

SHARING INFORMATION ON PROGRESS

PRME

*an initiative of the
United Nations Global Compact*

REPORT
2018

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MONASH
University

MONASH
BUSINESS
SCHOOL

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OUR COMMITMENT TO THE PRINCIPLES OF RESPONSIBLE MANAGEMENT EDUCATION



RENEWAL OF COMMITMENT TO PRME

I am pleased to confirm that Monash Business School continues to support the objectives of the UN Principles for Responsible Management Education.

Professor Robert Brooks
Interim Dean

It is with great pride that I present, on behalf of Monash Business School at Monash University, our fourth Sharing Information on Progress (SIP) report, which reflects our continuing commitment to the United Nation's Principles for Responsible Management Education (PRME) initiative.

Since the announcement of the 17 Sustainable Development Goals (SDGs) in September 2015, Monash Business School has made substantial progress in the development and application of the PRME principles.

During 2017-2018 there have been many notable achievements in our advancement of responsible management education.

This report demonstrates how we have built on an already strong foundation, as an advanced PRME signatory, using our global reach and capabilities to address important world challenges and develop transformational educational and research projects. Our collaboration with multiple stakeholders both within and outside Monash University allows us to generate impactful outcomes beyond the borders of our institution.



INTRODUCTION

Monash Business School is part of Monash University, located in Melbourne, Australia, which is ranked in the top one percent of universities worldwide.

QS WORLD UNIVERSITY RANKINGS 2018

29th

IN THE WORLD FOR
BUSINESS AND
MANAGEMENT STUDIES

QS World University
rankings by subject 2018

23rd

IN THE WORLD
FOR ACCOUNTING
AND FINANCE

QS World University
rankings by subject 2018

59th

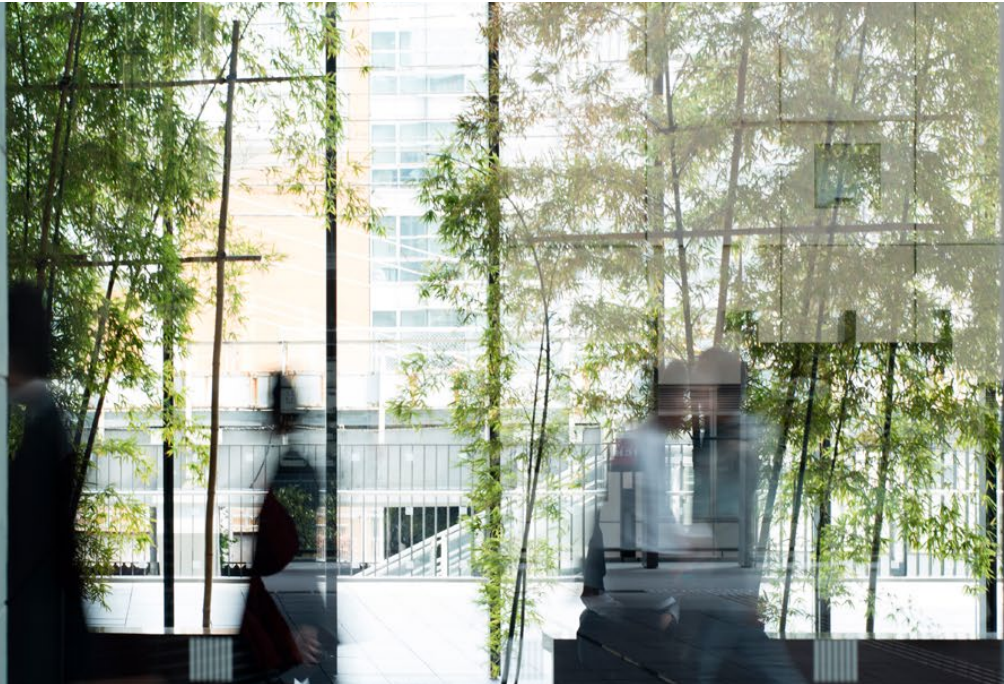
IN THE WORLD
Overall University
ranking

We are among the 1 per cent of business schools in the world to have achieved the elite 'triple accreditation' by the major global business school accreditation bodies – AACSB, EQUIS and AMBA – meaning that our business education has been measured against the standards of the world's best schools.

Our Mission states that we engage in the highest quality research and education to have a positive impact on a changing world.

A signatory to PRME since 2010, Monash Business School joined the UN PRME Champions initiative in 2016. In carrying out the actions and projects of the PRME Champions group, the School is helping to drive the agenda on developing the capabilities of students and educating future sustainable leaders.

PRINCIPLE 1: PURPOSE



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

In the half-century since its founding, Monash has demonstrated its continued commitment to fulfilling the vision of its namesake Sir John Monash, an Australian engineer, military tactician and commander, and business and academic leader, who urged students to “adopt as your fundamental creed that you will equip yourself for life, not solely for your own benefit but for the benefit of the whole community.”

Monash seeks to improve the human condition by advancing knowledge and fostering creativity.

It values excellence in research and scholarship, education and management; innovation, engagement and creativity; local and global engagement; and respect for diversity in individuals, communities and ideas.

Monash seeks to deliver education and research outcomes that solve global problems and change people's lives across the many campuses and continents upon which it operates. In doing this, Monash remains true to its distinctive character of being open, optimistic and friendly, being ethical and being committed to its communities.

The purposeful nature of our initiatives is instilled in our graduates' attributes – individuals should not only acquire knowledge and skills to develop themselves for their personal benefit but, more importantly, for the benefit of the wider community.

Our graduates are encouraged to be responsible global citizens who display solid character, embrace diversity in all forms, and abide by a rigid code of ethics. Ethical and responsible behaviour is a cornerstone of the School's mission, vision, and values.

Our university's motto, *Ancora Imparo* (“I am still learning”), captures the essence of Sir John Monash's approach to life, as he used education to channel his natural talent into ability, which he used to attain his challenging goals. We encourage our students to use their character strengths to acquire necessary knowledge and tools to enhance their personal and societal welfare.

GREEN STEPS

An initiative of Monash University's Monash Sustainable Development Institute (MSDI) Green Steps equips current Monash University students with the skills and knowledge needed to become leaders and sustainability change agents in their careers and beyond.



Over the past 17 years, the Green Steps extra-curricular program has transformed lives, launched careers and most importantly, created a network of leaders who are now working in organisations to make the world a more sustainable place to live.

An initiative of the MSDI, Green Steps equips current Monash University students with the skills and knowledge needed to become leaders and sustainability change agents in their careers and beyond.

Green Steps was created in 2000 by a group of students who wanted their peers to gain the skills needed to make sustainability-related change in the organisations they will one day work for.

Across four-and-a-half days of group-based training sessions, Green Steps gives students practical skills and knowledge which they're then able to apply to a multidisciplinary team-based project.

The program has three key features: an online sustainability challenge, training and a consultancy project in which students have the opportunity to apply for a consultancy role undertaking a sustainability-related project at Monash University.

Our program has been recognised with several prestigious awards, including the Premier's Sustainability Award, the United Nations Association Education Award and the Banksia Environmental Award.



MONASH MINDS LEADERSHIP PROGRAM

The Monash Minds Leadership Program embodies the Monash ethos of community service.

Together with other high-achieving and passionate students, students increase their leadership competence and confidence by volunteering in the local community and engaging with prominent leaders from a wide range of disciplines.

THE PROGRAM FEATURES

Foundation Day

A day where students are introduced to key concepts relating to leadership, volunteering and career development.

Evening masterclasses

Providing students with the opportunity to learn from successful and high-profile leaders from diverse professional backgrounds. Each session involves a formal presentation by a guest speaker, followed by questions and interactive discussions or activities, where students apply the themes of the masterclass to build leadership skills.

Service learning

During the program, students have the opportunity to volunteer at least 10 hours. This enriches the leadership development experience by engaging students in meaningful hands-on service that addresses real-life needs in the Monash University community.

Through it, students can consolidate characteristics associated with effective leadership, such as collaboration, commitment, communication, citizenship and consciousness of self.

Field trip

Monash Minds students have the opportunity to participate in an Indigenous learning experience day trip which is designed to develop understanding and appreciation of Indigenous cultures past and present.

During 2018, 15 Monash Business School students participated in the Monash Minds Program.

PRINCIPLE 2: VALUES

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

Monash Business School adheres closely to Monash University's values and objectives in the application of social justice, ethics, sustainability and respect for diversity in individuals, communities, and ideas. We emphasise social justice in our workplace culture; ethical practices in our workplace environment as well as teaching and research; and sustainability in all our activities – teaching, research, and engagement – locally, nationally, and internationally. We are also diverse in our staff and student profiles and promote diversity of thought in our programs and activities.

Monash University has been a signatory to the United Nations Global Compact (UNGC) since 2004 and is committed to aligning its operations and strategies with the ten universally accepted UNGC principles in the areas of human rights, labour, environment, anti-corruption, socially responsible procurement and equity.

Monash is an active member of the Global Compact Network of Australia (GCNA), attending and partnering on events, participating in annual General Meetings and responding to calls for input on local issues. There is a resolute commitment in all areas and at all levels of the university to achieve excellence in research and education, built through a deep engagement with the world, for the good of our communities and environment.

This mindset is promoted throughout Monash as evident in its strategic plan Focus Monash: Strategic Plan 2015-2020.

“Through excellent research and education, Monash will discover, teach and collaborate with partners to meet the challenges of the age in service of national and international communities.”

*Focus Monash: Strategic
Plan 2015-2020*





EQUITY AND SOCIAL INCLUSION

Monash University has received the prestigious **Employer of Choice for Gender Equality** citation by the Workplace Gender Equality Agency (WGEA) for three consecutive terms. This citation provides recognition of Monash University's continued endeavor to foster an environment in which all staff, irrespective of gender, are able to participate equally.

It is confirmation of the success of the University's strong and productive approach to gender equity, including through pioneering initiatives such as the **Senior Women's Shadowing Program**, **Advancing Women's Research Success Grants** and women's mentoring programs.

Monash University's support for parents and carers goes well beyond the provision of generous **parental leave** and **flexible work options**. The university also offers a range of parental programs to assist staff to more effectively manage the often complex transition to and from parental leave, including workshops for new fathers, as well as offering facilities such as childcare centres and parenting rooms.

Monash Business School has implemented a series of policies to support diversity. The School has an Equity and Social Inclusion Committee which, in 2017, made 16 recommendations for promoting gender equality. Of these recommendations, 14 were accepted by the Business School Executive at the end of 2017 and have either been implemented or are in the process of being implemented.

*Monica Doan,
winner of the 2018
Horsburgh-Cole Door
Breaker Scholarship.*

One example is the implementation in 2018 of the Monash Business School Mentoring Program, which allows female members of faculty to seek mentoring from more experienced female (or male) faculty. This program complements the objectives of a University-wide Women's Mentoring Program conducted biennially, and open to applications by all academic and professional women.

Since its inception, large proportion of senior faculty and professional staff in the School have participated as mentors in the University program.

Monash University values, supports, and promotes programs and policies that improve the physical and psychological health and wellbeing of its employees and allocates funds to support participation. Our academics are at the forefront of health and wellbeing programs, including mindfulness for wellbeing and peak performance.

Monash is an inaugural member of the Science in Australia Gender Equality (SAGE) pilot of the Athena SWAN program. Our inclusion in the pilot is extending our capacity to enhance gender equity across science, technology, engineering, mathematics and medicine (STEMM) disciplines.

Monash University has renewed its commitment to the Australian Human Rights Commission's 'Racism. It Stops with Me' campaign and carried out a number of activities to support this commitment.

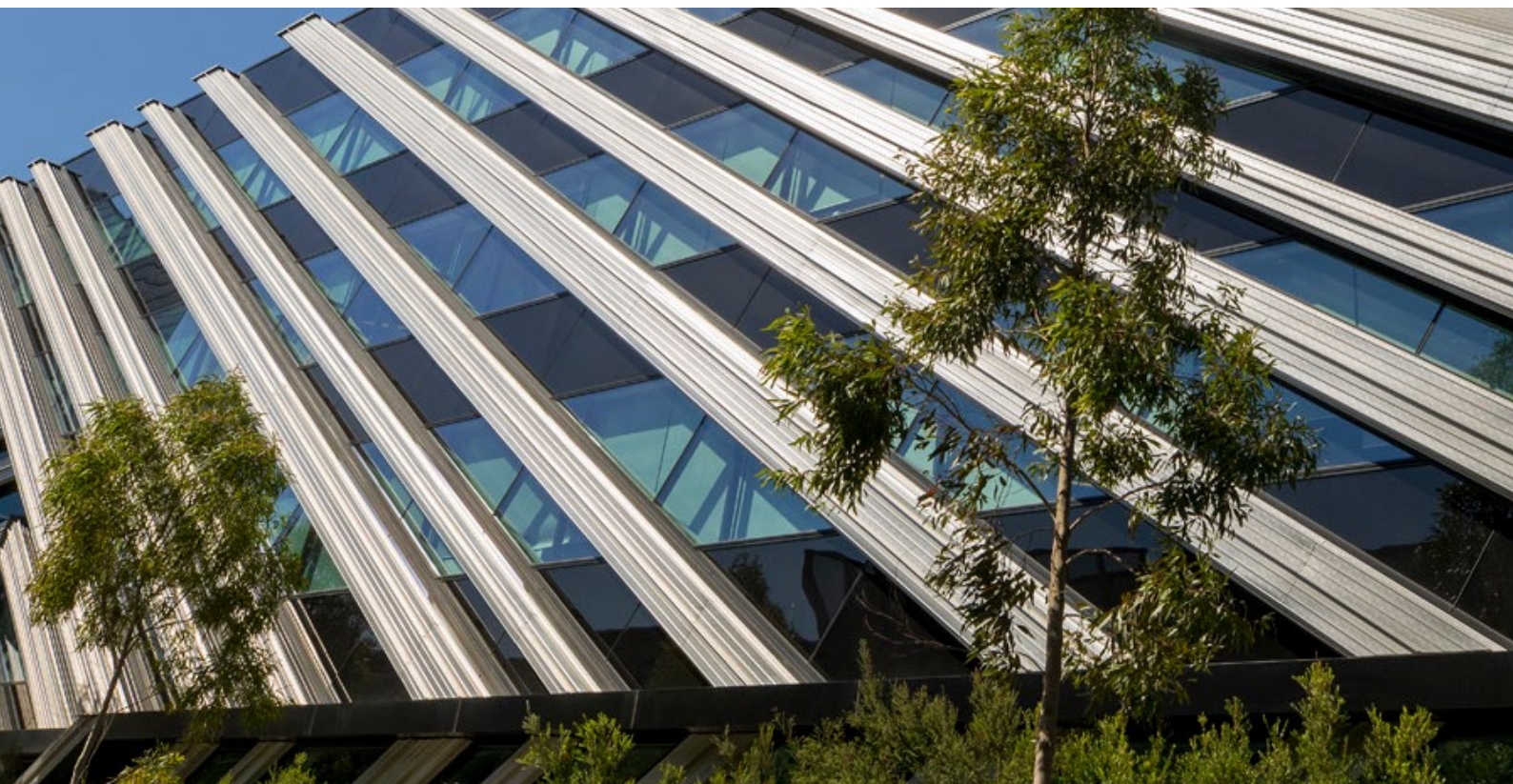
These include fostering an anti-racist campus culture at Monash: developing an 'Identifying and eliminating racism' guide through the Social Justice Unit at Monash and a developing a 'Guideline to accommodate students and staff with strict religious observance obligations'.

In 2017, the University established the 'Respect. Now. Always.' Advisory Committee to implement the nine recommendations of the Australian Human Rights Commission (AHRC) national survey and *Change the Course Report* on the prevalence of sexual assault and sexual harassment in universities in Australia. The Committee endorsed an action plan for each of the nine AHRC recommendations for broader consultation. The 'Respect. Now. Always.' campaign is part of our safer community efforts aimed at tackling sexual assault, interpersonal violence, and harassment within the Monash community.

Monash Business School provides a range of scholarships and programs designed to promote equitable access among our students.

An example is the Horsburgh-Cole Door Breaker Scholarship. Established by two Monash Marketing alumni, Amber Horsburgh and Julian Cole, the award champions marketers who are first-in-family university attendees. The inaugural winner was undergraduate marketing student, Monica Doan.

Institution-wide, Monash University has a range of scholarships that provide students from underprivileged and/or underrepresented communities with the opportunity to study at Monash. These include scholarships to assist asylum seekers who are on a bridging visa. These cover full fees and a financial scholarship (of \$5000 in value per year) for the duration of their degree. Monash has increased the number of these scholarships thanks to the generous donations from alumni and supporters of the University through the Achieving Potential fund.



MONASH BUSINESS SCHOOL MISSION, VISION AND VALUES

OUR MISSION

We engage in the highest quality research and education to have a positive impact on a changing world.

OUR VISION

We will be recognised as one of the world's foremost academies of scholarship in business, economics, and related disciplines. The standing of our flagship initiatives will be attested by the most esteemed international arbiters of quality.

OUR VALUES

Aligned with the University, we uphold the values of human rights, social justice, environmental sustainability and respect for diversity in individuals, communities, and ideas. While pursuing our mission and vision, we are committed to:

- Providing a collegial and respectful environment for staff and students;
- Integrity, transparency and accountability in its internal governance;
- Recognising and rewarding excellence in research, education and everything it does;
- Upholding the principles of responsible education and effective global citizenship; and
- Engaging collaboratively with all our local, national and international stakeholders.

PRINCIPLE 3: METHOD

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



Below, we outline the activities that Monash is engaged in to ensure that PRME values are embedded into our educational frameworks, materials, processes and environments.

CONTRIBUTING TO GLOBALLY RESPONSIBLE LEADERSHIP INITIATIVES

Monash Business School has piloted a number of GRLI initiatives such as the Sustainability Literacy Test and the Leverage, Expand, Accelerate and Partner (LEAP) teaching-research network. Monash is also a member of the AIM2Flourish network, which celebrates and catalyses business innovation as part of a global learning challenge.

Contributing stories to AIM2Flourish comprises an assessment task in our capstone subject *Sustainable Practice and Organisations*. We are very proud of one of our students, who was announced as the winning author of a story submitted to AIM2Flourish to address Goal 7: Renewable Energy. The story also addressed Goals 1: No Poverty and 6: Clean Water and Sanitation.

PRME EDUCATION EXCELLENCE AWARDS

Dr Christo Karuna was the recipient of the inaugural PRME Education Excellence Award in the Business School's Dean's Awards in 2018. Christo uses a range of methods to encourage his students to develop responsible management practices, including creating a culture that promotes sound mental health, satisfaction and engagement; industry engagement and coaching.

Embedding PRME in our Curricula

The School is committed to embedding the principles of PRME in program offerings, research and internal governance. In fact, such a commitment is included in the position descriptions for the School's senior management team.

Sustainability programs and majors

Students enrolled in the Bachelor of Commerce can choose to major in sustainability. This is a popular major for students enrolled in double degrees with Arts or Law. Monash Business School also collaborates with multiple faculties to offer the Master of Environment and Sustainability, where students can choose from a number of specialisations including: Environment and governance; Leadership for sustainable development; and Corporate environmental and sustainability management.

Units focusing on sustainability

In 2018, Monash Business School engaged in a mapping of all our programs to the PRME Principles and SDGs. This revealed the high number of units already integrating PRME values into educational materials. Examples of units devoted to sustainability issues include:

Accounting for sustainability:

Business is facing increased scrutiny with respect to the sustainability implications of its operations. Against this setting, companies are exploring ways in which enhancing sustainability performance creates organisational value. This course focuses on the ways in which sustainability impacts on the core functions performed by professionals in accounting and business. It considers both external and internal reporting aspects of corporate social and environmental sustainability, and the ways in which such information can be incorporated into decisions made within the entity. The implications of such information for the assurance function are also explored.

Business ethics in a global environment:

This course is designed to develop students' moral reasoning about the conduct of business in the global context. They will achieve this by exploring theories of ethics and justice in business and in its relationships with society, across different cultural and religious traditions; and reflecting on their own moral development through analysis of ethical and unethical behaviours in business.

Climate change and carbon management strategies:

This course provides an introduction to the business, regulatory and economic perspectives of climate change mitigation. It investigates how market and regulatory initiatives to mitigate greenhouse gas (GHG) emissions by carbon pricing mechanisms can be managed by liable businesses and other stakeholders, by examining the following: climate change science; economic impacts of climate change; international initiatives to mitigate GHG emissions; investment in low-emissions technologies; carbon pricing regulatory regimes and market trading mechanisms; measurement of business carbon footprint; industry sector interactions with carbon markets and regulatory regimes; accounting issues arising from pricing GHG emissions.

Corporate sustainability management:

Corporate management for sustainable development is emerging as a core competency for business leaders. The ability to create value from and mitigate risks associated with, sustainable development increasingly impacts markets, access to capital, company reputation and shareholder value. Managers who understand the need for a strategic approach to corporate sustainability management will perform across the 'triple bottom line' of environmental, social and financial performance to preserve value and create new business opportunities.

Prosperity, poverty and sustainability in a globalised world:

This course examines the process of economic development and its effects on prosperity, poverty and sustainability. The course begins by studying the sources of prosperity via economic growth in the modern era, with particular reference to the Great Divergence in incomes that started during the 1800s. Second, the course asks why some economic systems have prospered, while others have declined by turning its attention to disparate experiences of world-wide economic growth such as poverty and starvation. In the subject students also study the effects and prospects for future economic development in the context of environmental sustainability and climate change.

Sustainable practice and organisations:

This subject, conducted in collaboration with MSDI, gives students the chance to explore and understand the roles organisations play in addressing global sustainability challenges. It facilitates this by examining why innovation is the key to making the world cleaner and more equitable. Through interactive learning and working collaboratively, students can transfer their newly-developed skills immediately to real-world problems in an impactful manner.

FACULTY DEDICATED TO TEACHING PRME-RELATED TOPICS INCLUDE:



Simon Angus

Associate Professor Simon Angus

Associate Professor Angus maintains a strong interest in the scholarly approach to best-practice teaching and learning. He developed a blog titled Economics Now! as an additional resource for students in the areas of sustainability, development and poverty. He has taught in the Economics of climate change and Prosperity, poverty and sustainability in a globalised world courses. Simon is a judge on the global microfinance case student competition organised by the Socio-Economic Engagement and Development (SEED) student club.

Dr Ananya Bhattacharya

Dr Ananya Bhattacharya has research expertise in buyer-supplier relationships, supply chain collaboration, sustainability and innovation. Her recent endeavour was to explore outsourcing experiences among clients and vendors in Australia. She teaches Sustainable operations and supply chain management.



Ananya Bhattacharya

Associate Professor Ken Coghill

Associate Professor Coghill conducts research and teaching in the areas of accountability, integrated governance and professional development (capacity building) for parliamentarians, in partnership with AusAID and the Inter-Parliamentary Union. He teaches the Governance postgraduate course. He is a founding member of the Accountability Round Table, a non-partisan group of citizens from diverse backgrounds, who are concerned to promote open and accountable government in Australia. In a world-first initiative led by the Department of Management in the Monash Business School, Associate Professor Coghill and the Commonwealth Parliamentary Association (CPA) developed benchmarks to support ethical conduct by members of Parliament.



Ken Coghill

Associate Professor Jan Brace-Govan

Associate Professor Brace-Govan maintains varied research interests with a focus on consumer experiences, social justice and ethics. She lectures in the Marketing leadership in society course.

Associate Professor Michelle Greenwood

Associate Professor Greenwood from the Department of Management was appointed as co-editor in chief of the Journal of Business Ethics in 2016, alongside Professor R. Edward Freeman (an adjunct appointment in the School). Michelle is a leading expert in ethics, and teaches corporate social responsibility and perspectives and paradigms in management theory.

Dr Christo Karuna

Dr Christo Karuna's research interests lie in product market competition, corporate governance, executive compensation, innovation, reputation and social responsibility. Currently, he is developing a purpose-driven scorecard derived from values-based leadership to enhance the culture of an organisation. Key to this framework is the sustainability of high quality relationships between the organisation and its key stakeholders. He teaches Strategic management accounting.

Ms Ingrid Landau

Ingrid Landau teaches Employment Law and from 2019 will teach a new unit Global Business and Human Rights. Ingrid has published in national and international journals on labour law, international labour law and business and human rights. In 2018, she was invited to participate in the NYU Stern Centre for Business and Human Rights and University of St Gallen's Business and Human Rights Young Researchers Summit, Queen Mary University of London's interdisciplinary workshop on public procurement and labour rights in global supply chains, and in Australia's National Dialogue on Business and Human Rights. Ingrid is on the Steering Committee of the Australian Corporate Accountability Network (ACAN).

Professor Pushkar Maitra

Professor Maitra teaches Economic development and Theories in international and development economics. He has published widely in the areas of development economics, health, human capital accumulation, skill development, gender and leadership, and microfinance. Pushkar participates as one of the judges on the SEED global microfinance case student competition.

Dr Elizabeth Prior Jonson

Dr Jonson specialises in corporate social responsibility, regulation and ethics. Elizabeth teaches Corporate social responsibility and business ethics and Perspectives and paradigms in management theory.

OPPORTUNITIES FOR STUDENT ENGAGEMENT

Monash offers a range of volunteering opportunities, and both curricular and extracurricular programs, that provide opportunities to develop expertise in the SDGs and responsible leadership.

GRADUATE RESEARCH INDUSTRY PARTNERSHIP

Monash University's innovative Graduate Research Industry Partnership (GRIP) program brings talented PhD candidates together with industry professionals to solve real world problems. Experts from Monash University's Faculties of Information Technology and Medicine, Nursing and Health Sciences, and the Monash Business School will support PhD students throughout their GRIP journey. A particular highlight is the "Digital and Data-Driven Innovation in Healthcare GRIP", headed by Professor Helen Skouteris (Health Economics), that supports up to 15 PhD students in addressing healthcare problems through digital and data-driven innovations, building their skills as the next generation workforce in the field.

MONASH LAW CLINICS

Through Monash University's partnership with Victoria Legal Aid, business and law students assist the community by working in multidisciplinary teams and provide free legal advice on a variety of legal matters at the Monash Oakleigh Legal Service, with services extending into legal and social work in a multidisciplinary clinic setting.

MONASH SEED

Socio-Economic Engagement and Development (SEED) is a student initiative that seeks to make sustainable social change through economic means. The club educates students about microfinance and social enterprise, and equip them to use their skills to make a positive social impact. It helps them to create social impact and economic opportunity through the mediums of economic development such as social enterprise and microfinance.

MONASH STUDENT SUSTAINABILITY ASSOCIATION

The Monash Student Sustainability Association (MSSA) is committed to leading and inspiring the Monash student community to learn more about sustainability, and to explore how sustainability principles and practices can be embedded into their behaviour both on and off campus. The MSSA aims to facilitate two-way communication between the University and its students on environmental issues, raise awareness of sustainability and sustainability education among the student population, and encourage student involvement in sustainability initiatives and programs. Members of the Beta Alpha Psi club have participated in activities held by charities and service organisations such as White Ribbon, RUOK Day, Cancer Council Victoria and the Starlight Foundation.

INTERNATIONAL STUDY TOURS, EXCHANGES AND INTERNATIONAL INDUSTRY PLACEMENTS

Monash Business School provides many opportunities for students to gain insights into social and environmental challenges in our region and beyond through participating in international study tours, exchanges and international industry placements.

International study opportunities offered as part of the curriculum provide a transformative experience; they encourage students to see the world through a different lens and view their own world in new ways. Monash Business School has developed a number of strategic alliances with business schools globally, to broaden the range of international opportunities to students. Under this program the School has conducted tours to Europe, the United States, China and Chile. In 2017, we introduced a new study tour to San Francisco focusing on sustainable business practice. During this tour, students visited companies such as Uber, WeWork, Annie's Homegrown, Timbuk2 and Not for Sale.

In February 2018, 35 students and four faculty members from Monash Business School travelled to Sri Lanka on its inaugural study tour, developed in collaboration with one of Sri Lanka's eminent public universities, the University of Sri Jayewardenepura (SJP).

The two-week program explored the Sri Lankan political and economic environment, commercial sector, society and culture, with a focus on businesses successfully addressing sustainable development and inclusive employment practices. Students met with business and government leaders, to experience and learn about the dynamics, opportunities and challenges of doing business in Sri Lanka, and understand the important role the country plays in South Asia.

Student participation in this tour was made possible with funding provided to students under the Australian Government's Department of Foreign Affairs and Trade (DFAT) New Colombo Mobility Program. This funding provides opportunities for students who otherwise would not be able to financially support overseas study opportunities.



STUDENT COMPETITIONS



Nibrass Hassan, Xiaoyu Yang, Irimiya Arigu Emmanuel and Ahmed Gamal Elshiekh.

LEAVE NO ONE BEHIND

Part learning program, part competition, Leave No One Behind runs over three months and enables participants to develop innovative ideas that will address disadvantage and inequality in our local communities. The program is available to students in the Humanities, Arts, and Social Science (HASS) disciplines. The initiative is delivered in partnership with Grameen Australia, an organisation that promotes, supports and develops social businesses as a way of solving entrenched social problems.

Leave No One Behind addresses issues of social disadvantage and inequality through student entrepreneurship and innovation. Open to students and recent graduates, the program is designed as a multi stage competition where participants design and develop a viable social enterprise - that is, a business that is both financially sustainable and provides a social good. Framed by the UN Sustainable Development Goals, Leave No One Behind responds to the changing nature of the workforce where students will increasingly need to be employers rather than employees.

Following the first Social Innovation Summit, students formed teams and put together a business proposal. Teams participate in a series of workshops, and develop their proposals into short business plans. Finalists pitch their ideas to an expert panel and winners will be awarded up to \$10,000 to support the development of their idea as well as the opportunity to gain further mentorship and access to additional social capital funding. In 2018, a team made up of Monash Business School students Ahmed Gamal Elshiekh, Nibrass Hassan and Irimiya Arigu Emmanuel with team-mate Xiaoyu Yang (Law) were winners for their idea of facilitating sustainable businesses for African youth within the Melbourne community.

GLOBAL CONSULTING GROUP CASE COMPETITION

In 2018 Monash Business School was proud to announce that a team of our MBA students won the annual GCG Case Competition. Hosted by Protiviti Consulting this year, the case competition is run by Global Consulting Group (GCG), a pro bono consulting firm that connects not-for-profit organisations, consulting professionals and students to create a real impact

on current social issues around the world. The Monash MBA team impressed the Protiviti judges with their proposal for the urban renewal of a city-fringe tract as a mixed-use university and technology precinct.

THE BIG ISSUE-THE BIG IDEA

Students from Monash Business School actively engage with this social enterprise planning competition annually. Stephanie Huang, a PhD candidate, was the winner in the Postgraduate category in 2017. Her social enterprise, Homegirls, employs refugee women to make high-end accessories that appeal to the Australian fashion market. The School has supported the competition over the last two years, partnering with other faculties, to provide business students with a broader student engagement opportunity. As part of the competition, teams work on a project for a cause with a social/community heart and focus that can benefit homeless, marginalised or disadvantaged individuals through work opportunities. Students receive academic mentoring as part of the experience.

PRINCIPLE 4: RESEARCH

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

Monash Business School faculty continue to engage and excel in research exploring issues in business responsibility, and sustainability. According to the Excellence in Research for Australia (ERA) 2015-2018 report, Monash is rated 5 stars ("well above world standard") in accountability, auditing and accountability; econometrics; and marketing. Monash is also rated 4 stars ("above world standard") in applied economics; banking, finance and investment; business and management; commerce, management; and economics.

These rankings reflect Monash's commitment to publishing the highest-level and highest-impact research that transform Australian society and globally.

Three dedicated research centres within the Monash Business School conduct high-quality research in sustainability. The **Centre for Global Business** conducts research in areas such as occupational health and safety in global business, and mental health strategies in global workplaces to improve the mental health of employees.

The **Centre for Development Economics and Sustainability** also conducts rigorous, policy-relevant research on issues of global concern, addressing topics such as inequality, poverty, climate shocks, and gender and education. Each of the academic departments within Monash Business School also conducts sustainability-related research. The Department of Marketing, for example, has strengths in social marketing, while members of the Department of Business Law and Taxation conduct research in areas such as equality and equal opportunity law, employment law, business and human rights, and corporate sustainability regulation. Finally, the **Centre for Health Economics** addresses key issues of health and wellbeing to drive change through practice and government policy.





PRME RESEARCH EXCELLENCE AWARDS

In 2017 the Business School introduced a new award for research excellence – the PRME Research Excellence Award. The inaugural PRME Research Excellence Award was awarded to Associate Professor Michelle Greenwood, to recognise her significant and ongoing research into ethical analysis of human resource management. Michelle has published ground-breaking early research, published in 2002 in the *Journal of Business Ethics* (a journal ranked in the FT50 of which Michelle is now Editor in Chief), which has set the agenda for future enquiry by many scholars.

IMPACTFUL RESEARCH

- *Water and Sanitation*: faculty from the Business School were engaged in a multidisciplinary research program studying water and sanitation marketplace dynamics in four Pacific island nations – Fiji, Vanuatu, Papua New Guinea (PNG) and Solomon Islands. Across 22 field trips by eight researchers, the research engaged deeply with eight peri-urban informal settlement communities as well as 64 government and social sector stakeholders.
- *Mind Over Maggot*: Dr. Eugene Chan (Department of Marketing) conducted two studies into the link between humans' state of mind and food prejudices. His work "Mindfulness and willingness to try insects as food: The role of disgust" was published in *Food Quality and Preference* in which he found that the popular phenomenon known as "mindfulness" may actually increase people's disgust towards even the idea of eating insects, thereby restricting food sustainability. These findings are in contrast to how mindfulness can improve sustainability in other areas. For example, Dr Chan has another paper entitled "Mindfulness promotes sustainable tourism: The case of Uluru" in *Current Issues in Tourism* in which he reports that mindfulness may reduce people's willingness to climb Uluru.
- *Modern Slavery*: Recent proposed legislation in Australia will require Australian organizations to report on the risks of modern slavery in their operations and their supply chains. Ms Landau (Department of Business Law and Taxation) conducts research in the strengths and weaknesses of corporate human rights due diligence as a means through which to protect and promote labour rights in a global economy. She has published papers in these areas, such as "Should Australia Be Embracing the Modern Slavery Model of Regulation" in *Federal Law Review* and a chapter entitled "Game Changer? Human Rights Due Diligence and Corporate Respect for Workers' Rights in a Global Economy" in *The Evolving Project of Law* published by Federation Press.



- **Hire a Woman:** While female managers may be traditionally more risk-averse than male managers, research from Monash Business School shows that women are more likely to use a transformational leadership style and more relevant information when making strategic decisions than their male counterparts. According to Associate Professor Ralph Kober (Department of Accounting), female managers use management control systems in an interactive manner more so than men, meaning that female managers are more likely to discuss the report with others, including subordinates before making a decision. His paper “Does Gender Matter? The Association Between Gender and the Use of Management Control Systems and Performance Measures” was published in *Accounting and Finance*.
- **Benefits of the Whistle:** Why are whistleblowers so often treated like the enemy? Is it time for businesses to reassess how they deal with them? The path of a whistleblower in Australia is often a lonely and thankless one. Ten years ago, Jeff Morris blew the whistle on corruption and fraudulent behaviour at the Commonwealth Bank. His actions (among others) eventually helped bring about Haynes Royal Commission; but he’s paid a heavy price, both professionally and personally. Dr. Xinning Xiao’s (Department of Accounting) “Whistleblowing on Accounting-Related Misconduct: A Synthesis of the Literature” in *Journal of Accounting Literature* finds that the benefits of whistleblowing outweigh the harms to companies.
- **Costs of Childhood Obesity:** As the Federal Government’s inquiry into the obesity epidemic gets underway, Monash Business School research shows the overall cost of childhood obesity may be much higher than previously thought. Dr Nicole Black and Professor Andrew Jones (Centre for Health Economics) used data on 3,458 from the Longitudinal Study of Australian Children and found that childhood obesity costs in Australia are climbing to over \$43 million a year—far greater than predicted. Their work “The Health Care Costs of Childhood Obesity in Australia: An Instrumental Variables Approach” was published in *Economics and Human Biology*.
- **Measuring Poverty:** Poverty isn’t just a lack of income – it is about being deprived of access to clean water, sanitation, healthcare and education. Countries around the world are re-evaluating how they measure these needs. Associate Professor Gaurav Datt (Centre for Development Economics and Sustainability) leads a team from the World Bank to help the statistical authorities in Myanmar and the Philippines develop their first multidimensional measures of poverty. He has published papers such as “Has India’s Economic Growth Become More Pro-Poor in the Wake of Economic Reforms?” in the *World Bank Economic Review*.
- **Chinese Aid in Africa – Use and Misuse:** Do African politicians exploit China’s hands-off approach to aid allocation to favour their home villages? In research recently noted in *The Economist*, Associate Professor Paul Raschky (Department of Economics) found substantial evidence of regional favouritism. In particular, current political leaders’ birth regions were found to receive up to three times more Chinese aid than other regions, including poorer regions with greater needs. Significantly, aid flows from the World Bank did not exhibit this pattern, suggesting China’s hands-off aid is particularly prone to political capture.

SAFETY IN THE WORKPLACE

Faculty from Monash Business School have collaborated with Worksafe Victoria to produce sustained research which aims to improve workplace practices, enhancing the experience of organisations and employees. Established in 2012, the Workplace Health and Safety (WHS) Research Team continued to build a strong reputation in employment research in Australia. The team's core research projects have compiled data from more than 3500 employees in 66 workplaces.

Through this engagement model, research has led to the development of many indicators and measurement tools that can be applied to a range of workplace contexts and can help employers prevent injury at work. Over the past five years, the WHS Research team sustained a high level of engagement and collaboration with industry and government partners and stakeholders in the delivery of occupational health and safety.

In turn, the partners have provided in-kind support for various research activities, allowed researchers access to their employees and members, and engaged in outreach. These research partners and stakeholders include:

- Safe Work Australia
- Safesearch OHS Leadership Forum (a network of 40 health and safety executives in major Australian employers);
- Australian Nursing and Midwifery Federation (Victorian Branch 85,000 members); and
- Australian Education Union (Victorian Branch 50,000 members).

The WHS Research team has completed eight projects in partnership with WorkSafe Victoria and has ongoing engagement with WorkSafe Victoria to support future research.

The research generated strong media and public interest nationally. Professor Helen De Cieri also participated in podcasts for Insite and ran two webinars for WorkSafe Queensland.

The research on occupational violence and bullying is cited in two reports by the Victorian Auditor General's Office. This research has also informed the Australian Nursing and Midwifery Federation's industrial campaign to prevent occupational violence.



EVENTS, SYMPOSIA AND WORKSHOPS

- In September 2018, the Business School's Labour, Equality and Human Rights (LEAH) Research Group co-hosted a workshop with Melbourne School of Government of University of Melbourne on Socially Responsible Procurement in Australian Universities. This workshop engaged procurement and risk officers from major Australian universities, academics and civil society organisations to identify current challenges and future objectives.
- Monash Business School hosts a *Sustainable Development Workshop* at the Monash University Prato Centre in Italy in June each year. The workshop provides the opportunity to develop research connections between Business School faculty and international researchers, stimulate new research ideas, and promote opportunities for mutually-beneficial interaction and collaboration.

Topics included social business and sustainable development, new instruments, volatility and risk management in financial markets; modelling and experimental approaches in the areas of resource management; and organizational sustainability in uncertain and turbulent operating environments.

- Associate Professor Simon Angus (Department of Economics) hosted a TED-style talk for the Monash Studio Series in September 2016 in which he explored big data's potential to end the knowledge scarcity on which poverty thrives. He explained what big data is and how it's being used to unlock insights to drive better decision-making, with a particular focus on big trade and internet data to map productive knowledge bases around the world, identify global hotbed of knowledge and activity, and highlight areas where further investment is required.

- The 17th Australasian Centre for Social and Environmental Accounting Research (ACSEAR) Conference was held in December 2018. A-CSEAR aims to foster a supportive and inclusive community of emerging and established scholars investigating research on the social and environmental aspects of accounting theory and practice. The annual A-CSEAR conference provides an international forum in which to showcase this work and to foster much needed interdisciplinary research in accounting.



PRINCIPLE 5: PARTNERSHIP

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

Engagement with industry is fundamental to our responsible management education and research objectives. Our partnerships enable the ongoing exchange of knowledge and learning around social and environmental challenges facing business and collaboration in developing innovative responses. We engage with industry through formal partnerships, events and communications, and student projects and placements.

UNITED NATIONS SUSTAINABLE DEVELOPMENT SOLUTIONS NETWORK

In 2016 Monash University signed a landmark university commitment to the SDGs. This commitment is an initiative of the UN Sustainable Development Solutions Network (SDSN) Australia/Pacific, a chapter of the global network of universities and knowledge institutions launched by the UN Secretary General to mobilise global scientific and technological expertise in support of sustainable development and the SDGs. This commitment is illustrated in the following statement by the University:

“Monash supports and promotes the principles of the Sustainable Development Goals through our world leading research, innovation and education. We will strive to ensure our campuses and major programs are environmentally sustainable and socially inclusive, which will include reporting on our activities in support of the goals.”

*University Commitment to the
Sustainable Development Goals, 2016*



Monash University, through the Monash Sustainable Development Institute (MSDI), is host to the SDSN Australia/Pacific chapter. In this role, MSDI works with stakeholders across the university, including the Business School, in interdisciplinary research and education programs to help achieve the UN 17 SDGs. MSDI has built extensive relationships with over 180 industry, government and academic partners around the world, and its work is driven by a passion for research, education and sector engagement that makes a practical difference. MSDI Chair, Professor John Thwaites, is a Co-Chair of SDSN Global Leadership Council.

SDSN promotes solutions and initiatives that demonstrate the potential of technical and business innovation to support sustainable development. During the past three years, Monash has actively supported SDSN to hold a series of workshops to identify which SDGs and targets are most important to Australia, and to consider the interlinkages between them. MSDI was a key contributor to the development of SDSN Australia/Pacific's Getting Started with the SDGs in Universities: A Guide for Universities, Higher Education Institutions, and the Academic Sector. This guide provides practical guidance for universities on how they can accelerate their contributions through research, teaching, operations and leadership towards implementing the SDGs.

In its combined responsibilities as a signatory to PRME (commenced in 2010) and as host to the UN Sustainable Development Solutions Network (Australia-Pacific) via MSDI, Monash strives to demonstrate its key role in supporting sustainable development problem solving worldwide.

FUTURE BUSINESS COUNCIL

Since 2015, Monash Business School has partnered with the Future Business Council (FBC), a network of future-focused business leaders sharing a vision of an innovative, sustainable and ethical business future. The partnership enables greater collaboration between progressive business leaders, academia and universities, while promoting the latest thinking in global business. It also provides practical opportunities for our students to innovate and build their skills, and their capacity to contribute to more sustainable businesses.

OXFAM AUSTRALIA

The University maintains a strategic and ongoing partnership with Oxfam Australia. The Oxfam-Monash Partnership actively seeks to engage students in the development sector. There are a range of volunteering and internship opportunities. These opportunities provide an avenue through which students can learn first-hand about the work of the development sector, can contribute their own fresh ideas, energy and skills, and can become inspired future leaders of positive global change.

EVENTS, WORKSHOPS AND CONFERENCES

Monash Business School also regularly runs events, conferences and workshops designed to foster learning and exchange between our students, faculty and industry on issues of responsible business.

In February 2018, the School hosted a conference that brought together global leaders in the apparel industry to discuss innovation, policies and reform. Held in Colombo, Sri Lanka, the conference focused on productivity improvement, disruptive innovation and leadership in the sector.

In November 2018, the Global Value Chains Research Group at the Centre for Global Business hosted an industry-academia dialogue on *Food Value Chains: Challenges and Opportunities in the Face of Digitalisation and Sustainability*. This event explored how digitalisation and sustainability impact global food value chains. It involved keynote presentations, case studies and small group discussion sessions.

Also in November, Monash Business School partnered with Monash Energy Materials and Systems Institute (MEMSI) to host a Public Lecture: *The politics of coal - Cheap, dirty and difficult to replace?* This event focused on local, national and international policy barriers to major shifts away from coal, and on what a coal-free future might look like.

In October 2018, Monash Business School hosted a one-day interdisciplinary *Workshop on Indigenous Wellbeing*. Industry leaders and institutions with expertise in Indigenous issues were invited to join academics from Melbourne Business School and Monash University more widely, to exchange ideas and explore the scope of a research program aimed at contributing new insights into Indigenous welfare in Australia.

PRINCIPLE 6: DIALOGUE

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

Through public symposia, media engagements and industry masterclasses, Monash Business School contributes to and facilitates dialogue and debate on pressing social and environmental issues among diverse stakeholders.

TACKLING MODERN SLAVERY IN SUPPLY CHAINS

In 2018, the School hosted a public symposium to bring together students, faculty, alumni and industry to explore approaches to tackling modern slavery in corporate supply chains. The event, Beyond Compliance: Towards Credible Disclosure and Action on Modern Slavery in Supply Chains, was hosted by a faculty member, and featured a panel of international experts, sustainability managers from a leading Australian company, sustainability consultants, and civil society organisations.

Also in 2018, the Labour, Equality and Human Rights (LEAH) Research Group within the Department of Business Law and Taxation co-hosted a workshop on socially responsible procurement in Australian Universities with the Melbourne School of Government. The workshop was attended by university procurement and risk officers, higher education industry networks, academics and civil society.

RESPONSIBLE BUSINESS IN THE APPAREL INDUSTRY

Also in 2018, Monash Business School hosted an international conference on the Apparel Industry in Colombo, Sri Lanka. Global leaders in the apparel industry came together to discuss innovation, policies and reform. The conference addressed concerns regarding corporate social responsibility, ethics and the environment, while also looking at front-end design and innovation capability and practices being developed and adopted by apparel/garment manufacturers and their supply chains.

GENDER AND DEVELOPMENT IN SOUTH ASIA

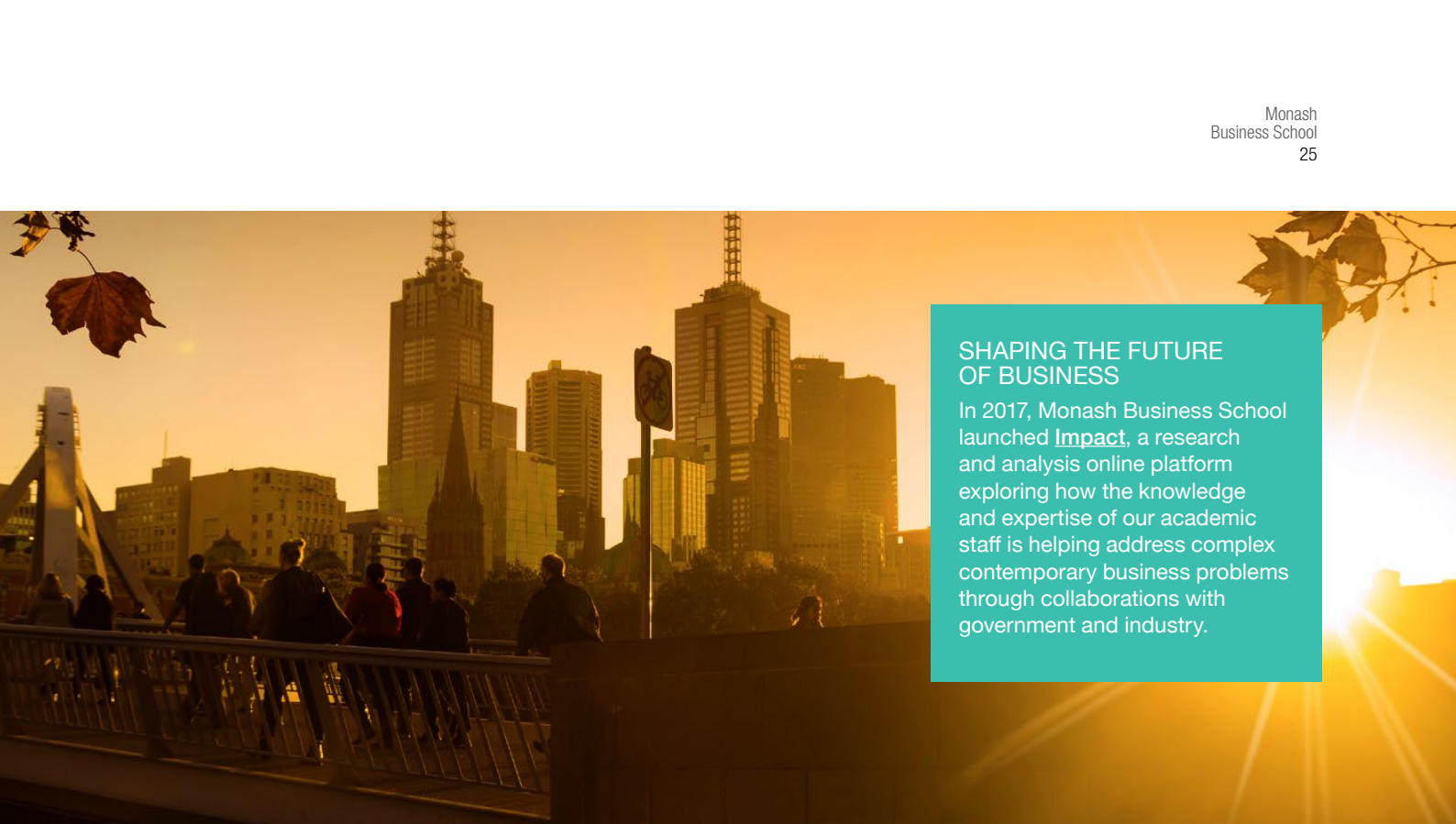
Monash Business School hosted a workshop on “Women Entrepreneurship and Social Development in South Asia” in 2017, focusing on gender and development issues in South Asia, including labour and migration, education, health, financial inclusion, women’s political participation and leadership, and women’s entrepreneurship.

FUTURE OF WORK INDUSTRY MASTERCLASS SERIES

In 2017-18, Monash Business School ran an expansive series of industry masterclasses across Melbourne, Sydney, Perth, Kalgoorlie, Singapore, Shanghai and Jakarta. The ‘Future of Work’ series targeted questions that related to industries such as the global

resources sector, where participants grappled with how technology will impact their jobs in the future. In Singapore, a special masterclass targeting women in business, ‘Getting unstuck from the sticky floor and accelerating your career’ discussed how women could achieve career goals despite setbacks.

In July 2018, students enrolled in the Masters of Marketing engaged in the Industry Challenge – *How can small and medium-sized Indigenous businesses improve customer acquisition?* Aboriginal and Torres Strait Islander people have experienced greater unemployment rates than the average Australian. The government in the last decade is working to improve the economic gains to the community. However, indigenous businesses have an indigenous employment rate of around 40 per cent compared to an indigenous employment rate of around 0.7 per cent across all Australian businesses (Source: Closing the Gap). To improve the economic well-being of the Indigenous community, it is important to improve Indigenous businesses. Students spent the day working with an expert panel which included representatives from a number of indigenous



SHAPING THE FUTURE OF BUSINESS

In 2017, Monash Business School launched **Impact**, a research and analysis online platform exploring how the knowledge and expertise of our academic staff is helping address complex contemporary business problems through collaborations with government and industry.

LEADING BY EXAMPLE

Monash University is committed to being a leader when it comes to stewardship of our planet and the environment.

In the 2017/2018 reporting period Monash launched its Environmental, Social and Governance (ESG) Statement, which commits Monash to high levels of environmental and social sustainability across research, education, engagement and operations. This commitment is evident in Focus Monash *Strategic Plan 2015-2020*:

“To achieve its goals, the University must be financially, socially and environmentally sustainable and must reflect its values in the way it operates; acting ethically, fairly, transparently and with generosity of spirit. The University’s practice must also support these goals with our campuses aiming to become exemplars of environmental practice.”

We are the first Australian university to commit to an energy reduction target and we are proud to be leading the charge in taking action on climate change through our Net Zero initiative. As a hub for research, education and innovation, Monash is redefining the role that universities can play in creating a safer climate and environment for future generation.

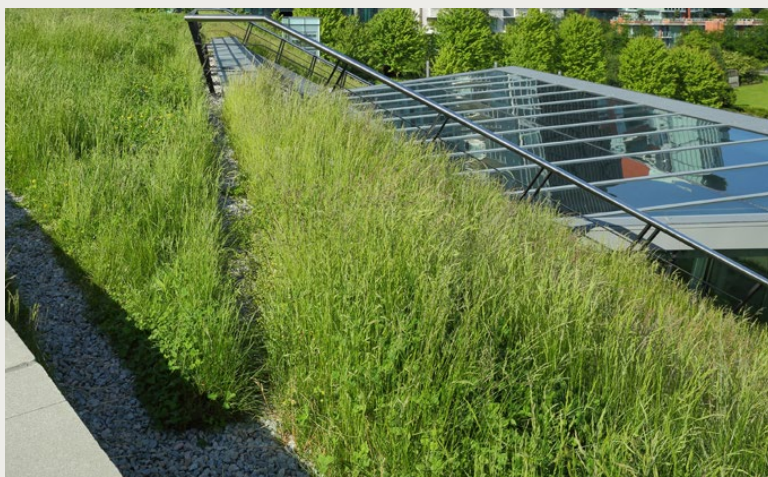
Throughout the reporting period, we continued to operate and expand programs across campuses in support of our goal to be an exemplar of environmental practice.

- In 2017 we announced investment totaling \$135 million for our Net Zero Initiative (see box). Net Zero draws on modelling produced by ClimateWorks Australia for Monash and maps out a path to 100 per cent clean and renewable energy by 2030.
- Our Environmental Sustainability Management Stakeholder Reference Committee continues to assist the University to decrease its environmental impact and to practise and promote behaviours that support activities that contribute to environmental sustainability within the local, national and international community.
- In 2017, Monash University received international recognition for becoming the first university in the world to raise funds by issuing a climate bond.

The university was presented with a formal certificate of achievement at the Green Bond Pioneer Awards held by the Climate Bonds Initiative in partnership with the City of London and the Green Finance Initiative. The awards were developed to recognise pioneers whom through their actions, have demonstrated the potential of green bonds, energised the market and, by positive example, have called investors, governments and business to action.

Monash is also taking steps towards improving the understanding of environmental, social and governance investment issues, risks and sustainable finance in the student population and management. It is also engaged in reviewing the environmental, social and governance factors relating to its direct and indirect investment portfolios every year.

Monash and Stanford Universities formally agreed to join forces to undertake research in planetary health after signing a statement of co-operation. The two universities will work together to develop cross-sector and multidisciplinary solutions to address the most critical challenges around the globe.



MONASH'S NET ZERO INITIATIVE – LEADING THE WAY TO A 100 PER CENT RENEWABLE ENERGY FUTURE

As Australia's largest university, with more than 70,000 student enrolments and over 150 buildings spread across four domestic campuses, Monash University is a significant consumer of energy. That's why we're taking ambitious action to completely transform how we use energy at Monash. The goal? Net zero carbon emissions from our Australian campuses by 2030. This is the most ambitious project of its kind undertaken by an Australian university.

Through applied research and industry partnerships, a scalable clean energy network will be developed that can be tested here and deployed around the world. We'll become the premier destination for future leaders to research, collaborate and learn how to power a sustainable world.

In September 2018, Monash University's Net Zero initiative was one of 15 ground-breaking programs from around the world winning the United Nations *Momentum for Change* climate action awards.

BORROW CUP

In 2018 Monash University launched *Borrow Cup* as one of a number of initiatives on campus which aim to remove single use, disposable cups from the university. Introduced as part of a collaboration between the Monash Association of Sustainability (MAS) student group and Monash's Buildings and Property division, the campaign has the potential to keep more than one million single-use cups out of landfill annually.

Customers at coffee outlets across campuses can now get their takeaway coffee in a reusable Monash Borrow Cup. Once finished, the cup can be dropped off in any of the special collection bins located across campus, or at participating cafes.

PRME AMBASSADORS

Also during the reporting period, Monash Business School appointed four PRME ambassadors to take the lead in implementing the PRME principles. A key requirement of the PRME ambassador position is a willingness to develop the capabilities of responsible leaders for tomorrow – leaders who understand sustainable development and who value responsible decision making. The PRME ambassadors have been tasked with driving the Monash Business School PRME agenda, including raising awareness of the SDGs, and their relevance to business education, and engage in stakeholder dialogue. Responsibilities of our PRME ambassadors include:

1. Raise awareness of the PRME Principles and relevance to the activities of the Business School and the relevant discipline.
2. Undertake projects to enable effective teaching and learning experiences for responsible leadership.
3. Collaborate with colleagues to implement the SDGs throughout educational offerings.
4. Where appropriate, liaise with student groups on issues or initiatives related to the SDGs.
5. Active engagement in the Business School, University, and the PRME community, as an advocate of sustainable development in association with a network of networks.
6. Collaborate on responsible management education strategies with internal and external stakeholders, including the Australia and New Zealand PRME Chapter.
7. Represent the Business School at key PRME activities and events, as appropriate.
8. Assist in preparation of the Business School's PRME reporting to stakeholders.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Here are just some of the ways that Monash Business School is working to achieve the United Nation's Sustainable Development Goals.

1 NO POVERTY 	Faculty have contributed to development of a new measure of poverty.	10 REDUCED INEQUALITIES 	Our faculty have explored factors that lead to inequality in developing countries.
2 ZERO HUNGER 	Our faculty are researching food security, improved nutrition and promoting sustainable agriculture.	11 SUSTAINABLE CITIES AND COMMUNITIES 	The award winning Green Steps program has been providing transformational training, education and work experience to Monash students since 2000.
3 GOOD HEALTH AND WELLBEING 	Our faculty have pioneered the measurement of social values, developing the Assessment of Quality of Life instrument.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	Our faculty are exploring consumption and its relationship to happiness.
4 QUALITY EDUCATION 	With triple accreditation from AACSB, EQUIS and AMBA, we promote quality and continuous improvement.	13 CLIMATE ACTION 	Monash is committed to a Net Zero agenda, aiming for zero carbon emissions by 2030.
5 GENDER EQUALITY 	Monash University has been named the Workplace Gender Equality Agency's Employer of Choice for multiple years. We are a signatory to the Athena SWAN charter.	14 LIFE BELOW WATER 	Faculty are collaborating with international colleagues to explore the economics of coastal vulnerability and adaptation; and the impact of river pollution on fish populations.
6 CLEAN WATER AND SANITATION 	Monash researchers are breaking new ground through the multi-disciplinary Water Sensitive Cities project. Our faculty are also researching sanitation programs in developing countries.	15 LIFE ON LAND 	Faculty are undertaking a program of research on investment in ecological rehabilitation under climate change.
7 AFFORDABLE AND CLEAN ENERGY 	We developed a research agenda focusing on energy justice, the results of which have impacted taxation on petroleum in Australia.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	Financial institutions and their performance is a significant area of research for faculty in the School, and a focus of the Australian Centre for Financial Studies.
8 DECENT HEALTH AND ECONOMIC GROWTH 	Our faculty have undertaken internationally recognised research exploring the use of migrants in the garment sector; and migrant labour law.	17 PARTNERSHIPS FOR THE GOALS 	The Business School's strategic partnership with the Future Business Council provides opportunities to influence sustainable policy and practice.
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	We have developed a substantial program of research examining sustainable supply chain and infrastructure with respect to healthcare improvement and innovation.		

ASSESSMENT OF PROGRESS

Monash Business School and the University has made significant progress towards achieving the goals we aspired to in the 2016 SIP report.

PRME PRINCIPLE	GOALS IN PREVIOUS REPORT	ACHIEVEMENTS AND PROGRESS
Principle 1: Purpose	All new buildings to achieve a minimum of Five-Star Green Star As-Built certification.	Opened in Mid-2018, the Learning and Teaching Building is an award-winning teaching facility built to a Five-Star Green Star As Built certification. The building's roof design filters daylight into the upper levels, reducing the reliance on artificial lighting, and a signature shade structure minimises the need for internal cooling. Two hundred solar panels also help meet the building's energy requirements As a commitment to generate our own energy, the university has increased the installation of solar panels across all campuses. The university has also installed integrated water harvesting systems at Clayton, Caulfield and Peninsula campuses, delivering filtered and treated water where it is needed.
	Redevelopment of the business school building at Caulfield campus will comply with Monash's sustainability requirements.	A significant capital project rebuilding three floors of the existing 'H' building at Caulfield campus was completed, and occupied from October 2017. Designed to integrate sustainability principles, the new facility provides a prestigious learning environment for MBA, other post-experience master's degrees and executive education programs; executive office and board room facilities for the Dean and the senior executive team; and a corporate-style environment appropriate for the School's contemporary professional workforce. The unique event pavilion on Level 8 will facilitate our increasing industry engagement, enabling the School to host events, mini-conferences, masterclasses and seminars at this landmark address.
Principle 2: Values	Grow enrolments in internship and project courses.	We have redesigned our undergraduate programs to incorporate a capstone portfolio, from which students can choose. This includes internships, projects, and study abroad experiences. In 2017, 513 students engaged in work integrated learning opportunities; and 408 students engaged in short-term international study tours, doubling from the previous year.
	Development of a Green Steps course for bachelor's degree students (refer to Chapter 3).	The Green Steps program is open to all Monash Students on a competitive basis. Elements of the program are also incorporated within the Sustainable practice and organisations capstone subject.

PRME PRINCIPLE	GOALS IN PREVIOUS REPORT	ACHIEVEMENTS AND PROGRESS
Principle 3: Method	Ongoing promotion of Ally network and LGBTIQ Awareness training.	The School has played a key role in promoting the Ally network and awareness in a number of ways. This has included a 'Pride in Business' professional networking and film night, and research and engagement relating to 'Queering Accounting'.
	School's Equity and Social Inclusion Committee continues to address different areas of social inclusion.	The Equity and Social Inclusion Committee produced a report with a number of recommendations with respect to equity and inclusion in the workplace; most have been, or are being implemented.
Principle 4: Research	Ongoing external collaboration and seminars.	External research collaboration and seminars relating to sustainability issues has expanded over the past two years – refer section 4.
Principle 5: Partnership	Ongoing relationship with Bangladesh and Sri Lanka.	Department of Management faculty conducted further capacity building activities in Sri Lanka and Bangladesh over 2017/18. We also took a group of students to Sri Lanka as part of this engagement – see Section 3.
Principle 6: Dialogue	Run or participate in at least one research event in Johannesburg, Kuala Lumpur, Prato, Mumbai or Suzhou annually.	The School has conducted both education and research seminars and workshops in Kuala Lumpur, Prato and Mumbai over the past two years to encourage engagement across campuses.

FUTURE DIRECTIONS

Monash Business School is committed to continuing implementation of the six principles of the United Nations Principles of Responsible Management Education, ensuring the alignment of our research, education and engagement to the United Nations Sustainable Development Goals. These frameworks will continue to provide an important framework for our strategic planning.

We will focus on achieving the following goals for the 2019-2020 reporting period:

- 1.** Implement further changes in the curriculum to embed ethics, sustainability and responsibility into our programs.
- 2.** Continue to engage in relevant research aligned with the UN Principles and the sustainable development goals, putting in place systems to capture the impact of this work.
- 3.** Develop an engagement strategy with the principles of responsible management at its heart, to inform our partnerships and dialogue with external stakeholders.
- 4.** Expand the experiential learning opportunities available to students that focus on deepening engagement with the SDGs.
- 5.** Expand our executive education offerings that focus on sustainability and responsible management
- 6.** Continue to offer seminars and workshops to build the capacity of faculty of other campuses and from partner universities throughout Asia.







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FURTHER INFORMATION

monash.edu/business



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The information in this brochure was correct at the time of publication (December 2018).
Monash University reserves the right to alter this information should the need arise.
You should always check with the relevant Faculty office when considering a course.
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