

PRiME

an initiative of the
United Nations Global Compact

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

Murdoch University

December 2025

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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 Murdoch University, including key details and basic institutional data.

Mission

We deliver high-quality business education through inclusive teaching and applied research.

Vision

Murdoch Business School is the education partner of choice for people and organisations committed to creating a more inclusive and sustainable global community

Strategy Alignment

Strategy Alignment

Murdoch Business School's strategic priorities focus on several key areas that contribute to the broad RME goals:

1. **Sustainable Development:** MBS emphasises sustainability in our curriculum and research. This includes promoting sustainable business practices, encouraging innovation in green technologies, and fostering a culture of environmental responsibility among students and faculty.
2. **The Common Good:** Strategic priorities include community engagement, ethical leadership, and social responsibility. These priorities help ensure that the MBS's activities and teachings contribute positively to society, addressing social issues and promoting the well-being of communities.
3. **Quality Education:** Ensuring high-quality education is a fundamental goal. This involves maintaining rigorous academic standards, providing access to cutting-edge research and resources, and offering programs that prepare students for the challenges of the modern business world.

Institutional History

MBS PRME History 1976 - 2025

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

Graduates & Enrollment

2024 Statistics	Number
Graduates	2,578
Faculty & Staff at the University	1,629
Faculty & Staff at the Institution	50
Student Enrollment at the University	25,271
Student Enrollment at the Institution	6,237
Undergraduate Attendance	2,911
Masters-Level Postgraduate Attendance	3,113
Doctoral Student Attendance	36
Certificate, Professional Development, or Continuing Education Attendance	177

Degrees Offered

Associate Programs

- Bachelor of Agricultural Science / Bachelor of Business (B.A.S. / B.B)
- Master of Professional Accounting (Advanced) (M.P.A.A.)

Bachelor Programs

- Bachelor of Business (B.B) ● Bachelor of Business Honours (B.B. Hon)
- Bachelor of Business / Bachelor of Entrepreneurship and Innovation (B.B. / B.E.I.)
- Bachelor of Agricultural Science / Bachelor of Business (B.A.S. / B.B)
- Bachelor of Laws / Bachelor of Business (B.L. / B.B.)
- Bachelor of Information Technology and Business (B.I.T. & B.)

Masters Programs

- Master of Business Administration / Master of Human Resources Management (M.B.A. / M.H.R.M.)
- Master of Professional Accounting (M.P.A) ● Master of Business Administration (Global) (M.B.A.G.)
- Master of Professional Accounting (Advanced) (M.P.A.A.)
- Master of Business Administration / Master of Health Care Management (M.B.A. / M.H.C.M)
- Master of Health Administration, Policy and Leadership (M.H.A.P.L)
- Master of Human Resources Management (M.H.R.M)
- Master of Business Administration / Master of Communication (M.B.A. / M.C.)
- Master of Business Administration / Master of Information Technology (M.B.A. / M.I.T)
- 📖 Master of Business Administration (M.B.A.)

Doctoral Programs

- 📖 Doctor of Business Administration (D.B.A.) ● Doctor of Philosophy (D.Phil.)



Undergraduate Degree Programmes

-  Bachelor of Agriculture Science / Bachelor of Business
-  Bachelor of Business Honours
-  Bachelor of Business
-  Bachelor of Laws / Bachelor of Business
-  Bachelor of Business / Bachelor of Entrepreneurship and Innovation
-  Bachelor of Information Technology and Business


Masters Degree Programmes

-  Masters of Professional Accounting (Advanced)
-  Master of Human Resources Management
-  Graduate Certificate of Business
-  Graduate Certificate in Human Resources Management
-  Graduate Certificate in Project Management
-  Accelerated Research Masters with Training
-  Research Masters with Training
-  Masters of Business Administration / Masters of Human Resource Management
-  Master of Health Administration, Policy and Leadership
-  Master of Professional Accounting
-  Master of Business Administration (Global)
-  Master of Business Administration
-  Master of Business Administration / Master of Health Care Management
-  Graduate Certificate in Health Administration, Policy and Leadership
-  Graduate Certificate in Business Administration
-  Graduate Diploma in Human Resources Management
-  Master of Business Administration / Master of Communication
-  Master of Business Administration / Master of Information Technology

Postgraduate Degree Programmes

-  Doctor of Business Administration
-  Doctor of Philosophy

Certificates, Professional Development, or Associate Programmes

-  Diploma of Business



Purpose

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



Letter of Commitment



Murdoch University

30 September 2025

To whom it may concern,

LETTER OF COMMITMENT: RESPONSIBLE MANAGEMENT, SUSTAINABILITY, AND STRATEGIC INTEGRATION

As Pro Vice Chancellor (Sustainability) and Pro Vice Chancellor (Business) at Murdoch University, we jointly affirm our unwavering commitment to embedding responsible management, sustainability, and equity principles across all facets of our institution. This commitment is enacted both at the wider University level and within our Colleges and Schools, ensuring strategic alignment and integration with the following key frameworks and initiatives:

- **Murdoch University Strategy 2023–2030:**
Our actions are guided by the University's overarching strategy, which places sustainability, innovation, and social responsibility at the core of our mission and operations.
- **First Nations Sub-Strategy:**
We are dedicated to advancing reconciliation and supporting First Nations peoples, perspectives, and knowledges throughout our teaching, research, and engagement activities.
- **Equity, Diversity, and Inclusion (EDI) Sub-Strategy:**
We strive to foster an inclusive and equitable environment, championing diversity and ensuring that all members of our community are empowered to thrive.
- **Decarbonisation Road Map:**
Murdoch University is committed to ambitious decarbonisation targets, integrating climate action into our campus operations, research, and partnerships.
- **CANiE Network, AACBS Accreditation, CabIE, and Race to Zero/Nature Positive:**
Our engagement with global and national networks—including the CANiE Network, pursuit of AACBS accreditation, participation in CabIE, and commitment to the Race to Zero and Nature Positive initiatives—demonstrates our leadership and accountability in advancing sustainability and responsible management education.

At the College and School level, we operationalise these commitments by:

- Embedding sustainability and EDI principles in curricula, research, and community engagement.
- Supporting staff and students to lead innovative projects aligned with the United Nations Sustainable Development Goals.
- Partnering with industry, government, and community to drive positive impact.
- Regularly reviewing and reporting on our progress towards responsible management education.

We are proud to contribute to a university culture that not only aspires to global best practice but also delivers tangible outcomes for our students, staff, partners, and the wider community.

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TEQSA Provider ID:
PRV12163
(Australian University)
ABN 61 616 369 313



[OFFICIAL]



Together, we look forward to continuing our journey towards a more sustainable, equitable, and innovative future for Murdoch University and beyond.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'A. Girardi', written in a cursive style.

Professor Antonia Girardi
Pro Vice Chancellor Business

A handwritten signature in black ink, appearing to read 'M. Brueckner', written in a cursive style.

Associate Professor Martin Brueckner
Pro Vice Chancellor Sustainability

Definition of Purpose

Principles of Responsible Management Education (PRME) membership connects the school with the United Nations' Sustainable Development Goals, highlighting responsible management education and promoting a culture of sustainability.

Institutional Engagement

26% - 50%

of faculty at Murdoch 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

The Murdoch Business School defines 'Values' as organisational responsibility and accountability to society and the planet through our core values of care, collaboration, and collegiality. These values align with the university-wide strategic themes of EDI, First Nations, and Sustainability, emphasizing authentic engagement with students, community, and stakeholders while fostering sustainable, inclusive business practices that contribute to positive social impact.

Who Champions Responsible Management Education at Our Institution

- ❖ Centralized sustainability office
- ❖ Disciplinary efforts within business school
- ❖ Interdisciplinary efforts across business school
- ❖ Interdisciplinary efforts across parent organization
- ❖ Research or issue group, society, or club leading sustainability efforts
- ❖ Individual leader
- ❖ Student contributor
- ❖ Senior leadership office

Student Voices

The following narrative demonstrates how Murdoch University has influenced students' academic journey and personal growth.

Values - Student Voices

Students report a deeper understanding of complex global challenges, greater awareness of personal values and sense of societal responsibility e.g.,

"MBS Academics taught us the importance of leadership and creating teams with diverse skills who collaborate effectively and flexibly whilst concurrently paying attention to social and ecological challenges within the business environment. We learned about the importance of integrating *ethical, social and sustainable* practices into the way we operate within a business setting. Our lecturers continuously challenged us to consider and apply innovative ideas, solutions and system thinking practices when considering entrepreneurial ecosystems ... the importance of incorporating sustainability within business and entrepreneurship, was a passion that I embraced within my past and

current workplaces ... through MBS's teachings, I now believe that sometimes what appears impossible, will be possible within the next generation" (MBS Student Alumni, 2025)

"Much of the subject matter we covered is so close to my heart. I loved that we talked about *biomimicry*, *ecological limits*, *socio-ecological intelligence*, and all of the other facets of sustainability". (MBS Student Feedback, 2024)

"We learnt about Sustainable Development, Biomimicry, Circular Economy etc. and our capacity to radically influence the future" (MBS Student Feedback, 2024)

Student Awareness

0% - 25% of students at Murdoch University are aware that we are a PRME Signatory Member.

Student Engagement

0% - 25% of students at Murdoch University actively contribute to our work with PRME, advancing RME, or addressing sustainable development challenges through their work.

Values Voices


Our Educational Values


The [Murdoch University Education Sub-Strategy 2024 - 2030](#) defines '**Our Educational Values**' as "Murdoch University has always been a university that provides an opportunity to all people to attain a quality education. The University Strategy 2023-2030 lists *Authenticity, Integrity, Respect, Inclusivity, and Openness* as our core values. As part of the **Strategic Plan for Education** we have added *Curiosity, Innovation, and Social Conscience* as additional values that guide our educational pursuits. Curiosity is a key driver to engaging students' learning within a university. Further, education that is both contemporary and innovative, can lead to graduates who possess a strong social conscience."

Celebrating Values

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

First Nations Sub-Strategy 2024 - 2030-V2

View document 

Download document 



Teach

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



How We Define Teach

Murdoch Business School (MBS) defines 'Teaching' as educating global citizens through a transformational business education experience centered in a safe, stimulating, and future-focused learning environment. Guided by values of care, collaboration, and collegiality, MBS integrates responsible management concepts into its curriculum and pedagogy, aligning with the university's strategic themes. This approach fosters teaching excellence and innovation while embedding ethical digital literacy and scholarly inquiry, that produces adaptable graduates with a strong social conscience.

Teaching Awards

In 2024, 1 award was given to faculty and educators at Murdoch University.

Citation for Excellence in Enhancing Learning (2024)

Granter: VC's Excellence in Teaching and Learning Awards

Grantee: Professional Business Project Eco Economy Team: Dr. David Zhang Dr. Amy Huang Ella Durand Dr. Linda Yang

Award Description:

This Citation is awarded for the integration of sustainability in teaching practices, fostering innovative and cross-cultural approaches. These methods not only motivate and inspire students but also enhance their overall learning experience and engagement with global challenges. Acknowledging Pro Vice Chancellor of Business and Dean of Business, Antonia Girardi's input and impact into this project.

Educator Recognition

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

- ❖ Annual teaching excellence awards
- ❖ Course evaluation scores
- ❖ Faculty promotion and tenure consideration
- ❖ Financial incentives
- ❖ Institutional recognition events
- ❖ Pedagogical innovation grants
- ❖ Performance-based teaching fellowships
- ❖ Professional development opportunities
- ❖ Publication or research support

Teaching Voices

The following statement demonstrates ways in which educators at Murdoch University support sustainability and responsible management in their classrooms.

Teaching Voice

"Education should be a catalyst for meaningful impact. When we connect our classrooms to communities - from Perth to remote Indonesian islands - we create learning that transforms not just our students, but entire ecosystems," reflects Dr Zhang, whose innovative approach to sustainability education has been reshaping business education at Murdoch University since 2005. *"The Eco-economy Project integrates sustainability into business education through a cross-cultural, multidisciplinary, and experiential learning model,"* explains the project's foundational approach, which addresses pressing environmental and social challenges while providing alternatives to shark fishing in one of the world's largest shark fisheries.

The Eco-Economy Project exemplifies Dr Zhang's commitment to collaborative excellence. Working alongside Dr Amy Huang, Dr Linda Yang, Professor Antonia Girardi, and Ella Durand, the team has created what many consider a revolutionary model for cross-cultural learning. This interdisciplinary collaboration brings together expertise from management, international relations, and sustainability education to create a holistic learning experience. The project's success stems from its authentic partnerships with multiple stakeholders: Murdoch University students, the Indonesian NGO Project Hiu, Universitas Mataram, local government officials, and the Maringkik Island community. This network approach ensures that learning is not extractive but genuinely collaborative, with all parties contributing to and benefiting from the experience.

The sustainability of Dr Zhang's initiatives has been ensured through consistent support from the Australian Government's New Colombo Plan (NCP) funding. He has successfully secured NCP grants totaling over **\$460,000** across multiple funding rounds, enabling 114 Murdoch students to engage with the Indo-Pacific region. This success demonstrates not only the quality of his educational design but also his ability to align innovative pedagogy with government priorities for international education.

Dr Zhang's innovative approach has garnered recognition at institutional, national, and international levels. The Eco-Economy Project team has received **Murdoch University's Vice Chancellor's Excellence Awards in both 2023 and 2024**, along with the **Vice Chancellor's Living Our Guiding Principles and Values Award** in 2023. The project also earned a **DFAT Australia-Indonesia Institute's Special Commendation** in 2023 for education innovation.

International recognition came when the project was **shortlisted for the QS Reimagine Education Awards in 2024** for sustainability education. Building on this recognition, Dr Zhang has been selected as a judge for the **2025 QS Reimagine Education Awards**, where he brings his commitment to "recognising and supporting solutions that don't just innovate, but uplift the communities most often left behind".



💡 Fostering Innovation



Somewhat

Teaching and learning at our institution moderately support innovation.

💡 Experiential Learning



A lot

Our institution supports experiential learning significantly through teaching and learning.

💡 Learning Mindset

**A lot**

Our institution supports a lifelong learning mindset significantly through teaching and learning.

Method of Teaching and Learning

**In person**

Traditional classroom-based learning with face-to-face instruction.

Barriers to Innovative Curriculum

In 2024, Murdoch University identified the following barriers to innovating, updating, or taking risks in existing curriculum:

- ❖ Accreditation constraints
- ❖ Assessment challenges
- ❖ Budgetary limitations
- ❖ Change fatigue
- ❖ Compliance and legal concerns
- ❖ Curriculum inertia
- ❖ Standardized testing expectations
- ❖ Time constraints
- ❖ Uncertain return on investment

Barriers to Innovative Pedagogy

In 2024, Murdoch University identified the following barriers to innovating, updating, or taking risks in existing pedagogy:

- ❖ Accreditation limitations
- ❖ Assessment rigor concerns
- ❖ Budget constraints
- ❖ Change resistance
- ❖ Compliance concerns
- ❖ Digital divide
- ❖ Scalability issues
- ❖ Time constraints



Research

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

How We Define Research

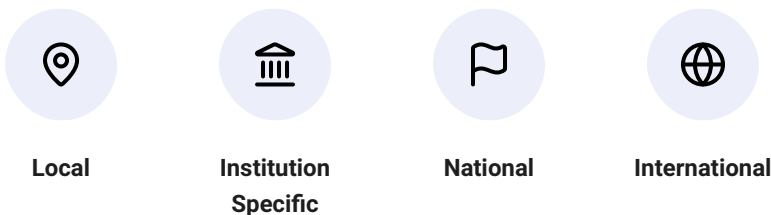
Murdoch Business School defines research as socially responsible, outwardly focused inquiry that inspires responsible management and education practice, guided by impact-driven collaboration with community, industry, and academia. Research directly informs teaching, addresses global and societal challenges, and advances sustainable, ethical leadership across the university community.

Research vs Research for RME/Sustainable Development



Research Funding

In 2024, Murdoch University was awarded funding for research that is:



Socializing Research

In 2024, Murdoch University contributed research findings to:

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

Research Projects

In 2024, Murdoch University reported 1 research project that implemented responsible or sustainable activities.

Innovative Capability and Climate Change Resilience in Higher Education Sectors in Australia and Africa

Period Covering: May, 2024 - December, 2025

Department: Murdoch Business School, Accounting & Finance

Climate change was one of the focuses of the recent Australia-Africa Universities Network (AAUN) Africa Forum. This proposed research aims to build on the AAUN Forum's action plans by gathering significant knowledge of the current outlook and trajectory from leading Australian and African universities in climate action through a combined interview and survey and formulate them into actionable university policies and guidelines. An online workshop was designed to disseminate the findings to the broader academic community in Africa and Australia, including university leaders, administrators, and academics. The outcomes also include a quality journal publication, guidelines and policy briefs.



Research Presentations Related to RME and/or Sustainability

In 2024, Murdoch University gave 1 research presentation related to RME and/or sustainability.

"Where Does the Power Lie? The Female Touch on Corporate Decisions" (American Accounting Association 2024: Sustainability, ESG and Accounting)

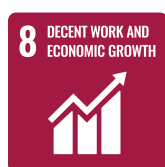
Authors: Sally Yorke, The Hong Kong Polytechnic University | Augustine Donkor, Murdoch University | Kwadjo Appiagyei, Kwame Nkrumah University of Science and Technology | Courtney Yazzie, Clemson University

Date of publication: February, 2024

Presented at: National or international discipline-specific conference | AAA Conference

Department: Accounting | Finance

This research analyses how female participation within executive decision environments affects organisational sustainability outcomes. Drawing on qualitative and quantitative corporate case studies, the paper discusses the distinct perspectives, priorities, and competencies women bring to top-level governance - often driving greater corporate responsibility, transparency, and ethical practice. The study highlights the growing evidence that female leadership is a critical driver for more robust ESG strategies, enhanced stakeholder engagement, and impactful sustainability reporting. These findings have important implications for educators, practitioners, and policymakers committed to fostering sustainable and equitable business cultures. The authors argue for the need to acknowledge, support, and amplify the role of women executives and employees, aligning with current global movements for inclusion and improved sustainability outcomes in accounting and corporate governance. This presentation provides actionable insights for integrating gender perspectives into ESG and sustainability frameworks for academia and professional practice.



Publications Related to RME and/or Sustainability

FinTech and Sustainable Development: A Systematic Thematic Analysis Using Human and Machine Generated Processing

| [DOI](#)

Authors: Morshadul Hasan, Murdoch Business School, Murdoch University, Australia | Ariful Hoque, Murdoch Business School, Murdoch University, Australia | Mohammad Zoynul Abedin, School of Management, Swansea University, UK | Dominic Gasbarro, Murdoch Business School, Murdoch University, Australia

Date of publication: August, 2024

Department: Business Analytics | Finance

We conducted a systematic literature review (SLR) by integrating FinTech with the the United Nations' (UN) Sustainable Development Goals (SDGs). By focusing on three dimensions (inclusive finance, economy, and environment), we identify how FinTech may influence sustainable development. We innovate using human- and machine-generated processing to develop themes, making systematic literature reviews more objective and advancing replicability and reproducibility. This study demonstrates the contribution of FinTech in expanding the investment opportunity set by including environmental projects and increasing the diversity and participation rates of savers and lenders. Through this process, FinTech increases its market completeness. Accordingly, FinTech can increase economic growth by achieving higher productivity and sustainable growth through diversification, technological upgrades, entrepreneurship, creativity, and innovation. Additionally, FinTech can

accelerate investments in poverty eradication and reduce income inequality. These contributions are aligned with specific SDGs and show that FinTech is an appropriate new technology for financial services.



What Drives Banks to Provide Green Loans? Corporate Governance and Ownership Structure Perspectives of Vietnamese Listed Banks

| [DOI](#)

Authors: Ariful Hoque, Murdoch Business School, Murdoch University, Australia | Duong Thuy Le, Faculty of Finance and Banking, Thuongmai University, Vietnam | Thi Li, Murdoch Business School, Murdoch University, Australia

Date of publication: September, 2024

Department: Finance

This study delves into the influence of banks' governance and ownership structures on green lending. To examine this, we utilized the two-step system GMM and PCSE methods on the panel data of Vietnamese commercial banks spanning from 2010 to 2023. The findings suggest that board characteristics, precisely board size, board independence, and gender diversity, play a significant role in encouraging banks to provide green credit. The study highlights the importance of ownership structure in green lending. Banks with a high percentage of government ownership tend to fund more green projects, while foreign counterparts are reluctant to fund green finance. A mechanism test is also conducted to point out that banks' disclosure of their green loan commitments is an influential channel whereby corporate governance and ownership structure impact green loans. Additionally, this research finds that the issuance of the Green Loan Principles in 2018 can facilitate banks' governance of sustainable lending.



The Impact of Safety Climate on Human-Technology Interaction and Sustainable Development: Evidence from Indonesian Oil and Gas Industry

| [DOI](#)

Authors: Ilyas Masudin, Industrial Engineering, University of Muhammadiyah Malang, Indonesia |
Nisrina Tsamarah, Industrial Engineering, University of Muhammadiyah Malang, Indonesia |
Dian Palupi Restuputri, Industrial Engineering, University of Muhammadiyah Malang,
Indonesia | Terri Trireksani, Murdoch Business School, Murdoch University, Australia |
Hadrian Geri Djajadikerta, School of Accounting, Curtin University, Australia

Date of publication: December, 2023

Department: Business Analytics | Business Administration

This study investigates the intricate dynamics of human-technology interaction in the context of safety within the Indonesian oil and gas industry, specifically focusing on the integration of the internet of things and cyber-physical systems. The aim is to uncover the interplay between safety climate, human-technology interaction, and sustainable development, ultimately providing insights for enhancing safety and sustainability in this critical sector. Through a comprehensive analysis, this research employs a quantitative methods approach, combining survey and interview data with a data analysis using structural equation modeling. It assesses safety climate perceptions among employees, evaluates the impact of human-technology interaction on safety, and explores the moderating effect of safety climate on the relationship between human-technology interaction and sustainable development in Indonesia's upstream oil and gas sector. The study's findings illuminate the utmost importance of cultivating a robust safety culture within Indonesian upstream oil and gas companies. It reveals that negative safety climate can disrupt the positive influence of human-technology interaction on sustainable development, leading to an inverse path coefficient. This research emphasizes continuous safety performance evaluation, comprehensive employee training for effective human-technology interaction, and the seamless integration of sustainable development principles into all operational aspects. This holistic approach underscores the industry's commitment to the well-being of its workforce, the integrity of technological advancements, and its dedication to sustainable practices in an era dominated by human-technology interaction and cyber-physical systems.



**Experiences of Inequality in International Collaborative Research –
Perspectives from Environmental and Sustainability Scholars from
Ghana, West Africa**

| [DOI](#)

Authors: Mary Sefa Boampong, Department of Sociology and Social Work, Kwame Nkrumah University of Science and Tcehnology, Ghana | John Boakye-Danquah, School of Environment and Sustainability, University of Saskatchewan, Canada | Yaw Agyeman Boafo, Centre for Climate Change and Sustainability Studies, University of Ghana, Ghana | Kwadjo Appiagyei, Murdoch Business School, Murdoch University, Australia | Desmond Tweneboah-Koduah, Department of Political Science Education, University of Education, Ghana | Effah Kwabena Antwi, Natural Resources Canada, Canadian Forestry Service, Canada

Date of publication: January, 2024

Department: International Business | Business Administration

Global north and south research partnerships are essential for building research capacity in the global south and for generating new knowledge to address complex socio-environmental problems. However, insights from various disciplines, particularly global health research, suggest that north-south research collaborations often reproduce unequal power relations and outcomes. To mitigate these, some international funding organizations have produced guidelines that promote ethical practice in collaborative research. Despite these measures, significant gaps exist in understanding how the experiences and perspectives of Global South scholars, particularly those in the field of environmental sciences, shapes discourses on unequal north-south research partnerships and the ethical guidelines developed to address disparities. To bridge this gap, we conducted explorative qualitative research focused on understanding the experiences of environmental science and sustainability researchers from Ghana in international collaborative research. Our findings revealed a general optimism among scientists regarding the benefits of international collaborative for making impactful contributions in the global south, expanding professional networks, opening opportunities to publish in high impact journals and developing new research skills. At the same time, our findings also indicate that pervasive forms of inequality centered around lack of recognition, poor clarity of roles, disrespect, unequal resource sharing, poor communication, and non-adherence to contractual agreements persist. We contribute to the ongoing scholarly debate on research inequality by proposing a framework to guide the management, design, and implementation of north-south research partnerships. Our proposed framework serves as a starting point toward identifying potential unequal and unethical issues that often arise in north-south research partnerships.



The Impact of Country Characteristics on Board Gender Diversity and Sustainability Performance: A Global Perspective

| [DOI](#)

Authors: Terri Trireksani, Murdoch Business School, Murdoch University, Australia | Hadrian Geri Djajadikerta, School of Accounting, Economics and Finance, Curtin University, Australia | Muhammad Kamran, Powerledger, Perth, Australia | Pakeezah Butt, Curtin College, Perth, Australia

Date of publication: April, 2024

Department: Business Administration

This study assesses the role of country characteristics on the association between board gender diversity and sustainability performance. It evaluates the significance and relevance of country characteristics in capturing the contextual sensitivity of the relationship between board gender diversity and sustainability performance. Using a sample of 5087 firms from 50 countries, the study establishes that the presence of females on corporate boards enhances sustainability performance. However, the strength of this relationship is contingent on the characteristics of the country within which a firm operates. Specifically, the positive relationship between board gender diversity and sustainability performance is more pronounced in countries with higher cultural orientations on individualism, uncertainty avoidance, indulgence, and femininity. More substantial financial development, an application of civil law and legal systems and weaker economic conditions in a country also facilitate female directors in enhancing sustainability performance. The study provides deeper insights into how country factors interact with gender on the board factor in leading the sustainability performance of firms.



Accounting Fraud and Corporate Sustainability: Chinese Listed Companies | [DOI](#)

Authors: Md Jahidur Rahman and Jiadan Xuan, Department of Accounting, Wenzhou-Kean University, Wenzhou, China | Hongtao Zhu, Accounting and Finance, The University of Edinburgh, Edinburgh, UK | Md Moazzem Hossain, Murdoch Business School, Murdoch University, Perth, Australia

Date of publication: April, 2024

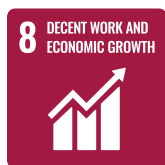
Department: Accounting | Corporate Social Responsibility (CSR) | Responsible Leadership | Sustainable Development | Ethical Management

Purpose – The purpose of this study is to determine the relationship between accounting fraud and corporate sustainability.

Design/methodology/approach – Companies listed on the Shenzhen Stock Exchange in 2019 are used to estimate a pooled ordinary least square regression model using panel data. Accounting fraud is represented by accounting disclosure, which is measured by its quality and timeliness, while corporate sustainability is measured by earnings management and corporate social responsibility.

Findings – Empirical findings support the hypothesis that the quality and timeliness of accounting disclosure have a statistically favorable impact on the management of company earnings and corporate social responsibility, respectively. Accounting fraud also has an impact on the sustainable development of the company.

Originality/value – Although the inferences of this study are limited to Chinese listed companies, this study may interest other scholars to explore similar topics



Does Older Mean Better? Analyses of Boards' Influence on Sustainability Performance

| [DOI](#)

Authors: Augustine Donkor, Murdoch University, Murdoch Business School | Kwadjo Appiagyei, Murdoch University, Murdoch Business School | Sally Mingle Yorke, Hong Kong Polytechnic University | Ernest Gyapong

Date of publication: December, 2024

Department: Accounting & Finance

This study examines the influence of board generational cohorts on firms' sustainability performance (FSP) and the critical mass of directors within the different cohorts that influences FSP. We find that while Boomers have a positive influence on FSP, Traditionalist, GenX and GenY members are less concerned about FSP. Additionally, older cohorts (Traditionalists and Boomers) require three directors to exert their respective influence on FSP, whereas GenX and GenY require two or more and one director, respectively. Furthermore, the presence of Boomers may mitigate the limited focus of other generational cohorts on FSP. By identifying that not all cohorts in the older generation have a positive influence on FSP, that boomers may help mitigate the negative influence of other cohorts and the critical mass for which each cohort establishes an influence, we inform firms and policy makers on the mix of cohorts on the board that may enhance FSP.



The Role of Firm Complexity in the Relationship Between Integrated Reporting and Earnings Management

[DOI](#)

Authors: Augustine Donkor, Murdoch University, Murdoch Business School | Dr Terri Trireksani, Murdoch University, Murdoch Business School | Hadrian Geri Djajadikerta, Edith Cowan University

Date of publication: December, 2024

Department: Accounting & Finance

Purpose

This study aims to evaluate the relationship between integrated reporting and management's opportunistic behavior (i.e., accrual and real earnings management) and the moderating role of firm complexity.

Design/methodology/approach

Data of firms at the Johannesburg Stock Exchange were collected and analyzed. The Johannesburg Stock Exchange is currently the primary exchange that mandates the practice of integrated reporting. Regression estimation models and robustness tests were applied to the analysis.

Findings

This study concludes that integrated reporting quality reduces firms' accrual and real earnings management practices. It further concludes that the significant negative effect of integrated reporting quality on firms' earnings management practices is impeded by higher firm complexity.

Originality/value

This study enhances the literature on the behavioral effect of a combined financial and sustainability disclosure practice on both accrual and real earnings management, specifically targeting South Africa's listed companies – the primary market currently mandates integrated reporting practice.



Integrated Reporting Quality and Sustainability Performance: Does Firms' Environmental Sensitivity Matter?

[DOI](#)

Authors: Kwadjo Appiagyei, Murdoch University, Murdoch Business School | Augustine Donkor, Murdoch University, Murdoch Business School

Date of publication: February, 2024

Department: Accounting

This study examines the effect of the environmental sensitivity of firms on the relationship between integrated reporting (IR) quality and sustainability performance. Prior research works focus on the nexus between IR quality and sustainability performance with little attention to factors that moderate this relationship.

Ordinary least squares (OLS) and other robust estimations are employed to analyse the data of firms on the Johannesburg Stock Exchange (JSE).

This study finds a positive association between IR quality and sustainability performance. However, the strength of this relationship is found to be weaker among environmentally sensitive firms, thereby raising concerns that such firms may be reporting less sustainability information with the mandatory implementation of IR on the JSE.



Incremental Value Relevancies in the Development of Reporting of Sustainability Performance

[DOI](#)

Authors: Augustine Donkor, Murdoch Business School, Murdoch University, Australia | Terri Trireksani, Murdoch Business School, Murdoch University, Australia | Hadrian Geri Djajadikerta, School of Accounting, Curtin University, Australia

Date of publication: February, 2024

Department: Accounting

Sustainability reporting was introduced after financial reporting to meet the social and environmental informational needs of stakeholders, while integrated reporting was initiated to integrate financial reporting and sustainability reporting to advance the decision usefulness of corporate disclosure practices. Despite claims and evidence of the value relevance of each reporting framework exclusively, studies on the incremental value relevancies of these subsequent disclosure practices have been sparse. Using a sample of firms from the Johannesburg Stock Exchange from 2011 to 2020 and firms'

capital market liquidity performance, this study finds that sustainability reporting and integrated reporting are not only value-relevant disclosure practices but also offer incremental value relevancies. Sustainability reporting provides incremental value relevance over financial reporting, and integrated reporting offers incremental value relevance over financial reporting and sustainability reporting. However, the findings do not find support for integrated reporting to replace the practices of financial reporting and sustainability reporting and affirm the contribution of each of the three reports in the corporate reporting space.



Unraveling Contemporary Trends on United Nations Sustainable Development Goals: A New Global Bibliometric and Literature Review Analysis

| [DOI](#)

Authors: Prince Gyimah, Department of Accounting Studies Education, Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Kumasi, Ghana | Kingsley Opoku Appiah, Department of Accounting and Finance, Kwame Nkrumah University of Science and Technology (KNUST), Kumasi, Ghana | Kwadjo Appiagyeyi, Murdoch Business School, Murdoch University, Australia

Date of publication: November, 2024

Department: Business Administration | Business Analytics

This review presents a bibliometric performance and systematic literature review of research publications related to the 17 United Nations (UN) sustainable development goals (SDGs) in business studies. The study employs the 2020 revised Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework to systematically evaluate and identify 583 articles sourced from esteemed academic databases, including Scopus and Web of Science, as well as seven reputable publishers and digital libraries, for subsequent analysis and synthesis. The identified 583 papers on SDGs, authored by 1610 scholars and published in 207 peer-reviewed sources, are analyzed using VOSviewer and R Studio software. The analysis reveals the existence of nine independent clusters of SDGs business research: artificial intelligence and digitalization (red cluster), business collaboration (green cluster), corporate sustainability (blue cluster), circular economy and corporate social responsibility (yellow cluster), entrepreneurship and innovation (purple cluster), education for developing countries (aqua-cluster), climate change and tourism (orange-cluster), Africa perspectives (brown cluster), and sustainable investment (black cluster). This review highlights the foundation of the business studies debate linked to the advancement of the SDGs after the adoption by the United Nations. Key insights, future research directions and conclusion including implications are discussed.



Research Voices

The following statements demonstrate ways in which researchers at Murdoch University bring sustainability and responsible management into their research.

Research Barriers

In 2024, Murdoch University identified the following barriers to conducting research related to sustainability and/or responsibility:

- ❖ Funding challenges
- ❖ Time constraints
- ❖ Administrative barriers
- ❖ Skills and expertise gaps
- ❖ Data access and management
- ❖ Participant recruitment



Partner

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

How We Define Partner

Murdoch Business School defines 'Partner' as multistakeholder collaboration with business, government, broader community and academia to advance responsible management education and practice. Our partnerships drive real-world learning, through industry co-design, community engagement, and sustainability-focused initiatives across the School and broader university community, in alignment with the university strategic themes and PRME principles.

Institutional Partnerships

- ❖ AACSB (Association to Advance Collegiate Schools of Business)
- ❖ Quacquarelli Symonds (QS)
- ❖ Times Higher Education (THE)
- ❖ University Councils

Student Organization Partnerships

- ❖ Murdoch Mettle
- ❖ Students as Change Agents Program
- ❖ UN SDG 'Students Doing Good' Challenge

Partnerships

The following provides more details on 1 key partnership at Murdoch University.

Melville Cockburn Chamber of Commerce (MCCC)

The **Melville & Cockburn Chamber of Commerce (MCCC)** is a vibrant organisation dedicated to promoting and supporting the local business community in Melville Cockburn and surrounding areas. With a focus on fostering collaboration, driving economic growth, and providing valuable resources and networking opportunities, MCCC plays a crucial role in the region's business landscape.

Murdoch University and MCCC renewed their longstanding commitment to making a positive impact on business, the society, and the environment. By leveraging our respective strengths and expertise and recognising the importance of working together to address pressing *social, economic, and environmental challenges*, the partnership is set to make meaningful contributions to the well-being of our community and beyond.

As stewards of the environment, we recognise the urgent need to promote sustainable practices and foster a culture of environmental responsibility. Through culturally sensitive outreach initiatives, collaborative projects, and meaningful dialogue, we aim to strengthen relationships and support the aspirations of Indigenous communities and promote equitable business practices.

The **Murdoch Business School (MBS)** in collaboration with the MCCC member base, also provide students with '**work integrated learning**' (WIL) opportunities. Enabling students to work on real-world projects and initiatives for the duration of a semester or trimester (approx. 12 weeks or 240 hours). Throughout this process, students are mentored and supported by a workplace and academic supervisor as students complete agreed business project and/or challenge as part of their unit studies and assessments. At the end students present a final report and presentation showcasing their learning, proposes solution and recommendations to the business client (MCCC member).

Professor Antonia Girardi (Pro Vice Chancellor, College of Business, Murdoch University) says:

"This partnership represents an exciting opportunity to drive positive change in our community. By working collaboratively with Melville Cockburn Chamber of Commerce, we can harness the power of education, innovation, and entrepreneurship to create a more just, inclusive, and sustainable future".





Practice

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



How We Define Practice

Murdoch Business School defines 'Practice' as actively embedding responsible, ethical, and accountable management principles in its governance and daily operations. This includes transparent decision-making, inclusive EDI and First Nations engagement, and sustainability-focused processes, applying these sub-strategies to foster stewardship, integrity, and positive impact on the university and broader community.

Institutional Policies and Practices

- ❖ Accreditation body recommendation documents
- ❖ Buildings/real estate
- ❖ Carbon reduction or offset commitments
- ❖ Climate action plan
- ❖ Employee equity, diversity, inclusion
- ❖ Environmental stewardship policies
- ❖ Curriculum guidelines
- ❖ Ethical leadership or good governance policies
- ❖ Faculty hiring, tenure, and promotion guidelines
- ❖ Greenhouse gas emissions
- ❖ AASHE STARS report
- ❖ Campus operations guides
- ❖ Ethical data sourcing guides
- ❖ Students Organising for Sustainability (SOS) UK
- ❖ Nature Positive Universities
- ❖ Race to Zero Universities & Colleges
- ❖ The Climate Action Barometer for International Education
- ❖ CANiE Accord
- ❖ Australasian Campuses Towards Sustainability (ACTS)
- ❖ Professional training opportunities
- ❖ Responsible procurement policies
- ❖ Student equity, diversity, inclusion
- ❖ Sustainability strategy or strategic plan (school or university level)
- ❖ Zero-waste guides
- ❖ Water

Policy Documents Related to RME and/or Sustainability

moorditj-boodja--strong-country-sustainability-sub-
strategy

View document  Download document 

Practice Awards

In 2024, Murdoch University received 1 award for responsible and/or sustainable practices.



Murdoch University Home to World's Best Academic Boola Katitjin Building (Turns 1, in 2024)

Granter: Australian Institute of Architects; World Architecture Festival; Engineering Excellence Award;

Grantee: Murdoch University Boola Katitjin Building

Award Description:

This time last year, we officially launched Boola Katitjin to our staff, students and wider community. The award-winning sustainable building has not only provided new ways of learning and a beautiful backdrop for events but has also become a place for staff and students to connect, rest and take care of their wellbeing. To find out more about Boola Katitjin, its naming, artwork, sustainability, connection to Country and the many awards and honours our favourite building has picked up throughout the year, visit the Boola Katitjin website @ <https://www.murdoch.edu.au/boola-katitjin> Winning a global architecture competition is no mean feat when your competitors include some of the world's most notable academic institutions and designers. But Murdoch University's Boola Katitjin (a Whadjuk Noongar name meaning 'lots of learning'), has done just that, taking out the Higher Education and Research category at the World Architecture Festival in Singapore. It was the pinnacle of recognition for the building's architects Lyons with Silver Thomas Hanley, The Fulcrum Agency, Officer Woods Architects (WA), and Aspect Studios. Principal architect Carey Lyon pitched live to judges, competing with 14 other shortlisted buildings from around the world including the Centre for Computing and Data Sciences at Boston University, Printing House Square at Trinity College Dublin, and the John A. Paulson Centre at New York University. Mr Lyon said the judging process was a deeply rewarding experience. "It was absolutely fascinating seeing Boola Katitjin alongside major higher education projects from all over the world and to watch major global architects pitching the ideas behind them, so we were pretty happy and humbled that the jury thought a project in Perth was the worthy winner," he said. "It feels great to have many years of work, and massive contributions from our design team, the project's engineers Aurecon, construction team from Multiplex, and Murdoch's leaders, recognised in this way - it's a credit to all involved." The global accolade caps off a year of recognition for Boola Katitjin, having won the top honour at the WA Architecture Awards, followed by prizes for educational

and sustainable architecture at the national awards. Earlier this week engineers Aurecon claimed Project of the Year at the Engineers Australia Excellence Awards, after winning WA's top industry honour in September, and last month Boola Katitjin won the Award for Excellence in Timber Products (Engineered Wood Product) and the People's Choice category at the Australian Timber Design Awards. Murdoch University Vice Chancellor Professor Andrew Deeks said the international recognition demonstrated the significance the global community place on environmental responsibility. Boola Katitjin is the embodiment of Murdoch's three strategic themes: Equity, Diversity and Inclusion; First Nations; and Sustainability, and this award demonstrates that the rest of the world shares our values." Mr Lyon said leadership in sustainability would have been an important factor in the in the jury's decision. "To have a student environment that is at a global leadership level for a decarbonised world is a huge achievement and a testament to Murdoch - everyone involved in the project can feel they have contributed to something that is a global benchmark," he said. Professor Deeks said he deeply appreciated the efforts of Boola Katitjin's architects, engineers, and everyone involved in creating the best higher education building in the world at Murdoch. "At Murdoch University we are changing the higher education landscape, truly living our values, and showing others that when you push boundaries, strive, and develop, great things can be achieved," he said. 90% of Waste Recycled in Southern Hemisphere's Biggest Timber Building. The project is the first mass timber building delivered in Western Australia and the largest ever constructed in the Southern Hemisphere. More than 1800 pieces of glue-laminated timber, weighing 2,143 tones, were supplied by HESS Timber. References <https://timberdesignawards.com.au/uncategorized/90-of-waste-recycled-in-southern-hemispheres-biggest-timber-building/> <https://www.worldbuildingsdirectory.com/entries/boola-katitjin/> <https://www.engineersaustralia.org.au/news-and-media/2023/09/murdoch-unis-boola-katitjin-building-among-engineering-excellence-award> <https://woodcentral.com.au/explore-boola-katitjin-australias-newest-glulam-building/> <https://www.architecture.com.au/archives/awards/boola-katitjin-lyons-with-silver-thomas-hanley-officer-woods-the-fulcrum-agency-and-aspect-studios>

Practice Voices

The following statement from stakeholders at Murdoch University demonstrates our commitment to sustainable and responsible practices.

Leading the Way: Platinum Status in FISU Healthy Campus Program

We are proud to announce that Murdoch University has been recognised as a Platinum level institution in the prestigious [FISU Healthy Campus](#) program, becoming the only university in Western Australia and just the second in Australia to achieve this elite status.

This global accreditation, awarded by the International University Sports Federation (FISU), celebrates Murdoch's unwavering commitment to fostering a holistic, health-focused environment for students, staff, and the broader community.

The Platinum designation reflects excellence across multiple dimensions of campus wellbeing, including physical activity, mental health, nutrition, sustainability, and social responsibility.

Our journey to Platinum status has been driven by a series of transformative initiatives, including:

- Increased access to recreational, fitness and leisure activities for staff and students, including 'learn to cycle' classes and the annual student and staff games.
- Enhanced mental health services and peer support programs, including partnership between Murdoch Active, the Murdoch University Medical Service and the Counselling Service to provide a referral program for personal training sessions.
- Access to fresh clean drinking water in all buildings and at multiple outdoor areas, ensuring everyone has free access to both chilled and hot filtered water.
- Continuous commitment towards sustainability, accessibility and inclusion.
- Community engagement and student-led wellness campaigns, including support of [Rebound WA](#) and [Proudly Productive](#).

"This achievement is a testament to the culture we've built at Murdoch – one that prioritises wellbeing, inclusivity, and sustainability," said Jamie Ball, Manager at Murdoch Active.

"We are extremely proud to be the first university in Western Australia to achieve this milestone."





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

Murdoch Business School defines 'Share' as openly communicating successes, failures and learning outcomes to foster collective reflection, growth, and accountability. This includes transparent SDG and PRME reporting, collaborative workshops, and community forums, supporting EDI, First Nations, and Sustainability objectives for building an inclusive, informed, and ethically-driven university culture.

Engagement Opportunities

Murdoch 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
- ❖ Annual reports
- ❖ 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
- ❖ Student and staff volunteer programs

Communication Audiences

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

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

Sharing Voices

The following statement from stakeholders at Murdoch University demonstrates our commitment to sharing and learning from sustainability and responsible management practices.

2024 Murdoch University Annual Report

[2024 Murdoch University Annual Report](#) Highlights Our People

The [2024 MU Annual Report](#) reflects our combined achievements. It includes our 50th anniversary and summarises the key celebratory activities that occurred in 2024. The report also covers our three new sub-strategies for each of the strategic themes – **Equity, Diversity and Inclusion, First Nations and Sustainability**.

Several sections have been updated to reflect our enablers. The 'Our Supporters' section includes extended information about Alumni and Community Engagement. Each College also has two extra pages to highlight their teaching and research outcomes.

How we are performing against our KPIs

Our key performance indicators (KPIs) provide a measure of overall progress against the strategic themes and core activities of [Ngala Kwop Biddi](#). They measure either the effectiveness of our efforts in reaching strategic goals by achieving a given result, or the efficiency of our efforts by comparing one result to another ratio. While not all our KPIs have been reached for 2024, we are encouraged by the overall positive trend and remain confident in our trajectory towards achieving our 2030 goals.

Information about factors influencing each measure follows, with expanded reading available on pages 16-17 (Sustainability section) and page 172-175 (KPI section) of the [2024 Annual Report](#).

The Murdoch University Annual Report is prepared each year in accordance with the provisions of the Financial Management Act 2006.



Communication Barriers

Murdoch University faces the following barriers in transparent communications:



Audience reach



Data privacy regulations



Engagement gaps



Feedback loops

SIGNATORY

Murdoch University



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