



University of
South Australia

PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION (PRME)

SHARING INFORMATION ON PROGRESS

2018-2019



Pictured: Tess Barmore, Marketing and Tourism student



UniSA Business is AACSB and
EFMD (EQUIS) accredited.

University of South Australia (UniSA)

Who we are

We are Australia's University of Enterprise on the global stage, agile and astute, known for relevance, equity and excellence.

What we do

We educate and prepare global learners from all backgrounds, instilling professional skills and knowledge and the capacity and drive for life-long learning.

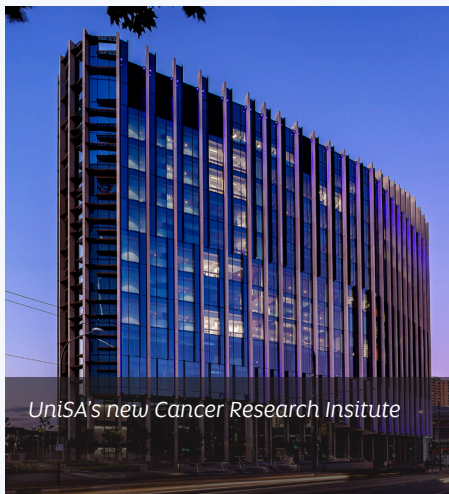
We undertake research that is inspired by global challenges and opportunities, delivers economic and social benefits and which informs our teaching.

How we do it

We operate through a partnered, end user informed culture of teaching and research with a commitment to outstanding service, continuous improvement and sustainability.

What we value

Integrity and accountability
Diversity and social justice
Engagement and collaboration
Agility and innovation
Scholarship and excellence



UniSA's new Cancer Research Institute



UniSA's Museum Of Discovery (MOD.) challenges and inspires visitors. Its exhibitions showcase how research shapes our understanding of the world around us.



Acknowledgment of Country

UniSA respects the Kaurna, Bunganditj and Barngarla peoples' spiritual relationship with their country. We also acknowledge the diversity of Aboriginal peoples, past and present.

Find out more about the University's commitment to reconciliation at unisa.edu.au/RAP

Antara 2017 Acrylic on linen, 122cmx183cm

Image courtesy the artist and Mimili Maku Arts, University of South Australia Art Collection Artist, Ngupulya PUMANI b. 1948 Mimili, South Australia Pitjantjatjara

UniSA Business



Students in the Yungondi building atrium. The state-of-the-art business hub, equipped with its own simulated stock exchange trading floor, opened in 2017.



**UNISA BUSINESS IS
RANKED IN THE TOP 1%
WORLDWIDE**

UniSA Business is one of just ten institutions in Australia and 189 globally to be accredited by EQUIS (from over 16,500 worldwide) EFMD, February 2020.



**TOP 10 MBA FOR 12
YEARS**

2019 Australian Financial Review, BOSS Survey



**UNISA BUSINESS
AWARDED OVERALL FIVE-
STARS FOR EXCELLENCE**

2019 QS Stars Ratings

Mission

UniSA Business develops graduates for global professional careers and fosters sustainable business growth and economic development. We achieve this through high quality education and engaged research that is inspired by the contemporary challenges of our region: scarce resources, an ageing population and the transformation of industries.

Enterprise Skills

UniSA Business is committed to ensuring students graduate with a sound knowledge base and the skills employers are looking for. These skills, better known as Enterprise Skills, will help prepare students for success regardless of field or industry.



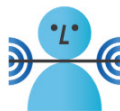
Self-Management



Problem Solving



Teamwork



Ethical Awareness



Communication



International Perspective

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Letter of Continued Commitment

Since our 2016-2017 Principles for Responsible Management Education (PRME) Sharing Information on Progress (SIP) report, University of South Australia (UniSA) Business has increased the global and social impact of our research, teaching, and outreach activities. We have recently been successful in securing our initial AACSB accreditation and EQUIS accreditation for a further five years, with the global accreditation a testament to the quality and international and professional relevance of programs and research.

A core component of the EQUIS accreditation is the development of our students' entrepreneurial skills, together with their sense of global responsibility and their exposure to real world contexts through their education.

Since our most recent PRME report, UniSA Business has increased its commitment to leadership in the areas of ethics, social responsibility and sustainability, and to serving our local, national and international communities through new research engagement and leading initiatives in three areas:

1. the transformation of health, aged and disability care, through The Australian Alliance for Social Enterprise;
2. the reduction of workplace disadvantage for women, and increases in wellbeing for all workers, through the Centre for Workplace Excellence, and its World Health Organisation (WHO) recognised research streams in workplace stress reduction; and
3. the effective global management of water, particularly for agricultural uses - a globally supported program across southeast Asia and northern Africa, the core research effort of the Yunus Social Business Centre.

These and other initiatives and research areas from across the University have recently been consolidated to form the UniSA Social Enterprise Hub – a community of practice for both social innovation and social entrepreneurship.

These initiatives and others have also contributed to our two consecutive years ranking in the top 100 of the THE University Impact Rankings in 2019 and 2020 for overall university impact.

In 2020, UniSA is undertaking transformational change, which puts our people and our programs at the heart of our future direction. The UniSA Business School, as it was previously known, is now UniSA Business: one of seven academic units which are dedicated to the highest standards in education and to creating impactful partnerships and extending curiosity in research. Our former Pro Vice Chancellor: Business and Law, Professor Marie Wilson, who has signed our PRME commitment in the past, has remained with the University as Chief Academic Services Officer, and continues to be a committed and influential champion for PRME across the University.

The United Nations (UN) Principles for Responsible Management Education (PRME) provides a framework for us to further strengthen the alignment of this work with the Sustainable Development Goals (SDGs). PRME, to which UniSA Business has been a signatory since 2011, serves as an ongoing reminder of the importance of our deep commitment to ethics, social responsibility and sustainability and to educating students who can go on to be responsible global citizens.

We are pleased to submit our Sharing Information on Progress (SIP) report as a statement of our commitment to UN PRME. The following pages detail our progress in implementing the six Principles and SDGs for 2018-2019.

We understand that our own organisational practices should serve as an example of the values and attitudes we convey to our students, and these have been embedded throughout our reporting against the six PRME principles.

Our Sharing Information on Progress report also sets our sights firmly on the future as we embark on the period of transformational change alongside a time of innovation as we respond to the challenges presented by COVID-19.

We hope this report provides an opportunity to further engage and facilitate development across our global network.



Professor Andrew Beer

Executive Dean, Business
University of South Australia

Letter from UniSA UN PRME Lead

As we work on this report, like the rest of the world, we are confronting the COVID-19 pandemic. Similar to all people throughout the world, we are learning new ways of working and living. At UniSA, our staff and students have shown remarkable agility and resilience: our courses have shifted online; the majority of the university community is working from home; and a dedicated \$10 million (AUD) fund has been established to support international students in severe financial hardship. We are proud that our University has come together as one to address this challenge.

With sustainability and ethics sitting at the heart of UniSA Business, it is not surprising to see this collective strength that has been speedily summoned to respond and adapt to this unforeseen challenge. Colleagues are enthusiastically helping each other set-up their online courses. Students are eagerly learning new ways to further their pursuit of education. Researchers are innovatively engaging with stakeholders even as their physical movement is constrained. Conferences and webinars are being held virtually to ensure that research continues to be meaningfully disseminated.

The times are tough but as with all difficult times, there is another more hopeful and positive side to this story. As we adjust to a new rhythm, our deep-rooted commitment to sustainability and ethics has ensured that we can now draw on the reservoir of responsible and respectful relationships that we have carefully nurtured over the past decades. This, in turn, is enabling us to successfully continue our commitment to a responsible and world-class education.



Dr Sukhbir Sandhu

Senior Lecturer, Business
University of South Australia PRME Lead

SUSTAINABLE DEVELOPMENT GOALS



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.

UniSA is Australia's University of Enterprise. Our culture of innovation anchors global and national links to academic, research, and industry partners. Our graduates are the new professionals, global citizens at ease with the world and ready to create and respond to change. Our research is inventive and adventurous, and we create new knowledge that is central to global economic and social prosperity.

UniSA is ranked 22nd in the world for overall university impact (3rd in Australia) in the *THE World Impact Rankings 2019* which are based on success in delivering the UN SDGs. In the category for Reduced Inequalities, UniSA ranked 3rd globally - acknowledging the great work of UniSA College, our regional campuses and education hubs, UniSA Online, and our partnerships with groups such as [AIME](#) which support and nurture young Aboriginal people and open up educational opportunities.

An exemplar of 'Enterprise' and social responsibility, UniSA Business takes pride in our reputation for student outcomes, world-class research and international impact and engagement. Since 2004, we have been accredited by the leading international network for management development - EFMD Quality Improvement System (EQUIS). We are ranked in the top 150 in the world and top 10 in Australia for Business and Economics in the Times Higher Education (THE) World University Rankings by Subject 2020. We have a five-star rating from QS stars and our flagship MBA has been in the top 10 in Australia for over a decade¹. We are thrilled to have also received confirmation of AACSB accreditation, which recognizes institutions that have demonstrated a focus on excellence in all areas, including teaching, research, curriculum development, and student learning.

Our faculty includes global thought-leaders who engage in applied research in collaboration with international scholars, industry experts, and government leaders. These leading-edge findings inform our teaching, help transform businesses, and benefit sustainable communities. Our major research strengths include marketing and management (human resource management and organisational behaviour) as well as applied economics, tourism, and international business. We support business success and sustainable economic development, both within our home state of South Australia and throughout the broader Asia-Pacific region.

UniSA has a longstanding commitment to develop graduates who are socially and environmentally responsible. This purpose, and drive to improve outcomes for society, is embedded in the mission of UniSA Business which appears on Page 2 of this report.

UniSA Business programs are designed to scaffold the development of our students' ethical awareness. Every core MBA course integrates the teaching of ethics and responsibility in the context of the course subject. Additionally, both the MBA and the International MBA have core (compulsory) courses dedicated to ethics, responsibility and sustainability.

Undergraduate programs include specific core courses such as Business and Society, which aims to develop students' understanding of the relationship between society, business, government, and the not-for-profit sector. It also aims to enable students to identify a range of professional capabilities necessary for participation in a sustainable society.

Since our previous SIP report, UniSA has launched the following initiatives to develop the capabilities of our students to work towards an inclusive and sustainable global economy.



Staff and students at the City West Community Garden



UniSA Social Enterprise Hub

Launched in November 2019, the [UniSA Social Enterprise Hub](#) brings together 14 social innovation and social enterprise initiatives to form a community of practice across the University, to promote and develop a multidisciplinary and co-design approach to solutions that have measurable social impact.

The Social Enterprise Hub comprises a wide range of UniSA institutes, centres and other groups who are enterprising and innovative in their research approach to solving existing social problems, working to ensure existing or new enterprises are socially and environmentally responsible, or developing the next generation of UniSA graduates as globally aware and responsible leaders who have the skills to innovate and deliver social change through enterprise.

The Hub draws together information for students (study tours, case competitions, master classes and volunteer opportunities) and for the broader community about University research and a range of activities that fall under the social enterprise umbrella, and provides increased access to community service projects and internships. The Hub also establishes regular forums and workshops to extend knowledge and exchange, and accelerate research translation.



Social Enterprise Case Competition

In October 2019 the [UniSA Yunus Social Business Centre](#), in coordination with the UniSA School of Commerce, conducted a cross-country Social Enterprise Case Competition. The unique competition grouped UniSA commerce and marketing students with students from Sri Lanka, Bangladesh and India into teams to create a social business model tackling global social or environmental challenges. The winning business case explored the feasibility of using rice husks, a waste by-product of the rice industry, to create disposable cups to replace the 120 million plastic cups discarded in Bangladesh each year.





Commerce Alumna Matisha Angus at Adelaide Airport



Guests at a 2019 Industry to Student Networking Event

Study Tours and International Experiences

UniSA Business has expanded its opportunities for students to experience an international perspective within their program through an investment in a dedicated student mobility team who work to grow the range of academic-led study tours. An international study tour provides a group of students with the opportunity to travel overseas and study in a new environment for credit. [UniSA Business study tours](#) are designed to enhance students' understanding of complex global issues in business, as well as develop creativity, initiative, intercultural awareness, communication skills, adaptability, tolerance and empathy for diversity, independence, responsibility and problem-solving capability.

UniSA Business has also hosted several inbound study tours in 2018, including groups from the University of Ottawa, Canada, and Sookmyung Womens University, South Korea. As well as reciprocal outbound study tours, this relationship led to an opportunity for 11 UniSA students to undertake a volunteer role at the 2018 Pyeong Chang Winter Olympics.



UniSA Business Internship Program & Work Integrated Learning

In 2017 UniSA Business made a strategic investment to increase internship opportunities for students. The [Business Internship Program](#) has been designed to give students a work integrated learning experience to apply the skills and knowledge gained from their study in a real workplace. Final year undergraduate students can choose an internship experience that has been curated based on the requirements of their program and the needs of the host organisation. Students create value for businesses through either 15-day practicum, or a 30- or 40-day internship.

Postgraduate business students can complete an internship that allows them to participate in an industry-based capstone after one year of full-time study. The internship program aims to enhance professional competencies, interpersonal skills, as well as business consulting and applied research skills.

In 2019, opportunities for students to gain experience working for non-profit organisations increased by 45 per cent, providing the student with the opportunity to use their knowledge to benefit the community and exposure to careers in the non-profit and community development sector.



Mentoring

UniSA Business mentoring programs are unique in the sector. We take a holistic, systematic approach to our mentoring programs and have invested strategically in their growth. We currently have 195 active undergraduate mentor-mentee relationships in the [Business Career Mentoring Program \(BCMP\)](#). The BCMP attracts more than 200 alumni and industry practitioners to volunteer as career mentors each year. We also have 95 active postgraduate mentor-mentee relationships in the exclusive [Executive Partners Program \(EPP\)](#), which now includes PhD students. 48 high calibre Executive Partners are currently in the program including C-suite executives and leaders from not-for-profit organisations.

The program includes a commitment from the Executive Partners to support faculty with teaching and research endeavours. For example, several Executive Partners also volunteered to mentor undergraduate teams in the 2019 Social Enterprise Case Competition. The partnerships between faculty and Executive Partners enhances student learning, career development, and reduces theory-practice gaps in the classroom, enabling students to be adequately prepared for the workforce.

In 2019, International Executive Partners were introduced, giving students who aspire to work abroad the opportunity to access a mentor from these locations. By Q2 2019, we had recruited EPs from Singapore, United States, Canada and Dubai. Our industry mentors also have a high level of satisfaction, with 96% being satisfied or highly satisfied with their mentee.

All enrolled UniSA Business students also have exclusive access to make appointments with prominent industry leader through the [Executive in Residence Program](#). Students can discuss career development, personal challenges, and receive business advice. Our executives come from a wide range of fields and backgrounds including accounting and finance, business, human resources, management and marketing, and include leaders from non-profit organisations.



ICC Regional Innovation Hub

In 2019, UniSA demonstrated its commitment to regional community development by opening a regional innovation base at the University's Whyalla campus. The [Innovation & Collaboration Centre \(ICC\)](#) Whyalla provides start-up support to entrepreneurs and growth support for local businesses, and highlights UniSA's long-term commitment to regional engagement and to building hubs of learning, innovation and enterprise beyond the CBD.



Pro-bono Community Clinics

UniSA Business offers legal, taxation, and marketing consulting services through an expansion of its pro-bono community clinics. As well as using their knowledge to benefit the community, students gain practical experience and exposure to a range of unique community and business needs.

The [UniSA Marketing Clinic](#) is staffed by students who offer advice to non-profit and small-to-medium sized businesses. After an initial consultation, the students review the marketing issue with an experienced marketing faculty member and provide advice on a range of matters including advertising, branding, marketing strategy, and consumer behaviour.

The [UniSA Legal Advice Clinic](#) provides advice on a range of matters including criminal, family, debt claims, car accidents, tenancy, and neighbourhood disputes. The Clinic offers three free legal advice services located at in

Adelaide metropolitan area and outer suburbs. The Clinic offers an important community service and provides an opportunity for undergraduate law students to use their legal knowledge and develop their professional skills, encouraging them to be client-centred, ethical practitioners.

UniSA Law students can also participate in [UniSA's Open Door Health Justice Clinic](#). Working in partnership with the Salvation Army, UniSA students provide pro-bono physiotherapy, podiatry and legal services to South Australians experiencing homelessness or in crisis. The Clinic encourages students to improve their clinical skills to make them more flexible in their delivery of health care and legal services, while exposing them to vulnerable and at risk communities, which helps them develop a strong sense of social justice.

The [UniSA Tax Clinic](#) enables accounting students to gain practical experience assisting customers by providing free, confidential tax advice, representation, education and advocacy to unrepresented and vulnerable tax payers and small businesses.



UniSA+ Award & Student Volunteering

The [UniSA+ Award](#) represents the University's commitment to recognise the valuable leadership skills, experience and knowledge students gain during their studies. It ensures that all students who complete the requirements will have developed the skills, experience and knowledge that employers are seeking in graduates. Available to all undergraduate and postgraduate coursework students, participants are required to complete a range of activities across three pillars:

1. Leadership and enterprise – students must complete at least two eligible activities
2. Global and social engagement – students must complete at least 120 hours of volunteering
3. Self-development – students must complete at least 20 hours of eligible activities.

At the end of their study, an employability workshop requires them to reflect on their experience, the skills developed and to demonstrate how they can articulate these competencies when applying for jobs.

To facilitate student volunteering, UniSA has partnered with a range of community and non-government organisations to make a diverse range of volunteering opportunities accessible to students. The UniSA Volunteering Expo 2019 showcased volunteer opportunities available to students, and was attended by over 25 organisations – local and global.

UniSA students also volunteer to mentor commencing students through the [UniMentor](#) program, to assist and support new students navigating their first study period at UniSA.



Table of commitments for Principle 1: Purpose

2016-2017 SIP Commitment for action in 2018-2019	Progress
Establish a social business centre that delivers cross-disciplinary teaching and research relevant to poor and marginalized communities.	The UniSA Yunus Social Business Centre was established in June 2019, and became a key member of the UniSA Social Enterprise Hub established in November 2019.
Ensure that business placements and internship program incorporates opportunities with charities, benefit corporations, non-for-profit and/or non-government organisations.	45 per cent increase in placement and internship opportunities from 2018-2019.

Future objectives

2019 - 2020 Commitment	Responsible
In collaboration with the UniSA Student Engagement Unit, we will lead the University in the implementation of SDGs into our volunteer, exchange and internship programs to facilitate greater awareness amongst faculty and students.	Executive Dean, Business
We will establish and implement a recruitment strategy to build our Aboriginal staff profile in alignment with the University's Reconciliation Action Plan (RAP). This includes establishment of a pipeline through the promotion of PhD scholarships and administrative internships for Aboriginal students.	Executive Dean, Business
The newly established UniSA Social Enterprise Hub will broaden the University's social innovation and social enterprise community of practice, increase our media reach, provide increased access to projects and internships for students, and establish regular forums and workshops to extend knowledge exchange with practice and accelerate research translation to practice.	Social Enterprise Hub Coordinator
Use the review of our approach to ethics, responsibility and sustainability to inform the development of a revised Strategic Action Plan in 2020.	General Manager, Business

Principle 2 – Values

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



Students collaborating in the Yungondi Building atrium

UniSA Business, and the individuals within, uphold the core values of the University in everything we do:

Integrity and accountability

Diversity and social justice

Engagement and collaboration

Agility and innovation

Scholarship and excellence

UniSA was founded on the dual principles of equity, inclusiveness and excellence, and these principles guide and frame priority setting and decision-making for all aspects of our operations —from the delivery and curriculum of our programs, our research profile, external engagement and partnership, and student access and participation, to our behavioural expectations and environmental footprint.

Our vision prioritises responsible transformation of our communities, and equity and inclusion. We have a strong and stable academic and professional staff cohort, and a culture that values inclusiveness, social justice and collaboration. Our internal structures include program leadership, disciplinary and research leadership and service hubs that are student-facing with Net Promoter Score and satisfaction ratings above 90 per cent. We have well-defined staff development and performance management systems that incorporate core behavioural attributes, and clear and comprehensive academic expectations and workload models.

These values are also embedded in our teaching and learning. In 1997, UniSA became one of the first universities to identify seven Graduate Qualities, which remain central to our teaching and learning framework. One of these values is committed to ethical action and social responsibility as a professional and citizen.

Activities reported throughout this SIP report also demonstrate how deeply embedded these values are, and how they are applied in practice daily, with strong support and resources across UniSA Business. Our Strategic Action Plan highlights this commitment and communicates this to our internal stakeholders – with actions promoting ethics, corporate social responsibility and sustainability across teaching, research, external engagement and our people, culture and organisational practice.

Gender Diversity & SAGE Bronze Accreditation

UniSA is deeply committed to developing a workforce that is diverse, and creating an environment where talent can thrive and differences are valued. We continually seek ideas and learning from other like-minded organisations so we can attract and develop highly motivated and creative people who together foster a culture of 'enterprise'.

UniSA has always held a strong commitment to gender equity, from endorsing a policy of equity of opportunity shortly after we became a university, through to appointing one of Australia's first female Vice-Chancellors, Professor Denise Bradley.

Since 2017, UniSA has had a 50-50 gender balance in senior management group positions, and in 2018 UniSA appointed its first female Chancellor, Ms Pauline Carr.

In our 2016-2018 SIP report we made the commitment that the University would join the [Science in Australia Gender Equity \(SAGE\)](#) initiative, and to apply for the Athena SWAN Charter, a very successful evaluation and accreditation framework from the United Kingdom, to promote gender equity and diversity in science, technology, engineering, mathematics and medicine (STEMM) disciplines.

Whilst SAGE has primarily focused on the STEMM disciplines, at UniSA we are taking a whole of institution approach which reflects our enterprising mindset and our commitment to developing the diversity of all our people. In September 2019, UniSA was awarded Bronze Accreditation. Our focus for the future is to obtain Gold Accreditation.



A Culture of Ethics, Responsibility and Sustainability

Our values, culture and environment encourage faculty and professional staff to engage with and contribute to ERS in ways that align with their areas of expertise and contribute to our mission. For example, Dr Peter Balan worked with others to set up 'SeniorPreneurs', a networking organisation for people over 55 years of age to encourage and support start-up enterprises (for-profit or social not-for-profit) in South Australia and is extending this activity into Melbourne.

This project has significant corporate sponsors, including PricewaterhouseCoopers, Microsoft SA, the City of Adelaide, Polaris Business and Innovation Centre, Adelaide Business Hub and Eastside Business Enterprise.

Responsible Workplace

In 2018, the staff-led UniSA Business Sustainability Committee instigated a partnership with [Airborne Aid](#), a not-for-profit organisation run by Adelaide doctors who provide a resource through which disadvantaged communities around the world can receive medical aid, and at the same time, reduce waste from the healthcare industry, which usually ends up in landfill. Our first aid officers who must regularly update their first aid kits now donate expired products to Airborne.

UniSA Business is also proud to continue to be a [Fairtrade workplace](#), demonstrating to staff and students our dedication to an environmentally friendly and socially just world.



Generosity of Staff

UniSA Business encourages staff giving, and a high proportion of the academic unit's workforce donate regularly via salary sacrifice to student scholarships, prizes and grants. Many of these are equity-based scholarships which are designed to encourage and support students from a disadvantaged background to excel.

In 2018-2019 we had high levels of staff engagement in fundraising activities to support identified causes, such as the National Cancer Council (through the annual Australia's Biggest Morning Tea), Motor Neurone Disease (MND) South Australia, Tour de Cure for cancer research and Mito for the Australian Mitochondrial Disease Foundation. We have supported the Catherine House foundation for more than 15 years, with leadership roles on their board and fund-raising for their activities in social support and education for homeless women. We have also become supporters of Carclew – a foundation for youth opportunities in the arts - and we provide space and relief time for over twenty fundraising activities per year to support the community, as well as coordinating volunteering initiatives for staff and students.

In 2019 UniSA Business staff began an ongoing collection for the organisation Essentials 4 Women South Australia, which provides sanitary items and toiletries for women experiencing homelessness.

Reconciliation

UniSA continues to take meaningful steps to strengthen our position as the University of Choice for Aboriginal People and to create an environment where Aboriginal students and staff can learn and grow in a place that acknowledges, respects and learns from a broad range of cultural wisdoms. We understand that this requires an authentic two-way approach to engagement and relationships with Aboriginal People and organisations.

In 2018 UniSA became the first University in South Australia to commit to a [Stretch Reconciliation Action Plan \(RAP\)](#), which built upon the Uni's previous RAP which extended UniSA's proud history in Aboriginal education by embedding real and measurable actions into the organisation.

At its core, the Stretch RAP is student-centric and supports Aboriginal students to achieve success by providing a culturally safe and appropriate environment, one in which students can see tangible evidence of the University's commitment to a two-way relationship with Aboriginal People. The breadth of deliverables, from advancing student outcomes, building cultural awareness amongst staff and students, and enhancing Aboriginal research and its impact, speak to the whole of university approach that is fundamental to providing a culturally safe space in which our students can succeed.

UniSA Business is committed to UniSA's Reconciliation Action Plan (RAP), and all staff will have completed cultural awareness training by mid-2020. UniSA Business also provides several scholarships to support Aboriginal students, including the Aboriginal and Torres Strait Islander MBA (AMBA) Scholarship (50 per cent UniSA fee waiver, 50 per cent employer contribution).



Campus and Environment

In 2017, UniSA Business moved into the newly refurbished Yungondi building, which is located on the City West campus in the heart of Adelaide's innovation district. Yungondi has become a 'front door' to UniSA and offers an inspiring place to study and work, providing spaces that stimulate and foster creativity and innovation in all facets of our operation (including supporting new models of learning). It provides a high impact, physically and thematically integrated facility that is a vibrant hub for students, alumni, industry partners and the wider business community.

UniSA has developed an environmental management plan, which addresses a range of strategies on the environmental themes of Energy Management, Water Management, Waste Management, Sustainable Transport and Ecological Systems. All new facilities are developed according to environmental standards, including compliance with Green Star best practice guidelines, 90 per cent construction waste landfill diversion targets and the ISO 14001 Environmental Management System.

In 2018, UniSA had reduced carbon emissions by 26 per cent through a range of strategies, such as:

- Adjusting the set point temperatures of all heating and cooling
- Increasing the reliance on 'push button' controls for heating and cooling
- Reducing the number of gas hot water heaters in active service
- Reviewing our ability to increase reliance on renewable energy sources
- Replacing old lighting systems with LED comparative systems.

As part of a major energy management project, solar panels were installed for all City West buildings. This has generated a total solar photovoltaic (PV) of 3,412,921 kWh, which equates to the conversion of sunlight into 10 per cent of UniSA's total energy consumption. We also have access to an Energy Dashboard, which provides real time reporting on energy consumption for all City West buildings. This helps us track consumption, compare this to previous years and adjust our behaviour accordingly.

A recent Tertiary Education Facilities Management Association (TEFMA) Benchmark Survey highlighted that UniSA is the second most energy efficient university in Australia.



Table of commitments for Principle 2: Values

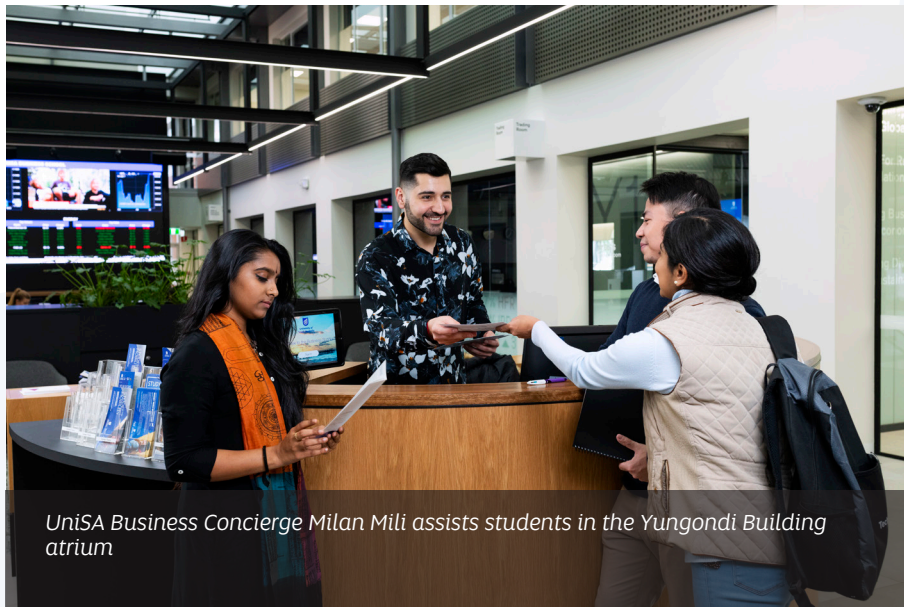
2016-2017 SIP Commitment for action in 2018-2019	Progress
Affirm University-wide commitment to the SDGs through membership of and participation in the Australia/Pacific Regional Network of the Sustainable Development Solutions Network	The decision was made to instead assess our participation in existing networks such as PRME, with a view to more active participation.
Ensure Ethics, Responsibility and Sustainability (ERS) are explicit and integrated components of the UniSA Business Strategic Plan 2025 and that it cascades through business/portfolio planning and into individual performance objectives.	ERS has been embedded into our current strategic plan and will be reviewed and strengthened further through our next strategic planning cycle.
Monitor progress against initiatives, project milestones and key performance indicators for inclusion in the Sharing Information on Progress (SIP) and other reports related to ethical action and social responsibility.	Progress is monitored through our reporting processes although this needs to be more regular and formalized in order to maintain momentum.
Further our commitment to gender equality in the workplace through recognition as an Employer of Choice for Gender Equality (EOCGE) with the Australian Government Workplace Gender Equality Agency (WGEA)	UniSA was awarded Bronze Accreditation for the SAGE Athena SWAN Pilot in September 2019.
Review UniSA Business Awards for Student and Staff Excellence (faculty and professional) and include a category for ethics, responsibility and sustainability.	Review has been deferred and will take place in 2020.
Continue to demonstrate our commitment to environmental and social responsibility through a review of the availability and support for Fairtrade products in the workplace.	Our support of Fair Trade has continued through the annual audit and commitment process.
Promote Aboriginal Cultural Safety/Awareness workshops as a key component of Reconciliation Action Plan, our Aboriginal and Torres Strait Islander Employment Strategy and our ambition to be the University of Choice for Aboriginal and Torres Strait Islander peoples.	<p>UniSA Business actively encourages staff to participate in cultural safety workshops which are coordinated at the University level and run regularly.</p> <p>The University's commitment to this is also reflected in its Reconciliation Action Plan.</p>

Future objectives

2020 - 2021 Commitment	Responsible
Implement an early career framework for Aboriginal staff, and complete a study on barriers to employment and development for Aboriginal women.	Executive Director: People, Talent and Culture
All staff to complete cultural training by mid 2020.	Executive Director: People, Talent and Culture
Appoint a Gender Equity Coordinator and a Diversity and Inclusion Manager within the People, Talent and Culture team to support the University's ongoing commitment to gender equality, diversity and inclusion.	Executive Director: People, Talent and Culture
Incorporate an equity and diversity focus in staff culture surveys to evaluate diversity and equity strategies and actions.	Executive Director: People, Talent and Culture
During March each year, ensure all management and academic committees have gender equity discussions.	Director: Chancellery and Council Services
Systematically implement mandated unconscious bias training.	Executive Director: People, Talent and Culture
Include PRME and/or Ethics, Responsibility and Sustainability in UniSA Business Awards	Executive Dean, Business and PRME Lead
Our staff Sustainability Committee will continue to embed innovative workplace practices that support the SDGs.	PRME Lead
Increase commitment to Aboriginal People and organisations by providing support for Aboriginal businesses to respond to University tender opportunities.	Associate Director: Procurement and Financial Services

Principle 3 – Method

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



UniSA Business Concierge Milan Mili assists students in the Yungondi Building atrium

All UniSA Business programs are designed to develop graduates who are committed to ethical action and social responsibility as professionals and citizens. Course materials, case studies and assignments are designed to inform and develop these capabilities.

Major program reviews implemented over the past five years have substantially revised and strengthened the visibility of ethics, responsibility and sustainability curriculum content within our programs. From 175 non-elective courses within our UniSA Business programs, there are 30 courses at the undergraduate level and 22 courses at the postgraduate level which progressively develop ethical awareness. The following demonstrates the respective learning goals we set for developing ethical awareness at each level in our Bachelor programs:

- Foundation level – Build awareness of ethical issues which may arise in different business settings (e.g. [Business and Society](#)).
- Intermediate level – Effectively identify ethical issues in business contexts, and take them into consideration when making decisions (e.g. [Entrepreneurship for Social and Market Impact](#))
- Advanced level – Demonstrate competency in critical analysis to develop ethical, sustainable and meaningful solutions for organisations and institutions (e.g. [International Management Ethics and Values](#)).

Courses that integrate these concepts include our core courses, which focus on ethics and social responsibility in business. In addition, we have discipline-specific courses that address aspects of managing specific issues that may arise in certain business areas, such as [Contemporary Issues in Accounting](#), [Sustainability Accounting and Reporting](#), [Managing Sustainability in Supply Chains](#), and [Recruitment and Selection of Organisational Talent](#).

There are two core courses that focus on ethics and social responsibility at the Bachelor level.

1. [Business and Society](#) introduces students to how society functions and how elements of business (work, politics, the economy, ethics, professionalism and sustainability) are impacted by our social structures and institutions. It also allows students to identify a range of professional capabilities necessary for participation in a sustainable society.
2. [Entrepreneurship for Social and Market Impact](#) requires students to evaluate the ethical considerations for new venture opportunities as well as develop knowledge about social enterprises that address a social or community need.

At the Master level, core course coverage includes:

- [Business Ethics \(Master of Management\)](#) equips students with a solid knowledge base in ethics in business and enterprise, and the capacity to manage ethical issues in organisations through fundamental skills, such as ethical reflection and stakeholder engagement.
- [International Business: Strategy and Ethics \(Master of Management\)](#) and [International MBA](#) provides students with theoretical and practical knowledge of the role and impact of business strategy and ethics on management decision-making and business conduct in the international business context. In the final course assessment, students produce an individual report to identify the strategic and ethical issues within a global/international organisation and provide recommendations.
- [Ethics, Governance and Sustainability \(MBA\)](#) develops students' capability to apply principles of business ethics, sustainable business and corporate governance to organisational management and leadership in international business environments. Within the course, students are required to critically reflect on and engage in the societal discourse on ethics, governance and sustainability.

Case Study: Ethics, Governance and Sustainability

The course is designed with an active co-creation focus where students are actively and continuously engaged in reflections on the application. This is achieved through the inductive case method with theory emerging from in-class discussions and strengthened through seminal and contemporary readings. This continuous juxtaposition of method and theory helps the students cement their understanding of theory and its application (including boundary conditions).

The assessments complement the approach with a weekly reflection on the readings that demonstrate an understanding of ethics, sustainability and stakeholder engagement applied to their personal/professional context.

The final assessment requires the students to extend and think creatively about issues such as climate change and Sustainability Development Goals, and connect the academic material meaningfully back to our lives, families, professions and societies.

Case Study: Sustainability Accounting and Reporting

This third-year course aims to introduce students to the fundamental concepts of corporate sustainability and how sustainable development issues influence company accounting and reporting practices. Students learn about the sustainable development goals and develop skills and techniques to measure and report the impacts businesses have on society and the environment.

The course covers the topics of corporate sustainability and legitimacy, critical review of conventional accounting, sustainability issues in financial accounting and reporting, sustainability reporting guidelines, environmental management accounting framework and tools, environmental costing methods, integration with eco-efficiency indicators, and the role of accounting in corporate sustainability management.

Pank Prize for Social Innovation

UniSA Business provides incentives for student and alumni entrepreneurs to develop a new and innovative social enterprise in South Australia, thanks to the support of the Pank Family. The Pank Prize in Social Innovation was offered in 2018 and 2019 by the School of Management. It provides \$10,000 and mentoring to the winning team.

UniSA Innovation & Collaboration Centre (ICC) start-up Culture Team won the 2018 Pank Prize. Founded by students Kelly Carpenter, 29, and Jeff Broad, 31, Culture Team was established to use a human-centred approach to design and facilitate corporate team-building games. The two came up with the idea while studying Product Design together at UniSA in 2017 before registering the business in November. The prize money helped the team with creating market-ready products, and the founders planned to expand the idea to facilitate wider cooperation and collaboration to overcome more complex problems.

Table of commitments for Principle 3: Method

2016-2017 SIP Commitment for action in 2018-2019	Progress
Develop more detailed mapping of 'ethical action and social responsibility' graduate qualities through all programs including scaffolding through introductory, development and mastery phases. Review each of the teaching and assessment requirements from a programmatic perspective (across modes/locations) and manage continuous review/improvement cycle.	The scaffolding of ethical action within our programs is continually monitored and reviewed through our comprehensive Assurance of Learning processes.
Communicate the importance of ethical action and social responsibility as part of an employability skills framework and develop a suite of supplementary learning resources to support its development.	Since 2018 Ethical Awareness development has been embedded in all Business Programs with the UniSA Business Enterprise Skills Development Framework, and supplementary online learning resources are available via the Enterprise Skills learnonline site for students to target their specific learning needs outside the classroom.
Review suite of core and elective courses across program levels that specifically delivery content focused on ethical action and social responsibility in a range of contexts.	Courses used for the development of Enterprise Skills are monitored closely. Course materials are reviewed, and the Enterprise Skills are increasingly being referred to and integrated with existing content.
Review equity group access, participation and achievement. Ensure there is enough pathway and support opportunities in place and further promote relevant scholarships such as Aboriginal MBA and Women in MBA scholarships.	Key Performance Indicators for students from identified equity groups, including Aboriginal students, are incorporated into our corporate throughout the institution. Specific analysis is undertaken to evaluate equity group access, participation and achievement to inform continuous improvement of our pathways and support structures.
Support the integration of core attributes and competencies with a focus on ERS into faculty and professional staff development.	<p>The University's core attributes (including ERS) are a key component of UniSA Business's Performance, Development and Management practices</p> <p>Ethical Awareness was part of the inaugural Enterprise Skills Conversation series. These sessions are used to develop understanding and skills through sharing best practice in learning and teaching.</p>
Further develop international volunteering opportunities to apply and develop skills whilst increasing awareness and contributing to local communities and cultures.	New opportunities were developed in 2018-2019, including a student volunteering agreement formed with the PyeongChang Organizing Committee for the 2018 Olympic and Paralympic Winter Games.

Future Objectives

2020-2021 Commitment	Responsible
Provide greater wrap-around support to Pank Prize recipients by embedding the program in the Innovation and Collaboration Centre's Venture Catalyst program.	Associate Director: Innovation & Collaboration Centre
Continue to monitor and review mapping of ethical action across programs and integration into courses.	Program Deans, UniSA Business
Continue to engage and support students / staff in the Enterprise Skills framework.	Program Deans, UniSA Business
The UniSA Yunus Social Enterprise Case Competition will be expanded to include students from across UniSA Business.	Social Enterprise Hub Coordinator

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.



Svetlana Bogomolova is a Professor of Health Marketing at the Ehrenberg-Bass Institute for Marketing Science at UniSA. Her recent projects focus on healthiness of food choices, food insecurity and food relief, support for locally produced foods, health promotion in the areas of rural health and illicit drug use prevention.

- **100% of our assessed research is rated at or above world-class**
- **No. 25 in 2019 by QS & THE World University Rankings Top 50 Under 50 Years.**
- **#1 in Australia for industry research income¹**
- **Ranked 22nd worldwide for Overall University Impact²**
- **#1 in Australia on a combined metric of Impact, Approach to Impact and Engagement³**

UniSA is ranked 22nd in the world (third in Australia) in the THE World Impact Rankings 2019 which are based on success in delivering the UN SDGs. The distinctive focus of UniSA Business aligns with specific SDGs including:

- Reduced Inequalities (third in the World and third in Australia) through our work in aging and economic development;
- Sustainable Cities and Communities (equal 31st in the World, and fourth in Australia) through our work on urban and transport development, including social housing;
- Peace, Justice and Strong Institutions (57th in the World and ninth in Australia) through our work on human rights, and;
- Decent Work and Economic Growth (101–200 in the World and 11th in Australia) through our research in just workplaces and wellbeing.

Our research outputs and scholarly engagement reflect a commitment to delivering social, environmental and economic value for our region and communities. Our researchers work in environmental sustainability, ethics, equity, governance and accountability and contribute to global understanding of diversity, intercultural understanding and responsible leadership.

¹ THE World University Rankings 2019

² 2019 THE University Impact Rankings

³ ARC Engagement and Impact Assessment 2018-19 National Report

Our research is ranked highly, with a strong and consistent upward trajectory, and we are represented prominently in learned academies and respected by some of the world's largest companies and Non-Governmental Organisations (NGOs).

Two of our leading publications were featured in the [FT Times Top 100 Business School Research](#) with Social Impact, a survey of 'best in class' socially meaningful research.

- Baker, E, Beer, A, Lester, L, Pevalin, D, Whitehead, C & Bentley, R 2017, 'Is housing a health insult?', International Journal of Environmental Research and Public Health, vol. 14, no. 6, pp. 1-18.
- Sandhu, S & Kulik, CT 2019, 'Shaping and being shaped: how organizational structure and managerial discretion co-evolve in new managerial roles', Administrative Science Quarterly, vol. 64, no. 3, pp. 619-658.

More than 73 per cent of our research is partnered with industry. UniSA Business is committed to leadership in the areas of Ethics, Responsibility and Sustainability (ERS), and to serving our local, national and international communities through research engagement.

UniSA Yunus Social Business Centre

The [UniSA Yunus Social Business Centre](#) was established in 2019 by agreement with Nobel Peace Prize winner Professor Muhammad Yunus. The UniSA Yunus Centre operates in accordance with the Yunus philosophy and its focus is on social enterprise, zero poverty, zero unemployment and zero carbon emissions. It is directly linked with the international water governance group and resource economics work on sustainable water management, agriculture and nutrition.



The Australian Alliance for Social Enterprise (TAASE)

[The Australian Alliance for Social Enterprise](#) (TAASE) was established in 2019 as an additional pathway for UniSA Business to promote socially responsible business practices. Working with a consortium of non-profit health and care management organisations (including AnglicareSA and Helping Hand), The Australian Alliance for Social Enterprise conduct research which informs alternative business models and new models of service delivery for community healthcare and disability services.

In 2019 TAASE published reports, publications and parliamentary submissions on the value of non-government organisations, place-based service provision, Indigenous inclusion and exclusion, homelessness services and life experiences, mental health service provision, aged care, housing, disability services, domestic violence, child protection, financial inequality, electoral inclusion, refugee wellbeing, staff wellbeing, and other complex social issues.



Centre for Workplace Excellence

The [Centre for Workplace Excellence](#) (CWEx), launched in 2015, takes a scientific approach to enabling organisations and employees to be innovative, agile and adaptable as the global marketplace, people and technology change. It explores social issues that impact on work and employment, and identifies the ways work and employment can be a solution for marginalisation and other social issues.

CWEx grew from the integration of the Centre for Human Resource Management and the Centre for Work + Life (acquired in 2014), both internationally recognised in their respective areas of expertise.

In 2018, CWEx took a major step forward in advancing its agenda by integrating into its operations the Asia Pacific Centre for Work Health and Safety (APCWHS). The APCWHS is focussed on investigating psychosocial risks and psychosocial safety at work and brings with it the status of a World Health Organization (WHO) Collaborating Centre for Occupational Health and an expanded opportunity to influence policy and practice.

CWEx's research provides invaluable insights and best practice on topics such as employee health, safety and wellbeing; workforce diversity and inclusion; bullying and harassment prevention; leadership, culture and performance; and human resource management systems, practices and structures to demonstrate how organisations can address the workplace challenges of today and into the future.



AHURI Research Centre

The Australian Housing and Urban Research Institute (AHURI) is a national, independent research network that provides high quality research to influence and improve policy development in relation to housing and urban needs. [AHURI](#) at the University of South Australia, led by Dr Braam Lowies, brings together industry partners and high-calibre researchers from a range of disciplinary backgrounds to develop policy-relevant, evidence-based research focussing on housing and urban subjects.

The Centre's researchers collaborate with practitioners across Australia who are involved in the design, delivery and provision of housing and urban infrastructure, homelessness services, aging and finance, to inform policy development on a range of issues, such as housing supply and affordability, homelessness and economic productivity, and social cohesion and wellbeing.



Research Impact case studies

How Can Organisations Better Support Sustainability Managers?

Dr Sukhbir Sandhu and Professor Carol Kulik were awarded the prestigious **Research Impact on Practice Award** from the Network for Business Sustainability and the Academy of Management's Organizations and the Natural Environment division for their 2018 article examining the role of sustainability managers: "Shaping and being shaped: How organizational structure and managerial discretion co-evolve in new managerial roles", published in the *Administrative Science Quarterly*.

The research is helping companies to become more sustainable by examining the role of sustainability managers within organisations – a role that has been increasingly created by organisations looking to become more sustainable, but many organisations have then struggled to support the roles. This research is helping organizations internationally (e.g., 3M, JK Cements, Tata) to successfully structure these important roles and find the balance between empowerment and focus.

Sandhu, S & Kulik, CT 2019, 'Shaping and being shaped: how organizational structure and managerial discretion co-evolve in new managerial roles', *Administrative Science Quarterly*, vol. 64, no. 3, pp. 619-658.



Water Management Tool Helps African Irrigators

Professor Henning Bjornlund devised a simple management tool to connect small-scale African irrigators to new markets, better infrastructure, and improved knowledge and financing options.

The project saw more than 1,700 farmers access more profitable crop varieties, reduce watering and increase available land use. Crop yields doubled and users at the farthest reaches of the irrigation canals benefited from a more reliable water supply.

This increased efficiency meant households had time to diversify into small business ventures, increasing their income, and investing in education. The [research](#) also spurred changes in policy and legislation, along with better land tenure and financing.

Bjornlund, H, Zuo, A, Wheeler, SA, Parry, K, Pittock, J, Mdemu, M & Moyo, M 2019, 'The dynamics of the relationship between household decision-making and farm household income in small-scale irrigation schemes in southern Africa', *Agricultural Water Management*, vol. 213, pp. 135-145.



Shifting to Sustainable and Socially-Responsible Tourism

Dr Freya Higgins-Desbiolles's 2019 article *Degrowing tourism: rethinking tourism* highlights mechanisms to drive sustainable tourism, and argues for the redefinition of tourism in order to place the rights of local communities above the rights of tourists for holidays and the rights of tourism corporates to make profits. The research found the key to lessening the negative effects of tourism is shifting from corporate, often international operators, to local, socially-embedded custodians of tourist destinations, with strong evidence that such a transformation dramatically improves outcomes for people and planet.

Higgins-Desbiolles, F, Carnicelli, S, Krolkowski, C, Wijesinghe, G & Boluk, K 2019, 'Degrowing tourism: rethinking tourism', *Journal of Sustainable Tourism*, online, pp. 1-19.



Vicarious Trauma and Compassion Fatigue

Every day across Australia, the compassion, empathy and expertise of thousands of social workers and counsellors helps people from all walks of life come to terms with personal trauma. These professionals engage with the grief, pain and fears of their clients, and while such work can be extremely rewarding, there is increasing recognition of the toll it can have on those undertaking it.

The 2019 study by Dr Jonathon Louth from The Australian Alliance for Social Enterprise, in partnership with Centacare Catholic Family Services, identifies key measures to help community service workers minimize the effects of vicarious trauma, compassion fatigue and burnout.

The report *Understanding Vicarious Trauma* identifies protective and predictive factors to help workers who regularly assist others in traumatic situations. The report identifies seven key indicators community service institutions can use to recognise and respond to compassion-based stress, including time between clients, spending positive time with colleagues, and the separation of work and personal time.

Louth, J, Mackay, T, Karpatis, G & Goodwin-Smith, I, 2019, *Understanding vicarious trauma: exploring cumulative stress, fatigue and trauma in a frontline community services setting*, University of South Australia, Australia.



Research to End Homelessness

Adelaide's homelessness data has been certified as being amongst the best in the world, thanks to collaborative efforts by UniSA researchers and a broad team of experts working on the Adelaide Zero Project.

The Adelaide Zero Project is a collaborative approach to end street homelessness in the CBD, based on a methodology that has been successfully used to end homelessness in several Northern American communities. The methodology has been localised to the South Australian context by Dr Selina Tually from UniSA's The Australian Alliance for Social Enterprise and project partners.

One of the critical components to the methodology is the ability to track everyone currently experiencing homelessness by name, to determine how they enter and exit homelessness and their housing and support needs.

Dr Tually has made a significant contribution to the project, working through data coverage, quality and validation issues locally as well as joining forces with a small cohort from Adelaide and North America to develop an Australian version of the data quality scorecard now being used by end homelessness campaigns nationally.

The quality of the Adelaide Zero Project's data has been certified by US organisation Community Solutions, which works with communities around the world to end homelessness. The certification assesses factors such as the coverage and coordination of outreach services; policies and procedures that govern the collection and input of data; and how people can be tracked within the homelessness services system towards a permanent housing outcome.

The project has had input from a coalition of more than 40 not-for-profits, government agencies, private organisations and service providers, and is coordinated by the Don Dunstan Foundation.



Table of commitments for Principle 4: Research

2016-2017 SIP Commitment for action in 2018-2019	Progress
Further develop our thematic and interdisciplinary approach to research that continues to be inspired by challenges and opportunities related to: an age friendly world; transforming industries; cancer prevention and management; scarce resources; healthy futures; and society and global transformation.	Since 2016, research at UniSA has been positioned around these themes to ensure we deliver innovative and sustainable solutions that respond to the most pressing needs of our world. We have built on our research strengths and expanded our commitment to end-user informed research that addresses specific social, economic and environmental challenges. For example, we are at the forefront of research into how societies shape their future, from housing markets and economic development to the impact of an ageing population (including addressing issues of homelessness and unemployment). Our research strategy is now being reviewed as part of our Enterprise 25 strategic plan.

Future objectives

2020 - 2021 Commitment	Responsible
Systematic mapping of UniSA Business research outputs across the SDGs to identify strengths and gaps .	PRME lead
Identify and strengthen relationships with strategic partners to develop greater impact research opportunities.	Social Enterprise Hub Coordinator
Foster interdisciplinary connections for research with social impact through events, training sessions, workshops, meetings and seminars that support the Hub community to develop and grow.	Social Enterprise Hub Coordinator
Continue to drive research which underpins evidence-informed change for the social service sector and people in need of social support.	Director: The Australian Alliance for Social Enterprise
Review research performance measures to ensure greater international impact.	Dean of Research, UniSA Business

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.



Lois Boswell, Rev Professor Peter Sandeman, Professor Ian Goodwin-Smith, Professor Marie Wilson and Dale West at the launch of the Social Enterprise Hub and The Australian Alliance for Social Enterprise.

The mission of UniSA Business is built on the practice of deep engagement with end-users, corporations and other external organisations to inform our teaching, support student learning, encourage research translation and influence management practice. We have 700 corporate partners, ranging from large multinational corporations operating on every continent to small, not-for-profit organisations in South Australia.

We have large-scale engagement of practitioners in our advisory and governance structures, supported by explicit policies and procedures regarding the appointment of practitioners in residence and industry fellows, teaching policies on inclusion of practitioners in each course, PhD requirements for end-users on thesis panels, and our research strategy which prioritises partnered research. In 2019, the Hon Jay Weatherill (former South Australian Premier) and the Hon Christopher Pyne (former Federal MP and former Minister for Education) joined UniSA Business as Industry Professors.

The Hon Jay Weatherill delivered a guest lecture for the MBA course Ethics, Governance and Sustainability (The role regulations in addressing climate change). Feedback from students included:

"Jay's talk was insightful and made me feel more positive about our ability to develop a national policy framework that will address some of these issues."

"I just want to say that Jay Weatherill's talk on climate change and renewable energy was the most simplistic yet comprehensive explanation of Australia's government and corporations influence on climate change I've heard (or read). Discussions on climate change at times just overwhelms me in terms on achieving realistic solutions, but Jay's talk gave me hope. Thank you for exposing us all to this quality delivery of information and knowledge."

We have partners across all industry sectors, from mining to cultural and recreational services, from the health sector to defence, with strengths in manufacturing, business services and government sectors. We have more than 200 corporate research partners and 264 partners who have provided internship places for over 300 students so far this year. Other partners sponsor student prizes and scholarships and are Executive Education clients. More than 20 per cent of our corporate partners engage in multiple ways with the School and its students. For example, social service agency Anglicare SA is a research partner, they provide internship and placement opportunities for students, and their CEO is an Advisory Board member for The Australian Alliance for Social Enterprise.

Our research based Executive Education portfolio provides education to our business community, and programs can be tailored to the needs of a particular business. It has a strong focus on business growth - from start-up, to scale up, and brand and industry growth at global scale. Executive Education programs focus on leadership, innovation, entrepreneurship and transformation across the lifecycle of an organisation and individual. Programs are designed for individuals from early career through to CEOs, and for organisations from the start-up phase to maturity. Leadership topics Businesses and individuals can undertake include Maximising Diversity and Inclusion and Ethics and Professionalism.

The outreach activities of the Executive Education program are at a global level. For example, we work with the Asian Development Bank, AusAid, and the Department of Foreign Affairs and Trade on development projects for emerging economies. This has included a recent three-year project in leadership development training and supervised projects in Papua New Guinea (PNG). This is a unique partnership between the Australian Department of Foreign Affairs and Trade Australia Awards programs and the PNG Government to develop human resource management capability in private and government leaders. The program is going from strength to strength with evidence it transforms the lives of the participants, creates a cross-institutional network of leaders, young and old, male and female, locally, nationally and internationally. The program is offered at cost as part of UniSA Business's commitment to regional social and economic development.

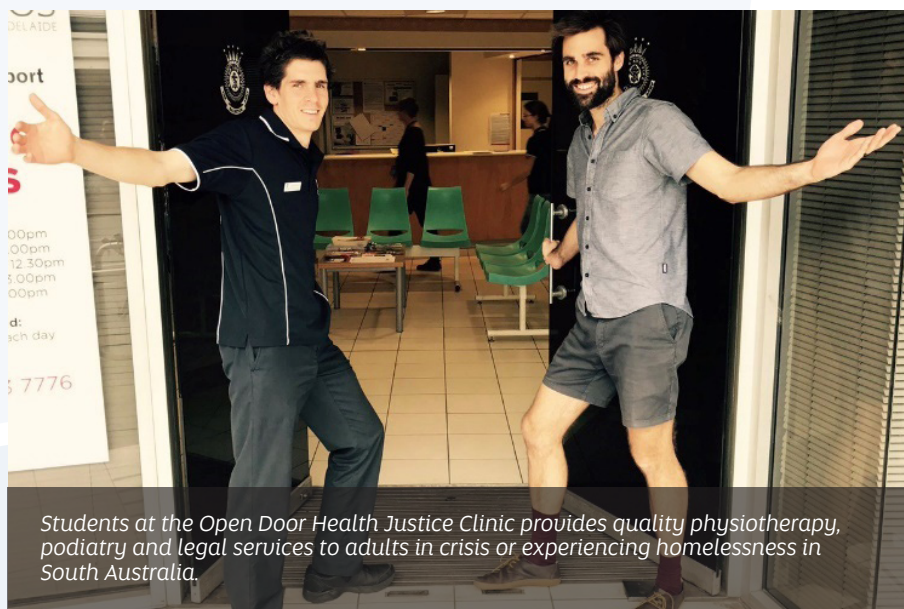
In March 2019, we partnered with the Oceania Agricultural & Resource Economics Society and the Murray Darling Basin Authority to host the 9th National Water Forum, drawing participants from across the globe and receiving national media coverage for our work to preserve this essential resource and manage it sustainably for the future.

We also partner with the Centre for Economic Development Australia (CEDA) and the Australian Institute of Company Directors (AICD). We provide input into the selection of topics, speakers and priority invitations for key events on social initiatives including a particular focus on gender and diversity, as well as social innovation.

The AICD Course is a strong advocate for the importance of ethical leadership, sustainability risks and diversity. The course is embedded in our MBA and delivered by industry experts, and we provide targeted scholarships for women in male-dominated industries, and for Aboriginal professionals.

UniSA has played a key role in driving South Australia's purpose economy through participation on the Purpose Council. The [Purpose Council](#) was established in 2019 to develop a more purposeful economy in South Australia that is better able to achieve the highest levels of social, cultural and environmental impact through creating supportive ecosystems for social procurement, impact investment and inclusive entrepreneurship, and social innovation support through policy and culture change. The Council brings together leaders from across the South Australia's University, non-profit and entrepreneurship sector.

UniSA Business is also a Gold member of the Committee for Adelaide, a member-based organisation that brings together business and community to create an environment for positive change for the city. The Committee has significant access to key influencers in the South Australian political and business landscape. Our Vice Chancellor is current Chair of its Board of Directors, and our General Manager is Chair of its Governance and Risk Committee.



Students at the Open Door Health Justice Clinic provides quality physiotherapy, podiatry and legal services to adults in crisis or experiencing homelessness in South Australia.

Open Door Health Justice Clinic

In 2018-2019, 20 law students participated in the Open Door Health Justice Clinic, which provides quality physiotherapy, podiatry and legal services free of charge to adults in crisis or experiencing homelessness in South Australia, and gives final year students practical experience assisting people with complex needs. The initiative is run in partnership with the Salvation Army.

We have previously described several initiatives that address ERS capabilities and promote sustainable development. The [Australian Centre for Business Growth \(AUCBG\)](#) has a strong focus on the creation of jobs and employment through growing companies. In the 2018-2019 financial year the centre helped to create 1,108 new jobs, while also supporting several local food suppliers and companies founded by refugees and immigrants to grow and succeed in Australia and to compete in a global marketplace. The Centre's programs saw an average increase in revenue of 12 per cent in 2018-19, and an increase in profit of 13 per cent across 265 companies they worked with.

The [ICC](#) hosts a number of social innovation start-ups, and support two government hackathons each year to address South Australian social problems. The [Ehrenberg Bass Institute of Marketing Science](#) was the research engine behind banning plastic bags in South Australia, the first state in Australia, and one of the largest land areas in the world to do so. The Institute is also the partner for ZeroWaste Australia. It has also supported the Barossa Food Co-op to increase the 'buy local' brand awareness and to support local supermarkets to successfully and sustainably stock and market local produce and products. The Institute's students won the Pernod-Ricard Responsible Marketing Prize for their social marketing submission on responsible alcohol consumption. The Institute researchers have also used detailed analysis of unit pricing and other labelling issues, and become part of the International Standards Organisation, resulting in changes to policy in Oceania, the EU and US.

Our research outputs and scholarly engagement reflect a commitment to delivering social, environmental and economic value for our region and communities. We have clusters of researchers working in environmental sustainability, ethics, equity, governance and accountability and our researchers contribute to global understanding of diversity, intercultural understanding and responsible leadership. We pursue an engaged research agenda, with long-term industry partners. Two examples are our research groups [Markets, Values and Inclusion](#) and [Centre for Workplace Excellence \(CWEx\)](#), as detailed below.

Markets, Values and Inclusion

The University of South Australia's [Markets, Values and Inclusion](#) research concentration (MVI) addresses the global challenge of sustainable, socially responsible and efficient resource management and development.

MVI's evidence-based approach tackles the global issues that we face through cutting-edge financial analysis, sustainability accounting, natural resource governance and policy, and building social enterprise. MVI's economists, accountants, finance and enterprise specialists bring expertise in trade, market efficiency, public policy and program implementation. The Concentration offers advice on resource-markets, financial markets and wide-ranging governance arrangements, and focuses on translating its research into outputs that have an impact in the real world.

Recent examples of the Centre's work with practitioners include:

- Increasing Irrigation Water Productivity in Mozambique, Tanzania And Zimbabwe Through On-Farm Monitoring, Adaptive Management and Agricultural Innovation Platforms (ACIAR - Australian Centre for International Agricultural Research)
- Understanding, Measuring and Managing the Benefits of Urban Waterways (Australian Research Council - Linkage Project in conjunction with Melbourne Water Corporation)
- Efficient Participatory Irrigation to Support Productive and Sustainable Agriculture in South Asia (ACIAR - Research and Development Program with Asian Development Bank)
- Institutions to support intensification, integrated decision making and inclusiveness in agriculture in the East Gangetic Plain (EGP) (ACIAR – Sustainable Development Investment Portfolio)
- Quantifying biophysical and community impacts of improved fish passage in Lao PDR (ACIAR - Research and Development Program)
- A Comparative Study of The Legal and Institutional Frameworks for Dam Safety Management (World Bank).
- Inclusion of Aboriginal Organisations in Defence Supply Chains (SA Government; Defence SA)
- The safeguarding of vulnerable Australians in care (Council of the Ageing)
- The Australian Workplace Barometer, and the StressCafé (stresscafe.net)
- Initiatives to monitor and address workplace stress (World Health Organization).

Centre for Workplace Excellence (CWeX)

The [Centre for Workplace Excellence](#) (CWeX) is committed to researching current and future workplace challenges and takes a scientific approach to enable organisations and employees to be innovative, agile and adaptable as the global marketplace, people, and technology continue to change.

Recent examples of CWeX's knowledge exchange with practice includes:

- Can we agree to differ? Exploring the paradigm shifts and sticking points of diversity management (Australian Senior Human Resources Roundtable).
- Building more inclusive workplaces in Science, Technology, Engineering and Mathematics (STEM) (Universities Australia).
- Who's caring for our aged carers? Assisting aged care providers to improve job quality with work practices, that will not only enhance the lives of their workers, but also the older Australians they care for (Department of Health in conjunction with Helping Hand in SA, Brightwater Care Group in WA, Hammond Care in NSW and United Voice).
- Annual Forum on Law and Economics: Competition and Consumer Regulation (with ACCC, the Australian Competition and Consumer Commission).

Table of commitments for Principle 5: Partnership

2016-2017 SIP Commitment for action in 2018-2019	Progress
Develop a communications plan to better engage stakeholders in activities and provide progress updates including student/staff email communications and development of a dedicated webpage.	A full review of our approach to ethics, responsibility and sustainability was reviewed in 2019 and will inform the development of a revised Strategic Action Plan in 2020.
Research stakeholders to gain a better understanding of current levels of knowledge and feedback on the progress being made (potentially utilising Sulitest).	PRME working group members were surveyed in 2018 to gauge their understanding of SDGs. We also administered the Macquarie Business School annual survey to our students, and academic stakeholders were canvassed on their social impact during the scoping and establishment of the Social Enterprise Hub

Future objectives

2020 - 2021 Commitment	Responsible
We will promote the Hub and its activities in order to develop and strengthen relationships with strategic partners and increase engagement with social enterprise and innovation.	Social Enterprise Hub Coordinator
Review our strategy for industry engagement including non-profit and for purpose businesses that looks to strengthen and grow our commitment to knowledge exchange and the co-creation of solutions for society.	Executive Dean, UniSA Business
We will grow mentor-mentee matches in the Business Career Mentoring Program and the Executive Partners Program while maintaining high levels of satisfaction, making us thought leaders in the sector for mentoring programs. We will continue to increase the number of mentors from non-profit organisations, and from international locations to work with our transnational students, students in international exchange or internship, or for domestic students online.	General Manager: UniSA Business

Principle 6 – Dialogue

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.

UniSA Business has a strong commitment to increasing student engagement with global connectiveness, global social responsibility and sustainability. In 2018 and 2019 our Student and Community Engagement team delivered a suite of tailored engagement programs for business students and facilitated the following community events which explored multiculturalism, consumption and sustainability, and celebrated diversity and green initiatives.



Guests at the ReGen sustainability event held in Yungondi building atrium

UniSA ReGen week

The UniSA Business Sustainability Committee is made up of both students and staff with a passion for driving engagement across the university in ethics, responsibility and sustainability. In October 2018 the Sustainability Committee held their signature event: *UniSA ReGen week: Regenerate your campus, community, perspective*, to showcase sustainability initiatives at UniSA. A range of events were held throughout the week including a green building tour, bike ride, community garden event, workshops, and Aboriginal cultural tour. As well as providing a focus on sustainability in everyday living, the event brought together the UniSA community and provided momentum and drive for sustainable practices at UniSA.

Your Culture, My Culture

In 2018 and 2019 UniSA Business ran regular events for Business students as part of the Your Culture, My Culture initiative. The events provide students with the opportunity to interact with one another socially, and increase the cultural perspectives of students which will be a valuable asset in the increasingly globalized nature of business.



Participants enjoying a cultural cooking demonstration held in the student lounge

SPICED

SPICED is a celebration of cultural diversity through showcasing music, activities and food from all around the world. The SPICED event schedule in 2019 included free cultural cooking demonstrations for students, including Tastes of the World (April 2019); Vegan and Ferment Festival (May 2019); Blue Zones Festival, (August 2019) and; Street Food Market, (Oct 2019).



Staff and students coming together at the rooftop UniSA Community Garden

UniSA Community Garden

During term time in 2018 and 2019, UniSA Business held weekly events at the UniSA Community Garden. The Community Garden is located on a rooftop at UniSA's City West campus and attracts up to 150 students and staff each week to events which features free Fairtrade coffee and vegan catering from local businesses, seedlings to plant and takeaway, and other gardening and sustainability activities.

Connecting with the Broader Community

UniSA Business also offered many outreach events for the broader community in 2018 and 2019.

In 2019 in the wake of the inquiries into the Banking Industry, Aged Care and Water Management, the Executive Partners Program held a forum on Leadership in Corporate Social Responsibility. The forum examined issues of corporate social responsibility, integrity and ethical leadership, from the perspective of Brian Hayes QC and Professor Sumit Lodhia, and encouraged guests to participate in lively discussions.

Other outreach events for the broader community in the Adelaide region, included:

- [Enterprising Research Talks](#) – a series of free talks exploring impactful partnerships between UniSA researchers, industry and the community; presenting their solutions for a changing world. In June 2018 **The Future of Gender Diversity** explored the increasing gender diversity with organisations starting to bridge the gender gap but also highlighted hidden inequities and emerging challenges. Professor Carol Kulik from the Centre for Workplace Excellence (CWeX) and South Australia's Equal Opportunity Commissioner Dr Niki Vincent discussed the long-term effects of gender diversity and the impacts for organisations.
- [Insights Lecture](#) – an annual public lecture series sponsored by the Centre for Workplace Excellence where world-renowned international researchers deliver a lecture on a contemporary issue of interest to employers, employees, organisations and the general public..

- In July 2019 UniSA Business hosted [Can We Talk? Communicating About Pay](#) which explored more transparent employer remuneration practice as societies grapple with income inequality and persistent gender-based wage gaps.
- In 2019 Dr Sukhbir Sandhu delivered a public lecture for the Committee for Adelaide and the Don Dunstan Foundation on Partnering with Academia to achieve Sustainable Development Goals. She also presented research on this topic in a community podcast series *Business for Good*.
- [ICC Start-up weekend](#), hosted both in Adelaide and in the regional centre of Whyalla (a remote post-industrial community eight hours drive north of Adelaide). The Start-up Weekend in Whyalla was run in partnership with Google and saw people of all ages and backgrounds work together to formulate an early concept and business model. Participants had one on-one access to global entrepreneurs who helped them develop their ideas before pitching their final concepts, which will be supported in the ICC Whyalla incubator.

The [MBA Alumni Mixer](#) provides alumni and others with the opportunity to reflect on leadership with a range of quality speakers encouraging self-reflection, fostering contemporary ethics and developing a leadership mindset to benefit them, their employees and customers. These events are hosted on the City West campus (with videos available online) but we also reach into regional and remote areas that have higher socioeconomic disadvantage to ensure all our communities benefit from these initiatives.

In November 2018 Alumni were invited to learn about Great Governance: Boards and Directorship. The event explored governance practice in recognition of the royal commissions and issues around organisational integrity in the news.

In May 2019 we held Innovation for Purpose: balancing social impact with enterprise which explored the dynamics of an increasingly activist customer and stakeholder community that is shifting business thinking

In August 2019 MBA Alumni were invited to the event Leadership and Failure: a powerful alliance (August 2019) – with guest presenter Professor Mike Shaner, Professor of Management at Chaifetz School of Business, St Louis University. Professor Shaner explored the strong alliance that leadership and failure must have as pressures exerted on our lives continue to mount, requiring us all to re-adjust and re-evaluate our strategies.

Our [View from the Top](#) masterclass series attracts high-calibre industry speakers, many of whom speak on topics of sustainability. The exclusive lecture and networking events connects executives and thought-leaders with our students, alumni and other community members. Presenters share leadership and industry insights and advance debate on issues that affect the business world and our society.

Highlights from View from the Top in 2018 included Greg Pattinson, CEO, Foodbank SA, who gave insights into the valuable work his organisation is undertaking to provide hunger relief and address food waste; Christie Anthoney, CEO, Festival Adelaide and UniSA Business alumna spoke on the role of Festivals in South Australia; their social, cultural, and economic contribution to the state, and explored the resilience of a sector that challenges the norm; and, Tim Harcourt, The Airport Economist, who spoke on global careers.

In October 2019 Martin Haese, CEO of Business SA, Chairman, Premier's Climate Change Council, Former Lord Mayor of Adelaide and former keynote speaker at the 2015 United Nations Climate Change Conference in Paris and the World Cities Summit in Singapore spoke on leadership and reinvention, and to inspire the audience to think differently about success.

Other community engagement and communications includes UniSA News, a monthly online publication that shares news and celebrates the achievements of our staff, students and alumni, and the UniSA Business Alumni News which is emailed regularly to share the latest benefits and events with our alumni. These also regularly



Professor Carol Kulik and Dr Niki Vincent discussed the long-term effects of gender diversity and the impacts for organisations in the 2018 Enterprising Research Talk "The Future of Gender Diversity".

include stories related to the SDGs, such as a feature in Issue 7, 2019, on Becky-Jay Harrington (Business Management graduate) who is building disaster resilience in Nepali communities as a Disaster Management and Urban Resilience Consultant working with the Red Cross.

We monitor our coverage in local, national and international media and addition to mainstream and traditional media outlets and trade publications, we feature in alternative sources, including [The Conversation](#) which has become one of Australia's largest independent news sites and has approximately 35 per cent of its readership from outside Australia. Examples of our Conversation articles in 2019 relating to global responsibility and sustainability include:

- Dangerous to human health: that's a housing problem much bigger than a few high-profile apartment blocks (July 2019) – focussing attention on the hundreds of thousands of Australians forced into inadequate or unhealthy housing by high housing costs
- Rethinking tourism so the locals actually benefit from hosting visitors (May 2019) – identifying that, if tourism is to have a sustainable future, we need to reorient our focus and put the well-being and interests of local residents at the forefront
- Australians disagree on how important climate change is: poll (May 2019) – discussing evidence of our accelerating impact on the environment and climate and yet there's still a serious split on the importance of acting on climate change and preventing harm to the environment
- Australia's 'watergate': here's what taxpayers need to know about water buybacks (April 2019) – why taxpayers should be concerned about ministerial decisions regarding water entitlements.



unisabusiness Magazine

Our flagship, premium bi-annual publication, the [unisabusiness magazine](#), provides an analysis of topics of interest to managers and leaders, and provides access to expert advice from UniSA Business's world-class research scholars. It features thought-provoking articles, quick guides and top tips, and interviews with industry leaders.

2018 issues included The Disruption Issue, with a feature on the Sharing Economy; and, The Global Issue, which featured articles on Modern Slavery and Rethinking Perceptions of Refugees. In 2019 an entire edition was dedicated to exploring social enterprise and innovation.

PRME Working Group

In 2018 UniSA Business established a PRME working group responsible for championing PRME commitment, fostering collaboration and communicating activities to UniSA staff and students. It met quarterly and identified gaps in our communication. In 2019, it was decided the committee should be replaced by the Social Enterprise Hub, which provided a broader platform to communicate UniSA Business's work in social innovation, responsibility and sustainability, and to a much wider audience.

Partnering for Social Impact

More than 100 guests from across the social services sector, social entrepreneurs, and staff from across the University gathered on Friday 1st November 2019 to jointly launch the new Social Enterprise Hub and The Australian Alliance for Social Enterprise.

Professor Marie Wilson spoke to introduce the Social Enterprise Hub, speaking of the importance of social enterprise and drawing attention to the 14 Hub member groups from across the University each engaging in social entrepreneurship and innovation activities or community service learning.

Professor Ian Goodwin-Smith, Director of The Australian Alliance for Social Enterprise (TAASE), and Reverend Professor Peter Sandeman, CEO of AnglicareSA and Chair of TAASE, spoke of the partnership between TAASE, AnglicareSA as a founding partner, and other partners across the government and non-government sector.

The launch was a chance to celebrate our engagement with social purpose and social enterprise across the University, and an opportunity to showcase the early successes of TAASE and the strength of its partnerships with the social service sector and people in need of social support.



Influencing Policy to Protect the Elderly

Professor Wendy Lacey's research on the human rights of older people drove legislative change in South Australia and led to a coordinated national response to elder abuse. She developed strong partnerships with the aged care sector, peak advocacy groups, and government agencies, and produced and significantly shaped the creation of several landmark publications designed to protect the elderly, including the [Strategy to Safeguard the Rights of Older South Australians](#); and the South Australian Charter of the Rights and Freedoms of Older People.



Table of commitments for Principle 6: Dialogue

2016-2017 SIP Commitment for action in 2018-2019	Progress
Strengthen the PRME working group in order to advise UniSA Business Executive on: our approach to sustainability and responsible leadership; progress made and challenges faced; and future short, medium and long-term strategies.	PRME Working group met quarterly in 2018 and early 2019. Momentum has been maintained through a period of transition, and in 2019 the working group has been replaced by the Social Enterprise Hub.
Ensure our industry engagement guest lecture, seminar and networking series include charities, benefit corporations, not-for-profit and/or non-governmental organisations.	As detailed in our report on Principle 6: Dialogue, our View from the Top series in 2018 and 2019 included speakers from non-profit organisations or speakers on the topic of sustainability.
Review the UniSA Business Sustainability Framework and role of the Sustainability Working Group in the context of the new PRME Working Group.	<p>The Sustainability Working Group continued alongside the PRME Working Group in 2018.</p> <p>In 2019 the Sustainability Working Group continued to drive staff and student engagement with sustainability, and the PRME working group was wound up to be replaced by the Social Enterprise hub steering committee in 2020.</p>
Participate and support the PRME Chapter Australia/New Zealand as a focal point for coordination and communication across the region to facilitate the growth and engagement with PRME.	The PRME Lead and representatives from UniSA attended PRME Chapter/Australia and New Zealand events in 2018 and 2019. We are also actively participating in the monthly /Australia and New Zealand chapter meetings.
Champion PRME, exchange effective practices and foster collaboration in ERS across our network of partner institutions and the global network of universities with social enterprise initiatives.	UniSA Business has continued to participate in electronic communications and exchanges across the PRME network. Locally, the UniSA PRME lead conducted workshops on teaching Business Ethics for staff at UniSA. She also delivered two public lectures and was featured in two podcasts aimed at sharing ethics, sustainability and responsible leadership practices. In her role as the Professional Development Workshop (PDW) Chair at the ONE division of the Academy of Management, the UniSA PRME lead is supporting an international workshop (with colleagues from UK, Canada and Australia). This PDW (<i>Broadening our Sight Through Immersive Educational Experiences: Lessons from the UN PRME Champions</i>) aims to foster collaboration across the network of partner institutions and the global network of universities with social enterprise initiatives.
Ensure the initiatives and services delivered through the Student and Community Engagement team continue to exemplify our values and commitment to PRME (e.g. Community Gardens and Spiced)	This is an ongoing commitment and 2018 and 2019 progress is detailed against Principle 5 in this report.

Future Objectives

2020 - 2021 Commitment	Responsible
We will develop a two-way communications plan/strategy for communicating PRME to staff and external audiences	PRME Lead &/or Social Enterprise Hub Coordinator
We will ensure a dedicated webpage is created for the PRME report, which is prominently linked from UniSA Business homepage.	Social Enterprise Hub Coordinator
We will grow the reach of communications about UniSA Business's work in social innovation, responsibility and sustainability.	Social Enterprise Hub Coordinator
Continue to ensure the initiatives and services delivered through the Student and Community Engagement team continue to exemplify our values and commitment to PRME.	Coordinator: Community Engagement
Continue to participate and support the PRME Chapter Australia/New Zealand as a focal point for coordination and communication across the region to facilitate the growth and engagement with PRME, and , exchange effective practices and foster collaboration in ERS across our network of partner institutions and the global network of universities with social enterprise initiatives.	PRME Lead



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