Semester 1 | 18 | 47 | 2 | 5 |
| | Semester 2 | 8 | 30 | 0 | 7 |
| | Summer | 2 | 21 | 1 | 3 |
| TOTAL | | 41 | 137 | 4 | 18 |

During her internship, marketing student Anushka Lakhwara (right) worked at *Be Friend*, an organisation that helps bring together people who, for various reasons, lack companionship. Anushka, who comes from a volunteering background, was keen to continue contributing to the community. At *Be Friend,* she was responsible for all of the organisation's social media. Through short interviews, and making videos and infographics, Anushka was surprised to see that she could make such a difference in a short amount of time, helping to boost overall engagement and public interest at sign-up events. Anushka says the experience was extremely fulfilling, and praised McCusker for giving otherwise busy students to make time to help others.



Gareth Shanthikumar (left), a student of Marketing and Management, worked with St Patrick's Community Support Centre, a homeless shelter in Fremantle. He says that, through his internship, he came to better understand stigma around homelessness. This, he says, is the beauty of this program – it challenges students to think outside of a classroom and to put their education to use in a practical setting. For Gareth, this meant organising and promoting the 'Sleep Out Under the Stars' event, where participants slept rough for a night in Fremantle to raise awareness and funds for the centre's services. While Gareth is grateful to McCusker for pushing him to learn about his place in the world, the Business School is extremely proud of all its interns and the contributions they make to the community.



In addition to the McCusker service units, the Business School offers a number of classes that incorporate and encourage active citizenship into student learning:

- MKTG1203 Marketing Management *
- MGMT1135 Organisational Behaviour *
- MGMT1136 Management and Organisations
- EMPL1101 Introduction to Employment Relations
- BUSN1102 Changing the World: Social Innovation, Finance and Enterprise
- FINA1221 Introduction to Finance
- MKTG1204 Consumer Behaviour
- EMPL3280 Managing Diversity

*\* Required units under the Bachelor of Commerce.*

# 180 Degrees Consulting



180DC is the world's largest social-impact consultancy, and provides affordable advice to not-for-profit organisations. Founded in 2015, it has rapidly expanded and is now the world's largest volunteer consulting agency, with 81 branches in 33 countries and over 5000 consultants working on projects at any time. As of 2017, it has provided over $100 million worth of consultation.

The UWA Branch was founded in March 2016, and its members have since logged over 2500 hours of consulting work on 6 projects. As of Semester 2, 2017, the group has experienced 200% growth, with 20 consultants working on projects, and a total of 275 student members from across the university. These consultants have worked on the several projects with the following outcomes:

- Australian Doctors in Africa – developed a streamline process for measuring and communicating ADFA's social impact.
- The Good Samaritan Industries – developed a strategy to enhance the attraction of GSI's millennials through promotional strategies.
- Food Rescue (A service of Uniting Care) – restructured partnership offerings to enhance financial sustainability, and optimized data analytics through developing an app for data collection.
- Streetlaw Centre WA - developed a comprehensive community legal education program, with the aim of addressing systemic legal issues through its law reform and advocacy campaign.

In addition to working on these projects, university students who are selected to be consultants at 180DC UWA receive training in non-profit management, social impact measurement, and ethical decision-making, and also get hands-on experience consulting for non-profits and social enterprises. As a result of participating in this group, a large number of consultants say they are now more likely to financially support non-profits and social enterprises, and are more likely to consider a career in the social sector.



*180DC Members with Good Samaritan Industries (WA)*

## AIESEC

AISEC maintains its presence on campus, and since 2015 has worked with the United Nations through a platform called Youth 4 Global Goals. In December 2015, AIESEC representatives from its 126 countries and territories gathered at the United Nations Headquarters to promote youth participation in the implementation of the Sustainable Development Goals (SDGs), the measures outlined in the UN's 2030 Agenda for Sustainable Development. These 17 goals encourage active participation from government and private enterprise to reduce or eliminate issues as diverse as poverty, hunger, climate change, and gender inequality across the world by 2030.

AIESEC UWA works towards achieving these through its Global Volunteer program, in which each volunteering project addresses tackles a specific social issue. Since 2015, AIESEC UWA has generated 64 exchanges, and each volunteer is made aware of these goals as a blueprint for a sustainable future. Exchange participants are provided a leadership development framework where in which they have the opportunity to develop qualities such as self-awareness and problem solving, and have the ability to empower others to become a world citizen. So far this year, AIESEC in UWA have students to Taiwan, Sri Lanka, Indonesia, Thailand, Cambodia and Vietnam.

# UneARThed

Enactus (Entrepreneurial Action for others creates a better world for US) continues to support student initiatives in the community. In May 2017, ENACTUS launched UneARThed, a Perth-based social enterprise that aims to break the stigma of homelessness in our local community by empowering homeless artists to share their stories and art through a subscription-based art rental service.

Georgie Carey, current Enactus president, says that the group saw an opportunity to promote these works as a means to "break down the stigma of homelessness, because it lets people see these artists as people and to see what they can to, and to really value what they're doing".

In the short time since its launch, UneARThed has been doing just that, helping thirteen artists sell twenty-one pieces of art, raising over $2500 for the artists and facilitating the Ruah Art Group, where much of the artwork is produced.

The response to this new initiative has been overwhelmingly positive. More than 300 people have attended events that UneARThed have participated in, including the Social Impact Market, the Social Impact Festival, the YMCA Pitch Off, and The Ruah Creative. Future events in support of UneARThed include an Upmarket Stall at UWA where artists will show case and sell their work as original paintings, postcards and prints; the Underground Collaborative Long Table Dinner; and a Cheese and Wine Night hosted by UneARThed at Charter Hall. At a recent Bloom pitch night, the UneARThed team proposed a new online shop for artists to market their creations.

# UWA Business School Centre for Social Impact

The UWA Centre for Social Impact (UWA CSI) is located in the UWA Business School and is a catalyst for change in our world, creating and delivering education that transforms, research that informs best practice, and public engagement that inspires and mobilises change makers.

UWA CSI is part of a national collaboration with the University of New South Wales and Swinburne University of Technology. Together, the three universities form the Centre for Social Impact, which takes a systems approach to developing innovative solutions to the biggest social challenges today, with a vision for a better Australia tomorrow.

Since its launch in 2009, and consistent with the PRME Principles of Purpose, Values, Method, Research, Partnership and Dialogue, UWA CSI has educated and inspired hundreds of postgraduate and undergraduate students, published research with high impact, and hosted or co-hosted a diverse range of events and community impact activities. Through this work, UWA CSI nurtures a growing community of social impact leaders in Western Australia, and drives positive social change for the people of Western Australia.

Director UWA CSI and Chair in Social Investment and Impact
paul.flatau@uwa.edu.au

## Our Values

The values that underpin our work:

- **Humanity** – Treating everyone with kindness and respect, and working with others for a greater purpose.
- **Discovery** – Asking ourselves the important questions and working towards innovative solutions through education, research, and public engagement.
- **Impact** – Mobilising internal and external energy to take action that creates successful outcomes for people and drives social progress.

## What We Do

We **educate**, empower and inspire the social impact leaders of today and tomorrow through postgraduate programs and the undergraduate unit 'Changing the World: Social Innovation, Finance and Enterprise'.

We **research** to discover and generate evidence and knowledge that matters, and connect our knowledge to people who deliver change. We evaluate the impact of social programs and initiatives using robust quantitative and qualitative tools of analysis.

We **engage** with people across all sectors to build a community of social impact practice and connect change makers locally and globally. Our events, partnerships and collaborative initiatives facilitate dialogue, debate and community impact.

Throughout this 2nd PRME SIP report we present many examples of the education, research and engagement achievements that fall under the umbrella of UWA CSI.

# PRINCIPLE 2: VALUES - Incorporating the values of global social responsibility and sustainability in to our curriculum
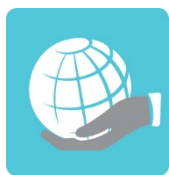
Over the past few years the UWA Business School has made significant in-roads to further embedding the values associated with global social responsibility and sustainability in to all educational programs at undergraduate, postgraduate, as well as executive levels. Ensuring a focus on responsible management, our revised assurance of learning and curriculum mapping protocols stipulate specific responsible management learning goals to be covered in teaching delivery as well as assessment.

*"The experience from the past three months helped me develop an awareness of the pertinent issues and initiatives within the sustainability movement. I learnt that no effort is too small to make a difference in behaviour. The benefits are also often amplified down the line and can lead to improvements in a company's operations as well. Finally, I learnt that together, we can create a strong movement for businesses to be more responsible, and for work practices to be more sustainable. We will always need to be mindful of our impact on society through our actions and that this bottom-up approach may appear weak but is already creating major changes within the business environment across the globe".*

--Comment from student on the sustainability content of their studies.

## UWA Educational Principles

The University of Western Australia is committed to developing disciplinary and interdisciplinary knowledge and skills through study and research-based enquiry; to further developing the skills required to learn, and to continue through life to learn from a variety of sources and experiences; to develop personal, social, and ethical awareness in an international context; and to communicate clearly, effectively and appropriately in a range of contexts.

The Business School's program learning outcomes reflect the University's educational principles above, which specify that all graduates are expected to have acquired a set of skills through their studies of a relevant major or program. Over the past few years we have incorporated within our normal activities opportunities for review and evaluation of the goals and outcomes of our programs and how we teach, assess, and evaluate student learning in order to meet those goals and outcomes. The Assurance of Learning (AoL) process within the UWA Business School is embodied in our teaching and learning practices and involves a process of identifying opportunities to improve student learning where the end goal is continuous improvement in student learning and achievement.

A set of 6 (7 for MBA) program goals have been developed for all programs and majors in the Business School. One of these goals is: Students will demonstrate an awareness of ethical, cultural, social and sustainability issues. This program goal is mapped through a matrix across the curriculum, and the way it will be taught, practiced and assessed across each of the core units, is identified. The matrix demonstrates a scaffolding and sequential development of the skill through the mapping of the goal and students receive feedback on their progress on the goal. Collection of evidence to ensure students are meeting the standard for this goal is collected in relevant units. While many units at both the undergraduate and postgraduate level include consideration of issues related to responsible management (see Table below), the units MGMT5506 Ethics and Sustainability Management and MGMT5526 Principles for Responsible Management are included across the Masters programs, and among others, these represent examples of where student performance on the above learning goal is assessed. From Semester 1 2016, the unit MGMT5526 Principles for Responsible Management was designated as a Capstone unit for our Master of Commerce degree.

The following Table highlights units at both the undergraduate and postgraduate level with responsible management content.

## Examples of Units Covering PRME themes

### Undergraduate Units

ACCT1101 Financial Accounting

ACCT3321 Financial Accounting: theory and practiceECON1101 Microeconomics: Prices & Markets

ECON1102 Macroeconomics, Money and Finance

ECON2233 Microeconomics: Policy and Applications

ECON3205 Health Economics

ECON3220 Development EconomicsECON3235 International Trade

ECON3272 Intermediate Mathematics for Economists

ECON3303 Applied Macroeconomics

ECON3350 Money, Banking & Financial Markets

ECON3395 Economic Policy

ECON4402 Microeconomic Theory

ECON4405 Public Economics

ECON4408 Advanced Development Economics

ECON4418 Macroeconomic Theory

ECON4503 Advanced Economic Analysis

EMPL3301 Globalisation and Work

MGMT3304 Applied International Business Strategy

MGMT3342 Entrepreneurship

MKTG2238 Advertising and Promotion

MKTG2305 Marketing Research

MKTG3301 Marketing Applications: Marketing for a Better World

MKTG3306 Strategic Marketing

MKTG3310 International Marketing

### Postgraduate Units

ACCT5501 Contemporary Issues in Accounting

ACCT5531 Financial Accounting: Theory and Practice

ACCT5602 Accounting

BUSN0003 Applied Business Communication

BUSN5505 Professional Development Practicum

ECON5508 Advanced Macroeconomic

ECON5509 Advanced Microeceonomic Theory

ECON5515 Economic Growth and Institutions

ECON5517 Public Finance

ECON5518 Economics of Global Health and Policy

ECON5519 Public Economics

ECON5541 Economics for Business: Applications and Policy

EMPL5511 International Employment Relations

FINA5524 Trading and Markets

FINA5525 Capital Markets

FINA5528 Treasury Management

MGMT5506 Ethics and Sustainability Management

MGMT5526 Principles for Responsible Management

MKTG5406 Buyer Behaviour and Decision Making

MKTG5465 Applied Marketing Research

MKTG5501 Integrated Marketing Communications

MKTG5505 Marketing and Society

MKTG5550 Marketing Principles

MKTG5561 Marketing Management

# Teaching Responsible Management and connecting to the UN Sustainable Development Goals

The following unit descriptions provide an overview of the breadth of content coverage given in a selection of our units of study toward the sustainable development goals.



### Prof. Alison Preston
Economics

**TEACHING**
ECON5516 Economics of Public Policy

Students enrolled in Economics of Public Policy (ECON5516) are required to use economic theory and frameworks to debate and critique public issues and public policy. As part of the learning students are introduced to the UN Sustainable Development Goals (SDGs) and in class discuss how Amartya Senna's capabilities approach provide insight into the SDGs. The unit employs a case study method of teaching to critically analyse, discuss and recommend on policy across a range of issues and economies. Topics covered include international economics, inequality and poverty and the institutional structures required for sustainable economic growth. Students, for example, engage with the Bali Process and study the economics of modern slavery. Other topics include a focus on education, gender equality, energy policy and climate policy.

| Sustainable Development Goals (SDGs) | | |
|:---:|:---:|:---|
| ✓ | 1 | No Poverty |
|  | 2 | Zero Hunger |
|  | 3 | Good Health and Well-being |
| ✓ | 4 | Quality Education |
| ✓ | 5 | Gender Equality |
|  | 6 | Clean Water and Sanitation |
| ✓ | 7 | Affordable and Clean Energy |
| ✓ | 8 | Decent Work and Economic Growth |
| ✓ | 9 | Industry, Innovation, and Infrastructure |
| ✓ | 10 | Reduced Inequalities |
|  | 11 | Sustainable Cities and Communities |
|  | 12 | Responsible Consumption and Production |
| ✓ | 13 | Climate Action |
|  | 14 | Life Below Water |
|  | 15 | Life on Land |
|  | 16 | Peace and Justice Strong Institutions |
|  | 17 | Partnerships for the Goals |

## Dr Caleb Goods
### Management & Organisations

**TEACHING**
MGMT5507 & MGMT1136
Management and Organisations

In 2017, MGMT5507 has been revamped and the major assessment asks students to consider why management and many organisations are struggling to adequately deal with pressing social and environmental issues. After considering these underlying challenges the students need to establish an imaginary social enterprise that aims to more successfully deal with one key social or environmental issue. The students need to describe what the social enterprise does (i.e. what service or product it supplies), how they will ensure it is an effective and efficient organisation and how it responds to a key social or environmental issue.

Similarly, MGMT1136 has also been updated and the major assessment now requires students to consider and take a position on the following statement: 'Corporate Social Responsibility' is a sham or making the world a better place?' In developing their position students must choose one organisation as an example/case to validate the position they have taken, to ensuring their position stacks-up in the real world.

| Sustainable Development Goals (SDGs) | | |
|:---:|:---:|:---|
| ✅ | 1 | No Poverty |
| ✅ | 2 | Zero Hunger |
| ✅ | 3 | Good Health and Well-being |
| ✅ | 4 | Quality Education |
| ✅ | 5 | Gender Equality |
| ✅ | 6 | Clean Water and Sanitation |
| ✅ | 7 | Affordable and Clean Energy |
| ✅ | 8 | Decent Work and Economic Growth |
| ✅ | 9 | Industry, Innovation, and Infrastructure |
| ✅ | 10 | Reduced Inequalities |
| ✅ | 11 | Sustainable Cities and Communities |
| ✅ | 12 | Responsible Consumption and Production |
| ✅ | 13 | Climate Action |
| ✅ | 14 | Life Below Water |
| ✅ | 15 | Life on Land |
| ✅ | 16 | Peace and Justice Strong Institutions |
| ✅ | 17 | Partnerships for the Goals |

## Prof. Sharon Parker
Management & Organisations

### TEACHING
MGMT5524 Strategic Management of Resources Companies

In Leading Self & Leading Others, we try to get individuals to better understand themselves so they can operate in terms of what is important rather than, for example, making decisions on the basis for example of, fear of failure and impression management. I would argue that a lot of 'irresponsible' management derives from psychologically under-developed individuals.

Similarly, in leading others, we try to get students to learn that leadership is not about positional authority and coercive power, but it is about influence, persuasion, role modelling, humility, in other words leading. These are challenging ideas for some MBA students!

### COLLABORATIVE TEACHING
In the Centre for Transformative Work Design, we run programs on how to design high quality work that is healthy, productive, and meaningful for workers.

| Sustainable Development Goals (SDGs) | | |
|---|---|---|
| | 1 | No Poverty |
| | 2 | Zero Hunger |
| ✓ | 3 | Good Health and Well-being |
| ✓ | 4 | Quality Education |
| ✓ | 5 | Gender Equality |
| | 6 | Clean Water and Sanitation |
| | 7 | Affordable and Clean Energy |
| ✓ | 8 | Decent Work and Economic Growth |
| ✓ | 9 | Industry, Innovation, and Infrastructure |
| ✓ | 10 | Reduced Inequalities |
| | 11 | Sustainable Cities and Communities |
| | 12 | Responsible Consumption and Production |
| | 13 | Climate Action |
| | 14 | Life Below Water |
| | 15 | Life on Land |
| ✓ | 16 | Peace and Justice Strong Institutions |
| ✓ | 17 | Partnerships for the Goals |

| Sustainable Development Goals (SDGs) | | |
|---|---|---|
| ✓ | 3 | Good Health and Well-being |
| ✓ | 8 | Decent Work and Economic Growth |

**Assoc. Prof. Doina Olaru**
Management & Organisations

**TEACHING**
MGMT5504 Data Analysis and Decision Making

MGMT5504 Data Analysis and Decision Making is a core unit focusing on statistical techniques for analysing quantitative data and interpreting them to inform business decisions and formulate better policies. The aim is therefore not on discussing responsible management, although examples of project data may be relevant to the PRM principles and practices.



**Assoc. Prof. Andrew Timming**
Management & Organisations

**TEACHING**
EMPL2206  Social Psychology of Work

I teach a first-year undergraduate course called the Social Psychology of Work. In this course, I spend considerable time discussing prejudice and discrimination in the workplace and thinking about how we can eradicate it through innovations in social psychology.

For example, in one activity, I ask the students to 'audit' their unconscious biases via the race implicit association tests. These are widely validated survey instruments that measure implicit bias by asking respondents to make associations between, on the one hand, words with positive and negative valences and, on the other, African and Caucasian faces. We then held a brainstorming session to discuss whether it is possible to reduce unconscious bias and, if so, how. One proposal that emerged from these discussions was the use of computer-simulated virtual reality programs aimed at building 'user empathy' by allowing white users to see themselves as non-white within the VR environment.

I am currently pursuing further research into this area of study with the objective of creating a set of training interventions geared toward reducing unconscious bias against Aboriginal and Torres Strait Islander job seekers.

## Prof. Allan Trench
Management & Organisations

**TEACHING**
MGMT5524 Strategic Management of Resources Companies

The Strategic Management of Resources Companies (MGMT 5524 MBA Unit) unit encourages all participants to embrace the full socioeconomic impacts of minerals extraction well beyond traditional company-focused delineation of strategy – and includes active sessions focused on the concept of 'shared value' (Porter & Kramer 2011) whereby all public and private sector stakeholders achieve positive outcomes from global natural resource developments.

**COLLABORATIVE TEACHING**

I participated in the $30 million International Mining for Development (IM4DC) Centre at UWA in collaboration with the University of Queensland from 2012 to 2015. More recently this collaboration has continued with the Sustainable Minerals Institute (SMI) at University of Queensland. In 2017 for example a study was completed for the Government of Niger.

| Sustainable Development Goals (SDGs) | | |
|---|---|---|
| | 1 | No Poverty |
| | 2 | Zero Hunger |
| | 3 | Good Health and Well-being |
| | 4 | Quality Education |
| ✓ | 5 | Gender Equality |
| | 6 | Clean Water and Sanitation |
| ✓ | 7 | Affordable and Clean Energy |
| ✓ | 8 | Decent Work and Economic Growth |
| ✓ | 9 | Industry, Innovation, and Infrastructure |
| ✓ | 10 | Reduced Inequalities |
| ✓ | 11 | Sustainable Cities and Communities |
| ✓ | 12 | Responsible Consumption and Production |
| | 13 | Climate Action |
| | 14 | Life Below Water |
| | 15 | Life on Land |
| ✓ | 16 | Peace and Justice Strong Institutions |
| | 17 | Partnerships for the Goals |

| Sustainable Development Goals (SDGs) | | |
|---|---|---|
| ✓ | 8 | Decent Work and Economic Growth |
| ✓ | 9 | Industry, Innovation, and Infrastructure |
| ✓ | 10 | Reduced Inequalities |
| ✓ | 12 | Responsible Consumption and Production |
| ✓ | 16 | Peace and Justice Strong Institutions |

## Dr Paul Harrigan
Marketing

**TEACHING**
MKTG 1203 Introduction to Marketing
MKTG5502 Digital Marketing

In Introduction to Marketing (MKTG1203), I devote a week to the important and pervasive role of ethics in marketing. This ranges from market research, to advertising, to pricing, to customer service.

In Digital Marketing (MKTG5502), I touch on the ethics involved in engaging with customers on social media, and subsequent use of their personal data.



## Dr Daniel Schepis
Marketing

**TEACHING**
MKTG3301 Marketing Applications

The Marketing Applications unit (MKTG3301) contains a 7-week special topic on social marketing which covers many responsible business practices. Students are introduced to theories of behaviour change and analyse the marketing strategies applied in various pro-social campaigns - health, environmental, social justice and equity related issues. Students also explore the impact of marketing on society, and how companies can act as better corporate citizens through their marketing.

| | | Sustainable Development Goals (SDGs) |
|---|---|---|
| | 1 | No Poverty |
| | 2 | Zero Hunger |
| ✓ | 3 | Good Health and Well-being |
| | 4 | Quality Education |
| ✓ | 5 | Gender Equality |
| | 6 | Clean Water and Sanitation |
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| | 9 | Industry, Innovation, and Infrastructure |
| | 10 | Reduced Inequalities |
| | 11 | Sustainable Cities and Communities |
| ✓ | 12 | Responsible Consumption and Production |
| ✓ | 13 | Climate Action |
| | 14 | Life Below Water |
| | 15 | Life on Land |
| ✓ | 16 | Peace and Justice Strong Institutions |
| | 17 | Partnerships for the Goals |

## Assoc. Prof. Dave Webb
Marketing

**TEACHING**
MGMT 5526 Principles for Responsible Management

This unit examines the principles of responsible management and the United Nations Global Compact agreement in the context of their implications for businesses and organisations. As a postgraduate capstone unit, this unit integrates responsible management with all of the key disciplines involved in successfully managing modern organisations. The unit looks at the roles businesses in particular play in the development of a more sustainable society. Consequently, the unit examines specific knowledge, skills and abilities that managers require to identify and effectively respond to the ethical challenges that sustainable development presents.

### Marketing and Society - MKTG5505

This postgraduate unit extends student knowledge into areas seldom covered in traditional marketing studies. Students explore the societal and environmental consequences of marketing, and as a result, are better positioned to make more sustainable decisions across a range of contexts. Students are introduced to the life goal concepts of life satisfaction, wellbeing and quality of life (QOL) and develop a deeper appreciation of how marketing can positively enhance these life goals. Among others, students examine the potential contribution of market based economies to equitable globalisation and learn how new technologies can be applied to achieve the above in a more sustainable manner.

| Sustainable Development Goals (SDGs) | | |
|:---:|:---:|:---|
| ✓ | 1 | No Poverty |
| ✓ | 2 | Zero Hunger |
| ✓ | 3 | Good Health and Well-being |
| ✓ | 4 | Quality Education |
| ✓ | 5 | Gender Equality |
| ✓ | 6 | Clean Water and Sanitation |
| ✓ | 7 | Affordable and Clean Energy |
| ✓ | 8 | Decent Work and Economic Growth |
| ✓ | 9 | Industry, Innovation, and Infrastructure |
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| ✓ | 11 | Sustainable Cities and Communities |
| ✓ | 12 | Responsible Consumption and Production |
| ✓ | 13 | Climate Action |
| ✓ | 16 | Peace and Justice Strong Institutions |
| ✓ | 17 | Partnerships for the Goals |

*"This unit has provided me with a platform to question the business guidelines studied throughout the course of my studies. It succeeded in presenting a plethora of concepts that tested my understanding of how businesses are and should be run in a globalised world".*
--Quotation from student reflection report

*"This unit has provided me with a strong overall understanding of responsible management, which I will take away with me and apply in a practical way throughout my professional and personal life".*
--Quotation from student reflection report

## Sustainable Development Goals (SDGs)
Same as above excluding SDG 17.

# Executive Education and Responsible Management



UWA Business School has a joint venture arrangement with AIM WA (AIM WA and UWABS Executive Education). AIM WA is a private not-for-profit membership based organization committed to improving the quality of management and leadership in our region. The Executive Education joint venture has been delivering executive and organisational development programs and services for 17 years.

The purpose of Executive Education is to support and promote the interests of the joint venture partners. Executive Education works in partnership with internal sponsors and knowledge owners to create and deliver impactful learning and development experiences that are aligned with organisational values, culture and priorities and that achieve desired results. Many of the programs offered through Executive Education Alliance incorporate values based leadership, combined with business acumen in line with the specific needs of clients. Executive Education also offer a suite of open programs, some of which attract credit toward electives on the UWABS flexible MBA.

Examples of organisations that Executive Education have worked with in the capacity of leadership and business development include all levels of government, and multinational companies such as Alcoa, BHP Billiton, Monadelphous, Rio Tinto, Sime Darby, Wesfarmers, Woodside (Financial Acumen), ATCO, The Chinese National Offshore Oil Corporation (CNOOC), McMahons, Worley Parsons, Tuv Sud (Pan-Pacific Division), Doric, as well as many small and mid-sized Australian organisations.

With the purpose in mind, over the past few years, Executive Education has been increasingly focused on developing relationships and providing training and development programs for international government and non-government organisations in our region, particularly in Indonesia and China. This focus has been designed to further strengthen and support the relationship between UWA and these organisations to positon UWA as a regional education provider of choice for undergraduates through to the executive level.

## Approach to teaching and learning



Executive Education offers an integrated approach to leadership and organisational development that brings together the "inner work" of self-leadership, self-awareness, emotional intelligence, purpose and values, together with the "outer work" of performance, tools, techniques and processes. As such, rather than focusing only on competency or cognitive learning, Executive Education programs are designed to be about the whole person, encouraging participants through experiential learning to become aware of the connection between the "inner" and "outer" work needed to become effective and responsible leaders and skilled business operators.

# PRINCIPLE 3: METHODS - Creating educational frameworks, materials, processes, environments and responsible management learning experiences

In the previous section we outlined how the design of our educational frameworks specifically integrate a responsible management program-learning goal, and moreover, how we assess coverage of content and student competence in the area. This section briefly presents examples of the sorts of materials, processes, activities and learning experiences that support and encourage students to develop the resources and competences required of responsible managers.

## Ethics and Sustainability Management MGMT5506 and WikiRate
### Unit Coordinator, Dr. Jacqueline Boaks

Over the course of February to June of 2017, approximately 60 University of Western Australia postgraduate students of Ethics and Sustainability took part in a live project that involved them researching the performance of organisations against aspects of the Sustainable Development Goals and uploading this data to a further independent data set held in the WikiRate platform and website. The project received the support and collaboration of the WikiRate team located in Berlin, Germany who provided logistical support, information and access to the platform including the creation of a dedicated team-project landing page.

### The Assignment Structure

The required class Assignment introduced students to the Sustainable Development Goals and the international framework that surrounds them, and, all this with a focus on business and practical ethics.

The Assignment required students to research one company each, to assess and document their performance towards individually recorded metrics in two key areas of the Sustainable Development Goals that had been selected as being of particular interest to the student cohort - namely, conflict minerals (related to SDG16: Peace and Justice) and gender equity (SDG5:Gender Equality).

The Assignment involved several stages, designed to develop and reinforce the students' understanding of the metrics, the Goals and their significance, the framework within which they operate, as well as the WikiRate platform and the type of grassroots engagement it is designed to facilitate. These stages covered:



*Figure 1: Cover page from one of the team project collating and reflecting on the students' research*

- Researching, analysing, and reporting on individual companies' performance towards the chosen metrics using the WikiRate platform
- Reviewing and reflecting on the research and analysis conducted by another student using a peer review process
- Working in teams to produce a 5,000 word written report on the performance of the selected companies' towards the selected Goals
- Preparing and conducting five-minute individual presentations reflecting on their experience and findings over the course of the assignment, including the performance of the organisations, the function and nature of the metrics and Goals, and recommendations for the WikiRate platform and project.
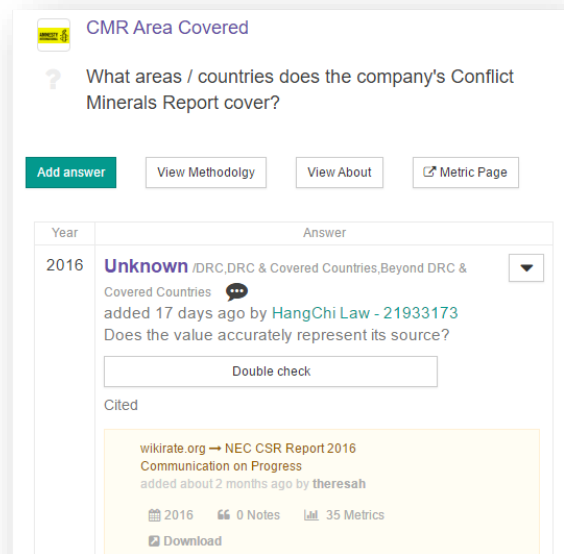


*Figure 2: Example of metric research uploaded to WikiRate by UWA students as part of the 2017 assignment.*

## Outcomes of the Assignment

The Assignment saw students develop a deeper understanding of the Sustainable Development Goals, the framework in which the Global Reporting Initiative operates, and the WikiRate project. Through the research project and their combined reflections on their findings the students also developed a greater understanding of the role of practical ethics in the kind of organisational roles they are likely to find themselves occupying in future careers. These findings in particular underscored and emphasised well the key concepts and objectives of the unit and course of study they were undertaking. Among other core understandings, exposure to the material and practical experience helped the students grasp that global sustainability and ethical practices require the efforts of organisational leaders and all of us as citizens. For the students it was an important discovery to learn that there is no single global authority with the ability to enforce consistent reporting and performance towards the goals but rather this requires on these within organisations as well as individuals holding organisations to account to ensure this occurs.

Here is a quotation from a student team report:

"*The strength of WikiRate is the ability to look at companies in comparison to others in terms of consistent metrics. We recognise that not all companies report consistently, whether to improve their appearance of sustainability or not, and because of this WikiRate's metrics should be more in-line with a guiding framework such as the GRI as most companies prepare their reports in accordance with the GRI framework. Thus the challenge is highlighting areas companies need to improve their reporting on, and at the same time making it easier and clearer for them to report.*"

—Quotation from a team report.

In addition to a large amount of research data being created and uploaded to WikiRate - over 15 pieces of data created and validated for each of approximately 60 companies - the assignment also resulted in the creation of a large volume of user-generated feedback on the usability and functionality of the WikiRate platform and website. All the received feedback was forwarded to the WikiRate team as part of their ongoing beta testing process. This included a set of Frequently Asked Questions and Answers. The questions and answers were sourced and collated by the unit instructor from the students across the timeline of the students' experiences from finding and accessing WikiRate for the first time, creating their user accounts, accessing and interpreting data, uploading it to the site, and peer reviewing the data uploaded buy other students. Many of these FAQs and answers have subsequently been added to the WikiRate website's own set of FAQs and answers for all users. Throughout, students responded very positively to this live assignment experience.

*"It is clear that gender equality is far from being achieved, however, WikiRate provides a step in the right direction by holding companies publicly accountable for their reporting practices and by encouraging transparency."*

—Quotation from a team report.

## Case writing

For the past 13 years, students enrolled in the postgraduate unit Marketing & Society (MKTG5505) are required to write a case study as a part of their assessment on a directly related to PRME topic. In addition, to accompany the case text, students identify 3 - 4 questions which are directed to a set of specified learning objectives, and to which they provide as examples, model answers in detailed point format at the high distinction (HD = 80% plus) and pass (P = 50% - 59.9%) levels. Furthermore, students prepare a set of ancillary instructor learning materials necessary to support student learning and facilitate delivery in the classroom. These ancillary materials include lesson plans, associated reading suggestions and on occasion have included developed multi-media materials.

After having worked on their respective cases over 13 weeks, students present their work to an assessment panel comprising academics and members of the business community.

Having received some excellent case submissions over the years, several have been published and many become material for inclusion in the unit for delivery in subsequent years.

*"I particularly found the case writing exercise a useful way to reposition thinking, understanding and learning, and a way to question the topic in greater detail".*

*"The entire process of working through the assignment was a very interesting and enlightening experience – from making the choice on what area to focus on, to seeking advice when we stumble and finally tying everything together before wrapping things up with the presentation".*

# Teaching Materials

Assoc. Prof. Greg Brush
Marketing
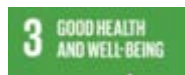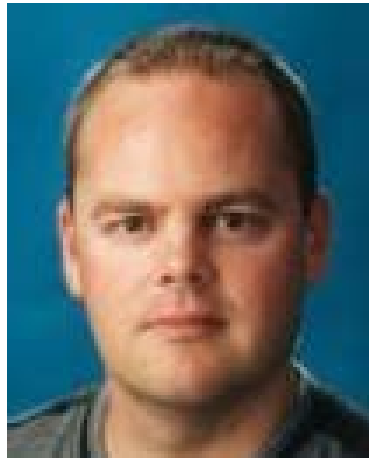


In conjunction with Homeless Healthcare (HH) www.homelesshealthcare.org.au Greg developed a case study that considered key issues around how they can successfully market their organisation with limited resources, and how and who they can attract and retain as corporate partners.

Homeless Healthcare is Perth's largest supplier of healthcare services to the homeless and marginally housed.

The case was presented by the communications manager of HH to a class of executive-level MBA marketing students.

Students provided feedback to HH including personal contacts and suggestions that there is a need to develop a "sponsorship document/proposition" to a professional level, the McCusker foundation as a potential source of support for an internship for marketing and social media that could assist in preparing for fund raising, the availability of Lotterywest charity grants, a marketing and communication focus on "the Nurses and Doctors" to raise funds as they are the heroes who people may wish to fund, outreach via NFP groups and clubs to find the corporate "champions", FMG support especially for aboriginal focused issues, the importance of using good imagery and the potential for free photographers to get this, and an introduction to DrawHistory, a brand development consultancy specialising in social marketing organisations.

The students indicated this was a very valuable learning experience that allowed them to understand the traction of marketing in social and cause-oriented business, and make a contribution to an important local non-profit organisation.

HH indicated they gained many valuable insights, and had commenced working with DrawHistory on brand development.

# Responsible Business Simulation

The Master of Commerce capstone unit, Principles for Responsible Management (MGMT5526), integrates responsible management with all of the key disciplines involved in successfully managing modern organisations. The unit looks at the roles businesses in particular play in the development of a more sustainable society.

To support their learning, students engage over 4 weeks with a responsible business simulation designed by Australia/New Zealand UN PRME Chapter coordinator Dr Belinda Gibbons (UOW). Students find that the simulation supports their learning of concepts by providing them with the opportunity to make real world type decisions in a relatively risk-free environment. In the context of the competitive international telephony industry, students have to turn a failing company around by developing a strategy and making associated decisions over four financial years in respect to marketing, production and operations, suppliers, human resources, finance, social responsibility and sustainability.

Student feedback on the experience was very positive as can be seen in the following example comments:

*"My learning (of Resonsible Management) was furthered through the IDLE simulation. In each investment in our workforce, we saw evidence of increased engagement and subsequent productivity. By responding to allegations of discrimination via investment in ethics training, we saw a dramatic improvement in our productivity. The practical application of RHRM developed my understanding of the concept and helped me to encode the impact of HR-related decisions on the workforce, and subsequently the sustainability of the organisation".*

--Student reflection on Simulation experience

*"This learning will definitively prepare me to make business decisions which are true to the company´s commitment to responsible and sustainable practices. In my future, it is very likely (hopefully) that I will be in a position where I have to make strategic choices, so first of all, knowing that responsibility and sustainability should be an executive priority will make me fight for it to be a company commitment. Second, I will also be aware that it is something that needs to be made a factor in every decision, and I think that realization will mean that eventually I will take that into account without even thinking about it, and I think that is a good step in the right direction for many companies".*

--Student reflection on Simulation experience

*"It (The Simulation) has also made me excited about working towards sustainability and responsibility and I have come to believe that it is something companies should actively strive for and not just do the bare minimum".*

# Giving Voice to Values

While it might appear an over used cliché to highlight that we live in testing times, clearly the world needs leaders who through their education are appropriately prepared to meet the many challenges they are likely to face in the future.

Consideration has long been given to the ethical implications of business and management across UWA Business School's various study programs. Indeed, in this respect, a committed team from within the Business School have been working toward raising the consciousness and capacity of students concerning their ethical attitudes relative to others and the broader environment. Rather than attempting to teach students 'what' to do, a focus on the 'how' of implementation has been a topic of coverage in the postgraduate 'Ethics and Sustainability' as well as the 'Principles of Responsible Management' units. This 'how' approach asks students to consider as a thought experiment: In this potentially ethically challenging situation, if I were to act on my values, what would I say and do, and, how could I be most effective?

Adopting the internationally acclaimed 'Giving Voice to Values' approach to business ethics designed by Professor Mary Gentile, UWA Business School academics Associate Professor Dave Webb and Dr Jacqueline Boaks have successfully been providing their students with the tools that will enable them to address the type of values conflicts and challenges many of them will face in their careers.

*"This issue (authentic behaviour in the workplace) resonated with me when there was an interesting comment during the seminar when one of my classmates made the following comment during the group discussion; "We are our comments and actions, therefore if we do not speak our minds and give voice to our values we are not doing ourselves justice". This is very thought provoking, because throughout all three of my degrees I feel that I have almost been conditioned in a particular way to view and approach business life".*

*"Had you asked me 3 months ago whether I would speak up against unethical or corrupt behaviour within my workplace, I would not have been sure. If you were to ask me now, I am confident that I would raise issue with such behaviour and escalate it as required. Throughout the (Responsible Management) simulation I found myself having discussions with my teammates regarding adherence to our strategy, and found myself raising concerns with the direction we were taking".*

# Reflective learning

Program learning goal 5 within the UWABS curriculum map focusses on developing the reflective learning competencies of students across all programs of study. In this context, among others, students 'reflect on performance feedback to both identify and action learning opportunities and self-improvements'. To this end, members of staff work with a range of reflective learning approaches which include learning journals, essay and reflective synopsis writing as well as the adoption of a seven step reflective learning technique based on a personal coaching ontology.

By way of examples, in one MBA marketing unit students are asked to read a piece of critical writing on corporate social responsibility and then reflect on and respond to the piece in respect to its meaning. In addition, they are called upon – providing supportive arguments for their selected position - to highlight whether they do or do not agree with the author's critique.

In another postgraduate unit, as part of the semester assessment, students are required to facilitate a pre-prepared PRME-related case analysis with 3-4 peers. At the conclusion of the facilitation they then write a reflective synopsis of the experience covering two parts: 1) a reflection on the content and process of facilitation, and 2) a personal self-reflection on themselves in the role of facilitator. In respect to this particular activity one student comments:

*"In terms of a self-reflective activity, this assignment has been enormous. Without a doubt, I have done more self-reflection in these past few days than I have following any other assignment in my degree".*

In addition to the examples highlighted above, many other innovative approaches are adopted by staff at UWABS in their teaching of a diverse array of topics, including among others: ethics, equity and fairness, ethical, social and environmental reporting, marketing at the base of the pyramid and societal change, the effects of globalisation, climate change and risk management, inequality, gender and racial discrimination, child labour, education policy in developing countries, environmental economics, human rights, poverty and malnutrition, codes of professional behaviour and ethics and corporate governance.

# PRINCIPLE 4: RESEARCH - We will engage in conceptual and empirical research that advances understanding of the role and impact of organisations in the creation of sustainable social, environmental and economic value.

The UWA Business School has a long-standing excellent track-record of publications and community engagement in the area of responsible management. Not only do we have dedicated research centres focussing on social impact (Centre for Social Impact - CSI) and Co-operative and mutual enterprises (Cooperative Enterprise Research Unit – CERU), but in addition, we also have a wide range of projects, many collaborative, focussing on food security, values and consumer behaviour, corruption, biomimicry, development studies, healthcare, well-being, alternative technology, climate, ethical reporting, corporate social responsibility and sustainable supply chain management to name a few.

In the remainder of this section, we highlight research-related summary statistics and present examples of the types of research being carried out by staff within The UWA Business School.

| 46 | 95 | 47 |
|----|----|----|
| Research seminars | Research publications that are PRME related | Student research projects |
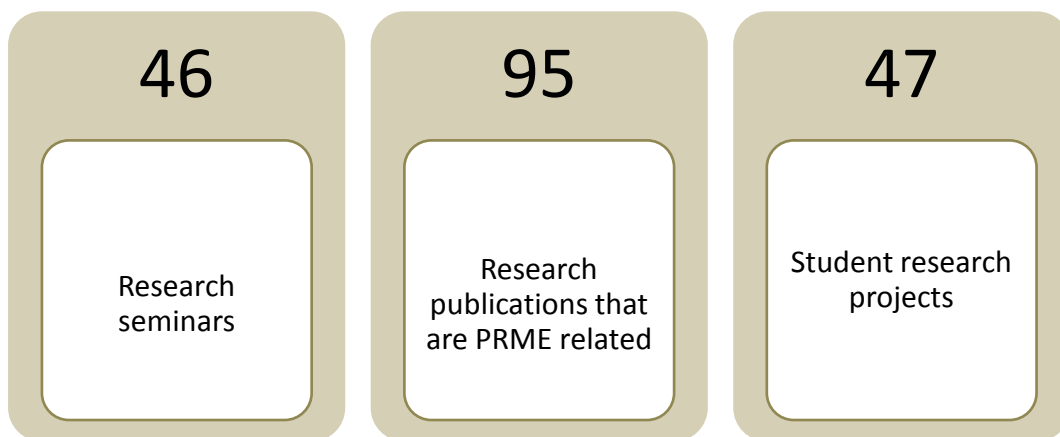
2016 to 2017, PRME theme research activities

# Grants & Awards

## ▪ 2016 External Grants Received

| Lead Researcher | Funding Body | Project title |
|---|---|---|
| **Flatau, Paul** | University of New South Wales ex Australian Housing & Urban Research Institute | Inquiry into social impact investment for housing and homelessness outcomes |
| **Flatau, Paul** | St Vincent's Health Australia | Evaluation of St Vincent's Hospital Melbourne Homelessness Programs ALERT, CHOPS, The Cottage and Prague House |
| **Gagne, Marylene** | Ertech Pty Ltd | Goal and Culture Alignment: Identifying facilitators and barriers to strategy realisation and improving individual goal alignment to organisational goals |
| **Heaney, Richard** | University of New South Wales ex Australian Housing & Urban Research Institute | The opportunities, risks and possibilities of social impact investment for housing and homelessness |
| **Heaney, Richard** | Australian Housing & Urban Research Institute | Supporting vulnerable households to achieve their housing goals: the role of impact investment |
| **Smith, Brett** | Planning and Transport Research Centre PaTReC | An appraisal of travel plans and voluntary behaviour change projects |
| **Wang, Zhe** | Accounting & Finance Association of Australia & New Zealand | The effect of delegation and motivated forgetting on misreporting: The moderating role of mindfulness |

## ▪ 2016 UWA Internal Awards
➤ *BHP-Billiton Distinguished Research Awards 2016*

| Lead Investigator | Collaborators | Project title |
|---|---|---|
| **Burak Oc** | Maryam Kouchaki (Kellogg School of Management, North-western University) | The Impact Of Structural Power On Formal And Informal Ethics-Related Conversations In Organisations |
| **Gillian Yeo** | Sharon Parker (UWABS), Margaret Beier (Psychology, Rice University), Stacey Parker (Psychology, University of Queensland) | The Creation And Benefits Of "Slack Time" At Work: An Examination Of Work-Day Interventions, Thinking And Thriving |
| **Chris Parsons** | Giovanni Peri (UC Davis) | The Labour Market Impact Of Immigrants: Redux |

➤ *BHP-Billiton Research Awards 2016*

| Lead Investigator | Collaborators | Project title |
|---|---|---|
| **Fang Liu** | Chaozhi Zhang (Sun Yat-Sen University, Guangzhou, China), Geoff Soutar (UWABS), Julie Lee (UWABS) | On-Site Ecotourism Experience And Engagement: A Comparative Study Of Chinese Ecotourists' Domestic And Australian Eco-Travels |

- *Other Award:* Perron Best Paper Award for Responsible Management 2016--Dr Jamie Tong.

Chen, G., Luo, S., Tang, Y., **Tong, J**. 2015, 'Passing probation: Earnings management by interim CEOs and its effect on their promotion prospects', *Academy of Management Journal*, 58, 5, pp. 1389-1418.

## ■ 2017 External Grants Received

| Lead Researcher | Funding Body | Project title |
|---|---|---|
| **Wood, Lisa** | Ruah Community Services | Evaluation of 50 Lives 50 Homes Perth |
| **Gilchrist, David** | Grant Thornton Australia | Not-for-profit Initiative Research Program |
| **Hutchinson, Jacqueline** | BHP Billiton Group | BHP Billiton WAIOP Inclusion and Diversity ICAM Project |

## ■ 2017 UWA Internal Awards

- *BHP-Billiton Distinguished Research Awards 2017*

| Lead Investigator | Collaborators | Project title |
|---|---|---|
| **Andrew Timming** | Michael T French (Department of Sociology, University of Miami) | Explaining Wage Differentials as a Function of Job Applicant Attractiveness: The Behavioural Science of Beauty |
| **Ishita Chatterjee** | Simon Chang (UWABS), Li Yu (China Centre for Human Capital & Labour Market Research Central, University of Finance and Economics, China) | The Effect of Ambient Air Pollution on Altruistic Behaviour: Field Experiment Evidence from China and India |
| **Jamie Tong** | Guoli Chen (INSEAD), Serene Zu Ni (Shanghai University) | Inefficiently Low Cost Stickiness: Evidence from Retiring CEO's |
| **Daniel Schepis** | | The role of innovation hub networks in start-up internationalisation |

- *BHP-Billiton Research Awards 2017*

| Lead Investigator | Collaborators | Project title |
|---|---|---|
| **Caleb Goods** | Craig Standing (Centre for Innovative Practice, School of Business & Law, Edith Cowan University) | Are Consumers Willing to Pay for Minimum Conditions for Workers in the Gig Economy? |
| **Joanne Sneddon** | Roy Ballantyne, Karen Hughes (School of Tourism, University of Queensland), Jennifer Allan ( Visitor Engagement & Marketing, Perth Zoo) | Supporting family environmental learning and behaviour: identifying, designing and testing transformative values-based programs in zoos and aquariums |
| **Paul Harrigan** | Daniel Schepis (UWABS), Kristof Coussement (IESEG School of Management, France. | The application of social media for CSR in the Resources Sector |

# UWA Business School Centre for Social Impact Research Activities



The Centre for Social Impact at The University of Western Australia (CSI UWA) is a centre within the UWA Business School focused on catalysing social change for a better world. Part of a national collaboration with fellow CSI nodes operating out of University of New South Wales and Swinburne University of Technology, CSI UWA's key research competences include qualitative and quantitative evaluation, economic analysis and social impact assessment.

The Centre for Social Impact UWA has been successful in winning many national competitive research grants and industry projects across a range of fields to establish a well-funded research program.

Much of the work has focused on the pillar of social impact assessment both in terms of research and the application of social impact assessment tools. We see the Centre as playing a critical role in the areas of cost-benefit analysis and social impact assessment approaches.

Some recent projects that illustrate these competences:

## Journey to Social Inclusion: A randomised controlled trial to assess a modified homelessness intervention (J2SI Mark II)

The journey to social inclusion intervention project (J2SI)currently being undertaken by Sacred Heart Mission in Melbourne aims to break the cycle of chronic-long term homelessness and improve housing and health outcomes of those experiencing homelessness in Melbourne. They are achieving this by providing intensive trauma-informed case management over a three-year period. The CSI UWA is engaged in a randomised controlled trial impact evaluation of the difference the J2SI intervention is having across a broad range of domains (e.g. health, education, housing, social inclusion). Linked administrative data will also be used to evaluate the changes in outcomes as a result of the intervention and assess the cost-effectiveness of the service.

## Evaluation of 50 Lives 50 Homes Perth

The 50 Lives 50 Homes Project is a collaborative initiative that aims to provide long term housing and support to 50 of the most vulnerable individuals experiencing homelessness in Perth. The evaluation will measure changes in health, mental health, wellbeing, housing and justice outcomes and assess the economic and social impact of the program.

## AHURI Sustaining Tenancies

The study examined the sustainability of social housing tenancies for formerly homeless residents with mental health and/or drug and alcohol needs and the cost effectiveness of programs to provide social housing with support for homeless people. It found that providing social housing to formerly homeless residents saved the health system $4,846 per person, per year. These savings were higher for those supported by a National Partnership Agreement on Homelessness (NPAH) program ($13,273 per person per year) and even higher for those in the NPAH Mental Health Program ($84,135 per person per year).

## Regional Services Reform Unit

In 2016, Professor Paul Flatau led an evaluation of government direct service provision expenditure and Indigenous outcomes in the Pilbara and Kimberley on behalf of the Regional Services Reform Unit within the WA Department of Regional Development. The review entailed analysis of State and Commonwealth government expenditure in FY2015/16 with regard to its intended target population (Aboriginal or mainstream), geographical reach, and the Closing the Gap target area. Contract analysis was also undertaken, analysing the number of contracts, their length, amount, the proportion of services delivered by the funding department, and the number of contracts per non-government service provider.

Outcomes were gathered for each of the Closing the Gap areas, namely governance, leadership and culture, early child development, education and training, healthy lives, economic participation, home environment and safe and supportive communities. Data were collected from a range of sources, such as government departments, regulatory authorities and the Australian Bureau of Statistics. Differences between Indigenous and non-Indigenous Australians and differences between Indigenous people in the smaller regions (Statistical Area Level 2 regions) of the Kimberley and Pilbara and Indigenous people in the state.

This project resulted in the delivery of an expenditure database and a report and cabinet submission presenting analysis of the expenditure, an outcomes database consisting of 152 indicators of Indigenous wellbeing, maps that visually presented the expenditure, and a comprehensive methodology to enable replication of the study.

## St Vincent's Hospital (Melbourne and Sydney) Homelessness Services Evaluation

The CSI UWA conducted an evaluation of St Vincent's Hospital's homelessness programs. The aim of the evaluation was to measure, analyse, and document the impact of the services on client outcomes and to make recommendations for how these services may collaboratively strengthen their future service delivery. The team conducted over 80 interviews with hospital staff, stakeholders and clients of the homelessness services; analysed hospital records data for a cohort of 359 clients to examine health needs and patterns of hospital use; developed in-depth case studies of client care pathways and outcomes; and conducted an economic evaluation relating to the changes in health service usage among a cohort of clients receiving the homelessness services.

## Australian Housing and Urban Research Institute (AHURI) supporting vulnerable households to achieve their housing goals: the role of impact investment Ongoing

This project examines how social impact bonds may be used to expand housing options for vulnerable seniors, those with disabilities and homeless people and improve outcomes for homeless people through social enterprise.

# Research Project Profiles

In August 2016, under the then leadership of Professor Paul Johnson, UWA became a partner of the United Nations Global Compact (UNGC) and a month later a financially supporting member of the Global Compact Network Australia (GCNA). With 9727 current organisational partners representing 162 countries, the UNGC is the world's largest corporate sustainability initiative driving business awareness and action toward the achievement of the Sustainable Development Goals (SDG's) by 2030.

In Australia, the business-led GCNA brings together signatories to the UNGC, including a number of Australia's leading companies, non-profits and universities (of which UWA is currently one of only 8, and the only University from within Western Australia), to advance corporate sustainability and the private sector's contribution to sustainable development.

Examples of the sorts of responsible management projects underway within the UWA Business School are outlined in the following pages. As will immediately be apparent, the research interests of staff extend beyond those that are often associated with Business Schools. However, as a leading global institution in many areas, and, with a focus on preparing students to become influential leaders in their respective fields, we are proud of the rich diversity of our work, which as can be seen, makes a significant contribution toward achieving each of the Sustainable Development Goals (SDG's).

Dr Lyndie Bayne
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## Power and the sustainability reporting/practice portrayal gap

Companies face numerous choices regarding their level of engagement in sustainability practices and reporting since many practices are voluntary and there is no universally accepted reporting format. In this uncertain reporting/practice landscape, companies' choices are influenced by multiple company, industry and country factors as well as by other organisations with which they have relationships. I explore the use (and non-use) of power in these relationships and the effect on companies' engagement in sustainability practices/reporting. I also consider the effect of power on the potential reporting/practice portrayal gap, where companies' reporting and portrayal of their sustainability practices may differ from reality. Going forward, this research will consider the extent and use of power by consumer advocacy groups (such as animal welfare organisations) and voluntary standard setters (such as the Global Reporting Initiative) in uncovering and narrowing potential reporting/practice portrayal gaps.

Assoc. Prof. Greg Brush
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## WAUC

I assisted WAUC (www.wauc.org.au) by providing market research services to aid in the effective design of a donor survey to support a conservation focused organisation better understand and communicate their unique value proposition.

WAUC is a non-for-profit organisation providing strategy consulting services to charities to help them improve their impact in the community. In conjunction with Homeless Healthcare I also co-developed a working case and instigated a conversation with executive-level students and professional brand management expertise on how Homeless Healthcare (www.homelesshealthcare.org.au) can successfully market their organisation with limited resources, and how and who they can attract and retain as corporate partners. Homeless Healthcare is Perth's largest supplier of healthcare services to the homeless and marginally housed. With Chad Bensky, we investigate the factors that influence the public's engagement with non-for-profit social media sites.

Dr Caleb Goods
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## 1. Climate change, workplaces and organisations

Workplace emissions are a key driver of climate change. At present, there is little understanding of if, or how employers and employees are responding to the challenge of climate change in workplace. The aim of the project is to understand how climate change can be brought into everyday discussions and actions of organisations and workplaces; and to understand if Australian management views climate change as a workplace issue.

I am a Co-Investigator on a Canadian Government funded project titled "Adapting Canadian Work & Workplaces to Climate Change". The project is to examine how Canadian work and workplaces can contribute to slowing global warming. The project asks three major questions:

1) How best can Canada's diverse workplaces adapt work to mitigate greenhouse gases?
2) In Canada's present economic and social environment, what changes in law and policy, work design and business models, would assist the "greening" of workplaces and work?
3) What can we learn from other countries in terms of strategic options?

## 2. The Impact of Technology on Work and Workers: 'Gig' Workers in the App Based Australian Food Delivery Sector

(Collaborate with Tom Barratt, UWA M&O and Alex Veen, University of Sydney Business School)

The emergence of app based communication technologies has created new disruptions and opportunities in many industries. In the food industry, opportunities have emerged for intermediaries such as Uber Eats to create new markets, for restaurants to expand their market reach, and for consumers to access a wide range of food delivery products. For the 'gig' workers delivering food there are also opportunities via new sources of income and highly flexible work hours. However, there is concern regarding the exploitation of this workforce. Despite concerns, little is known about this work, whether it is meaningfully different from 'traditional' work and do current regulatory frameworks cover this work adequately. This project therefore investigates the outcomes of these new work arrangements for workers performing 'gig' food delivery work in Australia.

Dr Richard Gruner
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## Developing more sustainable supply chain operations: What can we learn from natural ecosystems?

This project builds on the notion that organizations can invoke natural ecosystems as blueprints to help firms transition toward more sustainably manage supply chain operations.

In collaboration with Prof Damien Power from the University of Melbourne, we seek to overcome the tendency to treat organizations and natural ecosystems as discrete units in discourse, analysis and managerial practice. Instead of relying on sociological, institutional and economic theories as foundations, we aim to integrate insights from the field of natural ecology with the broader management and supply chain literature.

More specifically, this project explores how organizations can shift from focusing on global supply chain optimisation to building more regional and responsibly-integrated operations.

Prof. Sharon Parker
ARC Australian Laureate Fellow
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## Design of Good Work for People and Organisations

The vision of the UWA-based Centre for Transformative Work Design is "to transform work to create better lives for workers, better outcomes for organisations, and a better society for all.

Guided by the above vision much research is currently underway around the design of good work for people and organisations. These include among others studies exploring:

- suicide prevention/ mental health amongst FIFO workers
- a longitudinal study of how work affects cognitive, moral, personality development
- studies of how to foster innovation and effective service through good work design

Further information on this research and the Centre for Transformative Work Design can be found at: www.transformativeworkdesign.com

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## Emergence of Reconciliation Action Plans

This study investigates the emergence of Reconciliation Action Plans (RAPs) in Australia, focus on how corporations are engaging with the initiative. In establishing a RAP, organisations commit to undertake and report on specific internal and external activities that promote the broader reconciliation agenda. These plans follow a standardised framework and are endorsed and managed by Reconciliation Australia.

While this initiative commenced over a decade ago, we have no empirical research into stakeholder or company outcomes, nor do we understand how these specific activities fit into companies' broader corporate social responsibility (CSR) strategies.

This study examines sustainability reports of companies in the resources sector, to understand how firms integrate reconciliation activities into their sustainability reporting and whether firms with RAPs disclose more detailed reconciliation activities than others.

Assoc. Prof. Andrew Timming
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## Lookism: Workplace Discrimination

Workplace discrimination is often thought of in terms of legally protected categories such as race, gender, disability status and sexual orientation. My research looks at a much subtler, yet equally pernicious form of discrimination: lookism. The victims of lookism are treated unfairly and unfavourably in the workplace as a result of appearance-based prejudice on the part of employers and customers. Job applicants and employees who present as unattractive generally fail to achieve equal employment outcomes vis-à-vis their more attractive counterparts. To explore the disadvantages posed by lookism, my research investigates how variations in physical appearance can reduce employability. To this end, I have examined the negative effects of overweight, facial asymmetry, gender fluidity and body art on one's employment chances. In short, the evidence overwhelmingly points to a set of disadvantages faced by those of us who do not achieve societal standards of beauty. This implicit discrimination seriously undermines an organisation's claim to be a responsible enterprise.
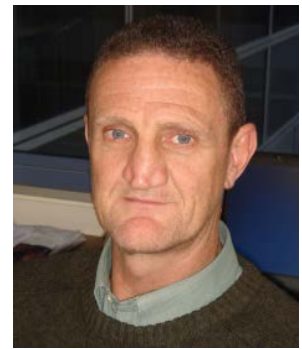
Dr Dave Webb
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## The Case for Moral Consumption: Examining and Expanding the Domain of Moral Behaviour to Promote Individual and Collective Well-Being

This research project examines marketplace morality in the context of transformative consumer research (TCR). Specifically, the project identifies how public policy can be leveraged to promote moral consumption in the marketplace in line with personal and collective well- being. A review of the last decade of marketing literature reveals that the definition of what is considered "marketplace morality" has been rather narrow. We propose a broader definition and develop a typology of moral consumption behaviours based on the valence of moral judgment/behaviour (moral or immoral) and moral content (harm, fairness, loyalty, authority, and purity).

## Life satisfaction in Japan: The role of hedonistic values, advertising and watching TV

There is significant interest in exploring how exposure to advertising effects life satisfaction. This study focuses in particular on the impact that exposure to television advertising has on life satisfaction in Japan, a country with a significant heritage of TV viewership. First, the results highlight the need for clarity when communicating about advertising. Second, the reasons people use advertising is a significant determinant of its effects, and, may be explained by their experience of advertising. Third, personal values are revealed as important determinants of advertising attitudes, use and ultimately life satisfaction.

Publication: Webb, D; Kohlbacher, F; Peiler M; (2017), *Life satisfaction in Japan: The role of hedonic values, advertising and watching TV*. Social Business (September 2017).



## Other collaborative research activity

1) Comparison of attitude modelling approaches in pro-environmental behaviour and self-regulation. Collaborators include Professor Florian Kaiser and Dr Alexandra Kibbe, Otto-von-Guericke-Universität, Institut für Psychologie, Magdeburg (2017 to current).



2) The Giving Voice to Values 'ethics' pedagogy continues to evolve with increasing global Business School and organisation uptake. I continue to workshop and offer presentations on its development and application as well as explore diverse design and delivery approaches.





Dr Ramon Wenzel
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## Learning for Purpose

This is an independent, non-partisan, national initiative to research and realise capability development in the not-for-profit sector. We seek to systematically understand and improve the means through which individuals and organisations gain and sustain the knowledge, skills, and abilities for a better world.

We operate at the intersection of work science, data analytics, and real world problems with the vision for a thriving not-for-profit sector that attracts, develops, retains and motivates the best talent to achieve great things.

The initiative is led by the Centre for Social Impact at the UWA Business School in collaboration with the not-for-profit sector, social enterprises, universities, government partners, industry and philanthropists. To illustrate, we realise the annual Australian Not-for-Profit Workforce Study, the largest ever research survey to identify what matters most for making not-for-profit work more developmental, healthy, meaningful, and productive.

# PRINCIPLE 5: PARTNERSHIPS - Interacting with managers of businesses and organisations to jointly meet and support our wider social and environmental responsibilities

The UWA Business School works closely with a number of organisations to help promote and foster the development of UN PRME. This includes thought leaderships within the context of UN PRME, as well as creating opportunities and accessibilities for our disadvantaged community or under-represented cohorts including Indigenous, female, remote and regional students and students with financial hardships. Key organisations include:

1. ATCO Australia - supports a the ATCO Australia Scholarship, Breakfast by the Bay events
2. Bankwest Foundation - supports a the research within the social impact space
3. BHP Billiton - supports BHP Billiton Scholarships, Aspire UWA Pilbara Study tours, vacation and internships for women and Indigenous students, Visiting Professors Program
4. Centre for Social Impact (National) – support partial appointment of the Director for the Centre for Social Impact in the Business School
5. David & Coral Mack supports BCom Indigenous Students
6. EY – supports internships for Indigenous students, Breakfast by the Bay events
7. Mitsubishi Development - supports Social Impact Festival and student society Enactus
8. Sir Frank Ledger Trust - supports a the Sir Frank Ledger Scholarship
9. Stan Perron Charitable Foundation - supports a Stan and Jean Perron Scholarships and Perron Prizes for ethics
10. Woodside – supports the annual Future Foot Prints and Mark Kramer visit to UWA Business School, as well as female MBA full scholarship

## Adjunct positions in the area of PRME

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Associate Professor Wencke Gwozdz (Copenhagen Business School) was appointed Honorary Research Fellow UWABS for three years from June 2015 – 2018. During the tenure of her appointment, she has been engaging with UWABS staff on several PRME-related projects in the area of consumer behaviour and sustainability. Specifically, Wencke has been working on projects with UWABS Associate Professor Dave Webb (ongoing), Professor Anu Rammohan (Economics), and is exploring additional projects with Professor Julie Lee and her 'Values' research team in marketing.

# Relevant Events

The UWA Business School host a number of important functions that raises the profile of PRME.  In 2016/2017 a number of thought leadership events were held.   These events brought together business, community and government leaders to examine how our society can continue to promote and foster and embed PRME in business, educations and policies. We outline a few of those events here and further examples can be found in the Principle 6 section as they all reflect examples of the way we are engaging in dialogue with our many stakeholders.

## Breakfast by the Bay series



The Breakfast by the Bay series is designed to provide a forum for prominent leaders in business, UWA graduates and the wider community to share insights into the hot topics in corporate Australia. Held on a bi-monthly basis the Breakfast series attracts a broad audience, showcases relevant and interesting speakers and offers corporate networking opportunities. Examples include:

**Wednesday 3 May 2017: "The Role of Modern Media in a 'Post-Truth' Era"**

We are living in uncertain but interesting times. As our communities become technologically-saturated and hyper-connected, the truth seems to be a victim in this new paradigm. Now we are confronted with "alternate facts", fake news, Presidential tweets, whilst the war on terror plays out on social media. What does it all mean and where's it all going? A panel of academics, subject experts, opinion shapers and industry practitioners endeavoured to unravel this "modern media" world and the alternate reality, and try to make sense of it all.

**Friday 2 Dec 2016: "Indigenous Women in Business"**

Women have been historically under-represented in Indigenous corporations and businesses, but have always been at the forefront of entrepreneurial activity and the creation of new and innovative businesses. This breakfast provided a platform to hear from some of these leaders; strong and deadly sistas. The panel discussed their leadership journeys and also addressed the challenges and opportunities for Indigenous women in business.

**Wednesday 31 Aug 2016: "Incentives for Workers: You get what you pay for…or do you?"**

Should you offer employees a bonus on performance? How about a share in the profits? Variable pay systems such as these are currently very popular and are thought to bring a competitive advantage to the organisation. However, new motivation research suggests that variable pay plans can have detrimental effects on work motivation, causing people to be less creative and innovative, to take shortcuts to reach targets and engage in other unethical behaviours, and to increase stress and turnover. A panel of academic, business experts explored the strengths and weaknesses of currently used compensation systems in organisations and discussed innovative ways in which compensation plans could be crafted.

**Thursday 17 Aug 2016: "Innovation & Uncertainty: Opportunities in Shifting Sands"**

Uncertainty defines our modern times. Technical and social change is making work and life more unpredictable. In this era of change and innovation, managers face a challenging paradox: uncertainty saps confidence and creates distress, yet uncertainty is also the foundation of creativity and innovation. In this session Professor Mark Griffin presented new ideas about the essential role of uncertainty in human development and performance. A panel of innovators then explored how we might rethink uncertainty to better manage organisational change and growth. Drawing on ideas from psychological research and business experience, the panel explored the role of uncertainty and generate ideas for rethinking uncertainty in a changing world.

# Aspire UWA Pilbara School Visits

Aspire UWA works with partner schools and communities in regional Western Australia and in Perth to raise aspirations for tertiary education. The program began in 2009, with formalised partnerships with Newman SHS, Tom Price SHS, Roebourne DHS, Hedland SHS, Karratha SHS and St Luke's College. Annual visits to schools have taken place since then, as well as camps for Year 9 and Year 11 students. Aspire UWA manages the School partnerships in conjunction with the School of Indigenous Studies (SIS), who maintain relationships with the Follow the Dream (FTD) sites in each community.



For example, in 2017, a total of 1,086 students and 50 teachers at the five schools in Pilbara were engaged in the in-school programs.

The programs included:

- Hands-on activities by Aspire UWA to introduce students to university, and raise aspirations for higher education.
- Business-related activities designed and run by Dr. Christopher Parsons and Professor Michael McLure in which students were engaged in a hands on economics game introducing them to the concept of oligopolies using the iron ore industry as an example. Students worked in small teams devising strategies to make the most profit for their fictional firm, exploring the concepts of collusion and competition
- An informal discussion to share Trent's personal journey from high school to university towards studying a Bachelor of Commerce, including the support offered by The University, the School of Indigenous Studies and BHP as a BHP Scholar.

The program raised awareness about higher education opportunities for Pilbara students, generated deep interest amongst students to study at university, dispelled myths and misconceptions about higher education for participating students and gave students increased confidence to consider university and an understanding of Business disciplines.

## Examples of Student feedback

*"The event has impacted the choices I make in the future to better suit my interests. It has also informed me of what my options are"; and "the event has made a strong impact on the way I view university and will impact the decisions I make in the future."*

*"I now have more of a choice of what career to choose in the future. Thanks to Aspire."*

*"[The visit] taught me to follow my dreams. It was encouraging".*

# Future Footprints

Together with Woodside, School of Indigenous Studies, partnering schools and industry, the UWA Business School hosted the Future Footprints in 2016. This annual event is aimed at encouraging the aspiration of high school Indigenous students to consider undertaking further higher education studies. Students from year 10 to 12 are provided networking opportunities to meet with higher education providers and industry organisations
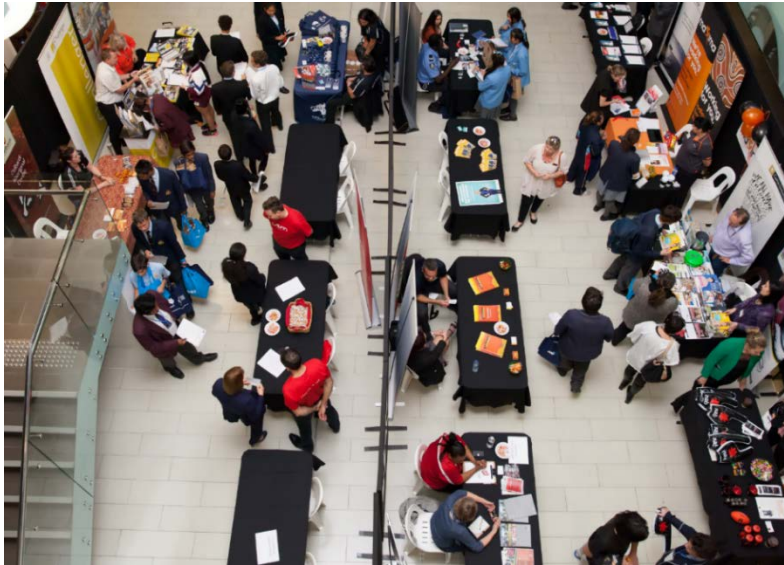


# Outgoing Wesfarmers Limited Managing Director and CEO Mr Richard Goyder AO offers one of his last public engagements as CEO to UWA students



At a time when there is vigorous debate in Australia about corporate ethics and trust in business, Wesfarmers CEO and Managing Director Richard Goyder AO, the head of one of Australia's largest ASX listed companies and largest employers, gave one of his last public engagements as Managing Director at a UWA Town Hall talk style event on 30 October 2017.

In his introductory presentation, as well as in the subsequent lively and engaging Q&A session which was moderated by UWA's Dr Brenda McGivern (ABLE Deputy Executive Dean; Associate Dean Community & Engagement), Richard provided a unique glimpse into the corporate world of social responsibility, sustainability and business social license to operate. The event was attended by over 60 inquisitive students, many of whom seized the opportunity to pose questions to Richard about his experience after 12 years at the helm of Wesfarmers. His thought-provoking and insightful responses served to reinforce why Wesfarmers Limited remains today one of Australia's most successful corporations.

# Student Boardroom Lunches



Each year the UWA Business School brings our students to partnering organisations for Student Boardroom Lunches.    The Student Boardroom Lunches provide our undergraduate and postgraduate students opportunities to meet with the CEO and his/her senior management and executives team and to discuss important strategic, social and community issues that are of importance to the host organisations.    Our annual series of Student Boardroom lunches have been hosted by CPA Australia, ATCO Australia, BDO, EY, Gerard Daniels, Mitsui & Co (Australia), Resource Capital Funds, Wesfarmers, WATC and Woodside.

# Financial support of sponsoring partners

Each year the UWA Business School receive significant funding support from our partners to fund PRME-related scholarships, prizes, visiting Professor Programs, appointments, Aspire UWA Pilbara School visits, thought leaders events including Leaders Luncheons and Breakfast by the Bay and major conferences. Our current list of sponsoring partners includes:

- ATCO Australia - supports a the ATCO Australia Scholarship, Breakfast by the Bay events
- Bankwest Foundation - supports a the research within the social impact space
- BHP Billiton - supports BHP Billiton Scholarships, Aspire UWA Pilbara Study tours, vacation and internships for women and Indigenous students, Visiting Professors Program
- Centre for Social Impact (National) – support partial appointment of the Director for the Centre for Social Impact in the Business School
- David & Coral Mack supports BCom Indigenous Students
- EY – supports internships for Indigenous students, Breakfast by the Bay events
- Mitsubishi Development - supports Social Impact Festival and student society Enactus
- Sir Frank Ledger Trust - supports a the Sir Frank Ledger Scholarship
- Stan Perron Charitable Foundation - supports a Stan and Jean Perron Scholarships and Perron Prizes for ethics
- Woodside – supports the annual Future Foot Prints and Mark Kramer visit to UWA Business School, as well as female MBA full scholarship

# PRME-related prizes

In the UWA Business School, several dedicated prizes and awards associated with PRME have been established.  These include:

- David Mack Indigenous Commerce Prize
- Julie Michael Memorial Prize in MGMT5517 Leadership for Social Impact
- Perron Prize in MGMT 5506 Ethics and Sustainability Management (2015 – 2019)
- Perron Prize in MGMT 5526 Principles for Responsible Management (2016 – 2020)
- Perron Best Paper Award for Responsible Management (2016 - 2018)

# Scholarships

With the substantial support of the UWA Business School's partners and sponsors, a suite of scholarships have been created to support and target cohorts including Indigenous and female students, students from regional and remote areas, and those experiencing financial hardship. These include:

**Scholarships supporting students studying with specialisation in ethics and social impacts**

- Stan and Jean Perron Honours Scholarship
- BHP Billiton Social Impact (Not-for-profit) Scholarship

**Scholarships supporting Indigenous students**

- David Mack Indigenous Undergraduate Commencing Scholarship
- David Mack Indigenous Undergraduate Continuing Scholarship
- David Mack Indigenous Undergraduate Residential Scholarship
- David Mack Indigenous Postgraduate Scholarship
- BHP Billiton Indigenous Advanced Management Program Scholarships
- BHP Billiton Honours Scholarship in the UWA Business School

**Scholarships supporting students with financial hardships**

- ATCO Australia Undergraduate Scholarship
- John Willinge Scholarship in the UWA Business School
- Sir Frank Ledger Scholarship in the UWA Business School

**Scholarships supporting students from regional and remote locations**

- BHP Billiton Regional and Remote Undergraduate Scholarship
- James McClements Scholarship in the UWA Business School
- John Willinge Regional and Remote Scholarship in the UWA Business School

**Scholarships supporting female students in commerce and business studies**

- BHP Billiton Women in Business and Engineering Scholarship
- Smith-Gander MBA Scholarship

Full list of scholarships in the UWA Business School can be found at http://www.business.uwa.edu.au/scholarships

# PRINCIPLE 6: DIALOGUE - The UWA Business School facilitates and supports dialogue with internal and external stakeholders on critical issues related to global social responsibility and sustainability.

Since becoming a signatory to UN PRME in December 2013, The UWA Business School embarked in 2015 on the development of a collaborative Global PRME Partnership with Leeds University Business School (UK), the Copenhagen Business School (Denmark), and, The Smith School of Business, Queens University, Canada.

Supporting dialogue with a broad network of stakeholders, staff actively engage in many collaborative research projects, consultancy activities, and, host an extensive number of networking and knowledge-sharing events, functions and conferences. In addition, staff often inform policy in key PRME areas. This section provides examples of these.

## Global PRME Partnership (GPP)

With a view to sharing knowledge, ideas, pedagogy, curriculum and research in the areas of CSR, Sustainability and Ethics, a Global PRME Partnership (GPP) was initiated in 2015. Aside from UWA Business School, the partnership involves colleagues from Leeds University Business School, UK; Copenhagen Business School (CBS) in Denmark, and The Smith School of Business, Queens University, Canada.

The GPP will potentially provide academics and students from the above partner institutions with a range of collaborative opportunities including teaching, research and visitation exchange. Other outcomes could include among others: joint curriculum development and sharing, as well as seminars and workshops at the undergraduate, postgraduate and executive levels. Building off the back of two International Webinar discussions held in May and October 2017 on Business and Modern Slavery (see below), a range of collaborative projects are being explored.

## Global PRME Partner (GPP) International Discussion on Business and a Modern Slavery Act for Australia

Australia is now in the early stages of introducing legislation that could put an end to companies endorsing a variety of modern forms slavery within their global supply chains.

Along with practices such as human trafficking, forced marriage and sexual servitude; modern slavery also includes widespread incidents of forced adult and child labour and domestic servitude.

Through two live virtual seminars, staff from UWA's disciplines of Business, Law and Philosophy have this year (2017) been collaborating with UN PRME partners from Leeds University and the Copenhagen Business School to try and learn from the UK modern slavery legislation introduced in 2015.

Issues such as government procurement, penalties for non-compliance, auditing, and making statements

publicly available were just some of the topics discussed.

Led by Associate Professor Dave Webb from the Business School (Marketing) and Fiona McGaughey, Lecturer in Law, the group are excited by the research ideas that have begun to emerge.

"As business and civil society in Australia continue to explore what the introduction of a Modern Slavery Act means for them, engaging in an international conversation with our learned UN PRME colleagues is not only a valuable opportunity for us to share experiences but, moreover, to explore collaborative research opportunities", Dr Webb said.

Australian companies could soon be obliged to report on the steps they are taking to address modern slavery in their businesses and supply chains, both downstream and upstream, with regular transparent reporting.

This follows a Joint Standing Committee interim report and Australian Government consultation and impact statement released in August 2017, placing the topic in the political limelight.

"With modern slavery on the agendas of many organisations, advancing and participating in these dedicated conversations demonstrates not only the Faculty's commitment to solving this crisis, but it also positions Global PRME Partner staff at the cutting edge of Modern Slavery research," Dr Webb added.

The group are planning a third session to explore research topics and potential funding opportunities, as well as the possibility of hosting a dedicated corporate webinar discussion with our business partners in WA and beyond.

## UWA Business School Centre for Social Impact Engagement Activities

### Social Impact Festival 2016 & 2017

The Social Impact Festival is hosted by the Centre for Social Impact UWA at The University of Western Australia Business School (CSI UWA). It is a series of events in July that celebrate initiatives bringing about positive social change, with a focus on Western Australia.

It is the flagship annual event and primary public engagement initiative of CSI UWA with massive potential for translating important research, collaborating with industry and community, influencing public policy, and generating a significant positive impact.

The 2017 festival was the third of its kind, following Festivals presented by CSI UWA in 2015 and 2016. This year, the Festival increased in size considerably and doubled in attendance compared to 2016.
Bringing together more than 200 cutting-edge international and local speakers, community leaders, artists, and organisations, this multi-faceted festival went far beyond talking about the issues confronting our society.

The 2017 Festival was designed around three themes: Home, Land, and Place.

### IBECC 2016

IBECC16 is Australia's premier Indigenous business and economic conference. It was held on 1 & 2 December, hosted by the UWA Business School along with the Centre for Social Impact and the UWA School of Indigenous Studies. The Indigenous Business, Enterprise & Corporations Conference (IBECC16) connects the world of business and enterprise to that of reconciliation, education and training, human rights, the law, country, and empowerment. Attracting around 400 in previous years.

The Indigenous Business, Enterprise & Corporations Conference 2016 (IBECC16) was a huge success, attracting over 350 people to hear over 100 speakers in 40 sessions over two days.

An incredible variety of speakers included the Hon Terry Redman MLA, Ben Wyatt MLA, Alannah MacTiernan, Wayne Bergmann, Marcia Langton, Josephine Cashman, Catherine Hunter, Terri Janke, Laura Berry, Jodie Sizer, Jock Collins, Kristal Kinsela, Richard Walley, David Williams, Tom Calma, Grahame Searle, Gordon Cole, Michael Hayden, and Fred Chaney, just to name a few.

# Talk About Domestic Violence by Women on Unresolved Visas

The research project "Talk About Domestic Violence by Women on Unresolved Visas" emerged from the 2015 WA Migration and Motilities Migration Update, which is an annual event convened by Donella Caspersz, Loretta Baldassar and Farida Fozdar in FABLE at UWA.

In speaking to over 20 service providers and 10 women about their experience, it was clear that the women fell 'between the gaps' in terms of access to services that would assist them with managing both their domestic violence (DV) experience and visa status. Thus, many remained on an unresolved visa status because their residency status became impermanent after leaving their partner because of the DV; that is, they were 'in limbo' because their residency status in Australia had originally been linked to their former partner's visa, they often could not return to their original country due to fear of reprisal from the community there because they were considered 'shameful" for leaving their (abusive) partner, nor could they turn to the local community in WA for support because of the same reason. The research continues. While it will culminate in academic publications, it has already informed a submission to the recent Australian Government enquiry on visa simplification, and the engagement by a women's advocacy group with a group of women who have experienced DV and are now living in Australia on an unresolved visa.

# Food Security in Rural Myanmar



UWABS academic Professor Anu Rammohan, Professor Bill Pritchard (Sydney University) and Professor Michael Dibley (Sydney University) have been working on a program of research investigating food security in rural Myanmar. The aim of this project is to generate new insights into the ways that nutrition outcomes relate to livelihood circumstances in rural Myanmar. It does this in the context of considerable international research during recent years into the persistent problems of chronic under-nutrition amongst agriculture-dependent households.

International research has identified a disconnection between the contemporary trajectories of change in agricultural practices in the global South, and the nutrition security needs of agriculture-dependent populations. As Myanmar undergoes economic and political reform, insights into this question have key relevance to policies for agriculture, land and natural resource planning, and food and nutrition. As Myanmar undergoes economic and political reform, insights into this question have key relevance to

policies for agriculture, land and natural resource planning, and food and nutrition.

The project sought to address this research task through a systematic analysis of a unique dataset collected from a first-of-a-kind survey with explanatory qualitative interviews in six Townships across three States/Regions in rural Myanmar. Using primary data from 3000 households the project seeks to provide a better understanding of the gendered, nutritional dimensions of the food security/ livelihood production nexus in the context of a country coming out of decades of isolation. This analysis is closely linked it to my research on nutrition, migration and income diversification; the impact of various new public programs on mitigating household vulnerability and improving maternal health seeking behaviour.

## Agricultural Innovations for Communities for intensified and sustainable farming systems in Timor-Leste

Approximately 79 % of the labour force in Timor-Leste (T-L) (FAO 2015) is engaged in agricultural activities with the majority relying exclusively on low input/output subsistence farming. A recent priority of the Government of T-L is to move from food security to improved nutrition and rural income. This proposal will undertake research required to underpin opportunities for farmers to re-focus from subsistence onto income-generating farming. UWABS academic Professor Rammohan leads the gender component of this multi-disciplinary $4.2 million research grant funded by the Australian Council for International Agricultural Research (ACIAR) led by Professor Erskine (UWA).

# The UWA Business School Co-operative Enterprise Research Unit (CERU)

The UWA Business School Co-operative Enterprise Research Unit (CERU)

The level of interest in Co-operative and mutual enterprises (CMEs) has grown significantly since the UN International Year of the Co-operative in 2012. Championing international collaborations, delivering executive training programs and working closely within the sector and the BCCM (Business Council for Cooperatives and Mutuals), The Co-operative Enterprise Research Unit (CERU) at UWA Business School, directed and managed by Professor Tim Mazzarol and Dr Elena Mamouni Limnios, is a multi-disciplinary focal point for research, education and outreach activities focusing on the CME sector. At any one time, CERU has multiple ongoing projects running within the overall program, their aim being to gain a better understanding of the business model of the CME and what makes it succeed or fail.

Noted recent achievements include:

- Completion of the 2018 National Mutual Economy report study presented at the Business Council of Co-operatives and Mutuals (BCCM) summit held on 10 November in Brisbane, and,
- The launch of the Australian Co-operative and Mutual Enterprise Index (ACMEI) database of CMEs in Australia: http://cemi.com.au/cmes

Further information about CERU's activities can be found on their website and a sample of their publications are included at the rear of this report.



# Giving Voice to Values (GVV) and CEO Institute (WA)

Associate Professor (Dr) Dave Webb's work with the Giving Voice to Values (GVV) business ethics material is not solely restricted to the student classroom. Indeed, presenting internationally in Austria and Denmark on the topic, as well as domestically in Victoria and Western Australia, in October 2017, Dr Webb presented a lively invitational discussion on GVV to CEO members of the CEO Institute WA Branch.

*"Thanks again for the taking time to speak to us today about the 'Challenges to Ethics in Contemporary Australian Business'. It is definitely a relatable subject to all members in attendance today. You led a great open discussion session which allowed us to explore our own experiences and take reflection into our everyday decisions. You reminded us that's ethics is the decisions we make based on our own individual values".*

See also Principle 3 for more on the Giving Voice to Values approach to Business ethics education.

# A new Centre for Human and Cultural Values at UWA



A new Centre for Human and Cultural Values (www.whatdowevalue.com.au) has been under development during 2017 and will be launched in February 2018 with a number of major events. The Centre aims to (1) promote innovative, multidisciplinary research that expands knowledge about values and how they relate to significant and important social issues, (2) encourage partnerships between academia, industry and government to produce relevant and timely solutions to important social issues, and (3) provide a high quality training environment for researchers and businesses.

The Centre currently has six main research streams: (1) personal and cultural values theory and measurement; (2) children's values and their relations with social, academic and health issues; (3) how values relate to prosocial behaviour; (4) how values relate to consumer behaviour; (5) how values relate to societal issues; and (6) how values relate to behaviour in the workplace. Research in all of these areas is currently underway, with much of it funded by an Australian Research Council Linkage Project grant with Pureprofile (LP150100434). As part of this Project, we developed an interactive values survey, where individuals can obtain instantaneous feedback on their own values (www.thevaluesproject.com). We are currently working on the next version of the

Values Project, which will see socio-demographic information added to allow people to compare their own values with different segments of society.

The Centre will also host a Values Impact Forum at UWA (www.valuesimpactforum.com.au) in February 2018. The forum will bring several high profile keynote speakers to UWA, including Professors Shalom Schwartz, Ariel Knafo and Jan Cieciuch, as well as Rory Fitzgerald, the Director of the European Social Survey. The conference will have four major themes: (1) value and societal issues, (2) values in childhood, (3) values and consumer behaviour and (4) values and giving.
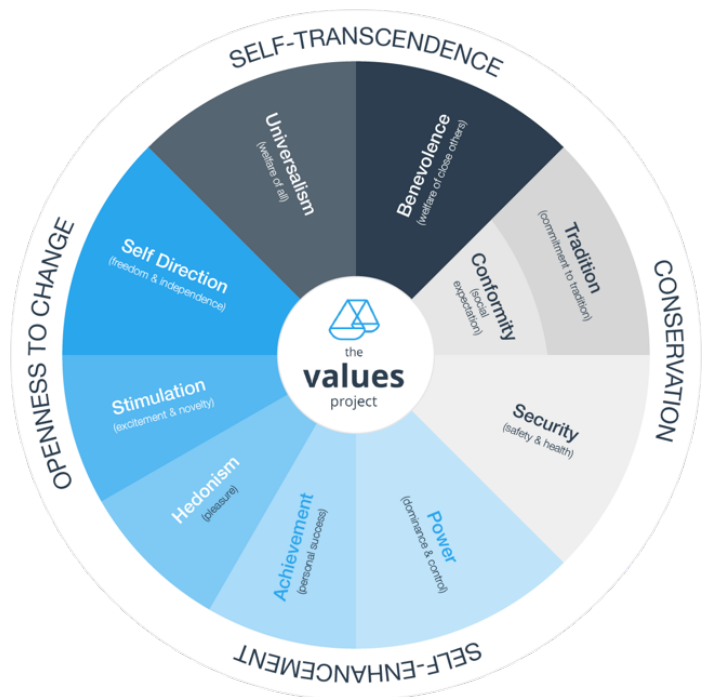
# Cooperative Research Centre for Honey Bee Products



The Cooperative Research Centre (CRC) for Honey Bee Products is a federally funded and led by the University of Western Australia. With a total funding of 7 million dollars over the next five years, this CRC will resolve industry problems that limit both the value and expansion of the Australian honey bee products (i.e., honey).   The funding is being matched by a further $19.2million in cash and kind from other universities and from private sector organisations including Capilano.

The vision of the CRC is to "make Australian honey renowned as unique and pure, and priced for its rarity". The CRC will also contribute to disease insurance policies to address a major global threat to Australian honey bees.  The CRC covers four main programs areas, including Hive Sites, Bee Health, Honey Bee Products and Chain of Custody. The research will support the local bee industry to value-add to healthy products like honey, beeswax, pollen, venom and honey bee export.

Associate Professor Fang Liu at the UWA Business School will lead the CRC program on labelling and trade mark strategies. Low prices for honey bee products originating from Australia do not reflect their true value as unique, pure, green and ethical.  Together with Professor Thierry Volery and Professor Sharon Purchase, Dr. Liu will develop effective Labelling and Trade Mark strategies which can convey the authenticity, green, and quality value of Australian honey worldwide.  These strategies will help improve the competitiveness, productivity and sustainability of Australian Honey Bee Products, which are estimated to value at $125 million in total.

# PRINCIPLE 7: ORGANISATIONAL PRACTICES - We understand that our own organisational practices should serve as a good example of the values and attitudes that we wish convey to all our stakeholders, including our students.

In this section we highlight many of the ways in which we strive to develop an organisational culture that embodies the values of global social responsibility and sustainability.

## Environmental Sustainability and Socially Responsible Practices

As a School within one of four faculties at The University of Western Australia, many of the Business School's environmental sustainability and social responsibility practices are guided by the University overall. This notwithstanding, the Business School has implemented a number of independent practices. The following paragraphs provide an overall snapshot at both the wider University and Business School level.

The University of Western Australia has made a significant commitment to sustainability through the development of a Sustainable Development Plan, which provides strategic focus and direction in the area of sustainable development. The Plan is aligned with the University's over-arching commitment to the quality of the student learning experience, the productivity of research and research training, the University's position and reputation, its strategic relationships with the community and to its people and resources in general. The key areas of focus within the plan are:

- Energy
- Water
- Recycling and waste reduction
- Transport
- Built Form
- Landscape
- Procurement
- Communication and engagement

The objectives of the plan include:

- Ensuring the University and its community is heading in a sustainable direction
- Identifying opportunities for departments and faculties to save money by improving resource efficiencies
- The release of sustainable development policies which will result in a review of section-specific procedures and the adoption of new University-wide procedures
- The engagement of staff and students through sustainability-related events and programs
- Improvements to commuting services and facilities

# UWA Sustainability performance in key areas (2016)

Energy use at UWA comprises 60% electricity and 40% natural gas, largely purchased from energy retailers. UWA campuses consumed 50.3MWh (180,000GJ) of electricity and 120,000GJ of natural gas in 2016. This translates to approximately $8M in electricity and $2M on natural gas charges and 42,000 tonnes CO2-e emissions (33,000 passenger cars). Renewable energy (solar) currently offsets ~0.05% of total energy use. Energy use on the Crawley campus represents approximately 70% of total energy use.

There exists opportunities for UWA to reduce its energy consumption via investment in energy efficiency improvements and renewable energy. Purchasing carbon offsets or green power would assist the University achieve carbon neutrality, however, does not reduce on site energy consumption and costs.

Figure 1 shows that UWA's energy use from 2008 – 2016. UWA's absolute energy use has been relatively stable throughout the years. Energy use per Equivalent Full Time Student Load (EFTSL) and Full Time Student Equivalent (FTSE) has increased. However, energy use per m2 Gross Floor Area (GFA) has decreased in recent years.

**Figure 1: Energy use**
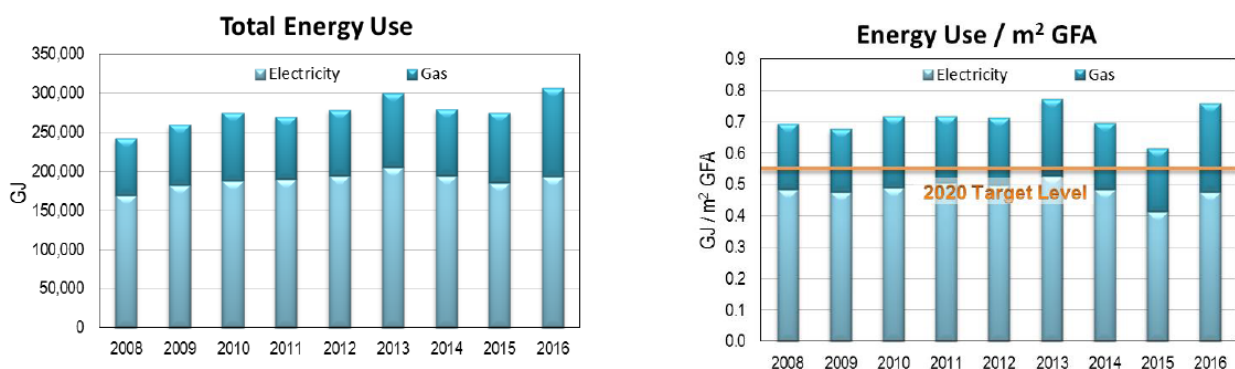


Figures 2 -4 below reveal UWA's performance in the areas: carbon emissions, mains water use, general waste and recycling.

**Figure 2: Carbon emissions**

**Figure 3: Mains water use**



Total Mains Water Use



Mains Water Use / EFTSL+FTSE

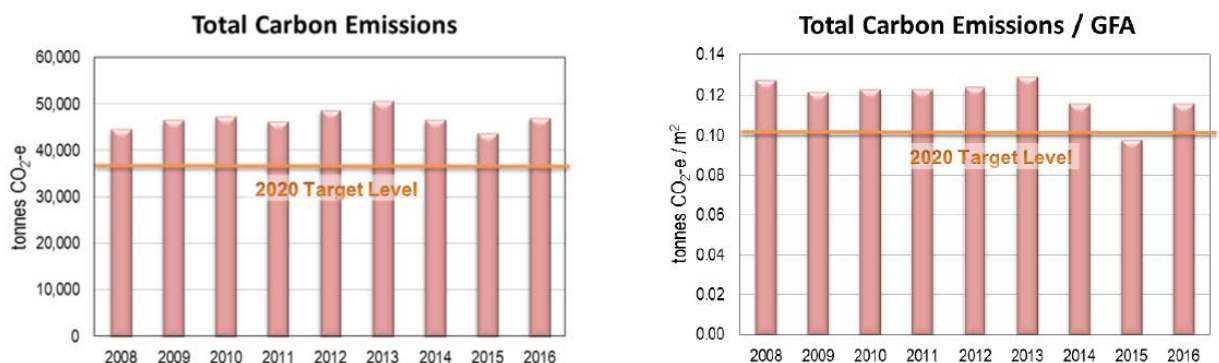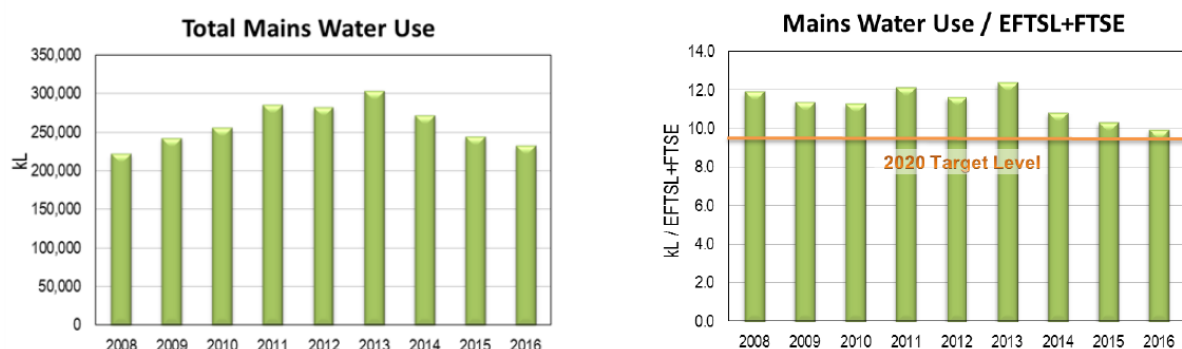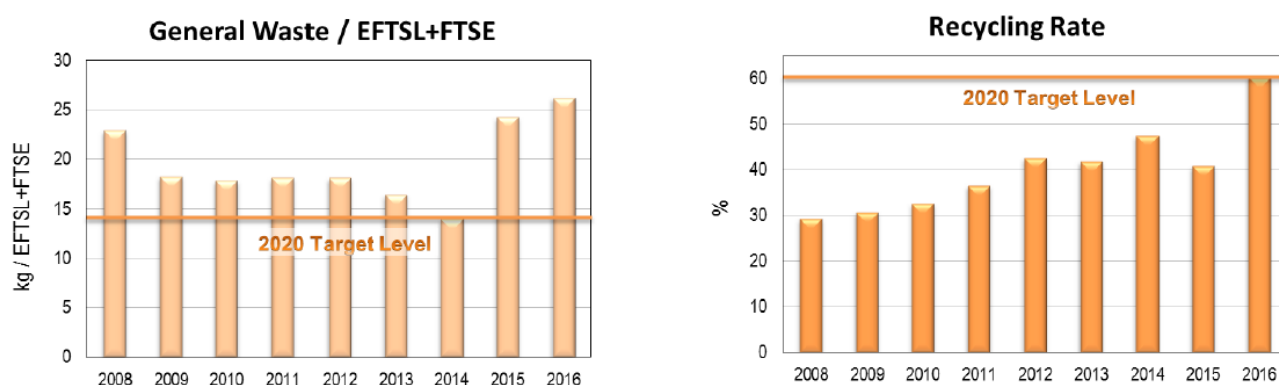**Figure 4: General waste and recycling**



General Waste / EFTSL+FTSE



Recycling Rate

# The UWA Business School

In addition to this organisational context, the UWA Business School has also implemented a range of sustainable measures and practices. The School is located in a purpose-built facility that was completed in 2009. The 9000 square metres of floor space in the three-storey building accommodates 350 staff and caters for more than 1200 students during each hour of operation from a student body of over 5,000 students. At the time of completion, the building was the first education institution to receive a rating of four green stars from the Green Building Council of Australia. The environmental features of the building include:

- Chilled beam air conditioning which will allow for the passive flow of air as warm air rises, and air cooled by chilled beams falls using less energy than conventional air conditioning and expected to reduce energy consumption by about 20 per cent over conventional air conditioning systems;
- Passive design principles such as solar blades being fitted to the northern side of the building to allow the sun in through winter but shield it in summer; and
- The installation of a 40kw solar PV array on the roof of the Business School; and
- Automated lighting system throughout the building with movement sensors that detect periods of inactivity and shuts down the lighting.
- In addition to a sustainable environment, the School has adopted a range of other socially responsible measures such as:
- Providing all staff with a Green Office Guide produced by the University's Environmental Services which outlines ways to make our offices more environmentally friendly and initiatives which staff members can implement to green their space and make a difference to the environment;
- Printing: the School no longer distributes hard copies of unit outlines and unit materials to students (these are now made available on-line) and 2016 saw the phasing in of electronic marking;

- A substantial part of our merchandise is sourced from Green Promotions and therefore 100% carbon neutral (http://www.greenpromo.net.au/promo/www/content/index.php) and some of our merchandise (i.e. notepads) is printed on 100% recycled paper. We also source some merchandise from the Enactus group, such as jute bags which are 100% biodegradable, and also socially responsible (http://project-think.org/?page_id=254);
- More than 90% of the Business School's paper is sustainably sourced, being either 50% or 100% recycled and carbon neutral; and
- Highly visible recycling bins in the main student areas.



## Solar panel installations on UWA Business School roof

We have installed a 40kw solar PV array on the roof of the Business School and it is UWA's largest renewable project to date. This project was funded by the UWA Student Guild, and the Guild will be able to offset their energy use and benefit from reduced costs and emissions.

In a sustainability audit conducted by the University in 2015, the Business School achieved the following results:

| Key Energy Parameters | SCORE | Potential Financial Savings Per Year | Potential Environmental Benefits per Year |
|---|---|---|---|
| OFFICE LIGHTS SWITCHED OFF (either turned off or motion sensors performing their function) | 53% | $15,169.98 | 60,679kg $CO_2$ |
| OFFICE COMPUTERS SWITCHED OFF OR TAKEN AWAY | 78% | $3,285.74 | 13,142kg $CO_2$ |
| PRINTERS AND COPIERS SWITCHED OFF | 38% | $931.13 | 3,724kg $CO_2$ |
| Key Waste Parameters | SCORE | Potential Financial Savings Per Year | Potential Environmental Benefits per Year |
| ROOMS WITH ONE BIN SYSTEM | 87% | N/A | N/A |
| ROOMS WITH TWO BIN SYSTEM | 4% | $3,764.84 | 230,910kg $CO_2$ and 501m$^3$ of landfill |
| TOTAL SAVINGS | | $23,151.69 | 308,457kg $CO_2$ |

*Table 1 Key Energy and Waste Management Results of the Green Workplace Initial Audit and the financial and environmental benefits possible if each parameter is improved to 100%.*

## Transportation options

In a survey conducted in 2010, 61% of trips made by staff and 38% of trips made by students, to and from the University, were via Single Occupancy Vehicles (SOVs) (see Figure 1 below). The UWA Sustainability Plan proposes a 20% reduction by 2020 and a Transport Plan has been developed and endorsed by the University's Executive aimed at promoting alternative commuting practices, providing improved services to encourage active commuting (e.g. end-of-trip facilities), and more flexible working arrangements to reduce congestion.
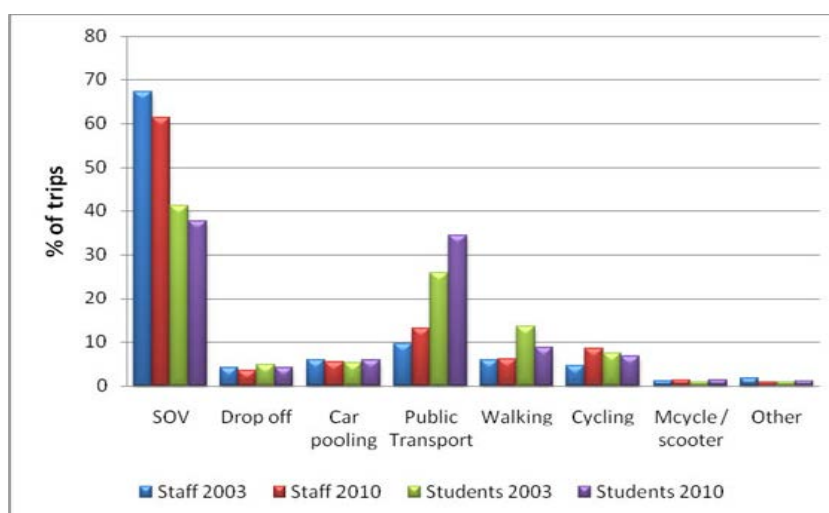


*Figure 1:  Proportion of all trips to and from UWA by travel made for staff and students in 2003 and 2010.*

## Equity and Diversity in the Workplace

Equity and diversity are fundamental elements of the UWA vision and values. There are a range of initiatives at both University and Business School level aimed at creating an equitable and diverse representation within our staff and students, including:

- Providing professional development programs for managers
- Striving for equitable gender representation within the academy and in our senior workforce
- As keeping with the School's push for equity and inclusivity, we provide employment opportunities in a standard working environment for persons living with a disability. The Business School employs seven persons in a support role, which over the past ten years has been tremendously successful both for the individual and for the Business School.
- Supporting a culturally competent and inclusive campus through initiatives such as "Courageous Conversations About Race", which was originally developed by UWA, but has now been extended to eleven universities
- The development of a Cultural Diversity Inclusive Practice Tool-kit, which aims to provide practical guidance to staff to ensure their interactions with other staff and students are culturally inclusive.
- Embedding learning outcomes into our courses around the appreciation of diverse backgrounds and cultures within local, international and business communities
- Access programs to attract high school students whose academic achievements have been impacted by certain disadvantages.  These groups include indigenous students or those subjected to rural isolation, lack of a supportive study environment at home, excessive family responsibilities, illness and bereavement, and difficulties due to relocation or migrant passage.

## Quality of life

As part of the University's commitment to supporting staff in adopting healthy lifestyle behaviours, UWA offers a comprehensive staff health and wellbeing program with a range of programs and services available to help staff achieve their health and wellbeing goals (see http://www.safety.uwa.edu.au/health-wellbeing/well-being).  Programs cover general health, body care in the workplace, physical activity, diet and mental health.  In addition, there is a regular staff survey conducted every three years, which includes questions surrounding work/life balance.

## Support Services

The University provides free, confidential and professional assistance to employees – and other people whose care is the responsibility of the employee – through the Employee Assistance Program (EAP).

The EAP is intended for people who are experiencing difficulties of a personal or work-related nature and provides assistance for issues such as:

- conflict resolution
- coping with change
- interpersonal relationships
- marital and family problems
- anxiety, stress, depression
- trauma and critical incidents
- alcohol and substance misuse
- grief and loss issues
- impact of financial and legal problems
- coaching for managers and supervisors

In addition to an internal counselling and psychological service, the EAP provides access to external services including a 24/7 hotline for staff and managers.

## Training and Development

The University of Western Australia provides a range of opportunities and services aimed at optimising opportunities for all staff to improve their levels of skills and knowledge to improve the quality of workplace productivity and staff satisfaction. The development of staff is viewed as a joint responsibility shared by individual staff members, managers and supervisors, and the institution as evidenced by:

- Individual staff members are encouraged to seek appropriate developmental opportunities both within the University and externally.
- Managers and supervisors are expected to ensure access to relevant staff development activities for individuals, including secondments and acting positions.
- UWA encourages staff to undertake further studies and have a range of policies to support them.
- The provision of a range of developmental and skill building courses which are provided centrally through the UWA Organisational and Staff Development Services. These are supplemented by programs within the School.

The University offers all staff a range of programs and workshops that cover all aspects of life at UWA, from professional development to health and wellbeing, equity and diversity.

New staff to the University are provided with a range of development opportunities, including a Staff Orientation, Teaching and Learning and Research Orientations, and a range of workshops relating to University processes and systems.

Teaching-related academic staff are encouraged to participate in Foundations of Teaching and Learning within their first two years of appointment. The School provides a Teaching & Learning guide to all teaching staff which sets out guidelines and expectations for all teaching staff. The School also runs tutor training workshops in the first week of each semester. Additional workshops, courses and individual support opportunities are offered through the Centre for the Advancement of Teaching and Learning.

# FUTURE PRME INITIATIVES

In the two-year period from 2018 - 2019 The UWA Business School aims to:

1. Support UWA's overall commitment to achieving the sustainable development goals (SDG's) via a range of related UNGC and the GCNA initiatives.
2. Further embed UN PRME Principles in to our course programmes at both the undergraduate and postgraduate levels (Principles 1, 2, 3)
3. Continue developing the Global PRME Partnership with the University of Leeds Business School, UK; Copenhagen Business School, Denmark; and The Stephen J.R. Smith School of Business at Queen's University, Ontario; Canada. Activities associated with the above partnership will among others, include further International Webinar discussions on Modern Slavery as well as exploring potential research collaboration opportunities. The Modern Slavery discussions could extend to include academics from other institutions as well as interested corporate partners (Principles 5, 6).
4. Host at least one PRME-focussed presentation each year supported by one of UWA Business School's key corporate partners (Principles 5, 6, 7)
5. Offer one internal faculty half day PRME introduction training workshops each year (Principles 1, 2, 3, 7)
6. Offer a faculty/corporate partner presentation by the recipient of the Perron Best Paper Award in Responsible Management in 2018 (Principles 4, 5, 6)
7. Award The Perron Prize for the top performing student in 2018 and 2019 in the postgraduate units: Principles for Responsible Management (MGMT 5526) and MGMT 5506 Ethics and Sustainability Management at the relevant UWA Business School Awards Ceremony (Principles 1, 3, 4)
8. Continue to support student-organised initiatives in PRME-related areas (Principles 1, 3, 5, 6, 7)

# APPENDICES

## Publications

### 2016

### Books

Butcher, J., Gilchrist, D.2016, 'The Three Sector Solution: Delivering public policy in collaboration with not-for-profits and business', ANU Press, Canberra, Australia.

### Book Chapters

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## Conference Papers

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# 2017

Due to a time lag in records accrual and confirmation, the publication listing for 2017 is incomplete at the time of the compilation of this report.

## Books

Parker, S., Bindl, U.2017, 'Proactivity at Work: Making Things Happen in Organisations', Routledge.
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## Journal Articles

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## Conference Papers

Caspersz, D, Goldschmidt, P & Leighton, C 2017, 'Family Business Owner Managers Perceptions of Change' 77th Annual Meeting of the Academy of Management 2017, Georgia, United States, 4/08/17.

Leighton, C & Harlock, D 2017, 'The Role of HR Analytics to Promote Workplace Diversity for Employee Selection' 12th Industrial and Organisational Psychology Conference, Sydney, Australia, 13/07/17.

## Other

Mazzarol, T., and Kresling, J. (2016) "Australia's Leading Co-operative and Mutual Enterprises in 2017", *CEMI Discussion Paper Series, DP 1701*, Centre for Entrepreneurial Management and Innovation, www.cemi.com.au ISSN 1448-2541/

# Research Seminars

| Research Seminars 2016 | | |
|---|---|---|
| **Date/Time** | **Speaker** | **Topic** |
| **Accounting & Finance** | | |
| 1/04/2016 | Prof. Naomi Soderstrom, University of Melbourne | Career Concerns And Unpaid Chinese Executives |
| 29/04/2016 | Prof. Brendan O'Connel, RMIT University | How Culturally Intelligent Are Accounting Academics And What May Explain Their Levels? |
| 16/09/2016 | Assoc. Prof. Stephen Hillegeist, W.P. Carey School of Business at Arizona State University, USA | The Causal Effect Of Institutional Ownership On Insider Trading |
| 3/11/2016 | Dr Antti Miihkinen, Aalto University School of Business | Board Characteristics And Disclosure Tone |
| 7/11/2016 | Prof. Tom Smith and Dr Martina Linnenluecke, UQ Business School | Environmental Accounting And Finance |
| **Economics** | | |
| 11/03/2016 | Dr Harry Wu, Hitotsubashi University | China's Institutional Impediments To Sustainable Growth-- A Productivity Approach |
| 13/04/2016 | Assoc. Prof. Rachel Murphy, University of Oxford | Children Living In Multi-Local Families In Rural China: Preliminary Reflections On Gender Differences |
| 13/05/2016 | Prof. Jeffrey Bennett, ANU | Protecting The Environment: Privately |
| 13/05/2016 | Dr Taya Dumrongrittikul, University of Queensland | The Effects Of Productivity Gains In Asian Emerging Economies: A Global Perspective |
| 27/05/2016 | Dr Yuji Tamura, La Trobe University | Game-Theoretic Analysis Of Asylum Provision |
| 3/06/2016 | Assoc. Prof. Paul Raschky, Monash University | The Role Of The Media In Asymmetric Warfare |
| 29/07/2016 | Prof. Hanming Fang, University of Pennsylvania | Mothers' Employment, Parental Absence And Children's Educational Gender Gap |
| 12/08/2016 | Prof. Garry Barrett, University of Sydney | Pension Incentives And The Retirement Decisions Of Couples |
| 19/08/2016 | Prof. Deborah Cobb-Clark, University of Sydney | Parenting Style As An Investment In Human Development |
| 9/09/2016 | Prof. David Stern, ANU | From Wood to Coal: Directed Technical Change and the British Industrial Revolution |
| 23/09/2016 | Prof. David Stadelmann, University of Bayreuth | How Do Interest Group Affiliations Affect The Behaviour Of Politicians? |
| 7/10/2016 | Dr Wencke Gwozdz , Copenhagen Business School, Denmark | The Effect Of Smileys As Motivational Incentives On Children'S Food Choice: A Field Experiment Among European Primary Schools. |
| 14/10/2016 | Prof. Axel Dreher, Heidelberg University | Aid on Demand: African Leaders and the Geography of China's Foreign Assistance |

## Research Seminars 2016

| | | |
|---|---|---|
| **Marketing** | | |
| 17/02/2016 | Prof. Clifford Shultz, Loyala University Chicago | From Machiavelli To Matilda Bay - A Scholar's Odyssey From Wall Street To Societal Well-Being |
| 23/06/2016 | Assoc. Prof. Ross Gordon, Macquarie University | Using Narrative Videos For Health And Wellbeing: A Case Study On Energy Efficiency |
| 30/11/2016 | Ting Li, UWA PhD student | Experience And Value Of Experience: A Proposed Study On Chinese Ecotourists |
| **Management & Organisations** | | |
| 26/02/2016 | Dr Sandra Kiffin-Petersen, UWA Business School | Moral Emotion Of Shame: How Is It Shaped And Influenced By Unethical Behaviour And Emotionology In Organisations? |
| 11/03/2016 | Prof. Sabine Sonnentag, University of Mannheim, Germany | Healthy Eating And Physical Exercise: A New Topic For Organisational Research |
| 19/08/2016 | Dr Stacey Parker, University of Queensland | Energy Management At Work: Tips For Making It Through The Daily Grind. |

## Research Seminars 2017

| Date/Time | Speaker | Topic |
|---|---|---|
| **Accounting & Finance** | | |
| 10/03/2017 | Dr Paul Gerrans, UWA Business School | Individual And Peer Effects In Retirement Savings Investment Choices |
| 24/03/2017 | Dr Wei Zeng, ANU | Evidence From Credit Default Swap Trading Managing Alliance Risks: Management Control Choice In Culturally And Institutionally Diverse Alliance Settings |
| 13/10/2017 | Prof. David Gilchrist, UWA | Research Agenda In The Not-For-Profit And Public Sectors |
| **Economics** | | |
| 27/01/2017 | Prof. Billy Jack, Georgetown University | The Long-Run Poverty And Gender Impacts Of Mobile Money |
| 24/02/2017 | Prof. Frederic Docquier, University of Louvain | The Geography Of Educated Elites: Development Implications And Long-Run Prospects |
| 10/03/2017 | Prof. Xin Meng, ANU | Gender Differences In Willingness To Compete: The Role Of Culture And Institutions |
| 17/03/2017 | Dr Anna Minasyan, Georg-August-Universität Göttingen | The Impact Of Affirmative Action On The Gendered Occupational Segregation In South Africa |
| 28/04/2017 | Dr Victoria Baranov, University of Melbourne | Maternal Depression, Women'S Empowerment, And Parental Investment: Evidence From A Large Randomized Control Trial. |
| 19/05/2017 | Prof. Jenny Williams, University of Melbourne | Early Cannabis Use And The School To Work Transition Of Young Men |
| 26/05/2017 | Prof. Lisa Cameron, Monash Business School | Crimes Against Morality: Unintended Consequences Of Criminalizing Sex Work |
| 1/09/2017 | Dr Terence Cheng, University of Adelaide | Health, Labour |
| 15/09/2017 | Dr Kevin Schnepel, University of Sydney | Economics Of Crime, Health, Environmental Economics |
| **Economics** | | |

| Research Seminars 2017 | | |
|---|---|---|
| 27/10/2017 | Wei Jin, UNSW | China'S Pursuit Of Green Growth: Investment, Innovation And Structural Change |
| 10/11/2017 | Klaus Zimmerman, IZA and University of Bonn | Arsenic Contamination Of Drinking Water And Mental Health Or 2. Status At Entry And The Labour Market Integration Of Migrants |
| **Marketing** | | |
| 9-Feb-17 | Prof. Zhang Chaozhi, Sun Yat-sen University | The Mobile Experience Of Cycling To Tibet |
| 31-May-17 | Prof. Julie Lee, UWA Business School | How Are Personal Values Expressed Across Age And Life-Stages? |
| 31-May-17 | Prof. Israr Qureshi and Assoc/Prof. Babita Bhatt, IE Business School, Spain | Videos In The Choupal: Affordance Actualization, The Social Context, And Knowledge Transfer Among Rural Indian Farmers |
| 14-Jun-17 | Dr Anil Boz Semerci, Hacettepe University, Department of Business Administration, Ankara, Turkey | Wellbeing And Entrepreneurship |
| 21-Jun-17 | Dr Rajat Roy, Bond University | How Malicious And Benign Envy Affects Brand Evaluations: The Role Of Scarcity Promotions, Need For Uniqueness, And Social Differentiation |
| 5-Jul-17 | Ali Sahba, PhD student, UWA Business School | Complexity Science And Wicked Problems: Leadership In The Shadow Of A Social Impact Bond |
| **Management & Organisations** | | |
| 14-Jun-17 | Dr Anil Boz Semerci, Hacettepe University, Department of Business Administration, Ankara, Turkey | Wellbeing And Entrepreneurship |
| 16-Jun-17 | Prof. Martin Hoegl, Ludwig-Maximilians, Universität München | Mitigating Negative Side Effects Of Innovation Project Terminations: The Role Of Innovator Resilience Potential And Social Support |

# Student Research Topics

## 2016 HDR Graduates

Dessy Kurnia SARI, PhD, 'Investigating the reasons Muslims boycott foreign brands'.

Ingebjorg KRISTOFFERSEN, PhD, 'Economic analysis of happiness and satisfaction: Selected methodological issues and applications'.

Siddhartha SANYAL, DBA, 'Managerial coaching behaviour within a Singapore healthcare organization'.

Yi Xuan LOY, PhD, 'The Impact of social factors, negotiator role and compensation schemes on negotiated transfer prices: An experimental study'.

Zelda Achieng OKATCH, PhD, 'Determinants of poverty and inequality in Botswana'.

## 2017 HDR Graduates

Ami Nicole SEIVWRIGHT, PhD, 'An emerging spectrum of employee CSR behaviour: Development and empirical exploration of a theoretical model of socially responsible employee behaviour'.

Catherine Jane ARCHER, PhD, 'Social exchange and social capital in blogging: Interactions among mum bloggers, marketers and public relations practitioners in the virtual third place'.

Jacob Isaiah HAWKINS, PhD, 'China's changing diet and its impacts on greenhouse gas emissions'.

## Current HDR Students

Achmad TOHARI, PhD Candidate, 'Targeting Mechanisms and Poverty Alleviation Programs: An Indonesian Perspective'.

Anh Ngoc Tram PHAM, PhD Candidate, 'The impacts of customer's motivation and capability on their effort in value co-creation, performance and quality of life'.

Christine Margaret MCCAGH, PhD Candidate, 'Exploring the relationship between humans' psychological need for relatedness, personal values and wildlife immersion experiences'.

Eric Ryan CLOCK, DBA Candidate, 'Enterprise Education and Bottom (Base) of the Pyramid Youth'.

Fangfang ZHANG, PhD Candidate, 'The role of job crafting in promoting employees' person-job fit, well-being and performance.'.

Georgia Jane HAY, PhD Candidate, 'Work Design in the Modern Workplace: Designing Work for Productivity, Wellness, and Innovation in All Sectors'.

Hai Yan LIU, PhD Candidate, 'Understanding world food consumption patterns'.

Heidi Rebekah VIVIAN, PhD Candidate, 'Management of health and safety in the Indonesian construction industry: Multinational agency and institutions in a developing state context'.

Ni Nyoman Ayu DIANTINI, PhD Candidate, 'Essays on Corporate Governance and Cartel'.

Nicole Gina NAESER, PhD Candidate, 'International labour standards and institutional context: the international labour organization and Myanmar'.

Noor SYAIFUDIN, PhD Candidate, 'The Economics of Sustainable Development: An Indonesian Perspective'.

Patricia Ruth COLLINS, PhD Candidate, 'How do children's personal values (i.e. motivational goals) predict friendship groups and popularity in primary school?'.

Renee Cristal TEAL, PhD Candidate, 'Influencing Health through Sport Sponsorship: Win or lose, can we use spectator emotion to improve our impact?'.

Richard George GOATER, PhD Candidate, 'The Ecology of Leadership in Organisations: Social Affordance and Behaviour Milieu as Determinants of Leadership Development'.

Sandra Ellen MARTAIN, PhD Candidate, 'The Marketization of Aged Care and Organization of Care Work'.

Saniat Islam APON, DBA Candidate, 'Exploring the Ability, Motivation, and Opportunity Dimensions for Readymade Garments Industry of Bangladesh'.

Sigit Pria PERDANA, PhD Candidate, 'Modelling Indonesian Carbon Taxation: Effects on Long Term Economic Growth'.

Sushmita GUHA, PhD Candidate, 'Social CRM adoption in Australian SMEs: Challenges, opportunities and critical success factors'.

Thi Hong Cam LE, MPhil Candidate, 'Regional inequality in household health expenditures: Empirical evidence from Vietnam'.

Thorsten Alexander MIGGE, PhD Candidate, 'Trust in supplier-buyer relationships in China: challenging conventional wisdom'.

Ting LI, PhD Candidate, 'Experience and outcomes of experience: a study on Chinese tourists' ecotourism experience'.

Wendy Ann ELLIOTT, DBA Candidate, 'Digging Deeper - What Retail Investors want from Australian Mining Organisation's sustainability reports; a Best-Worst Study'.

Yusfi ARDIANSYAH, DBA Candidate, 'Factors Influencing Consumer Engagement in Social Advertising'.

## 2015 Honours Graduates

Adam PHILLIMORE, 'An Empirical Investigation of Music Piracy in Australia: Motivations and Deterrents'.

Hanako FRAWLEY, 'All in the Mind? Exploring Connections between Managers' Mental Models and Organisational Strategies to Environmental Sustainability'.

PHILLIMORE, 'An Empirical Investigation of Music Piracy in Australia: Motivations and Deterrents'.

Rachael CANT, 'An empirical investigation of factors influencing mental health outcomes among Australians'.

## 2016 Honours Graduates

Aden VAUGHAN-WILLIAMS, 'Using Learning, Training, and Development Programs to Increase an Employees Intention to Stay; The Mediating Role of Work Engagement & Job Embeddedness. A Study in the Not-for-Profit Sector'.

Andrew Arhan GANN, 'Western Australia's Renewable Energy Future: A Cost Assessment of Solar Photovoltaics and Onshore Wind'.

Anya VORSTER, 'Keep It Simple: Developing Dimensions of Simplicity on Social Media Using Facebook Brand Pages'.

Brodie OLMA, 'Getting Even: An Analysis of Risk Behaviour in Consecutive Gambling by Brodie OLMA '.

Dianne MCWILLIAM, 'Explaining Inequality between Countries: The Declining Power of Political Institutions'.

Jacinta M. WALKER-LEWSEY, 'Overqualified Applicants: The Effect of Applicant Gender and Recruiter Perceptions of Fit on Hiring Recommendations'.

Jaron DE KLERK, 'Learning to be a Leader: Professional Development in the Not-for-Profit Sector'.

Jessica R. BILSON, 'Gender Differences in the Effect of Income on Trust'.

Michael ARTHUR, 'Food Security in Tanzania'.

Natasha CASEY, 'Consumption in Conscious Times- an Exploration of the antecedents of Consumer Purchase Intention within an Ethical Consumption Context'.

Shivani PRAMATHEVAN, 'Executive Age and Gender: Does It Matter? Evidence from U.S Firms by Shivani PRAMATHEVAN '.

Vivek KARIA, 'How Has Strong Wage Growth from the Mining Boom Contributed to the Gender Wage Gap in Western Australia?'.

## 2016-2017 Media Releases

| TITLE | URL |
|-------|-----|
| Abdullahi empowers youth to solve the big issues | http://www.news.uwa.edu.au/201601228316/alumni-news/abdullahi-empowers-youth-solve-big-issues |
| Peak in carbon emissions could come by 2020 | http://www.news.uwa.edu.au/201602158355/events/peak-carbon-emissions-could-come-2020 |
| The Costs of Youth Homelessness in Australia | http://www.news.uwa.edu.au/201604288567/research/costs-youth-homelessness-australia |
| China study tour paves way for international friendships | http://www.news.uwa.edu.au/201605068610/international-news/china-study-tour-paves-way-international-friendships |
| West Coast Fever star to inspire Indigenous students | http://www.news.uwa.edu.au/201606158746/school-news/west-coast-fever-star-inspire-indigenous-students |
| UWA students work to empower homeless population | http://www.news.uwa.edu.au/201607268880/student-news/uwa-students-work-empower-homeless-population |
| UWA joins UN Global Compact | http://www.news.uwa.edu.au/201608238961/august-2016/uwa-joins-un-global-compact |
| Aaditya wins EY Survive the Panel competition with co-operative enterprise model | http://www.news.uwa.edu.au/201610249137/student-news/aaditya-wins-ey-survive-panel-competition-co-operative-enterprise-model |
| Big idea finalists head to national finals | http://www.news.uwa.edu.au/201610259145/student-news/big-idea-finalists-head-national-finals |
| Services to support the homeless need alternative funding sources | http://www.news.uwa.edu.au/201611109197/research/services-support-homeless-need-alternative-funding-sources |
| Northern wealth under spotlight at Indigenous conference | http://www.news.uwa.edu.au/201611109198/events/northern-wealth-under-spotlight-indigenous-conference |
| We need to stop teaching failure, Alannah MacTiernan tells UWA conference | http://www.news.uwa.edu.au/201612019263/events/we-need-stop-teaching-failure-alannah-mactiernan-tells-uwa-conference |
| Indigenous people deserve better: Focus on education and Indigenous business | Indigenous people deserve better: Focus on education and Indigenous business |
| Connecting corporate volunteers with Indigenous communities | http://www.news.uwa.edu.au/201612129287/research/connecting-corporate-volunteers-indigenous-communities |
| More Indigenous accounting students needed, conference told | http://www.news.uwa.edu.au/201612129288/events/more-indigenous-accounting-students-needed-conference-told |
| Mango farms and cattle stations won't fix Indigenous communities | http://www.news.uwa.edu.au/201612209311/events/mango-farms-and-cattle-stations-won-t-fix-indigenous-communities |

# 2016 Media Coverage around CSI

| Media | CSI News | Link |
|---|---|---|
| **UWA Online News/ Third Sector/Professional News** | The Centre for Social Impact creates to reduce homelessness | |
| **Probono Australia** | Agility Key to Social Enterprise Success | https://probonoaustralia.com.au/news/2016/04/agility-key-to-social-enterprise-success/ |
| **Third Sector** | New CSI report reveals agility and dynamism as key to social enterprises | https://thirdsector.com.au/27633-2/ |
| **ABC Radio** | Epstein welcomes a principal researcher from the study, University of Western Australia Professor Paul Flatau. | |
| **Probono Australia** | The Costs of Youth Homelessness in Australia | https://probonoaustralia.com.au/news/2016/04/costs-youth-homelessness-australia/ |
| **WA Today** | Homelessness tugs on the nation's purse strings as well as the heart strings | http://www.watoday.com.au/comment/homelessness-tugs-on-the-nations-purse-strings-as-well-as-the-heart-strings-20160427-goglee.html |
| **Western Advocate, Bathurst, NSW** | CSU professor part of team behind landmark report Highlighting homeless costs | |
| **West Australian, Perth** | Economic benefits in tackling homelessness Paul Flatau | |
| **Business News** | Varied pathways to shared giving goal | https://www.businessnews.com.au/article/Varied-pathways-to-shared-giving-goal |
| **West Weekend - Your Say** | Your Say on 100 Most Influential West Australians | |
| **Perth Indymedia** | Prof Paul Flatau Director Centre for Social Impact UWA on upcoming Social Impact Festival in Perth | http://perthindymedia.net/prof-paul-flatau-director-centre-for-social-impact-uwa-on-upcoming-social-impact-festival-in-perth/ |
| **ABC News** | Baby boomers heading for houses in regional WA | http://www.abc.net.au/news/2016-07-15/baby-boomers-move-to-regional-australia/7633658 |
| **Subiaco Post - General News** | Week-long look at how WA works | |
| **Probono Australia** | Sector Needs to Lead on Trust and Confidence … Before It's Left Behind | https://probonoaustralia.com.au/news/2016/07/sector-needs-lead-trust-confidence-left-behind/ |
| **Probono Australia** | Australian Charities Measuring Outcomes Better | https://probonoaustralia.com.au/news/2016/07/australian-charities-measuring-outcomes-better/ |

| Media | CSI News | Link |
|---|---|---|
| **ABC Southern Radio and TV** | Report by Nathan Morris - Rebecca Curtin says the results of a new study have found that providing housing for homeless people could save the WA health system more than $16m a year. | |
| **The Conversation** | Community organisations lack the funding and data to measure their impact | https://theconversation.com/community-organisations-lack-the-funding-and-data-to-measure-their-impact-68329 |
| **Melville Times** | Indigenous Business, Enterprise and Corporations Conference to hear about housing solutions | http://www.communitynews.com.au/melville-times/news/indigenous-business-enterprise-and-corporations-conference-to-hear-about-housing-solutions/ |
| **Eastern Reporter** | Indigenous Business Enterprise Corporations Conference: Maylands Nyoongar Wellbeing and Sport manager hopes to tell of success | http://www.communitynews.com.au/eastern-reporter/news/indigenous-business-enterprise-corporations-conference-maylands-nyoongar-wellbeing-and-sport-manager-hopes-to-tell-of-success/ |
| **Community Comment News** | Indigenous Business Enterprise and Corporations Conference: expert calls for empowerment of indigenous women | http://www.communitynews.com.au/comment/news/indigenous-business-enterprise-and-corporations-conference-expert-calls-for-empowerment-of-indigenous-women/ |
| **Probono Australia** | Providing Opportunities for 'Active Citizenship' | https://probonoaustralia.com.au/news/2016/12/providing-opportunities-active-citizenship/ |
| **SBS** | Indigenous business: capitalising on 40,000 years of innovation | http://www.sbs.com.au/news/article/2016/12/05/indigenous-business-capitalising-40000-years-innovation |
| **National Indigenous Times** | Business leader blasts Native Title avoidance | http://nit.com.au/business-leader-blasts-native-title-avoidance/ |

## 2017 Media Coverage around CSI

| Media | CSI News | Link |
|---|---|---|
| **Fundraising and Philanthropy Australia** | Australian Executor Trustees: learning for impact (Ramon Wenzel) | http://www.fpmagazine.com.au/learning-for-impact-348472/ |
| **Probono Australia** | The Harwood Public Innovators Labs In Australia | https://probonoaustralia.com.au/news/2017/03/harwood-public-innovators-labs-australia/ |
| **Greenbiz** | 100 seeds for a sustainable future: Part 3 | https://www.greenbiz.com/article/100-seeds-sustainable-future-crowdsourcing-mba |
| **Probono Australia** | Struggling Homelessness Services Must Look to New Ways of Funding | https://probonoaustralia.com.au/news/2017/04/struggling-homelessness-services-must-look-new-ways-funding/ |

| Media | CSI News | Link |
|---|---|---|
| **Probono Australia** | Study Into Resilience of Social Enterprises – Challenges and Opportunities | https://probonoaustralia.com.au/news/2017/04/study-resilience-social-enterprises-challenges-opportunities/ |
| **Third Sector** | How can a sustainable start-up stay up? | https://thirdsector.com.au/102570-2/ |
| **The Guardian** | Homelessness body warns of 'disaster' if Morrison scraps housing agreement | https://www.theguardian.com/society/2017/apr/28/homelessness-body-warns-of-disaster-if-morrison-scraps-housing-agreement?CMP=Share_iOSApp_Other |
| **Business News** | Dismantle gets it together for youth | https://www.businessnews.com.au/article/Dismantle-gets-it-together-for-youth |
| **Leader Community News** | Sacred Heart Mission report reveals leading causes of chronic homelessness | http://www.heraldsun.com.au/leader/inner-south/sacred-heart-mission-report-reveals-leading-causes-of-chronic-homelessness/news-story/e5efb9ab9d30556c93d213d633d8d2db |
| **Probono Australia** | Homelessness Reflects Complex Life Circumstances and Poor Health – Study | https://probonoaustralia.com.au/news/2017/05/homelessness-reflects-complex-life-circumstances-poor-health-study/ |
| **Greenbiz** | 100 seeds for a sustainable future: Part 7 | https://www.greenbiz.com/article/100-seeds-sustainable-future-part-7 |
| **The Real CFO** | Start-ups a bumpy but exciting ride for creative CFOs | http://therealcfo.com/startups-bumpy-exciting-ride-creative-cfos/ |
| **The Conversation** | Our pets strengthen neighbourhood ties | https://theconversation.com/our-pets-strengthen-neighbourhood-ties-79755 |
| **Fundraising and Philanthropy Australia** | Charities struggle to measure outcomes | http://www.fpmagazine.com.au/charities-struggle-to-measure-outcomes-350527/ |
| **Probono Australia** | Lack of Funding to Measure Outcomes Leaves WA Charities in 'Catch 22' Situation | https://probonoaustralia.com.au/news/2017/07/lack-funding-measure-outcomes-leaves-wa-charities-catch-22-situation/ |
| **Business News** | Charities challenged to measure up | https://www.businessnews.com.au/article/Charities-challenged-to-measure-up |
| **Probono Australia** | Celebrating Who We Are, What We Do – There's a Festival for That | https://probonoaustralia.com.au/news/2017/07/celebrating-theres-festival/ |
| **Westender** | WA festival celebrates positive social change | http://westender.com.au/wa-festival-celebrates-positive-social-change/ |
| **Probono Australia** | The Future of Impact Investing in Australia | https://probonoaustralia.com.au/news/2017/07/future-impact-investing-australia/ |
| **Probono Australia** | Breakthrough Study Shines a Light on NFP Workforce | https://probonoaustralia.com.au/news/2017/07/breakthrough-study-shines-light-nfp-workforce/ |
| **Third Sector** | 'Breakthrough' study on Not-for-Profit workforce launched | https://thirdsector.com.au/118199-2/ |
| **Communitynews.com.au** | Homelessness Week 2017: action and innovation needed to end cycle | http://www.communitynews.com.au/hills-gazette/news/homelessness-week-2017-action-innovation-needed-end-cycle/ |

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