

SHARING INFORMATION ON PROGRESS REPORT

Griffith Business School

2018



CONTENTS

Letter of renewed commitment	3
About the School	4
PRME Principles: Overview of practical actions and progress made in the past reporting period:	
Principle 1: Purpose	5
Principle 2: Values	7
Principle 3: Method	9
Principle 4: Research	12
Principle 5: Partnerships	14
Principle 6: Dialogue	19

LETTER OF RENEWED COMMITMENT

I am very pleased to renew Griffith Business School's commitment to the Principles for Responsible Management Education (PRME). Griffith Business School has a longstanding relationship with PRME and was the first Business School in Australia to sign up to the initiative.

Griffith University is a member of both the United Nations Global Compact and the UN Global Compact Network Australia, as well as a founding member of the Globally Responsible Leadership Initiative (GRLI).

The Griffith Centre for Sustainable Enterprise, a specialist academic centre within Griffith Business School, continues to generate productive dialogue around responsible leadership, the transition to a sustainable enterprise economy, climate change mitigation and adaptation, and practical solutions to other sustainability related issues.

It is no surprise that the world currently faces a perfect storm of global financial instability, resource depletion and climate change. The principle challenge, therefore, is learning how to live and do business sustainably. Universities have an important job in helping societies transition towards a low carbon economy and a sustainable future. Griffith Business School is therefore committed to placing sustainability and corporate responsibility in its core practices.

As a sustainable School, it is our job to join with the wealth of talent, experience and enthusiasm that exists to ensure that the opportunities and challenges surrounding a sustainable future are fully understood, researched and articulated. I welcome the opportunity to continue progressing the uptake of the PRME principles in our education and across the Australia/New Zealand region.



A handwritten signature in black ink, appearing to read 'David Grant'.

Professor David Grant
Pro Vice Chancellor (Business)
Griffith University

ABOUT THE SCHOOL

Griffith Business School was established in January 2004. Since its establishment, the School has grown in size, success and impact in teaching, research and outreach. Griffith Business School is the largest business school in Queensland, Australia, with more than 11,000 students. The quality of the School and our programs was affirmed in January 2009, with the announcement of the initial accreditation of our undergraduate, graduate and doctoral programs by the Association to Advance Collegiate Schools of Business (AACSB) —International. Griffith Business School was the fifth business school in Australia to be recognised in this way. Today, only 12 business schools in Australia are accredited by AACSB.

Griffith Business School now represents approximately one-third of the University's total student enrolments. The School has presence on four of the University's five campuses across the Brisbane to Gold Coast corridor. GBS is recognised as a pioneer in areas such as Asian studies, international business, financial planning, franchising, employment relations, and tourism. The School offers a distinct portfolio of business and management education at undergraduate and masters level. It provides a range of 21 industry current professional specialisations and specific expertise in management, sustainable enterprise, tourism, commerce and international relations. The significant breadth and diversity of our programs, in a range of professional and academic areas, which is uncharacteristic amongst business schools nationally, offers students unrivalled choice in their areas of interest. Coupled with flexible degree structures, it allows students to pursue their passion.

Griffith Business School continues to affirm itself as a leader in business research, learning and teaching. In the QS World University Subject Rankings, 'politics and international studies' at Griffith has ranked in the top 100 globally for three years running. Additionally, Griffith's MBA ranked among Australia's leading MBA programs in CEO Magazine's 2016 MBA Rankings, appearing fifth in the top tier of Australian programs. The rankings are compiled by the International Graduate Forum and are designed to present a 360-degree view of the world's leading business schools.

The Griffith MBA is the only Queensland program to feature in the top 10. It is also the highest ranking Australian MBA in the Aspen Institute's Centre for Business Education's most recent Beyond Grey Pinstripes Global Top 100, ranked at number 26. Griffith was awarded this ranking for its focus on responsible leadership, sustainable business practices and the Asia-Pacific. It was also acknowledged as one of Australia's best, ranking fourth in Australia in the 2015 Financial Review BOSS Magazine MBA Survey.

The School's strategic directions align with the Griffith 2020 agenda, which seeks to develop our position as a university of influence locally and internationally, particularly in the Asian region.



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.

Our interpretation of responsible management education is reflected in our School's vision: 'to be respected locally and internationally as an innovative learning community creating and disseminating knowledge that makes a difference'. In our pursuit to progress this vision, we have embedded PRME into Griffith Business School through a stand-alone sustainability strategy. Since 2005, the School has signalled an increasing commitment to integrating sustainability into its core activities of teaching, research and operations. It has indicated this commitment through its mission statement, its core values, partnering with leading organisations in this area, engaging with the wider community, reorienting entire programs, developing program specialisations and courses around sustainability, and the establishment of a dedicated academic centre on sustainable enterprise, called the Griffith Centre for Sustainable Enterprise (GCSE).

Griffith Business School focuses on embedding sustainability into four main areas, including operations, research, learning and teaching, and community engagement. GCSE oversees the development of sustainability within each of these areas. Through staff engagement and consultation across the School, the Centre assists with progressing the School's sustainability objectives, including:

- Develop research that promotes social, financial and environmental approaches that lead to sustainable businesses and communities
- Enhance the embedding of sustainability into curricula
- Increase student exposure to sustainability
- Increase staff engagement in sustainability
- Reduce the environmental impacts of GBS operations and the buildings the School occupies

Further, the School has organised competitions, scholarships and extra-curricular programs for our students that reflect our commitment to embed Principle 1 into our teaching, operations, research and engagement. Our key projects that reflect this Principle are summarised in the following sections.

Competitions

Griffith Business School encourages our students to participate in competitions that have a focus on topics of responsible leadership and sustainability. For a number of years, our students have participated in competitions such as The Global Business Challenge and the Aspen Institute's 2019 Business & Society International MBA Case Competition.

Global Business Challenge

The Global Business Challenge competition is being conducted as a partnership between Queensland University of Technology, The University of Queensland and Griffith University with the support of government and industry. The objective of the competition is to leverage the exceptional intellectual talent from the worlds' top business schools and universities to solve a major global problem. In 2017, the MBA team won second place in the competition for their proposal on how to lower the cost and/or reduce the risks associated with the transition from fossil-fuel based energy to achieving sustainability and reliability from renewable energy sources.

Aspen Institute's Business and Society International MBA Case

In the Aspen Institute's competition, students are presented with a case study that requires innovative thinking at the intersection of corporate profitability and positive social and environmental impacts. Our MBA students spent 72 hours in lockdown with the aim of developing a strategy for the IBM Corporate Service Corps, a global pro-bono consulting program which provides leadership training to its staff and improve communities served by IBM's host organisations. Students were asked to find ways for the company to increase its social impact while preserving the more tangible aspects of its program, and present their findings to a panel of judges.

Green Gown Awards

In 2017, Griffith was a Green Gown Finalist based on a project of turning the MBA competitive business strategy into a course centred on responsible strategy. The Green Gown is an award scheme dedicated to recognising excellence in sustainability within the tertiary education sector. We have embarked on significant further projects since then and this application summarises our ambitious initiatives towards a sustainable MBA program. MBA programs across the world continue to teach business subjects focusing on financial performance gains. We have made it our mission to change this with a focus on responsibility and sustainability in our MBA program. Our efforts build an innovative, responsible and sustainable business path for students that aligns with our core values.

Better World Case

For the first time, Griffith Business School entered the Better World Case competition in 2018; an international contest in partnership with Corporate Knights and the Schulich School of Business at York University in Toronto. The competition has a strong focus on the sustainable on the Sustainable Development Goals and is a great platform to involve our students in devising solutions to some of the most world's most prominent challenges. As part of this, the Griffith MBA and Business School was recognised by the 2017 Corporate Knights MBA Better World Ranking. The program placed 16th overall and 1st in the Asia-Pacific region. The ranking focuses on the core values embedded in the School's MBA courses, as well as on the publications by Griffith Business School staff over a three-year period which relate to sustainability and social responsibility.

Scholarships

Griffith Business School partnered with The Courier Mail's Queensland Business Monthly to launch

the QBM Griffith MBA Responsible Leadership scholarships. Aligning with the School's program's core values of sustainable business practices, responsible leadership and an Asia-Pacific perspective, the scholarship awards the winner a full Griffith MBA scholarship valued at approximately \$51,000. The scholarship looks for students who can clearly articulate how the scholarship will enable them to influence the organisations where they work for the better, and thus their communities too. A runner-up prize of a Griffith MBA half scholarship is also offered, as well as a scholarship to the value of three Griffith MBA courses for four finalists.

Griffith Business School also grants scholarships that promote diversity, such as the MBA Scholarship for Women and the Griffith Business School Postgraduate Scholarship. Other small scholarships offered by the school include the GBS Co-curricular Awards, which fall under three main themes:

- Leadership Award: Recognising an undergraduate student who has demonstrated responsible leadership and who demonstrates the highest levels of integrity and ethical behaviour in their academic or community endeavours.
- (Global) Community Service Award: Recognising undergraduate students who provide outstanding service to the community, whether a professional, industry, or neighbourhood/community, or charitable organisation.
- Sustainability Award: Recognising an undergraduate student who demonstrates an outstanding commitment to sustainability, including social, environmental or business sustainability.

Student Investment Fund

In late 2017, Griffith Business School announced the launch of the new Student Investment Fund (SIF) valued at \$250,000. This student managed fund is the largest in Queensland and the second largest in Australia. The Griffith Centre for Personal Finance and Superannuation hosts the SIF. The fund will be managed by students and it will invest in ASX listed companies that are socially responsible. The dividends earned from the SIF will help fund scholarships to students experiencing financial hardship.

PRINCIPLE 2: VALUES

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

In 2017, Griffith Business School revised the School's strategy, launching the new *Forward-Focused, Future-Read 2017-2020 Strategy*. The new strategy continues to place the six principles of PRME at the forefront of all we do.

Our vision

Advancing innovative and socially responsible business education, scholarship and practice in Australia and the Asia region.

Our mission

To deliver outstanding business education and research through engagement with industry, government and the social communities we serve, and to do so in ways that contribute to a prosperous, equitable and sustainable future.

Our values

Performance excellence

Recognising, encouraging and enabling staff and students to achieve at the highest level.

Responsible leadership

Supporting staff and students to become responsible leaders who demonstrate the highest levels of integrity and ethical behaviour.

Sustainable business practices

Creating value through social, financial and environmental approaches that lead to sustainable businesses and communities.

Respect for others

Embracing diversity and demonstrating respect for different backgrounds, points of view and discipline areas.

Global orientation

Preparing global citizens, with a special focus on the Asia Pacific region.

The MBA core values also complement the mission, vision and values of the School:



Responsible leadership



Sustainability



Asia-Pacific

Figure 1. Core values of the Griffith MBA.

Students enrolled in the MBA undertake subjects that explore these aspects and learn about new opportunities created by sustainable business practices and responsible and effective change management.

The School is also an active partner in the Globally Responsible Leadership Initiative (GRLI) and a signatory to the UN Global Compact. The vision of GRLI is to catalyse globally responsible leadership and practice in organisations and societies worldwide. Partnership with GRLI means that Griffith Business School is leading the discourse on what globally responsible leadership and practice represent beyond current mainstream experience. Combined with our accreditation to AACSB, the School demonstrates a commitment to address, engage and respond to current and emerging corporate social responsibility issues through its policies, procedures, curricula, research and/or outreach activities.

The values of global social responsibility are incorporated into the culture of the School through different channels, including sub-committees, operational procedures, and even planning and development. Some of our key projects are featured in the following pages.

Operations

Carbon assessments

Griffith Business School and its MBA commissioned the consultancy company Pangolin Associates to conduct a comprehensive assessment of the greenhouse gas (GHG) emissions accountable to the Australian operations of Griffith Business School ('GBS') and its MBA Program for the financial year FY 2017/18. Based on this assessment, Griffith Business School will purchase carbon credits to offset the emissions resulting from the operations of the MBA program.

GBS Sustainability Committee

The Griffith Business School Sustainability Committee was launched in 2017. The committee is responsible for providing strategic advice on the sustainability objectives of the School and promoting sustainable practices in its operations. The committee is chaired by Dr Rob Hales, Director of the Griffith Centre for Sustainable Enterprise. Ms Vanessa Taveras, Griffith Business School Sustainability Officer and Dr Rob Hales use this advice to progress the sustainability objectives of the School. The other important purpose of the committee is to provide an avenue for communication of sustainability matters with the Departments of the School.

Switch Off campaign

The Griffith Centre for Sustainable Enterprise placed stickers on all lights and air conditioner switches in all staff offices and teaching rooms across buildings occupied by Griffith Business School. The campaign was launched to celebrate Earth Hour in 2018 as a way to remind staff to turn off their lights and aircons when not in use. Stickers were also placed in tea rooms and common rooms to remind staff to reduce their water consumption.

Nespresso coffee pod recycling program

Griffith Business School has partnered with Nespresso to recycle coffee pods. Since starting in November 2017, the School has diverted more than 10,500 coffee pods from landfill. Recycled coffee pods are sent to a specialist recycling plant where the aluminium is separated from the residual coffee. The coffee is sent to an industrial composting facility to be transformed into compost and the aluminium is recycled and sent back to the aluminium industry to produce new products.

Engagement

Staff sustainability survey

In 2017, Griffith Business School conducted a sustainability staff survey to establish a baseline of current opinions on organisational commitment and

practice towards sustainability, as well as personal attitudes and practices in a work context. Findings were used to develop eight key future actions to continue progressing the School's sustainability agenda.

Sustainability newsletter

As part of the staff sustainability survey, Griffith Business School discovered our staff felt the main obstacle to their participation in sustainability-related activities was a lack of information. Therefore, the School developed a quarterly sustainability newsletter with the intention of improving the School's communication channels in relation to sustainability. It will feature the many projects and initiatives that are organised throughout the School, and which sometimes get lost in the background.

GBS Eco Champions Network

The Griffith Business School Eco Champions Network was launched in 2018 to engage staff and students who are interested in helping advance sustainability in the School in a less formalised capacity. Griffith Business School recognises that one of the key mechanisms for driving behavioural change is staff engagement. Hence, for the School's sustainability program to be effective, it requires the support of staff passionate about the environment to act as role models for creating a more sustainable culture.

Teaching

New Program Learning Outcomes (PLOs)

As part of Griffith Business School's accreditation to the Association to Advance Collegiate Schools of Business (AACSB), the School is developing new Program Learning Outcomes that include a sustainability and First People's outcome. These have been added to the postgrad program requirements.

PRINCIPLE 3: METHOD

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

Griffith Business School recognises that corporate social responsibility and sustainability have emerged as global management priorities. The School has developed programs within learning and teaching that integrate sustainability and corporate social responsibility. These include the Bachelor of Business (Sustainable Enterprise) and the MBA program.

The programs within the sustainable enterprise specialisation provide students with the skills and knowledge base necessary to manage the sustainability needs of organisations, and develop the analytical, communication and decision-making skills to implement sustainable business solutions. The School employs over thirty academics interested in sustainability and other PRME-related topics.

The School also offers a range of undergraduate courses that cover PRME-related topics. These courses and their sustainability-related content is summarised in the following sections.

Strategy and Innovation

This course focuses on strategic management as a dynamic process that deals with the challenges posed by the highly turbulent and global environment of the 21st century. In 2017, the course was redesigned to centre the teaching on innovative and sustainable strategic management practice. As a result of this redesign, Griffith Business School was a finalist in the prestigious Green Gown Awards Australasia.

Sustainability and Systems Thinking c

This course allows students to develop their understanding of sustainable business practices. The teaching of the course focuses on fostering a sustainability mindset in students through them articulating how to create a sustainability-focused organisation.

International Tourism and Hotel Management Principles

Although this course is related to tourism, the way it is structured includes a sustainability component.

The course includes weekly discussions on how environmental and social sustainability can be advanced and implemented in every sector of the tourism industry – from hotels, to transport, cruising, events, gaming, theme parks, festivals, etc. This ensures students enrolled understand the importance of embedding sustainability in the tourism industry.

Managing Change Through Responsible Leadership

The purpose of this postgraduate course is to develop an understanding and an ability to apply the principles of responsible leadership. The teaching methods used in the course are both practical and based on theory and contemporary thinking from world leading bodies such as the Globally Responsible Leadership Initiative United Nations Global Compact and European Foundation for Management. As part of their assignments students are required to interview managers in real world situations in order to collect evidence and analyse their experience and expertise as responsible leaders and managers of change. Students are also required to develop plans for incorporating responsible leadership practices in their own workplaces and their personal career development.

The Reality and Future of Work

This course examines the modern reality of work and its future in light of developments in technology, the economy, globalisation, demography, income distribution and climate change. It will look at differing visions of the future and analyse such issues as digital platforms and work, management, voice, collective behaviour, gender and regulation.

Sustainability: Adaptive Thinking

This course introduces students to the MBA core values and allows them to explore sustainability, its key themes and models and how to begin to develop a sustainability strategy. A key part of the course is exploring with students how to develop adaptive thinking in order that they have techniques for managing and leading organisations through complex, sustainability and responsibility related opportunities and challenges.

Community-based ecotourism study

This course employs an experiential learning approach to provide undergraduate students with personal and professional development opportunities through field studies of community-based ecotourism development in India. Students work alongside community-based ecotourism staff in northern India, with the aim of developing cross-cultural awareness, tourism management and product development skills, as well as employability skills for students with an interest in tourism/ecotourism management.

Green Marketing

This course teaches students how organisations develop environmentally friendly strategies for product innovation, brand reputation and brand equity. Marketing communication and supply chain issues are also explored, with an emphasis on the concept of more sustainable product life cycles.

Students have provided several testimonials on how this course has changed their perspective on environmental issues and the role they play in tackling them. As part of a reflective assignment, a student contributed the following testimonial:

"The assignments allowed me to dig deeper into the world of plastics, gaining a full understanding of how they are produced and the scale of how the environment is impacted. Reading about how businesses are actively trying to reduce their impact, and innovating ways to reduce plastics is extremely motivating. I think it's easy for people to fall into a negative thought pattern learning about all of this, seeing the world as doomed. However, I'm just seeing an increasing amount of possibilities on how we can create a sustainable future."

Leadership for Sustainable Business

Griffith Business School, through a review of the current curriculum, decided that leadership and sustainable business was a core knowledge domain that all postgraduate students undertaking the MBA needed to understand. As a result, this new course was added to the curriculum in 2018. Given global risks and uncertainties in the business environment around environmental and social governance, personal action and organizational change within businesses has become imperative. This course helps build students' understanding of the knowledge, skills and activities required to lead change in organisations in a range of sectors.

Revamping our curriculum

Embedding the sustainable development goals into our teaching

Griffith Business School has conducted an audit of all our degree programs, with the aim of firstly, identifying how sustainable business is being incorporated into our teaching and secondly, how we can further incorporate the sustainable development goals into our teaching. We are achieving this in multiple ways. By collaborating with academics across the school, we have been able to embed sustainability into key core courses, either through their content or assessment pieces. Since they are core courses, this ensures that all students are exposed to issues of sustainability in business and how to properly address them. Further, we are developing a sustainability hub where resources are added and made accessible to academics for use in their own teaching.

Extra-curricular programs

ESSAM Program

There are 6 Griffith MBA students headed off to the ESSAM program this year. It is a two-week program which counts towards electives in their MBA. The focus for this year's program is Sustainable Futures in Uncertain Times. Our MBA students have been going to this annual program for a few years now but this year's topic was particularly relevant to the PRME SIP report.

TBD

Griffith Business School Student Leadership Program

This two-year program gives selected GBS students from the Nathan and Gold Coast campuses the opportunity to participate in a variety of leadership development and mentoring activities (including a two-day Leadership Development Camp); participate in University and alumni events; and represent the School at major events. Students gain real-world professional experience and improved confidence.

In the first year, students participate in an induction day, a two-day leadership camp, and a series of seminars focusing on personal development (building your communication, inter-cultural and networking skills) to prepare them for future events. In the second year, students can also take advantage of the opportunity to go on an International Community Exchange.



International Community Engagement

Griffith Business School is committed to developing globally responsible leaders. As part of the GBS Student Leadership Program, student leaders are offered the unique opportunity to participate in an overseas experience, meeting and working with local communities. The international community engagement project allows students to immerse themselves in a cultural exchange and gain a deeper knowledge and understanding of their role in the global community.

In 2018, Griffith Business School Student Leaders experienced the school's ethos of global responsibility firsthand during a unique community engagement project in Nepal. The trip, which saw the students immersing themselves in Nepalese culture before working with locals, helped participants gain a deeper knowledge of their role in a global environment.

Madison Harding, one of our students that went to Nepal, reflects on her experience:

“ Since returning I have noticed a shift in my outlook. It has helped reaffirm my passion for social justice and sparked a real desire to work for an organisation contributing in a positive sense to help others. On reflection I realised how the project had the power to unite people, impart kindness and compassion, and enable fourteen students the ability to contribute to society at large, helping to make a difference.”

Madison Harding, Griffith Business School Student Leader

PRINCIPLE 4: RESEARCH

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

Griffith Business School provides a collaborative space for research. The School promotes high-quality research into sustainability issues of importance to business and society through a collaborative and supported program. Griffith Business School hosts several research and academic centres dedicated to advancing research in PRME-related topics. These centres include:

- Griffith Institute for Tourism
- Centre for Governance and Public Policy
- Centre for Work, Organisation and Wellbeing
- Griffith Centre for Sustainable Enterprise
- Social Marketing @ Griffith

Combined, these centres have developed a number of research projects since our last SIP report. The following sections provide more information.

Sustainable tourism

The strategic Sustainable Tourism program advances research in the area of ecotourism, nature conservation, resource efficiency, and climate change. It builds on a long tradition of environmental research at Griffith University and connects with experts from a range of other disciplines, including climate science, ecology and marine science.

Our research strives to ensure that tourism activity is sustainable (economically, environmentally, socially and culturally) and resilient to major pressures, such as climate change or resource depletion.

The program offers practical support to operators and regulators of tourism destinations, drawing on research expertise in tourism (economics, marketing, consumer trends), infrastructure and environmental concerns. We aim to assist the industry to develop profitable and sustainable business models, conserving the features of particular destinations, responsive to consumer preferences, and resilient to climate change and resource fluctuations.

Monitoring the Great Barrier Reef

Researchers from the Griffith Institute for Tourism are responding to the urgent need to understand how ecological changes affect the aesthetic value and user experience of the Great Barrier Reef by drawing on information shared through social media and using the latest technology to process and interpret the data. This innovative research is contributing to new ways of measuring the human dimensions of the Great Barrier Reef. Focusing on the fast-changing underwater systems of the Reef, the research utilises advanced technology (including eye tracking and heart rate measurement) to determine what environmental and experiential attributes contribute to aesthetic value. A Big Data platform using artificial intelligence is used to assess large volumes of visitor-supplied imagery and to map aesthetic value across space and time.



Transforming ecotourism experiences through virtual reality

This interdisciplinary study aims to develop and test a Virtual Reality (VR) gaming app as a new ecotourism product to promote conservation of the GBR. Building on a prototype VR game, this study aims to advance our knowledge of how the tourism industry can build support for Reef conservation by developing tourists' understanding of the complexity of ecological processes and management of the Reef's resilience. This study is being led by Dr Alexandra Coghlan and engages with the marine tourism industry to develop IT-enhanced ecotourism interpretation to protect the Reef.

Transforming ecotourism experiences through virtual reality

The Griffith Institute for Tourism also conducts research on sustainable destinations. Destinations are at the core of tourism activity, as they bring together the communities and businesses involved in tourism production with the consumer who visits the 'place' in search for positive experiences. Sustainable destinations recognise that substantial planning, design and management is required to ensure that net outcomes from tourism visitation are positive and do not undermine the integrity of local communities and environments. Research at GIFT tackles various aspects of destination sustainability, including resource efficiency, resilience, cultural integrity, well being of local residents, and policy.

Environmental, Social and Governance (ESG) Working Paper

In February 2018, Griffith researchers Drs Darren Lee, John Fan and Victor Wong published a working paper on the effects of ESG investments derived from Australian listed companies. The research shows that portfolios of ASX listed companies with strong ESG ratings tend to outperform firms with lower ESG ratings. Furthermore, this outperformance delivers diversification benefits and imposes no additional risks to investors. This work contributes to the body of knowledge that ESG-type investments enhance returns without imposing additional risks or costs.

Sustainability grants

In 2017, the Griffith Centre for Sustainable Enterprise gave out six grants to the value of \$21,000. The six grants covered expenses for research projects that progressed sustainability within various themes, including:

- Attitudes, perceptions and behaviours in recycling
- Ecotourism in the Great Barrier Reef
- Sustainable management practices
- The role of green marketing
- Sustainability reporting

Sustainable development explorer platform

Dr Rob Hales, Ms Vanessa Taveras and Ms Rachel Perkins, from the Griffith Centre for Sustainable Enterprise, are developing a platform that compiles and categorises all the publications published by Griffith Business School academics based on the sustainable development goals. The platform is similar to the United Nations University and will serve as a search engine for featured experts and projects that align with each of the sustainable development goals.

THE GLOBAL GOALS For Sustainable Development



PRINCIPLE 5: PARTNERSHIPS

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.

Industry professionals play an important role in developing the programs offered at Griffith Business School, ensuring our graduates meet the demands of employers, today and in the future. We have close working relationships with a range of local, national and international organisations.

Bendigo Bank

Through a partnership between Bendigo Bank and Griffith Business School, Bendigo Bank granted a scholarship to Yannick Van Hierden to undertake a project of difference as the 2018 recipient of the Bendigo Bank Paradise Point Community Bank® scholarship, which will see the Master of Marketing student striving to create a positive, tangible outcome for everyday people. The project studies the role corporates can play in strengthening our local communities.

Blurred Minds

Social Marketing @ Griffith works in partnerships to deliver programs that benefit communities. One of these programs is Blurred Minds, which has been delivered by a research team to over 1,500 Queensland and New South Wales students with the aim of changing their intentions to binge drink alcohol. Blurred Minds is a one-day alcohol and drug education program for Australian secondary schools. Informed by theory, Blurred Minds changes the way students think about alcohol and drugs.

Blurred Minds features five lessons tailored to meet the needs of the school/class. The lessons create a fun and interactive environment to teach students about the seriousness of alcohol and drugs.

Government partnerships

Addressing climate risks

Griffith Business School partnered with the Griffith Climate Change Response Program, the Griffith Policy Innovation Hub and the Queensland Government to

share insight and expertise in tackling current and future climate risks at the Queensland Government Climate Action Symposium, held at the State Library.

Almost 100 representatives from across Queensland Government departments attended the one-day event. The Symposium was the kick-off event for the Queensland Climate Ready program (QCR), a two-year program in which Griffith University will be working in collaboration with the Queensland Government to strengthen institutional framework for managing current and future climate risks.

Waste Not Want Not

Social marketing at Griffith Business School partnered with the Redland City Council to develop the Waste Not Want Not program. It is a two-week Social Marketing @ Griffith pilot program which began on March 20. It was led by Professor Sharyn Rundle-Thiele from Griffith Business School. The overall aim of Waste Not, Want Not is to raise awareness of food waste in Redland City and to help residents save time and money by reducing their waste. The program focuses on helping people to cook meals using the ingredients they already have in their fridges, which will in turn help minimise wasted food. Redland City Mayor Karen Williams said the unique campaign was part of Council's commitment to reducing waste across the city.

Queensland climate change response plan

The Griffith Institute for Tourism, Queensland Tourism Industry Council and the Department of Environment and Science, partnered to create the Building a resilient tourism industry: Queensland climate change response plan, which aims to help the tourism industry promote building business resilience and reduce its footprint, as well as lead the way in supporting and driving a successful transition to a low carbon economy.

Enhancing smallholder benefits from REDD+

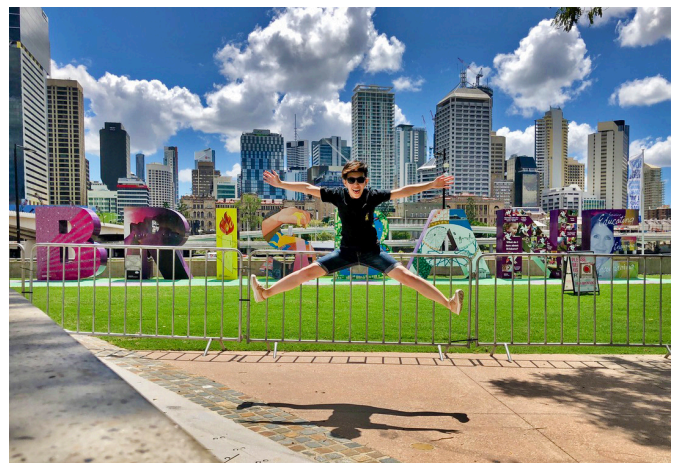
This project is led by Dr Tapan Sarker from Griffith Business School, in collaboration with other institutions. They include the Australian National University, Bogor Agricultural University, Forestry Research and Development Agency, and the University of Indonesia. The project aims to develop and monitor policy and design institutional arrangements at the national, provincial and local levels to effectively implement Reducing emissions from deforestation and forest degradation (REDD+), and equitably distribute its benefits to communities.

International partnerships

Sustainable business program with Kyung Hee University

This year, the Griffith Centre for Sustainable Enterprise once again delivered a two week program on sustainable enterprise to a group of Korean students from Kyung Hee University. Through the program, the students were immersed into the theme of sustainable enterprise, comprising lectures from academics, business leaders and guest speakers. The program also offered site visits to organisations that are embedding sustainability into the core of their operations, including Australia Zoo and the South Bank Business precinct. At the end of the program students reflected on the lessons learnt while visiting Australia and engaging in the sustainable enterprise program. One of the students, Joyce Chau, comments:

"The most important take-home message from the program is that sustainability is our collective responsibility. It is essential for different parties, such as consumers, businesses and governments, to work hand-in-hand in advancing sustainability. Indeed, business has an influential role in achieving sustainability. Earning money is no longer the only goal for doing business; cooperating and social responsibility is also quite important. In fact, many companies are now using their creativity to make their businesses greener and advocating the public to be more environmentally-friendly. Staying in Australia for almost a month, I can see there are lots of public facilities, businesses and behaviours contributing to sustainability. The experience not only motivated myself to live greener but also encouraged me to put in thought how businesses can make a better planet. Do not underestimate our own ability, our tiny actions will have a huge impact on the environment."



A photograph of a woman in a red sari sitting at a vegetable stall in a market. She is smiling and looking towards the camera. The stall is filled with various vegetables, including cauliflower and green beans. In the background, there are other market stalls and a building with a sign that reads 'SRI SATYVA SAI MURAL CENTRE'.

India's Rajalakshmi School of Business

Griffith Senior Lecturer Dr Tapan Sarker is driving an ongoing research collaboration with Rajalakshmi School of Business, in Chennai, India, demonstrating the university's commitment to creating meaningful social outcomes in the Asia-Pacific region. The collaboration follows Dr Sarker's 2015 appointment as a Visiting Research Scholar at the Indian school, part of the esteemed Rajalakshmi Institutions group, founded in 1997. The collaboration will commence with joint work on a Griffith-funded action research project on sustainable supply chain processes in the marketing system, using a case study of farmers' markets in India and Vietnam.

Professional development in Sri Lanka

Griffith Institute for Tourism developed a partnership with the University of the Sunshine Coast delivered a course to a group of representatives from Sri Lanka's tourism sector. The Short Course participants hold various positions in Sri Lanka's tourism sector, including senior officials from the Sri Lanka Tourism Development Authority and the Sri Lanka Tourism Promotion Bureau, under the Ministry of Tourism Development and Christian Religious Affairs. CEO's, directors and managers of reputed tourism institutions in the country are also participants – including the CEO of the Sri Lanka Institute of Tourism and Hotel Management. The course theme was on the topic of sustainable tourism development and was funded by the Department of Foreign Affairs and Trade.

Sustainable tourism Indonesia

Griffith Institute for Tourism completed its third Australia Awards short course in Indonesia. The course consists of accelerated learning techniques combined with real engagement involving 18 Australian tourism experts are helping Indonesian tourism operators to develop sustainable business practices for the expected increase in the region. The course is led by Professor Noel Scott and is making a difference in Eastern Indonesia, with over 80 practitioners graduating from recent Short Course programs that were funded by Department of Foreign Affairs and Trade (DFAT) and aligned with Australia's policy supporting Indonesian economic development and sustainability.

Industry partnerships

National Sustainability in Business Conference

The Griffith Centre for Sustainable Enterprise recently sponsored seven MBA students to attend Nespresso's Business Leaders Breakfast during the 'National Sustainability in Business Conference' on 9 March. The event included a presentation by Loïc Réthoré, General Manager, Nespresso Australia & Oceania. Loïc discussed the challenges of this industry-leading international brand and its secret to creating sustainability, quality, a dedicated recycling program and more, all the while encouraging shared value for society and the environment.

Sustainable Business Australia

Adjunct Associate Professor Tim Nelson, from Griffith Business School's Department of Accounting Finance and Economics, was appointed to the board of Sustainable Business Australia (SBA) in recognition of his significant sustainability and business experience.

Internal university partnerships

War on Coffee Cups campaign

Griffith Business School partnered with Campus Life, (Griffith University's Facilities) and Simply Cups to launch a coffee cup recycling project across all of Griffith's five campuses across Brisbane, Logan and Gold Coast cities. As of October 2018, more than 8,000 disposable coffee cups have been diverted from landfill and upcycled into new products. As part of the initiative, the Griffith Centre for Sustainable Enterprise organised an engagement activity during the university's Sustainability Week in 2018. Staff and students were invited to complete a sustainability quiz and win a reusable coffee cup for earning high marks. Overall, the War on Coffee Cups campaign had the following results:

- During the month of August, diverted 4000 disposable coffee cups from landfill and displayed them during the week at Nathan campus
- 5000 promotional stickers placed on disposable coffee cups
- 320 staff/students on Nathan and Gold Coast campuses received a free reusable cup
- 440 completed a sustainability quiz

In 2017, the Griffith Centre for Sustainable Enterprise organised a pilot of this project under the direction of Dr Rob Hales, Ms Vanessa Taveras and Ms Rachel Perkins. In 2018, the project was highly commended as part of Griffith University's Sustainability Award for Staff 2018. Today, Campus Life have implemented an ongoing coffee cup recycling program across all campuses to divert takeaway coffee cups from going



Other key partnerships

Globally Responsible Leadership Initiative

The Globally Responsible Leadership Initiative (GRLI) aims to promote understanding of globally responsible leadership and to develop its practice. Griffith Business School is a member of the GRLI. The GRLI has an important role in guiding the strategic position of sustainability within the School.



Principles for Responsible Management Education

Principles for Responsible Management Education (PRME) provides a guiding framework for academic institutions to embed corporate responsibility and sustainability into their curricula, research, teaching methodologies and institutional strategies. Griffith Business School is a signatory to PRME, and in doing so, has made a commitment to engage in a continuous process of improvement with regard to the application of the principles, reporting and contribution to the learning experience of participating academic institutions worldwide.



AACSB International - The Association to Advance Collegiate Schools of Business

Griffith Business School is an accredited member of AACSB International—The Association to Advance Collegiate Schools of Business (AACSB). AACSB Accreditation is known worldwide as the longest standing, most recognised form of professional accreditation an institution and its business programs can earn. This accreditation demonstrates the School's commitment to high-quality business education and research.



United Nations Global Compact Network Australia

The United Nations (UN) Global Compact is the world's largest voluntary corporate and sustainability initiative. It seeks to align business operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. In 2010, Griffith University became a signatory to the UN Global Compact. The Centre plays a key role in promoting and coordinating Griffith's commitment to implementing its principles.



National Climate Change Adaptation Research Facility

National Climate Change Adaptation Research Facility (NCCARF) leads the Australian research community in a national interdisciplinary effort to generate the information needed by decision making and risk management needed by communities vulnerable to climate change impacts. The Centre works closely with NCCARF to achieve common goals in research and community engagement.



PRINCIPLE 5: 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.

Griffith Business School recognises the importance of fostering dialogue on PRME-related topics across the organisation and externally. As part of this, we develop and sustain meaningful, intellectual engagement with industry and the community to address the major issues of our time in sustainability and sustainable enterprise.

The School also organises sustainability events, such as open lecture series and conferences that foster dialogue on PRME-related topics. Examples are listed in the following section.

Masterclasses with Social Marketing @ Griffith

Social Marketing @ Griffith share their expertise in Social Marketing Masterclasses with more than 500 change agents. They are providing students with the opportunity to become a social marketing specialist. Together, they are shaping the future generation of change agents.

Hult Prize competition

Griffith Business School Higher Degree Research Member, Vishal Rana, recently represented Griffith University at the Hult Prize Social Impact Competition in San Francisco in his capacity as Campus Director.

The Hult Prize competition is the world's largest student competition, where students pitch their social enterprise business idea to compete for 1 million dollars (US) seed funding. Himself a participant in 2017, Vishal accompanied four Griffith undergraduate students to the Regional Finals in London this year where they addressed the theme of using energy to positively impact the lives of 10 million people by 2025.

The Griffith cohort pitched an idea around creating bio-gas through industrial waste through a pilot project proposed in Zimbabwe and were as a result, been invited to apply for the wild card round where

where 10 teams were selected to attend an accelerator program at a London castle and have a chance to pitch their idea for the top prize at the United Nations Headquarters in August, 2018.

Change 2018

Social Marketing @ Griffith is organising a revolutionary conference that is challenging current practices and brings together the best of what we know to teach others how to work in partnerships to deliver programs that community values. Far too much money is expended needlessly and Change 2018 aims to help bust through some of the current practice problems – a key issue is division between stakeholders and we are taking this head on.

World Tourism Day

Griffith Institute for Tourism participated in World Tourism Day on 27 September, 2018. The institute showcased their research project 'Monitoring the Great Barrier Reef', which investigates the urgent need to better understand and monitor the aesthetic value of the Great Barrier, using technology such as eye tracking, heart rate measurement, big data and artificial intelligence to obtain its results. Griffith Business School PhD candidate Christopher Warren, also presented his smart service 'My Green Butler', which uses smart metering and big data in order to help businesses change their customers' consumption behaviours for the betterment of the environment. World Tourism Day is an initiative of the United Nations World Tourism Organization, and aims to promote sustainable and inclusive growth across the tourism industry in keeping with the UN's list of Sustainable Development Goals.

Let's talk climate change

The Griffith Centre for Sustainable Enterprise progresses dialogue in relation to climate change by organising public seminars in partnership with other centres and universities. On 20 March 2018 the Griffith Climate Change Response Program, Australian National University (ANU) Climate Change Institute and the Griffith Centre for Sustainable Enterprise presented the Climate Update 2018 to a full house at the Griffith University, South Bank campus. Dr Rob Hales from the Griffith Centre for Sustainable Enterprise facilitated the event. The Climate Update provided an overview of how our climate is changing and how we're responding to these changes. Experts, policy makers and leading commentators from across Australia presented at the Update.

Griffith Business School also co-hosted the Queensland Government Climate Action Symposium, which was the kick-off event for the Queensland Climate Ready program (QCR), a two-year program in which Griffith University will be working in collaboration with the Queensland Government to strengthen institutional framework for managing current and future climate risks.

Energy Symposium

This one-day symposium covered key issues surrounding current Australian energy policies and brought together researchers and policy makers from the academia, industry and government to critically evaluate the current energy policies and aims to create more useful discussion for improvement in Australian Energy policies. The symposium gathered high quality research on any aspects of Australian energy policy.

Public seminars with MBA for Life

Griffith Business School organises a number of public seminars for current MBA students and alumni. The public seminars are organised in partnership with the Griffith Centre for Sustainable Enterprise and their team, Dr Rob Hales and Ms Vanessa Taveras. The events feature speakers from industry who are incorporating sustainability into their business operations. Some of our key seminars since 2017 include:

Tourism, climate change and sustainable business practices

A presentation by Mark Olsen, General Manager of EarthCheck. EarthCheck is a not-for-profit environmental consulting and certification program operating in over 70 countries. Mark talked about his work with some of the world's leading corporations on sustainable business practices and how destinations

Beer as a force of good

The seminar included a presentation by James Perrin, the Sustainability Manager for Stone & Wood Brewing Company. James is a chemical & environmental engineer with experience in sustainability, innovation, and food manufacturing across Australia and New Zealand. He has led multiple businesses to national and international sustainability awards, including most recently the 2017 NSW Premier's Award for Environmental Excellence. James led Stone & Wood to obtain B Corp certification.

How equity funding is helping social enterprise

This seminar included presentations from Anna Guenther, co-founder of PledgeMe and Alex Hannant, Interim Director of the Yunus Social Business Centre Griffith University. Following a presentation from Alex on the rise of social business and the work of the Yunus Social Business Centre, Anna presented on how equity crowdfunding is helping more social enterprise get funded.

FUTURE ACTIONS

We will continue to incorporate the PRME principles into our teaching, engagement, research and operations. The below table summarises our action plan for future activities relating to PRME.

Goals	Objectives	Descriptor
1. Delivering a high-quality student learning experience.	Modify the Griffith Business School curriculum to incorporate the Global Goals into our teaching.	<ul style="list-style-type: none"> ▪ Modify the Griffith Business School curriculum to incorporate the Global Goals into our teaching. ▪ Complete a revision of the Major in Sustainable Enterprise.
	Enhance co- and extra-curricular programs.	<ul style="list-style-type: none"> ▪ Link the Griffith Business School Sustainability Plan to the teaching curriculum. ▪ Develop the Global Futures Leadership Program.
	Assess sustainability in teaching among our students.	<ul style="list-style-type: none"> ▪ Conduct a sustainability survey among our students to gauge how we can improve.
	Progress international partnerships involving sustainability in teaching.	<ul style="list-style-type: none"> ▪ Deliver a sustainable business management program for students from international universities. ▪ Recruit and manage two interns for Trimesters 1 and 2.
2. High-impact research	To conduct academically rigorous independent research that delivers social and economic benefit	<ul style="list-style-type: none"> ▪ Collaborate with Griffith Business School departments to progress sustainability-related research.
		<ul style="list-style-type: none"> ▪ Identify sustainability issues within businesses and work in collaboration with them to resolve them.
		<ul style="list-style-type: none"> ▪ Provide small grants for researchers in GBS.
		<ul style="list-style-type: none"> ▪ Assist staff in developing material for greater impact and registering this on the GBS impact register.
3. Enhancing our engagement.	To continue expanding our engagement with industry, government and civil society.	<ul style="list-style-type: none"> ▪ Organise four public seminars as part of our partnership with MBA for Life.
	To operationalise the Griffith Business School mission and values related to sustainability.	<ul style="list-style-type: none"> ▪ Host a Global Goals conference in 2019 with the aim of contributing to discussions on how to address the challenges of progressing the Global Goals.
		<ul style="list-style-type: none"> ▪ Continue reducing the impact of our business operations on the environment.
	Maintain active membership of PRME and the UN Global Compact.	<ul style="list-style-type: none"> ▪ Secure partnerships with other departments within Griffith to develop sustainability-related projects. ▪ Comply with UN Global Compact and PRME membership requirements.

Goals	Objectives	Descriptor
4. Strengthening our staff.	<p>To support academics in progressing sustainability-related research.</p> <p>To support our staff in further engaging with sustainability.</p>	<ul style="list-style-type: none"> ▪ Provide support to staff in applying for grants related to sustainability ▪ Introduce an award for sustainability research in GBS ▪ Continue engaging our staff in the GBS Eco Champions Network.

GRIFFITH BUSINESS SCHOOL
griffith.edu.au/gbs