



Careers in

Corporate Responsibility
and Sustainability

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Author's Note



This is an exciting time in the world of work and careers. Just as ethical concerns have gained significance in responsible business practice, so too has the inclusion of ethical considerations in

graduates' career choices. Thus I have coined the term '**career ethics**'.

University Careers Service practitioners around the country are becoming increasingly aware of a broader, more externally focused set of values of importance to students' career decision making: those of corporate (or organisational) responsibility.

Graduates are keen to pursue what they perceive to be meaningful careers with employers of choice that offer things like work/life integration, genuine career opportunities for women, integrated corporate responsibility practices; including consideration of environmental and social impacts,

and an alignment of an individual's values with the employer organisation (or at least the opportunity to contribute to the discussion of these).

I have written this careers resource as a response to this heightened interest and to the rapidly emerging, multidisciplinary field that is Corporate Responsibility and Sustainability. I hope that it assists those of you who are keen to play a role in this area. And it is likely that in a short period of time, further developments will be witnessed – in new positions, courses, qualifications and terminology used. This first CSR careers guide will bear witness to these changes.

In reading the wonderful graduate profiles of those working in this area you will be struck by the passion, focus and enthusiasm of the contributors. There are some excellent tips – in particular: get involved and be persistent.

Rosemary Sainty

*Manager, Careers and Employer Relations
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Foreword

Careers in CSR in Australia



Anne-Maree Huxley

Founder and CEO,

Models of Success and Sustainability (MOSS), www.moss.org.au

University of Sydney

There is no doubt Corporate Responsibility and Sustainability is still in its infancy in Australia, however the move towards carbon neutrality, creation of ethically sound products, the desire to increase competitive advantage, protect and raise brand awareness and build trust with customers and employees is seeing the creation of many new careers in Corporate Responsibility and Sustainability.

The majority of careers in the private sector seem to be in the areas of:

- community partnerships
- compliance
- corporate foundations
- diversity
- employee engagement
- environmental management and reporting
- ethics
- internal and external communications
- investor relations
- operations
- public affairs
- staff giving and volunteering programs
- supply chain.


Local, state and federal governments are also expanding and offering careers in social and environmental management, volunteering and community engagement.

There are a variety of non-government organisations (NGOs), industry associations, think-tanks and academic institutions engaging in learning and/or advocacy within this arena, with many not for profits developing careers in fund raising, volunteer management and community partnerships to meet the demand from business and the philanthropic sector.

Due to the diverse disciplines and the complexity of the roles and responsibilities in this sector, there is also **no such thing as a typical career. Nor are there specific qualifications as yet**, required for this field. Because it is so new, transferable skills, experience and knowledge from other related specialisations such as environmental management, ethical finance, diversity, marketing, business administration, community partnerships, innovation, public affairs and HR are valued.

Qualifications are, however, now becoming available, more usually at postgraduate level and as part of MBA courses, and can be helpful in gaining entry to this field of work

NOTE:

Wherever you see this icon  please go to **www.graduatecareers.com.au**>>*What Job For You>>Career Profiles>>Corporate Responsibility and Sustainability>>More Information* for continued discussion and/or useful websites on that subject.

Introduction

Definitions

Corporate Responsibility and Sustainability throws a wide net and it is important to understand the current and growing number of terms used in this field.

- **Corporate Social Responsibility (CSR):** All aspects of corporate responsibility – community/social/ environmental/workplace/ governance. CSR practitioners talk about corporate ‘opportunity’ – highlighting the opportunity/risk dimension of responsible business practice.
- **Enlightened self-interest:** An organisation’s recognition that its long-term business interests require engagement in CSR strategies and sustainable business practices.
- **ESG:** A term commonly used in the investment industry – referring to environment, social and governance issues.
- **Global Citizenship:** Infers an organisation’s commitment to and awareness of good CSR practices across its operations from local to global.
- **Socially Responsible Investment (SRI):** A term used in the investment industry.
- **Stakeholder Engagement:** Moving beyond the over-emphasis on short-term benefits for shareholders to consideration of long-term organisational implications for all stakeholders: shareholders; employees; customers; communities; environment; supply chain, etc.
- **Sustainability:** An organisation’s practices “...that meet the needs of the present without compromising the ability of future generations to meet their needs...not compromise the environmental, social and human needs of our descendants.”

(Source: www.wbcsd.org)

- **Triple Bottom Line Reporting (TBL):** A framework for measuring corporate performance against not just economic, but social and environmental parameters.

For the purposes of this resource we shall refer to Corporate Responsibility and Sustainability as **CSR**.

Context

In Australia

- In April 2006 the Australian Business Roundtable on Climate Change – a collaboration of major businesses (BP, IAG, Origin Energy, Swiss Re, Visy, Westpac) and the Australian Conservation Foundation – published groundbreaking research calling for urgent action on the establishment of carbon pricing signals, encouragement of sustainability innovation and building of national resilience to climate change.
- Two government reports published later in 2006 by the Parliamentary Joint Committee on Corporations and Financial Services (‘Corporate responsibility: Managing risk and creating value’) and the Corporations and Markets Advisory Committee (‘The social responsibility of corporations’) found in favour of giving business the opportunity to voluntarily embrace CSR initiatives, in lieu of a regulatory approach but with a strong expectation that this should take place to avoid future legislation. Both reports give **an excellent round up of the history of CSR** to date.
- In addition the ASX Corporate Governance Council has been (in 2007) revising its ‘Principles of Good Corporate Governance and Best Practice Recommendations’ in recognition of the fact that public interest in corporate governance is high and listed companies are increasingly taking their governance responsibilities very seriously. 


Internationally

- In 1994 the United Nations Framework Convention on Climate Change set an overall framework for intergovernmental efforts to tackle climate change challenges. In 1997 the Kyoto Protocol strengthened the Convention by committing parties to more powerful (and legally binding) measures to limit or reduce their greenhouse gas emissions.
- The United Nations ‘Millennium Development Goals’ developed following the Millennium Summit in 2000 with a deadline of 2015 aim to alleviate world poverty and ensure environmental sustainability.
- The release of the ‘Stern Review: The Economics of Climate Change’ (UK 2007) which states: “The scientific evidence is now overwhelming: climate change is a serious global threat, and it demands an urgent global response.”

(Source: www.hm-treasury.gov.uk/independent_reviews/stern_review_economics_climate_change/sternreview_index.cfm)

//In 1994 the United Nations Framework Convention on Climate Change set an overall framework for intergovernmental efforts to tackle climate change challenges.//

- The Intergovernmental Panel on Climate Change's reports (the IPCC was established by the UN Environmental Program (UNEP)).
- Al Gore's film, *An Inconvenient Truth*.
- The William J Clinton Foundation and its Clinton Global Initiative engaging business and government leaders.
- The growth and development of sustainability reporting in the UN's Global Reporting Initiative (GRI) framework.

These and other events have served to heighten public concern and interest in CSR. 

A summary of drivers in CSR

- Climate change.
- Corporate collapses.
- A gradual recognition of CSR issues having market value – due to growing awareness of shareholders in ethical investment – especially from the burgeoning super funds, and the introduction of pricing signals and carbon trading for green house gas emissions. Companies that embrace CSR strategies are being rewarded with long-term growth.
- Increasing consumer awareness and scepticism.
- New media – as the speed of communications increases via the online environment, so does the need for organisations to carefully manage any risks to their reputation.

- The attraction and retention of employees – given impetus by the looming skills shortages due to the ageing of the population and the rapid drop of new entrants into the work force.

"The speed with which sustainability issues are moving into the mainstream challenges each of us to sharpen our collective thinking, communicating and advocacy to take advantage of it, and the WBCSD remains fully committed to this task."

(Source: World Business Council for Sustainable Development – www.wbcsd.ch)

"Companies are not islands that exist separately from the communities within which they operate. Successful companies understand and engage with their customers, their staff and their communities."

(Source: John McFarlane, CEO of ANZ, *Management Today*, the Australian Institute of Marketing Magazine, April 2006)

We each play an active role here in not just how we consume and invest, but with whom we choose to work: ethical career decision making.



Study and Qualifications in Corporate Responsibility and Sustainability

The forerunners in CSR studies include established programs in, for example, Environmental Studies in Science and Engineering, Business and Professional Ethics, Sociology and Occupational Health and Safety. Gradually more specific studies have been entering higher education, for example:

- the Institute for Sustainable Futures (ISF) at the University of Technology, Sydney offers a Doctoral program and a Masters by Research program in Sustainable Futures
- the Corporate Citizenship Research Unit (CCRU) at Deakin University takes a multidisciplinary approach to its PhD scholarship in Corporate Citizenship program and partners with a range of public and private sector organisations to this end
- the more recently established Centre for Philanthropy and Social Investment at Swinburne University's Faculty of Business and Enterprise offers postgraduate programs to meet the boom in philanthropic and social investment and entrepreneurship activity in Australia – fuelled largely by the growing CSR agenda and recognition by the business sector of the opportunities in community investment
- many MBA schools are building CSR studies into their programs to assist organisations in the challenge of successfully navigating their way through an increasingly complex terrain of multiple stakeholders and the implicit social contract involved in running a business. One international leader in this field is the Stanford Graduate School of Business, where its Centre for Social Innovation runs Executive Education programs, and courses within its MBA programs
- undergraduate offerings: for many students there will be the opportunity to incorporate related courses into their degree programs. Undertaking even single units of study related to CSR will assist in seeking a career in this area.

Look for courses in your own university that may be offered as cross-disciplinary units, eg. 'Society, Business and Government' or perhaps 'Business Ethics' relative to your profession.

As in all careers, study in the relevant field demonstrates a:

- genuine interest and commitment to furthering your expertise in the area
- willingness to network with others working and studying in the same field
- wish to be exposed to the latest research, thinking and terminology.

Each of these can be used as leverage in seeking employment in CSR. 

Jobsearch in Corporate Responsibility and Sustainability

Ethical Employers

It is important to consider which aspects of CSR are important in your career decision making, for example:

- the **environmental impact**, direct or indirect, of an organisation's operations, products or services including that of its suppliers
- the **community/social impact** of an organisation's projects, products, services or investments on the community at a local or global level
- the **workplace practices**, including: respectful treatment of employees in recruitment and selection; diversity and equal opportunity; work/life balance; professional development and progression; managing redundancies; and full entitlement to employment rights
- the **marketplace and business conduct**; responsible behaviour in developing, purchasing, selling and marketing of products and services
- **ethical governance** from board level and throughout an organisation: transparency; risk reporting; effective codes of conduct; and compliance measures
- the **public sector**: definitions of CSR seem to exclude the public sector, yet the government's purpose is to serve the community and the sector can be equally active in the areas of environmental sustainability and responsible marketplace and workplace practices.

Things you can do

- Reflect on the organisation – its behaviour, products and services. Are they in broad alignment with your own values?

//Reflect on the organisation – its behaviour, products and services. Are they in broad alignment with your own values?//

- Research the organisation, read the business pages.
- Investigate reporting, benchmarking. ☐
- Look closely at workplace practices.
- Talk to employers – get the conversations going.

Get the Edge

Owing to the strengthening of key drivers – particularly climate change and the growing importance of reputational management for companies, CSR positions are experiencing real growth – giving new graduates greater opportunities across a range of industries and professions. As with all career areas, the experience you gain while studying will deliver you advantages in your jobsearch once you have left university. Read the following tips to get launched.

- **Voluntary work:** Check out the many voluntary social and environmental opportunities on your university's Careers Service website, your local telephone directory and the web. Look for opportunities that utilise and develop your skills and support a cause that interests you. ☐
- **Work Experience:** Approach companies that you know to have a good CSR track record (start with the CSR ratings – see **www.graduatecareers.com.au**>>What Job For You>>Career Profiles>>Corporate Responsibility and Sustainability>>More Information). Let them know that you have researched information about them and this is why you are keen to gain experience at that organisation. Articulate what skills and experience you could contribute, as well as all that enthusiasm.
- **Keeping Up To Date:** Stay at the cutting edge of developments. This is a fast moving area and it will pay to keep up with developments such as changes to the regulatory environment. Read the business pages, subscribe to CSR newsletters (see **www.graduatecareers.com.au**>>What Job For You>>Career Profiles>>Corporate Responsibility and Sustainability>>More Information). Aim to be well-connected and aspire to developing networks across business, government and the community sectors during your career. Gain a firm grasp of the issues: companies today are expected to balance commercial, social and environmental responsibilities. Know the business case and how to communicate it. ☐
- **Stay Connected:** Many professional associations are now developing their own CSR sub-groups and committees, for example The Property Council and the Institute of Chartered Accountants have these. There are also CSR-specific organisations that provide networking

and are playing a role. Look for relevant on campus groups and activities while studying. Once you enter the work force check out organisations such as Catalyst – an Australian network for young professionals from diverse backgrounds keen to develop their social leadership potential. ☐

Job Ads

- Search for CSR positions within your field/ profession.
- Use **keywords on job vacancy databases** such as: 'sustainability'; 'CSR'; 'corporate responsibility'; and 'ethics'.
- Consider some of the job titles in the earlier section. CSR may be a part of a job but not necessarily appear in the position title.
- Keep an eye out on the **websites of organisations you are interested in** as they may advertise positions vacant there.

Over time it is likely that there will be an increase in CSR-specific job vacancy databases in CSR, **so stay alert!** ☐



Careers in Corporate Responsibility and Sustainability

The field of CSR is diverse and multidisciplinary. Increasingly, dedicated CSR positions are being created within organisations. There are however many other traditional job titles which include a CSR function – as evidenced in the Graduate Profiles section of this booklet. Typical job titles and general areas of employment involving CSR responsibilities are included in the following summaries but are by no means exhaustive!

It is informative to consider the organisational structure of those companies that have an authentic commitment to CSR, such as Westpac in the diagram (see opposite page).

Possible Career Areas

Accounting

- Environmental and Sustainability Audit Officer
- Sustainability and Assurance
- Sustainability Strategy and Carbon Accounting

Examples of duties: Defining an organisation's material interests in CSR, measuring and reporting on these. Developing frameworks to measure intangibles and provide assurance. Triple bottom line reporting.

Community relations

- Adviser, Philanthropic Services
- Community Affairs Consultant
- Community Care Program
- Community Engagement Manager
- Community Partnership Coordinator
- Corporate Citizenship Coordinator
- Manager Diversity and Community Affairs
- Manager Sustainability and Society
- Social Strategy Officer
- Sponsorship and Events Foundation Manager
- Stakeholder and Community Relations Manager

//Approach companies that you know to have a good CSR track record....Articulate what skills and experience you could contribute, as well as all that enthusiasm//

Examples of duties: Assessing social impacts and risk factors, engaging with key community groups, developing community investment programs, such as employee volunteering and commercial initiatives which benefit both the business and the community. Corporate community partnership positions may be found in both not for profit community-based organisations and the private sector. (See Graduate Profiles.)

Consultants

- Consultant, Corporate Social Responsibility
- Principal Consultant – Corporate Sustainability and Climate Change

Examples of duties: Consultancies have been mushrooming in areas as diverse as community partnering to sustainable engineering as organisations seek to become informed. These can provide excellent places to gain work experience while studying.

Corporate affairs/public relations

- Brand and Corporate Communications
- Communications and Media
- Communications Officer
- Corporate Affairs Officer
- Corporate Marketing
- Corporate PR
- Marketing and Communications
- Public Affairs Manager
- Shareholder Relations

Examples of duties: Typically the company spokesperson for CSR as well as having internal communication duties – engages staff in, for example, community investment activities. CSR initiatives often begin in this area of an organisation, and duties may include strategic development of CSR, advocacy, stakeholder engagement, reporting and external communications.

Environmental sciences and engineering

- Climate Policy and Projects
- Environmental, Health and Safety (EHS) and Sustainability
- Environment and Society Officer
- Environmental and Sustainability Systems Manager
- Environmental Manager – Strategy and Policy
- Environmental Projects Officer
- Environmental Scientist
- Manager EHS and Sustainability
- Manager, Conservation and Environment
- Public Affairs and Environment
- Quality Compliance and Environmental Manager
- Quality Safety and Environment Manager

- Sustainability Engineer
- Sustainable Development Manager
- Transport Sustainability

Examples of duties: Research, measurement and management of environmental impacts – biodiversity, waste and recycling, green house gas emissions. Sustainability innovations, eg. alternative renewable energy sources.

Financial services

- Corporate and Investor Relations
- Financial Strategy and Sustainability
- Group Tax Manager and Investor Relations Manager
- Investor Relations and Corporate Affairs Communications Coordinator
- Stakeholder Responsibility Manager
- Strategy and Financial Analyst

Examples of duties: Increasingly important as CSR impacts the financial markets, eg. carbon trading and pricing signals, risk assessment, responsible loaning policies and credit risk protection, balancing the needs of shareholders with other stakeholders.

Health, safety and sustainability

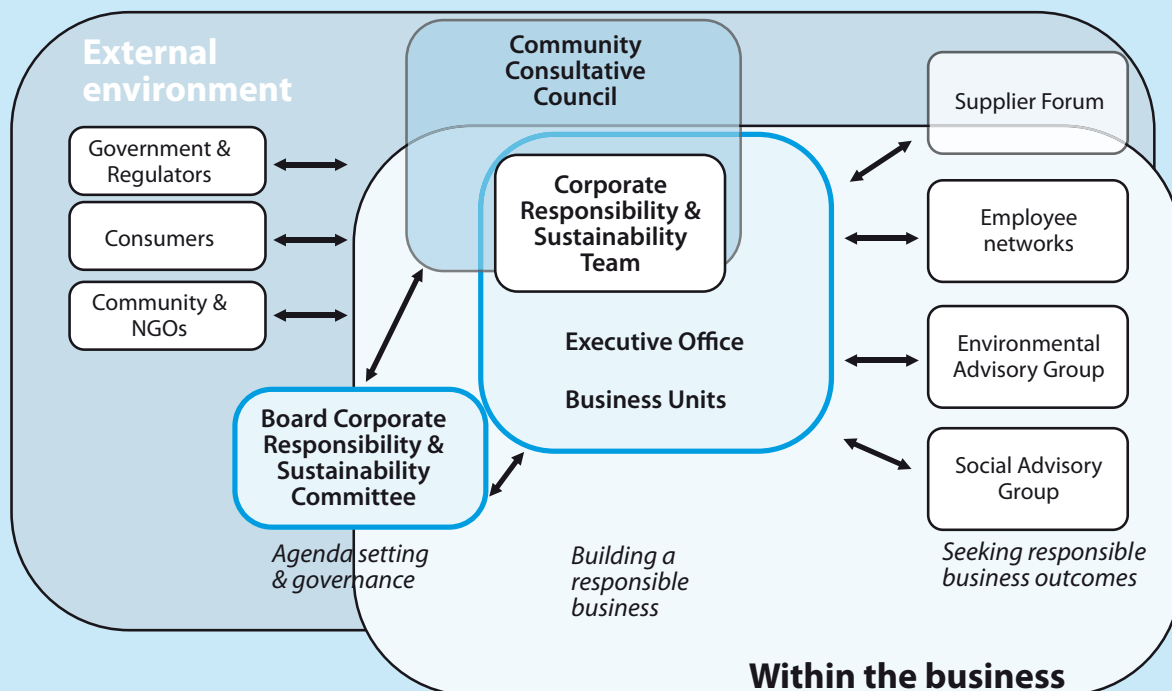
- Group Health Safety Environment Manager
- Manager Safety and Employment Risk
- OHS and Environment Manager
- Sustainability Manager, Corporate SH&E and Manufacturing

Examples of duties: Maintaining a safe and sustainable working environment through activities such as collecting data on OHS concerns, implementing appropriate responses, setting targets and reporting on these.

HR strategy and organisational development

- Employee Relations
- HR Strategy and Planning Officer
- Human Resource Adviser
- Knowledge, Education and Development
- People and Business Excellence Director
- People Solutions
- Recruitment Services

//Have a genuine stakeholder engagement//



Examples of duties: There is considerable variation in the HR functions of organisations as regards CSR. They may be responsible for organising CSR training and induction programs, administration of community investment initiatives, ensuring diversity targets are met, developing work/life balance strategies and professional development, as well as attracting and retaining suitable staff.

Information and research

- Research Analyst Corporate Responsibility and Sustainability
- Research and Consumer Services
- Research Editor

Examples of duties: Researching CSR trends as they relate to the business, eg. consumer opinion, global initiatives in CSR, etc.

Law

- Paralegal, CSR Practice
- Partner, CSR Practice
- Pro Bono and Community Programs
- Senior Associate, Sustainability Practice

Examples of duties: Advising clients of the latest CSR trends and compliance requirements, providing pro bono services to the community.

Marketing

- Marketing Analyst
- Corporate Strategy and Marketing

Examples of duties: Ensuring responsible marketing within the relevant sector including responsible consumer and supplier relationships – considering the social and environmental impacts of products or services and product development – sourcing, buying, and promotion of products and services.

//It is important to consider which aspects of CSR are important, for example: the environmental impact...,the community/social impact...//

Regulation and governance

- Advisor, Ethical Standards
- Compliance and Management Systems
- Compliance Training and Education
- Global Risk Manager
- Government and Regulatory Affairs
- Risk Manager
- Social Responsibility and Ethics
- Sustainability Policy, Regulation and Governance

Examples of duties: Keeping abreast of the regulatory environment such as potential government requirements of disclosure of non-financial risks incorporating CSR issues. This includes the assessment and monitoring of risk through to internal dialogue and external consultation with key stakeholders – examining operational, regulatory, reputational, sustainability/strategic risks. Ideally organisations would move from a compliance-based culture to values and codes of ethics reflecting a commitment to CSR.

Specifically dedicated CSR roles

- Corporate Responsibility Assistant
- Corporate Social Responsibility Advisor
- General Manager, Sustainability Initiative
- Head of Corporate Responsibility and Sustainability
- Manager, Institutional and Corporate Sustainability
- Senior Advisor Corporate Responsibility
- Sustainability Stakeholder Communications
- Sustainability Manager

Examples of duties: Coordination of CSR activities across the organisation, development of corporate values, principles, policies and objectives. Depending upon the size of the CSR function there may be a range of roles from entry level to more senior positions.

Strategy and business development

- Business Analyst
- Change Manager, Business Sustainability
- Corporate Development and Planning
- Corporate Planning and Governance
- Industry Development Manager
- Manager Corporate Planning
- Sustainability Strategy and Reporting

Examples of duties: Assessment and development of CSR strategy in terms of the overall business process, including a consideration of CSR issues, risk factors, internal structure, integration of policies and methods of reporting.

GRADUATE PROFILES

HEARING FROM THE FRONT LINE

Anna Estelle Young

– Bachelor of Economics (Social Science)
(Honours)



//At this early stage of my career I wanted to be exposed to a variety of clients and industries across a number of different types of projects.//

After travel overseas I returned to Sydney intent on pursuing a career in the CSR field. I began as a sustainability consultant to Stockland Property Developers, until I was recruited by Ernst & Young (EY) to be part of the Environment and Sustainability Services (ESS) team that work on the St James Ethics Centre's Corporate Responsibility Index (CRI); as well as a variety of other sustainability/CSR, greenhouse and environmental, health and safety management system projects for clients across all industries. I have commenced a PhD in social and environmental or non-financial accounting at The University of Sydney's Faculty of Economics and Business, in the discipline of Accounting. This is to further develop my expertise in the CSR area.

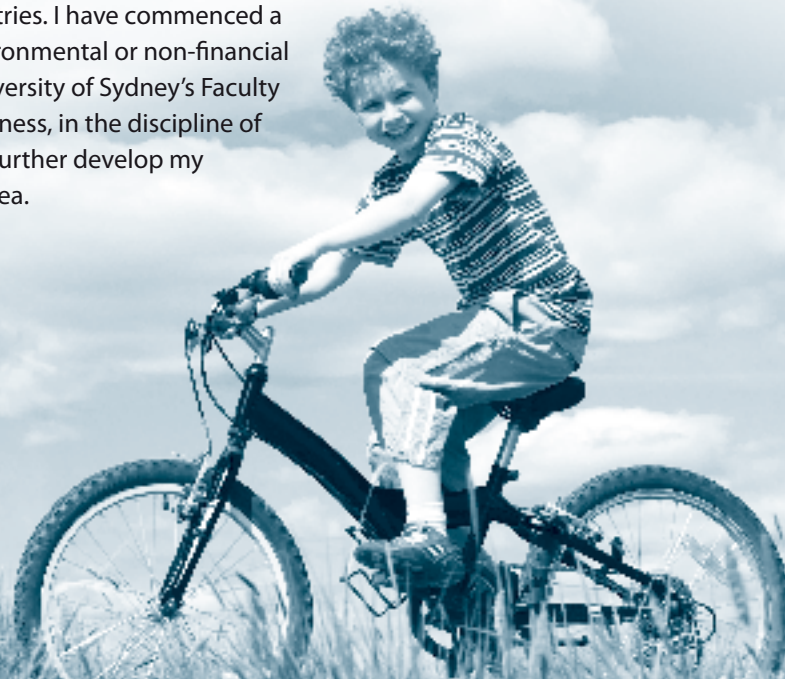
With my socio/political/economic background developed through my undergraduate studies, and particularly during my honours research, I could see an exciting space emerging in the CSR field; a professional field that has the ability to impact on social and environmental benefits for all. My aim was always to work in a professional services organisation like EY. At this early stage of my career I wanted to be exposed to a variety of clients and industries across a number of different types of projects.

The ESS team at EY is involved in three major service lines for clients:

- CSR and sustainability advisory and assurance including: validation of CRI submissions; verification and assurance of CSR/sustainability reports; development of frameworks and metrics for reporting; gap analysis; and benchmarking leading CSR practice.
- Greenhouse advisory and assurance including: verification of greenhouse gas abatement schemes; preparation of greenhouse gas inventories; advisory in relation to carbon risk.
- Environmental, Health and Safety (EHS) management systems including: internal audit of EHS systems for effectiveness; gap analysis to leading practice standards; assisting management implement EHS systems.

Challenges that equally become rewards include when the client (and project team) are happy with the results of the work and the constant learning and development. Working in the CSR field means drawing upon a diverse range of disciplines such as Engineering and Environmental Science which is both *challenging and rewarding at the same time!*

As well as servicing a variety of clients' CSR needs there is also an internal CSR strategy at EY driven from the CEO.



Belinda Morrissey

– Bachelor of Economics



When I was working as a relationship manager for a funds management firm ...It really opened my eyes to the critical work performed by and for the not for profit sector.

My career has predominantly been in international banking and funds management, with a focus on client management. I have been fortunate to work overseas in the global financial markets of Hong Kong and London, and gained invaluable exposure to funds management, client relations and managing teams across broad cultural spectrums.

After my first degree I then went on to gain my CPA qualifications to gain a strong financial background for my career. I also completed the Graduate Diploma in Applied Finance and Investment from what is now FINSIA. I am currently studying a Graduate Certificate in Philanthropy and Social Investment at Swinburne University of Technology in Melbourne, which is one of the very few relevant courses for CSR in Australia.

When I was working as a relationship manager for a funds management firm in London I had a number of charities as my clients. One in particular was an intermediary between donors and charities. It was through their efforts that many charities gained access to vital capital and services which they might not have been able to gain on their own. It really opened my eyes to the critical work performed by and for the not for profit sector. I met many people who truly believed that they could make a difference, and worked tirelessly towards building a better society. And I was hooked! I realised that my career had given me many skills which were transferable, and the corporate environment was what I knew best – so if I was to pursue my beliefs and utilise my skills it was logical to make a move into Corporate Social Responsibility. I believe that we have a responsibility to conduct our business in a responsible manner, using sound business ethics while respecting our key stakeholders.

At ING Australia we recognise the clear link between our business and the social, environmental and economic wellbeing of our customers and community. We have formed an autonomous Corporate Social Responsibility (CSR) Project Team to coordinate a consistent approach across our operations. I currently project manage this team. Every day brings with it new challenges as we work with the business to integrate CSR concepts into its decision making processes and operations. And yet there are many rewards too, particularly *seeing the passion ignite within my colleagues as they realise that through our actions today we can be part of building a sustainable future*. My role at ING Australia has enabled me to gain knowledge of the CSR activities of other corporations and learn from those leading the field. I have also witnessed the trend towards shareholders mandating that companies be good corporate citizens and give something back to the community.

//At ING Australia we recognise the clear link between our business and the social, environmental and economic wellbeing of our customers and community//

Belinda Morrissey, Bachelor of Economics

Benjamin Whitfield

– Bachelor of Arts (Sociology), Bachelor of Arts (Psychology) and Postgraduate Diploma (Psychology)

Sustainable business practice encapsulates more than the term 'Sustainability' or 'Corporate Social Responsibility'.

Since graduating from university I continued my employment and professional development with an organisational psychologists consulting firm. My first career change came when I joined Insurance Australia Group's (IAG) graduate program. The IAG program represented a fantastic opportunity to develop my core business and technical skills within a large corporate environment: three structured rotations through one of IAG's core business divisions. I began in the Culture and Reputation division rotating through: 1) Organisational Effectiveness; 2) Remuneration and Benefits; and 3) Sustainable Business Practices.

The IAG graduate program was structured around several rotations including the Sustainable Business Practices (SBP) unit. However, during my earlier rotations I was fortunate enough to meet the SBP team and attend a number of conferences and seminars with them. It was these early experiences coupled with increased media attention (Al Gore's *An Inconvenient Truth*, the Stern Report, etc.) that opened my eyes and mind to the world of Sustainability and Corporate Social Responsibility and which fuelled my drive to work in the field of CSR.

Sustainable business practice encapsulates more than the term 'Sustainability' or 'Corporate Social Responsibility'. Sustainable business practice is an approach to create long-term shareholder value by embracing opportunities and managing risks deriving from economic, environmental and social developments – thus my workload is both varied and diverse. Currently, I'm working closely with the Australian Greenhouse Office formulating a cooperative agreement that will encourage and enhance

IAG's management of greenhouse gas emissions through emissions reporting, and through the development and implementation of action plans.

I am also working closely with the City of Sydney, facilitating IAG's commitment to participate in the 3CBDs Greenhouse Initiative. The 3CBDs initiative uses the Australian Building Greenhouse Rating (ABGR) system in which commercial tenancies commit to increase their energy efficiency to achieve a minimum ABGR tenancy rating of four stars or higher.

During my time within the Sustainability team, I have developed a monthly 'Sustainability' newsletter that is delivered to executives and senior management. The purpose of the newsletter is to provide a wide cross-section of industry news as it relates to both sustainable business practices and the wider business as a whole.

Other activities include: carbon neutral research; project management of IAG's participation in Earth Hour; sustainability reporting; ad hoc research requests and presentations.

At the corporate level we have a specific business unit dedicated to sustainable business practices and sustainability reporting. In addition to this, IAG also has divisional Sustainability and Community and Environment teams integrated throughout.



Craig Roussac

– Bachelor of Commerce and Bachelor of Construction Management and Economics (Honours)



I had always been a ‘systems thinker’ and have a strong aversion to waste. I found the ...construction industry didn’t suit my personality and I wanted to innovate.

After graduation I went straight on to study Construction Management and Economics (Honours) (a compressed four-year degree by overloading and from some status credits coming from my Commerce degree). I worked part-time during holiday breaks with Civil & Civic (Lend Lease’s construction arm) after my first year until I completed my degree. I was then selected for Lend Lease’s graduate recruitment program. I travelled overseas for seven months before commencing, mostly in the Andes in South America.

My first position was site engineer on the construction of Qantas’ Sydney Domestic terminal; from there I moved to a shopping centre

development. I left Lend Lease to join a start-up project management consultancy specialising in improving the environmental performance of existing buildings, particularly energy and greenhouse performance. I started as project manager and left as general manager.

Currently I am employed by Investa; originally as OHS and Environment Manager and since promoted to a group wide role as General Manager, Sustainability, Safety and Environment.

The honours in my construction management degree was in environmental design. I had always been a ‘systems thinker’ and have a strong aversion to waste. I found the hard dollar construction industry didn’t suit my personality and I wanted to innovate. Over the years I had been getting more and more concerned about climate change and thought the sustainable energy industry would be the best bet for a challenging career this century. Launching a start-up company gave me a clean sheet. Joining Investa, which had been one of the earliest institutions to identify sustainability as a priority, in a newly created role provided a similar opportunity but at a much larger scale.

I’m involved in strategy, implementation, detailed analysis – the works! I have a strategic role with hands on implementation aspects to it. *I love the breadth the role offers – essentially sustainability can be relevant to everything and anything the business does.* I’m fortunate in that my contribution seems to be welcome in most parts of the business. *The key challenge is to make sustainability objectives consistent with business objectives.*

There is a specific unit which I am in charge of, however, where most people who are involved in delivering sustainability outcomes are embedded within each business unit. Investa has been good at aligning people’s work with the group’s objectives relating to resource conservation and environmental sustainability.

//I love the breadth the role offers - essentially sustainability can be relevant to everything and anything the business does//

Craig Roussac, Bachelor of Commerce and Bachelor of Construction Management and Economics (Honours)

Jacqueline Taylor

– Bachelor of Medical Sciences and Bachelor of Laws

I have always been an advocate for the environment and have a strong sense of social justice.

Upon graduation I was already employed by DLA Phillips Fox as a paralegal and had undertaken a summer clerkship when I was selected for its graduate employment program. Due to my interest in CSR and involvement with DLA Phillips Fox's CSR development, I was offered a six-month secondment position at the Environment Defenders Office (EDO) in Victoria, although it was intended for a Victorian Articled Clerk.

I decided to take the position and move to Melbourne to work as a secondee environmental lawyer at the EDO, a not for profit community legal centre that practises in public interest environmental law. I am also involved with the Melbourne DLA Phillips Fox environment and planning team who have a strong CSR and Climate Change practice.

I have always been an advocate for the environment and have a strong sense of social justice. When commencing work at DLA Phillips Fox as a paralegal, I became aware that the multitude of paper used by the firm was sourced from Indonesian old growth rainforests, and that the firm had no sustainable business processes or environmental policies. I recognised that a leading law firm should be embracing CSR and began to conduct internal and external research into Corporate Environmental Responsibility, especially in the legal market. I am currently working to develop an environmental management system and sustainability policy for DLA Phillips Fox.

My work at the EDO involves casework and providing advice for public interest environmental matters, and involvement in community outreach and education. I am also heavily involved in policy and law reform. The subject of the legal matters and policy work varies significantly and includes the protection of native vegetation, Victorian water law reform, pollution issues, climate change and emissions trading and legal processes, such as the Environmental Effects Statements.

The primary challenge of my work at the EDO is that the law does not adequately protect the environment and its protection is often reliant upon politics, making it important to approach matters from a lateral and strategic legal perspective. Additionally, those who are willing to pursue legal avenues to defend the environment often have extremely limited resources.

The most rewarding part of my job is knowing that challenging the law, either through law reform or casework and advice, can actually change environmental law or industry approach to the environment.

In DLA Phillips Fox, CSR changes are starting to be implemented, with the view to develop the CSR initiative strongly in the next 12 months. On secondment at the EDO, I am lucky enough to work in a 'green building' that has its own water tanks, generates its own electricity and has a highly integrated and developed environmental management system. CSR is factored in to every business decision.



Jane McGuire

– Bachelor of Arts (Public Relations)

Given the multifaceted nature of CR and therefore my role, I have to be across all areas of the company's commitment and efforts.

Since graduating I have worked in both permanent and contract communications roles in government, non-profit and corporate organisations. My first role following graduation was in a state government communications and marketing team. I was employed to organise ministerial and executive management events and compile and write employee newsletters as well as other team and administration duties. I was later promoted to take on more responsibility relative to marketing two commercial arms of the department.

An opportunity then arose to join the public relations team at Burswood Entertainment Complex. The Complex featured a 24-hour casino, hotel, restaurants, bars, a nightclub, lyric theatre, exhibition centre and numerous function rooms as well as an 18-hole golf course. Given the diverse nature of the then publicly-listed company, there were many public relations and communications responsibilities for the team. This was where I got *my first corporate responsibility experience* as I managed the community support program. With one of the commercial arms a casino and with numerous event facilities being made available to non-profit groups, much of the support was philanthropic and socially focused; although I also worked with local environmental groups given the resort's location on the banks of the Swan River. In the diverse roles I held (there were two after I was promoted), I also managed the content on the public website, coordinated internal communications efforts, including the running of an internal TV 'channel'; managed complex customer

complaints and coordinated corporate events for executive management.

From Burswood I travelled to London where I worked for two years in communications/public affairs-based roles. While I managed a political think-tank's corporate partners program, I also developed and delivered an education program based around research findings relative to social inclusion, democracy, sustainability and citizenship. I also worked on contract in a major media group's public affairs team, where media relations, public affairs and political lobbying were a key focus and priority along with effective employee relations. Finally I worked in a government department in an internal and external communications capacity.

Upon returning to Perth I wanted to build on my community support experience, so I accepted a corporate responsibility coordinator role with my current employer, a significant financial services provider.

My experience in corporate responsibility (CR) has been acquired as a result of CR being a public affairs/communications department responsibility, given associated risks and opportunities and cross-functional links.

While CR is embedded in an organisation and everyone has a role to play, the over-arching management has always been the responsibility of the departments I have worked within. Communicating CR efforts internally and externally has also been driven by the teams and therefore I have also gained indirect CR experience and insight as a result of coordinating communications surrounding internal efforts and initiatives.

My desire to further my career in CR has been driven by the difference and change I can bring about. Delivering information to bring about change is an imperative of corporate affairs and communications; and it is why I chose to study and pursue such a career.

Given the multifaceted nature of CR and therefore my role, I have to be across all areas of the company's commitment and efforts. In a large, diverse and dynamic organisation this is quite challenging. I am also a central point of contact and reference for management, as well as the wider staff group, given the high interest levels in what we do. As there are many people to maintain two-way communication with, the rewards come to light when an idea, concept or initiative comes to fruition.

CR sits within the corporate affairs department of

//CR sits within the corporate affairs department of the company; however it is recognised as everyone's responsibility...//

Jane McGuire, Bachelor of Arts (Public Relations)

the company; however it is recognised as everyone's responsibility, with every line of business playing a role to ensure the company operates responsibly and has a greater positive impact on society and the environment.

Megan Utter

– Combined Bachelor of Arts/Bachelor of Laws and Master of Environment

Generally, I provide legal advice to clients on environmental and planning matters...from advising on approvals required to appearing before panels and tribunals....

I did my articles which meant that I could practise as a lawyer. In recent years I've been working in the area of environmental and planning law. While working, I undertook a Master of Environment to enhance my technical understanding and knowledge of relevant policy developments. More recently, I have also taken on the role of pro bono coordinator for the Melbourne office of DLA Phillips Fox.

My interest in CSR is a convergence of a number of areas of interest. In the environmental law field, and now more broadly, there is a lot of debate over how the conduct of corporate bodies should be regulated, and how to achieve the best environmental and social outcomes while maintaining strong economic performance.

Lawyers also love thinking about potential liability issues, and as regulatory standards and community expectations change, it is interesting to consider how CSR might shift from 'best practice' to 'business as usual', and how this will be achieved (voluntary vs regulatory approach). From another angle, lawyers also have a strong tradition of performing pro bono work, which is really just another formulation of CSR.

Generally, I provide legal advice to clients on environmental and planning matters. This can range from advising on approvals required to appearing before panels and tribunals, from reviewing reports and contracts to conducting consultation. The CSR dimension to this work comes through both at a strategic level, eg. advising clients on the scope and manner in which they consult, and at a practical level, eg. reviewing claims in annual reports. The challenge is in convincing clients that you can help them outside the confines of legal disputes, and can assist them with strategic advice – but law is just another form of relationship (and risk) management.

Through my role as pro bono coordinator, I also consider how the firm should best give back to its community, to further the aims of making justice – and legal representation – accessible to all.

Our CSR team is made up of individuals from a number of the firm's different practice areas – although the team does have a predominant corporate and environmental focus. We work together on CSR issues, but not necessarily on a daily basis.

In relation to pro bono work, all lawyers at the firm are encouraged to aim for a target of 50 hours each year. Obviously, there are some more committed participants, but it is good to see many young lawyers hold a strong conviction about the importance of pro bono work.



Steve Amor

– Bachelor of Electrical Engineering/IT

The mining industry and especially the coal mining industry will not exist in its current form in 10 years

I am currently working on a sustainability project which originated from a management development program competition run by Anglo American in South Africa. I was part of a team which won an award for a sustainable development project against other teams from right around the globe. Not being part of the parent company meant that these kinds of opportunities are rare so it was a great achievement. I am also currently completing an MBA through APESMA.

How and Why CSR? Answer: Once I started the project it became obvious that it was going to be successful and the project just grew from there!

Rewards – being involved in something so topical. Winning the award meant working in CSR in the development of bio-fuels before the rush into this area – pioneering a bio-fuel before anyone else in the mining industry. The project involves alternative fuels: a mixture of diesel and bio-products such as tannin from animal fat/vegetable oil to greatly reduce green house gas emissions. This means that it can be grown locally and sourced from meatworks and farms. Consequently, I am the industry representative on the Banana Shire Clean Energy Task Force. We also made a submission to the Prime Minister's Task Force on bio-fuels, with a colleague.

The mining industry and especially the coal mining industry will not exist in its current form in 10 years – it needs to build in sustainability. Global reporting and balanced scorecards are a growing

requirement. Another challenge is demonstrating that it is worth the money once pricing signals are in place, eg. carbon credits. Anglo Coal's Dow Jones Sustainability Investment ratings (DJSI) continue to go well – as does the 'desire to do the right thing'.

Suzanne Granger

– Bachelor of Arts (Hons) (History and Human Resource Management)

It's also a good feeling to be working in an environment where you actually get a sense that you are making a positive change to the way in which business operates...

Upon graduating I started working as a learning coordinator at Cisco Australia based in Sydney. I worked there for two years before deciding it was time to head overseas to have the 'working holiday' experience in London. Through a recruitment agency I heard about a role going at Cisco in London within their CSR team, and started in this position shortly thereafter. I spent a year working within this team which provided a great introduction to the field of CSR – a field which I did not have a great deal of knowledge about prior to this experience.

My previous employment at Cisco Australia enabled me to apply for the CSR role at Cisco in London, which I was offered largely based on my knowledge of the internal workings of the company. I didn't necessarily envisage that I would end up working within the corporate sphere after completing a History degree; however after exposure to the CSR field through Cisco, I was intent on pursuing ongoing work in this field. Through this role I came to know of Positive Outcomes, a leading CSR advisory firm in Australia, who were Cisco Australia's CSR advisors. When my visa ran out I headed back to Sydney where I contacted Positive Outcomes to see if they could assist me in my search for more work in this field and they suggested I consider coming to work for them instead.

I am currently the Manager of the London Benchmarking Group (LBG) for Australia/New Zealand (Positive Outcomes facilitates this group in Aust/NZ) and I also provide support to our various Positive Outcomes clients. The LBG is a community of companies that commits to measuring and benchmarking their corporate community

//...it (CSR) should be about extending the horizon of thinking and shared learning//

Paul White, Master of Business Administration

contributions. Currently my main responsibilities within this role include management of the LBG members' data, client support, annual benchmarking and marketing the LBG.

Challenges – learning to adjust to and manage an extremely diverse set of work tasks and clients (private, public and non-profit), remaining up-to-date with all of the different disciplines within CSR.

Rewards – opportunities to work on extremely diverse projects and with a wide range of clients. Liaising with corporate clients about their community programs and determining a solution that not only makes good business sense, but is also good for the community. *It's also a good feeling to be working in an environment where you actually get a sense that you are making a positive change to the way in which business operates; working to encourage them to invest in their local communities, act responsibly, drive environmental initiatives across the company, promote and encourage volunteering, acknowledge work life balance issues, etc.*

CSR is completely embedded within our business as it is the core of what we do – advising companies on their community and environmental responsibilities.

CAREER TRANSITION

Paul White

– *Master of Business Administration*

It is important to remember, to not get hung up on technical issues that may confuse people; a big part of the work is to assist people to understand how they can play a role.

I commenced my career in the mining industry within a number of HR roles with Xstrata Zinc and was approached by Anglo Coal to take on the position of Sustainable Development Manager. This provided a huge change of pace compared to my years of service with the Queensland Police Service, serving the majority of time in regional and remote Queensland.

Due to my professional experience and skill base my work predominately focuses on three areas: community; Indigenous relations; and new project development work with stakeholders. It also includes implementation of high level strategies aimed at driving improvements and initiatives targeting the environmental performance of the company.

It is important to understand clearly what the barriers and opportunities are for making things happen. The most significant progress will be made by people at the operational level, not head office, so work undertaken must have the support at this level. It is important to remember, to not get hung up on technical issues that may confuse people; a big part of the work is to assist people to understand how they can play a role. The priority is getting people interested, keeping them interested and showing them the way. CSR is not 'tea and biscuits' and attending conferences or industry working groups, it should be about extending the horizon of thinking and shared learning. It is about making it live in the culture of the organisation and it will succeed or fail on how 'real' the commitment of leadership is. To help get through the challenges people must be prepared to cop a few 'bloody noses', because at times there is resistance. Overall if the time is taken with people, to get things started, people are really supportive of working for outcomes.

The real rewards in working within the private sector are that there is such an enormous capacity

to make a real difference, particularly if initiatives are targeted on the basis of 'enduring value' rather than 'enduring dependency'.

Overall, people in the organisation need to feel good about the company they work for and the contribution that they make beyond the front gate. If work is implemented and communicated effectively there are many rewards, both personally and professionally.

The company has a specific CR unit and it is integrated with the all areas of the business and the company. It has real structure and targets real outcomes.

Tim Williams

– Bachelor of Science, Master of Public Affairs (with Merit), Advanced Postgraduate Diploma Management Consulting, commenced PhD

At work I was confronted with the realities of some of the new expectations on business. It was clear that the old thinking wasn't working any longer.

I've had two careers. Firstly as an institutional stockbroker in the UK, and then in Australia, in corporate and public affairs, as a consultant and then in-house at the CBA then Westpac.

How and why did I get into the field of 'CSR'? I was in at the beginning of this field, working as a mainstream public affairs professional. At work I was confronted with the realities of some of the new expectations on business. It was clear that the old thinking wasn't working any longer. I was studying at the time also and exposed to stakeholder theory and other emerging academic literature. The

two came together in that I was in a position to influence how Westpac has understood, and then responded to these new expectations – in essence we have gone back to the heart of the business and how it behaves day to day.

I work across a very broad agenda, from sustainability metrics and reporting, to sustainable supply chain, product development, climate change and so on.

The reward has been to influence thinking and performance within a major business; across business more generally – and also internationally. The challenges have largely come from operating at the forefront of this agenda, which sometimes means you have to work to bring people with you.

CSR is a management ethos which applies right across Westpac and hence people's jobs reflect it to varying degrees. More specific CSR dimensions are managed within strategy, human resources, marketing or the business units. At the same time within the central public affairs – or Stakeholder Communications – function there is also a specific Corporate Responsibility and Sustainability Unit, which plays a coordinating role across the group – and is also a think-tank.

//CSR is completely embedded within our business as it is the core of what we do...//

Suzanne Granger, Bachelor of Arts (Hons) (History and Human Resource Management)

The Future

Those industries with the greatest risks have typically been early participants in CSR, eg. mining, oil, energy, banking and manufacturing. Over time, other organisations have embraced CSR practices, including: small- to medium-sized enterprises; local, state and federal government agencies; and, of course, the not for profit and non-government organisations (NGOs).

Growth areas with implications for careers will include sustainability innovation in Science, Engineering and IT, with a move from 'high-tech' to '**clean tech**'. Other industries and services will also be involved in building **climate change resilient communities** such as the property and building industries and urban planning, health and community services sectors. New marketplace requirements such as carbon trading and increased expectations of responsible business practice will impact on professions in Accounting, Law and Finance. Specialist roles in assessing climate change variables and factoring these into business investment decisions and share market assessments of value and risk are already on the rise. Business strategists are likely to increasingly focus on the socially responsible variables in sustainable business practice. In short, CSR is set to become a feature across all sectors.

The view from the front line – our Graduate Profiles respond: "Where do you see the future of CSR heading in your industry in the short- and long-term?"

Anna – *Ernst & Young*

Short- (and long-) term: The exponential growth of CSR/sustainability reporting is overwhelming and prevalent across all industries. In the future we will see these reports become more metric-driven rather than narrative-focused which will drive

improved performance over the longer term. There will also be an increase in external verification of the reports to enhance robustness and reliability for stakeholders.

Long-term: My interest and the broad focus of my PhD research (at this stage!) centres around the financial validity and value of the social and environmental aspects of performance, ie. how can we measure and value these 'intangible' or non-financial aspects.

Belinda – *ING*

Short-term: I believe there will still be equal measures of hype and value adds. Progressive companies will continue to lead the way and place pressure on the remaining companies to raise their standards. In the longer term I would like to see the term 'CSR' disappear as businesses come to an understanding that CSR is really part of the DNA of the organisation.

Ben – *IAG*

Short-term: Increased importance and recognition of sustainability and sustainable business practices.

Long-term: As insurance is an industry that necessarily focuses on the long-term, sustainability issues such as the impacts of climate change, shifting demographics and poverty all play a role in the strategy and focus of the organisation. Most leading insurance companies internationally are beginning to recognise the importance of the sustainability agenda and incorporate it into ongoing strategy.



Craig – Investa Property

Short-term: More focus on rating of buildings and marketing environmental credentials.

Long-term: Tighter regulation as resource constraints (eg. water) and environmental concerns (eg. climate change) become more acute.

Jacqui – Environmental Defender's Office/DLA Phillips Fox

As an industry driven by tendering, firms will be required to meet the CSR criteria of their clients in order to retain and extend their business. With key clients being in industries which recognise the need for CSR, such as insurance, the commercial legal market will have to embrace CSR both in their own organisational structure and in the advice that they provide to clients.

Commercial law firms play a crucial role in developing other businesses' sustainable practices as they provide advice to all varieties of industries and will increasingly have to advise on CSR and the legal effects of climate change.

Megan – DLA Phillips Fox

Law firms are traditionally fairly conservative environments, focused on compliance with regulatory requirements. While some firms are engaged in helping clients with CSR issues, many aren't yet thinking in that way. This will change over time, as companies begin thinking 'beyond compliance' and demanding the same of their advisors. It also takes work to change clients' expectations about the kind of advice their lawyers can help them with, and to demonstrate how your skills as a lawyer are transferable to managing situations before they become 'legal problems'.

Paul – Anglo Coal

It is a clear business driver and the ability to be a differentiator in company performance.

Suzanne – Corporate/Community Partnering

As the demand grows for greater transparency in company and government actions; so too will interest in CSR and the number of employment positions available in the entire field; not only consulting, eg. in-house staff, reporting, non-profits, social entrepreneurs, etc.

Longer term, I'm predicting (and optimistic) that CSR will become more embedded within companies; a core function, similar to that of HR, Marketing, Sales, etc.

Tim – Westpac

In the short term, CSR is about the critical management of priorities for the sector: reputation and social licence to operate; the lending and investment implications of climate change; and the war for talent.

Sustainability is a slow wave of change and it is not easy to set out exactly how the landscape will look over the longer term, but finance and capital markets have a critical role to play funding the steep change we need to address global social and environmental goals. The United Nations Environment Program Finance Initiative, or UNEP-FI, is a good place to start to understand all of this.

The implication for jobs is that, off a low base, there is likely to be continued growth and diversification and specialisation of CSR roles.

//Sustainability is a slow wave of change and it is not easy to set out exactly how the landscape will look over the longer term//

Tim Williams, Bachelor of Science, Master of Public Affairs (with Merit), Advanced Postgraduate Diploma Management Consulting, commenced PhD

A Final Word From Our Graduates

Belinda: *"At the end of the day we all, in our own way, want to feel that we have made a difference. It is up to us what that difference is. In our times we are experiencing societal change as never before, even within Australia the past decade of economic prosperity has not spread wealth across the population. If through our efforts in being responsible citizens we can alleviate even a small component of this suffering and drive awareness, then we can make a difference."*

Jacqui: *"Research businesses in your relevant professional field that don't have CSR policies and apply for a position in the company, mentioning in your interview that you would be prepared to spend time helping to develop a CSR policy in addition to the work involved in the position you are applying for. Showing such initiative, illustrating how you can benefit the company, will stand you above any other candidate and will provide an opportunity for you to work in CSR. Once you have this experience under your belt, opportunities to work directly in the industry will become abundant!"*

Megan: *"This is an exciting area to work in, as there are a range of reasons why businesses engage with CSR issues, and these in turn produce a range of results. It will be interesting to see how social expectations of business performance evolve with increased community awareness of challenging issues like climate change."*

Tim: *"The challenge is that it is currently a small field. Some roles will be filled by word of mouth, so it's worth sending a résumé to companies active in the area, but doing some homework to track down the right person. Making yourself stand out via internships or working with an NGO or intermediary is going to help. There are no specialised recruiters as yet in Australia, which means direct speculative applications and applying via the graduate programs of progressive companies. I would also be looking beyond business to the interesting roles within government at all levels."*

Anna: *"Follow your passion, create and maintain your social networks, be persistent, be prepared for set backs, never lose sight of your passion!"*



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Acknowledgments

Graduate Careers Australia (GCA) wishes to thank Models of Success & Sustainability (MOSS) and Dr Henriikka Clarkeburn, Lecturer, International Business/Government & International Relations and Convenor, Business & Professional Ethics Group (BPEG), Faculty of Economics and Business, University of Sydney for their invaluable support in the production of this booklet and to all who provided their stories.

This booklet is one of a series produced by GCA and intended for use by Careers Advisory Services in Higher Education in Australia. The booklets will also be of interest to secondary students and others considering further study.

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ISBN 978-0-9758367-4-3