

# UNPRME – Sharing Information on Progress 2019

UTS Business School

UTS







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# 1. Commitment to PRME Principles

UTS Business School actively seeks to prepare its students, faculty, professional staff, alumni and partners in industry, government and community to meet global challenges through responsible and sustainable decision making. It does this through its integrative and practice-oriented business education, innovative and internationally recognised research, and its engagement and dialogue with business and society. Our commitment to the six Principles of Responsible Management Education is embedded in our work.

In **teaching**, we not only engage our students in the specialised knowledge they'll need in the key discipline areas of business but also develop their awareness and capabilities around broader questions such as diversity and sustainability. We endeavour to provide them with an understanding of the changing world in which business and organisations operate, the challenges this brings, and their role both as professionals and as “stewards” with a responsibility to society.

In **research**, our knowledge makers support the Principles by building an evidence base to enable responsible decision making by business to sustain people and planet not just profit. Recent work has been in areas such as sustainable finance, corporate social responsibility and “compassionate” management.

The real-world impact this work is having was recognised this year in the Australian Government's new Engagement and Impact Assessment, which measures how universities translate research into benefits for society. In a nation-leading result, almost 80 per cent of assessed University of Technology Sydney (UTS) research was rated as having a “high” impact, well above the sector average of 43 per cent. An assessment of Business School research specifically contributed to that result. (You can read about Professor Jock Collins' work on refugee entrepreneurship in this report.)

Through our active **engagement** with business, government and community we ensure our knowledge and expertise is readily and widely accessed through partnerships with business, through master classes and seminars, through public events, and – soon – through our “enterprise learning” unit, the UTS Futures Academy. Our academics are also encouraged and supported to create opportunities for public dialogue through engagement in traditional and digital media. Our own podcast, Think Business Futures, feeds into this public engagement.

In a significant development since our last report, UTS is now a signatory to the UN Global Compact.

As Vice-Chancellor Professor Attila Brungs wrote to UN Secretary-General Antonio Guterres, “academic institutions play an important role in shaping future business leaders and educating them about responsible, sustainable management and leadership”.

We are pleased to present this 2019 Sharing Information on Progress (SIP) report. Our strengthening commitment to the PRME Principles is highlighted and illustrated in this report. We are proud to say that we continue to align our goals and strategy with these important Principles.



Chris Earley  
Dean

A handwritten signature in black ink, appearing to be 'CE'.



Carl Rhodes  
Deputy Dean

A handwritten signature in black ink, appearing to be 'CR'.



## 1.1 Our Mission, Vision and Values

The Business School's support of the PRME Principles is part of an institution-wide commitment by the University of Technology (UTS) to social justice, responsible leadership and sustainability.

UTS is a “for purpose” public university that aims to advance knowledge and learning through its research-inspired teaching, research with impact, and partnerships with industry, the professions and community.

Our commitment to the PRME Principles is one of a number of initiatives now nested together as the University and the Business School work to inform responsible and sustainable business practice today while also developing business leaders of the future.

### UTS 2027 Strategy

The new strategy, released in 2019, represents a vision encompassing social justice and accessibility, responsible leadership and excellence in indigenous higher education and research, underpinned by a commitment to a sustainable future. UTS's goal is to be a leading public university of technology recognised for its global impact. The values that guide the university are:

- > **Discover** and share new knowledge and new ways to lead through our teaching, research, intellectual debate and use of technology.
- > **Engage** and collaborate with each other, our students, alumni, partners, professions and communities, locally and internationally.
- > **Empower** each other and our students to grow, contribute, challenge and make a difference.
- > **Deliver** on our obligations to each other, our students, our partners and communities while maintaining high standards and ethical behaviour.
- > **Sustain** our local and global environment, organisational health and our ability to create a positive, viable future.

*We will be defined by our support for the  
economic, social and cultural prosperity  
of our communities*

[uts.edu.au/about/uts-2027-strategy](https://uts.edu.au/about/uts-2027-strategy)

### UTS Social Impact Framework

UTS's new Centre for Social Impact has developed a Social Impact Framework that guides its efforts. Through the Framework, UTS will:

- > contribute to increased public good, social mobility and equity
- > support the creation of enabling environments for communities to thrive
- > positively influence and impact the public, the individual, and systemic forces that shape justice

Among the goals of the Framework are to increase completion of degrees by members of equity target groups, give students agency to enact personal and social responsibility, support staff to maximise their social impact, to generate research, teaching and programs with social impact, to be a thought leader on issues that concern and impact communities.

### Sustainable Development Goals

The 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development were adopted by world leaders in 2015 at a historic UN Summit and officially

came into force the following year. They charge countries with mobilising to end all forms of poverty, fight inequalities and tackle climate change.

UTS was an early signatory to the 'University Commitment' to the SDGs and is an active participant in the Sustainable Development Solutions Network. UTS is committed to supporting the SDGs through its teaching, research and operational activities.



### UN Global Compact

Connected to the PRME, the Global Compact is the world's largest business lead corporate citizenship initiative. It involves a commitment to a robust set of 10 principles based on international declarations and conventions in the four areas of human rights, labour, environment and anti-corruption. UTS is a signatory and a member of the Global Compact Network Australia. By playing an active role in the GCNA and deepening engagement with its business membership, UTS Business School will further support progress towards the SDGs.

### Principles for Responsible Management Education

In addition to the UN Global Compact, UTS Business School is a signatory to the Principles for Responsible Management Education (PRME), a platform specific to business and management schools that engages them in ensuring they develop future leaders with the skills to balance economic and sustainability goals. We report on our adherence to the Principles in this report.

### Climate Emergency Declaration

In 2019 UTS signed the Climate Emergency Declaration and pledged to:

- > mobilise more resources for action-oriented climate change research and skills creation
- > work towards carbon neutrality
- > increase the delivery of sustainability education across curriculum, campus and community outreach programs.

Professor Stuart White, the Director of the UTS Institute for Sustainable Futures, founded in 1997, said of the decision: "To declare human-induced climate change an emergency is the correct and morally right thing to do. It's our most wicked problem, but the transformational shift required to combat climate change offers so many positive opportunities to create a brighter and more sustainable future."



## 2. The United Nation's Principles for Responsible Management Education





## Principle 1: PURPOSE

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

In the Business School our programs expose undergraduate and postgraduate students to a diverse set of skills but also a sense of purpose. They encounter concepts such as “stewardship” and business principles such as fairness, transparency and the dignity of work.

They emerge ready to contribute to fairer and flourishing societies, as professionals, managers and leaders able to make, defend and be morally accountable for decisions affecting not only profit but also people and planet.

As a Business School, we believe diversity also contributes to a fairer society and we seek to build this in the business community by supporting groups such as rural women and Indigenous Australians in their aspirations for roles in business and as entrepreneurs.

We develop this sense of purpose in our students through real-world experiences, including live projects with not-for-profits, where students learn while also “giving back” to these community-focused organisations.

**Here are some examples of purpose-driven programs at UTS Business School ...**

### **Introducing stewardship to students**

In the UTS Business School subject Managing, Leading and Stewardship, students learn what it’s like to be in “morally unequal” situations.

The aim is to give them the tools to be able to meet personal responsibility objectives, and guide others to meet collective responsibility, in morally challenging situations that may occur out in the workplace.

To do so, the subject develops the concept of stewardship, a concept that helps people better understand how to promote and sustain the symbiotic integrity of business and society –where business serves society’s needs not just for products and services but in ways that earn public trust and respect.

As part of the learning experience, students are asked to “role play” decisions that involve ethical dilemmas. At the base is the idea of a “dignity threshold” – the minimum level of respect that should be accorded to people affected by and engaged in a business, says lecturer Dr Walter Jarvis.

This isn’t just those directly involved, such as customers and employees, but also those indirectly affected, like local schools, hospitals, and government agencies.

An understanding of managing, leading and stewardship is foundational to the development of students as responsible leaders, managers and followers.

### **UTS Shopfront connects students and community**

Shopfront is an award-winning, globally recognised community engagement program. The program focuses on two areas: community-based, work-integrated learning (WIL) through



the pairing of students with projects from community organisations, and the extracurricular UTS SOUL Award ethical leadership and volunteering program.

The Inner West Tool Library (IWTL) is a not for profit, 100% volunteer run community organisation launched in January 2019, driven by the idea of sharing as a way to reduce waste, save people money and space, and to help build a more connected and resilient community. It provides residents of the Inner West of Sydney and surrounds with access to a wide variety of necessary but seldom used equipment that people can borrow rather than buy, thus reducing cost and waste.

The organization needed help to consolidate the successful launch of the library, transforming an innovative social enterprise into a business model that could be replicated in a number of different locations.



A team of UTS Business postgraduate students (from Australia, Europe and Asia) supported the IWTL organization to develop a strategic plan. They did this as part of their Applied Management Consulting course, an award-winning applied learning subject in which students, under the supervision of academic staff and industry coaches, and with the support of UTS Shopfront, develop their management consulting skills by providing strategic advisory services to community organizations.

Dr Marco Berti, lecturer and subject coordinator, said the team provided IWTL with a set of guidelines that will help the organization to build and sustainably expand their activities through the development of a more robust governance framework, increase its capacity to develop strategic partnerships and to foster engagement with the local community.

Students in the Applied Management Consulting subject form just one of the many UTS Business School groups working with the Shopfront Program each year.

## Stanford partnership develops not-for-profit leaders

In partnership with the Stanford Australia Foundation (SAF), UTS Business School has established an international program to support the development of leaders of not-for-profit organisations.



So far, the UTS and Stanford Australia Foundation Capacity Building and Engagement Series has brought two world-renowned Stanford University speakers to Australia, Professors Haim Mendelson and Glenn Carroll. It has also hosted workshops to increase the managerial capacity of the not-for-profit sector.

In addition to these opportunities, SAF will continue to offer not-for-profit leaders scholarships to attend Stanford.

## Scholarship supports rural women



Women from regional and remote areas who aspire to a career in business can apply for a new scholarship at UTS Business School.

The Koch & Frances Inclusion & Diversity Scholarship, established through the generosity of donors Don Koch and Jennifer Frances, aims to increase the participation of women in business, and provide support for women experiencing hardship. It will provide \$18,000 over three years towards living expenses and tuition fees.

One of the major hurdles for financially disadvantaged and regional students is the cost of living while undertaking a full-time degree in Sydney, UTS Business School Dean Professor Chris Earley says.

“We want to attract students from a range of backgrounds, who bring an understanding of the issues facing rural and regional Australia. Without that diversity, we lose that dimension.”

Early educational attainment is not the only criteria considered. The scholarship panel also looks for applicants who have demonstrated initiative in seeking opportunities to advance their professional and personal life, and those who have overcome financial and or educational disadvantages.

## Program backs women in finance

The Women in Finance Program run by UTS Finance and investment firm Pental, provides mentoring to high-potential female undergraduate students.

The program aims to help women students better understand the opportunities available in the finance sector, and to navigate organisational culture and develop the confidence to succeed.


The program's student-driven agenda encourages discussion on common issues women face in the workplace, such as income inequality, work/life balance, gender bias and stereotypes, and career advancement barriers. Encouragement and assistance with career planning is provided, identifying areas of professional growth and strategies.



## Principle 2: VALUES



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



UTS Business School’s support of the PRME Principles is part of an institution-wide commitment by UTS to social justice, responsible leadership and sustainability.



UTS was an early signatory to the ‘University Commitment’ to the SDGs and is an active participant in the Sustainable Development Solutions Network. UTS Business School is committed to supporting the SDGs through its teaching, research and operations.

Most recently, in an initiative driven by UTS Business School and the UTS Centre for Social Justice and Inclusion, UTS became a signatory to the UN Global Compact and joined Global Compact Network Australia.

The network includes many of Australia’s leading companies. As a member of the UN Global Compact, UTS will regularly report on its engagement with the principles. By playing an active role in the business-led GCNA, the Business School will further support progress towards the SDGs.

### Focusing on impact

UTS Business School is accredited by the Association to Advance Collegiate Schools of Business (AACSB), an organisation that challenges post-secondary educators to pursue excellence and continuous improvement throughout their business programs.



That was evidenced in the latest Excellence in Research for Australia (ERA) assessment – conducted by the Australian Research Council on behalf of the Australian Government. In the 2019 report, UTS Business School achieved four 5’s (“well above world standard”) in the disciplines of Econometrics, Economic Theory, Marketing and Finance. That placed UTS among the top three Business Schools in the country. The average research performance of the Business School was 4.25, implying that the research undertaken by its academics is, on average, above world standard

In the associated and Engagement and Impact Assessment (EIA), UTS Business School received a high rating for impact in both Economics & Commerce and in Management, Tourism & Services. The Times Higher Education (THE) ranking organisation rated UTS Business School #2 in Australia for research engagement and just outside the top quartile globally.

### International reputation

In 2019, UTS was rated among the Top 200 universities in the world by THE and among the Top 150 by the QS World Rankings organisation. It continued to be rated as the top “young” university in Australia (under 50 years old) by both bodies, putting it among the top 15 young universities globally.

The University was also ranked 64th in world for graduate employability (QS Graduate Employability Rankings 2019).





UTS Business School has 5 stars for excellence across 7 categories in the QS Stars Rating (2018–2021). The research-focused Academic Ranking of World Universities (ARWU) rates the Business School among the top 150 globally for all business subjects. Specifically, it is #43 (8th in Australia) for Hospitality and Tourism Management, #58 (5th in Australia) in Finance, #114 (6th in Australia) in Management, #137 (7th in Australia) in Economics, and #108 (8th in Australia) in Business Management.

## Social justice

UTS Business School is an active partner with UTS's new Centre for Social Impact and Inclusion, which has developed a Social Impact Framework for the university. Through the Framework, UTS will:

- > contribute to increased public good, social mobility and equity
- > support the creation of enabling environments for communities to thrive
- > positively influence and impact the public, the individual, and systemic forces that shape justice

Among the goals of the Framework are to increase completion of degrees by members of equity target groups, give students agency to enact personal and social responsibility, support staff to maximise their social impact, to generate research, teaching and programs with social impact, to be a thought leader on issues that concern and impact communities.

As public purpose institutions, universities have a critical responsibility to contribute to the community through research, education and practice. At UTS, the concept of social justice is a central tenet of the UTS 2027 strategy launched this year. UTS believes that it will be "defined by our support for the economic, social and cultural prosperity of our communities". The strategy says of the commitment to social justice and accessibility:

*UTS is, and always will be, a diverse and inclusive university, committed to social justice and the economic, social and cultural prosperity of our community. Through our research, our graduates and our engagement in public debates, we aim to ensure a just and equitable society.*

*We are a university for all, ensuring everyone who desires and merits a place at UTS is enabled to do so. We support individuals and communities to achieve their full potential, and we attract a wide range of students from Australia and overseas. Our students will join a community that values diversity of thought, critical thinking and technical mastery.*

The UTS strategy also makes a commitment to instilling "responsible, transformative leadership", in particular in the responsible use of technology to support a rapidly changing society.

## Ignite Western Sydney Refugee Initiative

The SSI Ignite® program supports budding entrepreneurs from refugee backgrounds to overcome the challenges of starting a business in Australia. Ignite® has so far helped more

than 500 people from refugee, asylum seeker and migrant backgrounds establish more than 130 small businesses.



Now, a significant donation is supporting UTS Business School in its work with Settlement Services International, delivering a new stream of the program from 2019 to 2021. The Eden Foundation has gifted more than \$500,000 to help at least 40 refugees establish and then accelerate a business venture using the successful Ignite® model.

Led by Professor of Social Economics Jock Collins, UTS Business School academics

and SSI Ignite® facilitators will support, guide and mentor the entrepreneurs, with help from a diverse and expert team, to ensure business sustainability and growth.

The 40 entrepreneurs will be able to draw on the expertise of the broader UTS community including UTS Startups and the UTS Innovation, Entrepreneurship and Creative Intelligence Unit.

Professor Collins led an evaluation of the 2013 Ignite® pilot program, which found it was important to provide assistance past the initial business set-up phase and he says this will be a significant element of the new program.

“This will assist the entrepreneurs to grow their business to a stage where it is on a sustainable footing and can employ others and benefit the community,” he says.

SSI CEO Violet Roumeliotis – a graduate of the Masters of Not-for-Profit and Social Enterprise Management at UTS – said the opportunity to harness expertise from both SSI and UTS would create an effective and holistic program.

“We are grateful to the Eden Foundation for supporting this important collaboration that helps further unlock the wealth of skills and experience that refugees bring to Australia,” she says. “Through our shared values of social justice and innovative practice, we can collectively unleash entrepreneurial potential while making a positive social impact.”

## Indigenous residential college

The third pillar of the strategy is excellence in Indigenous higher education and research.

*We'll be home to a culture of excellence in Indigenous higher education, research, employment and community engagement, providing a new benchmark for the Australian higher education sector.*

*Our graduates will be professionally equipped to work successfully with, and for, Indigenous Australians, while our university will have the cross-organisational planning, knowledge, cultural competence and capability to support and achieve this.*

In 2018, UTS announced a ground-breaking plan to build an Indigenous Residential College that will be the first of its kind in Australia.

The college will offer a comprehensive range of services above and beyond accommodation and have the celebration of Indigenous identity and culture at its core. The majority of students will be Indigenous but there will also be places for non-Indigenous students.

UTS Vice-Chancellor Professor Attila Brungs says the project will have inter-generational benefits. “The evidence is clear that higher education is one of the greatest ways to close the gap on Aboriginal and Torres Strait Islander disadvantage,” he says.

The proposal is for a 250-bed, architect-designed landmark building, with an interior by Indigenous designers. Scholarships and cost-covered accommodation will be provided to Indigenous students. College graduates will receive ongoing mentoring and leadership development.

The project is led by UTS’s Pro-Vice-Chancellor, Indigenous Leadership and Engagement, Professor Michael McDaniel.

“By creating a place with Indigenous culture at its heart – not on the periphery – the College will help Indigenous people ‘see’ themselves at university. For the first time Indigenous people will be the hosts not the guests in a place based around their traditions and identity,” he says.



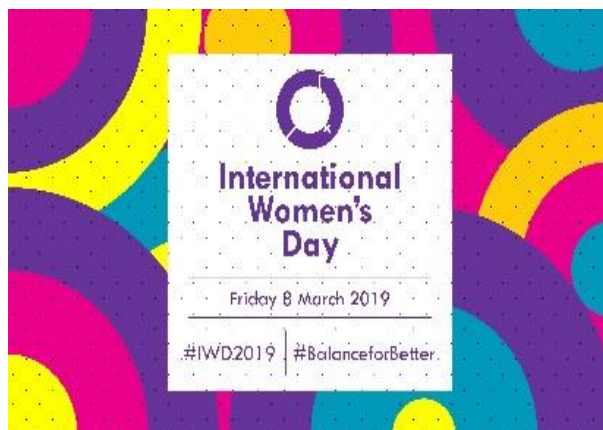
### 3:30 Project

Gender inequality persists across Australian workplaces. New data from the Workplace Gender Equality Agency shows that at the current pace of change it will be another 80 years before women hold 50 per cent of CEO roles in Australia.

Such slow rates of progress are not adequate, and as part of our commitment to gender equality UTS Business School has joined forces with the 3:30 Project (<https://www.330project.com.au/>) to create a tangible action plan to eliminate gender inequality in the workplace.

On International Women’s Day 2019 the UTS Business School executive team participated in a strategic discussion to target gender inequality. During the discussion three key challenge areas emerged – remuneration, progression and retention.

Key actions were identified in each area and specifically goals and plans put in place for tangible improvements in one year. We are progressing well to achieving the goals we set for ourselves, and will formally review progress on International Women’s day 2020.



### Ruff Sleepers

Dogs are often described as “man’s best friend”. For homeless people, this can be especially true, meaning they’ll do almost anything to make sure they’re looked after even if it means their own needs come second.

Ruff Sleepers is a pet washing service for homeless people co-founded by UTS Associate Professor Bronwen Dalton and two students from the Master of Not-For-Profit and Social Enterprise Management, Linda Castellazzi and Tully Rosen.





Over the past 18 months, Ruff Sleepers volunteers have washed and groomed hundreds of dogs, distributed pet food and accessories, flea and worm treatments, and provided connections to free vets and dog trainers.

Ruff Sleepers also advocates for the rights of homeless people to have accommodation without having to give up their pets, raising public awareness of the value of pet ownership for the mental and physical health of those doing it tough.

Ruff Sleepers recently won a public vote in the NSW My Community Project and secured \$100,000 in funding from the New South Wales State Government.






## Principle 3: METHOD



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



The UTS 2027 strategy says the university will be “defined by our support for the economic, social and cultural prosperity of our communities”. The Business School’s new Teaching and Learning Strategy for 2019-2021 builds on that foundation.

Drawing from that, UTS Business School believes its courses should have a positive social impact, that they should connect with and be co-created by industry, and that they should be informed by partnerships with learners and inspired by the latest research.

Our vision for teaching and learning is to be a leader among business schools, recognised for developing resilient and creative thinkers, equipped to succeed in the future workforce, with boundary-crossing skills in entrepreneurship and innovation, making responsible use of technology and equipped to benefit industry, society and communities.

Many changes and innovations will be incorporated into our teaching and learning approach over the coming years as part of our continuous improvement process.

The Australian Government’s self-accreditation process requires all new coursework programs proposed by a self-accredited institution to undergo a multi-stage approval process that culminates in Academic Board ratification. In addition, UTS Business School conducts five-yearly reviews of existing programs.

We seek to ensure that the learner experience is focused on developing students’ adaptive capacity – the skills, creativity, critical thinking and attributes needed to succeed and enact personal and social responsibility.

### Can ethics be taught?

Researchers in the Finance group at UTS Business School have been looking for some time now at the question of how impactful education in ethics is – or could be – for students planning a career in a sector dogged by controversy over conflicts of interest and practices such as mis-selling financial products.

In a recent study Professor Gerhard Van de Venter, Dr Gerhard Hambusch and Dr Deborah Cotton looked at Finance students at both undergraduate and postgraduate level who had not yet taken a class in ethics. These were segmented into those who planned to take an ethics class and those who did not intend to take such a class.

“We looked for differences between those two groups,” says Dr Cotton, using a test in the students’ first class that asked them to look at a case study and indicate how ethical they thought the actions of a particular person were.

“We found that the first group – those who planned to take an ethics class – were better able to judge the actions of the protagonist in the case to be unethical compared to those with no intention of taking an ethics class,” Dr Cotton says.

“From this we conclude that educators may be ‘preaching to the converted’ in voluntary ethics classes – if you plan to take an ethics class you’re probably already more motivated and able to judge an ethical issue than those not planning to take an ethics class.

“So, if we want to make a difference we need to make ethics classes compulsory for all Finance students” she says.

Australia recently held a Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry, after multiple consumer complaints and revelations by industry whistleblowers.

The commission received more than 10,000 public submissions. Its final report made 76 recommendations and referred 24 cases of misconduct for further investigation and possible prosecution.

Commissioner Kenneth Hayne found the primary responsibility for misconduct – such as charging fees for services not provided and selling worthless insurance to vulnerable customers – lay with the boards and senior management of financial firms. He said close attention needed be paid to culture, governance and remuneration practices.

## Indigenous education

We are committed to Indigenous higher education and employment. We address this by implementing the suite of UTS Indigenous Strategies that embeds an Indigenous ‘Graduate Attribute’ in every program, so all our graduates emerge able to work with and for Australia’s first peoples.

We are increasing the number of Indigenous staff and students, along with the output of Indigenous research. We were delighted to appoint a new Indigenous PhD recipient to a lecturing position in the Management Department in 2019.

We are creating a culture that recognises and values Indigenous people, knowledge and culture.

## Associate Dean, Indigenous Leadership and Engagement

In 2019 UTS Business created the new executive role of Associate Dean, Indigenous Leadership and Engagement, a position which sits alongside the Associate Deans for Education, Research and External Engagement.



Professor Robynne Quiggin, a member of the Wiradjuri nation of central western New South Wales, has taken up the position. Professor Quiggin has a background as a solicitor and consultant, with a focus on legal, compliance and policy areas relevant to Indigenous Australians, including human rights, financial inclusion, financial services, consumer issues, governance, the arts and heritage. Her roles have included Deputy Aboriginal and Torres Strait Islander Social Justice Commissioner at the Australian Human Rights Commission.

Professor Quiggin has a longstanding commitment to a rights-based framework as a mechanism for individuals and communities to pursue their social, economic, cultural, linguistic and artistic priorities.



## Bachelor of Business Administration

The first graduates have emerged from the Bachelor of Business Administration (BBA) program – a degree unique in Australia in being designed specifically for Aboriginal and Torres Strait Islander professionals wishing to gain a business degree.

The executive-style program covers core functions of management and business administration and is taught in residential mode, where students attend classes for three six-day blocks per semester at UTS Business School's campus in the heart of Sydney. Students come from around Australia, including from remote locations.

The program builds upon students' existing academic and professional skills, supporting them to become exceptional managers, strong leaders and change agents within the wider Australian community.

Clarence Slockee and Christian Hampson are among the first group of graduates from the program and have already established their own business in partnership with major property developer Mirvac. The business, Yerrabingin – which means “we walk together” – recently opened Australia's first Indigenous rooftop farm. The farm, on top of a building just south of Sydney city centre, grows native foods using innovative engineering, permaculture practice and Indigenous cultural knowledge. As well as selling produce to Sydney restaurants, the business teaches people about Indigenous culture and environmental knowledge through events and workshops.



## Galuwa Program

UTS's Galuwa program for Aboriginal and Torres Strait Islander students widened in 2019 to include UTS Business School. Galuwa means “to climb” in Gadigal language, and the expanded program aimed to inspire Indigenous students nearing the end of secondary school to consider a career in business.



More than 20 Indigenous students travelled from around Australia to experience university life first-hand.

“University sometimes seems like a big deal, but this program demystifies campus life so when they do come to study, it doesn’t seem so daunting,” says Tom Evans, Manager of Indigenous Programs at UTS Business School.

Galuwa participant Brianna Veness, 15, hadn’t been sure what she wanted to do when she finished school but after taking part in the program is interested in university. “It’s changed my mindset, because I thought I wouldn’t have the skills to do this, but now I would definitely like to go.”

The week-long residential program featured interactive workshops, cultural activities and information about career paths, as well as site visits with industry participants. The students used their new event management skills to run a public event to raise funds for the work of Ruff Sleepers in caring for the pets of homeless people.



## Event Lab raises funds for good works

As part of the Bachelor of Management (Event Management) program, students get the opportunity to plan and execute their own events as part of their final-year project.

The latest group to undertake the “capstone” Event Creation Lab Showcase subject were tasked with raising funds for several for-purpose charities and organisations.

Eleven teams staged impressive events that lifted the profile of their chosen charities and organisations, raising both funds and awareness through their efforts.

In 2019, funds were raised for organisations such as the Sea Life Trust, disability group Minimbah, Dress For Success Sydney, mental wellbeing organisations Beyond Blue and batyr, LGBTIQA+ support group Twenty10, the Children’s Hospital at Westmead, MS Australia, and children’s hospice facility Bear Cottage.

## Building future leaders

The Beyond UTS International Leadership Development (BUiLD) program delivers a diverse range of leadership development programs in Australia and overseas for students from UTS.

The program provides scholarships for overseas projects, giving students the opportunity to develop a rich understanding of the complex problems in international development and how to work with communities to generate positive change.

These experiences develop students' skills, broaden their horizons and build their leadership potential.

In 2018, for example, 68 students went abroad on short-term BUILD Abroad Programs, including 15 who undertook internships overseas.

The 18 countries visited included Austria, China, Hong Kong, France, Hungary, India, Indonesia, Italy, Japan, Nepal, Peru, the Philippines, Slovenia, Spain, Thailand, the United Kingdom and Vietnam.

## New Colombo Plan

The Australian Government's New Colombo Plan (NCP) provides opportunities for Australian undergraduate students to undertake study and internships in Indo-Pacific countries.

Under the NCP program, between 2017 and 2020 some 45 UTS Business School students will take part in Innovators and Entrepreneurs internships in Beijing, China.

In 2018 the Government supported the Accounting Asia Leadership Intensive program and a suite of International Leadership and Entrepreneurship Internships in Indonesia, along with the International Management Field Study subject hosted in Vietnam – giving 95 students an international experience.

In addition, in 2019 five students received a prestigious NCP Mobility Scholarship, each worth \$69,000, allowing them to spend up to 18 months in Asia undertaking study, internships and language classes.

Bachelor of Business student Anthony Chu, one of the five Mobility Scholarship recipients, aims to gain the skills needed to help Australia finance critical infrastructure during a stay in China.

"I'll be starting my study component at Shanghai University, where I'll be doing some international business subjects to learn about trade, the culture of China, and how it reformed its policy (in the field of critical infrastructure)." He will then intern at the Cheung Kong Infrastructure Group in Hong Kong.

Business/Law student Ethan Huang, another scholarship recipient, says his learnings from Singapore could help tackle housing affordability. "I'm focusing on the legal tech space and the two primary things I'm looking into are artificial intelligence and blockchain (distributed ledger technology)," he says. "In Singapore, about 80 per cent of the property industry is government-built housing and with the housing affordability issues here in Australia, maybe we can learn from that and maybe we can apply technology like blockchain to make it more efficient ... and hopefully bring prices down."



*UTS NCP scholars with the Minister for Foreign Affairs, Marise Payne*



# What are we teaching in business schools?

Australia's banking royal commission has seen spectacular resignations, calls for changes in the law, and calls for cultural change within banks. But what about changes in education, which is where much of what's wrong begins?

Business schools teach the people who will one day be the managers and leaders who run banks and other financial institutions. They have had a hand in driving much of what came before the commission – the prioritisation of profit (ends) over how people are treated (means).

They've taught the theories that have led to obscene executive compensation and unprecedented earnings inequality. They are arguably a "force for evil"<sup>1</sup>, purveyors of "immoral profit strategies"<sup>2</sup>. One professor has suggested the only way to fix them is to bulldoze them<sup>3</sup>.

They've become like this – probably amoral rather than immoral – in order to seem values-free, like the physical sciences such as chemistry and physics that are accorded so much respect. But what they've taught hasn't been values-free. Business schools have taught that there's an imperative to maximise profits, almost no matter what. It may have even become self-fulfilling, freeing students from a sense of moral responsibility.

The idea comes from the "homo economicus" strand of economic theory, much challenged in economics itself. Managers, shareholders, customers and everyone else are said to be selfish maximisers of personal wealth and power with little regard for honesty and decency. Because managers' incentives are linked to the value of their company's shares, they're said to put shareholder value above everything else.

But there's another way, and it's gaining ground. More and more universities are teaching stakeholder theory, in which corporations exist to create value for multiple stakeholders such as customers, employees, suppliers, communities and ecologies, rather than only shareholders.

At UTS we're teaching a course, Managing, Leading and Stewardship, in which students learn what it's like to be in "morally unequal" situations. We invite them to explore organisational and management practices more aligned to moral equality; including cooperatives, commons, and employee ownership.

They are introduced to the well-recognised German-based "enterprise" or mitbestimmung model, in which workers are elected as directors, taking between one third and one half of all supervisory board positions.

It's a governance model in which labour (workers) and capital (management) are not just deemed equally important but are held jointly responsible for the long-term wellbeing of the enterprise. It has operated in Germany and other parts of Europe for more than 70 years.



**Walter Jarvis** 

Director, UTS Master of Management; Lecturer in Managing, Leading & Stewardship, University of Technology Sydney



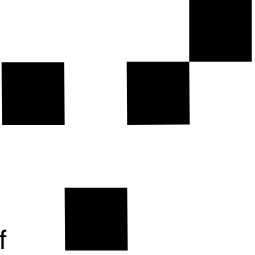


**Natalia Nikolova**

Director UTS Advanced MBA, Senior Lecturer in Management, University of Technology Sydney


<sup>1</sup> <https://hbr.org/2012/11/are-business-schools-clueless>

<sup>2</sup> <https://www.newsweek.com/2017/04/14/harvard-business-school-financial-crisis-economics-578378.html>

<sup>3</sup> <https://www.theguardian.com/news/2018/apr/27/bulldoze-the-business-school>



UTS and business schools in the United States are also developing courses that ask students to role play decisions with ethical dilemmas. At the base of these courses is the idea of a “dignity threshold”, the minimum level of respect that should be accorded to people affected by and engaged in a business – not only those directly involved (customers and employees), but also those indirectly affected, such as local schools, hospitals, and government agencies.



At the royal commission, it became clear that many of those affected by the misbehaviour of banks and related institutions could sense that they weren’t being treated as morally equal. They were dehumanised and treated as means to do what many witnesses from within the sector said was their sole purpose: making money.

If we want our future managers and leaders to stop engaging in such conduct, we’ll need to start teaching them how to be morally as well as financially accountable. It’s what publicly funded universities are for – to project and enhance society’s values. The legitimacy of business (and business schools) hinges on ensuring they do it.

*This article was first published by The Conversation in February 2019.  
It has been lightly edited for length. See [theconversation.com/au](http://theconversation.com/au)*

## 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.’

Researchers at UTS Business School help build the evidence base to enable responsible decision making by business to sustain people and planet as well as profit. Recent work has been in areas such as sustainable finance, corporate social responsibility and “compassionate” management.

The real-world impact this work is having was recognised this year in the Australian Government’s new Engagement and Impact Assessment, which measures how universities translate research into benefits for society. In a nation-leading result, almost 80 per cent of assessed University of Technology Sydney (UTS) research was rated as having a “high” impact, well above the sector average of 43 per cent. An assessment of Business School research specifically contributed to that result.

### Ending modern slavery

It’s been estimated that 40 million people are modern-day slaves – more than ever before in human history. Long after slavery was officially abolished, the practice not only continues but thrives, says researcher Dr Martijn Boersma of UTS Business School, with people coerced into work, under the “abusive control” of employers, earning low wages or otherwise being exploited.

Modern-day slavery can range from conduct ordinarily regulated by workplace laws (such as underpayment of wages) to practices that could be considered criminal (such as slavery-like conditions), he says in a new book with co-author Associate Professor Justine Nolan from the Faculty of Law at UNSW Sydney, which is based on years of research.

In *Addressing Modern Slavery* (UNSW Press 2019), they detail how modern slavery is pervasive in global supply chains and therefore part of our daily lives. They issue a call for government, business and consumers to take actions – big and small – to eradicate it.

Professor Jennifer Burn, NSW Interim Anti-Slavery Commissioner, says the book “outlines steps we can all take to respond to modern slavery”. Dr Boersma says that if we are to meet the UN Sustainable Development Goal to end modern slavery by 2030, then around 10,000 people need to escape from slavery each day.

The authors explore why modern slavery continues to this day, with a focus on corporate operations and supply chains. They illustrate how, as a result of global sourcing and production, modern slavery can be connected to anyone anywhere through the purchasing of goods.



They discuss potential responses, including the role of the state and the responsibilities of business and the use of technology such as blockchain. In an analysis of new laws that have been developed to address modern slavery in corporate supply chains, they conclude that companies are being required to report on commitments to tackle these problems rather than assessing actual performance and directly remedying harm.

“Eradicating modern slavery is one of the big challenges of our time,” they say, “but there is no magic bullet. We must confront modern slavery on multiple fronts to deal with the root causes, not just the symptoms.”

Amnesty International Secretary-General Kumi Naidoo says the book “shines a light on the terrible human cost of our insatiable consumption. Pervasive labour exploitation is all too often forgotten in our emphasis on growth and GDP. This book is both a wake-up call and a powerful demonstration of how connectivity and collaboration can help us eradicate a systemic and urgent challenge.”

## Sustainable Finance



A new report, *Unlocking Australia's Sustainable Finance Potential*, examines the state of play of sustainable finance in Australia, offering positive steps forward for the industry and regulators.

Sustainable finance refers to any financial service – including banking, insurance, superannuation and other investment vehicles – that takes into account environmental, social and governance (ESG) impacts for the long-term benefit of society and the planet.

The report was produced by the UTS Centre for Business and Social Innovation and the Institute for Sustainable Futures (ISF), supported by Climate-KIC Australia with funding from the European Union in the frame of the Strategic Partnerships for the Implementation of the Paris Agreement program.

It compares the state of play in Australia to the European Union's 10-point 'Action Plan: Financing Sustainable Growth' and examines what regulatory, co-regulatory and voluntary practices are needed.

“Australia needs to address sustainable finance goals to reach the Paris agreement targets, help achieve the UN sustainable development goals, and to ensure the Australian finance sector stays up to date in the global economy,” the report's authors say.

The report lists a series of recommendations directed towards different stakeholders in the finance system, as a means to establish an Australian plan for a sustainable financial system.

The research team comprised Dr Melissa Edwards, Dr Alice Klettner and Dr Paul Brown from the Business School, with Dr Scott Kelly from ISF. The report is available via [uts.ac/SustainableFinance](https://uts.ac/SustainableFinance).

## Support needed for sustainable manufacturing

Research by UTS Business School has found there can be financial benefits for manufacturers that engage in sustainable and pro-environmental practices, but only if their corporate customers also value sustainability.



Researchers from UTS Business School and Nanyang Business School tracked more than 500 US manufacturing companies and their key corporate customers over a decade, to find out if there was a link between strong sustainability performance and higher sales.

The study, published in the Journal of Operations Management, revealed that sales revenue was higher only when corporate customers valued and championed sustainability. If corporate customers did not value sustainability, then sales were lower.

Lead researcher Dr Hillbun Ho says most manufacturers aren't willing to bear the higher costs associated with making a greener product because they believe their corporate customers aren't willing to pay extra for environmentally friendly products.

"Companies that do adhere to pro-environmental practices have to weigh up whether they bear the higher costs or pass these on to customers, with higher prices potentially reducing sales and profitability," he says.

So Dr Ho suggests that governments, NGOs and industry should work together to raise not only consumers' understanding of the benefits of green products but also their understanding of the higher costs involved in production.

"Consumers must understand that their willingness to pay higher prices for green products is the ultimate driver behind companies' sustainability efforts," he says.

Read the study at [doi.org/10.1002/joom.1018](https://doi.org/10.1002/joom.1018).

## Victorian Healthy Homes Program



Since early 2018 researchers from the Centre for Health Economics Research and Evaluation in the Business School and the Institute for Sustainable Futures, supported by Sustainability Victoria, have been working with the Victorian government to deliver and evaluate a new program providing energy efficiency upgrades to 1000 low-income households.

The Victorian Minister of Energy, Environment and Climate Change Lily D'Ambrosio said "We know the enormous benefits of energy efficient homes – that's why we're delivering this Australian-first program." "These programs are making things fair — helping low income households transition to a low carbon economy, combat climate change and save money on power bills," she said.

This research involves a randomised controlled trial of home energy upgrades for vulnerable householders in Victoria (for example individuals with chronic health problems and a concession card), with the aim of improving thermal comfort and energy use in the home, improving quality of life and reducing health care usage. The researchers are measuring the health, energy and climate change benefits of the program.

"Our analysis will examine the effects of the program on the well-being and health of Victorian families, and deliver new knowledge to the Victorian Government on its benefits and costs," said Professor Rosalie Viney, Director of the Centre for Health Economics Research and Evaluation at the UTS Business School.

## **Cleaning up exploitation**

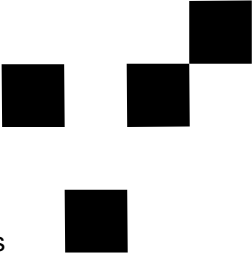




The cleaning industry, which employs more than 122,000 workers, is characterised by high rates of underpayment and denial of entitlements. But researchers are evaluating a new scheme that aims to tackle wage exploitation and poor conditions in the industry.

The Cleaning Accountability Framework uses market forces to reward companies committed to fair working conditions. Associate Professor Sarah Kaine and Professor Emmanuel Josserand, from the UTS Centre for Business and Social Innovation, are part of a cross-disciplinary research project, funded by the Australian Research Council, that's looking at the scheme and whether it could apply to other sectors.

"With large-scale non-compliance, regulators and unions are fighting a losing battle, so other methods are needed to tackle wage exploitation," says Professor Kaine.

Professor Josserand explains that the voluntary scheme includes all those who are involved in the supply chain – from building owners, facility managers and cleaning contract companies to tenants in buildings.



“Stakeholders take part in an accreditation process to verify that standards concerning wages and entitlements, workplace health and safety, and working conditions are being met,” he says.

The process actively involves the on-site cleaning workforce, and the research project includes the development of a smartphone app to collect information from workers on the ground. The researchers hope that by examining the implementation of CAF they can assess how the approach might work in other sectors facing wage theft, to improve the lives of vulnerable workers.



## **Art practice draws opportunity for people with disability**

Arts programs have increasingly found favour in disability communities but historically have been oriented toward therapeutic outcomes, says Professor of Social Inclusion Simon Darcy, of UTS Business School.

“They haven’t been taken seriously in terms of artistic outputs, the deeper benefits for participants, or potential wider societal impact,” Professor Darcy says. “But there’s anecdotal evidence of increasingly sophisticated artistic engagement involving artists with disability. They’re gaining wider public attention, with the opportunity not just for a serious leisure experience but for professional artistic career development.”

Funded by ArtsNSW, the disability arts partnership projects matched artists with disabilities with nondisabled artists for professional development, performance and exhibition, across NSW in major public and commercial venues.

Professor Darcy and his co-researchers have been investigating how disability arts projects enable opportunities ranging from casual leisure to serious leisure and on to professional artistic engagement, along with the social impact that results from each of those engagements.

The impacts for both the individual and the organisation increase as participants with disability become more seriously involved in the creative process, they say in the paper *Artistic Impact: From Casual and Serious Leisure to Professional Career Development in Disability Arts*, published in the journal *Leisure Sciences*.

“From an organisational perspective, it’s important to create an inclusive space and place to skill and empower people with disability to co-create and collaborate on the creative process ... These actions lead not only to the empowerment of artists with disability but better artistic outcomes that are evidenced by their social, economic and creative impact” the researchers say.

Access the paper by Professor Darcy, Dr Hazel Maxwell, Dr Simone Grabowski and Professor Jenny Onyx via [doi.org/10.1080/01490400.2019.1613461](https://doi.org/10.1080/01490400.2019.1613461).

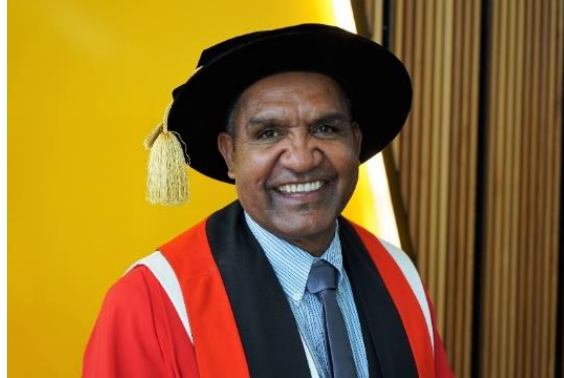
## **Sharing indigenous business knowledge**

Mainstream business has much to learn from the cultural value system that underpins Indigenous business practice, an approach established over many thousands of years, says Dr Dean Jarrett of UTS.

Dr Jarrett recently completed a five-year academic journey, including almost a year in the US as a Fulbright Scholar, to the awarding of his doctorate by UTS Business School. He is only the second Indigenous person to receive a PhD from UTS Business School, and the first man to do so.

Dr Jarrett's PhD thesis provides robust evidence that rather than Indigenous business needing to imitate mainstream ways of working to achieve success, it is the other way around.

In particular, Dr Jarrett reveals how a focus on developing trusting, equal and reciprocal relationships can minimise business transaction costs and deliver positive social and commercial outcomes.



"There is a need to move away from a transactional way of engagement to a relational way of engagement," Dr Jarrett says.

His findings reveal that a greater appreciation and adoption of Indigenous business values and practices can help build respectful, collaborative and strategic business partnerships not only with Indigenous suppliers but across all commercial relationships.

## Ethical vulnerability in research

How can researchers engage more ethically with those they research? Professor Carl Rhodes of UTS Business School and co-author Professor Arne Carlsen of BI Norway Business School propose an ethics of research engagement based on "vulnerability and generosity".

"The possibility that emerges is that of a reflexively ethical position from which to conduct research premised on letting go of the egotistical comforts of one's own epistemic authority," the researchers say in 'The teaching of the other: Ethical vulnerability and generous reciprocity in the research process', published in the journal *Human Relations*.

In practical terms, research becomes about mutual participation and engagement rather than about gathering data, about co-creation through conversation rather than expert analysis, and about collective interpretations of provisional findings.

This ethical vulnerability is more than just openness, they say. "It goes beyond respect, sincerity and honesty by adding the capacity to be personally affected, moved and changed by interactions with others."

Access the paper via [doi.org/10.1177/0018726717741530](https://doi.org/10.1177/0018726717741530)



## 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.’

Through our partnership with business, government and community we ensure our knowledge and expertise is readily and widely accessible. This occurs through direct partnerships with business and not-for-profit groups and through our commitment to enterprise learning that enhances the skills and capabilities of those in business so they can make a meaningful contribution in areas such as sustainability.

### Helping the financial services sector act on the Royal Commission

The Australian financial services sector is going through a period of reflection and change after a Royal Commission into practices in the sector made 76 recommendations and referred 24 cases of misconduct for possible legal action.

Commissioner Kenneth Hayne found the primary responsibility for the misconduct revealed by whistle-blowers and consumers lay with the sector and called for close attention to issues such as culture, governance and remuneration.

UTS Business School hosted a deliberative forum after the release of the final report of Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry. “The aim was to consider the role of business schools in response to the Royal Commission recommendations. Can they help restore trust in the banking and finance sector? How do they equip graduates to navigate a post Royal Commission world? What are their social responsibilities?” convenor Dr Rosemary Sainty says.

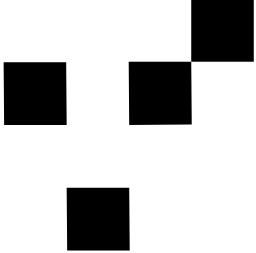

“A number of themes provided an undercurrent to the evening, including the responsibility of business schools to cultivate critical reasoning and individual moral accountability in our students.”

Panellists included UTS Business School Industry Professor and economist Warren Hogan; the former chair of the Australian Prudential Regulation Authority, now Chair of the Banking and Finance Oath, Dr John Laker; the Director of the Financial Services Institute of Australasia, Kylie Blundell; and a former General Manager, Talent and Business Unit Human Resources for the Commonwealth Bank of Australia, Katharine McLennan.




### UTS Futures Academy

UTS Business School has launched a new learning platform, the UTS Futures Academy, to upskill and reskill individuals to make them ready for new kinds of work. The program is based on four pillars, one of which is Integrity.



The Futures Academy platform provides a core set of skills that are needed as people and businesses come to grips with the changing nature of work because of the impact of things such as artificial intelligence and automation.

These foundational skills are then supplemented with micro-courses, selected by the individual or their employer from a smorgasbord of content across the university and its partners.



This tailored approach is underpinned by four foundational skills needed in the modern workplace and for future-focused businesses: Adaptive Capacity, Teamwork, Creativity and Integrity. The micro-courses include topics such as sustainability and ethical reasoning.

## **Engagement Hub**

A new Engagement Hub is helping to enhance the connection between UTS Business School and business, government and community. The hub provides a single place for people to go if they are seeking to connect with researchers or students, need to solve a business challenge or continue their learning, or want to contribute to the work of the School.

The Hub is an initiative of the office of the Associate Dean for External Engagement, a role dedicated to ensuring that business, government and community are able to easily tap into the resources of the School.

## **Measuring the environmental management capabilities of firms**

In a world first, a team of UTS Business School researchers has conducted national benchmarking of the environmental management capability of Australian firms, as part of a wider project looking at management capabilities in Australia and its association with firm performance.

An Overall Management Capabilities score was calculated for all participating firms and the Environmental Management Capability was one of six different management capabilities developed and scored using the data available via the Management Capabilities Module dataset collected by the Australian Bureau of Statistics' Business Characteristics Survey. This survey expanded the core theme of the U.S. Management and Organizational Practices Survey to four additional dimensions of strategic management, supply chain management, digital management and environmental management.

The initial dataset was published in August 2017. The first Economic Data and Network Analysis policy paper, highlighting the role of environmental management capabilities, was released in 2019 and shows that, on an economy-wide basis, firms with greater adoption of environmental management practices are both more productive and innovative.

The development of the Management Capabilities Module was a collaboration between UTS, the ABS and the Office of the Chief Economist in Australia's Department of Industry, Innovation and Science. The UTS team was led by Associate Professor Renu Agarwal, Associate Professor Chris Bajada, Dr Paul Brown, and Professor Roy Green.

The management capabilities of Australian manufacturing firms are benchmarked with U.S. manufacturing firms using twelve comparable questions across the two surveys.

It is the first time such data has been collected for the Australian economy and not just a manufacturing sector. The study involved a representative sample of 12,536 firms from across the Australian economy.

Further policy and academic papers are scheduled to be released over the coming years.

## Big data and better health

Professor of Management Accounting Prabhu Sivabalan has been working with the New South Wales Department of Health to examine how data science can be used to motivate and support better resource allocation and improve the way the state's \$20 billion health-care budget is spent.

"In our research group we're passionate about looking at the data and making sense of it in ways that people working on the front line of health care are not able to do," Professor Sivabalan explains.

Data can help make the case for the value of investing more in certain areas of health, such as preventive care or mental health services, so that patient admissions and therefore the costs of running hospitals in the long run might be better managed.

The ongoing partnership between NSW Health and UTS Business School has helped the department better conceptualise how resources are being consumed, so that it can understand what more might be accomplished within the available budget.

The Independent Hospital Pricing Authority has also commissioned the UTS Business group to do some work for them, surrounding the value of healthcare costing information for decision making across all jurisdictions in Australia.



## The Growth Project

The Growth Project is a global study seeking to understand the hurdles entrepreneurs face as they start to grow their businesses – and how the successful ones cross them.

UTS Business School is leading the Australian arm of the project, studying the growth of new businesses here and helping to build a network of founders so they can share their experiences and benefit from the research findings.

The project is studying businesses that have achieved more than 30 per cent year-over-year growth for at least three years and have attained turnover between \$8 million and \$200 million a year.

In its initial findings the project has identified eight important features that fast-growing companies have in common – factors that transcend industries, countries and cultures.

Associate Professor Danielle Logue says that sharing these findings with Australia's growing community of startups will facilitate their growth and scalability. "CEOs and managers will be able to use the keys we have identified to ensure they are putting in place the principles needed to successfully grow their business."

## Working with gig economy stakeholders

GigWatch, an independent platform developed by a team of researchers at UTS Business School led by Associate Professor Sarah Kaine, is working with gig economy stakeholders' including workers and platform providers, to address the challenges as this style of work evolves in Australia.



GigWatch brought together for a workshop gig economy businesses, gig workers and government regulators to discuss the issues in the sector and how they can work together to address them. Facilitated by Associate Professor Kaine, the workshop discussed ideas such as a useful, fair and independent ratings system for labour platforms.

The workshop included a wide cross section of stakeholders including platform providers, other businesses, government regulators, workers, worker advocates and researchers.

"The gig economy is a key trend shaping the future of work," says Associate Professor Kaine.

## Social Impact Toolbox

As well as partnerships with business and government, UTS Business School is helping to build capabilities in the not-for-profit and social enterprise sector.

With support from the Community Sector Banking organisation, UTS Business School academic Associate Professor Bronwen Dalton is rolling out a free Social Impact Measurement Toolbox for NFPs that helps them measure and demonstrate their impact.

This sort of information is vital when seeking grants and when reporting back to funders but can be a challenge for NFPs that may not have the time or people to complete this work, or the money to pay consultants.

A UTS survey of 122 not-for-profit executives found 90 per cent identified the capacity to measure impact as a strategic priority, yet a separate survey of 360 people from the sector found 56 per cent assessed their capacity for measurement as ineffective.

Associate Professor Dalton, who is also Director of the Master of Not-for-Profit and Social Enterprise Management Program at UTS, says that to attract further funding from government, Foundations and corporates, charities need to demonstrate, through the collection of data that they are making a difference.

"Small, lean and dynamic not-for-profits often have the greatest impact of all – they know their communities and are closest to those in need. So this project aims to democratise access to impact measurement to level the playing field."



The Social Impact Measurement Toolbox allows any not-for-profit to build their own capacity to undertake best practice impact measurement, by showing them what to measure and how. It includes online courses with video, forums, questionnaires, interactive templates and a repository of verifiable and validated measures, housed in an open digital platform. This initiative has been welcomed by organisations such as the Australian Council of Social Service.

In 2019, UTS Business School partnered with the PAYCE Foundation to support the Sydney Street Choir, to develop its impact measurement skills and practices using the Toolbox.

The Sydney Street Choir was set up in 2001 to help men and women dealing with homelessness, mental illness, addiction and/or social disadvantage through the power of song.

“The UTS Social Impact Measurement Toolbox has the potential to assist thousands of small to medium not-for-profit organisations,” PAYCE Foundation Director Dominic Sullivan says. “We’re looking forward to demonstrating how a small charity like the Sydney Street Choir can develop these important skills and practices.”



## Handbook for Social Enterprise

As corporations focus on their broader social and environmental purpose, and not-for-profits incorporate social enterprises to generate revenue to achieve their social mission, leaders face the challenge of managing the dual goals of profit and purpose.

A new guidebook, *Managing Hybrid Enterprises*, developed by researchers Associate Professor Danielle Logue, Dr Melissa Edwards and Dr Gillian McAllister at UTS Business School in partnership with the Wayside Chapel, will help leaders and managers, especially from the non-profit sector, navigate these competing interests.

Wayside has a long history of providing programs and services to the most marginalised members of society. The Heart Café in Bondi Beach, Sydney, is its first venture into social enterprise. The café is an opportunity for disadvantaged young people to receive hands-on training and support via Wayside's Wingspan employment support program.

“Wayside Chapel set an ambitious goal when we launched Heart Café – we wanted to establish a successfully viable café in the heart of Bondi Beach that provided employment opportunities to help young people break the cycle of disadvantage, all while staying true to our organisational mission and vision,” Wayside Pastor and Chief Executive Jon Owen says. “The partnership with UTS has provided a framework to navigate the complexities of the project and create a platform for success.”

The guidebook draws on global research insights about hybrid organisations and features Wayside Chapel's Heart Café as a live case study. It explores how leaders can structure organisations to diversify their funding bases, and how to set up a social enterprise.

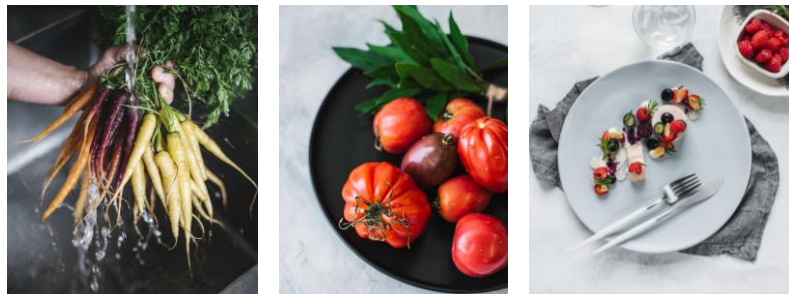


## Business events go from paddock to plate

Business events have long been recognised as an important part of the tourism industry for their ability to increase visits to the destinations in which they're held. However, researchers are starting to document the benefits of convention centres beyond visitation, including their influence on sustainable practices.


In particular, Associate Professors Deborah Edwards and Carmel Foley of UTS Business School have examined the impacts of the Feeding Your Performance (FYP) program at the new International Convention Centre Sydney (ICC Sydney). The researchers found that “through its creation of a local supply chain, ICC Sydney is fostering significant employment opportunities and business growth across NSW,” Associate Professor Foley says. It represents a direct investment of millions of dollars in NSW farmers and producers.

The FYP program is a clear example of an organisation with a distinct economic sustainability agenda, actively in search of collaborative producers and enabling those producers to come up with solutions. It demonstrates that in tourism, collaboration and partnerships can form a basis for resilient action.





## 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.’

UTS Business School actively engages with business, government and community on the issues of the day through public events. The School hosted many high-profile conferences and seminars over the past two years, with topics such as the application of market design to energy markets, the use of behavioural economics for real-world issues, and alternative perspectives on corporate sustainability, ethics and human rights on agendas.

Academics are also encouraged and supported to create opportunities for public dialogue through engagement in traditional and digital media. Our own podcast, Think Business Futures, in partnership with Radio 2SER, feeds into this public engagement.

### **Transitioning to a low-carbon economy**

Researchers from the Centre for Business and Social Innovation (CBSI) are analysing transition-ready business strategies and new business models for a low-carbon economy.

They recently co-hosted a public event at UTS Business School exploring how market and corporate governance levers can enable the transition to a carbon neutral economy, and how business can benefit from this shifting investment landscape.

Renowned US environmentalist Bill McKibben, who was keynote speaker, told the event relying on governments and policy reform was fraught due to the fickle nature of the political cycle. However, levers such as divestment and shareholder activism offered an alternative way to create significant change.

Some \$6 trillion of investment funds worldwide had been taken away from fossil fuels. "These investors have understood that it is wrong to profit from wrecking the planet," he said.

McKibben is founder of 350.org, an international movement campaigning for a fossil-free world. He was joined by a panel comprising the Executive Director of the Australasian Centre for Corporate Responsibility, Dr Brynn O'Brien; the Chair of the Future Super Investment Committee, Mark Woodall; UTS corporate governance expert Professor Thomas Clarke and Dr Melissa Edwards from the CBSI.

Dr O'Brien, a lawyer, strategist and advocate for more responsible business, told how she uses the tools of company law to hold Australian listed companies and their investors to account for their social and environmental commitments. "I'm increasingly of the view that massive, quick, collective action by the investment sector might be our one shot at slowing or stopping catastrophic climate change," she said.

Dr O'Brien has put shareholder resolutions to mining giants BHP and Rio Tinto in relation to their financial support for fossil fuel lobbyists, with action by 100 retail shareholders securing BHP's departure from the World Coal Association.

Professor Clarke said the threats posed by climate change were "not just an ecological disaster but also a financial disaster".

*Mark Woodall*, whose superannuation fund 'Future Super' has no direct investments in fossil fuel industries and does not invest in the companies that enable those industries to exist, said investors are realising ethical investment also equates to better returns. "The right side of morals and the right side of money are now co-located," he said.

The CBSI hosted the event with the Institute for Sustainable Futures at UTS and 350.org.

## Sport and human rights

What is the responsibility of sport to contribute to, and hold countries, participants and officials accountable for, upholding internationally recognised human rights? This was the question raised at a public event at UTS Business School in the wake of the release of refugee footballer Hakeem Al-Araibi from detention in Thailand, where he had been held pending possible extradition to Bahrain.



Al-Araibi, who spoke at the UTS event, was arrested in Thailand while on his honeymoon and held for two months in a Thai jail awaiting extradition to Bahrain, where he faced imprisonment. It was only through a global campaign to free him, spearheaded by former Australian Socceroos' captain Craig Foster that Al-Araibi was able to return to Australia.

The discussion was hosted by the UTS Centre for Business and Social Innovation and The Gulf Institute for Democracy and Human Rights in Bahrain.

"Sport has immense power, so in the same way that a regime wants to use sports' image and branding to make themselves look better, what we did through Hakeem's case was to say, let's use sport to open up the issues and tell the truth," Foster told a packed room.

"If countries are acquiring Formula One, football tournaments and the like in order to 'sportwash' their image, then surely there is a responsibility from sport inherently to make sure that human rights abuses aren't occurring on that very basis," Foster said.

UTS Associate Professor of Sport Management Daryl Adair highlighted the strong commitment across the Business School to human rights and social justice, including its sport management programs.

Associate Professor Nico Schulenkorf recently contributed to a UN report on leveraging sport for peace and development, which formed part of a recent UN General Assembly resolution regarding the role of sport.

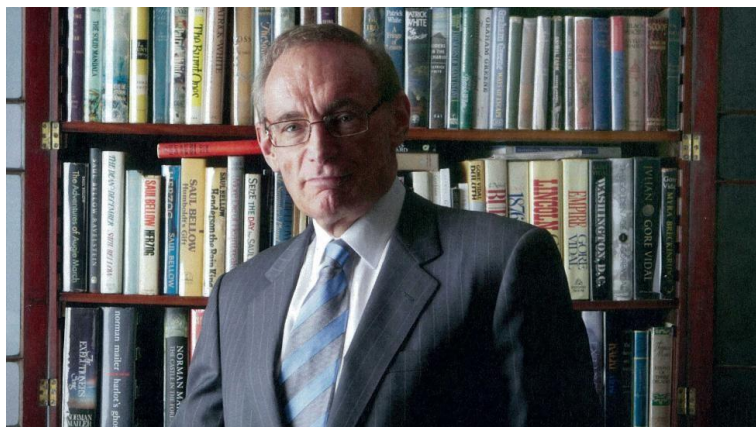
Other speakers at the event included Amnesty International campaign manager Tim O'Connor, the Chief Executive of the Professional Footballers' Association John Didulica, and the Chair of the Association of Australian Football Clubs Rabieh Krayem.

The 2030 Agenda for Sustainable Development notes: "Sport is able to promote tolerance and respect, and contribute to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives."





## Former politician helps UTS drive sustainability dialogue



Bob Carr, a former Australian Foreign Minister and the longest-serving Premier of the state of New South Wales, will help tackle “the most significant societal challenge of our time” in his new role as an Industry Professor.

UTS Deputy Vice-Chancellor for Research Professor Kate McGrath announced Professor Carr’s appointment, saying it is part of a plan to bring all the university’s “considerable climate change expertise to the policy table”. The three-year appointment is a joint role in UTS Business School and with the Institute for Sustainable Futures at UTS, areas where a number of the university’s experts in policy development, government relations and climate change are based. The university appoints as Industry Professors eminent Australians, professional practitioners and industry leaders with outstanding reputations in areas of key strength.

## Trust in Business Forum

Professor Thomas Clarke, a corporate governance expert at UTS Business School, has addressed the Organisation for Economic Co-operation and Development Trust in Business Forum. The event was the first of the OECD’s Trust in Business initiative, which is intended to bring together corporations, governments and the wider community to develop ways to build the integrity, accountability and transparency of business.

At the forum Professor Clarke launched a new book, *The Oxford Handbook of the Corporation*, which analyses the contemporary purpose and performance of the corporation. The focus of the work is innovation in corporate structure, purpose and operations.



“Continuously evolving, the corporation remains the primary instrument for wealth generation in contemporary economies, but is increasingly challenged regarding its accountability and impact on society and the environment,” Professor Clarke said.

## Think Business Futures Podcast

The *Think: Business Futures* podcast Radio 2SER and UTS Business School that goes beyond buzzwords to look at the complexities of the business landscape.

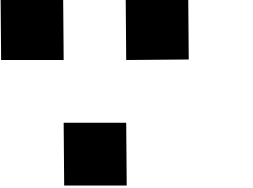
Hosted by UTS Business School academics Dr Nicole Sutton and Professor David Brown, the show takes cutting-edge






research and thinking, combines it with real world examples, and unpacks what is actually going on in the business world.

*Think: Business Futures* sets out to get listeners thinking deeply and critically about current issues, from the circular economy to the rights of gig workers.



## Media engagement



Academics are encouraged and supported to create opportunities for public dialogue through media engagement.

As an indication of the level of engagement, in 2018 alone UTS academics were mentioned in over 1000 media items, across print, broadcast and online media.

Dr Adrian Camilleri's *Nature Climate Change* paper on how well consumers understand the carbon footprint of their food choices was covered by multiple outlets, reaching an audience of 350,000, for example. Dr Thomas Longden of the Centre for Health Economics Research and Evaluation (CHERE) was interviewed about his climate-related research into deaths during heatwaves.

International coverage was achieved for stories such as research led by CHERE's Dr Alison Pearce looking at the cost of cancer in developing countries, along with Associate Professor Peter Siminski's study of US college football and sexual assault.

UTS Business School academics published 39 items, reaching 423,000 public readers, on *The Conversation* – an independent source of news and analysis using articles from the academic and research community that are edited by a team of journalists. *The Conversation* publishes direct to the public and shares its articles under creative commons. It is one of Australia's leading news and commentary sites, and now has branches in the US, UK and elsewhere. UTS was a founding member.

In addition, UTS Business School has an active web news page and social media channels, while also sharing information with alumni, business, government and community via electronic newsletters.

### 3. Review and Future Plans

Looking ahead, UTS Business School will be an important part of delivering the new strategy for the University of Technology Sydney (UTS) that spans the years up to 2027. The UTS 2027 strategy encompasses social justice and accessibility, responsible leadership and excellence in Indigenous higher education and research – underpinned by a commitment to a sustainable future. As such, it meshes with our commitment to the UN Principles for Responsible Management Education.

#### In the next two years we will ...

Cement our partnership with the **Centre for Social Justice and Inclusion** at UTS and implement the Social Impact Framework. Through the UTS Social Impact Framework, we will

- > contribute to increased public good, social mobility and equity
- > support the creation of enabling environments for communities to thrive
- > positively influence and impact the public, the individual, and the systemic forces that shape justice

We will align with the Framework's six domains of focus:

- > increasing the number of equity target groups successfully completing a degree
- > giving students the agency to enact personal and social responsibility
- > supporting staff to maximise their social impact
- > producing targeted research, teaching and program outcomes that have social impact and actively contribute to communities
- > being an advocate, critical voice and thought leader on issues that concern and impact communities
- > developing business operations and strategies that reflect a long-term independent commitment to social impact

UTS Business School will adhere to the 10 principles of the **UN Global Compact** to which UTS is now a signatory. We will play an active role in the Global Compact Network Australia, deepening engagement with its business membership and so further supporting progress towards the Sustainable Development Goals.

Under the **Climate Emergency Declaration**, we will support UTS in

- > mobilising resources for action-oriented climate change research and skills creation
- > working towards carbon neutrality
- > delivering sustainability education across curriculum, campus and community

UTS Business School will also:

- > Incorporate social justice and sustainability into all **course reviews**, at the same time strengthening the presence of the PRME Principles in our courses
- > Expand community-based and **service learning** for students – connecting our students with communities so they not only have the opportunity to put theory into practice but also benefit others through this work
- > Expand **Indigenous education** to empower Indigenous Australians and ensure that all our graduates are capable of working with and for Australia's first peoples. We will be guided by our new Associate Dean for Indigenous Education in this work.
- > Continue to undertake **impactful research** in areas such as diversity, refugee entrepreneurship, disability entrepreneurship and responsible supply chains.



**We look forward to being able to report in 2021 on further progress in responsible management education, research and engagement.**



## **Acknowledgment of Country**

UTS Business School respectfully acknowledges that we are located on the land of the Gadigal people of the Eora nation. The Gadigal people have cared for their community, land and waters for thousands of generations, based on their deep knowledge of their country. We pay our respects to their Ancestors, their Elders and acknowledge their ongoing status as the First Peoples of this land.

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