

PRiME

*an initiative of the
United Nations Global Compact*

Sharing Information on Progress 2026

Deakin University

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 Deakin University, including key details and basic institutional data.

Mission



At Deakin Business School (DBS), our mission is to be a catalyst for positive change for our students, partners, and communities across Australia and Asia. This mission is deeply embedded across our vision, curriculum, programs, research, and partnerships, and drives our commitment to shaping the next generation of responsible leaders.

Sustainability is one of our core values and is central to everything we do. As a long-standing PRME signatory for over 14 years, and proud PRME Champion for the fifth consecutive cycle (2026–2027), we are steadfast in advancing the United Nations Sustainable Development Goals (SDGs). Our commitment is not symbolic — it is deeply operationalised through embedding sustainability, ethics, and social impact in our teaching, research, industry collaborations, and community engagement.

Our efforts are centred on three interconnected impact platforms. We advance **Better Answers** by exploring how emerging technologies can be harnessed creatively, responsibly, and inclusively to improve business and society. We support **Better Growth** by promoting business practices, leadership approaches, and innovations that balance economic dynamism with environmental stewardship and long-term resilience. We contribute to **Better Societies** by developing leaders who understand the importance of inclusion, mobility, wellbeing, and equitable opportunity across diverse communities in Australia and Asia.

Through transformative learning experiences, interdisciplinary collaboration, impactful research, and strong industry and community partnerships, we prepare the next generation of regional business leaders to shape organisations that harmonise economic growth and societal impact. Our graduates are equipped to lead with purpose, drive innovation responsibly, and contribute to a more prosperous, sustainable, and inclusive future.

At Deakin Business School, being a catalyst for positive change is not merely our mission; it is the principle that guides our decisions, shapes our partnerships, and defines our impact across Australia and Asia.

Vision

To bridge Australia's future in Asia

As we look to the next decade, we expect that the world's economic centre of gravity will continue to shift decisively toward Asia - and especially to the South and Southeast Asia regions. As a highly progressive business school, we understand that Australia and Asia are not just trading partners, but integral to each other's future. Deakin Business School will be a bridge to this dynamic future and a key partner in Deakin University's engagement with Asia.

Strategy

DBS-Strategy-2026-2030-27th-February-2026

View document  Download document 

Institutional History

Deakin University 2025

Overview

Deakin is one of Australia's leading tertiary education providers and amongst the top 1% of universities worldwide. As a young and vibrant university, Deakin has a huge focus on innovation and ideation which together has shaped the university and made a positive difference to its graduates and communities.

Deakin is a regional university headquartered in Geelong, Victoria, with local campuses located in central Geelong (Waterfront), Waurin Ponds (Geelong), Melbourne (Burwood) and Warrnambool. It also offers a vibrant online learning environment through its Cloud Campus, which provides flexible access

to education for students across metropolitan, regional, rural, and offshore locations. And thinking global, acting local - the trailblazing campuses in West Java, Indonesia and Gujarat International Finance TecCity (GIFT City) in India, are leading the way for higher education on an international scale. [Deakin's GIFT City Campus](#) was the first international branch campus in India, with the new [Deakin University Lancaster University Indonesia \(DLI\) Campus](#) bringing a world-first Australia-UK international joint campus to Bandung.

History

Deakin began its journey in the mid-1970s, as a 'traditional' (on-campus) university and as a distance education provider with a commitment to access, equity and participation for those who could not otherwise access a metropolitan university. From that beginning, Deakin is recognised for providing innovative on- and off-campus business education across Australia. This progressive approach remains part of our 'DNA' today, driven by equity, access and equivalence. Deakin is recognised as a creator and innovator, developing ideas through exploration, testing and challenging, and translating and applying ideas to deliver impact. These foundations ensure that all faculties operate in an environment that embraces and promotes continuous improvement.

The Deakin Values

- *Brave*: We make bold decisions, demonstrate courage and ambition, and support personal responsibility and accountability.
- *Dynamic*: We are innovative and entrepreneurial, solving problems with creativity and flexibility.
- *Ethical*: We conduct our business with the highest standards of professional behaviour and integrity.
- *Excellent*: We strive for excellence in all aspects of our work.
- *Inclusive*: We value diversity, embrace difference, respect and welcome all.
- *Sustainable*: We care about our shared future, integrating economic, environmental and social dimensions of sustainability in all we do.

[Sustainability at Deakin](#)

Impact Themes

Deakin University's core activities of education and employability, and research and innovation, define what we do. Our impact themes focus our activities where our ideas will make the biggest difference. The five interconnected themes address society's greatest, most urgent challenges while aligning with our strengths in education and research across all disciplines. They enable strategic local and international partnerships for the common good and shape our education programs to meet future workforce needs.

1. Advancing society, culture and the economy
2. Building safe and secure communities
3. Creating smarter technologies
4. Enabling a sustainable world
5. Improving health and wellbeing

[Deakin University Annual Report 2025](#)

Deakin Business School

Within Deakin, Deakin Business School (DBS) is one of two Schools in the Faculty of Business and Law (FBL) at Deakin University. DBS is in the top 2% of business schools globally and one of only 200 business schools worldwide to hold both AACSB and EQUIS accreditations. We are one of only 14 EQUIS-accredited business schools in Australia. DBS was re-accredited by AACSB for 6 years in 2026 and EQUIS for five years in 2022. DBS was the first university to be accredited by Small Business Charter (SBC) in 2025. DBS has been recognised for its quality, reputation and career impact by being ranked in the top 5 business schools in the country.



At DBS, we offer a supportive environment for students recognising the diverse range of backgrounds, experience and needs within our student community. DBS offers a broad range of business disciplines through six academic disciplines: Accounting, Economics, Finance, Information Systems and Business Analytics, Management, and Marketing.

[Deakin Business School - This is who we are](#)

DBS is recognised as:

- a digital innovator in harnessing technology, particularly in teaching and learning,
- inclusive through embracing principles of access and equity
- student centred as evidenced by the highest student satisfaction in the State (and the highest in the country amongst research-intensive universities) and the best graduate employment in the State (and award-winning Deakin Talent);
- having distinctive research esteem and expertise across four key themes (Business and Society, Business and Technology, Capital Markets, and Small to Medium Sized Enterprises and Entrepreneurship);
- maintaining a global network, particularly in South Asia stemming from our 26-year presence and affiliation in India; and,
- having a global reputation for balanced excellence across teaching, research and connections with practice.

DBS is a signatory to PRME since 2012. It has been termed as a PRME champion for the fifth time in the 2026-2027 cycle. DBS is also an associate member of GRLI, GBSN, RRBM and is strongly committed to the UN Sustainable Development Goals (SDGs) as reflected in its mission and values.



Graduates & Enrollment

2025 Statistics	Number
Graduates	3217
Faculty & Staff at the University	5654
Faculty & Staff at the Institution	292
Student Enrollment at the University	61704
Student Enrollment at the Institution	12243
Undergraduate Attendance	7538
Masters-Level Postgraduate Attendance	3992
Doctoral Student Attendance	119
Certificate, Professional Development, or Continuing Education Attendance	547

Degrees Offered

Bachelor Programs

- Bachelor of Commerce/Bachelor of Science ● Bachelor of Commerce/Bachelor of Laws (LLB)
- Bachelor of Property and Real Estate/Bachelor of Commerce ● Bachelor of Business/Bachelor of Arts
- Bachelor of Commerce/Bachelor of Communication
- Bachelor of Commerce/Bachelor of Business Analytics ● Bachelor of Commerce/Bachelor of Arts
- Bachelor of Property and Real Estate/Bachelor of Laws ● Bachelor of Commerce
- Bachelor of Sport Development ● Bachelor of Business
- Bachelor of Human Resource Management (Psychology) ● Bachelor of Marketing (Psychology)
- Bachelor of Business Analytics ● Bachelor of Property and Real Estate
- Bachelor of Business (Sport Management)

Masters Programs

- Master of Business Administration ● Master of Business Administration (Global)
- Master of Information Systems ● Master of Professional Accounting
- Master of Business (Sport Management) ● Master of Finance
- Master of Business Administration (International) ● Master of Business ● Master of Business Analytics
- Master of Human Resource Management ● Master of Business (Arts and Cultural Management)
- Master of Business (Marketing) ● Master of Leadership ● Master of Business (Research)

Doctoral Programs

- Doctor of Philosophy (PhD)

Additional

- Graduate Certificate of Business Administration ● Graduate Certificate of Professional Accounting
- Graduate Certificate of Property ● Graduate Certificate of Recruitment and Talent Acquisition
- Graduate Certificate of Human Resource Management
- Graduate Certificate of Business (Sport Management)
- Graduate Certificate of Business (Arts and Cultural Management)
- Graduate Certificate of Information Systems ● Graduate Certificate of Finance
- Graduate Certificate of Digital Finance ● Executive Graduate Certificate of Sport Business
- Graduate Certificate of Artificial Intelligence for Business ● Graduate Certificate of Business
- Graduate Certificate of Marketing Technology ● Graduate Certificate of Business Analytics
- Graduate Certificate of Digital Transformation and Cybersecurity
- Graduate Certificate of Business (Marketing) ● Graduate Certificate of Leadership
- Graduate Diploma in Business Administration ● Graduate Diploma in Human Resource Management
- Graduate Diploma of Information Systems ● Graduate Diploma of Finance
- Graduate Diploma of Property ● Graduate Diploma of Business Analytics
- Graduate Diploma of Business (Arts and Cultural Management)
- Graduate Diploma of Professional Accounting

Undergraduate Degree Programmes

- 📄 Bachelor of Property and Real Estate

Masters Degree Programmes

- 📄 Master of Finance

Certificates, Professional Development, or Associate Programmes

- 📄 Graduate Diploma of Finance



Purpose

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

Letter of Commitment



DEAKIN
UNIVERSITY

DEAKIN
BUSINESS SCHOOL

September 10, 2026

To our stakeholders

Adoption of the Principles for Responsible Management Education

I am pleased to confirm that Deakin Business School in the Faculty of Business and Law at Deakin University, reaffirms its support of the following Seven Principles for Responsible Management Education: Purpose, Values, Teach, Research, Partner, Practice and Share. In this annual Sharing Information on Progress (SIP) report, we disclose our continuous efforts to integrate the Seven Principles into our institutional strategy, culture, academic activities, and daily operations, and contribute to United Nations goals, particularly in the Sustainable Development Goals.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'Amanda Pyman'.

Dean/ Highest executive name: **Professor Amanda Pyman**

Dean/ Highest executive full title: **Dean, Deakin Business School**

Institution name: **Deakin University**

Faculty of Business and Law
Deakin Business School
<https://www.deakin.edu.au/faculty-of-business-and-law/deakin-business-school>

Melbourne Burwood Campus
70 Elgar Road
BURWOOD, VIC, 3125

Deakin University CRICOS Provider Code: 00113B

Definition of Purpose

At Deakin Business School, purpose reflects our commitment to advancing responsible management education that serves the common good and acts as a catalyst for positive change. Guided by our impact platforms, Better Growth, Better Societies, and Better Answers, we develop graduates, research, and partnerships that contribute to inclusive prosperity, sustainable development, ethical leadership, technological advancement and thriving ecosystems for current and future generations.

Institutional Engagement

51% - 75% of faculty at Deakin University 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.



How We Define Values

Our values are the foundation of who we are and how we create impact. They guide our actions, relationships, and decisions, ensuring that we cultivate an inclusive, ethical, innovative, and sustainable community. Through bravery, excellence, and a commitment to responsible leadership, we empower our students, staff, and partners to contribute positively to business, society, and the planet.

Who Champions Responsible Management Education at Our Institution

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

Student Voices

The following narratives demonstrate how Deakin University has influenced students' academic journey and personal growth.

Schools for Nepal - Livroop Gill, Bachelor of Business

**A new chapter
for Shree Deurali Shool**



These newer schools will look a bit different to your school but for these kids, the fact that they have access to a safe place to learn is a huge improvement

- EARTHQUAKE RESILIENT
- FOUR CLASSROOMS
- LIBRARY WITH COMPUTERS
- RENOVATED TOILET BLOCK
- FRESH RUNNING WATER

I have supported quality education, gender equality and inequality reduction through my work at [Schools for Nepal](#), which is an organisation that supports building of schools in Nepal to give each child a chance at education and a better life (SDG 4 Quality Education).

Since joining the team, I have supported building 5+ schools in Nepal impacting the lives of hundreds of children who now attend these schools. We have also supported the notion of SDG 5 Gender Equality, through our program of educating a girl until graduation, which helps transform the lives of girls in Nepal by giving them an opportunity to explore their potential and pursue their dreams.

One Simple Habit - Rudransh Sharma, Master of Business Administration (International)



This photograph represents a simple habit that can create a wider sustainability impact: choosing to redistribute clothing rather than treating unwanted items as waste. Inspired by the work and conversations within our PRME community, including the sustainability leadership of Professor Fara Azmat and Dr Ruby Ma, we are encouraged to think beyond awareness and turn responsible consumption into everyday behaviour.

The clothing donation bin represents a practical step towards a circular mindset, where products are kept in use for longer, resources are valued, and items can find a second life within the community. Rather than seeing sustainability as something that requires a major action, this initiative promotes the idea that small, repeatable choices can gradually become new habits.

By developing the habit of donating usable clothing instead of discarding it, we are contributing to SDG 11 (Sustainable Cities and Communities), SDG 12 (Responsible Consumption and Production), and SDG 13 (Climate Action). The goal is not simply to fill a donation bin, but to change the way we think about ownership, consumption and waste. It is about moving from a “use and dispose” mindset towards a “use, reuse and redistribute” mindset.

For us as PRME students, this reflects the broader idea that responsible management begins with responsible individual choices. When these choices are repeated and shared across a community, they can become collective habits that contribute to a more sustainable future.

Deakin Student Sustainability Group - Radhini Mendis, Master of Business Analytics



Photo: From Left to Right: Our students (Rudransh, Matthew, Radhini and Taha long with Dr Ruby Ma in the centre) in UN Responsible Business & Human Rights Youth Innovation Hackathon in Bangkok, 2025

Looking back at my journey at Deakin Business School, what stands out most is how much the experiences outside the classroom shaped the way I understand responsibility in business. It all started with participating in business competitions like the Bowater Business Challenge, which helped me navigate my thinking towards bringing innovative solutions to real business problems. The University Scholars Leadership Symposium (USLS) in Malaysia was another turning point. Learning from changemakers around the world who are serving their communities while advancing the SDGs, to preparing 1000 meals for the urban poor on Kindness Day was one of the most powerful experiences I've had. Working as a student mentor, helping new students transition reminded me of the value of creating belonging and giving back to the community that supported me at the start.

One of the most formative experiences came through representing Deakin at the UN Responsible Business & Human Rights Youth Innovation Hackathon in Bangkok, where our team tackled sustainability challenges within the palm oil industry, specifically how large-scale production can disrupt wildlife ecosystems when sustainability isn't embedded into core business decisions. Sitting with that problem alongside delegates from other universities made something click for me: climate action isn't separate from business, it is business.

Being a part of the Student Sustainability group at DBS has shaped how I think about responsible management, not as a theoretical add-on to a business degree, but as something that requires deliberate, ongoing coordination and advocacy. That mindset has carried into my work with the Sustainability Student Group itself. Representing the group in broader university and external settings has taught me that meaningful change often starts small. Balancing that with my other leadership roles, whether mentoring peer students or leading orientation programs, has shown me how responsible practice isn't confined to one context it's a habit of thinking that should show up in how any organisation, or any team, operates.

All these opportunities, combined with the careful guidance and mentorship of academics at DBS, have been instrumental in my journey. I had the privilege of working closely with Dr Ruby Ma and Prof Fara Azmat, who thoughtfully mentored our teams through these challenges. Dr Ruby's mentorship during the Bowater Business Challenge, together with both Dr Ruby's and Prof Fara's guidance during the UN Youth Hackathon, as well as their ongoing mentorship in the DBS Sustainability Group, has been invaluable. Their influence has helped students like me embrace sustainability and responsibility in business not just as a concept, but as a way of making a meaningful difference.

As a proud member of the DBS Sustainability Group leadership team, I am determined to drive initiatives that advocate for sustainable practices and create awareness among the wider student community at Deakin. Looking ahead, I want to keep building on this foundation carrying this same accountability-first mindset into whatever industry I enter professionally. Deakin's PRME commitment

hasn't just given me a framework to analyse these issues; through the Sustainability Student Group specifically, it's given me a platform to actually act on them. I look forward to carrying these lessons into my future, guiding the way I approach leadership, responsibility, and purpose beyond university.

An Ambassador for Change - Livroop Gill, Bachelor of Business



Photo: Livroop Gill (2nd from right sitting) along with other students in United Nations Conference Centre, Bangkok

I participated in the Humanitarians Affair Asia conference held in United Nations Conference Centre, Bangkok to support SDG 17 Partnership of Goals as Deakin Ambassador, wherein I engaged with global leaders, changemakers and youth representatives.

In terms of SDG 4 Quality Education, I have had the privilege to support refugee students at Deakin through Deakin and SkillPath's Student Welcome Group Program, support international students through Peer Mentoring at Deakin and also improve representation of students in teaching and learning decision bodies as undergraduate representative at Deakin.

Student Awareness

26% - 50% of students at Deakin University are aware that we are a PRME Signatory Member.

Student Engagement

26% - 50%

of students at Deakin University actively contribute to our work with PRME, advancing RME, or addressing sustainable development challenges through their work.

Values Voices

Continuous Improvement through PRME - Dr Kylie Bellesini, Manager Quality Standards and Performance

My professional and personal sustainability journey continues to be guided by the Principles for Responsible Management Education (PRME). I recently completed Carbon Literacy Training (assessment outcome pending), which has strengthened my understanding of climate science, carbon reduction strategies, and the responsibilities of organisations and individuals in addressing climate change. This learning has reinforced my commitment to integrating sustainability considerations into my work and supporting institutional efforts to contribute to the Sustainable Development Goals.

I have also maintained active engagement with the global PRME community through participation in PRME Champions meetings, as well as my attendance at the 2025 RME Global Forum in New York and the Australian and New Zealand Chapter PRME Annual Forum in Melbourne. These experiences provided opportunities to connect with fellow sustainability advocates who are committed to advancing responsible management education, and offered valuable insights into emerging practices for embedding sustainability, ethics, and social responsibility across higher education.

At both a professional and personal level, I seek to translate these learnings into action. This includes supporting sustainability initiatives within the workplace, promoting responsible resource use, championing continuous improvement, and continuing to adopt more sustainable consumption practices in everyday life.

Carbon Literacy at DBS - Associate Professor, Ameeta Jain, Co-Director PRME, Carbon Literacy Portfolio

The Climate change is one of the most pertinent issues of the present time. The global economy could lose 10% of its economic value by 2050 due to climate change, according to research conducted by Swiss Re Institute. Not taking any action is not an option. Deakin Business School (DBS) recognises that it is important for staff and students to understand the impacts of carbon emissions. DBS has collaboratively delivered Carbon Literacy Training (CLT) with 3 universities since 2022. More than 35 of our staff are now CLT-certified, each pledging to cut their carbon footprint by an average of 4.5 tonnes a year. That's significant, given the Australian average is 14 tonnes.

Simple shifts like eating less meat, using public transport, and switching to renewables are already making a difference. Since 2025, we have extended this training to students. For our efforts, DBS was recognised and certified as bronze carbon literate in 2025, joining two other Australian business schools. We are proud to continue our journey and have introduced a new sustainability-focused unit in our undergraduate programs, ensuring our graduates not only understand sustainability, but one day will lead businesses and society with a sense of purpose.



Teach

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



How We Define Teach

Teaching at Deakin means empowering learners to become responsible leaders and catalyst for positive change. By integrating responsible management, sustainability, global citizenship, and employability into our curriculum and pedagogy, we enable students to apply knowledge in authentic contexts, address real-world challenges, and contribute to sustainable and inclusive futures

Teaching Awards

In 2025, 1 award was given to faculty and educators at Deakin University.

Citation for Outstanding Contributions to Student Learning

Granter: Australian Awards for University Teaching (AAUT)

Grantee: Dr Wayne Read, Associate Professor Christine Contessotto, Dr Wade Halvorson, and Professor of Practice Pete Williams

Award Description:

The team was honoured for “excellence in developing innovative WIL consultancy units that inspire students to learn, enhance student graduate employability skills, and support not-for-profits and small-to-medium enterprises.”

Since launching in 2020, our WIL consultancy units have provided over 1,600 students with authentic consulting experiences working directly with small-to-medium enterprises (SMEs) and not-for-profit organisations, creating significant value for business partners.

Educator Recognition

At Deakin University, we recognize educators for quality of teaching in the following ways:

- ❖ Annual teaching excellence awards
- ❖ Course evaluation scores
- ❖ Institutional recognition events
- ❖ Mentions in newsletters

Teaching Voices

The following statements demonstrate ways in which educators at Deakin University support sustainability and responsible management in their classrooms.

DBS Social Impact Programs at home and on the road - Dr Wayne Read, Senior Lecturer, Education-focused

Our WIL programs are designed to support business and industry while building student employability. Within our nationally award-winning suite of Deakin Business School (DBS) WIL offerings, the Social Impact Program provides SMEs, social enterprises and not-for-profits with access to student capability, research and fresh perspectives to help address real organisational challenges. The program is built around a simple principle: business can do better. We aim to teach students that good business decisions are not just about commercial outcomes, but about using evidence well, making better decisions, using resources thoughtfully and creating meaningful impact. The projects we undertake are therefore selected and designed with impact in mind, whether that impact is local, national or international. In 2025, this included projects that aligned strongly with UNSDGs 3 (Good Health and Well-being), 7 (Affordable and Clean Energy), 13 (Climate Action) and 14 (Life Below Water), as well as the DBS themes of Better Answers and Better Society. The specific issues and SDGs will vary from project to project, but the focus remains consistent: supporting organisations to address real challenges while helping students understand how business can contribute to better outcomes for people, communities and the environment.

The Social Impact Program provides a structured way for SMEs, social enterprises and not-for-profit organisations that have a connection to, or impact on, their communities to access student capability, research and fresh perspectives. Each trimester, approximately 60 students work across 10 teams over six weeks with a community-focused organisation. The program is delivered through a range of offerings, including face-to-face and online formats, often alternating between trimesters to provide students with greater flexibility and equitable access to WIL opportunities. Students are supported by WIL mentors, targeted professional development and structured engagement with the client, including project scoping, research and insight check-ins, and a final presentation of recommendations. Each team works on one of two major projects, alongside a creative 'wild card' project designed to identify additional opportunities for the organisation. This creates a substantial consulting resource for organisations that may otherwise have limited time or capacity to undertake this work, while giving students the opportunity to apply their skills to issues with practical consequences beyond the classroom and into the communities those organisations serve.

The impact of the program can be seen in how organisations have used student work and in the broader outcomes the projects seek to support. In 2025, students worked with the Geelong Running Festival, Barwon Asset Solutions and the Marine Mammal Foundation. With the [Geelong Running Festival](#), students explored ways to demonstrate the event's community, social and economic impact and developed opportunities to strengthen sponsorship and stakeholder engagement. The event was launched only weeks after the program concluded, with the organisation subsequently drawing on student recommendations when engaging key stakeholders and sponsors. A slogan developed through the students' wild card project was also adopted as the event's main slogan for the 2026

festival. With Barwon Asset Solutions, students worked on initiatives exploring more sustainable approaches to water and energy use, with the potential to improve organisational efficiency, reduce costs and environmental impacts, and contribute to the resilience and affordability of services for the wider community. Together, these projects demonstrate how student work can support organisational priorities while also contributing to broader social, environmental and economic outcomes.

The Social Impact Program provides this opportunity on a recurring basis, while our Domestic and International Study Tour programs offer a smaller, more intensive model of engagement. These programs typically involve 20–25 students working with organisations over two weeks, with targeted preparation, mentoring and a focus on community impact. Across seven international study tours to Japan, Vietnam, the UK, Malaysia and Thailand, students have supported 23 organisations through projects addressing a range of organisational and community challenges. The Domestic Study Tour program has similarly developed ongoing relationships with regional organisations including Platform Arts and Provico. Platform Arts subsequently became a project partner for Deakin's 2026 inbound program, providing an opportunity for University of East Anglia students visiting Geelong to work as consultants with the organisation. Together, these models provide different ways for SMEs and not-for-profit organisations to access student expertise, research and practical support, while creating opportunities for students to contribute to meaningful outcomes in the communities in which those organisations operate. The continuing relationships with many partners also demonstrate that the impact can extend beyond the individual project, creating opportunities for longer-term collaboration and further community benefit.



Property Economics - Associate Professor, Ameeta Jain

Property Economics is a core subject within the Bachelor of Property and Real Estate, a degree that primarily prepares students for careers in property development, valuation, and related fields within the property sector. Given the significant influence that the built environment has on environmental outcomes, it is essential that future property professionals develop an understanding of sustainability principles and their practical application in development decision-making.

The importance of sustainability education in this discipline is underscored by the fact that the built environment accounts for approximately 31% of Australia's total carbon emissions. As Australia seeks to address both the climate crisis and a growing housing affordability and supply challenge, the property industry will play a critical role in shaping more sustainable communities. Government policies across Australia, particularly in major metropolitan areas such as Melbourne and Sydney, are increasingly focused on facilitating medium and high-density housing developments to meet future housing demand. This expansion will require substantial land subdivision and urban development activity, creating both challenges and opportunities to embed sustainable outcomes from the earliest stages of the development process.

Within this context, sustainability at the subdivision level extends well beyond the design of individual buildings. Decisions relating to site layout, transport connectivity, infrastructure provision, open space networks, water management, biodiversity protection, and streetscape design can have long-term implications for environmental performance, community liveability, climate resilience, household energy consumption, and future public expenditure. Future property developers and valuers therefore need to understand how sustainability considerations influence not only environmental outcomes but also economic value, development feasibility, and community wellbeing.

Recognising the importance of both Sustainable Development Goal 11 (Sustainable Cities and Communities) and Sustainable Development Goal 13 (Climate Action), I have incorporated a dedicated module on Sustainable Subdivisions into the Property Economics curriculum. This module introduces students to contemporary approaches for assessing and delivering sustainability outcomes within land development projects. To provide students with direct exposure to industry-leading practice, I invited one of Australia's foremost sustainability experts to present on an emerging government-supported assessment tool that enables developers and local councils to systematically evaluate sustainability outcomes across subdivision projects of varying scales.

This initiative brings a strong responsible education perspective to the subject by encouraging students to critically examine the environmental and social impacts of development decisions alongside traditional economic considerations. Importantly, it equips graduates with the knowledge and skills needed to contribute to more sustainable urban development outcomes as they enter the workforce and become future decision-makers within the property industry.

Academic Mentor for Supply Chain Management Student Case Competition - Dr Jason Li



As academic mentors to the Deakin student team that developed the winning proposal in the 2025 Victorian Universities Supply Chain Management Case Competition, we supported students in responding to a complex, real-world challenge: developing initiatives that Officeworks could implement to most effectively reduce its Scope 3 greenhouse gas emissions. The team's innovative solution, Officeworks Reworks, proposed a circular refurbishment model focused on repurposing and reselling returned or slightly damaged products. Our role was to guide students in applying supply chain knowledge, evidence-based analysis and responsible management principles, while ensuring the proposal remained student-led, practical and commercially relevant.

The winning proposal exemplifies the PRME Practice Principle by connecting academic learning with an authentic industry sustainability challenge. Officeworks Reworks demonstrated how circular economy thinking can reduce waste, extend product life and potentially avoid emissions associated with producing and transporting replacement products, thereby contributing to reductions in Scope 3 emissions. Through the competition, students strengthened their capabilities in collaboration, critical thinking, communication and responsible decision-making, while considering the environmental,

operational and commercial implications of their recommendations. Their success highlights the value of practice-based learning in preparing graduates to develop innovative and implementable solutions that support more sustainable and responsible supply chains.

Academic Mentor for Supply Chain Management Student Case Competition - Dr Sukanto Bhattacharya



Operations and supply chain management play an important role in ensuring sustainable communities and economies as the discipline directly deals with managing the sourcing and utilization of scarce resources in value-adding production and distribution processes. Our undergraduate Management unit MMM267 as well as our postgraduate Management unit MMM710 embed a number of SDGs to enable students to understand the socio-environmental impacts of business operations and build responsible, resilient, and responsive supply chains.

Although perhaps SDG 12 is most prominently embedded into the curriculum, the contents and assessments are designed to also incorporate a number of other SDGs. The objective is to seamlessly build sustainability into key operational decisions rather than seeing it as a mere afterthought that pedantically follows those decisions. Through hands-on operational problem solving primarily using case vignettes requiring both quantitative as well as judgmental inputs, students learn to see the first

two Ps of sustainability - Planet (climate- and environment-friendly practices) and People (ensuring vibrant communities and ethical business practices) as necessary preconditions for successfully delivering on the third P - Profit (ensuring economic viability).

Barriers to Innovative Curriculum

In 2025, Deakin University identified the following barriers to innovating, updating, or taking risks in existing curriculum:

- ❖ Administrative resistance
- ❖ Assessment challenges
- ❖ Change fatigue
- ❖ Collaboration barriers
- ❖ Budgetary limitations

Barriers to Innovative Pedagogy

In 2025, Deakin University identified the following barriers to innovating, updating, or taking risks in existing pedagogy:

- ❖ Time constraints
- ❖ Collaboration barriers



Research

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

How We Define Research

Research at Deakin Business School is the pursuit of knowledge that informs action and creates impact. Through rigorous, responsible, and globally connected scholarship, we generate better answers to emerging challenges, advance better societies through enhanced wellbeing and inclusion, and drive better growth by supporting sustainable, resilient, and prosperous economies. With a strong Asia-Pacific focus, our research influences policy, practice, education, and responsible leadership to create positive change locally and globally

Research vs Research for RME/Sustainable Development

213	Peer-reviewed articles were published by Deakin University from this past calendar year.	vs	118	Peer-reviewed articles were published by Deakin University from this past calendar year in support of RME.
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Research Funding

In 2025, Deakin University was awarded funding for research that is:



Local



National



International



Institution
Specific

Socializing Research

In 2025, Deakin University contributed research findings to:

- ❖ Community organizations
- ❖ Government and policy makers
- ❖ Industry and business networks
- ❖ Research collaborations
- ❖ Social media and digital outreach
- ❖ Local media
- ❖ National media

Research Projects

In 2025, Deakin University reported 5 research projects that implemented responsible or sustainable activities.

Quantifying the Long-Term Economic Impacts of Bushfire Smoke Exposure in Australia

Period Covering: March, 2025 - February, 2028

Department: Economics

Quantifying the Long-Term Economic Impacts of Bushfire Smoke Exposure in Australia



The problem

Can bushfire smoke exposure-distinct from direct fire damage- cause persistent, long-term economic harm to individuals across Australia?



Why is it important?

While short - term health effects of bush fire smoke are well-documented, its long-term economic consequences remain largely unexplored. Given the increasing frequency and intensity of bushfires due to climate change, understanding these impacts is critical for policy, disaster resilience, and equity.



What are we doing?

- Developing a novel geospatial dataset of bushfire smoke exposure across Australia (2000-present), distinguishing between natural and planned fires.
- Linking this exposure data to individual outcomes covering earnings, health, education, and migration.
- Using quasi-experimental econometric methods (e.g., downwind vs. upwind comparisons) and machine learning to isolate causal impacts and identify vulnerable subgroups.



Key insights

- Bushfire smoke affects a broader section of the population, over longer distances, compared to the fires themselves
- Smoke exposure may reduce earnings, household income, and resilience over time.
- Health and education disruptions are likely mechanisms driving economic impacts.
- Vulnerable groups (e.g., elderly, low-income, marginalised groups) may suffer disproportionate long-term harm, exacerbating inequality.
- In related work, we find social capital can important role in mitigating adverse effects of bushfires.



What's next?

- Findings will inform national bushfire resilience strategies, including those by NEMA.
- Will support targeted disaster recovery policies and resource allocation.
- Results will be shared via academic publications, policy workshops, and a public smoke exposure data portal.
- Contributes to Australia's Environmental Change research priority and has global relevance for wildfire-prone regions.



Doctor Hemant
Pullabhotla

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Related
Work:



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Can electric vehicles aid the renewable transition?

Period Covering: November, 2024 - May, 2026

Department: Economics



The problem

Can electric vehicles (EVs) be leveraged to support renewable energy integration by shifting charging behaviour to align with solar generation peaks?

Why was it worth pursuing?

EVs are both a challenge and an opportunity for electricity grids. While they can increase peak demand, they also offer potential flexibility as "batteries on wheels." Understanding how EV owners respond to price incentives is critical for designing policies that align EV charging with renewable energy availability.

What did we do?

- Conducted a field experiment with 390 Australian Tesla owners.
- Tracked minute-by-minute telematics data on driving, charging, and location.
- Randomly assigned incentives:
 - Peak reduction: \$0.20/kWh to reduce charging during 4-8pm.
 - Sun soak: \$0.20/kWh to increase charging during 10am-3pm (non-solar owners only).

Key insights

- Charging shifted significantly:
 - Peak charging reduced by 17-27%.
 - Midday charging increased by 34%.
- Behavioural flexibility observed:
 - Owners drove less and allowed batteries to discharge further.
 - Midday charging occurred mostly out-of-home or at home with fast chargers.
- Infrastructure matters: Workplace and fast home chargers enabled midday charging.
- Solar owners responded differently, often already optimizing for midday charging.

What's next?

- Demonstrates that price incentives can align EV charging with solar generation, reducing grid strain and enhancing emissions reductions.
- Suggests a low-cost alternative to large-scale storage investments.
- Highlights the need for tariff reform, charging infrastructure, and dynamic pricing to fully realize EVs' potential in renewable energy systems.



Associate Professor
Andrea La Nauze

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Full article:



Proudly supported by:



Deakin University CRICOS Provider Code: 00113B



Empowering Refugee Communities: Career, Financial and Digital Literacy Program

Period Covering: September, 2023 - August, 2024

Department: Management



The problem

How can targeted career, financial, and digital literacy programs support individuals from refugee and asylum-seeking backgrounds to transition into meaningful employment and navigate life in Australia?



Why was it worth pursuing?

Refugee-background individuals often face barriers to employment and financial inclusion despite holding tertiary qualifications. This initiative aimed to bridge that gap by offering tailored support through mentorship, practical workshops, and literacy programs.



What did we do?

- Delivered two rounds of 8-week career clinics (2023 & 2024) with 34 mentees and 34 mentors from Chobani.
- Conducted financial literacy (4 weeks) and digital literacy (3 weeks) programs in 2024, reaching 22 participants.
- Used a mentee/mentor model, interactive sessions, and pre/post surveys to assess impact.
- Topics included CVs, cover letters, networking, budgeting, banking, scam awareness, and digital safety.



Key insights

- Career Clinics: 100% completion rate; mentees reported increased confidence, improved job-seeking skills, and stronger professional networks.
- Financial Literacy: 70% felt more confident managing finances; 80% applied tips learned; significant gains in budgeting and insurance knowledge.
- Digital Literacy: Confidence rose from 57% to 77.5%; phishing awareness from 62.9% to 90%; strong improvements in scam detection and privacy management.
- Mentoring offered Chobani staff valuable professional development, strengthening coaching skills and fostering more inclusive hiring perspectives



What's next?

- Demonstrated that mentorship and tailored education can empower refugee-background individuals.
- Participants requested expanded programs with more hands-on learning and broader community outreach.
- Recommendations include refining target audiences, addressing language barriers, and building local partnerships.
- Future opportunities include adapting the models and programs to support other marginalised groups, such as recent migrants, or underrepresented job seekers



Doctor Karen Dunwoodie

Find an Expert



Centre
Website:



Proudly supported by:

Chobani

Deakin Centre for
Refugee Employment,
Advocacy, Training and
Education (CREATE)



Counting on U: Promoting wellbeing in small business, accounting and bookkeeping

Period Covering: July, 2020 - March, 2024

Department: Management



The problem

Can trusted business advisers (BAs) play a meaningful role in supporting the mental health of small and medium enterprise (SME) owners, and if so, how can they be better equipped to do so?

Why was it worth pursuing?

SME owners face significant financial and psychological pressures, yet often lack access to mental health support. BAs are uniquely positioned to identify distress and encourage help-seeking, but lack the training to do so effectively. Addressing this gap could yield substantial social and economic benefits.

What did we do?

The team conducted:

- A randomised controlled trial (RCT) with 1165 BAs and SME clients, comparing mental health first aid (MHFA) training alone vs. MHFA combined with relationship-building training (RBT).
- A sector-wide rollout of the integrated RBT+MHFA training to over 3400 BAs, funded by the Australian Government.
- Ongoing engagement with professional bodies and universities to embed mental health competencies in CPD and accounting curricula.

Key insights

- The integrated training led to stronger adviser-client relationships, reduced financial distress, and improved mental health outcomes for SME owners.
- BAs showed significant increases in mental health literacy and confidence in discussing mental health issues.
- The initiative demonstrated broad sectoral uptake and support, with measurable improvements in both BA and client wellbeing.

What's next?

This work has reshaped how mental health support can be embedded in professional advisory roles. Next steps include:

- Making CoU a permanent part of CPD offerings.
- Integrating training into university accounting programs.
- Developing a wellbeing index for BAs.
- Exploring shorter, evidence-based mental health literacy modules to improve accessibility and scalability.



Professor Andrew Noblet

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Full Paper:



Proudly supported by:

NHMRC

The IPA-Deakin SME
Research Centre



Deakin University CRICOS Provider Code: 00113B



Knowledge Exchange to Australia on Public Sector Reform

Period Covering: January, 2025 - December, 2026

Department: Management



The problem

How can Vietnam's ambitious public sector reforms- focused on improving administrative efficiency, governance, and inclusivity- be bolstered through a structured knowledge exchange with Australia, utilising Australia's expertise?

Why was it worth pursuing?

Vietnam is undertaking its most ambitious bureaucratic restructuring and public sector reforms since the Doi Moi reforms. However, ensuring the reforms are inclusive and effectively integrate principles of good governance, digital transformation and public-private partnerships remains a significant challenge. Knowledge from Australia's multi-level governance, digital transformation, and inclusive public sector practices offers valuable insights to support Vietnam's reform goals and its ambition to become a high-income economy by 2045.

What did we do?

We are designing and implementing a five-stage program for two groups of senior Vietnamese Government Officials to ensure they can integrate the knowledge gained from Australia within Vietnam's ongoing public sector reforms:

1. Orientation & Needs Analysis (Vietnam)
2. In-country Capacity Building (Australia)
3. Transitional Support (Vietnam)
4. Program Evaluation
5. Relationship Maintenance

The first group, consisting of senior vice minister-level delegates, experienced a 7-day immersive program in Australia as a knowledge exchange with:

- Site visits and knowledge exchange with federal, state, and local government bodies
- Workshops on governance, HRM, digital transformation, GEDSI, and Indigenous knowledge
- Networking events and cultural excursions

The second program will consist of director-general-level delegates who will experience a 10-day program in Australia, along with a knowledge-sharing workshop in Hanoi.

Key insights

- Participants will gain practical insights into:
 - Policy-making and reform implementation
 - Inclusive leadership and gender equity
 - Digital transformation and governance and citizen engagement
 - Public-Private Partnerships
 - Academia-government collaboration
- Action plans and reflection papers will support the application of learnings in Vietnam.
- Long-term institutional linkages and alumni networks will be established.

What's next?

- Supports Aus4Skills' goals of strengthening Vietnam's human resource development
- Builds sustainable Australia-Vietnam partnerships
- Provides a scalable model for future bilateral knowledge exchanges
- Evaluation and feedback mechanisms will inform continuous improvement



Associate Professor
Dhara Shah

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Working with:

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Department of Foreign
Affairs: Aus4Skills

Vietnam Australia Centre
(VAC)

In partnership with:

Transglobal Education and
Training (TET Education
Group)

Deakin University CRICOS Provider Code: 00113B



Research Awards

In 2025, Deakin University was awarded 2 research awards for responsibility- and/or sustainability-related research.

AACSB Innovations That Inspire Award - Counting on U

Granter: AACSB

Grantee: Professor Andrew Noblet, Deakin Business School

Award Description:

Counting on U: Supporting the Mental Health of SME Owners

The strong relationships formed with relevant industry partners are a key innovation of the Deakin Business School (DBS) Counting on U (CoU) training program. Participants include two mental health groups, a state-based occupational health and safety authority, Australia's largest funder of health and medical research, an Australian government specialist small-business group, and four respected accounting and bookkeeping bodies. DBS has worked with these stakeholders to co-create the CoU training program, to secure 3.15 million AUD (1.96 million USD) in funding, and to recruit over 4,200 business advisors to enroll in the program.

Vice-Chancellor's Early Career Researcher Award for Career Excellence

Granter: Deakin University

Grantee: Dr Jordan Bakhsh

Award Description:

This award acknowledges outstanding contributions in research and innovation by an individual researcher commencing their research career. Jordan's research focuses on how sport-related events translate into social benefits, including gender equity, community cohesion, and sport participation.

Research Presentations Related to RME and/or Sustainability

In 2025, Deakin University gave 5 research presentations related to RME and/or sustainability.

Embedding SDG Literacy to Prepare Future Business Leaders for Critical Global Challenges

Authors: Lemai Nguyen, Deakin Business School, Melbourne | Chintha Kaluarachchi, Deakin Business School, Melbourne | Ruwan Nagahawatta, Deakin Business School, Melbourne

Date of publication: March, 2025

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

Department: Computer Information Systems

The United Nations' Sustainable Development Goals (SDGs) present urgent challenges that impact our global society and the planet. However, many business school students, who will be the future leaders, while gaining digital literacy, lack essential SDG knowledge to enable them to diffuse digital innovation to address the SDGs. To address this, we developed an approach to integrate SDG literacy, specifically carbon literacy, into digital business analysis teaching. This is achieved through applying our socio-ecological-technical framework, Principles for Responsible Management Education (PRME) Impactful 5 (I5), within project-based learning. The approach includes interactive workshops, industry panels and mini-hackathons, and assessment projects, engaging experts and students in developing digital sustainability initiatives. Students acquire digital and carbon literacy by specifying business and sustainability requirements of analytics tools for anonymized businesses. This paper reports a case study demonstrating how the approach empowers students to become future leaders committed to SDGs, benefiting society and the planet by diffusing digital technologies to address SDG 13. The paper contributes to IS research by showcasing the practical application and further refinement of the SET framework in IS education, thus advancing scholarship in this field. In addition, the content and teaching practices outlined in this paper will serve as valuable contributions to PRME's educational resources, supporting future initiatives in sustainability education.



Exploring the integration of sustainability in management accounting practice: a signalling theory perspective

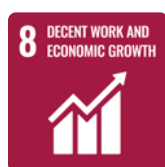
Authors: Belete Bobe, Deakin Business School, Melbourne | Matthew Egan, The University of Sydney

Date of publication: June, 2025

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

Department: Accounting

Drawing on signalling theory, this study examines how job advertisements for accounting roles communicate organisational expectations around sustainability. We undertake a content analysis of 371 job advertisements available in December 2023, and 2,703 available in March 2025, to assess whether sustainability-related responsibilities are being formally integrated into accounting roles. Contrary to a growing emphasis on the importance of organisational responses to sustainability, both in practice and academic literature, references to sustainability were minimal across both datasets, with little explicit mention in either role descriptions or required competencies. We also analysed the accreditation guidelines of CPA Australia and CAANZ to investigate this gap further. Again, we found limited articulation of sustainability-related competencies in professional education frameworks. Our findings reveal a disconnect between signals from industry and education, and the normative expectations within academic literature, raising concerns about the preparedness of accountants to meet the demands of sustainability-focused business practices. This study highlights the need for more explicit integration of sustainability within professional standards and job requirements. We contribute to broader discussions on aligning education, accreditation, and evolving role expectations within the accounting profession.



How Pet Experience Prompt Employee Green Behavior Through Connectedness to Nature

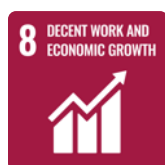
Authors: Yufei Liu, Shanghai University of Finance and Economics | Jie Wang, Soochow University, China | Zitong Sheng, Deakin Business School, Melbourne | Jingwen Wei, Free University of Berlin

Date of publication: July, 2025

Presented at: National or international academy of management

Department: Management

The growing disconnection from nature, driven by urbanization and industrialization, has significant consequences for ecological sustainability. While organizations typically encourage employees to adopt green behaviors in the workplace, research has limited in the factors inside of organization and overlooked the outside ones. This paper aims to address this gap by examining how employees' experiences with pets can foster a sense of connectedness to nature, which in turn influences their green behaviors at work. Through a multi-method approach, including secondary data analysis and experimental studies, we plan to test our hypotheses across varied contexts. We expect the finding can contribute to the literature on employee green behavior, human-animal relations, and work-life boundaries.



Examining the Career Advancement of Migrant Managers: A Mixed Methods Study

| [DOI](#)

Authors: Melissa Parris, Deakin Business School, Melbourne | Uma Jogulu, Edith Cowan University, Western Australia

Date of publication: August, 2025

Presented at: National or international academy of management

Department: Management

Research on migrant employment has primarily focused on labor market entry and early organizational socialization. However, migrant career development, particularly migrants' managerial advancement in their host countries, has mostly been overlooked. Drawing on social cognitive career theory, and employing a two-stage mixed methods design, the current study examined the influence of both personal and contextual variables on migrants' managerial career advancement. Narrative interviews with 25 migrant managers subsequently guided item development for a survey of 325 managers, with participants in both stages having migrated from different global regions to a common host country (Australia). The results showed that migrants' self-efficacy was positively related to engaging in behaviors that supported career advancement, and that this relationship was mediated by both outcome expectations and managerial career goals in varying ways. Further, we found that cultural background moderated the relationship between outcome expectations and managerial career goals, with the relationship being stronger when the cultural distance between migrants' home and host countries was higher. Theoretical and practical implications of these findings are discussed, alongside future research directions.



Cross-sector Collaboration for Social Value: Governance Framework for Community-Social Enterprise Partnerships

Authors: Niharika Garud, University of Melbourne | Rakesh Pati, Deakin Business School, Melbourne | Chris Sutter, University of Cincinnati

Date of publication: January, 2025

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

Department: Management

There has been growing interest in the governance of social enterprise. In this paper, we focus on a specific social enterprise governance issue: the allocation of ownership and control over key resources between a social enterprise and a beneficiary community. Drawing on theory from social entrepreneurship and property rights, we develop a conceptual framework regarding property rights allocation for social enterprises seeking to co-create value with beneficiary communities. We propose that while community ownership and control of key resources is ideal, limitations arise when (1) the community fails to perceive a positive tradeoff between value and risk and (2) when there is a lack of community consensus regarding resource use. Under these circumstances, the community will not be incentivized to make the necessary specific investments to fully leverage resources, and alternate governance arrangements may be preferable. We seek to contribute to the literature by expanding the focus of social enterprise governance beyond boards, by exploring the role of consensus, incentives, and specific investments in social enterprise governance, and by expanding the focus of property rights theory to dyadic relationships as we relax strict assumptions of self-interest.



Publications Related to RME and/or Sustainability

Missed connections: A resource-management theory to combat loneliness experienced by globally mobile employees

| [DOI](#)

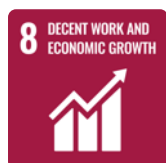
Authors: Shea X. Fan, Deakin Business School, Melbourne | Fei Zhu, Nottingham University Business School, China | Margaret A. Shaffer, Michael F. Price College of Business, Oklahoma

Date of publication: March, 2025

Department: Management

All globally mobile employees (GMEs) share a common propensity to experience loneliness when they relocate to a new country where they have yet to establish social connections. To better understand how GMEs combat this feeling, we offer a conceptual process model grounded in conservation of resources (COR) theory to describe how they achieve social integration. The process begins with an assessment of GMEs' desired versus perceived social relations, with most perceiving a relational deficiency or loneliness. This then triggers an audit of available social resources, which we differentiate in terms of source (personal vs. contextual) and stability (enduring vs. transient) to

develop a typology of resources. Depending on the availability of resources, GMEs will follow one of three resource-management pathways to become socially integrated. Those who choose an expansion pathway will achieve what we refer to as deep-level (authentic) social integration and those who follow a protection pathway will attain surface-level (functional) social integration. The underutilization pathway is an interim route that may lead to either a resource-expansion or resource-protection pathway depending on changes in the availability of resources. Our iterative and recursive cyclical process model has implications for international management research, workplace loneliness studies, and COR theory.



From employee to entrepreneur: The role of unemployment risk | [DOI](#)

Authors: Ai Jun Hou, Stockholm Business School | Sara Jonsson, Stockholm Business School | Xiaoyang Li, Deakin Business School, Melbourne | Qinglin Ouyang, Stockholm Business School, Melbourne

Date of publication: January, 2025

Department: Finance

We use Swedish administrative data to study the role of unemployment risk in salaried employees' decisions to become entrepreneurs. Using the 2001 relaxation of Sweden's last-in-first-out (LIFO) dismissal rule as an exogenous shock to unemployment risk, we find that employees facing increased unemployment risk are more likely to become entrepreneurs. The effect is more pronounced for employees with longer tenure, as they were newly exposed to greater unemployment risk. When we track entrepreneurs' income dynamics and the performance of their ventures, we find that entrepreneurs who used to face greater unemployment risk do not underperform compared to other entrepreneurs. Our results provide some of the first empirical evidence of how employees respond to increased unemployment risk.



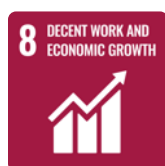
When Employee Gender Diversity Benefits Collective Performance: The Importance of the Proportion of Women in Top Management Teams | [DOI](#)

Authors: Hun Whee Lee, The Ohio State University | Jooyoung Kim, Deakin Business School, Melbourne | Hanho Lee, The Ohio State University | María del Carmen Triana, Vanderbilt University, Nashville | Jin Nam Choi, Seoul National University

Date of publication: March, 2025

Department: Management

Grounded in symbolic and substantive frameworks, our study highlights how the proportion of women in top management teams (TMTs) enhances coordination among members of gender-diverse groups, leading to a higher collective performance. Our empirical investigation encompasses panel data (Study 1: 1017 observations across 306 firms over 8 years) and two group-level surveys (Study 2: 93 leaders and 391 members; Study 3: 47 leaders and 149 members), all within the context of South Korea. Consistently across our studies, we find that the indirect relationship between employee gender diversity and collective performance through relational coordination is positive and stronger as the proportion of women in the TMT increases. Notably, Study 3 reveals that it is TMTs' substantive influence (e.g., diversity-supportive practices and initiatives), rather than their symbolic influence (e.g., signaling equal opportunity for career advancement), that underpin the observed benefits of the proportion of women in TMTs. Our research highlights the pressing importance of advancing the proportion of women in top leadership positions.



Spilling Over: The Benefits of Public Works Projects for Groundwater in India

| [DOI](#)

Authors: A. Patrick Behrer, Stanford University Center for Food Security and the Environment, California | Hemant Pullabhotla, Deakin Business School, Melbourne

Date of publication: August, 2025

Department: Economics

Depletion of groundwater is a major challenge in India. We examine how a major rural public works program (MNREGA) that financed the construction of surface water infrastructure may have plausibly increased aquifer recharge rates and impacted groundwater levels. Using a difference-in-differences approach on the staggered and heterogeneous roll-out of MNREGA, we show that groundwater levels increased after its implementation. These increases were concentrated in states that constructed the largest number of MNREGA-financed surface water projects. The increases we observe in groundwater appear to have led to increases in the irrigated area of high value crops and greater overall irrigation during the dry season.



Performance of energy ETFs and climate risks | [DOI](#)

Authors: Minh Nhat Nguyen, The University of Danang, Vietnam | Ruipeng Lu, Deakin Business School, Melbourne | Youwei Li, Hull University Business School, United Kingdom

Date of publication: January, 2025

Department: Finance

We investigate whether green (brown) portfolios constructed from clean energy ETFs (fossil fuel ETFs) yield positive (negative) returns conditional on climate-related risks. While the green portfolios do not unconditionally outperform the brown ones, the outperformance of green portfolios is statistically significant under the conditional setting using non-parametric estimates with imposing inequality restrictions. Our conditional studies also show that brown portfolios are riskier than green ones with various measurements. We present the heterogeneity in the effect of climate information on the return and risk of green and brown portfolios. Furthermore, we document that fund flows for green assets are higher than those for brown ones during periods of high climate risks. Our findings are robust to alternative specifications.



Reprint of: Mimicking crypto portfolios in sustainable investment | [DOI](#)

Authors: Mengxia Yu, University of Victoria, Canada | Ke Xu, University of Victoria, Canada | Xinwei Zhang, Deakin Business School, Melbourne

Date of publication: March, 2025

Department: Finance

In this paper, considering the difference in the energy demand level, we utilize the daily pricing data from 10/01/2019 to 06/30/2023 to construct mimicking crypto portfolios with 12 clean cryptocurrencies to replace the dirty cryptocurrency, Bitcoin (BTC). With a monthly rebalancing strategy, the mimicking portfolio closely matches the exposures to the risk factors of the BTC but with fewer specific risks. Furthermore, relying on the bivariate dynamic conditional correlation (DCC-) GARCH model, we compare the hedging capability of BTC and the corresponding mimicking crypto portfolio against movements of returns of sustainable assets. The empirical results show that the

mimicking crypto portfolio provides ESG investors with a cheaper hedge tool of higher hedge effectiveness compared to the BTC. Moreover, we find that the mimicking crypto portfolio can act as a strong safe haven for the S&P Global Clean Energy Index and S&P Latin America Emerging LargeMidCap ESG Index during periods of market stress. Therefore, the mimicking crypto portfolio is a more attractive option for ESG investors due to its superior hedging efficiency and the added environmental advantages.



Air Pollution and Adult Cognition: Evidence from Brain Training | [DOI](#)

Authors: Zhi-Wen He, Nanchang Institute of Technology, China | Chien-Chiang Lee, City University of Macau | Susan Sunila Sharma, Deakin Business School, Melbourne

Date of publication: February, 2025

Department: Finance

Given the frequency of geopolitical events and the urgency of responding to climate change, it is essential to explore the impact of geopolitical risk (GPR) on renewable energy transition (RET). Based on panel data for 41 countries from 2000 to 2021, this paper analyzes the impact and mechanism of GPR on RET. The results show that an increase in GPR accelerates RET across countries, a conclusion that still holds after a series of robustness tests, such as instrumental variable regressions, the exclusion of the effects of other shocks, and replacing the explanatory and explained variables. Second, oil rent, openness, and technological innovation are the mechanisms by which GPR affects RET. Specifically, lower oil rents, lower levels of openness, and higher levels of technological innovation are the preconditions for GPR to drive RET. Finally, for different types of renewable energy, the effects produced by GPR are, in descending order, solar, biomass, and hydropower, but the effect of GPR on wind energy is not significant. In addition, the impact of GPR on RET is more pronounced in countries that are more ecologically disadvantaged and more dependent on foreign countries for energy. The findings show the relationship between GPR and RET and can help the government formulate policies related to renewable energy development.



Political ideology drives the integration of country-of-origin and offshoring sustainability impact information toward globally prosocial product decisions

| [DOI](#)

Authors: Matthew Maxwell-Smith, Huron University College, London | Jeff D. Rotman, Deakin Business School, Melbourne

Date of publication: February, 2025

Department: Marketing

Purpose

We investigate how white Western consumers make prosocial decisions on domestically branded products manufactured in countries with a developing economy (CDEs). Citizens in these countries manufacture products routinely sold in Western markets under Western companies and brands as part of an offshore supply chain.

Design/methodology/approach

We propose that prosocial decision-making about these products can be traced to an interactive effect between consumers' perceptions of the social sustainability impact of offshoring on CDE nations and social dominance orientation (SDO)-Dominance (SDO-D), an ideological preference for higher-status groups to forcefully oppress lower-status groups. In three studies with white Western consumers, this paper measured SDO-D, measured or experimentally manipulated the harmful versus beneficial impact of offshoring on CDEs, and presented assessed participants' willingness to purchase domestically branded and CDE-manufactured products across a series of decision trials.

Findings

White Western consumers with low SDO-D prosocially displayed weaker purchase intentions toward products with a domestic brand manufactured in a CDE ("DCDE products") when offshoring was perceived as harming those countries, and stronger intentions when offshoring was perceived as beneficial. This effect was mediated by consumers' trust in domestic firms to treat workforce issues appropriately. Conversely, high SDO-Ds' intentions were unaffected by the perceived harmful or beneficial impact of offshoring.

Research limitations/implications

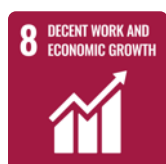
Future work in this area will ideally use field purchasing situations while testing for brand familiarity – as a covariate or moderator.

Practical implications

Firms that market or sell these products are advised to understand if their target segments have lower or higher levels of SDO-D, and how they evaluate the impact of the offshored supply chain on CDE citizens. Our research also suggests Western low SDO-Ds attributed the responsibility of foreign worker treatment to their own domestic companies, rather than foreign governments or offshoring agencies, when CDE workers were harmed by offshoring.

Originality/value

These findings have broad implications for the various markets and policies behind the sale and positioning of DCDE products and help identify the consumers who demand socially sustainable supply chains and offshore operations.



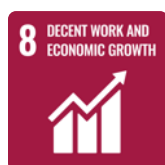
Hidden Bias, Overt Impact: A Systematic Review of the Empirical Literature on Racial Microaggressions at Work

Authors: Alexander Newman, The University of Melbourne | Snehanjali Chrispal, Monash University, Melbourne | Karen Dunwoodie, Deakin Business School, Melbourne

Date of publication: January, 2025

Department: Management

This article presents a systematic review of literature on workplace racial microaggressions. Increasingly, workplaces around the world have made concerted efforts to foster diversity, equity, and inclusion in their workforces. However, racial discrimination is a social issue that continues to be endemic to the workplace—including, yet not limited to, the prevalence of racial microaggressions. These microaggressions can, at times, be covert, and undertaken sometimes without the explicit awareness or intention of the perpetrator. Yet, the consequences of these can be very real for the person impacted (the target), which include diminished wellbeing, job satisfaction, and career progression. To capture the overall trends and themes that empirical research has examined related to workplace racial microaggressions, a systematic review of 48 scholarly peer-reviewed articles on the topic was conducted. The review highlights how racial microaggressions have been conceptualized and measured in previous work, and critically examines empirical findings to date. The systematic review reveals that more work needs to be done to advance our understanding of this field of inquiry. To address this, a future research agenda based on identified gaps in the literature is articulated which highlights opportunities for advancement of the literature. Addressing these gaps will provide actionable insights for organizations in addressing the insidious social issue of racial microaggressions in the workplace, and support scholars in the development of future work.



Does actors' engagement with capacity-building training programs enable delivery of SDG-aligned public services? The case of senior public officials

[DOI](#)

Authors: Fara Azmat, Deakin Business School, Melbourne | Ahmed Shahriar Ferdous, Deakin Business School, Geelong | Faisal Wali, Deakin Business School, Geelong | Mohammad Badrul Muttakin, Deakin Business School, Geelong

Date of publication: March, 2025

Department: Marketing | Accounting | Management

Purpose

This study examines whether engagement with Sustainable Development Goal (SDG)-focused specialized training programs enable senior public officials (focal actor) to collectively deliver on public services that have a transformational societal impact over time. Further, the study explores the factors that impede and facilitate the delivery of such services. The authors do so by using service mechanics theorization and drawing on the lens of actor and collective engagement.

Design/methodology/approach

This study undertakes a longitudinal exploratory qualitative study design. SDG-focused training programs were delivered, as interventions, for two cohorts of senior public officials from Bangladesh in an Australian University in 2017 and 2019. In-depth interviews were conducted upon the training's completion and then after 8- and 12-month intervals to assess the short- and long-term impact respectively.

Findings

An empirical framework is proposed from the study findings. It shows that engagement – cognitive, emotional and behavioral – with SDG-focused specialized training programs enables focal actors (i.e. senior public officials) to engage other actors (other public officials, community members) in networks, facilitated the delivery of SDG-aligned public services. Such engagement results in a transformative impact that spans micro (individual), meso (organizational) and macro (societal) levels over time. Factors that impede and facilitate SDG-aligned delivery of public services are also identified.

Research limitations/implications

Theoretically, the authors contribute to the literature that relates to actor and collective engagement, SDG-focused capacity-building training programs and service mechanics. Practically, this study informs organizations about the ways that they can effectively engage their senior employees with capacity-building training programs that focus on sustainability.

Originality/value

This study is one of the few that connects the interface between public service delivery for enacting societal changes and SDG-focused capacity-building training programs through service mechanics theorization and using the lens of actor and collective engagement.



How does gender diversity impact board performance? Insights from Australian sport

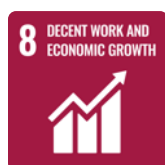
| [DOI](#)

Authors: Joshua McLeod, Deakin Business School, Melbourne | Pamm Phillips, Deakin Business School, Melbourne | Katie Rowe, Deakin Business School, Melbourne | Sarah Reddan, Deakin Business School, Melbourne | Katherine Raw, Deakin Business School, Melbourne | Steve Swanson, Deakin Business School, Melbourne

Date of publication: April, 2025

Department: Management

This study investigates how gender diversity impacts board performance in sport organisations, focusing on the 40% gender quota introduced in Victoria, Australia, in 2019. Drawing on 36 in-depth interviews with board members operating within this context, it examines how increased representation of women has shaped board processes, roles, and overall performance. The findings indicate a prevailing perception that a critical mass of women on boards leads to a stronger presence of values that promote collaboration, risk awareness, and being stakeholder-oriented. This was found to impact board performance in multifaceted ways. Board processes (i.e. decision-making and dynamics) appear to benefit most from gender diversity, as it is perceived to foster more respectful and ultimately productive interactions, as well as harness passion. The impact of gender diversity on board roles was reported to manifest in the following ways: stakeholder engagement is enhanced through more thoughtful communication, risk management becomes more considered, and strategic planning and policymaking gain from a stronger focus on welfare issues. However, gender diversity was not reported to have a substantive, direct impact on CEO supervision. This study extends theoretical and practical understandings of sport governance. In line with resource-dependency theory, it identifies a positive connection between gender diversity and board performance and advances the literature by providing a nuanced and fine-grained analysis of how these effects arise.



Incentivising farm dam Enhancement: Barriers, motivations, and market potential in Australian grazing systems

| [DOI](#)

Authors: Elizabeth Galanis, Deakin University, Melbourne | Helena Clayton, The Australian National University, Canberra | Michael Burton, University of Western Australia | Andrea Vocino, Deakin Business School, Melbourne | Martino E. Malerba, RMIT University, Melbourne

Date of publication: September, 2025

Department: Marketing

Enhanced farm dams—managed to limit livestock access and restore vegetation—offer significant environmental benefits, including improved water quality, increased biodiversity, and reduced greenhouse gas emissions. However, the uptake of these practices remains low, largely due to high upfront costs and the absence of incentive mechanisms to reward the delivery of public goods. This study uses a double-bounded dichotomous choice contingent valuation survey to estimate livestock farmers' willingness to accept (WTA) payments for farm dam enhancement under a hypothetical incentive program aligned with Australia's carbon credit market. Based on responses from 356 cattle farmers in Victoria and New South Wales, 80 % of participants were willing to participate in a scheme for some level of payment, with a mean WTA of AUD \$1370 per dam per year. Willingness to participate was higher among farmers facing dam management challenges, motivated by environmental stewardship, and operating smaller farms. Carbon credit revenues from methane abatement under typical conditions (AUD \$128-\$324 per dam per year) are insufficient to meet the average WTA. Strategies to increase financial feasibility include bundling farm dam enhancements within whole-of-farm carbon methodologies, reducing transaction costs through aggregation, and providing complementary public subsidies. These approaches and efforts to build trust and reduce perceived risks will be critical to scaling farm dam restoration through environmental markets.



Green financing for ESG investments and wages in a sustainable economy

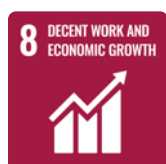
| [DOI](#)

Authors: Hamid Beladi, University of Texas at San Antonio | Chi-Chur Chao, Feng Chia University, Taiwan | Cong Tam Trinh, Ho Chi Minh City University of Economics and Finance | Mong Shane Ee, Deakin Business School, Melbourne

Date of publication: August, 2025

Department: Finance

This paper investigates the impact of green financing for environmental, social, and governance (ESG) investments on business dynamism and wages within the economy. Green financing for emission reductions involves certain abatement costs, while the associated green financing can offset these cost increases. The effects on wage inequality and firm dynamics hinge on which effect predominates. Green financing for ESG investments can narrow the skilled-unskilled wage gap in the short run, but the reduction in wage inequality could be mitigated in the long run due to the firm-entry effect. Green financing for ESG investments yields benefits in reducing wage inequality and enhancing market competition within industries. Using three-stage least squares and system Generalized Method of Moments estimations, we verify the theoretical findings. Policy recommendations, including developing green finance through favorable loans, are offered to fund ESG investments that meet environmental and social standards to achieve a sustainable and equitable economy.



Environmental controversies and audit pricing: the impact of environmental performance, temporal orientation and stakeholder-oriented corporate governance

[DOI](#)

Authors: Tesfaye T. Lemma, Towson University, Maryland | Mohammad Badrul Muttakin, Deakin University, Melbourne | Dessalegn Mihret, RMIT University, Melbourne

Date of publication: October, 2025

Department: Accounting

Purpose

This study examines whether prior environmental performance of a firm, temporal orientation of a society and stakeholder-oriented corporate governance influence the relationship between corporate environmental controversies and audit pricing.

Design/methodology/approach

We analyze 16,787 firm-year observations drawn from companies in 30 countries, for the period from 2005 to 2020, using a battery of econometric procedures.

Findings

We find robust evidence that audit fees increase with a client-firm's involvement in controversial environmental activities. More importantly, we find that the association is weaker (or even muted) for client-firms with stronger prior year environmental performance and is more pronounced for client-firms embedded in societies with stronger future orientation and in countries with stakeholder-oriented corporate governance system.

Originality/value

This study is the first to offer insights into how and whether auditors would incorporate a client-firm's environmental track record, and the temporal and corporate governance orientation of the society within which it operates in pricing the client-firm's involvement in environmental controversies. Understanding how these factors influence audit pricing enables stakeholders to better anticipate audit cost implications of environmental controversies, informs regulators and standard-setters seeking to enhance ESG-related assurance practices, and provides auditors with a broader framework for risk assessment in diverse institutional contexts.



Winning the war for domestic talent in a developing country context: individual and bundled talent attraction practices with MNEs' signaling of commitment to UN SDGs | [DOI](#)

Authors: Alfred Presbitero, Deakin Business School, Melbourne

Date of publication: July, 2025

Department: Management

Purpose

The war to attract domestic talent in a developing country context remains a persistent challenge for multinational enterprises' (MNEs) foreign subsidiaries. Many have continued to rely on talent attraction practices; however, gaps persist in terms of understanding how individual talent attraction practices, and their bundling relate to domestic talent attraction. Similarly, the role of signaling a firm's pursuit of United Nations Sustainable Development Goals (UN SDGs) remains unexplored in relation to domestic talent attraction. Hence, we pursued this line of inquiry guided by signaling theoretical perspective.

Design/methodology/approach

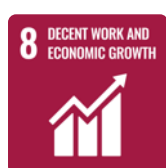
To test our hypotheses, we conducted two studies in the Philippines, a developing country context (Study 1: online survey study; Study 2: online quasi-experimental study).

Findings

The results confirmed that while individual, as well as the bundle of, talent attraction practices relate to the attractiveness of foreign subsidiaries among domestic talents, signaling the firm's pursuit of the UN SDGs further strengthens the attractiveness of foreign subsidiaries for these domestic talents in a developing country context.

Originality/value

This study provides novel insights and practical implications for MNEs' foreign subsidiaries operating in a developing country context. Specifically, this study highlights the significance of leveraging individual as well as a bundle of talent attraction practices while simultaneously enhancing employer branding strategy through the pursuit and signaling of UN SDGs.



Are Retail Consumers Willing to Pay for All Circular Products? A Study on Consumer Perception of the Circular Economy in Retail

| [DOI](#)

Authors: Agnes Toth-Peter, The University of Queensland, Brisbane | Sadia Cheema, Central Queensland University, Melbourne | Rui Torres de Oliveira, Deakin Business School, Melbourne | Tam Nguyen, The University of Queensland, Brisbane

Date of publication: April, 2025

Department: Management

The planetary crisis, stemming from overconsumption and unsustainable production patterns, necessitates a shift towards balanced economic, environmental and social growth. The circular economy presents a promising solution by promoting material recirculation. While its success relies on collaboration among various stakeholders, consumers are crucial for accepting circular economy products and business models. However, despite increasing environmental awareness, the literature shows that many consumers resist purchasing previously used products due to perceived inferiority, risk and low quality, which could hinder the adoption of circular economy products. Understanding consumer behaviour, particularly their willingness to buy and pay for circular economy products, is essential for businesses seeking to promote sustainable consumption and achieve market growth. This study investigates consumer perceptions of circular economy, using simplified terms of reused, recycled and recovered, across 11 product categories through a quantitative survey of 607 Australian respondents. The results indicate that personal financial benefits are prioritised over ecological reasons, and there is variability in perceived product performance across categories. Additionally, price sensitivity and affordability play a key role in consumer decision-making. Notably, while younger and male consumers show a greater inclination to purchase circular economy products, the broader

consumer base remains unwilling to pay a premium. These insights can guide businesses and policymakers in developing targeted strategies emphasising price, functionality and quality to enhance consumer acceptance and adoption of circular economy products. We advance theory by demonstrating that consumer decisions are primarily driven by personal financial savings, rather than ecological or social benefits, challenging the prevailing assumption in literature that environmental and social motivations are the key drivers of sustainable consumption, even in developed economies. We also emphasise the need for theories to account for significant variability in perceived product performance across categories when investigating willingness to pay for circular economy products.



Impact of civil conflict on household energy choices: Implications for the clean energy transition | [DOI](#)

Authors: Mutki Nath Subedi, Ministry of Federal Affairs and General Administration, Nepal | Shuddhasattwa Rafiq, Deakin Business School, Melbourne | Lin Zhang, City University, Hong Kong

Date of publication: January, 2025

Department: Economics

Achieving universal access to clean energy requires a transition from high-carbon-intensive fuels to less carbon-intensive options. However, several factors can prevent countries and households from reaching this goal. One such barrier is the impact of civil conflict on households' clean energy choices. This study looks at how Nepal's decade-long civil conflict between 1996 and 2006 affected household access to clean lighting and cooking fuels. Our findings show that higher levels of conflict intensity decrease the likelihood of households having access to clean energy sources. Further, we propose household income loss, market and infrastructure destruction, and resource shifts towards defence are possible mechanisms through which conflict affects household clean fuel choices. This result reveals the important, but often overlooked, negative effect of civil conflict on the clean energy transition in developing countries.



To use financial incentives or not? Insights from experiments in encouraging sanitation investments in four countries | [DOI](#)

Authors: Sanghmitra Gautam, Ca' Foscari University of Venice, Italy | Michael Gechter, Sloan School of Business, MIT, USA | Raymond P. Guiteras, North Carolina State University, USA | Ahmed Mushfiq Mobarak, Deakin Business School, Melbourne and Yale University, USA

Date of publication: March, 2025

Department: Economics

We conduct a systematic re-analysis of intervention-based studies that promote hygienic latrines and evaluate via experimental methods. We impose systematic inclusion criteria to identify such studies and compile their microdata to harmonize outcome measures, covariates, and estimands across studies. We then re-analyze their data to report metrics that are consistently defined and measured across studies. We compare the relative effectiveness of different classes of interventions implemented in overlapping ways across four countries: community-level demand encouragement, sanitation subsidies, product information campaigns, and microcredit to finance product purchases. In the sample of studies meeting our inclusion criteria, interventions that offer financial benefits generally outperform information and education campaigns in increasing adoption of improved sanitation. Contrary to a policy concern about sustainability, financial incentives do not undermine usage of adopted latrines. Effects vary by share of women in the household, in both positive and negative directions, and differ little by poverty status.



The impact of geopolitical risks on the renewable energy transition | [DOI](#)

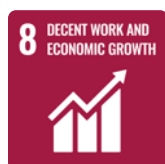
Authors: Zhi-Wen He, Nanchang Institute of Technology, China | Chien-Chiang Lee, City University of Macau | Susan Sunila Sharma, Deakin Business School, Melbourne

Date of publication: February, 2025

Department: Finance

Given the frequency of geopolitical events and the urgency of responding to climate change, it is essential to explore the impact of geopolitical risk (GPR) on renewable energy transition (RET). Based on panel data for 41 countries from 2000 to 2021, this paper analyzes the impact and mechanism of GPR on RET. The results show that an increase in GPR accelerates RET across countries, a conclusion that still holds after a series of robustness tests, such as instrumental variable regressions, the exclusion of the effects of other shocks, and replacing the explanatory and explained variables. Second, oil rent, openness, and technological innovation are the mechanisms by which GPR affects RET. Specifically, lower oil rents, lower levels of openness, and higher levels of technological innovation are the preconditions for GPR to drive RET. Finally, for different types of renewable energy,

the effects produced by GPR are, in descending order, solar, biomass, and hydropower, but the effect of GPR on wind energy is not significant. In addition, the impact of GPR on RET is more pronounced in countries that are more ecologically disadvantaged and more dependent on foreign countries for energy. The findings show the relationship between GPR and RET and can help the government formulate policies related to renewable energy development.



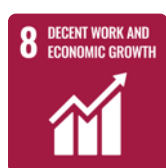
Housing Improvement and Crime | [DOI](#)

Authors: Umair Khalil, Deakin Business School, Melbourne | Viviane Sanfelice, Temple University, Philadelphia

Date of publication: February, 2025

Department: Economics

We evaluate a policy implemented in Chicago geared towards improving the private housing stock in distressed neighborhoods. First, the program successfully increased housing renovations and reduced foreclosures, demonstrating tangible housing improvements. Next, treated areas experienced significant reductions in burglaries and robberies, with adjacent neighborhoods also documenting similar decreases in crime. We do not find evidence that gentrification with displacement of incumbent residents is responsible for the positive impacts of the program. Our findings provide evidence of substantial neighborhood gains from low-cost, place-based housing interventions that prioritize the preservation of existing housing stock.



Research Voices

The following statement demonstrates a way in which researchers at Deakin University bring sustainability and responsible management into their research.

How Migrant Business Owners Turn Identity Turn into an Asset - Associate Professor Shea Fan



Australia is one of the world's major migration destinations, with migrants comprising around 30% of the population. Migrant entrepreneurs make an important contribution to Australia's economy and communities, yet they can face structural, relational, and sociocultural marginalisation, including difficulties accessing resources and networks, discrimination, and challenges associated with being perceived as outsiders.

Drawing on in depth interviews with 38 migrant entrepreneurs, including 23 participants from Asian countries, our research moves beyond viewing migrant entrepreneurs primarily through the lens of disadvantage. It shows how they exercise agency by drawing on their personal, ethnic, migrant, transnational, professional, and entrepreneurial identities to challenge stereotypes, establish legitimacy, bridge cultural divides, and create new business opportunities.

Our study illustrates how mobility between Asia and Australia brings not only people, but also diverse identities, knowledge, experiences, and entrepreneurial capabilities into Australian society. Realising the value of this mobility, however, requires an environment that enables migrant entrepreneurs to participate and thrive. Our research therefore highlights the importance of tailored support, greater access to finance and business knowledge, culturally sensitive institutions, and cross-cultural networks that connect migrant entrepreneurs with diverse stakeholders. By addressing barriers while recognising migrants' agency and capabilities, Australia can strengthen their economic and social inclusion and, in turn, build deeper connections between Australia and Asia.

Research Barriers

In 2025, Deakin University identified the following barriers to conducting research related to sustainability and/or responsibility:

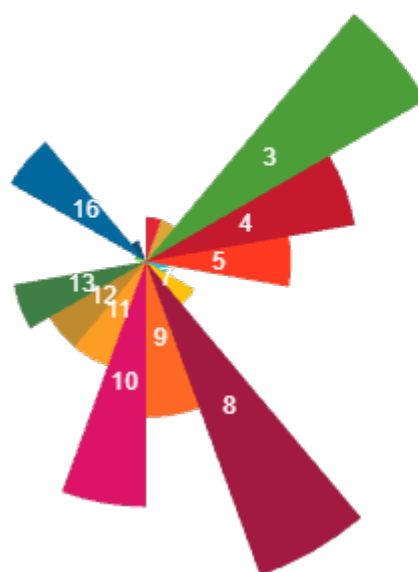
- ❖ Administrative barriers
- ❖ Collaboration challenges
- ❖ Data access and management

Continue telling your story

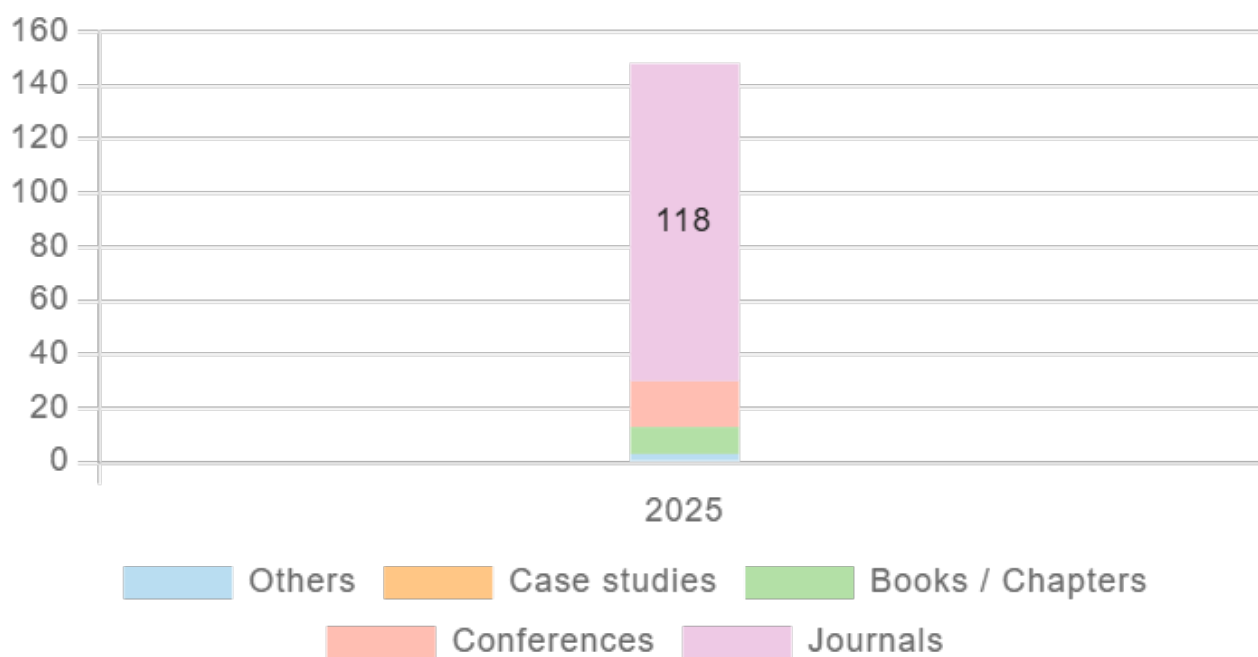
Publications with at least one SDG	
	2025
Journals	<u>118</u>
Conferences	<u>17</u>
Books / Chapters	<u>10</u>
Case studies	0
Others	<u>3</u>

Total SDG Expertise by UN Sustainable Development Goal Jan 1, 2025 – Dec 31, 2025	
SDG	Total SDG Expertise
1. No Poverty	<u>4</u>
2. Zero Hunger	<u>4</u>
3. Good Health and Well-being	<u>29</u>
4. Quality Education	<u>19</u>
5. Gender Equality	<u>13</u>
6. Clean Water and Sanitation	<u>2</u>
7. Affordable and Clean Energy	<u>5</u>
8. Decent Work and Economic Growth	<u>30</u>
9. Industry, Innovation and Infrastructure	<u>14</u>
10. Reduced Inequalities	<u>22</u>
11. Sustainable Cities and Communities	<u>10</u>
12. Responsible Consumption and Production	<u>10</u>
13. Climate Action	<u>12</u>
14. Life Below Water	0
15. Life on Land	<u>1</u>
16. Peace, Justice, and Strong Institutions	<u>14</u>
17. Partnerships for the Goals	<u>2</u>
Not Registered	0

Faculty by SDG



Publications with at least one SDG





Partner

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

How We Define Partner

At DBS, we build purposeful partnerships with students, industry, government and communities to co-create solutions to real-world challenges. Through collaboration, we extend our impact, strengthen responsible leadership and contribute to Deakin's ambition to create a sustainable, inclusive and prosperous future.

Institutional Partnerships

- ❖ AACSB (Association to Advance Collegiate Schools of Business)
- ❖ EFMD (European Foundation for Management Development)
- ❖ GRLI (Globally Responsible Leadership Initiative)
- ❖ United Nations organs other than the UN Global Compact
- ❖ AAPBS (Association of Asia-Pacific Business Schools)
- ❖ SBC (Small Business Charter)
- ❖ CABS (Chartered Association of Business Schools)
- ❖ GBSN (Global Business School Network)
- ❖ Responsible Research in Business & Management (RRBM)

Student Organization Partnerships

- ❖ Muslim Student Association
- ❖ PRME Students
- ❖ Sustainable Development Solutions Network (SDSN) Youth
- ❖ Sikh Students Association
- ❖ Deakin Multi-Faith offerings
- ❖ Enactus

Partnerships

The following provides more details on 2 key partnerships at Deakin University.

Global Business School Network (GBSN)

In February 2025, Deakin Business School was formally invited to join the Global Business School Network. The mission of GBSN is to empower business schools worldwide to work together to strengthen the contributions of management education to the development needs of society.

This special invitation, based on the school's continuing commitment to international accreditation, as well as its efforts to address societal challenges regionally and globally, was motivated by the belief that the school will contribute significantly to achieving the GBSN mission. GBSN are particularly interested in building on the school's strengths in areas such as sustainability, SMEs and entrepreneurship (including women entrepreneurs) as well as experience in delivering education with partners (e.g., COIL).

While the partnership is in its infancy, the business school continues to grow our COIL programs as well as our connections with SMEs and entrepreneurship as can be seen through our successful Small Business Charter accreditation.

Association to Advance Collegiate Schools for Business (AACSB)

Member of the Responsible Management Education Affinity Group Steering Committee



Last year, through my participation in the RME Week Global Forum in New York, I was invited to be a member of AACSB's RME Affinity Group. This is a professional network that connects global educators and leaders focused on advancing the SDGs and responsible management education. While reduced travel has restricted my attendance at in-person events and workshops, we have engaged online and I look forward to meeting my fellow members at ICAM 2027 in Bangkok, Thailand.

Partner Voices

The following statements from our partners demonstrate ways in which our collaborations at Deakin University support sustainability and responsible management education.

EmpowerHer - Dr Fannie Wu



In partnership with [Alo Enlightened Women Inc.](#), Deakin academic, Fannie Wu, implemented “EmpowerHer”, a leadership development and research program, that involves the development and implementation of leadership development program to women leaders across sectors in 2024-2025. Alo Enlightened Women is a volunteer-driven organisation that focuses on lowering barriers for culturally and linguistically diverse women face in Australia. It coordinates public events, workshop, leadership capability building programs, among other initiatives that promote women leadership, financial inclusion, and combat gender-based violence.

The partnership has attracted collaboration with Department of Home Affairs to offer a leadership development program tailored for existing and emerging women leaders in the Australian Public Sector in 2025. Across the two years, the workshops have generated positive impact as evidenced in:

- 30 women leaders in the public and diverse sectors as participants in the programs
- 8 modules that target women talents for capability building
- A Community of Practice platform being established to continuous facilitate program alumni’s exchange of leadership insights and networking
- 9 expert speakers and leader practitioners offering valuable insights via panel discussion and presentations
- 2 alumni experiencing vertical or horizontal career mobility with promotion

Leadership Development Initiatives for the Indonesian Civil Service - Dr Fannie Wu

The 2025 Inclusive and Transformative Leadership (KIT) Program was designed and delivered by DeakinCo. in partnership with Prospera as part of its ongoing leadership development initiatives for the Indonesian civil service. Building on three earlier iterations delivered between 2022 and 2024, the program aimed to strengthen leadership capability while addressing persistent challenges of gender equity, diversity and inclusion in the Indonesian public sector. The program involves Deakin academics working collaboratively with representatives of Prospera to draw on their experiences and knowledge about the gaps in leadership development across Indonesia and Australia to tailor and deliver a three-day leadership capability training to employees and leaders in the Indonesian public sector.

The program has achieved significant positive impact, with:

- 5 leadership modules being tailored for employees in the Indonesian public sector.
- 107 public civil servants, including 67 women and 35 men across multiple hierarchical levels in the public sector, being nominated for the opportunity and 96 participants completing the program.
- 9 speakers from various agencies representing Australia and Indonesia, including Australian Embassy Jakarta, Ministry of Finance, Directorate General of Taxes, Ministry of Transportation, Australian Taxation Office, and Australian Bureau of Statistics, and three program alumni to inspire participants and share their leadership insights.
- Overall, over 86% of participants who completed the post-program evaluation survey expressed that they felt confident or very confident in supporting women leadership, combating biases, or promoting DEI values by applying knowledge and skills learnt from the program.
- 123 strategies and action plans were generated by participants that address 7 themes of challenges to promote women leadership and the values of diversity, equity and inclusion (DEI) more broadly, including:
 - supportive behaviours
 - enabling women's leadership
 - cultural shift
 - broaden DEI perspectives
 - identify gaps and reform policies
 - inclusive engagement approaches
 - strategic communication and performance

The Value of Connecting Students with Global Industry Leaders - Mr Piyush Tewari

It was a genuine pleasure connecting with the students at Deakin, and I'm glad the session was useful. Exposure to real industry problems is one of the most valuable things a management education can offer.

It pushes students to see machine learning and analytics not as abstract exercises, but as tools that can directly shape outcomes in areas like road safety, where a data-driven decision can translate into a life saved. [SaveLIFE](#) Foundation's work offers a concrete example of that: rigorous data analysis, paired with policy advocacy and on-ground execution, saves lives on roads. I hope students will go on to use these skills to solve some of the most pressing problems of our time.

Road Safety has been specifically called out in UN Sustainable Development Goals 3.6 and 11.2



Practice

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

How We Define Practice

Practice in the PRME context refers to embedding responsible, ethical, and sustainable principles into an institution's governance, decision-making, operations, and culture. At DBS, this includes fostering a culture of responsibility and inclusion, promoting climate literacy, aligning teaching and research with the SDGs, engaging stakeholders, and ensuring accountability in ways that create meaningful societal and environmental impact

Institutional Policies and Practices

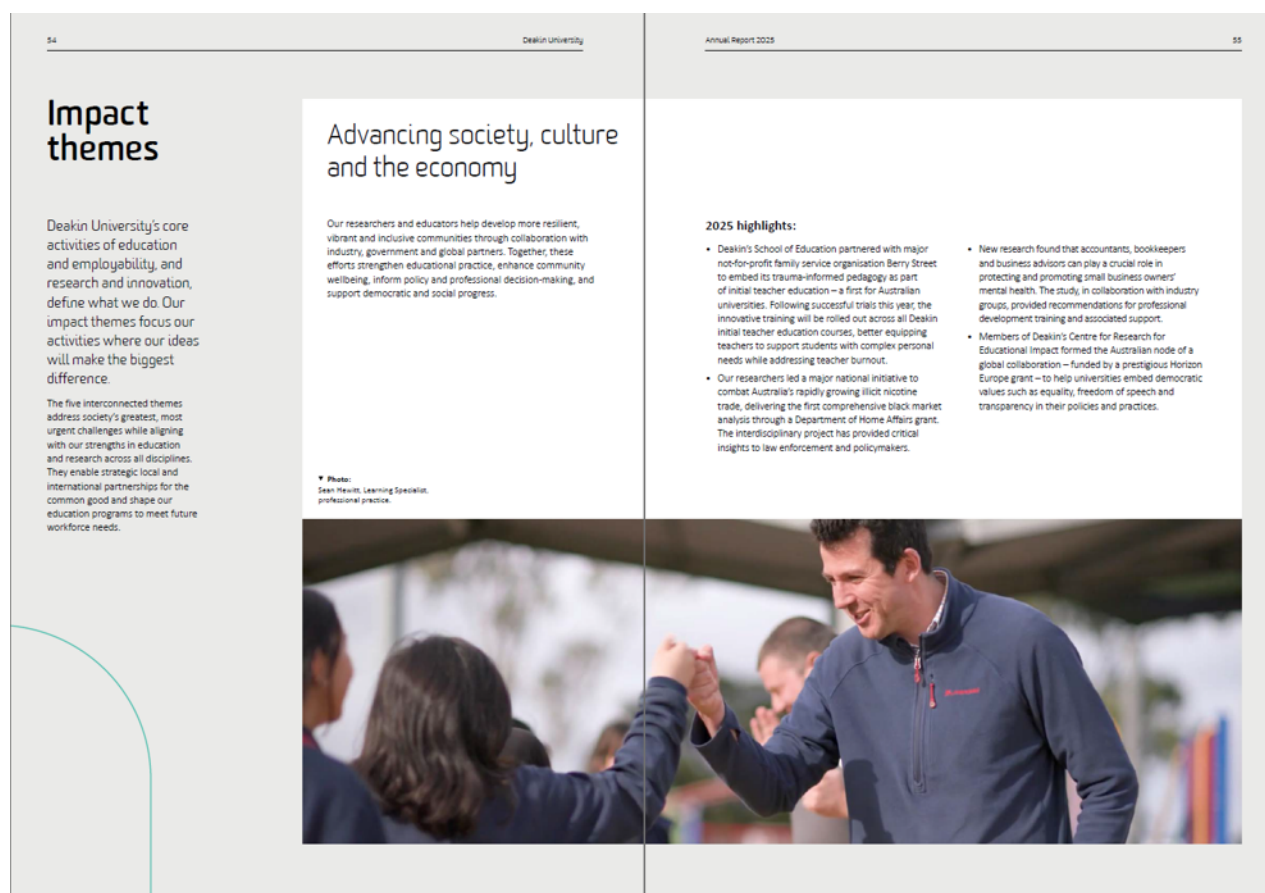
- ❖ Accreditation body recommendation documents
- ❖ Buildings/real estate
- ❖ Campus operations guides
- ❖ Carbon reduction or offset commitments
- ❖ Curriculum guidelines
- ❖ Ethical data sourcing guides
- ❖ Greenhouse gas emissions
- ❖ Local staff/student/faculty transportation
- ❖ Sustainability strategy or strategic plan (school or university level)
- ❖ Travel guides
- ❖ Water

Policy Documents Related to RME and/or Sustainability

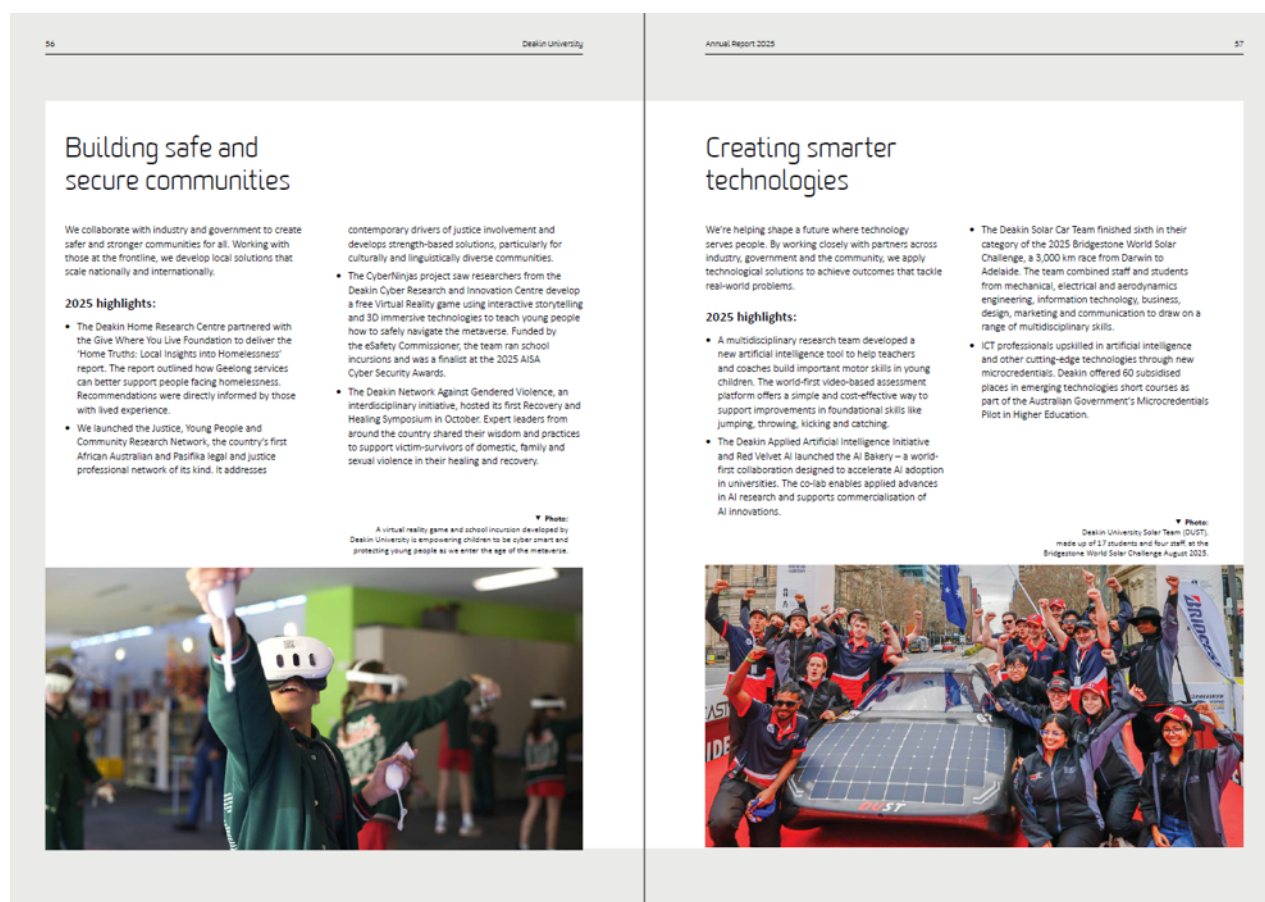
Deakin-University-Sustainability-Commitments

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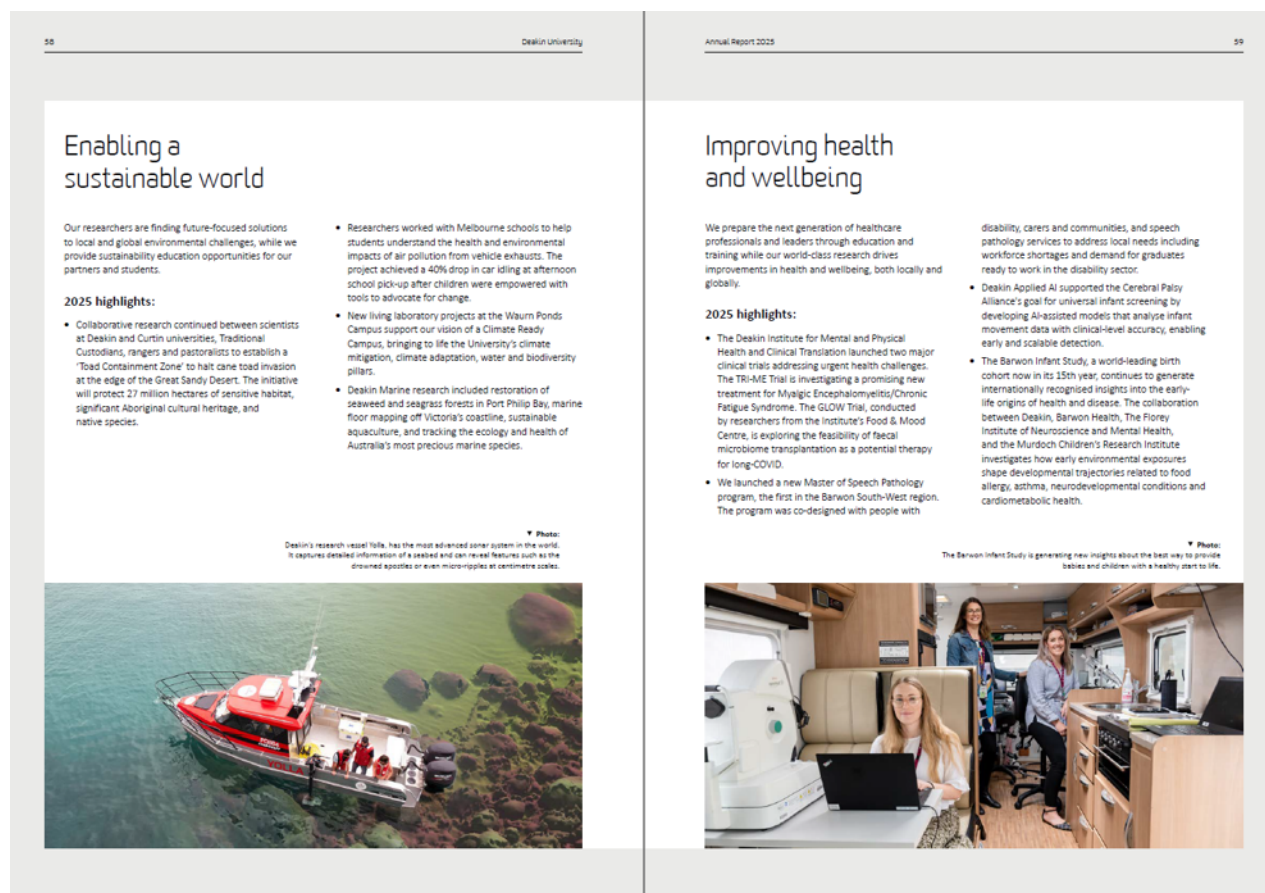
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Source: 2025 Deakin University Annual Report



Source: 2025 Deakin University Annual Report



Source: 2025 Deakin University Annual Report



Share

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

How We Define Share

At DBS, we are working towards sharing as a practice of openly exchanging knowledge, experiences, successes, and failures to foster collective learning, innovation, and collaboration. Through sharing, we strengthen our ability to advance our common values, purpose, and impact.

Engagement Opportunities

Deakin University 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
- ❖ Feedback mechanisms (e.g., surveys, suggestion boxes)
- ❖ Open faculty and student meetings and town halls
- ❖ Partnerships with local organizations
- ❖ Public events and panel discussions
- ❖ Sustainability-focused research and collaboration Opportunities

Communication Audiences

Deakin University communicates its policies and progress on sustainable development and responsibility with:

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

Communication Barriers

Deakin University faces the following barriers in transparent communications:



**Engagement
gaps**



**Feedback
loops**

SIGNATORY

Deakin University



Address

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