

PRiME

an initiative of the
United Nations Global Compact



Sharing Information on Progress 2026

La Trobe Business School

September 2026

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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_Strategic_Plan-updated-15-October

[View document](#)  [Download document](#) 

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 emphasises 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.

Institutional History

Institutional History

La Trobe University and La Trobe Business School (LBS) have developed a long-standing commitment to Responsible Management Education (RME), progressively embedding sustainability, ethics, responsible leadership, and the United Nations Sustainable Development Goals (SDGs) into teaching, research, governance, and engagement. The institution's journey has evolved from early commitments to the Principles for Responsible Management Education (PRME) and sustainability reporting to a more comprehensive, School- and University-wide approach.

Foundations and Early Commitments (2008–2011)

The journey began in 2008, when La Trobe Business School became one of the first Australian signatories to PRME. Led by Professor Suzanne Young, this early commitment provided an important framework for incorporating responsible management principles into business and management education.

During this foundational period, LBS launched a Graduate Certificate in Corporate Responsibility and introduced sustainability-focused subjects. In 2010, the School submitted its first Sharing Information on Progress (SIP) report, demonstrating its commitment to reporting transparently on progress against the PRME Principles. At the broader institutional level, La Trobe University joined the United Nations Global Compact and published its first sustainability report. Together, these developments established the foundations for the systematic adoption of RME.

Structural Change and Integration (2012–2015)

A significant institutional milestone was the formation of La Trobe Business School in 2012, providing a stronger organisational structure through which responsible management education could be advanced.

In 2013, LBS joined the pilot phase of the PRME Champions initiative, strengthening its engagement with an international community of business schools seeking to advance responsible management education. During this period, Sustainability Thinking was introduced across all University degrees, extending the principles underpinning RME beyond the Business School.

The University also committed to fossil-fuel divestment, while LBS introduced the undergraduate compulsory subject BUS2SUS, further embedding sustainability within the formal business curriculum.

Global Recognition and Accreditation (2016–2019)

Between 2016 and 2019, LBS consolidated its leadership in RME and gained increasing international recognition. The School was reconfirmed as a PRME Champion, achieved AACSB accreditation in 2019, and co-hosted a PRME Chapter, Champions and CR3+ Conference, contributing to collaboration and knowledge exchange within the responsible management education community.

The period also saw the launch of a La Trobe Climate Network, strengthening interdisciplinary engagement with climate and sustainability issues. The MBA entered the Corporate Knights Better World MBA rankings, providing external recognition of the School's growing emphasis on sustainability and responsible management.

Deepening Impact (2020–2021)

The next phase focused on extending the impact and international visibility of these commitments. LBS achieved EFMD accreditation in 2020, while its MBA was ranked 18th and subsequently 14th globally in sustainability-focused MBA rankings. La Trobe University also ranked fourth globally in the Times Higher Education Impact Rankings, reflecting the University's broader contribution to sustainable development.

Importantly, the University began University-wide alignment with the SDGs, further connecting the School's RME activities with institutional strategy and impact.

Strategic Integration and Governance (2022–2023)

During 2022–2023, responsible management education became more formally embedded within School governance and strategy. LBS formalised a School-wide PRME Committee, creating a dedicated governance mechanism to coordinate and advance its PRME commitments.

PRME and the SDGs were also incorporated as key pillars of the School's refreshed 2023–2025 strategy. This represented a shift from individual sustainability initiatives towards systematic strategic integration. The School was subsequently reconfirmed as a PRME Champion for 2024–2025.

Advocacy and Scaling Impact (2024–2025)

The most recent phase of the journey has focused on scaling impact, innovation, and advocacy. Initiatives have included the release of a Sustainable Events Guide, development of a Responsible AI Strategy, and increased emphasis on scaling PRME Champion projects and contributing to the PRME Commons and SDG 4 Manifesto.

LBS also launched an AI-enabled SDG Research Dashboard and developed cross-disciplinary subjects in Responsible AI, demonstrating how its approach to responsible management education is evolving in response to emerging technological and societal challenges. The submission of the School's sixth and seventh SIP reports further demonstrates sustained accountability and continuous engagement with PRME.

Individuals and Communities That Paved the Way

The progression towards RME has been a collective institutional effort, involving academic and professional staff, University sustainability leaders, School leadership, members of the PRME Committee, educators responsible for sustainability-focused curriculum development, researchers, students, and external PRME partners. These individuals and communities have helped move RME from an early commitment to PRME principles towards an integrated approach encompassing curriculum, research, governance, accreditation, institutional strategy, and societal impact.

Graduates & Enrollment

2025 Statistics	Number
Graduates	1326
Faculty & Staff at the University	3503
Faculty & Staff at the Institution	95
Student Enrollment at the University	42734
Student Enrollment at the Institution	4184

2025 Statistics	Number
Undergraduate Attendance	3720
Masters-Level Postgraduate Attendance	817
Doctoral Student Attendance	156

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
- Global Master of Business Administration
- Master of Business Information Systems
- Master of Extended Professional Accounting
- 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



LA TROBE
BUSINESS SCHOOL



30 August 2026

Dear PRME Community,

It is a privilege to contribute this foreword as Dean of La Trobe Business School and to reflect on our progress in advancing responsible management education.

I joined the School in July 2026, attracted in part by its longstanding commitment to responsible and sustainable business. As a signatory to the United Nations Principles for Responsible Management Education (PRME) since 2008, and as a PRME Champion, La Trobe Business School has developed strong foundations across education, research and engagement.

Our task now is to build on those foundations. We see this as an evolution: moving progressively from commitment to capability, from participation towards greater impact, and from reliance on individual champions towards deeper institutional leadership.

The achievements of the past year demonstrate that evolution.

We have continued to embed responsibility, sustainability and ethics across our curriculum. A significant achievement was the recognition of our Bachelor of Accounting in the 2026 PRME Education Awards. Its approach to integrating sustainability across a professional degree provides valuable experience as we consider how responsible management education can respond to evolving professional expectations in other disciplines.

Our students are also developing their understanding of responsibility in different cultural and societal contexts. Immersive learning and internships in the Indo-Pacific have helped students build intercultural capability and understanding of our region. These experiences reinforce the importance of ensuring that responsible management education draws upon diverse perspectives and knowledge systems.

Research is another important part of this contribution. Across the School, researchers are addressing challenges including climate resilience and food systems, sustainable data centres, responsible uses of AI, workplace and social inclusion, and the changing risks associated with emerging technologies. Much of this work involves industry, government and community partners, creating opportunities for research to inform practice, policy and public debate.

Artificial intelligence has emerged as a particularly important area of focus. AI presents significant opportunities, but also questions about ethics, sustainability, human rights, inclusion, governance and accountability. Our emerging Responsible AI agenda reflects our view that business schools have a role not only in preparing students to use new technologies, but in helping them exercise sound judgement about their consequences.

Over the coming year, our focus will be on deepening and better understanding the impact of this work.

We will build on the experience of Accounting by examining how responsible management education aligns with professional expectations in Business Analytics and Logistics and Supply Chain Management. We will begin more systematically mapping Indigenous

FUTURE FOCUSED | APPLIED | INNOVATIVE | RESPONSIBLE

ABN 64 804 735 113
La Trobe University
CRICOS Provider Code
Number 00115M



La Trobe Business School
Academic Partnership | La Trobe Business School

Knowledge within our curricula, consistent with La Trobe's Education 2030 strategy, while using our participation in PRME Champions to learn reciprocally from Indigenous knowledge systems and partners in the Global South.

We will also take initial steps towards understanding responsible management education from the student's perspective. Developing baseline measures of student awareness and capability will help us move beyond describing what we provide towards understanding what students experience and learn. Alongside this, we will continue creating opportunities for students to contribute actively to responsible management initiatives.

In Responsible AI, the next step is to articulate more clearly what we mean by "responsible" in the LBS context and to begin testing how those principles can inform curriculum and teaching. Similarly, in research, we will work to better understand and communicate our areas of strength, encourage collaboration and make the translation and impact of responsible management research more visible.

These are deliberately practical next steps. They do not represent a destination, but the next stage in a longer journey towards making responsible management increasingly embedded, measurable and meaningful across the School.

I thank our staff, students, alumni and partners, and particularly those who have championed PRME over many years. Their work has created strong foundations for the next phase of our progress.

Professor Colin Higgins
Dean, La Trobe Business School
La Trobe University

76% - 100%

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
- ❖ Disciplinary efforts within business school
- ❖ Individual leader
- ❖ Interdisciplinary efforts across parent organization
- ❖ Research or issue group, society, or club leading sustainability efforts

Student Voices

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

Thi Thuy Trinh Cao - Sustainable Agriculture and Communities



PhD candidate Thi Thuy Trinh Cao is passionate about building more resilient and sustainable regional economies. Her research examines how different regions of Australia are affected by their reliance on agricultural exports, with a focus on generating evidence that can support responsible economic and policy decision-making.

"Australia's economy relies heavily on agricultural exports, with around 70% of agricultural products sold overseas," she explains. "However, this reliance varies widely across regions and the type of product being sold, meaning the economic risks and opportunities are not evenly distributed."

Trinh's research maps which regions and commodity groups are most exposed to global trade, identifying specific risks and opportunities and how they shape regional economic growth. By providing a clearer picture of these regional differences, her work can help decision-makers develop more informed and responsible approaches to agricultural trade, regional development and economic resilience.

Her research reflects the principles of responsible management education by demonstrating how evidence-based research can contribute to sustainable development, stronger regional economies and more resilient communities.

When she completes her PhD, Trinh hopes to work in regional economic development.

"I can see myself as an applied economist and researcher at a university, government agency or industry body, where I can leverage my research capability and data analytics skills to assess regional impacts, inform policy and support more resilient communities."

"In the long term, I hope to build a lifelong research career, staying curious and using evidence to support better decisions in agriculture and regional development."

Sara Ali - Responsible leadership and cross-cultural understanding



Bachelor of Laws (Honours)/Bachelor of Commerce student Sara Ali has recently travelled to Malaysia after receiving a 2026 New Colombo Plan Scholarship from the Department of Foreign Affairs and Trade.

Sara will spend a year in Malaysia, beginning with an intensive 12-week Bahasa Melayu language course, followed by an exchange program at Universiti Malaya and internships across the business and legal sectors in Kuala Lumpur.

"I'm particularly interested in gaining insight into how business and regulatory environments operate across Southeast Asia, especially in the context of cross-border work and emerging areas like digital payments," she says.

"I'm really looking forward to bringing those learnings back and seeing how they could apply in an Australian business context."

Through her international study and professional experiences, Sara will develop a deeper understanding of how responsible business practices are shaped by different regulatory, cultural and economic contexts. Her experience reflects the principles of responsible management education by encouraging future business leaders to engage with diverse perspectives and consider the broader impacts of business decisions across markets and communities.

Sara says the scholarship has broadened her perspective on future career possibilities.

"I think being immersed in a completely different environment will give me a much broader understanding of how businesses and professional relationships operate across different markets and cultures."

She hopes her story encourages other students to pursue opportunities beyond their comfort zone and embrace experiences that build the intercultural awareness and adaptability needed to contribute responsibly in an increasingly interconnected business environment.

"A few years ago, I probably wouldn't have imagined myself applying for something like this, let alone spending a year overseas," she says. "La Trobe has really pushed me to become more confident, more involved and more open to new experiences, and I think that's where a lot of growth happens."

Asemeh Pousti - Renewable Energy



With a background spanning management, computer engineering, AI and control robotics, Asemeh Pousti decided to pursue a PhD to bring together her technical and management expertise while contributing to more responsible and sustainable approaches to industry decision-making.

"I chose La Trobe University because of its strong research culture and the opportunity to work on an emerging and impactful topic," she says.

Asemeh's PhD examines the sustainable supply of freshwater for green hydrogen production, reflecting the growing importance of integrating environmental and social responsibility into management and industry practice.

“Green hydrogen requires large volumes of high-quality freshwater, yet in countries like Australia with limited freshwater resources and growing water-scarcity risks, securing this supply is a major challenge.”

As part of her PhD, Asemeh is developing a framework that supports industry and policy leaders in planning sustainable and scalable hydrogen expansion.

“This work assists decision-makers in evaluating multiple factors, such as sustainability impacts, buyer hydrogen requirements, cost, location and operational constraints, to identify the most responsible and feasible freshwater sourcing options.”

Her research aligns with the principles of responsible management education by demonstrating how research and management practice can help address complex sustainability challenges and support decision-making that considers economic, environmental and societal impacts.

When Asemeh completes her PhD, she hopes to pursue a career that allows her to contribute to responsible and scalable hydrogen supply chains while continuing to connect research, industry and education.

“Along with industry work, I hope to stay connected to academia, as teaching is a strong passion of mine. I would like to collaborate with universities as a lecturer or project supervisor, sharing my experience with students and helping future professionals consider sustainability and responsibility in the decisions they make.”

Values Voices

Developing Globally Engaged and Responsible Future Leaders through the New Colombo Plan



La Trobe University achieved a record result in the Australian Government's 2026 New Colombo Plan (NCP) Scholarship Program, with 10 students awarded scholarships to undertake study and international learning experiences across the Indo-Pacific. Among the recipients was Law/Commerce student Sara Ali, whose studies span La Trobe Business School and La Trobe Law School.

The New Colombo Plan, funded by the Australian Government through the Department of Foreign Affairs and Trade, is designed to deepen Australia's relationships with the Indo-Pacific by enabling undergraduate students to study, undertake internships, develop language capabilities and build professional and community connections in the region.

The 2026 La Trobe scholars will undertake study in Malaysia, Thailand and Japan, including at the University of Malaya, Chulalongkorn University, Sophia University, Ritsumeikan Asia Pacific University, Hokkaido University and the University of Tokyo.

From a Principles for Responsible Management Education (PRME) perspective, participation in initiatives such as the New Colombo Plan contributes to the development of future professionals and leaders who can operate responsibly and effectively across different cultural, social and economic

contexts. Immersion in the Indo-Pacific provides students with opportunities to develop intercultural understanding, global awareness and the capacity to engage with diverse perspectives—capabilities that are increasingly important for responsible leadership and management practice.

The program also connects academic learning with real-world experience, language development, internships and international professional networks, enabling students to understand how organisations, communities and institutions operate within different cultural and institutional settings. These experiences can help students develop a broader understanding of the responsibilities of business and professionals within an interconnected global environment.

La Trobe's success in the NCP program was complemented by \$1,031,400 in funding to support a further 92 students through Mobility and Semester Program grants, significantly expanding opportunities for students to participate in international learning experiences.

Through engagement with the New Colombo Plan and its extensive network of international university partners, La Trobe is helping students build the knowledge, perspectives and capabilities required to become globally engaged and responsible graduates, while strengthening educational and people-to-people connections between Australia and the Indo-Pacific.

Embedding Indigenous Knowledges and Cultural Capability in Business Education

La Trobe University's Indigenous Strategy 2022–2030 provides an important framework for embedding Indigenous leadership, self-determination, knowledges and perspectives across the University's teaching, research, governance and engagement activities. Developed through extensive consultation with Indigenous Elders and community members, Indigenous students and staff, and the broader University community, the Strategy articulates La Trobe's ambition to be an institution where Indigenous leadership, self-determination and knowledges thrive.

A central educational commitment within the Strategy is to decolonise curricula and embed Indigenous knowledges and perspectives across La Trobe courses. This includes supporting academic staff to develop the capability required to meaningfully incorporate Indigenous knowledges into the curriculum and to better understand Indigenous approaches to teaching and learning and ways of knowing, being and doing.

The Strategy can be accessed here:

<https://www.latrobe.edu.au/indigenous/indigenous-documents/Official-LTU-Indigenous-Strategy-final-v2.pdf>

This commitment is particularly significant in the context of evolving expectations across Australian higher education. The Higher Education Standards Framework, overseen by the Tertiary Education Quality and Standards Agency (TEQSA), establishes national expectations for the quality, integrity and social responsibility of higher education. More recent changes to the Threshold Standards have further strengthened expectations around addressing racism and creating culturally safe, respectful and inclusive university environments.

Within La Trobe, these broader commitments have been translated into the University's Graduate Capabilities, ensuring that cultural capability is not treated as an optional or peripheral component of a student's education but as an attribute that graduates are expected to develop through their courses.

Cultural Capability is now one of La Trobe's six Graduate Capabilities and is defined as the ability to use knowledge of Aboriginal and Torres Strait Islander histories, contexts and understandings to enrich disciplinary knowledge and develop the capacity to work in culturally sensitive, appropriate and ethical ways. Graduate Capabilities are embedded within curricula and aligned with course and subject learning outcomes and assessment.

For La Trobe Business School (LBS), the incorporation of this capability into its curriculum provides an important mechanism for ensuring that future business professionals and leaders engage with Indigenous perspectives as part of their management education. Rather than positioning Indigenous knowledges solely as a specialist area of study, the approach creates opportunities to consider how Indigenous histories, perspectives, values and ways of knowing intersect with business disciplines and professional practice.

From a PRME perspective, this work contributes directly to the objective of developing responsible leaders who understand that management decisions take place within broader social, cultural, ethical and environmental contexts. Cultural capability is particularly relevant to responsible management practice in Australia, where business leaders increasingly need the knowledge and skills to engage respectfully and meaningfully with Aboriginal and Torres Strait Islander peoples, communities and organisations.

Importantly, this work sits alongside La Trobe's broader commitment to Ethical and Social Responsibility, another of the University's Graduate Capabilities. Together, Cultural Capability and Ethical and Social Responsibility provide a foundation for developing graduates who can consider diverse perspectives, recognise the social and cultural implications of decision-making, and approach leadership and management practice in informed, respectful and responsible ways.

Embedding Indigenous knowledges and cultural capability within business education therefore represents more than curriculum compliance. It reflects a broader commitment by La Trobe University and La Trobe Business School to responsible management education, reconciliation, cultural safety and Indigenous self-determination, and to preparing graduates who can contribute responsibly to Australian organisations and communities.

Celebrating Values

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

Dr Huong Nguyen - DEI



"In a rapidly transforming world of work, understanding how to design and lead change, recruit equitably and manage diversity is essential for graduates to become responsible and future-focused business leaders."

Huong Nguyen
Lecturer

As a Lecturer in Management and Human Resource Management, Dr Huong Nguyen is passionate about equipping students with the skills and ethical awareness to lead change, manage people and build inclusive, AI-ready workplaces.

Dr Nguyen's research focuses on diversity, equity and inclusion, with a particular emphasis on women's careers and leadership in Australia and the Asia-Pacific.

"In a rapidly transforming world of work, understanding how to design and lead change, recruit equitably and manage diversity is essential for graduates to become responsible and future-focused business leaders," she says.

Dr Nguyen designs learning experiences that connect theory with real-world practice, integrating ethical AI literacy, diversity and inclusion, and Asia-capability throughout the curriculum.

"I inspire students by showing them how management theories come alive through global and local case studies, and by encouraging them to use technology responsibly and creatively to solve complex problems," she says.

"I find great joy in seeing students apply what they've learned to real situations, whether in their workplaces, community projects, or further studies."



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 2025 that support responsible management education and sustainable development goals.

SUSTAINABILITY | BUS2009

This subject introduces students to the concept of sustainability and a systems-based approach to understanding the complex interactions between its environmental, economic and social dimensions. Drawing students from a range of disciplines, the subject fosters a multidisciplinary perspective on research, analysis and problem-solving to create positive change for sustainability.

Working in teams, students critically evaluate the stakeholder management and sustainability practices of large corporations from around the world. Through these activities, students develop, demonstrate and document work-ready skills relevant to their chosen career paths, while strengthening their capacity to understand and respond to complex sustainability challenges.

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 students' ability to critically assess the role of the UN Sustainable Development Goals in contemporary organisations. It also provides an opportunity to reflect on future leadership roles in terms of diversity and inclusion in the workplace. Through the use of frameworks, concepts and real-world scenarios students aim to build their 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 student interests.

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

This subject equips students with the skills and frameworks required to develop investment products, processes and practices that generate financial returns while also contributing to sustainable development and social value.

Students develop the capability to evaluate and manage environmental, social and governance (ESG) risks and opportunities and assess their potential impact on financial and investment decisions. They learn how ESG criteria can be integrated with traditional financial measures when making capital allocation decisions, including project valuation, investment analysis and portfolio management.

The subject also develops students' understanding of how investors use ESG information to assess risk, compare asset classes and make more informed and responsible investment decisions.

This subject empowers students to embed ethical and sustainability considerations in financial decision-making.



SUSTAINABLE MANAGEMENT AND MARKETING | BUA4001

This subject introduces key dimensions of management and marketing with a focus on sustainable value creation in contemporary organisations. Students explore how internal and external environments influence management and marketing behaviour, informed by theoretical and analytical frameworks. Through case studies, collaborative projects, and research-based inquiry, students critically examine management trends, assess marketing problems from a value-exchange perspective, and conduct environmental analyses to develop responsible solutions for diverse stakeholders.



RESPONSIBLE AI FOR SUSTAINABILITY | BUS3006

This subject critically examines the rapid transformation of businesses and industries through Artificial Intelligence (AI), moving beyond a traditional focus on performance outcomes such as increased revenue, cost reduction and competitive advantage to consider the broader risks, biases and potential harms associated with AI.

Students explore approaches that promote the responsible, ethical and sustainable use of AI in organisational contexts. Drawing on the EU AI Act and related regulatory frameworks, students develop an understanding of responsible AI governance and apply these concepts through classroom-based experimentation and evaluation of AI applications.

Aligned with the United Nations Sustainable Development Goals (SDGs) and the Principles for Responsible Management Education (PRME), the subject also enables students to critically examine how AI can be used to support sustainability, equity and responsible business practices, while developing their capacity to navigate the ethical and societal implications of emerging technologies.

The subject equips students to critically evaluate the ethical, social and environmental implications of AI, rather than viewing technology solely through the lens of business performance. Students develop the judgement and practical capabilities needed to design, evaluate and govern AI responsibly, preparing them to contribute to more ethical, equitable and sustainable organisations.



SUSTAINABLE PROCUREMENT AND SUPPLY PLANNING | MGT4004

This subject provides students with a comprehensive understanding of strategic sourcing, procurement, and supply planning, empowering them to contribute effectively to sustainable procurement and enhance supply chain performance. Students will develop practical expertise and proficiency in using industry-leading tools and data-driven decision-making methods for real-world procurement challenges. The subject also emphasises critical analysis of environmental and social sustainability in procurement, focusing on ethical sourcing aligned with the United Nations Sustainable Development Goals (SDGs), preparing students to make informed decisions for a sustainable future. Hands-on training covers essential business and employability skills such as negotiation, RFP development, contract management, and supplier auditing, applicable to procurement and supply planning roles.



CIRCULAR ECONOMY IN PRACTICE | MGT5006

The circular economy is an economic system designed to minimise waste and continually use resources. The circular economy aims to generate economic and social value while ensuring environmental sustainability by creating closed-loop systems that minimise resource input and waste

output. As businesses transition towards this model, job requirements are evolving to prioritise sustainability and circular economy practices.

This subject explores the interplay between the circular economy and value chain management. In consultation with industry partners, it is designed to provide an engaging learning journey to understand, strategise, and apply circular economy principles, including sustainable resource utilisation, waste minimization, and the integration of repair, reuse, and recycling through the lens of value chain management. Students will have the opportunity to work on selected industry projects to enhance their practical skills in identifying and addressing circular economy challenges, utilising various tools and data-driven methods. Emphasising the significance and urgency of circular value chain strategies, this subject aligns with the United Nations Sustainable Development Goals, preparing students to make informed and responsible decisions in various business settings, both individually and collectively. The applied nature of the subject delivery enables the development of critical business skills essential for roles in the circular economy and sustainability domains.



Teaching Awards

In 2025, 2 awards were given to faculty and educators at La Trobe Business School.



Honorable Mention 2026 UN Principles for Responsible Management Education (PRME) Education Awards.

Granter: UN Principles for Responsible Management Education (PRME)

Grantee: Dr Kate Mai, Dr Esin Ozdil, Associate Professor Neale O'Connor, Associate Professor Muhammad Ali Jahangir, Dr Kate Ashman and Dr Balachandran Muniandy (John Bala)

Award Description:

La Trobe Business School's Bachelor of Accounting has received an Honorable Mention in the 2026 UN Principles for Responsible Management Education (PRME) Education Awards.

This recognition highlights the School's commitment to embedding sustainability throughout the

Bachelor of Accounting curriculum, rather than confining it to a single subject or elective.

Dr Kate Mai, Course Coordinator, says the curriculum was redesigned to reflect the changing role of accountants.

“At its core, sustainability is not a topic to teach or a topic to learn. It is a way of thinking and doing. Developing that mindset requires a journey across an entire degree, not something that can be achieved through a single subject or project.”

Professor Colin Higgins, Dean of La Trobe Business School, said receiving the Honorable Mention was a proud moment for the School.

“The Bachelor of Accounting curriculum shows how deeply sustainability can be embedded into a professional degree while maintaining the rigour and relevance expected by the accounting profession.”

“This recognition is especially meaningful because it reflects the way sustainability is becoming part of the core business curriculum in response to clear signals from the profession.”

The Bachelor of Accounting team includes Dr Kate Mai, Dr Esin Ozdil, Associate Professor Neale O'Connor, Associate Professor Muhammad Ali Jahangir, Dr Kate Ashman and Dr Balachandran Muniandy (John Bala).

The PRME Education Awards celebrate excellence in the core mission of business, management and leadership education. The awards recognise how educators, researchers, and institutions are strengthening pedagogy, curriculum, research, and academic environments to advance responsible management education and the Sustainable Development Goals (SDGs).

CEO-Magazine Green MBA Rankings

Granter: CEO Magazine

Grantee: La Trobe Online MBA Program

Award Description:

La Trobe Business School's Online MBA has been ranked AA in the CEO Magazine 2026 Green MBA Index.

The Green MBA Index is an independent, evidence-based evaluation of MBA programs assessed on how sustainability has been embedded across curriculum, research, institutional governance and graduate outcomes.

The AA ranking reinforces La Trobe Business School's position as a leader in responsible management education and highlights the University's commitment to integrating sustainability across teaching, research and engagement.

Educator Recognition

At La Trobe Business School, we recognize educators for quality of teaching in the following ways:

- ❖ Annual teaching excellence awards
- ❖ Course evaluation scores
- ❖ Faculty promotion and tenure consideration
- ❖ Institutional recognition events
- ❖ Professional development opportunities
- ❖ Publication or research support

Teaching Voices

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

ERS in the Bachelor of Business Analytics

The Bachelor of Business Analytics is a three-year undergraduate degree designed to prepare graduates for the growing demand for professionals who can translate data, analytics and artificial intelligence into business value. The course comprises 360 credit points and combines business knowledge, analytics, programming, data engineering and artificial intelligence. The 2027 course structure places responsible AI at the heart of the final year, with Artificial Intelligence and Business Automation and Responsible AI for Sustainability as core subjects, alongside the Analytics Project capstone. Data ethics and security are incorporated into all core analytics subjects along with the associated learning outcomes. The course is also positioned within the Australian Computer Society professional-recognition environment, reinforcing the importance of developing graduates who can operate to professional standards in a rapidly changing technology sector.

The deliberate integration of ethics, responsibility and sustainability (ERS) reflects both La Trobe's educational values and a clear shift in what employers require from analytics professionals. The World Economic Forum's *Future of Jobs Report 2025*, based on more than 1,000 employers globally, identifies AI and big data as the fastest-growing skill area, alongside cybersecurity and technological literacy. At the same time, analytical thinking, leadership, systems thinking and environmental stewardship are increasing in importance. Australian labour-market evidence points in the same direction: SEEK, Australia's largest online recruitment platform, reported a 123.2% year-on-year

increase in references to AI ethics and governance skills in job advertisements, highlighting growing employer demand for people who can combine technical AI capability with responsible implementation.

This employer context is reflected progressively across the curriculum. Students begin by developing data and business foundations and then build capability in customer analytics, data engineering, predictive analytics, AI and automation. Importantly, ERS is not confined to a single specialist subject. Generative Artificial Intelligence for Business introduces ethical, regulatory and societal implications from first year and requires students to recognise risks and principles of responsible AI practice. Predictive Analytics develops responsible practice around data use, fairness, transparency and protection of sensitive information. Artificial Intelligence and Business Automation then requires students to design and critique AI projects through the lens of AI ethics.

The clearest expression of this philosophy is Responsible AI for Sustainability, which explicitly examines AI risks, bias, security, regulation and ethical adoption, while asking students to evaluate how AI can advance sustainability and equity against the UN Sustainable Development Goals. The curriculum culminates in Analytics Project, where students apply their technical knowledge to real-world problems while demonstrating data ethics, cybersecurity, privacy, stakeholder engagement and professional behaviour. Students are also required to incorporate the relevant SDGs in their proposed solutions. Through this progression, ERS becomes an integral element of analytics capability: graduates are prepared not only to build data-driven solutions, but to judge whether those solutions are ethical, secure, socially responsible and sustainable.

ERS in Master of Logistics and Supply Chain Management

The Master of Logistics and Supply Chain Management is a two-year postgraduate program comprising 240 credit points, designed to develop the advanced analytical, operational and strategic capabilities required to manage increasingly complex global supply chains. Its curriculum spans procurement, international trade and transport, analytics, artificial intelligence, project and quality management, service operations, emerging trends, and the innovative Circular Economy in Practice subject. Importantly, ethics, responsibility and sustainability (ERS) are embedded across these professional capabilities rather than treated as separate from the core business of supply-chain management. This approach reflects PRME's emphasis on developing graduates who can create sustainable value through responsible management decision-making.

This reflects a fundamental shift in the profession itself. Supply-chain decisions increasingly shape an organisation's environmental and social footprint, from supplier selection and working conditions across extended networks to transportation emissions, resource use, waste and product end-of-life. At the same time, supply-chain professionals must manage geopolitical disruption, resilience, cost and

technological transformation. The Association for Supply Chain Management (ASCM) identifies AI, digital integration, strategic sourcing, risk management, resilience and sustainability among the forces reshaping contemporary supply chains, while its workforce research highlights critical thinking, collaboration and problem-solving alongside technological proficiency. These expectations make the ability to balance commercial performance with environmental and social responsibility an increasingly important dimension of professional judgement. Students are therefore expected not only to understand ERS issues, but to apply them when making complex supply-chain decisions and evaluating competing economic, environmental and social priorities.

The course integrates ERS progressively through its design. In Year 1, Foundation of Logistics and Supply Chain Management introduces sustainable procurement, supply-chain sustainability, continuous improvement and the circular economy. Total Quality Management further develops continuous improvement through lean principles, Six Sigma and Kaizen, while examining sustainability and digital transformation as emerging dimensions of quality management. This positions quality improvement as a means of improving efficiency, reducing waste and supporting sustainable organisational performance. Sustainable Procurement and Supply Planning then requires students to develop procurement plans addressing environmental and social sustainability and ethical sourcing aligned with the UN Sustainable Development Goals, alongside practical capabilities in negotiation, supplier evaluation, contract management, supplier auditing and data-driven decision-making. Responsibility is thus embedded in competent procurement practice and reinforced through applied assessment.

In the second year, Circular Economy in Practice moves students beyond the traditional linear “take-make-waste” model to consider how value chains can minimise resource use and waste through repair, reuse and recycling. Developed in consultation with industry partners, the subject uses industry projects and data-driven methods to address practical circular-economy challenges and aligns this work with the SDGs. International Transport and Logistics similarly requires students to design supply chains that are efficient, profitable, sustainable and resilient, while evaluating sustainability commitments alongside trade policy, international conventions and digitalisation. The capstone subject, Emerging Trends in Logistics and Supply Chain Management, brings these capabilities together by requiring students to critically analyse emerging technologies and trends, model and design smart supply chains, and use data-driven approaches to optimise operations and respond to changing market conditions. Importantly, students evaluate emerging trends through economic, environmental and sustainability lenses, considering sustainable operations as a source of competitive advantage.

Together, these experiences prepare graduates for a profession in which sustainability must be translated into sourcing, supplier, transport, inventory, quality, technology and resource decisions. ERS is consequently embedded as a core element of professional competence: the capacity to design supply networks that create commercial value while being resilient, resource-conscious and socially

responsible. Through progressive learning, applied assessment and industry-informed practice, the program develops graduates who can integrate responsible management principles into everyday supply-chain decisions.

Barriers to Innovative Curriculum

In 2025, La Trobe Business School identified the following barriers to innovating, updating, or taking risks in existing curriculum:

- ❖ Budgetary limitations
- ❖ Change fatigue

Barriers to Innovative Pedagogy

In 2025, La Trobe Business School identified the following barriers to innovating, updating, or taking risks in existing pedagogy:

- ❖ Classroom infrastructure limitations
- ❖ Change resistance
- ❖ Administrative hurdles
- ❖ Assessment rigor concerns
- ❖ Budget constraints
- ❖ Faculty resistance
- ❖ Overloaded faculty
- ❖ Resource constraints
- ❖ Scalability issues
- ❖ Time constraints

Continue telling your story

Responsible Management Learning Beyond the Classroom

Throughout 2025–26, La Trobe Business School (LBS) students had access to a diverse range of co-curricular and extracurricular opportunities that extended responsible management education beyond the formal curriculum. These experiences enabled students to engage with industry, apply their knowledge to real-world challenges and develop the ethical, social, environmental and intercultural capabilities required of future business leaders.

Students were invited to participate in the Wattle Fellowship, a year-long sustainability leadership program that brings together students from La Trobe University, the University of Melbourne and Victoria University. Through workshops, mentoring and sustainability action projects, the Fellowship develops students' capacity to translate sustainability ideas into practical action.

Within LBS, the Industry Speaker Series connected students directly with practitioners. The Leading with Integrity: Ethical Leadership in Action session, for example, explored ethical leadership, values-based decision-making and the practical challenges of leading with integrity.

Students were also offered opportunities to address complex societal challenges through the Procure for Impact: Procurement Challenge 2026, applying procurement strategy to issues including environmental sustainability, social procurement and modern slavery. International opportunities, including the Mitsui Educational Foundation Study Tour of Japan, supported intercultural capability, global awareness and engagement with business and education in the Asia-Pacific.

Experiential learning was further strengthened through industry placements and LBS-led initiatives such as the AI Business Studio, where interdisciplinary student teams will work with businesses on real-world AI challenges within a model emphasising responsible and ethical AI practice.

Collectively, these opportunities reflected the PRME commitment to developing responsible management capabilities through experiential learning, partnership and engagement, enabling students to connect classroom knowledge with ethical leadership, sustainability, social impact, responsible technology and global citizenship.

PRME Pedagogy Certification Series



Over 30 La Trobe Business School staff participated in the 2026 PRME Pedagogy Certification Series, joining a global cohort of participants from PRME signatory institutions.

Across five weeks, staff explored key learning and teaching themes, including Systems Thinking and Regenerative Business, Designing Learning for Cultural and Creative Intelligence, Active and Experiential Learning, Student Agency and Innovative Learning, including AI integration, and Reflective

and Regenerative Learning Communities. The series provided an opportunity to connect with international peers, reflect on responsible management education, and consider practical ways to embed PRME principles into teaching practice.



Research

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

Research vs Research for RME/Sustainable Development

498 Peer-reviewed articles were published by La Trobe Business School from this past calendar year.

vs

319 Peer-reviewed articles were published by La Trobe Business School from this past calendar year in support of RME.

Research Funding

In 2025, La Trobe Business School was awarded funding for research that is:



**Institution
Specific**



Local



Regional



National



International

Socializing Research

In 2025, La Trobe Business School contributed research findings to:

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

Research Projects

In 2025, La Trobe Business School reported 4 research projects that implemented responsible or sustainable activities.

La Trobe leads AI project on energy security

Period Covering: August, 2026 - N/A

Department: Management | Business Analytics

Funded by the Australian Government through the Department of Foreign Affairs and Trade (DFAT), the AUD \$130,000 project reflects the growing strategic focus on Australia–India collaboration in cyber and critical technologies, resilient supply chains and energy security, as recently reaffirmed by Prime Ministers Anthony Albanese and Narendra Modi in their commitment to deepen cooperation in these areas.

The project, Securing Critical Supply Chains of Energy Infrastructure Using AI and Blockchains, brings together researchers from La Trobe University, Deakin University and the Indian Institute of Technology Kanpur (IIT Kanpur). Led by Associate Professor Abdun Mahmood from La Trobe's School of Computing, Engineering and Mathematical Sciences, the La Trobe team also includes Associate Professor Sean Arisian from the La Trobe Business School and Dr Javed Chowdhury from the School of Computing, Engineering and Mathematical Sciences.

Together, the researchers will develop AI- and blockchain-enabled solutions to strengthen cyber resilience across critical energy supply chains, including advanced risk assessment models, secure information-sharing frameworks and threat intelligence capabilities to improve the security, transparency and resilience of critical infrastructure.

Associate Professor Sean Arisian said the project reflected the growing importance of Australia–India research collaboration in addressing shared cyber security and critical infrastructure challenges.

"Critical energy infrastructure underpins economic resilience and community wellbeing. By combining expertise from Australia and India, this project will develop practical AI- and blockchain-enabled solutions to strengthen the security, transparency and resilience of critical energy supply chains."

The Australia–India Cyber and Critical Technology Partnership supports collaborative research between Australian and Indian organisations to advance cyber and critical technologies, strengthen resilient supply chains and foster a secure, stable and prosperous Indo-Pacific.



Agri-food business and policy

Period Covering: December, 2026 - December, 2026

Department: Business Analytics | Economics

The Australian agri-food system faces significant challenges due to a growing dependency on export markets, changing consumer behaviour and the impacts of climate change. There is an increasing need to integrate technology along the agri-food supply chain to address economic resilience and productivity, food security and consumer welfare issues. Key enabling techniques to help agri-food businesses are AI and machine learning, IoT, sensors, and data frameworks.

Our mission is to better prepare Australia's workforce, policymakers and domestic food producers to face the challenges of the future through a multidisciplinary approach by:

- Supporting public policy with frameworks, incentive scheme options, and assessments of impact
- Developing cutting-edge AI, machine learning, IoT and sensors solutions for advancing digital agriculture by enabling precision farming, supply chain optimisation, crop management, and environmental sustainability, ultimately increasing efficiency, productivity, and sustainability.
- Integrating data analysis and modelling with stakeholders' perceptions and aspirations
- Providing consumer and market behaviour analysis and forecasts
- Developing innovative options for production and conservation, including digital twins and satellite imagery tools
- Creation and dissemination of innovative solutions to pressing technical and policy issues



Community Sport Climate Resilience Project

Period Covering: August, 2026 - December, 2027

Department: Management

Community sport is an important part of Australia's social and economic fabric. Beyond opportunities for physical activity and competition, sporting clubs and organisations provide places where people connect, volunteer, develop relationships and build a sense of belonging. These networks can become particularly important when communities experience disruption or crisis. At the same time, community sport itself is increasingly exposed to the consequences of climate change, including extreme heat, floods, bushfires, storms and other events that can disrupt participation, damage facilities and place pressure on the people and organisations that sustain local sport.

This research brings together La Trobe Business School, led by Dr Greg Dingle, Frontrunners, a community organisation, and Allianz Insurance in a partnership to better understand this relationship between community sport, climate change and community resilience.

This project aims are:

1. To conceptualize and estimate the roles, benefits and economic value of community sport
2. To generate empirical data, insights and stories about:
3. How community sport contributes to communities' disaster recovery and long-term climate resilience
4. How climate change is impacting community sport today [baseline]
5. To explore the future scenarios and climate change risks that community sport faces, including the risk of potential non-linear, cascading and compounding impacts
6. To estimate the value that is therefore at risk
7. To explore climate change adaptation needs and strategies for different elements of community sport in order to help protect the value it provides.

The intention is to contribute to Sustainable Development Goal 13 (Climate Action), and Sustainable Development Goal 3 (Health and Well-Being).



Developing Sustainable Infrastructure for the AI Economy

Period Covering: August, 2026 - N/A

Department: Business Analytics

As artificial intelligence and cloud computing expand, data centres are becoming critical infrastructure for Australia's digital economy while creating an increasingly important sustainability challenge.

Responding to this challenge, La Trobe University is leading a major research-industry collaboration to develop new approaches to reducing the energy consumption and carbon emissions associated with data centre operations.

Funded through a \$1.1 million Australian Government National Critical Technologies Challenge Program grant, the project is led by Professor Daminda Alahakoon, Director of La Trobe University's Centre for Data Analytics and Cognition, in collaboration with the University of Western Australia's Centre for Quantum Information, Simulation and Algorithms and industry partners NEXTDC, Fujitsu and AQ Intelligence. The partnership combines expertise in artificial intelligence, quantum computing, data centre operations and technology commercialisation to address a practical sustainability challenge facing the rapidly growing digital economy.

The research focuses particularly on heating, ventilation and cooling, which can account for a substantial proportion of data centre energy consumption. La Trobe researchers are developing a hybrid optimisation framework combining quantum-inspired algorithms, quantum machine learning and advanced classical optimisation to manage these systems more efficiently. Building on an earlier feasibility study, the technology will first be evaluated through a high-fidelity digital twin before a fully functioning prototype is deployed and tested within an operational NEXTDC data centre. This transition from simulation to live infrastructure will enable researchers to test whether the technology can deliver verifiable reductions in energy consumption and associated carbon emissions under real-world conditions.

The project illustrates how technological innovation and environmental responsibility can be pursued together. As data centres increasingly become the “AI factories” supporting healthcare, research, productivity and other critical services, improving their environmental performance will be essential to ensuring that the growth of AI is sustainable. Beyond data centres, the optimisation approaches developed through the project could potentially be applied to manufacturing, logistics, smart buildings and renewable energy systems. The collaboration therefore demonstrates La Trobe’s role in translating advanced AI and quantum research into industry-ready solutions that support both Australia’s technological capability and the transition towards more sustainable digital infrastructure.



Research Awards

In 2025, La Trobe Business School was awarded 1 research award for responsibility- and/or sustainability-related research.



LBS Researchers Recognised for Influential Research on Ethics in Public Administration

Granter: The Institute of Public Administration Australia’s (IPAA) Sam Richardson Award

Grantee: Dr Nicole El Haber and Dr Swati Nagpal

Award Description:

Dr Nicole El Haber and Dr Swati Nagpal from La Trobe Business School were awarded the Institute of Public Administration Australia (IPAA) Sam Richardson Award in 2026 for the most influential paper published in the Australian Journal of Public Administration in 2024 for their paper, "The Role of Managerial Hierarchy in the Moral Reasoning of Local Government Managers."

Their research explored how managerial hierarchy influenced moral reasoning among local government managers, a critical factor in shaping ethical decision-making in the public sector.

The study found that managers' positions within organisational hierarchies significantly affected how they interpreted and responded to moral dilemmas. The findings highlighted the complexity of ethical leadership and underscored the importance of governance and organisational structures that support integrity, accountability and responsible decision-making.

At a time when public sector leaders faced increasing scrutiny and increasingly complex organisational and societal challenges, the research provided important insights into the relationship between hierarchy and ethical decision-making. It also offered practical implications for leadership development and organisational design, demonstrating how ethical considerations could be more effectively embedded within public administration and management practice.

The paper was selected from a competitive field of six shortlisted articles. The judging panel comprised leading public administration academics, experienced practitioners and emerging professionals from across IPAA divisions.

The recognition demonstrated the contribution of La Trobe Business School research to advancing understanding of ethical leadership, responsible management, integrity and accountability, with direct relevance to responsible management practice and SDG 16: Peace, Justice and Strong Institutions.

Research Presentations Related to RME and/or Sustainability

In 2025, La Trobe Business School gave 1 research presentation related to RME and/or sustainability.

Responsible AI for the Future of Agriculture – evokeAG 2026

Authors: Sophia Duan, La Trobe Business School

Date of publication: February, 2026

Presented at: National or international issue or theme-specific conference

Department: Business Analytics

Associate Professor Sophia Duan, Associate Dean (Research and Industry Engagement) at La Trobe Business School, represented La Trobe University at evokeAG 2026, the Asia-Pacific region's flagship agrifood innovation event, which brought together leaders from agriculture, technology, industry and sustainability.

As part of the session Designing AI for Dirt, Data, and Decision-Making, Sophia contributed to a discussion on the transformative potential of artificial intelligence in agriculture. Importantly, the conversation extended beyond technological capability to consider how AI can be designed and adopted responsibly within real-world agricultural systems. Sophia highlighted the importance of integrating AI with human expertise and existing farm systems, while addressing structural barriers that can prevent effective and equitable adoption.

The discussion also considered how Australia's environmental diversity could provide a valuable testing ground for developing agricultural AI capable of operating across varied and challenging conditions. This complemented broader conversations at evokeAG around climate resilience, food security and sustainable agricultural innovation.

Sophia's participation demonstrated how LBS research and expertise are contributing to industry conversations about responsible digital transformation, connecting technological innovation with human decision-making, sustainability and practical industry needs. From a PRME perspective, this engagement supported dialogue and partnership around responsible innovation and contributed particularly to SDG 2 (Zero Hunger), SDG 9 (Industry, Innovation and Infrastructure), SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Action).



Publications Related to RME and/or Sustainability

Social Licence to Operate: The Contextual Role of Culture and the Dominance of Attitudinal and Regulatory Factors in New Wind Energy Installation

[DOI](#)

Authors: Clare D'Souza | Timothy Marjoribanks | Emmanuel K. Yiridoe

Date of publication: January, 2026

Department: Marketing

This study investigated the factors influencing the social licence to operate (SLO) for new wind-farm installations, focusing on the roles of community attitudes, regulatory environment and local cultural values and beliefs. Using survey data collected from 226 community members across Australia, multiple linear regression analysis was conducted to examine how these factors influence community acceptance of wind energy development. The findings reveal that positive community attitudes towards wind energy and trust in the regulatory environment significantly enhance the SLO. In

contrast, local cultural values and beliefs were not significant predictors. The findings suggest that acceptance of wind energy projects is driven more by perceptions of regulatory fairness and individual attitudes than by cultural norms. Interestingly, community members appear to base their support primarily on perceived economic and social benefits, underpinned by strong trust in the regulatory environment rather than cultural values and beliefs. Theoretically, the study refines SLO frameworks by empirically demonstrating the context-specific nature of cultural influences and the dominant role of attitudinal and regulatory factors. Practically, the study highlights the need for transparent governance and proactive community engagement strategies to strengthen public confidence and foster renewable energy transitions.



Family firms and Environmental Sustainability | [DOI](#)

Authors: Dr Mahdi Vesal, La Trobe Business School | Muhammad Aftab Alam, Edith Cowan University | Mohammad H. Rahmati, Peter Faber Business School, Australian Catholic University

Date of publication: March, 2026

Department: Management | Entrepreneurship

Family firms often prioritize profitability and growth, but balancing these with environmental sustainability is challenging. While TMT heterogeneity shapes various performance outcomes, its role in addressing the profitability–environmental sustainability dilemma in family firms remains unclear. Building on the upper echelons theory, we investigate how TMT heterogeneity drives the simultaneous pursuit of financial and environmental performance, which we refer to as hybrid financial–environmental performance, through sustainable-innovation practices. Additionally, we examine how family-firm governance mechanisms influence these relationships. Analyzing data from two matched samples of CEOs and senior production managers of Australian family firms, we find not only that TMT heterogeneity enhances the adoption of sustainable-innovation practices and leads to hybrid financial–environmental performance but also that the strength of this relationship is contingent on family-member involvement in the TMT and participative decision-making with subordinates. These insights advance our understanding of how family firms balance financial success and environmental responsibility.



Using Machine Learning to Predict Corporate Environmental Violation: A Stakeholder Pressure Perspective

[DOI](#)

Authors: Rui Xue, La Trobe Business School | Xiaolan Chen | Ning Ding | Yuhao Yang

Date of publication: August, 2026

Department: Management | Business Analytics

Predicting corporate environmental violations remains a key challenge in practice and in environmental governance research. However, existing studies have largely focused on ex post associations between stakeholder pressures and realized environmental violations, offering limited insight into whether stakeholder pressures can be used ex ante to identify firms exposed to future violation risk. Using a sample of Chinese listed firms, this study develops a prediction framework that integrates multiple stakeholder pressure indicators and uses machine learning as an empirical tool for risk identification and substantive interpretation. The results show that creditor pressure is the most influential predictor, followed by regulatory and competitive pressures. Firms subject to greater creditor pressure or stronger competition exhibit a higher probability of environmental violation, whereas stronger regulatory pressure is associated with a lower probability. Analyses of violation severity yield consistent results: Creditor pressure remains highly predictive of more severe violations, whereas stronger regulatory and public pressures are linked to fewer severe violations. The prominent role of creditor pressure highlights the need to consider financial-constraint distortions in corporate environmental compliance, and these findings show that stakeholder pressure does not operate as a uniform disciplinary force in environmental governance.



Practicing What you Preach: Social Enterprise Resource Utilization and its Signalling Implications

[DOI](#)

Authors: Malliga Marimuthu | Daniel D. Prior | Joan Carlini | Joona Karenen

Date of publication: May, 2026

Department: Marketing | Entrepreneurship

Social enterprises (SEs) continue to emerge as important contributors to social, economic, and environmental sustainability. SE resource utilization can, however, compromise SE legitimacy. We argue that this is in part due to the implicit and subtle relationship between SE resource utilization and signalling, topics which receive little consideration in the present literature. Drawing on 31 in-depth interviews with senior SE representatives and an abductive research design, the present study uncovers two unique resource utilization dimensions – purpose embeddedness and signalling

curation – which help explain this relationship. These are the basis of four propositions which highlight the SE-specific implications of SE resource utilization and signalling. The study also involves implications for theory and practice.



A Design for All: De-Neurotypicalizing Business Schools and Achieving Substantive Performativity

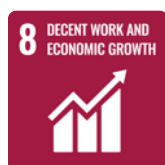
| [DOI](#)

Authors: Jennifer R. Spoor, La Trobe University | Tiffany Payton Jameson | Jon Bilsberry | Timothy J. Vogus

Date of publication: March, 2026

Department: Management | Diversity, Equity, and Inclusion

Neurodivergent people experience significant disadvantages obtaining and maintaining employment. Locating our analysis at the intersection of the performativity, neurodiversity, and role of business school literatures, we argue that business schools exacerbate these issues by being designed and operated around neurotypical culture, curriculum, and teaching practices. Substantively redressing these issues and making business schools neuroinclusive requires more than the symbolic performativity that is typically the case with diversity, equity, and inclusion (DEI) initiatives. Instead, there is an urgent need to move to substantive performativity through a process that we call *de-neurotypicalizing the business school*. De-neurotypicalization involves challenging and changing the implicit neurotypical assumptions that pervade business school education and work practices. A key mechanism is applying universal design principles to both learning and work. By taking substantive actions toward de-neurotypicalization, we argue that business schools will make business education genuinely open to both neurodivergent and neurotypical people. Our analysis also advances theory on DEI in business schools by illustrating that universal design offers an inclusive solution to broader equity concerns.



What a strong El Niño could mean for Australian communities, jobs and food prices

Authors: David A. Fleming-Munoz, La Trobe Business School | David Ubilava

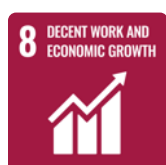
Date of publication: June, 2026

Department: Economics

Professor David A. Fleming-Muñoz from La Trobe Business School, together with Associate Professor David Ubilava from the University of Sydney, examined what a strong El Niño could mean for Australian communities, employment and food prices. Their analysis highlighted that the consequences of hotter and drier conditions extend beyond agricultural production, creating economic and social risks for regional communities whose livelihoods depend heavily on weather-sensitive industries.

Drawing on evidence from previous droughts, the researchers demonstrated that communities can experience very different levels of economic resilience. During the 2017–2020 drought, for example, agricultural employment in the Hunter Valley was estimated to have fallen substantially relative to what it would otherwise have been, while the Riverina recovered more quickly, supported by factors including irrigation infrastructure, diversified production and better market access. Drought can also have significant social consequences, including impacts on stress and mental wellbeing in rural communities.

The researchers argued that Australia could better prepare for these shocks through improved monitoring of regional economic activity, food insecurity, health and wellbeing, alongside investment in water security, irrigation, climate information and early-warning systems. Rather than viewing climate adaptation solely as a cost, such measures should be understood as investments in economic and community resilience. The research also cautioned against assuming that El Niño would necessarily result in widespread food shortages or dramatic price increases, highlighting the complexity of global agricultural markets.



Equity-aware carbon reduction targets and implementation pathways considering urban technological heterogeneity and regionally balanced mitigation responsibilities

| [DOI](#)

Authors: Rui YANG | Ke-Ying CUI | Min REN | Can-Yu LI | Jinghang XU | Rui XUE | Yu-li SHAN

Date of publication: August, 2026

Department: Finance

When national carbon reduction targets are translated into urban mitigation actions, both equitable target allocation and feasible target implementation are critical. However, existing studies have focused mainly on allocation, with limited attention to how cities can fulfil assigned targets. This study

develops an integrated analytical framework combining *k*-means clustering, an improved data envelopment analysis (DEA) model, and an inverse DEA model to examine both the allocation of national carbon reduction targets across cities and their implementation pathways. The results based on *k*-means clustering and an improved DEA model incorporating inequity aversion indicate that carbon reduction allocations accounting for urban technological heterogeneity and regionally balanced mitigation responsibilities differ significantly from those obtained when these factors are not considered, as confirmed by the Mann–Whitney *U* test ($p < 0.001$). Moreover, the inverse DEA results indicate that achieving the allocated urban carbon reduction tasks generally requires substantial increases in labour input, reductions in capital investment, and restrained electricity use, with significant inter-cluster differences in labour ($\chi^2(3) = 16.432, p < 0.001$), capital ($\chi^2(3) = 8.157, p < 0.05$), and electricity adjustment ($\chi^2(3) = 26.892, p < 0.001$), underscoring the importance of production factor reallocation in urban decarbonization. Overall, this study provides an equity-aware and implementation-oriented framework that links target allocation with concrete adjustment pathways, offering policy-relevant insights for translating national climate commitments into feasible urban actions.



Sustainability assurance – a review and research agenda | [DOI](#)

Authors: Yuxia Wang; | Cao Wei | Rui Xue | Jinna Zhang

Date of publication: May, 2026

Department: Finance

This paper highlights critical issues in sustainability assurance and proposes targeted improvements. Limited stakeholder engagement undermines assurance effectiveness, highlighting the need to better align managerial objectives with external stakeholder expectations. Moreover, ensuring credible sustainability assurance requires a clearer separation between financial audit and sustainability assurance functions, the strengthening of internal information systems, and the allocation of adequate organisational resources.



Energy technology innovation and decarbonisation: The moderating effect of political corruption

| [DOI](#)

Authors: Abebe Hailemariam | Kris Ivanovski | Ratbek Dzhumashev

Date of publication: May, 2026

Department: Economics

This paper investigates how political corruption moderates the effectiveness of public investment in research and development (R&D) for energy technologies in driving decarbonisation. Using annual panel data for 25 OECD countries (1990–2022), we apply a two-stage instrumental variable approach that accounts for endogeneity and unobserved common factors. Our results show that increased public R&D investment in energy technologies significantly reduces greenhouse gas emissions. However, this effect is weakened in countries with higher levels of political corruption, suggesting that it shapes the returns to energy innovation. A sector-level analysis reveals heterogeneous emission responses to R&D, particularly within hard-to-abate sectors. These findings underscore the need for integrated climate strategies that also address political corruption as a key barrier to accelerating the clean-energy transition.



Artificial intelligence development and the coupled growth of green and inclusive finance: Evidence from China

| [DOI](#)

Authors: Ya Bu | Min Tang | Xinze Du | Hui (Michael) Li

Date of publication: June, 2026

Department: Finance

Promoting the coordinated development of green and inclusive finance is vital to achieving carbon neutrality and common prosperity, yet the role of artificial intelligence (AI) in this process remains insufficiently understood. Existing research typically considers AI's effects on green finance or inclusive finance separately, while overlooking their interaction and spatial spillover effects. Exploiting China's New Generation AI Innovation and Development Pilot Zone (AIDPZ) policy as a quasi-natural experiment, we examine panel data for 289 prefecture-level cities from 2015 to 2023 using spatial difference-in-differences and double machine learning approaches. The results show that AIDPZs modestly inhibit the local coupling of green and inclusive finance, but produce positive spillover effects in neighbouring cities. Mechanism analysis suggests that weakened environmental regulation suppresses local coupling, whereas green technological innovation and fiscal support help offset this negative effect. These findings highlight the importance of aligning AI development with environmental governance to promote sustainable and inclusive financial development.



How Managed and Unmanaged ESG Risks Affect Firm Stock Price Crash Risk

| [DOI](#)

Authors: Dat Thanh Nguyen | Vuong Thao Tran | Bernard Njindan Iyke | Dinh Hoang Bach Phan

Date of publication: February, 2026

Department: Finance

This paper examines how the decomposition of Environmental, Social, and Governance (ESG) risk into managed and unmanaged components relates to stock price crash risk. Using a panel of 2778 U.S. firms from 2018 to 2023, comprising 12,472 firm-year observations, we find a positive association between elevated ESG risks and future stock price crash risk. Our analysis identifies unmanaged ESG risk as the primary driver of this relationship, while managed ESG risk exhibits no significant effect. Furthermore, the impact of unmanaged ESG risk is more pronounced in mature firms, financially distressed firms and large firms. Our findings remain robust after addressing endogeneity concerns, excluding financial and utility firms, removing the COVID-19 period, and controlling for external risk factors such as economic policy uncertainty, equity market volatility and geopolitical risk.



Research Voices

The following statements demonstrate ways in which researchers at La Trobe Business School bring sustainability and responsible management into their research.

Ernesto Valenzuela



Dr Ernesto Valenzuela is a Senior Lecturer in Agricultural Economics at the La Trobe Business School, where he brings extensive experience in academia and international development.

With more than 90 publications, his research spans agricultural economics, the development of socio-economic indexes, climate change and regional economics. He has also led commissioned research and consulting projects for business, government and international bodies.

At La Trobe, Dr Valenzuela contributes his expertise to the La Trobe Institute for Sustainable Agriculture and Food, focusing on food business and food security.

“With a passion for leveraging my modelling and analytical skills, I am committed to facilitating the adoption of emerging technologies and addressing the challenges of sustainable agriculture and climate change,” he says.

Research Creating Real-World Impact

Across La Trobe Business School, researchers are translating academic expertise into tangible social, environmental and economic impact. The following examples demonstrate how research undertaken in partnership with industry and communities is informing policy and practice, addressing community needs and developing practical solutions to sustainability challenges.

Research led by Dr Anisur Rahman, in partnership with Property Compliance Victoria, examined more than 11,000 Victorian rental property audits, revealing significant gaps in compliance with minimum housing standards, including problems with mould, dampness and other health and safety risks. The findings provided evidence to inform improved industry practices and regulatory approaches, contributing to health, reduced inequality and more sustainable communities (SDGs 3, 10 and 11).

In regional Victoria, La Trobe researchers collaborated with the Committee for Greater Shepparton and industry partners on ShepparTwin, a digital twin developed in response to energy security and infrastructure challenges identified by the region. Using data analytics and digital technology, the project enabled stakeholders to model energy scenarios, identify constraints and explore opportunities to improve efficiency and resilience. The initiative demonstrated how university-industry collaboration can generate practical solutions for clean energy, sustainable infrastructure and resilient communities (SDGs 7, 9, 11 and 17).

Together, these examples demonstrate how LBS research is moving beyond knowledge creation to real-world application and impact, reflecting PRME's commitment to research and partnerships that contribute to sustainable development.

Driving Corporate and Economic Performance: Insights on Innovation, Sustainable and Digital Finance

Faculty contributed to advancing scholarship by managing a special issue of the [Journal of Risk and Financial Management](#) focused on contemporary challenges driving corporate value in an era of corporate innovation exploring current sustainable and FinTech solutions and addressing selected United Nations Sustainable Development Goals (SDGs).

This Special Issue invites original research contributions in the areas of corporate innovation, sustainable corporate practice, and financial technology (FinTech). Recognizing that each of these areas represents a significant field of study on its own, we welcome submissions in each area and papers that explore their intersections and combined impacts affecting corporate finance and investments.

The objective of the Special Issue is to advance theoretical and empirical understanding of how innovation, corporate social responsibility, ESG practices, SDG alignment, and FinTech-driven solutions are shaping economies and firms.

Topics of interest include

- Corporate governance, innovation and sustainable ecosystems, and digital transformation strategies;
- Corporate social responsibility (CSR), ESG integration, and stakeholder value creation;
- Sustainable finance, FinTech, and impact investing models;

- Empirical corporate finance or investment studies related to SDGs 8, 9, and 12, with potential links to SDGs 13, 16, and 17, primarily emphasize research on innovation, digital, and/or sustainable finance.

The Special Issue welcomes original empirical research articles, review papers, conceptual studies, and case analyses. Submissions addressing a single domain or multiple domains are equally encouraged.

Dr. Doureige Jurdi

Dr. Hui Li

Guest Editors

Research Barriers

In 2025, La Trobe Business School identified the following barriers to conducting research related to sustainability and/or responsibility:

- ❖ Data access and management
- ❖ Institutional policies and bureaucracy



Partner

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

Institutional Partnerships

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

Student Organization Partnerships

- ❖ Enactus
- ❖ Young Tourism Network

Partnerships

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

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>

Young Tourism Network

Young Tourism Network aims to foster career development and professional excellence of students and professionals of all ages in order to grow and strengthen the Victorian tourism industry. YTN launched in May 2006 as a non-profit networking group for the Victorian tourism, travel, hospitality and

events industry. Today YTN continues to deliver networking events, professional development experiences and more and now sponsored by the Victorian Government with other partners. La Trobe Business School has been a partner since 2014 and LBS staff and students have attended many recent events including Emerging Leaders' Summit, Tourism Ambassador Program, catering for senior visitors, developing LinkedIn profiles, Indigenous Tourism workshop, and disability awareness. LBS staff attend all events to introduce students to senior managers within industry.

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 expected to continue and 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?>

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

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

Partner Voices

The following statement from our partners demonstrates ways in which our collaborations at La Trobe Business School support sustainability and responsible management education.

Accessibility in Action: Designing Inclusive Visitor Experiences



On 1 July 2026, Young Tourism Network, an LBS partner, hosted an event focused on accessibility and inclusion across the tourism, hospitality and events industries. Through lived experience and real-world case studies, the event highlighted how professionals and organisations are working to create more accessible and inclusive experiences for all visitors.

Disability advocate and comedian Oliver Hunter shared his personal experiences of navigating tourism, travel and everyday environments as a person with a disability.

Attendees also heard from industry representatives who presented practical case studies of accessibility initiatives undertaken within their organisations. These examples demonstrated how accessibility considerations can be meaningfully and practically incorporated into planning, design and the delivery of visitor experiences.

The presentations covered:

- The importance of designing inclusive visitor experiences
- Real-world examples of accessibility initiatives in action
- Practical approaches to improving accessibility across the industry
- Ways tourism, hospitality and events professionals can incorporate accessibility into their roles and organisations

Designed for professionals, emerging industry leaders, educators and students, the event provided an opportunity to gain practical insights, hear directly from people working in this space, and connect with peers and industry colleagues.



Practice

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

Institutional Policies and Practices

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

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
GPG-Action-Plan_2025_2027	View document	Download document
GPG-Action-Plan_2025_2027	View document	Download document
Sustainability_Strategy_-About	View document	Download document

Practice Awards

In 2025, La Trobe Business School received 2 awards for responsible and/or sustainable practices.

2025 International Green Gown Award

Granter: International Green Gown Awards

Grantee: La Trobe's Nangak Tamboree project

Award Description:

This prestigious accolade celebrates La Trobe's Nangak Tamboree project, a visionary initiative transforming an ecological corridor through the University's Bundoora campus into a thriving landscape for biodiversity, learning and cultural connection.

The International Green Gown Awards recognise exceptional sustainability initiatives being undertaken by the world's higher education institutions.

Vice-Chancellor Professor Theo Farrell said the recognition reflected La Trobe's deep commitment to sustainability and community impact.

"To be recognised on the international stage is a testament to the enduring impact of Nangak Tamboree and the collaborative spirit that drives it," Professor Farrell said.

"This project not only restores native bushland but also fosters learning, connection and cultural respect."

The Nangak Tamboree initiative has engaged more than 9,400 people through citizen science, education programs and events, while volunteers have contributed more than 4,600 hours to land management and seed collection.

The Wildlife Sanctuary is an outdoor laboratory and an important learning and research environment for La Trobe students and academics. It's also home to an Indigenous plant nursery, which is open to the public and supplies over 300 native species to councils, schools and community groups.

La Trobe's partnerships with Melbourne Water, the Darebin Creek Management Committee and the Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation have been central to the project's success, combining traditional land management practices with ecological science.

This year's win builds on La Trobe's 2024 success in the Australasian category, reinforcing its position as a national leader in sustainability within the tertiary education sector.

2026 Times Higher Education Sustainability Impact Ratings - Top 50

Granter: Times Higher Education

Grantee: La Trobe University

Award Description:

All six Sustainable Development Goals (SDGs) submitted by La Trobe placed in the world's top 50, with three ranked in the top 10 for Gender Equality, Good Health and Wellbeing, and Reduced Inequalities.

The rise in ranking for Gender Equality (from ninth last year) reflects La Trobe's sustained, whole-of-institution approach to advancing gender equality across multiple initiatives. Together these initiatives are aligned with La Trobe's inaugural Equity, Diversity and Inclusion Strategy and Framework 2025-2030, which provides a clear, institution-wide roadmap to address systemic barriers and build on inclusive culture.

The significant rise of 24 places to secure the world's third place for Good Health and Wellbeing and second in Australia, underscores the strength of La Trobe's continued investment in Health Innovation.

Vice-Chancellor Professor Theo Farrell said the results highlighted the University's commitment to delivering real-world impact.

"These rankings recognise the depth of La Trobe's contribution to improving health outcomes, advancing gender equality and reducing disadvantage, both in our regions and globally," Professor Farrell said.

"While we celebrate La Trobe's number-two ranking in Australia for Gender Equality, we know there is more to do and remain committed to advancing equity and inclusion for all.

"Our rise into the global third position for health is a powerful endorsement of our Health Innovation Strategy, which has seen an investment of \$170 million to date and is driving research, partnerships and workforce development to meet the needs of communities."

THE Impact Rankings are the only global performance tables measuring universities against the United Nations' Sustainable Development Goals, assessing performance across research, outreach and stewardship.

La Trobe ranked in the world's top 50 in all six SDGS submitted:

SDG3 Good Health and Wellbeing: third place globally, up from 27 in 2025. Second in Australia, an increase from seventh position.

SDG5 Gender Equality: Seventh place globally, up from 46. Number two in Australia up from nine.

SDG10 Reduced Inequalities: largest improvement by 68 places to 10th position globally.

SDG6 Clean Water and Sanitation: 14th place globally, up from 53.

SDG2 Zero Hunger: 30th place globally.

SDG13 Climate Action: 39th place globally, up from 92.

Building on the THE Impact Rankings momentum, La Trobe's Research and Innovation 2030 Strategy, and 30-year Sustainability Strategy and Action Plan are guiding future initiatives to support sustainable development and lead positive societal change.

The rankings build on La Trobe's positive results released in the 2026 QS World University Rankings, where the University retained its position in the world's top 250 universities and was recognised as a strong player in Employer Reputation and International Research Partnerships.

Continue telling your story

Campus transformation responds to workforce needs



La Trobe University's nearly \$20 million Shepparton Reimagined Project transformed the campus into a modern, fully electric learning, research and community hub, welcoming the entire student cohort back after more than a year of construction. Supported by a \$5 million Australian Government contribution and \$15 million from La Trobe, the redevelopment delivered a new two-storey building, refurbished facilities, expanded library and Indigenous support spaces, doubled clinical nursing facilities, and dedicated research and industry areas. The project strengthened opportunities for education, work-integrated learning, research and community collaboration while supporting regional

workforce needs and La Trobe's Net Zero ambitions. With more than 87 per cent of Shepparton graduates employed regionally, the redevelopment reinforced the University's role in supporting the long-term social and economic prosperity of the Shepparton region.

LBS Solar Farm Planting Day



In October 2025, La Trobe Business School's Principles for Responsible Management Education (PRME) Committee joined forces with the LTU Net Zero Team for a hands-on planting day at the Bundoora Campus Solar Farm, bringing together staff and students from the Business School and across the University.

Participants contributed to enhancing campus biodiversity and supporting La Trobe's climate-positive ambitions while connecting as a community around sustainability in action. Initiatives such as this demonstrate LBS's ongoing commitment to embedding sustainability into its culture and advancing the principles of PRME through meaningful, practical action.

Sustainability-focused volunteer opportunities

Sustainability-focused volunteer opportunities are available for La Trobe University students. These opportunities are facilitated by the Infrastructure and Operations team, along with our University Partners. They are announced publicly on the website of the university and aim at increasing awareness and outreach. The university describes these opportunities as:

Our volunteers help to promote sustainability practices to other La Trobe students and the wider community. As a volunteer, students could be:

- educating people about waste and reusables
- promoting sustainable transport options

- supporting the Sustainability and Campus Planning team in other sustainability initiatives at La Trobe University.

Students also meet regularly with La Trobe University staff to learn about:

- Establishing and executing our Net Zero plan for all campuses
- Biodiversity Management
- Working in sustainability
- Waste management
- Other related topics.

There are opportunities to collaborate with the [La Trobe Climate Network](#).

This is an opportunity available to students on all Campuses.

This volunteer opportunity can form as a practical experience component of students' [Career Ready Advantage Award](#).



Share

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



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
- ❖ Community events and consultation forums
- ❖ Partnerships with local organizations
- ❖ Public events and panel discussions
- ❖ Publicly accessible sustainability data and dashboards
- ❖ Student and staff volunteer programs
- ❖ Sustainability-focused research and collaboration Opportunities

Communication Audiences

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

- ❖ Accreditation bodies
- ❖ Alumni and donors
- ❖ Boards and advisory committees
- ❖ Business and industry partners
- ❖ Chamber of commerce and local communities
- ❖ Faculty and staff
- ❖ Government and policy makers
- ❖ Media and public relations channels
- ❖ Prospective and current students
- ❖ Research and academic networks
- ❖ Non-governmental organizations (NGOs)

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.

Training Program on Sport and Climate Action

Dr Greg Dingle from La Trobe Business School worked with the United Nations Institute for Training and Research (UNITAR) to support the development of two online courses designed to strengthen climate change adaptation capability within the global sport sector.

The project focused on helping sport managers develop the knowledge and capability needed to understand and respond to the impacts of climate change on sport. Dr Dingle contributed to the development of two courses: Introduction to Sports for Climate Action, an introductory course, and Sports for Climate Action, an advanced course.

The courses are available through the UN CC platform:

Introduction to Sports for Climate Action:

<https://unccelearn.org/course/view.php?id=214&page=overview>

Sports for Climate Action:

<https://unccelearn.org/course/view.php?id=215&page=overview>

A key objective of the project was to broaden the sport sector's approach to climate action by complementing its existing focus on greenhouse gas mitigation with greater attention to climate change adaptation. This recognises that, alongside reducing emissions, sport organisations and managers increasingly need to understand and prepare for the physical and operational impacts of a changing climate.

The courses build on UNITAR's work supporting the Sports for Climate Action Framework, a UN-led initiative launched in 2018 to guide the global sports community towards achieving net-zero greenhouse gas emissions by 2040. Further information about the framework is available at:

<https://unfccc.int/climate-action/sectoral-engagement/sports-for-climate-action>

Further information about the two courses and their contribution to climate action in sport is available at:

<https://www.unccelearn.org/news/sports-for-climate-action-two-new-courses-to-drive-climate-action-in-sports/>

The online courses have attracted strong participation and provide an accessible way for sport managers internationally to build their knowledge and capacity to respond to climate change. Through this work, Dr Dingle and La Trobe Business School have contributed to United Nations Sustainable Development Goal 13: Climate Action, while strengthening the connection between academic expertise, international organisations and practical climate action within the sport sector.

AI and Sustainability: Innovation or Environmental Risk?



La Trobe Business School, in collaboration with NORTH Link, hosted *AI and Sustainability: Innovation or Environmental Risk?*, bringing together industry leaders, researchers and sustainability experts to explore the opportunities and environmental challenges associated with the rapid adoption of artificial intelligence.

Moderated by Associate Professor Sophia Duan, Associate Dean (Research and Industry Engagement) at La Trobe Business School, the panel featured representatives from Fujitsu Oceania, La Trobe University's Centre for Data Analytics and Cognition, Integra Systems and Ernst & Young (EY). The discussion examined AI's potential to support the transition to net zero while also considering its environmental footprint, particularly the growing energy demands associated with data centres.

Panellists explored the application of AI to global supply chains, climate modelling and predictive analytics, resource efficiency and system resilience, while considering how organisations could harness the benefits of emerging technologies without overlooking their unintended environmental consequences.

The event reflected La Trobe Business School's commitment to PRME through industry partnership and dialogue on responsible and sustainable business practice, bringing diverse stakeholders together to consider how technological innovation can be balanced with environmental responsibility. The discussion had particular relevance to SDG 9 (Industry, Innovation and Infrastructure), SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Action)..

Rising Air-Conditioning Use Intensifies Global Warming

La Trobe research on climate impact, led by Associate Professor Rui Xue of LBS, has gained international recognition through coverage in TIME, highlighting its global significance and real-world relevance. The TIME article can be found here: [Air Conditioners Will Exacerbate Climate Change As Planet Warms, Study Finds](#)

The academic article published in Nature Communications can be found here: [Rising Air-Conditioning Use Intensifies Global Warming | Nature Communications](#)

Strengthening and embedding anti-racism practices in Victoria

As part of Victoria's Anti-Racism Strategy 2024-29, the Victorian Equal Opportunity and Human Rights Commission (VEOHRC) is working with 15 workplaces across Victoria to strengthen their capacity to embed anti-racism practices. Prof Lena Wang and her team from La Trobe Business School has been engaged as the program evaluation partner, working with VEOHRC and the 15 organisations over a two-year pilot program (2026-2027) to understand and improve organisational capabilities in relation to anti-racism, and to develop practical recommendations, tools and resources that can support Victorian workplaces to adopt anti-racist practices.

Lived experience of mental health challenges in the workplace

Professor Lena Wang shared her research and expertise on two podcasts by demonstrating how people with lived experience of mental illness can inform workplace practices, management research, and organisational policy. Her work highlights purposeful employment, peer roles, and inclusive human-resource strategies that reduce stigma and improve mental-health support. By connecting research with government and industry practice, she translates lived experience into practical guidance for developing healthier, more inclusive workplaces. Her presentations and collaborations help organisations recognise employees' personal insights as valuable expertise, strengthening psychological safety, participation, and well-being in ways aligned with SDG 3.

<https://mindonthejob.com/blog/2026/06/04/the-value-of-lived-experience-with-professor-y-lena-wang/>
<https://www.jcu.edu.sg/events/apr-2026/peoples-cultures-and-careers-1-lived-experience-in-mental-health-implications-for-management-research>

2026 Murray-Darling Basin Plan Review



Dr Tim Clune from LBS was recently interviewed by a national news channel on his work with the Murray-Darling Basin Plan Review. The Murray–Darling Basin Plan is Australia’s national framework for sharing water among farms, towns, industries and the environment across a major river system. The 2026 review is assessing whether the Plan is delivering healthier rivers while remaining workable for communities, especially as climate change reduces and destabilises water supplies. It focuses on four themes: climate change, sustainable water limits, First Nations’ knowledge and participation, and regulatory design. Public consultation revealed strong support for better environmental outcomes, but also concerns about trust, fairness, water availability and implementation. The Murray–Darling Basin Authority will give governments final recommendations in December 2026 for future policy.

You can watch the interview here: <https://teams.public.onecdn.static.microsoft/evergreenassets/safelinks/2/atp-safelinks.html>

Carlton IN Business Sustainability Event



La Trobe Business School (LBS), in partnership with Carlton IN Business, delivered the Sustainability in Practice: Executing for Impact in the Age of AI forum, bringing together more than 90 business leaders, directors, industry partners and sustainability practitioners.

Hosted at Glasshaus Brücke in Richmond, the forum explored how organisations can move beyond sustainability commitments to deliver meaningful business and societal outcomes in an increasingly complex operating environment. A particular focus was placed on balancing commercial performance, technological advancement and sustainability objectives while responding to evolving regulatory expectations.

The panel featured four leaders from across industry, governance and regulation: Shayne Kumar, Head of Energy at NEXTDC; Marina Joanou, Independent Non-Executive Director at Guzman y Gomez; Sarah McDowell, Commissioner at Energy Safe Victoria and Board Member of Sustainability Victoria; and Fiona Lawrie, Head of Corporate Affairs and Sustainability at Officeworks.

Key areas of discussion included the growing impact of AI and digitalisation on energy demand; Australia's mandatory climate disclosure requirements; increasing scrutiny of greenwashing; and the evolving sustainability responsibilities of boards and executives. Panellists also shared practical examples of how organisations are embedding sustainability into their operations to support commercial outcomes, strengthen risk management and build long-term organisational resilience.

Held under Chatham House Rules, the forum enabled an open exchange between industry leaders and sustainability practitioners about the practical challenges and opportunities associated with sustainability leadership. It reinforced the important role of collaboration between universities, industry and policymakers in addressing complex economic, technological and environmental challenges.

The event also demonstrated the value of the partnership between La Trobe Business School and Carlton IN Business in bringing together diverse stakeholders to share knowledge, strengthen industry engagement and advance practical approaches to responsible and sustainable business.



SIGNATORY

La Trobe Business School



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<http://www.latrobe.edu.au/business>