

2025 Sharing Information on Progress **(SIP) Report**

La Trobe Business School

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About the Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.



“The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).”

Antonio Guterres

Secretary-General (2017 - Present)

United Nations

”

Principles of PRME



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



Practice

We adopt responsible and accountable management principles in our own governance and operations.



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.





Getting Started

This section provides foundational information about La Trobe Business School, including key details and basic institutional data.

Mission

To develop and mobilise the knowledge and skills of people, organisations, and communities to create positive social impact and sustainable futures.

Vision

To be a leading Business School in the South-East Asia and Pacific regions, recognised for our work in transforming business and policy thinking, and promoting the well-being and sustainability of people, business, government, and communities.

Strategy

LBS Strategy

Our Strategic Plan 2023-2025 can be found here: https://www.latrobe.edu.au/la-trobe-business-school/documents/LBS_Strategic_Plan-updated-15-October.pdf

Strategy Alignment

Strategy Alignment

La Trobe Business School (LBS) explicitly aligns its strategic priorities with advancing **sustainable development**, the **common good**, and **quality education** through a well-integrated, purpose-driven framework. Anchored by its Mission and Purpose to “*develop and mobilise the knowledge and skills of people, organisations and communities to create positive social impact and sustainable futures*”, the School positions itself squarely at the intersection of educational excellence and societal benefit.

Quality education features prominently in LBS’s first strategic pillar, *Future-Focused Teaching & Learning*. The school commits to an *applied, innovative, and responsible* teaching model that emphasizes authentic experiences, linking students with business, government, and community contexts. This focus ensures that graduates are well-prepared not just academically but ethically and practically to serve as leaders for positive social change.

The second pillar, *Research with Social Impact*, highlights the School’s dedication to **sustainable development** and the common good. LBS advocates for innovative and responsible research that addresses grand challenges and strengthens academia-government-industry-community outcomes. Grounded in the United Nations’ **Sustainable Development Goals (SDGs)** and the **Principles for Responsible Management Education (PRME)**, its research agenda seeks to catalyse transformation in business and policy for socially equitable, environmentally sustainable outcomes.

In its third strategic pillar, *Deep Engagement with Partners and Communities*, LBS underscores the importance of **partnership as a vehicle for social benefit**. The school actively co-creates education and research with communities, facilitating real-world impact. Deep engagement ensures that learning and inquiry are co-designed, contextually relevant, and serve communal well-being – embodying the notion of the common good.

Moreover, LBS’s commitment to sustainable development is not standalone; it aligns fully with La Trobe University’s broader institutional strategy. The School’s adherence to PRME and SDGs reflects the University’s values of inclusiveness, equity, environmental stewardship, and transformational impact through education and research. Collectively, these efforts reinforce LBS’s role as a **business school for a better future**, fostering **ethical leadership, societal resilience, and educational quality**.

Graduates & Enrollment

2024 Statistics	Number
Graduates	730
Faculty & Staff at the University	3350
Faculty & Staff at the Institution	104
Student Enrollment at the University	39749
Student Enrollment at the Institution	5030
Undergraduate Attendance	3699
Masters-Level Postgraduate Attendance	1318
Doctoral Student Attendance	95

Degrees Offered

Bachelor Programs

- Bachelor of Business
- Bachelor of Accounting
- Bachelor of Commerce

Masters Programs

- 📖 Master of Business Administration (M.B.A.)
- Master of Business (Research)
- Master of Business Analytics
- Master of Marketing
- Global Master of Business Administration
- Master of Business Information Systems
- Master of Engineering Management
- Master of Extended Professional Accounting
- Master of Professional Accounting
- Master of International Business
- Master of Logistics and Supply Chain Management

Doctoral Programs

- 🎓 Doctor of Philosophy (Ph.D.)

Additional

- Diploma in Business
- 11 Undergraduate double degrees



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

Letter of Commitment



Mailing address

La Trobe University
Victoria 3086 Australia

E HeadofBusinessSchool@latrobe.edu.au
latrobe.edu.au/business

CAMPUSES

Melbourne (Bundoora)
Albury-Wodonga
Bendigo
City (Collins Street)
Mildura
Shepparton
Sydney

Deans Foreword: 2025 Sharing Information on Progress Report

La Trobe Business School (LBS) continues its long-standing commitment as a PRME Champion School, having served in this role since the 2013 pilot phase. Over the past decade, the School has consistently integrated the Principles for Responsible Management Education and the United Nations Sustainable Development Goals (SDGs) across our teaching, research, engagement, and operations. In this 2025 Sharing Information on Progress (SIP) report, we move from the foundations we have laid to chart our progress in deepening this integration and reflecting a shift from aspiration to embedded practice.

This reporting period has been marked by transformation of the Business School and the broader institutional environment in which we are situated. Our University's 2025–2055 Sustainability Strategy provides a long-term and ambitious framework for addressing climate change, resource stewardship, and social justice. Importantly, it positions sustainability not as a niche area, but as a whole-of-institution priority. LBS has embraced this vision and is actively contributing to its implementation through the seven PRME Principles.

The School's recent AACSB reaccreditation reaffirmed our commitment to quality and impact. Of note was our strengthened focus on social impact, embedded across our strategic priorities. Rather than treating it as a parallel activity, we now assess all teaching, research, engagement, and leadership through the lens of the value it creates for society locally and globally. This report highlights our efforts to make that value measurable, visible, and enduring.

One of the defining features of the past year has been our focus on responsible AI. We are acutely aware that while technological change opens new possibilities for business innovation, it also raises pressing ethical, environmental, and societal questions. With the appointment of a Director of AI Strategy and the development of a school-wide AI strategy, along with introducing several new cross-disciplinary subjects in Responsible AI, we are equipping students with the critical and technical skills needed to navigate this terrain. These subjects are now taken not only by business analytics students, but are offered university-wide, reflecting their relevance across all fields.

Just as importantly, we are harnessing AI to further our PRME and SDG-aligned objectives. The development of an SDG Research Dashboard, powered by machine learning, allows us to map the School's research projects and outputs against the 17 Goals and identify emerging areas of strength, collaboration, and opportunity. This initiative, led by academic staff and supported by professional staff, demonstrates how we are using technological tools to deepen our social impact, not just in theory, but in operational decision-making.

In our curriculum, the integration of sustainability has matured. Where previously sustainability may have been addressed through standalone units or electives, we are now embedding these themes across degrees and year levels. The Bachelor of Accounting is a case in point. In response to evolving expectations from industry, professional bodies, and regulators, we have undertaken a significant renewal of this degree to ensure sustainability literacy, reporting capabilities, and integrated thinking are central skills for graduates. This reflects a wider trend



across our degrees, where students are not only learning about sustainability but are being assessed on their ability to apply these principles in authentic, practice-based contexts.

This integrated approach is underpinned by partnerships with industry and community organisations. Students have had the opportunity to work on real problems with real impact. These experiences are shaping the next generation of business professionals to be capable of leadership in an uncertain, interconnected future.

Beyond the classroom, LBS has aligned its operations with the University's net zero goals. We launched a Sustainable Events Guide that sets out principles for planning low-carbon, inclusive, and ethically sourced events. Carbon literacy training has been provided to academic and professional staff, helping teams translate broad sustainability principles into everyday workplace decisions. These initiatives build on our role in the development of the La Trobe Energy Analytics Platform (LEAP), which remains a significant contributor to institutional energy monitoring and emissions reduction.

Our research culture continues to thrive, with strong alignment to PRME and the SDGs. Across disciplines, our scholars are producing research with real-world impact with themes related to ethical leadership, circular economy innovation, Indigenous entrepreneurship, sustainable agriculture and food systems, inclusive employment, and climate adaptation. We have secured funding from government and industry for projects that span sectors and geographies, and we are especially proud of the increasing leadership of our early-career academics in socially impactful scholarship. Interdisciplinary collaboration is a core feature of this work, reflecting the complex nature of the challenges we are addressing.

Importantly, this progress has not occurred in isolation. It builds on the foundation of earlier work, such as the establishment of our PRME Committee in 2023, which continues to provide strategic oversight and cross-School engagement on PRME-related initiatives.

We acknowledge that our work is ongoing. The challenges facing business schools, including rapid technological change, climate risk, polarised societies, and shifting learner expectations require continuous adaptation. But these challenges also reaffirm our belief that PRME and the SDGs are not just useful tools; they are essential frameworks for navigating the complexity of our time.

Looking ahead, our strategic priorities include:

- Scaling our SDG research impact through enhanced partnerships and data infrastructure.
- Deepening curriculum renewal, with a focus on Indigenous knowledge, climate action, and inclusive economies.
- Strengthening community and industry collaboration.
- Increasing student input into our strategy, courses and co-creating initiatives related to sustainability.
- Continuing to build internal capability through staff development and sustainable operations initiatives.

As we reflect on this reporting cycle, we are proud of the progress made but remain committed to doing more. We thank our students, staff, alumni, and partners for their ongoing



contributions. Together, we continue to shape a business school that is relevant today and into the future.

A handwritten signature in black ink, appearing to read "SOK", written over a light blue horizontal line.

Professor Suzanne O'Keefe
Dean, La Trobe Business School



Institutional Engagement

51% - 75%

of faculty at La Trobe Business School actively contribute to our work with PRME, advancing responsible management education, or addressing sustainable development challenges through their work.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



Who Champions Responsible Management Education at Our Institution

- ❖ Interdisciplinary efforts across business school
- ❖ Senior leadership office

Student Voices

The following narrative demonstrates how La Trobe Business School has influenced students' academic journey and personal growth.

From Classroom to Community: Samantha's Work Placement Journey

For Bachelor of Commerce student, Samantha Rosella, placement has been a transformative experience – bringing together her passion for marketing and event management, and helping the local community.

As part of her degree, Samantha recently completed 120 hours of Work Based Learning with Whittlesea Community Connections, a community-led organisation that provides vital services to disadvantaged people in Whittlesea.

"During my placement, I provided marketing support for a range of social enterprises within Whittlesea Community Connections," Samantha explains.

"I also helped with the launch of the Food Collective, a cafe and catering business that provides training and employment pathways for young people, and those from migrant and refugee backgrounds."

"It was so rewarding to see all the work and meticulous planning pay off with a successful launch," she says.

"I learned so much about myself during the placement. I learned about teamwork, what it means to work in a supportive environment, and how teams support each other."

Samantha's advice to students contemplating undertaking a work placement? Find an opportunity you think you will enjoy and "just do it".

"You will learn so many new skills, but you will also learn about yourself."

Celebrating Values

The following demonstrates a way in which our institution celebrates values in various specializations.

Indigenous Week at La Trobe – how to get involved
- MyLaTrobe

View document  Download document 



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



Courses that support RME

La Trobe Business School reports 7 courses in 2024 that support responsible management education and sustainable development goals.

SUSTAINABILITY

| BUS1SBY

This subject introduces you to the concept of sustainability, and a systems approach to understanding the complex interactions between the environmental, economic and social dimensions of sustainability. The subject attracts students from a range of fields, bringing a multidisciplinary team perspective to the researching, analysis and problem-solving aspects of creating positive change for sustainability. In teams, you are required to critically evaluate the stakeholder management and sustainability efforts of large business corporations across the world. This subject provides you with the opportunity to enhance, demonstrate and document work-ready skills appropriate to your chosen career path.

Students develop practical skills to assess sustainability trade-offs and lead businesses towards positive environmental and social impact.



SUSTAINABLE DEVELOPMENT FOR BUSINESS

| BUA5VED

This subject is designed to develop your ability to critically assess the role of the UN Sustainable Development Goals in contemporary organisations. It also provides you with an opportunity to reflect on your role as a leader in terms of diversity and inclusion in the workplace. Through the use of frameworks, concepts and real-world scenarios you will aim to build your capacity to develop sustainable practices for organisations and to include global ethical concepts in organisational decision-making. Workplace inclusion is examined with particular regard to the most pressing challenges in the Australian and global contexts, and informed by theories of human rights, just distribution, respect and equity. A selection of other relevant topics (e.g., conflict within teams, the future of work) will be introduced, shaped by current research, current events, and your interest.

This subject challenges MBA students to align professional decision-making with ethical values, human rights, and respect for diversity. Students gain tools to lead ethically, address dilemmas with integrity, and build inclusive workplaces that contribute to social justice and sustainable development.

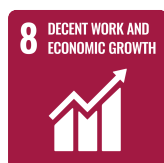


SUSTAINABLE AND RESPONSIBLE FINANCE

| FIN3003

Sustainable and Responsible Finance will equip you with the skills and frameworks required to develop investment products, processes and practices that not only generate financial returns but also deliver sustainable development and social value. You will develop the skills required to evaluate and manage environmental, social and governance (ESG) risks, opportunities and their impact. You will learn how to enhance the value of a business by considering ESG criteria along with traditional financial criteria when making capital allocation decisions such as in project valuation and investment and portfolio management. You will also learn how investors use ESG information to develop a more accurate risk profile of alternative investments and to compare asset classes.

Empowers students to embed ethical and sustainability considerations in financial decision-making.



ADVANCED AUDIT AND ASSURANCE

| ACC5003

Audit is a systematic and independent examination of an organisation's financial records, transactions, and operational procedures. This subject advances students' auditing knowledge and skills to analyse, evaluate and conclude on the assurance engagement and other audit and assurance issues in the context of best practice and current development. Students will delve into various topics, including the regulatory landscape encompassing international frameworks for audit and assurance services, anti-money laundering regulations, legal and regulatory requirements, professional ethics, quality control, and practice management. Additionally, they will learn about planning and executing audits of historical financial data, finalising, reviewing, and reporting findings, as well as auditing social, environmental, and integrated reports.

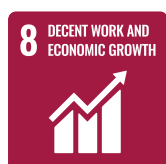
Strengthens student capability to hold organisations accountable through ethical and sustainability-focused auditing.



International business

| MGT1IB

In this subject you will be introduced to the foundational components in the study of international business. You will learn about the socioeconomic, political, cultural, technological, and environmental forces that shape the international marketplace. You will identify and analyse the factors that influence the internationalisation of organisations and investigate the key determinants of business success in the international environment. You will examine how individuals, organisations, and countries participate in the process of globalisation. You will develop cultural awareness and explore the factors that contribute to effective work in multicultural teams across borders.



INTERNATIONAL MARKETING

| MKT3IMK

Companies may extend their marketing offerings to international markets. To that end, they need to revise their strategies to meet the demands and requirements of particular markets. This subject will equip you with knowledge about international marketing principles. You will learn to critically analyse theories and principles of international marketing. Utilising subject theories, you will learn to identify problems and opportunities for a global company. Further, you will learn to recommend practical solutions that embrace cultural, social, and ethical perspectives of particular markets.



Managing across borders

| MGT2IMG

This subject will develop and enhance your understanding and appreciation of how constant and/or evolutionary changes to the international business environment influence the operations and conduct of domestic and cross border For-Profit and Not for Profit enterprises. You will examine key strategic and structural drivers and tools that support globalization and the establishment of multi-national entities. You will be exposed to models, approaches and challenges of successful cross-cultural management, negotiations, communications, and knowledge transfer.



Teaching Awards

In 2024, 1 award was given to faculty and educators at La Trobe Business School.



LBS Teaching and Learning Award: Associate Professor Buly Cardak for Embedding Policy Practice and Employability in the Economics Capstone

Granter: La Trobe Business School

Grantee: Associate Professor Buly Cardak

Award Description:

In 2025, La Trobe Business School awarded four staff members with a 'Learning and Teaching Award'. These awards celebrate excellence in learning and teaching across our School, recognising individuals and teams who have demonstrated innovation, leadership, and impact in enhancing the student experience. Associate Professor Buly Cardak was one of the four teaching staff recognised for his leadership in redesigning the Economics Capstone subject, ECO3PPI – Public Policy and its Impacts. This subject exemplifies how curriculum design can embed employability, policy literacy, and sustainability awareness while aligning strongly with the SDGs. As the final-year capstone, the subject consolidates students' learning across the Economics major, challenging them to apply theory to real-world contexts. The revised curriculum features a dedicated module on applied economic research, focusing particularly on the economics of education through a policy lens, alongside two co-designed modules developed with government partners. Experienced alumni and senior economic policy experts from agencies such as the Essential Services Commission contribute to curriculum, teaching and mentoring, providing authentic professional insights and modelling career pathways. The subject is deliberately designed to foster deep engagement, critical thinking, and future readiness. Using constructivist pedagogy, authentic assessment, and experiential activities, students work on policy briefs, regulatory impact statements, and other tasks typical in graduate roles. Interactive workshops and team-based learning replicate the collaborative nature of professional policy environments. Student responses demonstrate the subject's transformative impact. One noted, "This subject was one of the most realistic and relative to the real world that made it interesting and valuable to learning" (2022). Another commented, "The teaching is exceptional... the content is insightful, stimulating and has helped me with my understanding of economics and its role in government" (2023). Graduates consistently report that the subject directly supported their employability, with many securing roles in government departments and regulatory bodies. Ultimately, ECO3PPI equips students to navigate the complexity of policy-making that sits at the heart of the world's sustainability challenges. By preparing graduates to analyse trade-offs, work with diverse stakeholders, and address uncertainty, the subject advances SDG 4 (Quality Education), SDG 16 (Peace, Justice and Strong Institutions), and SDG 17 (Partnerships for the Goals). It stands as a model of how higher education can prepare future economists to confront society's most pressing wicked problems.

Teaching Voices

The following statement demonstrates ways in which educators at La Trobe Business School support sustainability and responsible management in their classrooms.

Seeds of Change: Embedding Sustainability in Accounting Education



Dr Kate Mai is a Senior Lecturer in Accounting at La Trobe Business School. She is known for her student-centred teaching, her innovative approach to curriculum design, and her determination to align the accounting discipline with sustainability and responsible management. Kate has played a leading role in revising the new Bachelor of Accounting degree, which will be offered for the first time in 2026.

1. How would you describe your philosophy of teaching?

My teaching philosophy is based on the idea of planting seeds. I see my role as creating the right conditions for students to grow – providing knowledge, encouragement, and opportunities to explore, while allowing them the freedom to develop their own critical voice. Accounting can be dry and rigid when viewed from a regulatory perspective, so I focus on the social, ethical, and personal values of accounting practices, which makes a seemingly dry and rigid body of knowledge more colourful. I design assessments that mirror real-world practice, I integrate case studies that students can relate to, that provoke their critical thinking, and I encourage reflection so they can see how their values shape their professional decisions. Ultimately, I want students to leave my classes not only with technical knowledge, but also with the confidence that they can be part of the process that shapes how accounting should be done, and apply that knowledge responsibly and ethically.

2. Accounting isn't traditionally associated with sustainability – that is normally left to the 'softer' disciplines, including Green and Social Marketing or Diversity, Equity and Inclusion. How would you explain the evolution of accounting into this space?

It's true that accounting is often seen as a technical discipline, but at its core, accounting is about accountability to stakeholders. What we choose to measure and report, and how we go about it, reflects what we think about organisation boundaries as well as what and who it should be accountable for. For a long time, the focus was purely financial interests of shareholders. But the world has changed – or our vision as a society – has changed. Organisations are now expected to be transparent about their environmental impact, their treatment of people, and their contribution to the broader community. Accountants are being asked to measure carbon footprints, track supply chain ethics, and report against the Sustainable Development Goals. This isn't a departure from what accounting is, but rather an evolution. The key value of accounting does not lie so much in the bookkeeping, but in the way an organisation defines itself, or at least how we think an organisation should be defined. By extending the boundaries of organisations' accountability, we simply acknowledge the (true) connection between organisation, individuals, society, and environment. This expansion of organisation's boundaries is manifested in the extension of reporting practice so that it captures the full impact of organisational decisions. In this way, accounting becomes a driver of sustainability rather than just a record-keeper." This is the journey that is so exciting and meaningful for accounting to venture into because it not only reflects the value of a profession, but also the change in our awareness of the connection between ourselves, as well as the connection between us and our living environment.

3. Tell us about some of the changes you have made in the Bachelor of Accounting course that reflect a focus on sustainability and responsible management.

The new Bachelor of Accounting, launching in 2026, has been redesigned to integrate sustainability throughout the degree. This isn't about adding a single elective on corporate social responsibility – it's about embedding sustainability into the DNA of accounting education and embedding sustainability into students' thinking process. Students will learn about sustainability throughout different subjects in the course through "soft and hard approaches". Hard approach means including topics on sustainability, ethics, and social responsibility into subjects such as fundamentals of accounting, financial accounting, forensic accounting, and auditing. A soft approach is provoking sustainability thinking even when not directly taking about it. This is achieved by using the pedagogy of integrated thinking delivered through complex and integrated case studies, which are enriched with social and environmental problems. These case studies, which are adopted in management accounting, strategic management accounting, tax, and auditing, put students in the dilemma of decision-making that considers both financial benefits and social, environmental benefits. These case studies invoke students' ethical and moral values, forcing them to solve problems using business knowledge to fulfil both business, social, and personal values. This pedagogy gives students opportunity to develop ethical and integrated thinking, which is the foundation for sustainable thinking. We've also developed industry partnerships so that students can work on real projects, analysing ESG disclosures or critiquing sustainability reports. My aim is to graduate accountants who are not only technically proficient, but who also understand their responsibility to be ethical stewards of financial, social, and environmental information. That's what the profession is asking for, and it's what society needs.

Fostering Innovation



To a great extent

Teaching and learning at our institution strongly foster innovation.

Experiential Learning



To a great extent

Teaching and learning at our institution strongly encourage experiential learning.

Learning Mindset



To a great extent

Teaching and learning at our institution strongly promote a lifelong learning mindset.

Method of Teaching and Learning



Hybrid

Combination of in-person and virtual learning methods.



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

How We Define Research

Research is a systematic, ethical process of generating and translating knowledge to address societal challenges, drive innovation, and deliver impactful outcomes.

Research vs Research for RME/Sustainable Development

218	Peer-reviewed articles were published by La Trobe Business School from this past calendar year.	vs	39	Peer-reviewed articles were published by La Trobe Business School from this past calendar year in support of RME.
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Research Funding

In 2024, La Trobe Business School was awarded funding for research that is:



National



International



Local

Socializing Research

In 2024, La Trobe Business School contributed research findings to:

- ❖ Community organizations
- ❖ Government and policy makers
- ❖ Industry and business networks
- ❖ Public events and lectures
- ❖ Research collaborations
- ❖ National media
- ❖ Open-access platforms
- ❖ Local media
- ❖ International media

Research Projects

In 2024, La Trobe Business School reported 4 research projects that implemented responsible or sustainable activities.

Entrepreneurship and innovation research and engagement

Period Covering: August, 2024 - April, 2028

Department: Entrepreneurship | Management

To align with the LBS vision to be the leading Business School in the SE Asia and Pacific regions, recognised for our work in transforming business and policy thinking, and promoting the well-being and sustainability of people, business, government, and communities; this initiative associated with the Deed of Gift of Dr Abu Ismail, aims to embrace LBS strategic priorities across future focussed teaching and learning, research with social impact, and deep engagement with partners and communities by accelerating such priorities within the context of entrepreneurship and innovation (e+i). This further aligns e+i with the LBS purpose to develop and mobilize the knowledge and skills of people, organizations, and communities to create positive social impact and sustainable futures. Gifting as per Deed of Gift at \$50,000 per year over 3 years (October 2023/4/5, aligned block-funding) as per the wish of Dr Ismail and his passion to engage with the e+i team in these initiatives.



Best practice models in employment services provision

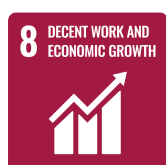
Period Covering: January, 2022 - September, 2024

Department: Management

To effectively place highly disadvantaged jobseekers into employment, particularly those with intellectual and developmental disabilities, remains a challenge for welfare-to-work reforms in Australia and elsewhere. The current Disability Employment Services (DES) model adopts a market-based approach involving engagement of private providers in service delivery and outcome-based payments. Contracted providers are paid an outcome fee for finding and placing jobseekers into employment or organising education and training which prepares them for work. However, evidence indicates that the system does not work well for highly disadvantaged jobseekers who face complex barriers to employment like a disability, as providers are disincentivized to work with these individuals.

Since 2022, Central Victoria Group Training (CVGT) has developed and been trialling a specialist service model known as the Specialist Disability Services Team (SDET), which is based on close links with student, training, educational and community organisations, and the development of personal relationships with jobseekers and individualised support for employers. In 2023, CVGT partnered with La Trobe researcher Phuc Nguyen and University of Melbourne researcher, Mark Considine, to develop the evidence-base for this practice model.

With the current Disability Employment Services (DES) program in the process of re-contracting, findings from the final report (September 2024) provide evidence of how the person-centred model works to improve employment outcomes for this group of jobseekers, and how the commissioning framework might be redesigned to reward providers who are willing to engage in potentially more costly but higher quality services for highly disadvantaged clients.



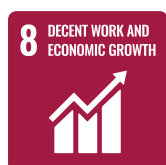
Evaluating Employment Pathway Programs at Corrections Victoria

Period Covering: December, 2022 - April, 2025

Department: Management

Despite widespread understanding of the adverse impacts of unemployment, both financially and non-financially (Sage, 2018), unemployment rates among justice clients in Australia and elsewhere remain high. This is, according to Baldry et al., (2018), counterproductive, both socially and economically, on many levels. Evidence has shown that the consequences of being unemployed are positively related to recidivism; this can be devastating not only to individual offenders, but also to their families, communities, and society at large (Pandeli et al., 2019).

The problem of high unemployment rate persists despite numerous services specifically targeting this group of clients. Current systems, Australia's included, struggle to provide effective employment services to assist their reintegration into society (Baldry et al., 2018; Ollerton et al., 2022; Pandeli et al., 2019). In light of such shortcomings, Corrections Victoria set up its own innovative employment services team, the EPT, inside prisons in December 2022 to ensure better services for its clients. Using mixed methods, the research team investigates this latest addition to the 'stock' of employment-related support for justice clients, charged with implementing a new and innovative approach in this area. Empirical findings on the program, including its conceptual delivery model and drivers and barriers to its implementation are discussed in the report published in April 2025 (currently under embargo).



Here For The Game

Period Covering: April, 2024 - October, 2026

Department: Management

Here For The Game is a South Australian Government initiative delivered in partnership with the Alcohol and Drug Foundation (ADF). The project aims to disrupt the normalisation of gambling in sports by designing, piloting, and evaluating a community education program. Leveraging ADF's Good Sports program and its extensive network of local sporting clubs, *Here For The Game* provides prevention strategies, evidence-based resources, and free awareness sessions to reduce the growing harms of sports betting within community settings.

The program works directly with local sporting clubs to raise awareness of the risks and tactics used by the gambling industry, build protective factors such as leadership and peer role modelling, and support clubs to create safe, healthy environments. By embedding policies and practices, and providing tailored educational content, the initiative equips communities to talk openly about gambling harms and implement long-term change. Evaluation and research are integral to the program, ensuring that the outcomes are measurable, scalable, and contribute to broader public health strategies.

This project directly contributes to:

- **SDG 3: Good Health and Well-being** – by reducing gambling-related harms and supporting healthier communities.
- **SDG 10: Reduced Inequalities** – by addressing gambling risks that disproportionately affect vulnerable groups, particularly young people and disadvantaged communities.
- **SDG 16: Peace, Justice and Strong Institutions** – by fostering safer and more inclusive community institutions, such as sporting clubs, that are free from harmful gambling practices.



Publications Related to RME and/or Sustainability

Recycle signs and recycling shopping behaviour in retail stores

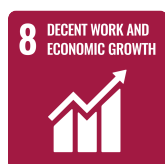
| [DOI](#)

Authors: Dr Dung Trung Nguyen, La Trobe Business School | Professor Clare D'Souza, La Trobe Business School

Date of publication: August, 2025

Department: Marketing

This article investigates how Australian consumers process information about packaging recyclability at the point of purchase, applying the elaboration likelihood model (ELM). Using survey data from 420 respondents analysed with structural equation modelling, the study shows that both central (symbols and signs) and peripheral (colours and materials) processing routes significantly shape recycling-related attitudes. Crucially, the perceived argument quality of recyclability symbols mediates the relationship between recycling considerations and consumers' semiotic knowledge, promoting long-term attitudinal change through central processing. Interestingly, recycling considerations negatively influence actual recycling shopping behaviour, suggesting a gap between awareness and practice. The study contributes theoretically by extending the ELM with the concepts of semiotic knowledge and argument quality, while practically offering insights for policymakers and retailers on how to design communication strategies that strengthen central processing and foster sustainable, lasting recycling behaviours.



Enhancing Service Recovery Performance Through Ethical Leadership: A Multilevel Curvilinear Investigation

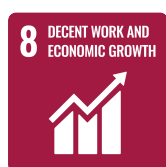
| [DOI](#)

Authors: Dr Mingjun Yang, La Trobe Business School

Date of publication: August, 2025

Department: Management

Understanding how to enhance service recovery performance is crucial for service-oriented organizations, as it contributes to resolving service failures and addressing customer complaints. This study aims to develop a multilevel curvilinear model that explores the relationship between ethical leadership and service recovery performance, as well as the mediating and moderating effects underlying this relationship. Results from both Study 1 (dyadic and two-waved data from hotels) and Study 2 (triadic data from IT service organizations) revealed that ethical leadership had a curvilinear (inverted U-shaped) effect on service recovery performance. There was a curvilinear mediating effect of ethical self-efficacy between ethical leadership and service recovery performance, such that ethical leadership enhanced ethical self-efficacy, and an intermediate degree of ethical self-efficacy predicted the highest degree of service recovery performance (Studies 1 and 2). Results from Study 1 showed that internal knowledge transfer moderated the curvilinear relationship between ethical leadership and service recovery performance. Both internal knowledge transfer and task interdependence moderate the curvilinear relationship between ethical self-efficacy and service recovery performance (Study 1). Results from Study 2 showed that both internal knowledge transfer and task interdependence moderate the curvilinear relationship between ethical leadership and service recovery performance.



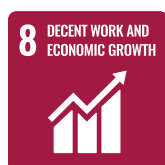
AI agents are here. Here's what to know about what they can do – and how they can go wrong

Authors: Professor Daswin De Silva, La Trobe Business School

Date of publication: August, 2025

Department: Business Analytics | Computer Information Systems

The article explains that AI agents, autonomous systems that can perform multi-step tasks, access tools like browsers or spreadsheets, and even collaborate with each other, represent the next phase of artificial intelligence beyond simple chatbots. They promise major benefits, such as handling complex workflows, automating repetitive work, and boosting productivity across industries. However, their autonomy also creates risks: they can make errors or “hallucinate” information, compound mistakes when chaining tasks together, and act unpredictably without sufficient safeguards. The piece stresses the need for careful oversight, transparency, and responsible deployment so that AI agents enhance human work without undermining trust, safety, or accountability.



For decades, governments have subsidised fossil fuels. But why?

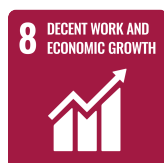
| [DOI](#)

Authors: Dr Bernard Njindan lyke

Date of publication: September, 2025

Department: Economics | Finance | International Business

Despite climate goals, over 80% of global energy still comes from fossil fuels. Governments subsidise them to secure supply, keep consumer prices low, and bolster domestic producers against price volatility and growing competition from renewables. Support takes two forms: explicit subsidies (tax breaks, direct payments, grants, price controls) and implicit subsidies (unpriced pollution and public infrastructure that lowers producers' costs). Examples span Australia's A\$14.5 billion in 2023–24, U.S. tax incentives underpinning the fracking boom, and China's consumer and producer support. Once introduced, subsidies are hard to unwind – backlash has met reforms such as Indonesia's fuel subsidy cuts – and many countries expanded support after Russia's invasion of Ukraine to cushion price spikes. The IMF estimates total global fossil-fuel subsidies at about US\$10.5 trillion a year across explicit and implicit support. The article contends the workable path out is to make clean energy cheaper and more available by scaling incentives for renewables and electrified transport (e.g., U.S. Inflation Reduction Act, EU Green Deal, China's EV/solar programs), so alternatives outcompete coal, oil and gas over time.



Climate change, energy security risk, and clean energy investment

| [DOI](#)

Authors: Dr Bernard Njindan lyke

Date of publication: September, 2025

Department: Economics | Finance | International Business

Climate change is raising energy security risk. Using a new historical energy-security-risk index matched with climate metrics and clean-energy investment series, we show that climate stress elevates risk, while clean-energy investment dampens it. The risk-reduction is strongest where demand grows more slowly, governments and firms can finance resilient grids and storage, and public integrity is higher. The message is practical: direct capital toward renewables, grid modernisation, storage, and efficiency; embed anti-corruption and transparency safeguards across the investment cycle; and align targets with SDGs 7, 9, 13, and 16. This study provides managers, investors, and policymakers with an actionable path in which clean-energy finance does double duty -- reducing climate exposure and stabilising energy systems -- while advancing a just transition through affordable, reliable power. Boards and executives can use these results to set measurable commitments, allocate capital, and design governance controls that abate energy security risk and deliver responsible, long-run value.



Three ways Pacific nations are adapting to climate change

Authors: Dr Bernard Njindan Iyke

Date of publication: September, 2025

Department: Economics | Entrepreneurship | Finance | International Business

Pacific Island countries are on the frontline of climate change and are already putting adaptation into practice. This feature distils three proven approaches. First, nature-based solutions: communities in Fiji and the Solomon Islands are restoring mangroves and reefs to buffer coasts from erosion and cyclones. Second, resilient agriculture: farmers are shifting to drought-tolerant crops and climate-smart practices, supported by regional programs that safeguard food security and rural incomes. Third, community-led relocation: Fiji's Vunidogoloa village moved inland in 2014, and Kiribati has secured land in Fiji as a contingency -- showing how planned moves can protect lives, culture, and services when staying is no longer safe. With adaptation costs projected to reach US\$400 million--\$1.2 billion a year by 2040, Pacific leaders are pressing for climate finance and loss-and-damage support. Their strategies offer a blueprint other vulnerable regions can adapt, pairing local resilience with global action.



A near real-time carbon accounting framework for the decarbonization of maritime transport

| [DOI](#)

Authors: Zhijun Li Australian Maritime College, University of Tasmania, Launceston, TAS 7250, Australia | Jiangang Fei Australian Maritime College, University of Tasmania, Launceston, TAS 7250, Australia | Dr Yuquan Du La Trobe Business School, La Trobe University, Melbourne, VIC 3086, Australia | Dr Kok-Leong Ong Department of Information Systems and Business Analytics, RMIT University, Melbourne, VIC 3086, Australia | Dr Sobhan Arisian La Trobe Business School, La Trobe University, Melbourne, VIC 3086, Australia

Date of publication: September, 2025

Department: Management | Supply Chain Management

The recently proposed marine greenhouse gas (GHG) emission pricing mechanism has pressured shipping companies and regulators to adopt effective methods for the real-time monitoring of carbon emissions. This study proposes a Near Real-Time (NRT) carbon accounting framework that leverages machine learning models to enable carbon emission tracking at a 15-minute time interval. The framework incorporates critical factors, such as ship navigation characteristics, weather, and sea conditions to achieve accurate carbon accounting. We validate the framework's efficacy through a case study of four mega-container ships of varying sizes and navigation scenarios. Our results show a maximum cumulative error of 5.83% for all ship navigation scenarios, even without critical data, and during the most extended voyages of their respective services. The proposed framework provides a new perspective on the decarbonization application of ship energy efficiency prediction research. By integrating it with a cloud-computing platform, shipping companies can enhance their voyage planning and route adjustment to optimize operational efficiency and reduce carbon footprints. Using this framework, international maritime transport regulators can develop an early warning system for carbon emissions to coordinate and improve environmental sustainability practices in the shipping industry.



Virtual nature experiences on Instagram: how greenfluencers' nature posts drive climate action

| [DOI](#)

Authors: Dr Patrick Hartmann Faculty of Economics and Business Administration, University of the Basque Country UPV/EHU, Bilbao, Spain | Dr Vanessa Apaolaza Faculty of Economics and Business Administration, University of the Basque Country UPV/EHU, Bilbao, Spain | Dr Mario R. Paredesb IPADE Business School, Mexico City, Mexico | Clare D'Souza La Trobe University, Melbourne, Australia

Date of publication: September, 2025

Department: Marketing

This study analyses the effects of greenfluencers' nature posts on their followers' intention to protect the climate, and the underlying mechanism of virtual nature experiences, nature connectedness, and climate concern in mediating this relationship. The proposed theoretical model was tested with an online survey of a sample of $N = 550$ Australian Instagram users of which $n = 275$ were following greenfluencers and an experimental study with a quota-based representative US sample ($N = 600$). Results showed that greenfluencers' nature posts increased their followers' intention to engage in climate-friendly behaviors. This effect was sequentially mediated by virtual nature experiences and nature connectedness, as well as an increase in climate concern. The more frequently greenfluencers posted pictures of nature, the more likely their followers reported virtual nature experiences, which in turn strengthened their connection with nature and increased climate change concern, driving climate action. A high influencer credibility reinforced this effect in the survey study.



CSR investments and innovation – Aligning and creating shared value

Authors: Clare D'Souza, Professor of Marketing, La Trobe Business School | Gillian Sullivan-Mort, Eudemonia Institute, Brisbane, Australia

Date of publication: September, 2025

Department: Management | Marketing

This research aims to advance the field of Corporate Social Responsibility (CSR) and innovation by exploring how CSR investments can drive product and service innovations, creating value for both the firm and its broader stakeholders. Specifically, it examines the relationship between CSR initiatives and their influence on CSR investments, as well as the resulting impact on innovation in products or services that contribute to shared value creation. The proposed framework is tested across three firm sizes—small, medium, and large—using a sample of 410 businesses within the Australian economy. The analysis was conducted using AMOS version 28, which established appropriate measurement indicators and revealed significant direct and indirect effects for the full sample. Additionally, the multi-group analysis explored nuanced relationships based on firm size.

By investigating a relatively unexplored Australian context, the paper makes significant contributions by addressing the limited research on internal (employee) CSR, external (environmental) CSR, and ethical (governance) responsibility, examining their impacts on CSR investments. Furthermore, it explores how CSR investments influence innovation to create shared value and highlights the moderating effects of different firm sizes on the relationships between the antecedents, CSR investments, and innovation. The paper concludes by discussing the theoretical and practical implications of the findings, as well as outlining directions for future research and acknowledging limitations.



Research Voices

The following statement demonstrates a way in which researchers at La Trobe Business School bring sustainability and responsible management into their research.



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.

How We Define Partner

We partner with business, government, civil society, and academia to share skills, knowledge and experience that enhances the capacity of current and future generations to build sustainable economic growth and prosperity through accountable practice, governance and the ethical application of technology.

Institutional Partnerships

- ❖ AACSB (Association to Advance Collegiate Schools of Business)
- ❖ Local institutions and associations
- ❖ United Nations Global Compact non-business signatory
- ❖ EFMD (European Foundation for Management Development)
- ❖ GRLI (Globally Responsible Leadership Initiative)
- ❖ Quacquarelli Symonds (QS)
- ❖ Times Higher Education (THE)
- ❖ Responsible Research in Business & Management (RRBM)

Student Organization Partnerships

- ❖ Enactus

Partnerships

The following provides more details on 7 key partnerships at La Trobe Business School.

AACSB International

LBS first earned AACSB accreditation on 29 Apr 2019; reaccredited 7 Jul 2024. Link: https://www.latrobe.edu.au/news/articles/2019/release/la-trobe-earns-global-accreditation?utm_source=chatgpt.com

EFMD Accredited (formerly EPAS) - MBA program

EPAS Board announced a 3-year accreditation for the MBA (Melbourne & Hanoi) and BBus (T&H) in June 2011; the MBA is currently EFMD Accredited. Link: <https://www.latrobe.edu.au/academicboard/academic-board-vc-reports/74-VCsReport-June2011.pdf>

Carlton Football Club

La Trobe is Carlton's exclusive Higher Education Partner since 2016, providing internships/placements and joint programs (incl. Carlton College of Sport). LBS students in the Bachelor of Business (Sport Management) complete placements with Carlton; LBS also delivers education to the Carlton IN Business network/MBA.

Link to website: https://www.latrobe.edu.au/sport/industry-engagement/sport-partnerships/carlton-football-club?utm_source=chatgpt.com

Link to program handbook: <https://handbook.latrobe.edu.au/courses/2025/LBBS?year=2025>

Royal Nut Company

This outlines LBS's Bachelor of Business (Supply Chain & Logistics) students preparing for placements with Royal Nut.

Link: <https://www.latrobe.edu.au/industry-and-community/la-trobe-industry/case-studies/royal-nut-company>

NORTHLINK

La Trobe University has partnered with NORTH Link, an economic development promoter and regional advocate, since 2003. As a Precinct Partner, La Trobe provides dedicated infrastructure, IT support, and event space enabling NORTH Link's initiatives in Melbourne's northern suburbs to flourish.

This partnership significantly advances sustainability and social impact by connecting industry, government, education, and community stakeholders. NORTH Link plays a vital role in mapping regional development needs in areas such as data analytics, food systems, and manufacturing helping the university shape curriculum, research programs, and community priorities. In terms of entrepreneurship and innovation ecosystem-building, NORTH Link's Digital Innovation Hub co-located with La Trobe supports co-design, rapid prototyping, and strategic collaborations. This partnership enhances knowledge sharing by facilitating real-time insights into local workforce needs and enabling project-based learning. For instance, the North and West Data Analytics Hub places students in integrated industry projects, fostering mutual benefit: students gain hands-on analytics experience while industry partners access innovative research support.

National Australia Bank (NAB)

LBS partnered with National Australia Bank (NAB) to embed a real industry brief into Business Analytics teaching. Students worked on predictive analytics and process solutions to improve the speed and fairness of NAB's Disaster Relief Grants distribution after natural disasters. The brief blended technical analysis with human-impact considerations, with students mentored by NAB staff,

including the sustainability team. The collaboration is slated to continue/expand with further sustainability-focused projects, building students' job-ready capabilities while delivering actionable insights to NAB.

Link: https://www.latrobe.edu.au/industry-and-community/la-trobe-industry/case-studies/next-gen-business-thinkers-tackle-real-world-issues?utm_source=chatgpt.com

United Nations PRME

LBS has been a PRME signatory since 1 April 2008; PRME profile shows continuing membership and SIP reporting through 2024. Link: https://www.latrobe.edu.au/la-trobe-business-school/about?utm_source=chatgpt.com



Practice

We adopt responsible and accountable management principles in our own governance and operations.

How We Define Practice

La Trobe Business School proudly "walks the walk" when it comes to sustainability and responsible management education, exemplifying its long-standing role as a UN PRME Champion School since the initiative's pilot phase. The School is deeply committed to practicing all seven PRME principles—not just in theory, but through embedded action across teaching, research, engagement, and operations. From curriculum design to strategic partnerships, every facet of the School's work is assessed through the lens of social impact and sustainability. This commitment is further reinforced by its active contribution to the University's 2025–2055 Sustainability Strategy and its continuous improvement ethos, as highlighted within this year's Sharing Information on Progress report.

Institutional Policies and Practices

- ❖ Campus operations guides
- ❖ Carbon reduction or offset commitments
- ❖ Curriculum guidelines
- ❖ Employee equity, diversity, inclusion
- ❖ Ethical data sourcing guides
- ❖ Ethical leadership or good governance policies
- ❖ Greenhouse gas emissions
- ❖ Local staff/student/faculty transportation
- ❖ Environmental stewardship policies
- ❖ Climate action plan
- ❖ Responsible procurement policies
- ❖ Professional training opportunities
- ❖ Student equity, diversity, inclusion
- ❖ Sustainability strategy or strategic plan (school or university level)
- ❖ Travel guides
- ❖ Water
- ❖ Zero-waste guides
- ❖ Faculty hiring, tenure, and promotion guidelines
- ❖ Accreditation body recommendation documents

Policy Documents Related to RME and/or Sustainability

Academic_Progression_Review_Policy

View document  Download document 

Code_of_Conduct	View document 	Download document 
Compliance_Management_Policy	View document 	Download document 
Direct_Appointment_Policy	View document 	Download document 
Disability_Policy	View document 	Download document 
Environmental_Sustainability_Policy	View document 	Download document 
Equity_Diversity_and_Inclusion_(Staff)_Policy	View document 	Download document 
Flexible_Working_Policy	View document 	Download document 
Gender_Equity_Policy	View document 	Download document 
Health_and_Safety_Policy	View document 	Download document 
Health_and_Safety_Procedure_-_Governance_and_Leadership	View document 	Download document 
Health_and_Safety_Procedure_-_Smoke_Free_Environment	View document 	Download document 
Information_Security_Policy	View document 	Download document 
Intellectual_Property_Policy	View document 	Download document 

Leave_Entitlements_Policy	View document 	Download document 
Parental_Leave_Entitlements_Policy	View document 	Download document 
Privacy_Policy	View document 	Download document 
Procurement_Policy	View document 	Download document 
Records_Management_Policy	View document 	Download document 
Recruitment_Policy	View document 	Download document 
Remuneration_and_Benefits_Policy	View document 	Download document 
Research_Animal_Ethics_Procedure	View document 	Download document 
Research_Biosafety_and_Biosecurity_Policy	View document 	Download document 
Research_Clinical_Trials_Policy	View document 	Download document 
Research_Contracts_and_Grants_Policy	View document 	Download document 
Research_Data_Management_Policy	View document 	Download document 
Research_Governance_Policy	View document 	Download document 
Research_Human_Ethics_Procedure	View document 	Download document 

Research_Integrity_Policy	View document 	Download document 
Research_Misconduct_Procedure	View document 	Download document 
Responsible_AI_Adoption_Policy	View document 	Download document 
Sexual_Harm_Prevention_and_Response_Policy	View document 	Download document 
Space_Allocation_and_Use_Policy	View document 	Download document 
Student_Academic_Misconduct_Policy	View document 	Download document 
Student_Behaviours_Policy	View document 	Download document 
Student_Conduct_Management_Policy	View document 	Download document 
Student_Support_Policy	View document 	Download document 
Transgender_and_Gender_Diverse_Staff_Support_Policy	View document 	Download document 
Travel_Management_Policy	View document 	Download document 
University_Vehicle_Fleet_Policy	View document 	Download document 
Workplace_Behaviours_Policy	View document 	Download document 

Practice Awards

In 2024, La Trobe Business School received 1 award for responsible and/or sustainable practices.

2024 Green Gown Award Australasia in the Nature Positive category

Granter: Green Gown Awards

Grantee: La Trobe University

Award Description:

The Green Gown awards are the only award scheme dedicated to recognising excellence in sustainability within the tertiary education sector in Australasia.



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.



How We Define Share

At LBS, "share" means translating research and teaching into accessible, actionable knowledge for society by engaging industry, government and communities through open publications, media, events and partnerships; transparently reporting progress (SIP); and co-creating solutions across disciplines, including engineering and environmental domains.

Engagement Opportunities

La Trobe Business School offers transparent engagement opportunities for members of our institution and community to contribute to our sustainability and responsibility efforts in the following ways:

- ❖ Boards and advisory committees
- ❖ Public events and panel discussions
- ❖ Sustainability-focused research and collaboration Opportunities
- ❖ Community events and consultation forums
- ❖ Partnerships with local organizations

Communication Audiences

La Trobe Business School communicates its policies and progress on sustainable development and responsibility with:

- ❖ Accreditation bodies
- ❖ Boards and advisory committees
- ❖ Business and industry partners
- ❖ Faculty and staff
- ❖ Government and policy makers
- ❖ Prospective and current students
- ❖ Research and academic networks

Sharing Voices

The following statements from stakeholders at La Trobe Business School demonstrate our commitment to sharing and learning from sustainability and responsible management practices.

Engineers Australia (Create) interview: Water requirements for green hydrogen

As part of PhD research in the Supply Chain Management discipline at La Trobe Business School, a multidisciplinary project bridging business and engineering was profiled by Engineers Australia. On 13 Aug 2025, Engineers Australia's Create published an interview highlighting research on freshwater supply chains for green hydrogen in Australia. The article explains why freshwater is a critical feedstock, outlines governance fragmentation across states, and describes a rules-first decision-support model developed at LBS to rank water-source options for feasibility studies.

Evidence links:

Create interview: <https://createdigital.org.au/water-requirements-green-hydrogen-real-story/>

LinkedIn promotion: https://www.linkedin.com/posts/engineers-australia_water-requirements-for-green-hydrogen-activity-7363759355520802816-hl-1/

Melbourne's North Food Waste Summit

La Trobe Business School supported Melbourne's North Food Waste Summit on Thursday 15 May 2025.

Professor David Fleming-Muñoz, Professor of Agricultural and Resource Economics, joined a panel of speakers to explore practical solutions for reducing food waste.

This summit brought together key industry players to share techniques, success stories, and actionable strategies to tackle food waste in Melbourne's north.

Registration Link: <https://bit.ly/3GOBQLy>

Link to LinkedIn Post: [https://www.linkedin.com/posts/la-trobe-business-school-](https://www.linkedin.com/posts/la-trobe-business-school-lbs_latrobebusinessschool-latrobeuni-melbournenorthfoodgroup-activity-7323918096694415360-_PPV?utm_source=share&utm_medium=member_desktop&rcm=ACoAAAdovXcBj8LEFyKcXXj69qpZqMCIBcjfeCM)

[lbs_latrobebusinessschool-latrobeuni-melbournenorthfoodgroup-activity-7323918096694415360-_PPV?](https://www.linkedin.com/posts/la-trobe-business-school-lbs_latrobebusinessschool-latrobeuni-melbournenorthfoodgroup-activity-7323918096694415360-_PPV?utm_source=share&utm_medium=member_desktop&rcm=ACoAAAdovXcBj8LEFyKcXXj69qpZqMCIBcjfeCM)

[utm_source=share&utm_medium=member_desktop&rcm=ACoAAAdovXcBj8LEFyKcXXj69qpZqMCIBcjfeCM](https://www.linkedin.com/posts/la-trobe-business-school-lbs_latrobebusinessschool-latrobeuni-melbournenorthfoodgroup-activity-7323918096694415360-_PPV?utm_source=share&utm_medium=member_desktop&rcm=ACoAAAdovXcBj8LEFyKcXXj69qpZqMCIBcjfeCM)

Food Innovation Series Webinar October 2024

The Food Innovation Series webinar was held on Tuesday 22 October 2024, 5.30-6.30pm AEDT. This free event was part of the Food Innovation Series, brought to you by the La Trobe Business School and Melbourne's North Food Group.

Panellists included: Professor Roman Buckow (Director, Centre for Food Science, La Trobe University), Mr Sanjay Mirchandani (Managing Director, Royal Nut Company) and Professor Clare D'Souza (La Trobe Business School)

Registration link: <https://events.humanitix.com/food-innovation-webinar>

LinkedIn Post: https://www.linkedin.com/posts/la-trobe-business-school-lbs_latrobebusinessschool-latrobeuniversity-activity-7249553358938611713-2SHY?utm_source=share&utm_medium=member_desktop&rcm=ACoAAAdovXcBj8LEFyKcXXj69qpZqMCIBcjfeCM

Digital Health Week 2025

Digital Health Week 2025: 'Weaving the digital fabric of health: Connecting people through cross disciplinary partnerships.'

This conference is a range of virtual and blended events, from 4-6 February 2025, to showcase the innovative work being undertaken in digital health at La Trobe University, the University of Sydney, Macquarie University and the Hunter Medical Research Institute.

It examined the importance of collaboration in enabling digital transformation in healthcare, with a particular focus on how connection drives digital advancements that are accessible, equitable and cater to the unique needs of individuals.

Registration Link: <https://bit.ly/4gUKhgP>

LinkedIn Post Link: https://www.linkedin.com/posts/la-trobe-business-school-lbs_latrobebusinessschool-latrobeuniversity-digitalhealthweek-activity-7285450800552714241-iTO?utm_source=share&utm_medium=member_desktop&rcm=ACoAAAdovXcBj8LEFyKcXXj69qpZqMCIBcjfeCM

Bridging minds and markets

La Trobe's Innovation Synergy Series, 'Bridging minds and markets' was held on Tuesday 26 November 2024, 4-5pm AEDT.

Professor David Fleming-Muñoz (La Trobe Business School) discussed the use of data-driven insights from agri-food domestic and export markets.

Dr Melissa Palviainen (BASF) provided insight into the resources and challenges of bringing an agrochemical molecule to farmers.

This free, in-person event was held at our Digital Innovation Hub at La Trobe's Bundoora campus.

Registration Link: <https://bit.ly/4dcolGb>

LinkedIn Post Link: https://www.linkedin.com/posts/la-trobe-business-school-lbs_latrobebusinessschool-latrobeuniversity-agriculture-activity-7264131866406920192-l1JQ?utm_source=share&utm_medium=member_desktop&rcm=ACoAAAdovXcBj8LEFyKcXXj69qpZqMCIBcjfeCM

Advancing medical frontiers with AI Webinar

'Advancing medical frontiers with AI' webinar was held on Wednesday 30 July 2025, 10.30-11.30am AEST.

Hosted by La Trobe University's Australian Centre for AI in Medical Innovation (ACAMI), this event will brought together leading researchers and innovators who are applying AI to some of the most pressing challenges in modern medicine: from cancer relapse prediction to stroke rehabilitation and emergency department decision-making.

Professor Wei Xiang talked about collaboration and industry engagement in ACAMI; Associate Professor Zhen He talked about the application of AI to cancer relapse risk stratification; and Professor Daminda Alahakoon discussed AI-powered technology platforms in health care.

Event Link: <https://bit.ly/4kr7wjw>

Linked In Post: https://www.linkedin.com/posts/la-trobe-business-school-lbs_latrobebusinessschool-latrobeindustry-latrobeuni-activity-7350700929790173184-Pxvm?utm_source=share&utm_medium=member_desktop&rcm=ACoAAAdovXcBj8LEFyKcXXj69qpZqMCIBcjfeCM

HR at the frontline of AI Webinar

'HR at the frontline of AI' webinar took place on Thursday 19 June 2025, 12-1pm AEST.

This was a practical AI webinar designed for HR professionals and colleagues ready to take the lead.

Registration Link: <https://bit.ly/3HK8qtK>

Linked in Post:

https://www.linkedin.com/posts/la-trobe-business-school-lbs_latrobebusinessschool-latrobeuniversity-humanresources-activity-7338715505739870208-8bt2?utm_source=share&utm_medium=member_desktop&rcm=ACoAAAdovXcBj8LEFyKcXXj69qpZqMCIBcjfeCM

Unlocking the Scope 3 opportunity in Asia Pacific - A KPMG Report

The climate crisis is intensifying, but so too is the movement to decarbonize. The past two decades have seen a concerted push by governments, investors and consumers to hold companies accountable for their carbon footprint with corresponding efforts in the business community to track and report their Scope 1 and Scope 2 emissions.

More recently, there has been increased scrutiny on Scope 3 emissions, the indirect emissions that are produced by a company's supply chain.

Measuring and reporting on Scope 3 emissions is critical to any climate or decarbonization goal as they typically make up 70–90 percent of a company's total carbon footprint. Yet, they can be extremely challenging to accurately measure and report as they lie beyond the company's formal span of control. In this report, we examine the current equilibrium between strategic and voluntary initiatives at companies in Asia Pacific and compliance efforts in disclosing such emissions. The report assesses the progress and challenges faced by businesses as they strive to meet net zero targets in the coming years. It provides an analytical overview of the Scope 3 emissions reporting landscape in the region, delivering insights into one of the defining corporate themes of our time, and a look at how companies in Asia Pacific are responding.

The report is based on research led and compiled by Professor Neale O'Connor, La Trobe University Business School and the Pacific Basin Economic Council. This includes analysis of the published ESG reports of 338 companies listed on six major stock exchanges in Asia Pacific. The organizations can be categorized into eight broad areas of business: construction and industrial; utilities and energy; minerals and mining; automotive; healthcare and biochemical sciences; retail and F&B; electronics; others (including information & media services, transportation and logistics, and conglomerates).

Further details and the report can be found here: [Unlocking the Scope 3 opportunity in Asia Pacific](#)

LBS and Carlton IN Business Sustainability Forum

La Trobe Business School was proud to partner with Carlton IN Business to host the 2025 Sustainability Forum on 7 May.

The forum brought together thought leaders, sustainability advocates, and industry pioneers to explore how sustainable practices can advance environmental and social responsibility while also driving long-term business success.

We were delighted to welcome an outstanding panel of sustainability leaders:

- Sonya Rand, Head of Sustainability, Bunnings
- Susan Mizrahi GAICD, Non-Executive Director, UN Global Compact Network Australia
- Ebony Arabella, Head of Sustainability, Asahi Beverages

Our panellists shared their expertise, insights, and practical tools to help businesses – from SMEs to major enterprises – embed sustainability in ways that create real impact. They also highlighted La Trobe Business School's sustainability initiatives, demonstrating how education and industry can work hand-in-hand to shape a more responsible future.

The event offered participants the chance to gain actionable strategies and build networks with others committed to sustainability in practice. Together, we explored how organisations can future-proof their business models, meet growing ESG expectations, and contribute to the global sustainability agenda.

Communication Barriers

La Trobe Business School faces the following barriers in transparent communications:



**Inconsistent
updates**



Media visibility

LA TROBE

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