

Principles for Responsible Management Education

Sharing Information on Progress Report

THE UNIVERSITY OF MELBOURNE 2019-2021
FACULTY OF BUSINESS AND ECONOMICS
MELBOURNE BUSINESS SCHOOL LTD.



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Message of support from Vice-Chancellor

It gives me great pleasure to endorse this inaugural Sharing Information on Progress (SIP) report for the Nations Principles for Responsible Management Education (PRME).

The University of Melbourne (UoM) is an established leader in teaching, research, and service to the wider community. At a time when many institutions are suffering a loss of public trust, and the nature of knowledge itself is challenged, a university ought to serve society through a renewed focus on engaging with its communities to ensure that education and research are translated for the benefit of society. Now, more than ever, we must strengthen our compact with society and remain true to our purpose to fulfil our mission as a public-spirited institution.

This vision is reflected in the five themes underpinning the Advancing Melbourne Strategy (2020-2030) across place, community, education, discovery and global, and it is embedded in our pursuit of and commitment to the PRME and the UN Sustainable Development Goals.

As global change agents and future global leaders for a sustainable future, our graduates are the University's greatest contribution to meeting the world's sustainability challenge. Looking to the future there is little doubt that sustainability will continue to be a major strategic focus for the University. With climate change and many other challenges being experienced around the world, our education and research will be increasingly geared to meeting this growing need for solutions. This will be a thread that unites students and staff members across all our faculties and schools.

The Faculty of Business and Economics and Melbourne Business School Ltd have made significant progress towards the implementation of the six PRME principles. I am pleased to endorse this report and affirm my continuing support of the University of Melbourne's association with PRME.



Professor Duncan Maskell
Vice-Chancellor
The University of Melbourne



Message of support from Co-Deans



We are delighted to present the inaugural United Nations' PRME SIP report for the Faculty of Business and Economics (FBE) and Melbourne Business School Ltd (MBSL) at the University of Melbourne (UoM).

Ethical, responsible and sustainable leadership is a critical part of education, research and engagement in business and economics. FBE and MBSL jointly signed up to PRME in 2019 as the primary initiative of the joint Ethics, Responsibility and Sustainability (ERS) Strategy (2018-22), which is currently being reviewed and refreshed.

Within this context, FBE and the MBSL recognise and embrace their responsibility to address the big challenges of our time, as represented by the United Nations Sustainable Development Goals (SDGs). Our mission is to create global leaders and to influence business practice and public policy to deliver better outcomes for society. We are public-spirited institutions, whose joint mission serves the benefit of wider society. We have a responsibility to act because we can make a difference, based on the creation, application and dissemination of business and economics knowledge. Governments, businesses and wider society turn to us for evidence-based analysis, solutions and ideas. They trust our approach to the creation of knowledge.

Since becoming a signatory to PRME, FBE and MBSL have expanded their joint efforts in PRME-related areas, but especially through the joint appointment of a Director - Accreditation and Strategic Projects, to oversee the management of PRME reporting and ERS benchmarking across both institutions, the establishment of a Joint Ethics Responsibility and Sustainability (ERS) Committee and Joint Diversity & Inclusion Committee, as well as the launch of the Dilin Duwa Centre for Indigenous Business Leadership, led by joint Associate Dean (Indigenous), Associate Professor Michelle Evans.

Another milestone was the launch of a Joint Vision & Strategic Framework for Enhanced Gender Balance & Equity Among Academics with a key focus on addressing the under-representation of women among our academic staff, including in leadership and decision-making roles, as well as addressing issues of gender equity.

In achieving these goals, it is important to recognise our sustained commitment to cultural change. We are proud of what we have achieved in progressing our PRME goals, as outlined in this report, through our ERS pillars, aligned as they are with the United Nations' SDGs.

There is always more to do. Especially during these challenging times, what we say and do matters now more than ever. Our choices need to promote ethical, responsible and sustainable outcomes. We are committed to PRME and embedding its principles across the Faculty and the School and look forward to furthering our goals over the next review period.

Paul Kofman

Dean, Sidney Myer Chair of Commerce
Faculty of Business and Economics



Ian Harper AO

Dean and Director, Melbourne Business School Ltd
Dean, Faculty of Business and Economics

Executive Summary

This inaugural Sharing Information on Progress (SIP) report provides a summary of the development of the University of Melbourne's (UoM) Faculty of Business and Economics (FBE) and Melbourne Business School Ltd's (MBSL) approach to Principles for Responsible Management Education (PRME) and the articulation of their alignment to SDGs across the six key principles of PRME.

It is presented in accordance with PRME's six key principles: Purpose, Values, Method, Research, Partnership and Dialogue. These are, in turn, aligned with the pillars of FBE's and MBSL's joint Ethics, Responsibility and Sustainability (ERS) Strategy: Leading the public conversation; Commitment to our people, places and society; and Building Global leaders of the future.

Within this context, our progress in relation to a PRME goal is reported in each section and evidenced through the broad scope of activities, opportunities and engagements intended to generate value for staff, students, business and government partners, local communities and to contribute to global approaches to solving the world's most pressing challenges.

One focus of the report is our work with Aboriginal and Torres Strait Islander Australians and their communities, with the aim of improving economic independence for First Australians via programs developed and delivered by Dilin Duwa, the joint Centre for Indigenous Business Leadership. A standalone section of the report is dedicated to this important aspect of our contribution.

FBE and MBSL are still in the process of benchmarking their joint activities across PRME-related areas, and COVID-19 has posed some challenges in this regard, particularly in relation to student engagement. However, throughout the report we acknowledge ways in which we can improve our own understanding of our contribution and develop robust measures to measure our progress and value over coming years.

This report is the first of its kind undertaken by FBE and MBSL, and it will contribute to the refresh of the Joint ERS Strategy in 2022. In revising this strategy, accelerated by the pivot required by COVID-19, FBE and MBSL commit to embedding PRME and SDGs into teaching, research, service and leadership activities. This is designed to generate sustainable value in the fulfilment of our joint mission to 'enable individuals and organisations to be global leaders through the creation, application and dissemination of business and economics knowledge'. Thank you to all those who were involved, and in particular Diego Machillanda Flechas and Dr Emma Koch for their contributions to the report.

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Introduction

This report covers joint activities of two entities: the UoM's Faculty of Business and Economics (FBE) and Melbourne Business School Ltd (MBSL), which jointly pursue activities covered in this report as part of their shared PRME membership.

The joint activities of FBE and MBSL are governed by a collaboration agreement, signed on 1 May 2013, which auspices a joint mission and vision (developed 2013 and further refined in 2014) as well as joint strategies, such as the joint Ethics, Responsibility and Sustainability (ERS) Strategy 2018–2022 (2018) and Divisional Indigenous Development and Reconciliation Action Plan 2019–22 (2019). Consequent to a review of their strategic direction, the FBE and MBSL developed their Joint Strategic Plan for Graduate Education in Business and Economics at Melbourne 2019–2025. The Joint Strategic Plan (JSP) identifies strategic initiatives and enablers for closer collaboration between FBE and MBSL across the graduate education portfolio and continuing career education. It focuses on a number of joint initiatives in high-impact areas including ethics, sustainability, corporate responsibility, diversity, business leadership and the future of business.

FBE and MBSL encompass multiple sites across Victoria, as well as an MBSL Office in Malaysia. There are 308 academic faculty and over 11,000 students across pre- and post-experience, as well as higher research degree offerings. FBE and MBSL also offer executive education and microcredentials.

Since 2015, FBE and MBSL have been jointly accredited by both AACSB and EQUIS. These accreditations benchmark FBE and MBSL against international standards across a number of domains, including governance, programs and curriculum, students, faculty and teaching, academics, research, internationalisation, ERS, and engagement with the world of practice. In March 2021, FBE and MBSL were jointly re-accredited with both EQUIS and AACSB for a further five years.

ACCOUNTING AND FINANCE



BUSINESS AND MANAGEMENT



ECONOMICS AND ECONOMETRICS



Accreditations:



FBE and MBSL also engage with several international rankings, summarised below.



Principles for Responsible Management Education

PRME Approach

FBE and MBSL became signatories to Principles for Responsible Management Education (PRME) in 2019. It was the first action of the Joint Ethics, Responsibility and Sustainability (ERS) Strategy and was embedded through the work of the Joint ERS Committee. The ERS Committee established four working groups to action commitments from the ERS Strategy. The Strategic Working group was tasked with undertaking the data gathering for this inaugural report, led by Dr Jackie King, Accreditation and Joint Strategic Projects Director for MBSL and FBE. Dr King is the PRME representative for FBE and MBSL, co-Chair of the Victorian Chapter of PRME, sits on the Australia New Zealand PRME Steering Committee and is on the subcommittee organising the end-of-year event for all members across Australia and New Zealand.

Activities undertaken to gather the data for this report include:

- determination and clustering of ERS-related Conference
- capacity building and upskilling of leadership and Senior management teams, as well as joint committees on PRME
- in-depth interviews with faculty experts
- in-depth interviews with Heads of Departments to determine how PRME Principles are applied and evidenced through their departments and disciplines
- survey of all academic and professional staff to benchmark activities across teaching, researching, leadership and service relating to SDGs
- mapping of undergraduate and postgraduate business and economics subjects to SDGs
- mapping of research outputs and intellectual contributions to SDGs
- collection of a repository for all media and non-academic contributions aligned to SDGs
- survey of student perceptions of PRME to all student club Presidents as representative of the student body.

This report follows the structure of the PRME Principles, with an additional chapter relating to FBE's and MBSL's work with Aboriginal and Torres Strait Islander peoples and communities specifically, and how the PRME Principles are reflected through their focus on First Nations peoples. The report provides an overview of FBE and MBSL's approach to ERS through the lens of the PRME Principles and SDGs, and an overview of practical actions of the work undertaken to move them towards increasing their contribution to sustainable value for business and society at large.

FBE and MBSL utilised the PRME 'Blueprint for SDG Integration into Curriculum, Research and Partnerships' in the process of understanding their relationship with the SDGs, with a particular focus on the compass outlining four steps to systematic SDG integration. They employed an SDG keyword-mapping methodology, drawing on the University of Worcester's keyword set as laid out in the Blueprint.

Table 1: UoM GOAL Matrix

PRME Principle	PRME Goals	Progress and next steps
<div><div>1.</div><div>PURPOSE</div><div></div></div>	<p>We will develop an approach to sustainable value through a revised ERS Strategy</p> <p>We will work towards improving economic independence for First Nations Australians via a range of programs developed and delivered by Dilin Duwa, our Centre for Indigenous Business Leadership (the Centre)</p>	<p>The Strategy and Engagement working group of the Joint ERS Committee aims to complete a review and refresh of the ERS Strategy by end of Q1 2022. This will be reported on in the next SIP. It has undertaken a benchmarking survey and established themes across ERS. It is currently developing a statement for social impact and a materiality assessment for recommendation to the Graduate Executive Education Committee.</p> <p>The Centre was launched in August 2021, with a series of flagship programs that encourage economic independence for First Nations Australians. The impact of the Centre on economic independence will have parameters set and indicators established in the next SIP review period.</p>
<div><div>2.</div><div>VALUES</div><div></div></div>	<p>We will introduce and progress benchmarking of ERS and SDG activity across the FBE and MBSL</p>	<p>FBE's and MBSL's first all-school benchmarking survey had an approximate 30% response rate. The survey will be conducted (and refined) annually. We will report on progress made in both the survey quality and the response rate in the next SIP.</p>
<div><div>3.</div><div>METHOD</div><div></div></div>	<p>We will progress the sustainability in the curriculum audit</p> <p>We will continue to develop curriculum relating to sustainable business</p>	<p>The Sustainability in the Curriculum audit has progressed. It was undertaken in 2020 for pre-experience offerings and the post-experience offerings are being audited in 2021–22. A review and update for pre-experience subjects are scheduled for 2022.</p> <p>A number of subjects have been delivered in 2021 and developed for 2022, including the BCom discovery subject and several graduate subjects. This is an exercise of continuous improvement that we will innovate and iterate in the next review period.</p>
<div><div>4.</div><div>RESEARCH</div><div></div></div>	<p>We will develop an aligned research strategy that supports engaged research as it relates to PRME</p>	<p>A revised research strategy was delivered in August 2021. This expressly aligned research priorities to the SDGs and ERS more broadly, including the introduction of related internal research funding criteria. FBE and MBSL will work towards developing a robust methodology for capturing and benchmarking grants and research outputs to SDGs and report on this in the next SIP.</p>
<div><div>5.</div><div>PARTNERSHIPS</div><div></div></div>	<p>We will design an approach to engagement</p>	<p>The Engagement Working group of the Joint ERS Committee will design a robust strategic approach towards students and other stakeholders in the next review period. A survey of student clubs was undertaken in 2021 to determine perceptions of FBE's and MBSL's PRME-related activities. This will be further developed and broadened in its reach in the next review period, with increased student engagement.</p>
<div><div>6.</div><div>DIALOGUE</div><div></div></div>	<p>We will convene and support a coordinated series of events aimed at raising awareness and capability in relation to global social responsibility and sustainability</p>	<p>During this review period, the PRME Steering Committee began the process of benchmarking existing events at FBE and MBSL (internal and external) in relation to the SDGs. A full annual calendar of events and associated budget has been developed for implementation in 2022. An internal approach to capability development within FBE and MBSL for professional and academic staff, as well as opportunities for research and learnings to be shared internally is being developed for implementation in the next review period.</p>

FBE and MBSL have also utilised the SDG Dashboard to design their own heatmap, which aggregates their self-reported activities across the PRME Principles and SDGs.

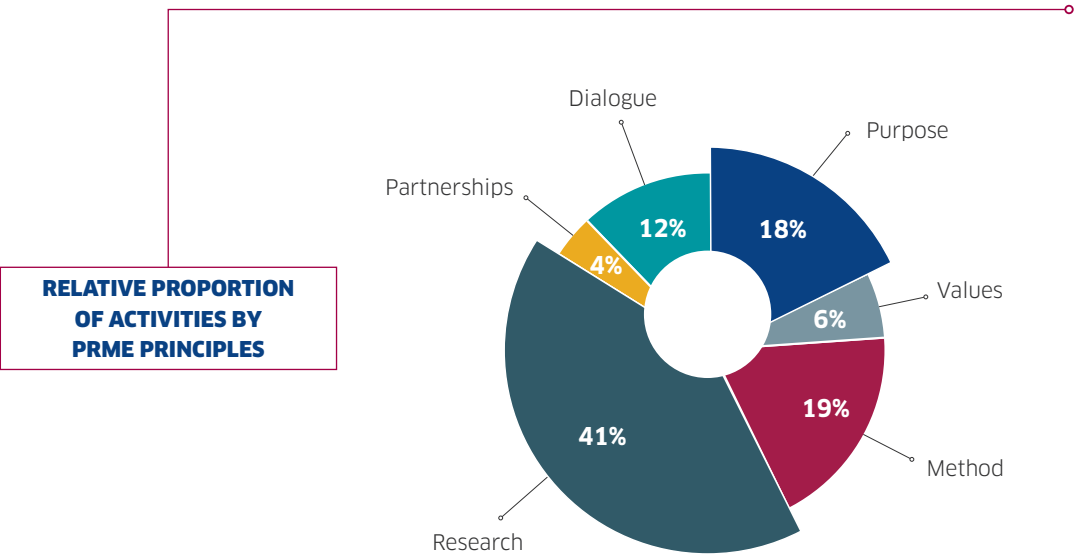
PRME Activity	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS	
Purpose	5	1	3	2	11	0	4	2	2	11	7	9	6	1	0	4	20	88
Values	0	0	1	1	0	0	2	0	0	8	6	5	0	0	1	0	5	29
Method	5	1	2	1	1	3	0	13	9	8	0	18	2	0	0	4	26	93
Research	21	4	29	13	25	5	1	7	15	30	5	11	10	0	3	8	13	200
Partnerships	0	0	0	5	0	0	0	1	0	0	1	1	3	0	1	0	8	20
Dialogue	3	0	8	1	6	0	1	5	0	5	0	3	2	0	1	1	23	59
	34	6	43	23	43	8	8	28	26	62	19	47	23	1	6	17	95	489

Figure 1: Heatmap of Activities Against SDGs

The heatmap utilises data collated from a variety of sources, including University reporting systems, interviews with major stakeholders and self-reported data collected via survey. Methodological challenges relating to gathering this information include the self-reporting of contributions, which were underreported, and the subjective allocation of a primary SDG to each activity/output. FBE and MBSL recognise this as an area for improvement and are jointly developing guidelines for collecting and reporting activities against the SDGs.

The heatmap reflects FBE and MBSL's research-intensive focus, as well as their research themes of Corporate Governance and Leadership (SDG17), Health and Wellbeing (which for FBE and MBSL encompasses SDG3, SDG5 and SDG10), and Decision Making in Markets (which feeds into SDG12).

It should be noted that the data captured in the heatmap represent the broadest collection of activities allocated to SDGs and will be revised for further granularity in the next SIP. In particular, activities related to Purpose include the leadership activities of faculty as well as activities related to student development.



Student Engagement with PRME and SDGs

Student engagement was challenging during this review period as a result of COVID-19, but a number of mechanisms for feedback, such as existing forms of survey data and small-scale student consultations, were used. Student views were also gathered through the annual Sustainability Report Consultations. Student subject evaluations provide another perspective on student perceptions. Subjects with central SDG/PRME components, such as Ethics in Finance (in the BCom) and Managerial Ethics and Business Environment (in the MBA), have often performed above average in student evaluation.

The feedback received indicated that students understood the value of PRME and SDG awareness and felt that FBE and MBSL should increase their promotion of the SDGs, PRME and associated activities in student communications. Recommendations for initiatives included industry sustainability workshops, SDG-aligned competitions, clearer connections with student clubs and organisations, and increased dissemination of sustainability-related information. It was also suggested that a program be developed to lift capabilities in teaching sustainability-related content and students’ uptake of sustainability-related initiatives.

All these suggestions will be considered for implementation during the next review period.

FBE and MBSL Engagement with PRME and SDGs

Recognising the broad benefits that the SDGs bring, the UoM signed the Sustainable Development Solutions Network’s university commitment to the SDGs in September 2016. In 2020, the UoM, together with 48 other organisations, called on the Australian Government to use the SDGs as a framework for policy to ensure Australia’s post-COVID recovery. The impact of COVID-19 on the financial position of FBE and MBSL creates risks to diversity and inclusion, including through disproportionate effects on staff with parenting, caring and cultural responsibilities; on fractional appointments; or with disability, medical and mental health conditions. Recognising this, the UoM became a signatory to the Australian Higher Education Joint Sector Position Statement on ‘Preserving Gender Equity as a Higher Education Priority During and After COVID-19.’

The UoM is also committed to SDG-related voluntary reporting, standards, frameworks and networks, including the United Nations Global Compact and Global Compact Network Australia (GCNA), Global Reporting Initiative, Tertiary Education Facilities Management Association – annual reporting on operational performance, Victorian Government Climate Change Pledge Program (‘TAKE2’) – commitment and report against actions, Universitas Indonesia Green Metric ranking, GBCA Green Star Buildings, GBCA Green Star Communities, and Fair Trade Association of Australia & New Zealand.

Most recently, the UoM has embarked on a ‘Knowledge for Good’ initiative, conducted by Chancellery International. FBE and MBSL will provide information about their joint expertise and research, which are being deployed to the benefit of vulnerable and disadvantaged communities in Australia’s region with a focus on activities pertaining to the SDGs. We look forward to reporting progress on this important initiative in the next review period.





PRME Principle 1:

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

ERS Strategy:

Students' values and actions stand alongside those of FBE and MBSL in determining our success and how we will be judged. We will continue to support students' desires to build a better and more sustainable world. This includes through ongoing support of student-led clubs and activities with social and environmental aims, formally recognising the value of volunteering and community engagement, and giving students opportunities to contribute within the curriculum.

Joint Mission:

FBE and MBSL's **joint mission** is to enable individuals and organisations to be global leaders through the creation, application and dissemination of business and economics knowledge. This vision comes to life through the ERS Strategy and commitment to PRME.

Our PRME Goal:

Develop an approach to sustainable value through a revised ERS Strategy.

Be The Change Gender Equity Student Summit 2021



The ERS Strategy has three foci: (1) leading the public conversation; (2) commitment to people, places and society; and (3) building leaders for the future to create global leaders and to influence business practice and public policy to deliver better outcomes for society.

Table 2: Map of the ERS Strategy Against the PRME Principles

ERS Pillars	Leading the public conversation	Commitment to our people, places and society	Building global leaders of the future
ERS Approach	An ongoing conversation with business, government and society A constant voice in the dialogue	Our responsibility starts at home Recognising our role in the community	Global leadership in teaching and the curriculum Global leadership in student and community life
PRME Principle	 	 	 

The ERS Strategy is operationalised through working groups of the Joint ERS Committee that address strategy and reporting, engagement, our work with Aboriginal and Torres Strait Islander peoples and communities and curriculum.

In 2021, the working groups came together to benchmark activity across FBE and MBSL and to redevelop the ERS Strategy (to be finalised early 2022). Central to the new aspirational strategy will be a materiality assessment and the development of capabilities of students to be future generators of sustainable value for business and society at large.

Currently, FBE and MBSL evidence their progress towards the PRME Principle of Purpose through their leadership development opportunities, entrepreneurship offerings, experiential and work-integrated learning, clubs and competitions, and mentorship and career development.

Leadership Development

The University offers several opportunities for students to develop socially responsible leadership.

The [Wattle Fellowship](#) is the University's co-curricular program for students to foster leadership on global sustainability. It focuses on multidisciplinary approaches to sustainability and transformative leadership. Similarly, the [Leaders in Communities Award](#) recognises and rewards students' volunteering, university participation and professional development activities, both on and off campus. The award encourages students to become active and well-rounded citizens within their local and global communities, developing their employability skills so they may go on to become active citizens.

The [Student Leaders Forum](#) is a joint initiative for high calibre students to develop their leadership skills. In 2021, the theme is 'Leadership in times of change'. Responding to the unprecedented times we are living in, the 150 participants across MBSL and FBE will further their understanding of how the pandemic has redefined leadership. Specifically, how leaders have innovated, embraced uncertainty and championed sustainable leadership.

Inaugural Wattle Fellowship Cohort 2021



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Our students need to develop strong self-management skills, an awareness of self and how they see themselves. We promote the idea that they don't need to be rational, self-interested utility-maximising individuals, but they need to think about themselves in the context of the broader community. By focusing on those they directly relate to and engage with, where their actions will have an impact, they can develop a more holistic and complete understanding of themselves. We then progress to higher levels where an individual starts to work with others in small teams, as a peer, before progressively moving towards supervisory leadership roles.

PROFESSOR PRAKASH SINGH
Head of Department, Management and Marketing

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Entrepreneurship Offerings

The Melbourne Entrepreneurial Centre, hosted by FBE, offers a range of programs in which students can develop their capabilities through entrepreneurship, including the [Melbourne Accelerator Program and Velocity Program](#) and the [Franklins \(Female Founder Leadership Series\)](#). The Franklins identifies, motivates and inspires up to 60 female founders annually with the aim of increasing gender diversity within the entrepreneurial ecosystem. In 2019, the Accelerator and Velocity programs opened up to for-purpose participants who were not students, staff or alumni, broadening the program's reach into the entrepreneurial ecosystem and committing more deeply to supporting start-ups solving social or environmental issues. Social Enterprises developed through the program include the Intellischool Data Platform, an educational technology tool that helps teachers identify at-risk students before they fail, and BindiMaps, a mobile app that helps vision-impaired individuals navigate indoor spaces.

Experiential and Work-integrated Learning



BioDesign Innovation Cohort 2020

Practicum Subjects

Practicum subjects explicitly assist students to apply classroom learning in the business environment and prepare graduates for a successful transition into leadership roles in the workplace. Offerings that support student capability to be future generators of sustainable value for business and society include [BioDesign Innovation](#), an elective in the MBA program offered jointly by the School of Engineering and MBSL. In this subject, students from both schools work in teams to explore, invent and commercialise a new medical product. The subject develops students' capabilities in the complex process of developing solutions to unmet medical needs, including topics in regulations, quality management and ethics.

In FBE's graduate [Business Practicum](#) subject, students undertake a two-week intensive business project for a local company. Teams of students of diverse backgrounds develop their capacity to work within an inclusive global economy. In 2019, students delivered over 40 projects, including 'Embedding climate change risk in credit models' with the Australian Conservation Foundation, 'Resource Mobilisation Mapping & Planning for Mongolian Red Cross Society' through the Australian Red Cross and 'Young People's Banking Expectations' with Bank Vic.

The [Business Innovation Lab](#) in the BCom connects students with industry partners to solve real-world business problems. It focuses on problem-solving through design thinking, with an emphasis on subject matter experts, community and not-for-profit organisations, and it culminates with final pitches to participating industry partners. Recent projects include development of an app that calculates a person's environmental footprint through their purchases and recommends how to reduce their impact; creation of a camera-scanner that fits in the fridge, which helps people save money and reduce food waste; development of an interactive game that aims to promote public waste reduction; and development of a platform that empowers individuals to build wealth through forest micro-ownership, leveraging collective action to fight climate change.

Student Projects

Student-led projects provide the opportunity for students to apply their knowledge to real-world problems, creating solutions for business and the community, and simultaneously developing their resumes through hands-on experience.

Table 3: Student Projects Relating to the SDGs

SDGs	Student Project Topics (2019-2021)
	<ul style="list-style-type: none">Behaviour Change CampaignsFinancial Distress
	<ul style="list-style-type: none">Sustainability in the Apple and Pear Industry
	<ul style="list-style-type: none">Delivering Community-Based Elderly CareThe Benefits of Mentally Healthy Workplaces
	<ul style="list-style-type: none">Women's Financial LiteracyFinancial Wellbeing and Wealth Creation for Women Across the Generational SpectrumWhat Women Want
	<ul style="list-style-type: none">Solar Photovoltaic MarketReVolt: Renewable EnergyEmerging Trends in Renewable EnergyMarket and Supply Chain Development for Green Hydrogen
	<ul style="list-style-type: none">FSC in the Construction IndustryAustralian Opportunities for Agritech, Energy, and Waste & Water Management
	<ul style="list-style-type: none">Research and Analytics of Cultural DiversityInclusion & Diversity Market Research Competitor AnalysisDiversity x Talent-BerlinDiversity & Inclusion in the Professional Services Industry
	<ul style="list-style-type: none">Electric Vehicle Infrastructure in the UKThe Future of TransportationKeep Victoria Beautiful: 'Reimagining Tidy Towns'Service Gaps and Capacity Constraints in Public Bus Transport ServicesFuture Cities & Urbanisation
	<ul style="list-style-type: none">Circular Economy ModelDemand Projection for Minerals in Renewable Energy TechnologyResource Mobilisation Mapping & Planning for Mongolian Red Cross SocietyProjections of CO2 Emissions and Cross-Industry ImpactsOrganisational Behaviour and the Impact of Illegal Waste in Victoria
	<ul style="list-style-type: none">EV Adoption & Charging BehaviourEmbedding Climate Change Risk in Credit ModelsThe Impact of Climate Change and the Transition on AustraliaSelling Carbon Credits with Environmental, Social and Cultural Values
	<ul style="list-style-type: none">Ocean Plastic Hotspots in Malaysia
	<ul style="list-style-type: none">Fundraising Strategies for a Global NFP OrganisationInsurance Viability for Australian Arm of a Global NFPVictorian Aboriginal Corporation for Languages: 'Optimal Organisational Structures'Taking Villa Alba Forward – Sustainability and Community Impact

Student Clubs

There are 19 affiliated student clubs, across FBE and MBSL, many of which focus on personal and professional development across SDG-related areas.

Banking on Women

[Banking on Women](#) (BOW) is a University-wide student organisation dedicated to championing gender diversity in the financial and professional services industries. It promotes gender diversity through events such as the 2020 UBS Women in Finance information seminar and the 2021 180DC Women in Consulting event. Each semester Banking on Women runs its 'Bold with BoW' Mentoring Program, connecting successful candidates with a member of the organisation's executive team and committee alumni who have forged successful careers in finance, consulting and professional services. This program provides successful candidates with individualised career advice and access to networks of successful women within industry.



Enactus

[Enactus](#) is a student organisation that encourages students to create and maintain social enterprises, driving social impact and change through sustainable business solutions. It has over 70,000 members across 36 countries, with the branch at the UoM, Enactus Melbourne, running three separate projects.



One of these projects is 'Cards for a Cause', an initiative launched in 2019 to fund travel passes for Australian students unable to afford public transport. One of the branch's longest running projects is 'Nexus', a partnership with a community of women in Nepal. These women produce handmade books using traditional methods, which are then sold in Melbourne by the branch. All profits are passed on to the Nepalese community. Enactus Melbourne also hosts an annual entrepreneurship challenge, 'Pitchfest', to develop students' social entrepreneurial skills to address a social issue.

Melbourne Microfinance Initiative

The [Melbourne Microfinance Initiative](#) (MMI) is the first and largest Australian student-run microfinance organisation. It provides consulting services to microfinance institutions globally, with the intention of making a direct impact on communities in need. As of January 2021, MMI has completed 42 pro bono consulting projects across 12 countries, mainly operating in the Asia-Pacific region. They undertake six projects annually with their student consultants, offering services in surveying social impact, assessing credit risk, market entry due diligence, staff training programs and product development. An example of their recent work is an advisory report on the Filipino microinsurance market, including an analysis of the state of the market, the regulatory environment and a social impact analysis.



Net Impact

[Net Impact](#) is a grassroots global movement of students and emerging impact leaders who want to use their skills to make a positive impact for the planet and its people. Through sustainability forums, networking panels and active participation programs, the organisation aims to provide its members with the tools necessary for an impact career. For example, the 'Making a Path' program is a workshop series complete with resources and facilitation materials that help participants explore impact career pathways and identify their personal assets. The program aims to develop a strong sense of connection in the networks and peer groups of future impact leaders.



MBS Student Representative Council

The [Student Representative Council](#) (SRC) serves as the key interface between the MBSL student body, faculty, administration and alumni. It hosts internal student events, facilitates external event collaborations, such as case competitions, and provides a mechanism for delivering student feedback. In 2021, the SRC hosted its inaugural Gender Equity Summit. This was a student-led event to illustrate the female student experience and generate conversation about how to increase Gender Equity.



Consulting Clubs

Student clubs also offer consulting experiences for students to help solve SDG-related problems. The [Global Consulting Group](#) connects university students with experienced professionals to work together to solve business problems for charities and not-for-profits on a pro bono basis. The organisation hosts workshops to develop students' consulting skills, and career insight events for opportunities in not-for-profits. [Business One](#) consulting is a student-run pro bono consulting service for technology start-ups. They also host consulting case competitions with corporate sponsors, such as their '2021 BusinessOne x DoorDash Intervarsity Case Competition'. Consulting services [180 Degrees](#) co-delivers projects to help solve critical business problems for social enterprise and not-for-profit organisations. This organisation also hosts case competitions, such as the Australia-New Zealand Case Competition with branches across the region.

Student Competitions

The [UniMelb StartUp Pitch Competition](#), [MBS Case Competition](#) and [BCom Case Competition](#) are all important ways students engage with SDGs and global problems. In 2020, FBE partnered with the Aboriginal Carbon Foundation in the BCom Case Competition to assist in its mission to build wealth and community prosperity for Traditional Owners and non-Aboriginal carbon farmers. Specifically, the Foundation seeks to implement carbon projects that demonstrate environmental, social and cultural core benefits through the ethical trade of carbon credits. Students worked in teams to learn about the carbon market and the issues it faces and developed comprehensive marketing opportunities for the foundation.

In 2019 and 2021, MBSL hosted the 'Hult Prize on Campus' competition, which offers a US\$1M prize for the best solution to a social problem. In 2019, the two MBSL teams both tackled the challenge of designing a business venture that could provide work for 10,000 young people at a minimum of 10 hours paid employment per week, with a focus on creating a positive community impact over the next decade. This challenge was explicitly aligned to the UN SDGs – in particular SDGs 7, 8 and 12. In 2021, the MBSL team 'Grainarc' progressed to the London accelerator program in July, making it MBSL's most successful Hult Prize. Grainarc's focus was on the development of an entirely new industry of First Nations' farmers to reduce Australia's dependence on wheat.

Hult Prize Team 2021



The Global Microfinance Case Competition has been hosted by the [Melbourne Microfinance Initiative](#) (MMI) since 2011. It invites participants from eight Australian and New Zealand universities to develop recommendations for a real microfinance or not-for-profit organisation and has attracted over 2,000 participants in the last three years. In 2019, the MMI partnered with Good Shepherd Microfinance, an institution that works to provide accessible finance to low-income Australians. The case focused on Good Shepherd's microenterprise program 'LaunchMe', identifying underperforming areas of the operation and offering recommendations to address them. The UoM team placed second in the international finals.

Career-ready Programs

Student interests in sustainability and social impact-related careers are encouraged through promotions and events such as the 2019 'High Impact Careers' series, which detailed how the 100 participants could use their business degree for a high social impact career. In 2020 a 'Debunking the Social Impact Myth: How You Can Pursue a High-Impact Career' workshop was offered, which helped 86 participating students understand the varied ways to approach social impact in academic and professional journeys. The MMI also hosts an annual 'Careers in Social Impact' panel discussion that aims to broaden students' understanding of their employment prospects in social impact, and the annual [Future Leaders Forum](#) provides another opportunity in that space. In 2021, there were 136 students who participated in the Forum, alongside 24 industry guests to explore 'leadership in times of change'.

Equitable Access

FBE and MBSL provide equitable access through reduced entry requirements and scholarships to increase access to vulnerable students who might not otherwise have the opportunity to attend UoM.

The [Bachelor of Commerce Global Scholarship](#) was created to increase diversity in the international cohort and support development in low- and middle-income countries in the Asia-Pacific region. The [First in the Family Scholarships](#) provide financial assistance for the duration of degree study to domestic students who will be the first in their family to attend university, and who have experienced disadvantage.

The [Commerce Opportunity Bursary](#) provides financial assistance and a program to foster the academic and personal development of high-achieving students who are in financial need, or are otherwise disadvantaged. In 2021, MBSL also announced two [Indigenous Leadership Scholarships](#) for MBA students to support the Indigenous business sector. Also, MBSL offers two scholarships available for those in the not-for-profit sector, aimed at removing the financial barriers often associated with for-purpose work. The [Harold Campbell-Pretty Scholarship](#) and the [SEMBA Class of 2003 Scholarship](#) are available for those who work in the sector. MBSL also offers several [Diversity Excellence Scholarships](#) in recognition of how diversity of culture, background, and experience enriches the study experience.

Values



PRME Principle 2:

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

ERS Strategy:

We will ensure we take a broad view of our responsibilities and use our knowledge, resources and advantages to provide benefits beyond our students and staff to the wider society in which we live and work. We will be a net contributor to our communities, environment and future generations.

Our PRME Goal:

Introduce and progress benchmarking of ERS and SDG activity across FBE and MBSL.

Benchmarking activities included surveys of academic and professional staff, and student representatives across teaching, learning and leadership/service categories; subject and research-output mapping; and in-depth interviews with expert faculty and heads of department.

Benchmarking was undertaken through two lenses: the 17 SDGs and the ERS themes.

This is a continuous improvement process for FBE and MBSL designed to increase engagement, response rates, lift capability and have a broader student survey scope in the next review period. FBE and MBSL evidence their values, and PRME-related areas are integrated and disseminated through initiatives in diversity and inclusion, sustainability and our work with Aboriginal and Torres Strait Islander peoples and communities.

Ethics, Responsibility, Sustainability Themes



INDIGENOUS

Engagement, reconciliation, well-being, leadership in business, economic empowerment, global



ETHICS

Values, trust, virtues, decision making



GOVERNANCE

Corporate governance, institutions, markets



LEADERSHIP

Responsible & ethical leadership, stewardship, leadership development



CORPORATE RESPONSIBILITY

Accountability, CSR, integrity management, supply chain, procurement



DIGITAL

Digital business ethics, privacy, algorithms, blockchain



PARTNERSHIPS & COLLABORATION

Stakeholder engagement, conflicts, activism, community



GLOBAL RESPONSIBILITY

Ethics of globalisation, development, multinationals



DIVERSITY & INCLUSION

Age, gender, mental health, race/ethnicity, sexuality



ENVIRONMENTAL SUSTAINABILITY

Climate change, climate futures, risk, fair trade



SUSTAINABLE ENTREPRENEURSHIP

Responsible innovation, social innovation, social entrepreneurship



ETHICAL FINANCE AND INVESTING

Impact & ERS investment



INTERNATIONAL PRINCIPLES & SYSTEMS

Integration of supra-national standards and principles (i.e. PRME, SDGs, GRI)

“

Our express values underpin the work I do with students – primarily in social equity, fairness and doing no harm to people. This is manifested through equal access to content, time to review, answering questions, and thoughtful and considerate feedback. The main principle is that of doing no harm. Each interaction with me and in my class has to be respectful. People need to be treated with respect and this consideration should be introduced into teaching so that students can model this practice in their own organisations. The central question is: How do we develop values that underpin our actions and then how do we ground them in the actions of our organisations? What are the values and how are we going to ground those values in behaviours? This is also content that is delivered to students in my subjects.

DR VICTOR SOJO MONZON
Senior Lecturer, Marketing and Management

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Diversity and Inclusion

In 2021, UoM released its new four-year Diversity and Inclusion Strategy, with a vision for a thriving, fair and diverse University community working together, respectfully, to make a difference to each other and the world. The strategy focuses on four cross-cutting themes: (1) to be a culturally safe University with a fully accessible campus; (2) to promote practices that foster inclusion across teaching curriculums and research while increasing student equity and diversity; (3) to equip effective leaders; and (4) to ensure fair and transparent staff pathways and entry points.

UoM is a Bronze-accredited member of [Athena Swan](#) and reports annually to the Workplace Gender Equality Agency. UoM was also awarded Bronze Tier accreditation at the [2021 Australian LGBTQ Inclusion Awards](#) for its activities in 2020. This follows the University's inaugural submission to the Australian Workplace Equality Index, a national benchmarking scheme to measure LGBTIQ+ inclusion in Australian workplaces. UoM's [Pride in Action Network](#) initiated the University's participation and made a significant contribution to this successful outcome.



Within this context, the Joint Diversity and Inclusion Committee was formed to enable a collaborative approach to nurturing an open, fair and inclusive workplace – one that reflects our diverse community and where people feel valued and can fulfil their potential. The committee has two aims: 1) to contribute to the development of joint diversity and inclusion strategic objectives and action plans to advance diversity and inclusion; and 2) to collaborate and share knowledge around current and future diversity and inclusion-related initiatives, learnings and planned activities.

The Joint Vision and Strategic Framework for Enhanced Gender Balance and Equity Amongst Academics, launched in 2021, addresses the under-representation of female academic staff, in general, and in leadership and decision-making roles, in particular. Other areas of focus are increasing diversity and inclusion in the curriculum and among BCom students, and initiatives to enhance the wellbeing of staff and students.

Pride in Action Network 2020



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Our work with Aboriginal and Torres Strait Islander peoples and communities also has an important role to play in relation to non-Indigenous faculty and students. FBE and MBSL have incorporated Acknowledgement of Country as an organisational practice in the classroom and other meetings. It demonstrates an understanding of place and connection through global social responsibility. It provides a relational aspect. Working with non-indigenous faculty who can incorporate the First Nations peoples' style of teaching and learning into their classrooms shows responsible leadership.

Taking Aboriginal and Torres Strait Islander learnings into mainstream curriculum demonstrates the importance of relationality place-based perspective, and it forces teachers to consider how to achieve the learning objectives that need to happen in a way that is explanatory. It also provides the students with a way to problem-solve together. This is a huge shift. The dynamics of classroom are different. This is a way to build relationality and then it grows organically over time. Getting to know the students allows for interactive education.

ASSOCIATE PROFESSOR MICHELLE EVANS
Director, Dilin Duwa Centre for Indigenous Business Leadership

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Approach to Sustainability

UoM has committed to a [Sustainability Charter](#), and releases an annual [Sustainability Report](#) on its sustainability impacts, targets and performance. These reports communicate the University’s progress on its goals, as outlined in the respective [Sustainability Plan](#) (2017–2020). There are 41 targets and each fall under one of six categories: research, teaching and learning, engagement, operations, investments and governance. Due to challenges arising from the COVID-19 pandemic, the existing plan was extended into 2021. Development of the new plan began in 2020, with a 14-week period of consultation with student staff and alumni communities in which over 400 members of the UoM community participated (see the [Sustainability Community Consultation Report 2020](#)).

UoM also participates in sustainability networks and associations. These include the International Sustainable Campus Network, Universitas 21 – Declaration on Sustainability, Group of Eight (Go8) – Australasian Campuses Towards Sustainability, Tertiary Sustainability Network and Green Alliance of Universities for a Sustainable Future.

UoM is accredited with Fairtrade and is committed to 100 per cent Fairtrade kitchenette consumables across campuses, including tea, coffee, drinking chocolate, sugar and soap. UoM is also an active participant in the Australian University Procurement Network (AUPN). UoM’s Director of Commercial Services, Paul Holland, is the current AUPN Chair, leading 34 universities in best-practice initiatives across Australia and New Zealand on matters such as modern slavery, travel and facilities management. As advocated in the [UoM Reconciliation Action Plan 2018–2022](#), FBE and MBSL procure goods and services from Aboriginal and Torres Strait Islander vendors when possible. UoM is a signatory to Supply Nation and Social Traders initiatives, which seeks to integrate the First Nations Australians’ business sector and the social enterprise sector into supply chains.

Sustainability Report 2020



Melbourne campus



UoM offers a furniture and equipment reuse service and is on track to achieve its target of net zero emissions from electricity by the end of 2021. At a divisional level, FBE and MBSL continue to improve their environmental sustainability in four key areas. These are 1) reduction of their carbon footprint, 2) responsible waste management, 3) maintenance of the 5-star energy rating for FBE’s Spot building, and 4) promotion of a culture of environmental sustainability.

The Spot building is home to FBE and features a suite of green innovations. It is among the first ‘Australian Excellence’ 5-Star Green Star Education buildings in Australia. Overall, its sustainable design features result in a 46 per cent reduction in energy use and 83 per cent less water compared with the average educational building. The building’s black-water recycling plant can treat 30,000 litres of sewerage per day, and it recycles water back into the building’s system for uses such as toilet flushing.

MBSL’s primary building has implemented a range of sustainability initiatives, including end-of-trip facilities, rainwater tanks, recycling of demolition materials (concrete) and use of carpets with a high content of recycled materials. MBSL has committed to install solar panels to provide additional sustainable energy, and window and roof coatings to combat excess heating and sunlight radiation, and further reduce energy usage. It has also adopted the use of fully recyclable plates and cutlery, discounts for meals and drinks for those bringing their own utensils, and recycling of coffee grounds and coffee capsules.

Sustainability Initiatives and Activities

There are initiatives for staff and students to promote sustainability in all facets of the University including the UoM Farmers Market, [Ride2Uni](#) and [Pride2Uni](#) events, [Choose to Reuse Plate Program](#), [Green Impact](#), [Student Sustainability Internships](#), [Bees@Unimelb](#) and [Virtual Sustainability Tour](#).

Choose to Reuse Plate Program



Working with Aboriginal and Torres Strait Islander People and Communities



In 2021, FBE and MBSL jointly launched the [Dilin Duwa Centre for Indigenous Business Leadership](#). The Centre is committed to the pursuit of equity for Australia's First Nations peoples in economic life. Dilin Duwa means 'everlasting flow' in the Woi Wurrung language of the Wurundjeri people on whose land the Centre is established. It signifies the convergence of three already existing activity streams – programs, research and engagement – into a centre of impact. Associate Dean (Indigenous), Associate Professor Michelle Evans has been jointly appointed to lead the Centre as Director. Her role will provide First Nations Australian leadership and work with colleagues to help shape the work, culture and organisational life of FBE and MBSL and their partners in ways that enhance recognition of the perspectives and ways of knowing Aboriginal and Torres Strait Islander peoples.

FBE's and MBSL's overarching PRME goal relating to our work with Aboriginal and Torres Strait Islander peoples and communities is to work towards improving economic independence for First Nations Australians through a range of programs developed and delivered by the Dilin Duwa Centre for Indigenous Business Leadership.



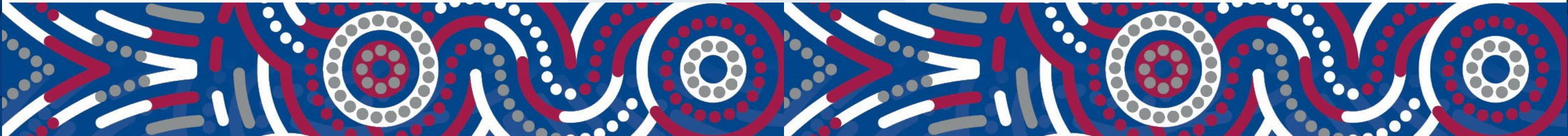
This chapter outlines progress towards this goal through the PRME Principles, and the programs that are now encapsulated by the work of the Centre. These reflect the whole of the PRME Principles but, in particular, the importance of placing our work with Aboriginal and Torres Strait Islander peoples and communities at the centre of the purpose and values of FBE and MBSL.

Principle 1: Values



Across UoM, People and Place are critical strategic imperatives. [The Murrup Barak Melbourne Institute for Indigenous Development](#) was established to make an enduring contribution to First Nations Australia through the transformative impact of education and employment for Aboriginal and Torres Strait Islander peoples, who either come to study or work at UoM. It brings together partnership management, strategy, planning, monitoring and compliance, as well as elder and community engagement advice.

Two other significant University-wide initiatives are the [Melbourne Indigenous Professional Employment Program](#) (MIPEP), an employment initiative that makes a significant contribution to the overall targets of the University-wide [Indigenous Employment Framework 2018–2021](#), and the [Atlantic Fellowship in Social Equity](#) (AFSE), which selects approximately 15 Aboriginal and/or Torres Strait Islander fellows annually for development in leadership in social initiatives. MIPEP participants experience all divisions for the program's two-year duration, and receive mentoring, professional development and cultural enrichment opportunities. AFSE's international focus enables emerging First Australian leaders to network and learn from best practice overseas. Two of the fellows from the 2021 cohort are business alumni.



Principle 2: Purpose



UoM's formal reconciliation journey began in 2008, with the Vice-Chancellor's [Apology to Indigenous Australians](#), in which he committed to using the University's wealth of expertise and resources to make a sustained contribution to lifting the health, educational and living standards of First Nations Australians. The University's current [Reconciliation Action Plan April 2018 – December 2022](#), classified by Reconciliation Australia as an Elevate RAP (Reconciliation Action Plan), sees a shift in focus to the development of 14 signature projects. This RAP establishes a set of activities associated with the Indigenous Strategy over the period 2019–2022, spanning six areas of focus: Indigenous staff and student support; Indigenous teaching, learning and research; Indigenous business research; Indigenous culture and influence; and Indigenous impact and social change.

Consistent with the RAP, FBE and MBSL have increased their focus on First Nations business education, in both award and non-award programs, via the Joint Indigenous Strategy and the Divisional Indigenous Development Plan.



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In First Nations communities, our focus is on understanding what their needs are, and to make sure we build a curriculum that works for them, and not imposing a curriculum from the top. It is an active listening process. We are going to community and seeking feedback on where they are at and what they want. It isn't a one size fits all curriculum, so they get what is most valuable for them at the time.

DR MICHAL CARRINGTON
Senior Lecturer, Marketing

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Principle 3: Methods



FBE and MBSL are proud to offer several different programs across an individual's life course, now through the Dilin Duwa Centre for Indigenous Business Leadership.

MURRA

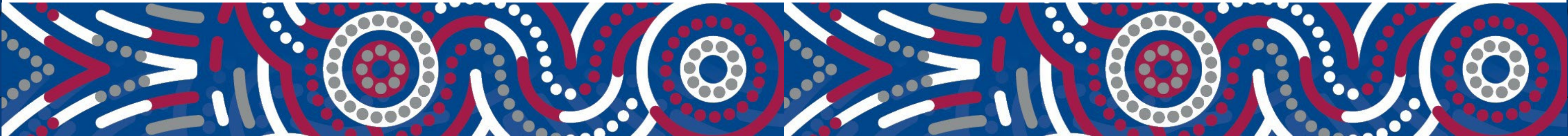
The [MURRA Indigenous Business Masterclass Program](#) is unique in the Australian context. It is a graduate-level business education program co-designed by the First Nations community. Delivered over 12 days, it is a non-degree program specifically designed for Aboriginal and Torres Strait Islander business owners and managers to build their capabilities in the six core areas of marketing, finance, strategy, talent management, negotiations and leadership. It was designed in consultation with the Victorian Aboriginal Chamber of Commerce.

There are four principles of andragogical philosophy that support the program design and the learning objectives that underpin MURRA. These principles are:

- 1) Cultural knowledge and cultural ways of learning,
- 2) Collaborative learning,
- 3) Connected practice, and
- 4) Collective motivation.

Graduate Certificate in Indigenous Business Leadership

The [Graduate Certificate in Indigenous Business Leadership](#) is designed to enable Aboriginal and Torres Strait Islander business sector practitioners to build on their own leadership and business practices. The course adopts an interdisciplinary, international and evidence-based approach to respond to the complex and growing challenges faced by these business leaders working in a range of fields and industries. Students are taught by leading academics in the fields of First Nations business leadership, analytics, accounting, economics, research, finance and marketing. Students from across Australia are provided with opportunities to work together to address the increasing challenges and opportunities in this business sector with a key focus on the practice of First Nations leadership.



National Indigenous Business Summer School (NIBSS)

FBE hosted the 2020 [National Indigenous Business Summer School](#), an initiative of the Australian Business Deans Council. The NIBSS is an annual week-long program held in January, prior to the start of the school year and developed specifically for Aboriginal and Torres Strait Islander students in Years 11 and 12, who have an interest in business, entrepreneurship and/or tertiary studies.

The 2020 NIBSS cohort of 16 students included student representation from across mainland Australia and the Torres Strait Islands. The NIBSS program immerses students into the University environment and student life at UoM, as well as the business and entrepreneurial world through visits to sites such as Price Waterhouse Coopers (PwC) Indigenous Consulting. The students also engaged with concepts of leadership in seminars with prominent First Nations leaders, such as Evonne Goolagong Cawley, and other culturally enriching opportunities.

The core of the NIBSS program is the business case study. The 2020 case study was co-developed by FBE and the Aboriginal Carbon Foundation (AbCF). AbCF is a not-for-profit company that invests in the development of carbon products and services to economically benefit First Nations Australians and address climate change. This marketing-based case study tasked NIBSS students with helping AbCF grow its customer base through the development of a range of recommendations for the promotion of AbCF. These promotional plans were based on the marketing foundations of value proposition, branding and target marketing.

NIBSS Cohort 2020



Principle 4: Research



FBE’s and MBSL’s research strategy jointly focuses on cultural awareness, First Nations ethics training and support, and targeted investment and support to the Dilin Duwa Centre. The Research Strategy houses First Nations research goals under the ERS area of focus. Key to progress in this area is the establishment of shared understandings to underpin developing work in research based First Nations partnerships, policy advocacy and research programs to improve Aboriginal and Torres Strait Islander economic participation. Currently, little data exists on the First Nations business sector. Research is vital to understanding the effectiveness and impact of policies and programs. The Centre’s research provides a rich picture of the individual, firm, community and sectorial impacts and are highlighted below.

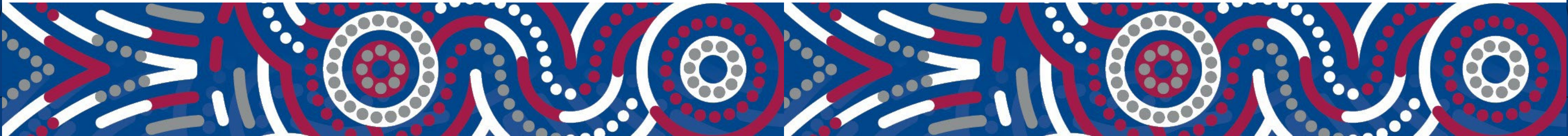
Notable Research Projects

[Research Database: iBlade](#). Australian governments spend billions of dollars annually in programs to develop the First Nations business sector, without appropriate data. Using a First Nations dataset with the Australian Bureau of Statistics’, the iBlade – Indigenous Business Longitudinal Analysis Data Environment, has created a major national data infrastructure. Dilin Duwa researchers have established an annual Indigenous Business Sector Snapshot Series, developing case studies to improve the understanding of sector breadth, diversity and impact.

[Evaluating the impact of Indigenous preferential procurement programs](#). This project aims to conduct a multi-disciplinary, multi-method evaluation of the implementation and impacts of Indigenous preferential procurement programs (IPPPs) on Aboriginal and Torres Strait Islander businesses, communities, and procurers’ operations and outcomes. It brings together researchers in partnership with corporate and government procurers, First Nations data custodians and the Australian Bureau of Statistics to produce a significant national program evaluation of IPPPs and the impact at community level. The project aims to highlight ways in which IPPPs can be re-designed to reduce implementation friction, facilitate access and participation among Aboriginal and Torres Strait Islander businesses and help guarantee positive effects on their communities.

[Against the odds: Understanding the factors influencing wellbeing among Indigenous youth in the Northern Territory](#). This project aims to discover how some children beat the odds in the presence of poverty, health problems and other risk factors thereby contributing to an increased understanding of disadvantage.

[Aboriginal and Torres Strait Islanders’ participation in political parties](#). This project aims to examine the participation of leadership opportunities and challenges faced by Aboriginal and Torres Strait Islander peoples’ participation in Australia’s major political parties and will provide evidence-based research and policy advice on factors affecting the advancement of First Nations’ party members into leadership roles.



Principle 5: Partnerships



Partnerships are central to the work of FBE and MBSL with Aboriginal and Torres Strait Islander peoples. Many of FBE’s and MBSL’s programs are designed, developed, delivered and funded through strong partnerships.

MURRA Online Platform

The Murra Online platform is a partnership with Indigenous Business Australia to develop an online platform to broaden the reach of the MURRA program in the four areas of finance, marketing, people and talent, and strategy.

The Meereeng50 First Australians Procurement Accelerator Program

The Meereeng50 First Peoples Procurement Accelerator is a co-developed program between UoM and MBSL, Kinaway Victorian Aboriginal Chamber of Commerce and PwC Indigenous Consulting. The program’s business partners include the National Australia Bank, Lend Lease, Telstra, Australia Post, the Victorian State Government and Indigenous Business Australia. The program brings together private sector procurement and 12 Victorian Aboriginal and Torres Strait Islander businesses to problematise and workshop strategies to improve engagement in the private procurement space.

Yarrabah

The Yarrabah place-based program with Indigenous Business Australia and Mosaic Advisory partners with the Yarrabah community in North Queensland to support the community’s desire for economic independence. This is achieved by the creation of sustainable businesses and community-led health and housing initiatives through impact investment partnerships among government, philanthropists and the private sector. The program provides training to equip community leaders and members to lead and implement these initiatives through areas of strategy, finance, negotiation, leadership and governance, as well as foundational business skills. This pilot program has the potential to be replicated across many Aboriginal and Torres Strait Islander communities/prescribed body corporates across Australia. It provides a roadmap to develop native title holdings through sustainable business initiatives, which leads to job creation and economic opportunities for future generations.

Native Title Operations and Management Training Program

FBE, the National Native Title Council, Australian Institute of Aboriginal and Torres Strait Islander Studies and RMIT University facilitate this program to equip native title holders and prescribed body corporate executives with the skills to manage and grow assets that are held in trust for the community. [Native Title Operations and Management Training](#) is a one-week program delivered across Australia covering areas such as marketing, strategy, finance and governance. Native title is

held over 70 per cent of Australia’s land mass. Providing native title owners with the skills to establish and grow their businesses and landholdings will lead to enhanced education, employment, health and other social outcomes for the community and connection to country.

Futures Forum

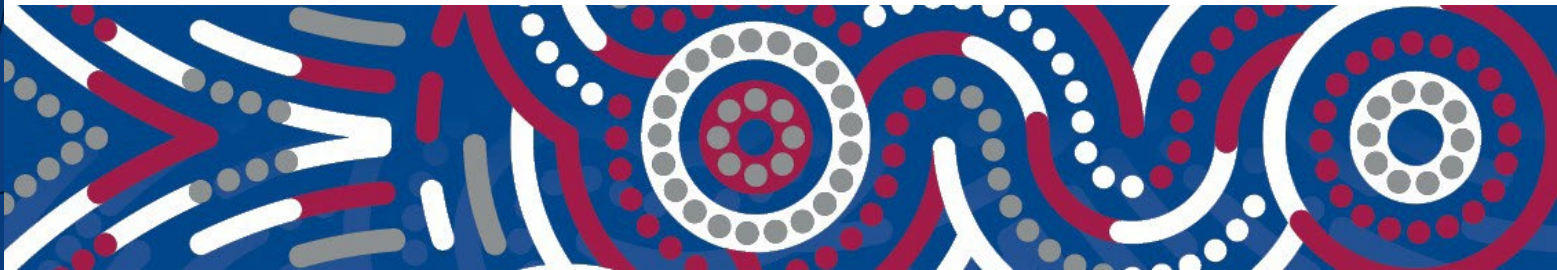
The [Futures Forum](#) is a one-week accelerator program developed with Indigenous Business Australia for 18–24-year-old Aboriginal people and Torres Strait Islanders to workshop their business ideas and access support networks and educational opportunities. It serves as one part of the pipeline of educational offerings for First Nations Australians at every stage of their career. These multiple touchpoints aim to lead to lifelong engagement, which provides UoM’s First Nations stakeholders ownership over their education, while simultaneously bringing UoM benefits in diversity.

Inaugural Futures Forum 2019



Goulburn Valley Action Plan

The [Goulburn Valley Action Plan](#), in partnership with UoM, delivers tangible outcomes across four priority areas: 1) embedding commitments to First Nations knowledge and participation, 2) ensuring multicultural and multigenerational engagement with inclusive and diverse voices and approaches, 3) a commitment to workforce development (jobs), and 4) environmental sustainability. FBE has guaranteed several positions in the BCom intake for students, such as a guaranteed pathway into the Master of Management and preferential treatment for Aboriginal and Torres Strait Islander students interested in undergraduate or postgraduate study.



Principle 6: Dialogue



Dialogue is an essential component of FBE's and MBSL's work with Aboriginal and Torres Strait Islander peoples, and FBE and MBSL have a series of events embedded into their calendars to progress their joint goals in this space.

Indigenous Business Month

MURRA Alumni, PwC's Indigenous Consulting, CGU and Indigenous Business Australia have collaborated through [Indigenous Business Month](#) to promote Aboriginal and Torres Strait Islanders' entrepreneurial success stories in their own voices. This annual event showcases First Nations business success throughout the month of October nationally. The program encourages Aboriginal and Torres Strait Islander youth to think of business as a career, encourages participation in MURRA and other programs and facilitates the growth of an ecosystem of support. All this leads to growth of the First Nations business sector, which will lead to better health, education and social outcomes for the community.

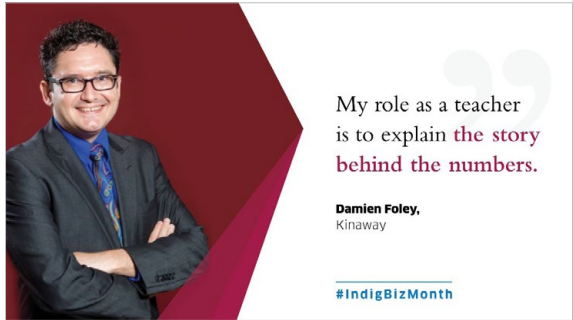
In 2020, Indigenous Business Month coincided with a significant period of disruption for the sector, recovering from the impacts of COVID-19. The theme 'Invigorate, build and maintain to keep our sector strong' focused on sharing personal stories from business owners about the challenges and opportunities they had experienced to generate a collective way to re-energise the sector. Fourteen First Nations business owners shared their personal journeys, and there were 1890 mentions on social media, and 23 entries for awards. In 2021, the theme for Indigenous Business Month is 'Powering the Indigenous Economy' and it will be facilitated online.

Dilin Duwa Regional Series

The Dilin Duwa Regional Series provides a series of events annually across regions where First Nations businesses and aspiring entrepreneurs are clustered. The program targets young entrepreneurs or those with ideas that are not at maturity. By providing this group with the foundations to launch their businesses, or to grow new businesses, the program ensures that the next generation of entrepreneurs are supported in those critical early stages. The program is delivered by both MBSL faculty and MURRA Alumni who provide real-life case studies and share their experience of navigating business and cultural priorities that are important to First Nations entrepreneurial leadership. This ensures the offering remains culturally appropriate and that Aboriginal and Torres Strait faculty are nurtured to take a greater role in program design and delivery. It also ensures the program is co-owned by the First Nations business sector, which is key to its long-term success. Pop-up hubs, that is regional programs delivered for a pre-MURRA market (early career entrepreneurs) is another pillar in FBE's and MBSL's shared aim to democratise education by bringing programs into Aboriginal and Torres Strait Islander communities.



Alumni of the MURRA Indigenous Business Program



PRME Principle 3:

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

ERS Strategy:

Our mission is to foster global leadership through business and economics education. 'Global' does not just mean 'international'. Instead, global implies a broader view that incorporates the widest possible range of time scales, perspectives and circumstances. Similarly, 'leadership' is not merely 'senior management'. It implies responsibility, accountability and integrity at all levels, and at all times. We will continue to use fair and transparent processes in admissions and address historic social injustices (including in relation to gender, indigeneity and socio-economic circumstances).

The formal education undertaken at FBE and MBSL will continue to reflect our interpretation of global leadership. Not only will topics relating to ERS be taught across all programs, but we will also integrate these concepts into the core of our teaching.

Our PRME Goal:

Progress the sustainability in the curriculum audit and continue to develop curriculum relating to sustainable business.

Across FBE and MBSL, each of the disciplines of accounting, finance, marketing, management and economics provides a different lens across PRME-related issues at different levels from the BCom to the PhD program. The alignment of the various approaches to PRME-related issues is most clearly evidenced by the development of Sustainable Commerce, a new BCom discovery subject that asks students to consider how business and economics disciplines can be part of the solution to a societal challenge like sustainability. Students will explore this question from the perspective of all major disciplines in commerce, and how they interact to build sustainable businesses and a robust economy.

SDGs in the Curriculum

Beyond sustainability, other SDG-related subjects constitute an important part of both FBE’s and MBSL’s curriculum offerings. Over the 57 SDG-related subjects that were offered in 2021, there were over 7,000 unique enrolments among FBE’s and MBSL’s students. FBE and MBSL plan on further benchmarking to understand the extent of SDG integration, and the numbers and characteristics of students who engage in these subjects, in the next review period.

Table 4: Distribution of Subjects (only) Relating to the SDGs

SDG	Undergraduate	Postgraduate	Executive Education	Micro-Certs	Total
 1 NO POVERTY	3	1			4
 2 ZERO HUNGER	1				1
 3 GOOD HEALTH AND WELL-BEING		1		1	2
 5 GENDER EQUALITY			1		1
 6 CLEAN WATER AND SANITATION	1	2			3
 8 DECENT WORK AND ECONOMIC GROWTH	4	8			12
 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE		5	1		6
 10 REDUCED INEQUALITIES	2	5			7
 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	5	10	1		16
 13 CLIMATE ACTION	1	1			2
 17 PARTNERSHIPS FOR THE GOALS			3		3
Total	17	33	6	1	57



PRME Principle 4:

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

ERS Strategy:

As leading business and economics research institutions, we must host the conversation and also participate in it. The aim of our research should always be to address the major economic, social and environmental challenges of our time. As such, we aspire to have relevant things to say about the intersection of business, society and the environment.

Our PRME Goal:

Develop an aligned research strategy that supports engaged research as it relates to PRME.

A new joint research strategy was delivered in 2021, with the vision to be ‘a contemporary and relevant provider of high-quality research that contributes to a prosperous, equitable and sustainable society, through engaging with the business public sector to address societal problems and inform policy, with a strong commitment to ERS.’ University wide Research Centres, Faculty and School-based Centres and individual contributions by faculty all contribute to adding sustainable value through research.

Multidisciplinary University-wide Research Centres

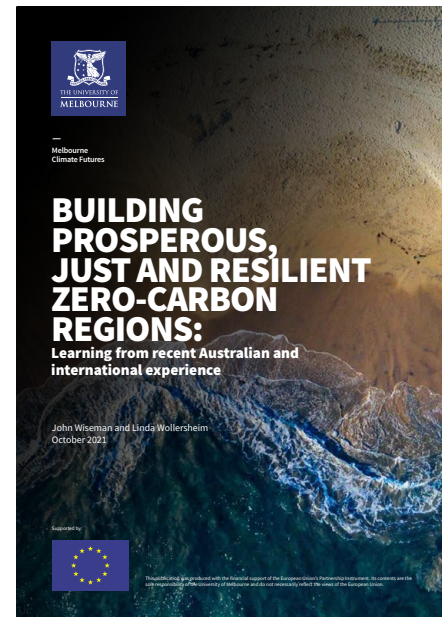
The UoM hosts a number of centres that work in PRME-related themes to advance translational research to help solve global challenges.

Health Economics Unit, Centre for Health Policy at the Melbourne School of Population and Global Health

The [Health Economics Unit](#) undertakes research in economic evaluation, health systems, simulation modelling and risk prediction and health inequality. Its projects have informed policy-making decisions at state, Commonwealth and international levels. The Unit undertakes research on health economic evaluations and on promoting good health and wellbeing. Examples of these are the 2019 journal article [Cost-effectiveness of epileptic surgery compared with medical treatment in children with drug-resistant epilepsy](#), and the 2020 journal article [A patient-level model to estimate lifetime health outcomes of patients with type 1 diabetes](#).

Melbourne Climate Futures Initiative

[Melbourne Climate Futures Initiative](#) is a multi-disciplinary initiative launched in 2021. It brings together researchers to develop practical solutions for climate change and its impacts, as well as to assist transitional social and economic systems in an equitable way. It is a platform for connecting and profiling Melbourne's climate research, with a focus on accelerating climate solutions, financial and economic transition, climate leadership and politics, climate justice and health, and the first initiative under the global challenge pillar of Advancing Melbourne. Associate Professor Ben Neville is an inaugural Director of the Institute.



International Centre for Research in Organisational Discourse, Strategy and Change

The [International Centre for Research in Organisational Discourse, Strategy and Change](#) was launched in 2001 by four institutions: UoM, the University of Sydney, King's College at the University of London, and McGill University. Its recent projects include the 2018–2020 grant [Low Carbon Transition in the Australian Energy Sector](#) to investigate the Australian energy sector's responses to low emission pressures and comparing the role of different actors in the transition. This project further developed a model explaining the political dynamics of the low carbon transition. In 2020, the Centre was also involved in producing a special issue in the academic journal *Gender, Work and Organisation*, titled [Emotion, aesthetics and sexuality at work: Theoretical challenges and future directions](#). The papers within this special issue addressed the many challenges posed by the changing nature of organisational life, by evolving ways of perceiving, experiencing and organising gender.



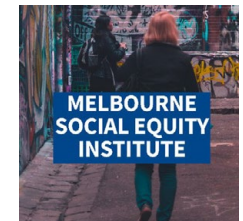
Melbourne Disability Institute

The [Melbourne Disability Institute](#) hosts an interdisciplinary and translational research program aimed at improving the lives of people with disability. The Institute's [Community-Based Research Scheme](#) connects university researchers with community organisations to help guide and undertake research or evaluate innovative programs. For example, in 2020, the Institute evaluated the offerings of Ability Works Australia to ensure the longevity of its mixed reality headset pilot program and improve the workplace skills and independence of people with cognitive disabilities. The Institute also participated in the Building Better Homes campaign to advocate for minimum national accessibility standards for housing. It prepared a formal submission to the Australian Building Codes Board with key recommendations strongly in favour of inclusive accessibility standards. Since the onset of the COVID-19 pandemic, the Institute has funded 14 new projects designed to help support people with disabilities and their families and carers in the pandemic.



Melbourne Social Equity Institute

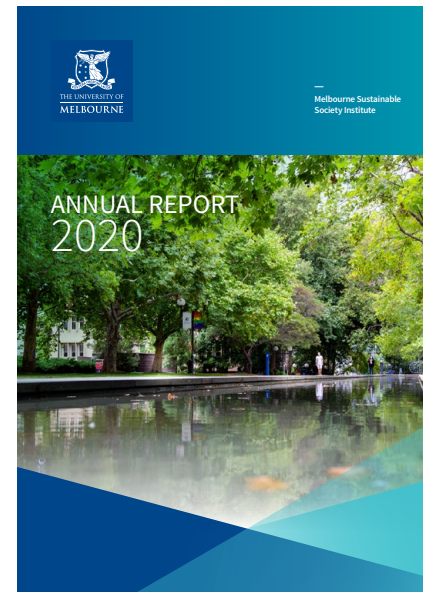
The [Melbourne Social Equity Institute](#) brings together interdisciplinary researchers with the mission of creating fairer societies. Addressing every aspect of social life, including health, education, housing, culture, work and transport, the Institute strives to reduce social inequalities by identifying the origins of disadvantage and developing effective solutions. One of the Institute's primary initiatives to promote gender equality is the Melbourne Research Alliance to End Violence Against Women and their Children, a research network that facilitates partnerships with community, industry and government agencies. In 2020, the network undertook a participatory research project co-designed with survivors titled the [2020 SUSTAIN Study](#). This study developed a set of guidelines for practitioners to identify and respond to domestic violence in Australian antenatal care. In 2020, the Institute also piloted its [Blue Nile African Australian Business Masterclass Program](#), which was developed in collaboration with the African Australian business sector. This Program is an entrepreneurship masterclass designed to reduce the inequalities of unmet business education needs and specific challenges faced by African Australian leaders. In July 2021, the Institute partnered with the African Studies Group to present a hybrid five-day conference titled [Solidarity in Diversity: Highlighting Marginal Voices in Academia, Practice and Society](#), bringing together scholars, practitioners and community members to consider how social transformations are impacting the African diaspora across the world.



Melbourne Sustainable Society Institute

The [Melbourne Sustainable Society Institute](#) facilitates interdisciplinary sustainability research across the faculties and centres of the UoM. In 2019, the Institute partnered with the Centre for Resources, Energy and Environmental Law to co-host a series of seminars on [Sustainable Food Systems](#). Topics covered included the interdependence between food system resilience, the adaptive governance in achieving the SDGs and Indigenous food sovereignty and security within Australia, and the potentials and barriers for cell-based meat in the future of food.

A recent focus of the Institute has been to promote growth and innovation in the Gippsland region. Partnering with the Latrobe Valley Authority and researchers from RMIT University, the Institute co-designed a shared vision for the region's future prosperity and environmental sustainability. The first phase of this [Gippsland Smart Specialisation Strategy](#) involved implementing a suite of innovation initiatives, including a Gippsland regional online trading platform and a Gippsland high-tech vegetable processing hub, to secure technologically driven economic growth in the region.



Faculty and School-based Centres

FBE and MBSL also host a number of important centres, along with the Dilin Duwa Centre for Indigenous Business Leadership, to advance SDG-related outcomes that span the SDGs.

The Melbourne Institute for Applied Economic and Social Research

The [Melbourne Institute](#) is UoM's and FBE's primary public policy-oriented research institute in the field of economics. In addition to the 'Household, Income and Labour Dynamics in Australia' ([HILDA](#)) and 'Medicine in Australia: Balancing Employment and Life' ([MABEL](#)) longitudinal surveys, the 'Consumer Attitudes, Sentiments and Expectations in Australia' survey ([CASIE](#)) on consumer sentiment and expectations of house prices, unemployment and inflation are vital tools for policy makers and organisations to understand inequity and disadvantage in Australia.

In the context of supporting policy development through COVID-19, the Melbourne Institute has developed mechanisms to enable evidence-based decision-making for policy and practice, and to inform economic policy in response to the pandemic. Notably, the Institute established the [Taking the Pulse of the Nation](#) weekly survey to capture information about Australians' financial position, job security, attitudes towards government policy and their experiences dealing with the COVID-19 pandemic. It contains responses from 1,200 Australians aged 18 years and over. This data is used to produce an openly available monthly report that explores any interesting or unusual results in the data findings on topics such as vaccine hesitancy. Some recent research outputs under these programs include the journal article [Never Let a Crisis Go to Waste: Opportunities to Reduce Social Disadvantage from COVID-19 on COVID-19-related policy reform opportunities](#), and the book [Charity and Poverty in Advanced Welfare States](#) on reimagining charity and social solidarity for a just society.



Centre for Market Design

The [Centre for Market Design](#) is a research hub with expertise in microeconomics. It was established in 2012, as a consortium of Commonwealth and Victorian Treasury departments and the UoM, to partner with industry, government and university peers to produce innovative research. In 2019, the Centre began an analysis of Australia's biosecurity system for the Commonwealth Department of Agriculture and Water Resources in collaboration with the Centre of Excellence for Biosecurity Risk Analysis and the Centre for Actuarial Studies at the UoM, to develop and apply an alternative policy mechanism in a desktop analysis for managing biosecurity risk in Australia. In 2019, the Centre also partnered with Infrastructure Victoria to assess the waste system in Victoria with the aim of identifying [Opportunities to improve investment in the Victorian waste economy](#). In 2021, the Centre produced journal articles, such as [Consumer Search and Income Inequality](#), which examined different consumer behaviours across the income distribution, and [Environmental Risk and the Anchoring Role of Mobility Rigidities](#), which analysed the impact of changes in perceived environmental risk on energy prices.



Centre for Sustainability and Business

The [Centre for Sustainability and Business](#) was launched in 2020, with a particular focus on elevating sustainability as a strategic priority for business. The Centre helps leaders develop an understanding of how to integrate sustainability as a core strategic driver of their business, to improve financial and social performance. The Centre develops and delivers custom programs to address the sustainability-related challenges of business corporations. In 2020, the Centre delivered the first edition of its custom solution for the banking sector, equipping their relationship bankers to work effectively with client firms in approaching improved sustainability as a strategic opportunity that can deliver business value.



Centre for Workplace Leadership

The [Centre for Workplace Leadership](#) was established in 2013 as a joint initiative supported by the Australian Government and FBE. It aims to bridge the gap between research insights and leadership practice, producing knowledge that applies to ‘real-world’ situations and challenges that face all Australian workplaces and leaders. Its three research primary themes are operational excellence across the supply chain, the organisation and its people, and market performance.



The Centre’s recent research has focused on the second of these themes, such as the 2020 research project titled [The ‘Good, Bad and Merit’ – Arguments in Australian news coverage of workplace gender diversity](#). This project was delivered in partnership with VicHealth and analysed the discourse on workplace gender diversity in Australian printed media. It served as a sister analysis to the media section of VicHealth’s [Leading Thinker residency: Behavioural insights & gender equality](#) report.

The 2019 project [Respectful relations at work and work-life balance: Keys to diversity management](#) involved a multi-stage and longitudinal study of psychosocial factors that may hinder or foster women’s occupational wellbeing. It investigated the impact of a strategic intervention on occupational wellbeing in the form of inclusive leadership training delivered to upper and middle managers within organisations and a strategic planning workshop.

The Centre hosts the [Ruthven Institute Hub](#), a research and curriculum alliance between the UoM and the Ruthven Institute to improve the profitability and sustainable success of Australian businesses. The Hub produces regular research insights with a focus on strategic choices, management and leadership practices, and business performance. For example, in 2021, it produced an insight titled [Sharing the Wealth: Labour and Capital](#), which explored the distribution of wealth among workers and households in Australia.

Individual Contributions

Faculty contribute in their individual capacities with their particular areas of research expertise, across many of the SDGs. A sample is following:

Notable Individual Contributions

SDGs	Research outputs (2019-2021)
	<ul style="list-style-type: none">• Can Positive Psychology Improve Psychological Well-being and Economic Decision-Making? Experimental Evidence from Kenya• Dynamic Social Interactions and Health Risk Behaviour
	<ul style="list-style-type: none">• Women’s value: beyond the business case for diversity and inclusion• Women, task allocations, and advancement in the labour market• Early-Life exposure to rainfall shocks and gender gaps in employment: Findings from Vietnam• Gender Equality and Health in High-Income Countries: A Systematic Review of Within-Country Indicators of Gender Equality in Relation to Health Outcomes• Laying the Foundation for Gender Equality in the Public Sector in Victoria• Reporting Bias and Monitoring in Clean Development Mechanism Projects
	<ul style="list-style-type: none">• Does procedural justice climate increase the identification and engagement of migrant workers? A group engagement model• Non-Standard Employment and Wage Growth in Australia
	<ul style="list-style-type: none">• Understanding Economic Inequality Through the Lens of Caste
	<ul style="list-style-type: none">• Ethical sourcing payoffs of anti-modern slavery accreditations for ready-made garments• Unintended consequences of legitimising Australia ready-made garment industry• Private governance of human and labour rights in seafood supply chains: The case of the modern slavery crisis in Thailand• Consuming Worker Exploitation? Accounts and Justifications for Consumer (In)action to Modern Slavery
	<ul style="list-style-type: none">• Superpower: Australia’s Low-Carbon Opportunity• Firm value and government commitment to combating climate change• Trees, carbon and sustainability – An empirical model of carbon sequestration in the Royal Botanic Gardens Melbourne• The wicked problem of climate change and interdisciplinary research: Tracking management scholarship’s contribution



PRME Principle 5:

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

ERS Strategy:

We recognise that our partnerships and external relationships are important. We will continue to ensure that choices about our external relationships – who we work with, who we accept funding from and who we support – are informed by ERS.

We develop our partnerships through our interactions with business, government and communities so that we have impact, including by ensuring that our conversations lead to greater engagement from corporations, governments and the wider public.

Our PRME Goal:

Design an approach to engagement through the Joint ERS Engagement Working Group.

We evidence strong partnerships across industry and government, collaboratively progressing towards adding sustainable value, thought leadership and societal impact.

Industry

Sustainability Executives Roundtable

The UoM and Global Compact Network Australia ran the third [Sustainability Executives Roundtable](#) in 2020. The 2020 roundtable theme was Climate Emergency and featured Associate Professor Ben Neville. This Roundtable aimed to facilitate two-way learning between sustainability executives and UoM researchers, as well as to facilitate a community-of-practice among sustainability executives to emphasise their likeminded intent to create positive impact for their business and the planet.

MBSL hosts a regular Breakfast Series event that brings together alumni, business leaders and policymakers to discuss topical issues. In 2021, there was a focus on climate change in these Breakfast Series through the Centre for Sustainability and Business. In June 2021, the Centre hosted the Breakfast

Series Online titled [Climate Change: Unpacking Net Zero](#), which consisted of a panel discussion exploring what ‘zero targets’ might mean for different sectors, how this is changing and whether absolute zero is the next horizon. The event was moderated by the Centre’s Director, Professor Glenn Hoetker, with speakers such as Tony Wood AM from the Grattan Institute and Don Henry AM, Melbourne Enterprise Professor of Environmentalism. The Centre’s 2021 event, [Climate change, business strategy and ASX200 companies](#), discussed the role of ASX200 companies in responding to climate change and the focus of leaders, on the transformations needed. Speakers included Professor Glenn Hoetker, Senior ESG Analyst for the Australian Council of Superannuation Jodie Barns, and MBSL’s Associate Professor Brandon Lee.

The Executive Roundtable on Cross-sector collaboration in international development was also hosted by MBSL in 2019. In 2020, the Centre hosted a Sustainability in Healthcare roundtable to bring together business partners and promote sustainability in the healthcare industry. The Centre will continue to engage with industry in collaborations for sustainability through Roundtable events.

Social Impact Academic Industry Knowledge Exchange 2020

Hosted by Corporate Citizenship, the Social Impact Academic Industry Knowledge Exchange 2020 provided an opportunity for leaders from academia and industry to exchange ideas about research in the social impact space. Associate Professor Ben Neville presented on ‘Shareholder primacy under siege: Transforming the legal purpose of the corporation.’ This talk explored the recent challenges to stakeholder capitalism and its legal duty to maximise shareholder interests. It questioned whether firms could become truly sustainable under the current law, whether the law needs to change and if this would make things worse.

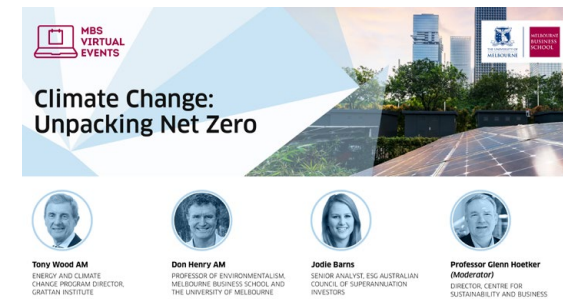
Chartered Financial Analysts Partnership

The Department of Finance has a partnership with Chartered Financial Analysts, a US professional accreditation organisation for financial analysts, to cover material in their three-year program. The curriculum for each year of the course includes ethics and professional standards.

Partnership with CPA, Audit Standards Board and Accounting Standard Board

The Department of Accounting is working with Chartered Practising Accountants (CPA) to create awareness around climate risk reporting, its implications and the role of regulators in dealing with this. There is also a close partnership with the Audit Standards Board and Australian Accounting Standards Boards to feed into the work of the International Accounting Board to produce sustainability accounting standards around climate risk analysis and related financial disclosures. The Department also presents to industry, including the Minerals Council of Australia and Australian Industry Greenhouse Network, and has developed a masterclass in Task Force on Climate Related Financial Disclosures in collaboration with Climate College, to help companies implement scenarios as part of their risk mitigation strategy.

Climate Change Unpacking Net Zero 2021



Government

Individual faculty engage with various government bodies in their areas of expertise. For example, Professor Amanda Sinclair addressed the 2019 Department of Prime Minister and Cabinet Conference on ‘Leading Mindfully’, focusing on leading through change and disruption and maintaining wellbeing. Associate Professor Vikram Bhakoo was invited by the Australian Government to present at the Bali Process Symposium on Supply Chain Transparency in Jakarta, Indonesia, where the audience were cross-sector members of the Bali Process Working Group on Trafficking in Persons, which Australia co-chairs with Indonesia. In 2019, Professor Lisa Cameron spoke in Indonesia on gender equality, which has contributed to the recent adoption of paternity leave in the Indonesian civil service.

Bali Process Symposium 2019



PRME Principle 6:
We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organisations, and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

ERS Strategy:
As places for the creation and dissemination of knowledge, universities bring people together to debate the issues of our time and our future. We must use our reputation for rigour and independence to curate the conversation about the crucial roles that ERS play in business and government and, ultimately, in underpinning the prosperity of our society ... As such, we must continue to: (1) be the aggregating point for discussions about the proper conduct of business in society; and (2) be open and inclusive, including providing a platform for new and diverse voices.

Our PRME Goal:
Convene and support a coordinated series of events aimed at raising awareness and capability in relation to global social responsibility and sustainability.

FBE and MBSL aim to ‘have a unique perspective on the role or application of ERS in business that both informs and persuades’ (ERS Strategy). We currently implement our strategy through participation in public forums around the broad themes of PRME, podcasts, orations and colloquia, conferences, seminar and lectures, and alumni events. To further our goals in this area, FBE and MBSL have designed a PRME calendar of events for 2022 onwards, which includes a series of internal and external engagements to generate and contribute to the discourse and dialogue among stakeholders, including students, on important issues relating to global social responsibility and sustainability. The first of these was a Circular Economy Masterclass in September 2021, facilitated by the Centre for Sustainability and Business.

“

There is an explosion of digital technologies, and community and society are engaging in new ways. The emerging platforms are disrupting the marketing function and, as a result, new opportunities and developments are going to be possible. Our students are community minded. They want to see all the good things that are happening, including strong positive social outcomes and the democratisation that is taking place because of digital technologies. This is an exciting combination, and when the two dovetail you can see the excitement in our students about all the good things that can happen.

DR MICHAL CARRINGTON
Senior Lecturer, Marketing

”

Notable Public Events

Innovation Week 2021

In August 2021, Melbourne Connect hosted its inaugural [Innovation Week](#). This was a five-day innovation festival with over 30 events that included panels, pitches, exhibits and entrepreneurial expos. Events included the [Future Cities Symposium: How Regenerative Urban Design & Placemaking Will Restore Us](#). This was a half-day symposium with leading urban designers, planners and strategists who discussed the potential of regenerative design and how it challenges existing ideas about sustainability.

Menzies Oration

As part of Innovation Week, and in collaboration between the UoM and the [Menzies Foundation](#), Professor Paul Tracey delivered the 2021 Menzies Oration on incorporating the SDG framework in impact initiatives. The oration was followed by a response from a global panel, with a particular focus on progress to date and the role that impact investment must play in reaching these goals.

Melbourne Knowledge Week

MBSL was an event partner for Melbourne Knowledge Week in 2021, hosting a workshop titled: [A Board Game, Literally](#). This workshop provided an opportunity for members of MBSL and the external community to participate in the simulation of a board meeting addressing an ethical dilemma, either in person or online. It was designed to explore topics of corporate social responsibility and spark dialogue among participants on the considerations of business. Forty-two participants attended this event in person and 131 attended online from six countries.

Charles Goode Oration

The 2019 Charles Goode Oration was delivered by Martin Daunton, Emeritus Professor of Economic History at the University of Cambridge. This oration was titled [Nationalism versus multilateralism: how does globalisation end?](#) and it addressed the tension between national self-interest and the imperatives of the global economy. The 2020 Charles Goode Oration was delivered by Martin Wolf, Associate Editor and Chief Economics Commentator at the *Financial Times*, London. This oration was titled [How to Save Democratic Capitalism](#) and it addressed the current problems facing advanced democracies, including rising inequality and civic disengagement. This oration was delivered in a webinar format. In 2021 the Oration will be presented by Professor Daron Acemoglu, Institute Professor in the Department of Economics at MIT, who will discuss how, post-pandemic, to make globalisation work for regular people as well as corporation, via new institutions, new and bolder social norms, and a complete overhaul of the way we do business today.

Charles Goode Oration 2020

2020 CHARLES
GOODE ORATION

How to Save
Democratic
Capitalism
by Martin Wolf



Charles Goode Oration 2021

MBS
VIRTUAL
EVENTS
2021 CHARLES
GOODE ORATION

Building a fairer
world after
COVID-19
by Professor
Daron Acemoglu



A Board Game, Literally 2021



Foenander Lecture

The Human Resource Management Unit hosts the annual Foenander Lecture series, which provides an opportunity for the academic and business community to discuss current issues of joint interest. The 2019 Foenander Lecture, titled [Economic Policy In a time Of Reactionary Populism: Consequences For Work and Inequality](#) was presented by Professor Michael Piore from Massachusetts Institute of Technology. This lecture analysed recent events such as Donald Trump’s electoral victory in the United States, and Brexit in Britain in the context of neglected labour politics. The 2021 Foenander Lecture was titled [Sexual Harassment: #MeToo in the era of Me Me Me](#). It was presented by Rachel Doyle SC, and covered topics of sexual harassment and power in the context of developments in industrial and employment law over the last 20 years.

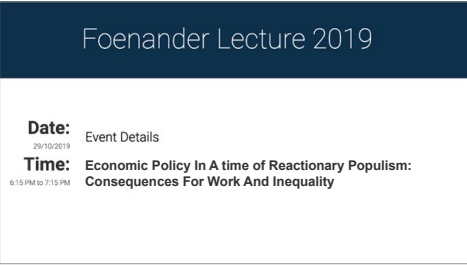
Sir Donald Hibberd Lecture

Professor Amanda Sinclair delivered the [2021 Sir Donald Hibberd Lecture](#) on Lessons for Leaders from Lockdown. It saw 387 guests Zoom in to expand their ideas around traditional leadership, think about what leadership qualities they want to see more of in the future, and share which leaders they have found inspiring in the last 18 months. The [2020 Sir Donald Hibberd Lecture](#) was delivered by Professor Mark Crosby (Monash Business School) on Global Economic Recovery from the COVID-19 pandemic. Specifically, it discussed the features of this recovery and how it will be affected by pre-pandemic factors such as widening inequality, a retreat from globalisation in the United States and heightened nationalism in China.

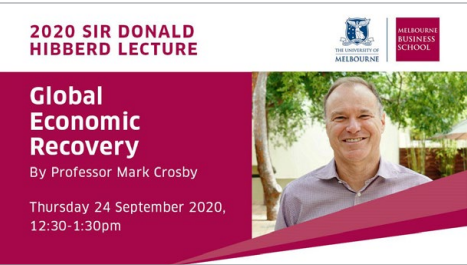
Gourlay Visiting Professor of Ethics in Business

The [Gourlay Visiting Professor of Ethics in Business](#) is an initiative designed to expose students to the world’s best minds in applied ethics and facilitate conversations in values and decision-making frameworks. Associate Professor Ben Neville is the Gourlay Fellow of Ethics in Business. In 2019, a number of public, academic and corporate events were held for the visit of 2019 Gourlay Visiting Professor Dirk Matten, including a public panel discussing whether capitalism today is in crisis, and another on the ethical issues arising from the current approach of governments and business to governing the internet.

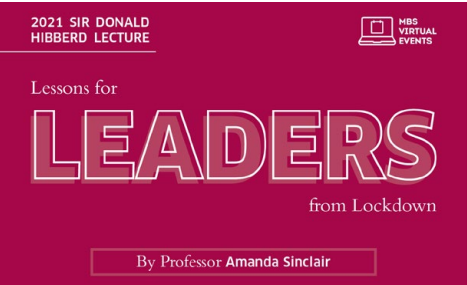
Foenander Lecture 2019



Sir Donald Hibberd Lecture 2020



Sir Donald Hibberd Lecture 2021



Public Seminars

Public seminars and lectures are also part of FBE’s and MBSL’s offering to promote dialogue and thought leadership in relevant areas. Examples of this include Professor Ross Garnaut’s six-part seminar series in 2019, on the challenges and opportunities of energy transition in Australia, with lectures such as The Complex International and Domestic Economics of Climate Change and Australia: Superpower of the Zero Emissions Global Economy. Other examples include MBSL’s series of public webinars, including the [Talking Business During Crisis](#) series around the pivot required by COVID-19, and the [Talking Data](#) series on issues relating to data governance, ethics and culture.

The [Melbourne Institute](#) also hosts a regular seminar series that showcases a range of studies from scholars across the world. Many of these seminars have a focus on disadvantage, wellbeing and global sustainability. In 2019, the Institute hosted Professor Guido Erreygers, from the University of Antwerp, who presented a seminar titled [Defining and Measuring Health Poverty](#). This seminar explained how the concept of ‘health poverty’ could be defined and measured, before applying its methodology to real-life cases.

Similarly, in 2020, the Institute hosted Professor Duncan McVicar, from Queen’s University Belfast, to present a seminar titled [Zero Hours Contracts](#). This seminar introduced the rise of employment contracts where employment is not guaranteed, alongside their characteristics and association with workers’ health outcomes. To celebrate the 21st anniversary of the HILDA Survey in 2021, the Institute held a series of weekly virtual colloquia over a six-week period. This was to showcase new research based on the data generated by the HILDA Survey to date. Each of these colloquia drew on three separate studies under a shared theme, all using HILDA Survey data including: [Examining the Ripple Effects from Health Shocks](#); [Wealth and Home Ownership: Health, Work and their Relationships](#); and [Happiness and its Cost](#).

Talking Business During Crisis Series 2020



Talking Data Series 2021



Podcasts

Podcasts are an important way for FBE and MBSL to contribute to PRME-related discourse.

In 2021, Melbourne Climate Futures launched the [Climate Talks](#) podcast to generate discussion on climate change in the lead up to the 2021 United Nations Climate Conference (COP26). It is hosted by Professor Jackie Peel and Dr Cathy Oke, who interview experts in each episode to discuss climate-related topics such as adaptation, climate finance and carbon markets, and the involvement of non-state actors in climate discussions.

FBE has hosted the [GameChangers](#) podcast since 2019, producing two seasons consisting of eight episodes each. The podcast showcases alumni who have taken innovative steps in their career to make a positive impact in the world. Stories include Jane Kou, founder of a start-up that addresses global food waste by starting at the local level. [Bring Me Home](#) provides affordable access to food that would otherwise go to waste through an online platform. Cameron Knox, CEO and Co-founder of Allume Energy, also features on GameChangers. [Allume Energy](#) is a renewable energy company that developed SolShare technology, which allows apartments to connect to a shared rooftop solar system accessing clean energy and the opportunity to reduce their carbon footprints.

The [Melbourne Business School](#) podcast is hosted by Yasmin Rupesinghe and it explores the latest research into leadership, power, strategy, diversity, marketing and more. PRME-related podcasts include: [The effect of power and status at work and in Black Lives Matter](#) with Associate Professor Jennifer Overbeck. This episode discussed the effects of power and status within organisations and society with reference to Australia's COVID-19 response and social movements such as Black Lives Matter. [How leaders can build trust within a culturally-diverse team](#) with Professors Carol Gill (MBSL), Nicole Gillespie (University of Queensland) and Bart De Jong (Australian Catholic University) discussed the role of diffuse leadership in effective culturally diverse teams.

A selection of Melbourne Business School's Podcasts



Podcast: How leaders can build trust within culturally-diverse teams

For a culturally-diverse team to perform exceptionally, leadership needs to be shared among its members, says Associate Professor Carol Gill.



Podcast: Why business leaders should be planning for the next COVID-19

The next seismic crisis is only a matter of time, but smart business leaders can prepare for it, says Professor Glenn Hoetker.



Podcast: The effect of power and status at work and in Black Lives Matter

Power and status are integral to business and society, but not always obvious, causing major misunderstandings, says Associate Professor Jennifer Overbeck.

The [Accounting Podcast Series](#) (TAPS) explores the accounting research output of the UoM and its distinguished visitors. It aims to cover innovations and developments in the teaching program and provide commentary on issues of the day in accounting in bite-sized episodes. Recent episodes include [Environmental and sustainability issues in accounting](#) and [Raising the profile and benefits of accounting in Indigenous communities](#), which explored how to promote accounting in Aboriginal and Torres Strait Islander communities and meet the accounting needs of the First Nations business community.

[Women Are the Business](#) links cutting-edge research and real-life experience to explore different issues that affect women in the workplace. This podcast was the winner of Best Business Podcast 2020 at the Australian Podcast Awards.

The Accounting Podcast Series



Raising the Profile and Benefits of Accounting in Indigenous Communities with Sarah Richards

TAPS: The Accounting Podcast Series
Sarah Richards: Raising the Profile and Benefits of Accounting in Indigenous Communities

00:00 20:25

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Download the full transcript

Environmental and Sustainability Issues in Accounting

TAPS: The Accounting Podcast Series
Naomi Soderstrom: Environmental and Sustainability Issues in Accounting

00:00 17:25

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Women Are the Business Podcast Series

Episode 5: Women v COVID-19

The COVID-19 pandemic is shaking up the way we live and work - and in this episode we take a close look at how women and men are affected in different ways.

As we'll hear, the pandemic has exposed the "care crisis" in our homes, and highlighted women's role at the frontline of the response. It threatens to take gender equity backwards in the workplace.

Can we get to the other side of the pandemic without making gender inequity worse?

Our guests are Professor Susan Ainsworth and Associate Professor Leah Rupanner.

Women are the Business
Episode 5: Women v COVID-19

00:00 24:56

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Episode 6: A Conversation with Julia Gillard

In this special episode of Women are the Business, we're bringing you a candid conversation with University of Melbourne alum, and former Prime Minister of Australia, Julia Gillard.

We spoke about the roadblocks to true gender equality, how she looks back on her career with the benefit of hindsight, the power of activism and what she's been up to since she left politics.

"We only change big things in our world by talking about them."

Women are the Business
Episode 6: A Conversation with Julia Gillard

00:00 30:39

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Episode 7: The Gender Power Gap

In Australia, only 7% of the biggest companies are led by women. Women are significantly underrepresented in decision-making, and the problem gets worse the higher you go.

In this episode of Women Are The Business, we take a look at what's behind the gender power gap, from stereotypes to leadership styles. Plus we tackle hot-button solutions, like quotas.

We spoke to two women who were at the vanguard - Jan West and Sue Morphet - and leadership expert Jen Overbeck.

Women are the Business
Episode 7: The Gender Power Gap

00:00 24:08

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Notable Conferences

Finance Down under Conference

The Department of Finance’s annual [Finance Down Under](#) conference invites scholars to share and discuss the best in current empirical and theoretical research within the field of finance. Example sessions included ESG Preference and Market Efficiency: Evidence from Mispricing and Institutional Trading in 2019 and The Origins and Real Effects of the Gender Gap: Evidence from CEOs’ Formative Years in 2020.

Ethical Enterprise Conference

The Leadership for Social Impact stream at the Centre for Workplace Leadership co-sponsors the Moral Fairground Ethical Enterprise Conference. The theme for the 2021 Conference, ‘The Future is NOW’, emphasises the urgency for ethical business to create the impact and change needed for a sustainable future.

Women and Management Dinner

The [Women and Management Dinner](#) was last held in 2019 (due to COVID-19) and aimed at celebrating and discussing challenges faced by Women of Influence. The dinner provided an opportunity for attendees to delve deeper into what more needs to be done to support the careers of women in management. Panellists included Kelly O’Dwyer, former Minister for Jobs and Industrial Relations, and Fiona Vines, Global Heald of Inclusion & Diversity at BHP Billiton.

Business Analytics Conference

The annual [Business Analytics Conference](#), hosted by the Centre for Business Analytics, showcases Australian and global academics, executives and practitioners. It provides a forum for over 1,000 board members, senior executives and industry professionals to transform decision-making for the benefit of business and society by using analytics. In 2021, some examples of this included the panel discussions ‘How can the government leverage analytics to accelerate growth and recovery?’ and ‘How can we leverage data and analytics to drive better overall health outcomes?’. The 2021 theme of the Business Analytics Conference Week was ‘Driving Recovery and Growth through Data Analytics’.

Datathon winners 2021



Gender and Sexuality at Work Conference

The Centre for Workplace Leadership hosts the [Gender and Sexuality at Work Conference](#) every two years. The 2020 Conference, the Conference brought academics from 34 universities across Australia, together with 40 different organisations working on gender and sex equity interventions, to share learnings from their research. Over 300 organisations were in attendance at the last conference in 2000. The 2022 conference will be opened to the Asia-Pacific region, also supported by Swinburne University and ANU along with other sponsors, Our Watch, Victorian Human Rights and Equal Opportunity Commission, Australian Academy of Science, Commission for Gender Equality in the Public Sector, Pride in Diversity, Transgender Victoria, The Workplace Gender Equality Agency, and the Diversity Council of Australia, as well as corporate partners.

Supply Chain and Services Management Symposium

Examples of this include Professor Ross Garnaut’s [six-part seminar series](#) in 2019, on the challenges and opportunities of energy transition in Australia, with lectures such as ‘The Complex International and Domestic Economics of Climate Change’ and ‘Australia: Superpower of the Zero Emissions Global Economy’.

In 2019, the Department of Management and Marketing hosted the [17th ANZAM Operations, Supply Chain and Services Management Symposium](#) on the theme ‘Designing Sustainable and Resilient Supply Chains in an Era of Rich Data’. The focus for this symposium was to share novel approaches to applying big data analytics in helping organisations design and manage sustainable and resilient supply chains.

Alumni Engagement

Alumni engagement is another opportunity for FBE and MBSL to progress their PRME goals.

The [Melbourne Foundation for Business and Economics Annual Dinner](#) provides another means for FBE and MBSL to contribute to the dialogue on important PRME issues. In 2019, the panel discussion was on ‘The Dark Side of Modern Work’. In 2020, the pre-dinner panel presentation was on Closing the Gap through the Indigenous Business Sector.

Alumni Women’s Events

The [Business and Economics Alumni Women’s Lunch](#) invites subject matter experts, graduates and [Alumni of Distinction Award](#) recipients to share their reflections and insights about various topics with a gender lens. In 2019, topics were [Financial literacy is the new black](#); [Women, work and COVID-19](#) and [The impact of AI and adapting to change in the workplace](#). FBE and MBSL also offered themed webinar series to alumni during COVID-19. The [Women in Leadership Workshop Series](#) covered negotiations, quieting the critic within and managing difficult conversations, while the other, on building capabilities in the social purpose sector, looked at putting purpose into action, digital technology and adapting business models.

Conclusion

The experience of engaging with Principles for Responsible Management Education (PRME) has been very rewarding for FBE and MBSL. As the first action implemented under the Ethics, Responsibility and Sustainability (ERS) Strategy, this PRME Sharing Information on Progress (SIP) was well aligned with the refresh of the Joint Strategy, scheduled for completion in early 2022. FBE and MBSL have jointly evidenced strong progress against each of the principles across teaching research, service and leadership, as well as organisational operations to support our students to fulfil their potential through their learning and experience of FBE and MBSL, and to help develop them into global leaders that bring sustainable value to the world of business.

“

Our students want a better measure of diverse aspects of business. Performance is more important than profits. Short-term financial performance doesn't reflect underlying performance, or sustainability over multiple periods, especially in regard to infinite resources incorrectly modelling whether organisations are able to continue in the longer term. We are opening our students' eyes to that.

ASSOCIATE PROFESSOR BRAD POTTER
Head of Department, Accounting

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In the next review period, FBE and MBSL will jointly focus on:

- developing their benchmarking of ERS activities
- further embedding sustainability in the curriculum
- promoting the economic independence of First Nations Australians through the work of the Dillin Duwa Centre for Indigenous Business Leaderships
- developing internal dialogue on Sustainable Development Goals (SDGs) and PRME, through internal faculty dialogue and capacity building, and increased engagement with students
- development of an engagement strategy for ERS and delivering an embedded calendar of events
- increasing their engagement with PRME.

The impact of COVID-19 on professional staff, faculty and students has meant that gathering the data for this report has been challenging. Through the work of the Joint ERS Committee, as well as the Joint Diversity Committee, FBE and MBSL are committed to increasing their impact in ethics, responsibility, sustainability, global citizenship and leadership to further realise their goals.

Appendix:

PRME Governance Structure

JOINT CHAIRS OF ERS COMMITTEE



PROFESSOR PAUL JENSEN
Deputy Dean, FBE (Faculty)



PROFESSOR CARON BEATON-WELLS
Dean, MBSL (Internal)

PRME STEERING COMMITTEE



ASSOC. PROFESSOR BEN NEVILLE
Deputy Director, Melbourne Climate Futures (Engagement)



DR JACKIE KING
Director, Accreditation and Joint Strategic Projects



PROFESSOR GLENN HOETKER
Director, Centre for Sustainability and Business

ERS STRATEGY WORKING GROUP



PROFESSOR THOMAS MAAK
Director, Centre for Workplace Leadership



MS CELESTE PERFECT
Director, MBSL Strategic Projects



DR TOMASZ WOZNIAK
Senior Lecturer in Econometrics

SPECIALIST EXPERTS



ASSOC. PROFESSOR BRAD POTTER
Head of Department of Accounting



ASSOC. PROFESSOR MICHELLE EVANS
Director, Dillin Duwa Centre for Indigenous Business Leadership



PROFESSOR NAOMI SODERSTROM
Deputy Head of Department of Accounting



DR MICHAL CARRINGTON
Senior Lecturer in Marketing



ASSOC. PROFESSOR ANDREW JOHN
Associate Professor in Economics



DR VICTOR SOJO MONZON
Senior Lecturer in Leadership

