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CREATE CHANGE

Business School Trust, Ethics and Governance Alliance Hub 2022



Contents

03	Message from Co-Leads
04	Overview
04	Mission and Vision
05	Our Research Strengths
06	Expertise
08	Research Impact
12	Building Research Capacity
14	External Engagement
18	Impacting the Future

SDG coverage in Trust, Ethics and Governance Research Hub



Message From Co-Leads



Professor Nicole Gillespie



Associate Professor Sarah Kelly

The TEGA is a commitment to advancing the trustworthiness, integrity and effective governance of leaders, organisations and institutions through high quality interdisciplinary research. We develop an evidence-based understanding of trust, ethical conduct, and governance to continually enhance best practice.

Over the past year, we have demonstrated both breadth and depth in research capabilities and engaged scholarship and continue to go from strength to strength in achieving our vision of being a leading research hub and thought leader in trust, ethics and governance.

Building Capacity: We continue to develop and support a vibrant collaborative interdisciplinary research program through a range of capacity building initiatives. Our Trust and Governance Labs run on a monthly basis and support the development of a collegial collaborative research culture, as well as the development of early career academics through feedback on research projects, papers and grant bids. In 2022, we welcomed 16 new members, were awarded over \$7.5 million in grant funding, initiated a PhD writing retreat to support students develop their academic writing capabilities, and offered paper development and research translation workshops and mentoring to members. We welcomed Dr Radha Ivory, Dr Adam Kay, Dr Steven Lockey and Alex MacDade to the TEGA Leadership team.

Engaged Scholarship: A highlight of 2022 was our flagship TEGA Summit on 'Transforming the future: Building trustworthy and ethical organisations'. This hybrid event hosted at Customs House and online, attracted over 100 registrants from industry, government and academia, and brought together national and international leaders to advance understanding of critical issues ranging from combating misinformation online, navigating crises, transforming corporate governance, and responsibly managing emerging technologies in the workplace. The day comprised of keynotes, interactive panel discussions and practical research presentations, with our keynote presentation broadcast on the ABC's Big Ideas show.

2022 also saw us launch our TEGA webinar series to showcase the latest research insights from our members and international scholars, facilitating industry and scholarly engagement with our research. TEGA collaborated with industry to host webinars advancing understanding of how to harness culture to combat corporate crime and new developments in greenwashing enforcement. Our research continues to inform and significantly impact national and international policy and practice across a range of industries, NGOs and government sectors.

Looking to the Future: Going forward we plan to continue to grow our network, research capabilities and members beyond UQ, and firmly position TEGA as the leading research hub and thought leader in trust, ethics and governance. We have a range of new initiatives planned for 2023 to achieve our vision, which include launching a suite of TEGA executive short courses, facilitating a collaborative research initiative and white paper with industry, welcoming the first recipients of our visiting fellowship program, and forming a scholarly advisory board to enhance national and international collaborations. In addition, we will continue our established capacity building, engagement and impact activities and support of members.

We are proud of the TEGA's achievements and the exceptional calibre and collective contributions of our members over the past year, and are excited for our future initiatives together.

The Business School acknowledges the Traditional Owners and their custodianship of the lands on which the School operates.

We pay our respects to their Ancestors and their descendants, who continue cultural and spiritual connections to Country. We recognise their valuable contributions to Australian and global society.

Overview

The importance of, and challenges to trust, ethics and effective governance is high on the global agenda. Against the backdrop of a series of national inquiries into institutional trust failures across multiple sectors, geo-political uncertainties stemming from the invasion of Ukraine, the climate crisis, rapid raise of smart technology and digital disruption, volatility and uncertainty is placing unprecedented challenges on managing trust, ethics and governance issues.

The Trust, Ethics and Governance Alliance (TEGA) brings together experts from across the University of Queensland (UQ) and other national and international research institutions to help address these complex and rapidly evolving challenges. Through our research, engagement and partnerships, we generate evidence-based insights that help industry, government and not-for-profit organisations understand and manage trust, ethics and governance issues.

By adopting an interdisciplinary and partnered research approach, we develop robust research insights to inform and promote evidence-based industry practice, public debate and policy reform. Our research and thought leadership bring new perspectives that challenge traditional governance approaches, encourages research-informed public debate, and independent insights and analysis into policy development.

Our vision

To enhance the trustworthiness and integrity of leaders, organisations and institutions through research, thought leadership and best practice.

How we impact

We are committed to advancing an evidence-based understanding of trust, ethical conduct and governance in organisations to continually enhance best practice and enquiry in this critical domain for organisations, people and society.

What we do

We conduct and share research, best practice insights and thought leadership on trust, ethics and governance, and contribute to discussion and debate through research publications, expert advice, commissioned research, and engagement with media and industry.

Our Research Strengths

TEGA brings together experts worldwide to help address these complex and rapidly evolving challenges. Its research expertise is focused around three interconnected areas:

Building and restoring trust and reputation

- Building, preserving and restoring trust and reputation
- Responding to and recovering from trust breaches and scandal
- Cultivating resilience to trust breaches and designing trustworthy organisations
- Developing trusted, ethical leadership and decision making
- Understanding and measuring stakeholder trust in organisations

Ethics, corporate regulation and culture

- Examining decision-making near the ethical edge, where hard regulations meet soft cultural controls
- Understanding conceptions of corruption, integrity and ethical risk in organisations and societies
- Assessing the effectiveness of corporate regulation, governance and corruption control from diverse disciplinary, legal and ethical perspectives

Responsible stewardship of technology in the digital era

- Responsible stewardship and use of intelligent technologies and data in society
- Trust in emerging technologies and technology-enhanced services
- Using personal data for business analysis, including HR data analytics
- Accountable use of intelligent algorithms
- Explainability of machine learning algorithms



For more information on TEGA research Hub visit:
business.uq.edu.au/trust-ethics-and-governance-alliance



For more information on TEGA activities visit:
LinkedIn Group: trust-ethics-and-governance-alliance

Expertise

Hub Members

The Trust, Ethics and Governance Alliance (TEGA) is Co-Led by [Professor Nicole Gillespie](#) and [Associate Professor Sarah Kelly](#), and actively coordinated by [Dr Shannon Colville](#). The leadership committee includes [Dr Radha Ivory](#) who leads TEGA initiatives with UQ's Beirne School of Law, PhD representative [Alex MacDade](#), [Dr Adam Kay](#) who leads our visiting scholar scheme, and [Dr Steven Lockey](#) who co-leads Trust labs.

TEGA has 64 academic members representing diverse research disciplines within the Schools of Business, and Law and across the University.

Building Research Strength

The Trust, Ethics and Governance Alliance is committed to growing its research expertise through its support and mentoring of PhD and Postdoctoral student members.

- Six postdoctoral members undertake research in the areas of trust and trust repair, trust in AI, transformational change and corporate governance.
- 18 PhD students from diverse disciplines are TEGA members. They participate in monthly Trust and Governance labs, webinars, skill development workshops and other hub events to deepen their research expertise, learn key skills, engage with and receive mentoring from scholars in their field, and engage with industry.



Our Capacity



46 Researchers



18 higher degree by researchers students



13 Industry board members

Our Partners



Government agencies



Local industry and business



Charities and not-for-profit organisations

Our Impact



Informing policy



Influencing change



Solving problems and managing risks

Our Outcomes



Industry grants



Publications



Industry affiliations

Reputation Outcomes

The Trust, Ethics and Governance Alliance members continue to showcase leadership in their respective field of expertise via the many recognitions and awards received.

Professor Neal Ashkanasy OAM (pictured above), was elected to the International Association of Applied Psychology (IAAP) Fellow. This honour is granted to full members of IAAP who have made distinguished and substantial contributions to the field of applied psychology. He was also named in Australia's Top 40 Lifetime achievers in research in the field of Human Resources and Organisations in the Australian 2021 special report on research.

Niamh Daly, TEGA PhD Student, won best paper award at the Irish Academy of Management for her paper on 'Mechanisms underlying service-users' responses to an organisational trust violation.

Associate Professor Sarah Kelly OAM who was appointed as an independent director on the Board of Brisbane Organising Committee 2032 Olympics.

Professor Nicole Gillespie and Professor Andrew Burton-Jones were elected Fellows of the Academy of the Social Science in Australia (FASSA).

Dr Natalie Smith won the 2021 Rama Krishna Sastry Pappu Memorial Prize in Business. This prize is awarded annually to a full-time PhD student at the Business School based on the quality of their PhD thesis. Giving international recognition of their research work; impact of their research; publications; the examiner's reports; and any other recognition of their research quality.

Dr Heather Stewart was awarded HEA fellow and is now part of more than 150,000 Fellows across the world, the Higher Education Academy (HEA) Fellowship is an established international recognition scheme for university educators.

Hub activity



6
Hub Seminars & workshops



2
Hub Meetings



Spans 7
disciplines within the
Business School

*2022 figures

Research Impact

Research Projects Showcase

Public Trust in AI:

Professor Nicole Gillespie, Dr Steven Lockey, Dr Caitlin Curtis, Dr Natalie Smith, Dr Javad Pool, Dr Tapani Rinta-Kahila and industry collaborators Dr Ali Akbari, James Mabbott, Rita Fentener van Vlissingen and Richard Boele.

Acceptance of AI technologies relies on building and sustaining the public's trust. Given the risks associated with AI, trustworthy AI has become a global topic of discussion. In response to calls from government and industry, this research seeks to advance understanding of how AI can be used and governed in a trustworthy way that meets community expectations and sustain trust. We are examining this question through two funded projects in collaboration with industry.

Global Study of Trust in AI: This project examines public trust in the use of AI in 17 countries, extending our 2021 report examining public trust and attitudes towards AI in Australia, USA, Canada, UK and Germany. The findings identify key drivers of trust and acceptance of AI and provide insight on the expectations people have of the governance, regulation and management of AI systems, the extent to which these expectations are met, attitudes towards the use of AI at work, and variations across countries and applications.



Partnership Showcase: Associate Professor Cassandra Chapman

This project seeks to understand Australians' donation behaviours, including the psychological antecedents of giving fundraising tactics that are most effective.

Since 2015, Associate Professor Chapman has engaged in a fruitful partnership with More Strategic, their Australian fundraising consultancy conducting market research within the non-profit sector. Through the partnership, More Strategic and their charity clients share secondary data for scholarly purposes. More Strategic also engaged her to plan upcoming research projects and receive informal consultancy in research design. This partnership has facilitated data sharing from 20 Australian non-profit - including the Cancer Council, Fred Hollows, Lifeline, Smith Family, UNICEF, WWF, and Vinnies - and generated three academic publications and several practitioner-oriented webinars podcasts.

Martin Paul says 'At More Strategic, we frequently quote and utilise Associate Professor Chapman's research to help educate charity leaders who have opinions but no evidence for what really influences decision-making. The research paper of peer-to-peer fundraising has been highly influential on the practices of some of the largest and most iconic ever fundraisers in Australia. Associate Professor Chapman's paper clearly articulated the emphasis on personal rather

than charitable promotion to inspire more effective asking and hence greater fundraising. As the charity sector becomes ever more competitive, as fundraising becomes increasingly expensive, and donors remain overwhelmed by too many requests, the sector will increasingly be seeking answers to the types of questions Associate Professor Chapman answers.

Our research reports have informed government policy and industry practice, including:

- The Australian Government's AI Action Plan,
- The Human Rights Commission Technology and Human Rights report,
- Reports by The Department of Industry, Science, Energy and Resources,
- The National AI Centre,
- Cited in the media including The Australian, The Conversation, Sydney Morning Herald, The Age and ABC Radio.

Achieving Trusted AI in the Public Sector: Using a case study design, we are developing an empirical understanding of the trust challenges and tensions public sector agencies face when integrating AI into service delivery, and the capabilities and practices that help address these challenges and secure stakeholder trust. Based on the research, we are co-developing industry guidance and frameworks, and scholarly publications on securing trust in public sector AI use.

Compliance with COVID-19 preventative health measures in the United Kingdom: A latent profile analysis

Dr Shannon Colville, Dr Steven Lockey, Professor Nicole Gillespie, Associate Professor Sarah Kelly, Associate Professor Martin Edwards

The project explores compliance behaviours during the COVID-19 pandemic by employing a latent profile analysis to identify subgroups of people in the United Kingdom, who share similar patterns of characteristics expected to influence compliance behaviour. The research aims to 1) identify characteristics of sub-populations who are more or less likely to follow COVID-19 government measures and receive a COVID-19 vaccine; 2) to examine whether trust in government and trust in health authorities mediated profile differences in adherence to government measures and vaccination status. Our research highlights that the degree of trust in government and healthcare authorities varies across the population, so that a 'one size fits all' message will not be as effective as customised messages directed toward the population segments identified by our research. The findings also suggest that need for early and targeted educational campaigns on health information and directives, delivered through a variety of trusted mediums.

A pathway model to five lines of accountability in cybersecurity governance:

Associate Professor Sergeja Slapnicar, Dr Micheal Axelson, Dr Ivano Bongionanni, Dr David Stockdale

In this research, we interviewed 23 respondents holding positions that are critical to CS governance and risk management in five large and highly exposed organisations in different industries. We consider the adoption of the five lines of accountability through interviews at the first, second, and third lines of defence as well as executive management and the board. Collectively, these five organisations represent over \$29.1 billion in annual revenues. We analyse responses using institutional theory and transaction cost economics as a theoretical lens to understand the motives for the adoption of the CD governance stance. Using a constructivist approach and reflecting on the organisations' recent experiences with cybersecurity, we develop a pathway model that highlights the organisation's level of engagement in the 5 LoA model and particularly the distinction (segregation) between the roles outlined in the 5 LoA model. This research evaluates and integrates the role of the Lines of Accountability through to the Board, and presents a novel, holistic, approach drawn from theory to the consideration of CS governance in the assurance context.

*TEGA members are outlined in bold above



Non-profit scandals: A systematic review and conceptual framework

Associate Professor Cassandra Chapman, Professor Matthew Hornsey, Professor Nicole Gillespie, Dr Steven Lockey

We systematically review 30 years of empirical research on scandals involving non-profits and present both quantitative and qualitative syntheses of the 71 article identified. Informed by this review, we generate a conceptual model theorizing the causes and consequences of scandals, as well as how non-profits can best prevent and respond to organisational transgressions. We then put forward a research agenda that elaborates five key factors that are especially important for understanding no-profit scandals but remain understudied: (a) integrity versus competence violations, (b) moral licensing, (c) the multilevel nature of organisational transgressions, (d) sectoral causes of scandal, and (e) effective responses. Their research highlights the multilevel nature of scandals: causes, consequences, preventive measures, and responses must all be considered at the individual, organisational, and sectoral levels. Most important for non-profit managers is to consider how to prevent scandals and respond appropriately when scandals emerge.

Data governance approaches to maximise data use and value

Dr Katie Williams, Dr Micheal Axelsen, Dr Ida Asadi Someh (pictured above), Dr Edgar Brea

This research project aims to investigate how organisations are transforming their data governance approaches to enable pervasive data use, data sharing and innovation, and so shifting the focus to governing data in platforms that facilitate inclusive data consumption and generate user value. The research focuses on a large Australian healthcare organisation, with significant ICT architectural complexities, complicated corporate governance, and legislative obstacles. Observations to date suggest a tension exists between access and control; that is, tensions between a desire to control and protect data from misuse and a desire to provide the right people with access to the right data, at the right time. This tension manifests physically as well as through staff sentiment, and extends across the system, including both corporate and clinical data custodians. In the healthcare setting such tensions have implications for patient health outcomes and wellbeing. When completed, this industry partnership-based research will enable the development of teaching case(s) that focus on the data governance challenges faced in the health sector.

Research Impact

Commissioned Projects

World Economic Forum and Global Alliance of Trade Facilitation:
Professor Nicole Gillespie (lead) and Daniel Holms (PhD)

TEGA researchers were commissioned by the World Economic Forum and the Global Alliance of Trade Facilitation to conduct research examining trust building in public-private partnerships.



The research report and insights informed the strategic planning and approach of the Global Trade Facilitation Alliance, as well as their approach to measuring trust, and was featured on World Economics Forum and Global Alliance for Trade Facilitation websites:

- [Trade Facilitation Reform as a Trust Catalyst](#)
- [From Adversaries to Allies: How Trade Reform Built Trust in Colombia](#)
- [Trust is Key to Unlocking the Benefits of Trade Reform](#)

Described by the World Economic Forum as 'Ground-breaking research into the impact of trust in international trade' the industry lead commended the researchers and partnership, 'Your expertise and invaluable work has ultimately contributed greatly to new ways of thinking internally at the Forum about how to approach measuring trust, collaborations and network strength. We couldn't have gotten to this place without you, and hope that we will have the opportunity to collaborate and work together again in the future'.

Canadian Institute of Corporate Directors and Industry:
Professor Nicole Gillespie



Working with the Canadian Institute of Corporate Directors and industry, Professor Nicole Gillespie produced the report '[Trust Matters Toolkit](#)' (November 2021).

The aim of the report was to get trust research into Board level conversations and provide guidance on how to enhance trustworthy organisations.

Harvard Law School Forum on Corporate Governance:
Dr Vanitha Rangunathan

Dr Vanitha Rangunathan's research published this year in the Journal of Financial Economics, a Top 3 finance journal, has been showcased by the Harvard Law School forum on Corporate Governance.



This is the first time corporate governance research out of UQ Business School has been publicised in such a manner by the pre-eminent law school.

Journal Article: [Death by Committee? An Analysis of Corporate Board \(Sub-\) Committees](#)



Research Outcomes

- 354** Scholarly output
- 2,869** Citation Count (to date)
- 445** h-index*
- 8.1** Citation Per Publication
- 48.3%** International Collaboration
- 25.1%** Output in Top 10% Citation Percentiles (Field-weighted)

*statistics from 2019 - 2022



For more information on TEGA research Hub visit:
business.uq.edu.au/trust-ethics-and-governance-alliance

2022 Grants

- **Accounting and Finance Association of Australia and New Zealand (2022):** Dr Peter Do and Professor Kathleen Herbohn will use \$4,400 to research 'Do firms over-promise on their CSR commitments in IPOs?'.
- **ARC Discovery Early Career Researchers Award (2022 - 2024):** Associate Professor Cassandra Chapman will use \$466,885 to research 'Charitable triad: How donors, beneficiaries, & fund-raisers influence giving'.
- **ARC Discovery Early Career Researchers Award (2022 - 2024):** Dr Marten Risius (pictured above) will use \$375,264 to research 'Empowering users to protect their personal privacy on social media'.
- **ARC Discovery Project (2022 - 2024):** Professor Matthew Hornsey and collaborators received \$407,915 to research 'The psychology of gridlock: Compromise, coalitions, and radicalization'.
- **Commonwealth Defence Science and Technology Group (2022):** Professor Neal Ashkanasy and Dr Michael Collins will use \$79,870 to research 'Organisational Culture, Agility & Initiative in Future Military Command and Control'.
- **CPA Australia (2022):** Dr Peter Do will use \$11,333.30 to assist with research on 'Ethics Culture in the Corporate Reporting Function, Financial Reporting Quality and Investor Reaction: Evidence from Australia'.
- **KPMG Chair in Organisational Trust (2021 -2023):** Due to the success of the original three year Chair held by Professor Nicole Gillespie, industry partner KPMG invested an additional \$800,000 to extend the Chair by two years. The grant supports collaborative trust research with industry and its translation into practice, and funds two TEGA postdoctoral researchers Dr Steven Lockey and Dr Bichen Guan.
- **NHMRC Ideas Grants (2022 - 2025):** NHMRC Ideas Grants round: Associate Professor Sarah Kelly and collaborators will use a \$1,048,215 Ideas Grant to research 'Understanding and Treating Video game Addiction in Young People'. The team will be led by Professor Daniel Johnson from QUT.
- **NHMRC Synergy Grant (2022 - 2026):** Professor Nicole Gillespie and UQ School of Medicine researchers Professor Monika Janda and Professor Peter Soyer received a \$5m grant to develop roadmap options for an AI-enabled national melanoma screening program that is trusted by the public and clinicians, equitable and cost-effective.
- **UQ Cyber Initiative Strategic Research Funding (2022 - 2023):** Professor Nicole Gillespie and collaborators in IT and Psychology were awarded \$75,000 to investigate how older Australians, who are increasingly targeted by identity-based cybercrime, can safely establish and maintain secure digital identities.

Building Research Capacity

Webinar Series

TEGA successfully launched its online research webinar series in October 2021, showcasing TEGA members and leading scholars in trust, ethics and governance. The seminar series has several aims:

- Build a community of thought leaders in trust, ethics and governance
- Provide a platform for sharing and learning insights from the latest TEG research
- Support evidence-based industry practice and policy

Dr Shannon Colville coordinates and facilitates the webinar series, Recordings from the previous seminars can be found on our [TEGA website](#).

- [To what extent are conspiracy theorists concerned for self-versus others? A COVID-19 test case.](#)
- [Algorithmic decision-making and system destructiveness: A case of automatic debt recovery.](#)
- [Scandal: the erosion and rebuilding of trust in non-profits.](#)
- [The digital transformation of online extremism.](#)
- [Mindful leadership: The secret ingredient for building psychological safety in teams.](#)
- [Trust, distrust and cyber security](#)

Key outcomes

- 30-50 people on average attending from industry and academia
- Increased engagement with TEGA and its LinkedIn community
- Collaboration requests from industry

PhD Writing Workshop

In April, the Trust, Ethics and Governance Alliance co-hosted a PhD writing retreat with the Practice and Process Studies and Business Sustainability Hubs, as pictured below. The workshop aimed to support PhD students to advance their academic writing.

The day commenced with a panel of experts including Professor Jorgen Sandberg, Professor Paula Jarzabkowski, Dr Daisung Jang and Dr Justin Brienza where they shared great insights on:

1. How they find purpose in writing and research,
2. Strategies to get over roadblocks in writing, and
3. Provided practical tips for improving writing productivity.

Dr Ken Tann also presented some great techniques and tips for improving writing clarity and cohesion. While the rest of the workshop focused on one-on-one coaching with early academics, including Dr Justin Brienza, Dr Steven Lockey, Dr Daisung Jang and Dr Shannon Colville.

We plan to continue to hold these workshops on a yearly basis.

Key outcomes

- 15 students from TEGA, BSI and PPS attended the workshop
- Post survey received positive feedback from attendees and support to hold future workshops



Trust and Governance Labs

The Trust and Governance Labs run on a monthly basis and were developed to provide a platform for TEGA members to:

1. Gain a deeper understanding of each other's research as a basis for collaboration,
2. Share and gain feedback on each other's research activities including grants, projects, publications and innovative research methods,
3. Develop and mentor ECAs, and
4. Develop a supportive, collaborative research culture.

The trust Labs are facilitated by Dr Steven Lockey and Governance Labs are facilitated by Associate Professor Sarah Kelly. On average, 10-15 members join each session.

'Thanks again for helping us get this one across the line. Your work building TEGA is a real credit to the School'

Dr Adam Kay

An example of a TEGA member presenting his work in the trust lab was Dr Adam Kay. He received feedback on an earlier draft of his latest publication 'Stigma as moral insurance: How stigma buffers firms from the market consequences of greenwashing' to develop his work further to become publication ready. You can view the publication [here](#).



For more information on TEGA activities visit:
[LinkedIn group: trust-ethics-and-governance-alliance](#)

External Engagement

TEGA Advisory Board

Critical to producing TEGA's impactful research outcomes is the collaboration and guidance of TEGA's Advisory Board. The board is comprised of 13 industry leaders, representing industry, government, and non-profit organisations, and includes:

- Mark Ainsworth - Former Deputy Commissioner, Queensland Racing Integrity Commission
- Heidi Cooper - CEO & Board Member, CCIQ
- Rupert Haywood - Managing Director Corporate Services and Chief Risk Officer, Queensland Treasury Corporation.
- Michael Hiller - Queensland Chairman, KPMG
- Leanne Kemp - CEO, Everledger
- Katrina King - General Manager, Capital Solutions
- David Lavell - Director, Integrity and Investigations Unit, The University of Queensland
- Juanita Maiden - Senior Associate, Mullins Lawyers.
- Karl Morris - Chair of QSuper and Broncos, Managing Director of Ord Minnett
- Graham Newton - Partner, McGrathNicol
- Fraser Power - Stakeholder & Advocacy Manager, Australia Pacific LNG
- Lesley Ray - Executive Director - Philanthropy, Mater Foundation
- Chris Savage - Enterprise Risk Manager, Suncorp
- Richard Watson - Deputy Chief Executive Officer, Trade and Investment Queensland.

The board meet twice a year to discuss strategic decisions for TEGA.

Informing Industry

TEGA experts are continually informing and engaging with industry through the delivery of a broad range of invited keynotes, presentations and workshops, including:

- The Government's Aged Care Quality and Safety Commission,
- National Mental Health Commission,
- Tertiary Education Quality and Standards Agency,
- The UK Government Science and Innovation Network, and
- The Australian Army.

Practice Through Evidence-based Insights

In September 2022, TEGA members Professor Nicole Gillespie, Dr Steven Lockey and Dr Bichen Guan were invited to share their expertise and research insights on 'Building and preserving trust in organisations' to the APS College of Organisational Psychologists.

Professor Gillespie opened the session with evidence-based insights on key principles for developing and preserving trust in organisations. This was followed by an interactive discussion and presentation by Dr Bichen Guan of key findings from a recent national survey of Australians trust at work and the practices that support trust in the workplace. Dr Steven Lockey then shared recent research insights on repairing trust, which was followed by a lively discussion.

A key insight from the national study by Professor Gillespie and Dr Guan is that Australian executives and senior managers have notably more positive perceptions of trustworthiness of their organisations compared to all other employees, suggesting senior leaders may be out of touch with the reality of trust on the front-line.



Advisory Board Activity

In June 2022 Graham Newton (TEGA board member) and Siobhan Hennessy (McGrathNicol) hosted a panel discussion at Customs House on 'Why good people do bad things in the workplace'.

The distinguished panel (pictured) included Karl Morris AO (TEGA advisory board), Michael Collins (TEGA), and Jacquie Seeman. They shared their insights into why good people do bad things, highlighting the rise of the integrity crisis.

Industry Webinars

Risky Business: Harnessing culture to combat corporate crime

In October 2021 TEGA collaborated with the Bribery Prevention Network to present this webinar. The panel discussed the role of organisational culture in preventing crime and promoting responsible business conduct in front of 178 participants.

The discussion focused on small and medium enterprises (SMEs), and how businesses working with SMEs can harness relationships within the supply chain to combat corporate crime. By focusing on the role of culture within SMEs, the webinar advanced key debates on the challenges and opportunities of bribery prevention in Australia.

Panel included:

- Gemma Aiolfi, Head of Compliance, Corporate Governance and Collective Action, Basel Institute on Governance
- Dr Radha Ivory, Senior Lecturer, UQ TC Beirne School of Law and TEGA
- Associate Professor Sarah Kelly OAM, UQ Business School and TEGA
- Liang Tang, Executive Vice President, General Counsel & Company Secretary, Oceana Gold
- Andrew Walter, First Assistant Secretary, Integrity and Security Division, Attorney-General's Department.

Recording of the webinar can be viewed via the [TEGA website](#).

Developments in 'greenwashing' enforcement and defence export controls

In November 2022, TEGA experts joined leading practitioners and public sector representatives to discuss two key developments that impact many Australian organisations: Greenwashing and defence export controls. The webinar reveals how these developments will affect risk compliance, reputation and operations for organisations across Australia. There were 67 attendees who gained insights from researchers and practitioners on relevant cases, regulatory changes, and the outlook in these critical fields.

Panel includes:

- Ms Ilona Millar - Partner, Gilbert+Tobin
- Professor Kathleen Herbohn - UQ Business School and TEGA
- Dr Barbora Jedlickova - UQ TC Beirne School of Law
- Mr Brett Sangster - McCullough Robertson
- Dr Lauren Sanders - UQ TC Beirne School of Law

Recording of the webinar can be viewed via the [TEGA website](#).

Trust in Artificial Intelligence: A Global Perspective

Professor Nicole Gillespie was invited to deliver a lecture on understanding trust in AI by the Global AI Ethics Consortium.

Drawing on her extensive research into the subject, Professor Gillespie shared insights from a multi-country study examining the public's trust and attitudes towards AI use conducted with TEGA members Dr Steven Lockey and Caitlin Curtis, in partnership with KPMG. The research answers questions ranging from what the key predictors of trust in AI systems, what expectations do people have of the management and governance of AI, and how people feel about the use of AI at work.

The research highlights multiple pathways for enhancing the trusted and responsible use of AI systems. She concluded with an evidence-based framework that provides practical guidelines on achieving trustworthy AI.

Recording of the webinar can be viewed via the [TEGA website](#).

Members: National AI Centre Think Tanks

Dr Natalie Smith and Professor Nicole Gillespie were appointed members of the [National AI Centre Think Tanks on Scaling AI and Responsible AI](#).

The Think Tanks bring together interdisciplinary experts to tackle the barriers to responsible and inclusive AI, and develop practical guidance and frameworks to support Australian businesses in their AI implementation journey.



For more information on TEGA advisory board visit: business.uq.edu.au/trust-ethics-and-governance-alliance

TEGA Annual Summit



In May 2022 TEGA hosted their annual summit 'Transforming the future: Building trustworthy and ethical organisations' with 102 register participants. The event was hosted at Customs House and online, with a combination of both industry and research knowledge leaders who shared cutting-edge insights through interactive panel discussions and practical research presentations.

The summit began with candid discussions on 'Managing crisis in a VUCA world'. Industry leaders Chris Mills (Queensland Airport), Jacqueline Wootton (Herbert Smith Freehills) joined TEGA experts Associate Professor Gabby Walters, Dr Richard O'Quinn and Associate Professor Sarah Kelly (pictured above) where they explored how leaders can navigate a crisis while upholding high standards of ethics, maintaining stakeholder trust and building resilience.

TEGA governance experts Dr Vicky Comino, Dr Tracy Martin, Elizabeth Jameson, Dr Natalie Smith and Heidi Cooper (CCIQ) delivered evidence-based research presentations that addressed key questions including:

- Who should boards be accountable to?
- Are recent measures to improve corporate culture effective?
- How can research support the transformation of corporate governance?



For more keynote and panel session recordings visit: business.uq.edu.au/research/research-hubs/trust-ethics-and-governance-alliance

Professor David De Cremer, a world-leading thought leader and behavioral scientist delivered an engaging and thought-provoking virtual keynote. His keynote 'Trusting intelligent technologies in the workplace of the future' provided key insights into the role of leadership and AI, the unique feature that both AI and humans bring into the equation for building trust and presented several implications for organisations to consider when adopting AI.

In the afternoon, TEGA experts Dr Caitlin Curtis, Dr Tapani Rinta-Kahila, Associate Professor Martin Edwards (pictured right), Dr Steven Lockety and Dr Robert Mullins (TC Beirne School of Law) shared innovative insights that addressed key challenges around building trustworthy AI, the impacts of algorithmic decision-making systems on society, and how features of performance monitoring and metric systems can impact employees performance motivation and wellbeing.

The day culminated with the panel 'Managing truth in a post truth world' with Professor Nicole Gillespie, Professor Peter Greste (Macquarie University), Donna Kramer (Aruga), Sarah Holland (Higgins Chambers) and Associate Professor Gianluca Demantini (ITEE) that delivered a lively and candid discussion on how leaders and organisations can navigate misinformation in the digital landscape.

As testament of the caliber, relevance and impact of the Summit saw the keynote presentation broadcast by the ABC's Big Ideas program.

The full agenda can be found [here](#) or via the TEGA website.

Key takeaways:

- While AI is contributing to the spread of misinformation online, it is also a key weapon in detecting and eradicating misinformation.
- Cultivating a board culture that elevates and listens to all voices is vital for good governance.
- Regular and clear communication with employees and external stakeholders is paramount to manage crisis as it unfolds.
- Prepare for changing circumstances, adopt boldly and ruthlessly priorities.
- Digital upskilling and human upskilling are essential. Often digital upskilling is the prime focus, but soft-skill upskilling is equally if not more important.
- A multi-pronged approach is needed to ensure emerging technology is being used in a responsible way that engenders stakeholders trust and mitigates risks.

Key outputs:

- The Summit keynote presentation was broadcast on [ABC RN Big Ideas](#). A recording of the keynote can be accessed via the TEGA website.
- Strengthened industry relationships and exploration of new industry collaborations.
- Enhanced visibility and awareness of TEGA and UQ research, and supported its translation into practice.



Impacting the Future

Future Vision

Our vision is to position our Hub as the leading research group in trust, ethics and governance (TEG) at a national and international level.

To achieve this, we plan to grow our network, partners, research capacity and members beyond UQ to firmly position TEGA as the 'go to hub' for TEG related research, engagement and teaching activities. We envision our Hub to be a vibrant, active, international community of researchers and thought leaders in TEG with strong, well-chosen industry and scholarly partnerships and strong brand awareness and recognition.

TEGA has several initiatives in the pipeline to achieve this goal:

Building Research Capacity and Outcomes:

We will continue to support our members through regular forums and mechanisms for sharing expertise and providing feedback on research ideas, publications proposals and grants.

- Trust and Governance Labs: TEGA will continue to run these labs on a monthly basis to support members through a supportive research culture.
- Collaborative research Initiatives: This initiative aims to drive TEGA publications, research projects and lay the foundation for Industry partnerships and grants.
- Writing and research collaboration workshops:

Scheduled for 2023

1. The art of framing and hooking papers workshop (February 2023): In collaboration with the other research hubs, this workshop aims to advance understanding and skill in the art of framing and hooking of journal articles.
2. TEGA paper development workshops: TEGA plan to hold several workshops throughout 2023. The aim of these workshops is to give members the opportunity to gain constructive feedback on papers related to trust, ethics or governance, in a supportive and developmental way.
3. Grant accelerator workshops: In collaboration with the Business Sustainability Initiative Hub, TEGA will facilitate grant accelerator workshops aimed to support members with grant ideas and proposals.
4. PhD Writing Workshop: Following the success of the writing workshop in April 2022, TEGA plan to run a similar workshop mid 2023.



Partnership and Engagement:

External Engagement

We will continue to communicate research findings and best practice with industry collaborators through external engagement including our TEGA Summit, seminar series and webinars well as through reports, media releases, and round tables.

Executive Education Courses

In 2023, we will launch four Trust, Ethics and Governance executive short courses. These courses aim to promote evidence-based practice, showcase our combined expertise, open up opportunities to form research partnerships and collaborative projects, as well as generate revenue for the hub. Courses include:

- Board readiness
- Leading with trust and designing trustworthy and ethical organisations
- Risk, governance and integrity for a VUCA world
- Responsible data analytics and emerging technology

Industry Advisory Board

The tenure of some members on the Industry Advisory Board has concluded after their three-year term. TEGA is currently engaged in the recruitment of new board members from diverse sectors. It is anticipated that the formation of the new board will be finalised by early 2023.

Scholarly Advisory Board

We are creating a scholarly advisory board to strengthen connections and collaborations with national and international experts in trust, ethics and governance, and grow our network of members and contributors.

Affiliates Program

TEGA will commence an affiliates program in 2023 for scholars and practitioners who have actively contributed to TEGA. The initiative aims to:

1. Broaden our capacity, network and reach
2. Strengthen connections with scholars and practitioners interested in TEG

Visiting Fellowship Program

We will be implementing our visiting fellowship program in 2023 for international and national scholars at strategic university partners. The aim is to facilitate short visits between 2-6 weeks to build research partnerships across partner universities, generate exposure, and facilitate future recruitment.

- Professor David de Cremer, Provost Chair at National University of Singapore (NUS) Business School, a thought leader in trust and ethical AI.
- Professor Michelle Greenwood, Monash University, Co-Editor-in-Chief for Journal of Business Ethics.

Establish Partnerships with Leading International Scholars and Research Centres

We will continue to enhance collaborative relationships across UQ and with other leading academic research centres and groups both nationally and internationally.



For more information on TEGA research Hub visit:
business.uq.edu.au/trust-ethics-and-governance-alliance



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Connect with us

