Responsible Management Education at the ZHAW School of Management and Law

UN PRME Sharing Information on Progress Report

Edition 2017 – 2018

“PRME supports us in our efforts to make an increasingly better contribution to sustainable development.”

Prof. Dr. Reto Steiner, Dean and Managing Director, ZHAW School of Management and Law
As a modern business school, we have a duty not only to provide our students with a strong scientific foundation but also to train them to become ethically and socially responsible professionals and executives.

Business schools as centers for innovation and as training centers for future leaders play a key role in implementing the 17 Sustainable Development Goals (SDGs). As a modern business school, the mandate of the ZHAW School of Management and Law is to provide our students, as part of their business education, with specialized knowledge on the relationships of doing business in terms of sustainable development and to give them the means to implement this knowledge successfully. Only in this way will they succeed in their later professional lives and at the same time be able to contribute to the development of a sustainable future.

The Principles for Responsible Management Education (PRME) are the ideal tool to develop our organization in this regard. In August 2014, the ZHAW School of Management and Law made a clear commitment by signing up to these Principles. In this report, we present the status of our activities for the period 2017–2018.

As members of the PRME DACH Chapter, we hosted the 5th PRME Chapter Meeting on “Five Years of PRME DACH Chapter – Vision for 2022” held at the ZHAW School of Management and Law from 5–8 November 2017. In the course of the event, the first SDG Roadshow took place in Switzerland.

In addition, the ZHAW School of Management and Law was selected in 2018 from among more than 685 participating colleges worldwide to be included in the PRME Champions Group for the next two years.

In 2017, our organization launched the strategic initiative “Social Responsibility and Entrepreneurship” to promote the social commitment and entrepreneurial spirit of the students and employees. With the initiative’s four programs, the ZHAW School of Management and Law makes a valuable contribution to the implementation of the SDGs.

In the coming years, we will continue our efforts towards responsible management education and contribute to a sustainable society. This is why we are strongly committed to renewing our membership in the PRME initiative.

Prof. Dr. Reto Steiner
Dean and Managing Director, ZHAW School of Management and Law
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ZHAW School of Management and Law

Further details can be found here:

>>> www.zhaw.ch/en/sml
“In their curricula, research, and outreach, business schools must be advocates for the human dimension of business, with attention to ethics, diversity, and personal well-being. They will need models and language that cultivate a humanistic perspective within graduates’ conceptual frameworks about business.”

AACSB Collective Vision for Business Education
Overview

The ZHAW School of Management and Law (ZHAW SML), which is based in Winterthur, Switzerland, is the largest of the eight schools of Zurich University of Applied Sciences (ZHAW). Its origins date back to 1968.

ABOUT US
The ZHAW School of Management and Law is one of Switzerland’s leading business schools. Our internationally acclaimed BSc and MSc programs in Management, Business Administration, and Business Law, our cooperative PhD programs, as well as our range of continuing education programs are scientifically grounded, interdisciplinary, and practically oriented. As part of a university of applied sciences, we are devoted to the applicability of theoretical knowledge. Our research and consulting activities are theoretically sound and have practical value with a focus on immediate and efficient application. Our guiding principle, “Building Competence. Crossing Borders.” reflects our commitment to quality degree programs and continuing education, as well as a global mindset. The ZHAW School of Management and Law has formal partnerships with over 170 partner universities worldwide.

KEY PERFORMANCE INDICATORS
The ZHAW School of Management and Law has more than 500 employees. Some 4,000 students are enrolled in the Bachelor’s degree programs in Business Administration (five specializations), International Management, Business Information Technology, and Business Law, and around 700 in the consecutive Master’s degree programs in Accounting and Controlling, Business Administration (three specializations), Banking and Finance, International Business, Business Information Technology, and Management and Law. Around 2,900 participants attend continuing education programs and courses each year.

ACCREDITATION
Among Swiss universities of applied sciences, the ZHAW School of Management and Law regularly takes a leading role concerning accreditations. Assessment by uncompromising external organizations serves as a valuable quality tool and quality label at various levels.

AACSB
Since 2015, the ZHAW School of Management and Law has been the first Swiss university of applied Sciences to receive accreditation by AACSB International – the Association to Advance Collegiate Schools of Business (AACSB). Globally, only about five percent of all business schools bear this seal of approval from the most influential accreditation institution for business schools.

FIBAA
All Bachelor’s and Master’s programs at the ZHAW School of Management and Law are also accredited by the Foundation for International Business Administration Accreditation (FIBAA). In this field too, the ZHAW School of Management and Law was the first business school of a Swiss university of applied sciences to subject itself to this voluntary program accreditation and receive official recognition in 2003.
Facts & Figures – The ZHAW SML in Numbers

ZHAW SML study programs are scientifically sound, interdisciplinary, and geared towards practical needs. This is the perfect foundation for anyone ready to assume a demanding professional role in a company or organization with national and international business interests.

GENDER STUDENTS

- Men: 58%
- Women: 42%

STUDENT EXCHANGE

- Incoming Students: 198
- Outgoing Students: 286

STUDY MODE

- Full-time: 34%
- Part-time and FLEX: 66%

PUBLICATION PROJECTS

- 2017: 241 articles in peer-reviewed journals
- 2018: 250 books and monographs
- 2017: 94 books and monographs
- 2018: 48 chapters
- 2018: 90 conference papers
Bachelor’s programs (BSc)

- 4 programs
- 5 specialization options
- 1 program and 1 specialization in English

Master’s programs (MSc)

- 6 programs
- 3 specialization options
- 2 programs in English

Continuing education programs

- 150 programs
- 1 EMBA / 2 MBA / 21 MAS / 1 Executive Master / 8 DAS / 117 CAS

Students

- 7,936 students in degree programs and continuing education

Graduates

- >21,000 graduates since 1968; in BSc/MSc programs and continuing education
AVERAGE AGE

<table>
<thead>
<tr>
<th></th>
<th>BSc students</th>
<th>MSc students</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>23.8</td>
<td>27.0</td>
</tr>
</tbody>
</table>

on-campus student, career, and alumni events annually

MSC

Graduates | First-semester students | Students

2014: 110 | 146 | 249
2015: 83 | 232 | 379
2016: 236 | 334 | 561
2017: 348 | 390 | 707
2018: 243 | 385 | 785

BSC

Graduates | First-semester students | Students

2014: 754 | 1,166 | 3,639
2015: 752 | 1,277 | 3,782
2016: 750 | 1,360 | 3,956
2017: 813 | 1,461 | 4,161
2018: 716 | 1,306 | 4,207
Competence in 19 Disciplines

GENERAL MANAGEMENT
- Institute of Marketing Management
- Institute of Business Information Technology
- Institute for Innovation & Entrepreneurship
- Center for Human Capital Management
- Center for Corporate Development

BANKING, FINANCE, INSURANCE
- Institute of Wealth & Asset Management
- Institute of Financial Management
- Center for Risk & Insurance

PUBLIC SECTOR
- Institute of Public Management
- Winterthur Institute of Health Economics
- Center for Arts Management
- Center for Energy and the Environment
- Center for Economic Policy

BUSINESS LAW
- Center for Public Commercial Law
- Center for Social Law
- Center for Competition and Commercial Law
- Center for Corporate and Tax Law

INTERNATIONAL BUSINESS
- International Management Institute
- Center for Corporate Responsibility

BACHELOR'S DEGREE PROGRAMS
- Business Administration
  • General Management
  • Banking and Finance
  • Accounting, Controlling, Auditing
  • Economics and Politics
  • Risk and Insurance
- International Management
- Business Information Technology
- Business Law

MASTER'S DEGREE PROGRAMS
- Accounting and Controlling
- Banking and Finance
- Business Administration
  • Health Economics and Healthcare
  • Marketing
  • Public and Non-Profit
- International Business
- Management and Law
- Business Information Technology

CONTINUING EDUCATION
Over 100 programs (EMBA, MBA, MAS, DAS, CAS) in the following areas:
- Accounting and controlling
- Banking, finance, and insurance
- Business law
- Didactics and methodology
- Health care management
- Human capital management
- Information and operations management
- International business
- Arts management
- Management and leadership
- Marketing
- Public management

536 employees
Partner Universities Around the World

The ZHAW SML cooperates with universities, companies, government agencies, and non-profit organizations around the globe. We cultivate partnerships with carefully chosen key partners to ensure inspiring knowledge exchange and fruitful collaboration.
76 nations are represented by ZHAW SML students.

178 partner universities in 51 countries.

39 universities in Asia Pacific.

5 universities in the Middle East and Africa.
Role and Social Responsibility of University Business Schools

New Requirements for Management Education

Rarely before has the debate about the responsibility of companies in society been conducted as intensively.

The Entrepreneurs of Tomorrow Believe in Sustainability

Due in part to a number of business scandals including corruption, spying incidents, falsified financial statements, or the diesel scandal, business schools and business faculties have been increasingly challenged for several years now to fulfill their responsibility to train ethically and socially responsible managers. CEOs are increasingly demanding management teams who are able to navigate the intersection between social responsibility and business success. From an entrepreneurial perspective, responsible employees can contribute to a company’s success by limiting both legal and reputational risks. Societal topics can also be drivers of innovation, with the potential to open up new markets and attract new target groups.

Responsible Management Education

For students, training that integrates social responsibility as a holistic management concept will, therefore, be a significant advantage in the job market. A clear commitment by business schools to training responsible executives contributes to the sustainable development of society. Business schools have the task of providing students with the necessary knowledge of responsible management, as well as promoting the skills, personal motivation, and experience to decide and act according to these principles.

Business Schools and Their Contribution to the SDGs

With regard to the contribution of responsible corporate management to society, in particular, the UN Sustainable Development Goals (SDGs) provide a sound basis. The SDGs were adopted in September 2015 as part of the 2030 Agenda for Sustainable Development. Sustainable development has been the guiding principle of the United Nations since 1987. The Brundtland Report defines it as follows: “Sustainable development is a development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

The SDGs include 17 goals, which define social, economic, and environmental milestones. All member states of the United Nations are committed to working towards the implementation of the SDGs at national, regional, and international levels by 2030. In Switzerland, the Swiss Federal Council adopted the first steps to implement the 2030 Agenda on 18 December 2015.

Universities, as centers for innovation and as training centers for future decision-makers, play an essential role here. Management education, in particular, plays a decisive role. On the one hand, business schools educate the next generation of junior executives who must be able actively to promote the transformation of companies. On the other hand, business schools not only impart knowledge and skills but also shape the attitudes and values of their graduates. Comprehensive integration of the SDGs in research and education is, therefore, essential for shaping sustainable development.

https://sustainabledevelopment.un.org/
The 17 SDGs: A Common Vision for the Future of the World
Achieving More Together – The “Principles for Responsible Management Education” Initiative

Overview

PRME is a UN Global Compact initiative that promotes responsible management education worldwide.

UNITED NATIONS GLOBAL COMPACT

In 1999, then UN secretary-general Kofi Annan called on company representatives present at the World Economic Forum in Davos to join the UN Global Compact, the world’s largest initiative for responsible corporate governance. The ten principles of this global contract for the private sector focus on safeguarding human rights and also contain codes of conduct on the rights of workers, environmental responsibility, and the fight against corruption. Global Compact today comprises more than 13,000 civil society, political, and academic companies and organizations in 161 countries that have committed themselves to implementing its principles.

PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION (PRME)

Because of the impressive success of this largest sustainability initiative in the business world to date, the question soon arose as to how the values required for these goals could be packaged for the benefit of future specialists and executives in business and politics. Against this background, a code of conduct for the tertiary education sector based on the Global Compact was developed in 2007 – the Principles for Responsible Management Education (PRME). It is a six-pronged, globally oriented initiative that supports academic institutions in the implementation of responsible management education, incorporating responsibility, ethics, and sustainability as fundamental values in management education and research in higher education institutions, developing collaboration and exchange between universities, and promoting dialogue and awareness of the SDGs.

PRME CHAPTERS

In the meantime, more than 700 universities from more than 85 countries have joined the initiative. These are organized in 13 regional groups (“chapters”), which, as largely autonomous networks, look after the interests of the member universities in the various language regions. All PRME chapters develop their own agreements and activities, but are all committed to four objectives (see box). For the German-speaking countries of Germany, Austria, and Switzerland, this is the PRME DACH Chapter.

PRME CHAMPIONS GROUP

Some of the most experienced and dedicated universities are part of the PRME Champions Group for a period of two years. The mission of the Champions Group is to take a leadership role in thinking and acting in the context of responsible management education within the framework of the UN Agenda for Sustainable Development.

All PRME chapters are committed to four objectives

- Providing a support platform for members to exchange ideas and learn from one another.
- Increasing the visibility of PRME and its members in the region.
- Adapting the six PRMEs to the local context and promoting them locally.
- Developing and promoting PRME-relevant activities (e.g., events).
The Six PRME Principles

PRINCIPLE 1: PURPOSE
We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

PRINCIPLE 2: VALUES
We will incorporate into our academic activities, curricula, and organizational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

PRINCIPLE 3: METHOD
We will create educational frameworks, materials, processes, and environments that enable effective learning experiences for responsible leadership.

PRINCIPLE 4: RESEARCH
We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental, and economic value.

PRINCIPLE 5: PARTNERSHIP
We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

PRINCIPLE 6: DIALOGUE
We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations, other interested groups, and stakeholders on critical issues related to global social responsibility and sustainability.
PRME at the ZHAW SML

“The ZHAW School of Management and Law joined the PRME initiative on 1 August 2014. The six PRME principles provide us with an important orientation for implementing responsible management education.”

Further details can be found here:

>>> www.zhaw.ch/sml/prme/en
PRIME Terms and Their Use at the ZHAW SML

Sustainable development, ethics, responsibility – terms under the PRIME umbrella.

GREAT VARIETY OF CONCEPTS
To describe what responsible management education is all about, concepts such as “sustainability,” “ethics,” and “responsibility” are used frequently. Depending on the author or the context, they are applied as having different, often overlapping meanings. This complicates the discussion and has the potential for misunderstanding. To simplify the debate within the framework of the “PRIME Teaching Inventory” project, key points for a common understanding of terms have been drafted at the ZHAW School of Management and Law – without any claim to general validity.

COMMON UNDERSTANDING OF TERMS
Central to management education is the organization (at a mesolevel), for example, of a company, NGO, or administrative unit. It acts on the basis of decisions made within that organization. These actions, in turn, affect the natural, social, technological, and economic environment. The same applies to the actions of individuals (at a microlevel), for example, as citizens, employees, or consumers, as well as for institutions (at a macrolevel), such as political institutions. To understand the organization, all three levels are important, including the interactions between them. The actions of players at all levels are judged by how they affect the socially accepted goal of “sustainable development.” Sustainable development can be described in terms of the SDGs agreed by the UN. The actions of all players are influenced, on the one hand, by environmental conditions such as the current economic situation, the media presence of topics, or the regulatory framework. However, these actions are, on the other hand, also influenced by the values maintained by the players. These can be performance values (e.g., success, efficiency, and benefit), but also moral values (e.g., honesty, fairness, and integrity). The term “ethics” stands for reflection on moral values and their justification. For the effects of their actions on the sustainable development of society, all players can be called to “responsibility.” They are then held to their “accountability” and may be rewarded or sanctioned by stakeholders.

RESPONSIBLE MANAGEMENT EDUCATION: TERMS AND THEIR APPLICATION

Environmental conditions

“Responsibility, accountability”

Players

Economic situation

“Performance values” (why? → how?)

Media coverage of topics

“Institutions” (macrolevel)

Regulatory framework

“Moral values” (why? → how?)

Organization (mesolevel)

“Sustainable development” (result)

Individual (microlevel)

(Others)

(Others)
Embedding PRME in the Structures of the ZHAW SML

“We actively practice and promote sustainable development and corporate responsibility.”*

MISSION STATEMENT AND STRATEGY
The sustainable development of society is a central concern of the ZHAW School of Management and Law. Since 2014, it has been committed to sustainable development and corporate responsibility in its mission statement. The implementation of this commitment is part of the strategic goal of “social responsibility” with which the ZHAW School of Management and Law positions itself as a responsible business school contributing to the sustainable development of society.

PRME ROADMAP
This goal is being implemented through a PRME Roadmap, which is a two-year plan that includes all sustainability activities at the ZHAW School of Management and Law in the areas of degree programs, research and development, services, continuing education, and operations. Its performance areas reflect the six PRME principles. In terms of content, all activities can also be assigned to the SDGs.

How the ZHAW School of Management and Law and its performance areas contribute to achieving the SDGs:

Examples

PRME COMMITTEE
Preparation of the PRME Roadmap is the responsibility of the PRME Committee, which includes the dean, key personnel from all departments and performance areas, as well as representatives from all functional levels employed at the ZHAW School of Management and Law. The PRME Committee also has the right to submit requests on PRME-related topics to the management of the ZHAW School of Management and Law.

The STRIP and its four initiatives

- Development and implementation of a student initiative in the area of sustainable development
- Establishment of a competence area on business and human rights
- Establishment of start-up support in the field of impact entrepreneurship
- Encouragement of a sense of community among employees, students, and alumni

*Excerpt from ZHAW School of Management and Law Mission Statement (10 September 2018)
How the ZHAW SML and Its Performance Areas Contribute to Achieving the SDGs: A Few Examples

<table>
<thead>
<tr>
<th>PRME PRINCIPLES</th>
<th>SML PERFORMANCE AREAS AND ACTIVITIES</th>
<th>SUSTAINABLE DEVELOPMENT GOALS (SDGS)</th>
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</thead>
<tbody>
<tr>
<td>Strategy; PRME Committee; etc.</td>
<td>Mission statement; ethics commission; etc.</td>
<td>Inventory for the “PRME in Degree Programs” Project &gt;&gt;&gt; p.31</td>
</tr>
<tr>
<td>Degree programs and continuing education</td>
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<td>Research Focus on Enabling Energy Transformation &gt;&gt;&gt; p.44</td>
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<tr>
<td>Advisory council; networks; partner institutions; etc.</td>
<td>Communication; Alumni Services; etc.</td>
<td>PRME4US: Video Contest for Students &gt;&gt;&gt; p.64</td>
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<td>“organizational practices”</td>
<td>Operation</td>
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</tbody>
</table>

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How the ZHAW SML and Its Performance Areas Contribute to Achieving the SDGs: A Few Examples
The ZHAW SML PRME Committee

To embed PRME more strongly in the organizational structures of the ZHAW SML, a PRME Committee was established in June 2018.

PURPOSE
Key personnel from all departments and service areas of the ZHAW School of Management and Law act as ambassadors and multipliers for PRME, bringing the interests of the units they represent to the committee and supporting the implementation of the committee’s decisions in their units. They are also responsible for preparing the two-year PRME Roadmap.

Both students and staff members can contact committee members at any time with questions and concerns.
## COMPOSITION

<table>
<thead>
<tr>
<th>#</th>
<th>Role(s) in the PRME Committee</th>
<th>Person</th>
<th>Function at the ZHAW SML</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Chair; PRME Academic Point Person; Representation of PRME focus area “Corporate Responsibility Management”; Representative for the Department of International Business</td>
<td>Herbert Winistörfer <a href="mailto:herbert.winistoerfer@zhaw.ch">herbert.winistoerfer@zhaw.ch</a></td>
<td>Herbert Winistörfer is a senior lecturer in the field of Corporate Responsibility Management and Head of the Center for Corporate Responsibility.</td>
</tr>
<tr>
<td>2</td>
<td>Dean, ZHAW School of Management and Law</td>
<td>Prof. Reto Steiner <a href="mailto:reto.steiner@zhaw.ch">reto.steiner@zhaw.ch</a></td>
<td>Reto Steiner is the Dean of the ZHAW School of Management and Law.</td>
</tr>
<tr>
<td>3</td>
<td>Representation of PRME focus area “Enabling Energy Transformation”; Representative for the Department of Public Sector</td>
<td>Prof. Regina Betz <a href="mailto:regina.betz@zhaw.ch">regina.betz@zhaw.ch</a></td>
<td>Regina Betz is Professor of Energy and Environmental Economics. She heads the Center for Energy and the Environment.</td>
</tr>
<tr>
<td>4</td>
<td>Representation of PRME focus area “Enabling Energy Transformation”; Representative for the Department of General Management</td>
<td>Prof. Claudio Cometta <a href="mailto:claudio.cometta@zhaw.ch">claudio.cometta@zhaw.ch</a></td>
<td>Claudio Cometta is Professor of Energy Economics. He heads the Center for Innovation Systems.</td>
</tr>
<tr>
<td>5</td>
<td>Representative for the PRME focus area on “Social Law”; Representative for the Department of Business Law</td>
<td>Dr. Philipp Egli <a href="mailto:philipp.egli@zhaw.ch">philipp.egli@zhaw.ch</a></td>
<td>Philipp Egli is Head of the Center for Social Law.</td>
</tr>
<tr>
<td>6</td>
<td>Representative for the Delegate Assembly of Students</td>
<td>Timur Erhan <a href="mailto:erhantim@students.zhaw.ch">erhantim@students.zhaw.ch</a></td>
<td>Timur Erhan is a student in the Bachelor’s program in Business Information Technology.</td>
</tr>
<tr>
<td>7</td>
<td>Representative for the Junior Faculty Assembly</td>
<td>Pascal Horni <a href="mailto:pascal.horni@zhaw.ch">pascal.horni@zhaw.ch</a></td>
<td>Pascal Horni is President of the Junior Faculty Assembly.</td>
</tr>
<tr>
<td>8</td>
<td>Communication</td>
<td>Juerg Hostettler <a href="mailto:juerg.hostettler@zhaw.ch">juerg.hostettler@zhaw.ch</a></td>
<td>Juerg Hostettler is Head of Communications.</td>
</tr>
<tr>
<td>9</td>
<td>Representative for the Staff Unit; Quality management and accreditations</td>
<td>Dr. Regula Imhof <a href="mailto:regula.imhof@zhaw.ch">regula.imhof@zhaw.ch</a></td>
<td>Regula Imhof is Head of the Quality Management Staff Unit.</td>
</tr>
<tr>
<td>10</td>
<td>Representative for the Faculty Assembly</td>
<td>Dr. Carmen Kobe <a href="mailto:carmen.kobe@zhaw.ch">carmen.kobe@zhaw.ch</a></td>
<td>Carmen Kobe is President of the Faculty Assembly.</td>
</tr>
<tr>
<td>11</td>
<td>Department of Banking, Finance, Insurance</td>
<td>Dr. Marion Pester [marion. <a href="mailto:Lester@zhaw.ch">Lester@zhaw.ch</a>](mailto:marion. <a href="mailto:Lester@zhaw.ch">Lester@zhaw.ch</a>)</td>
<td>Marion Pester is a senior lecturer in the field of Corporate Governance and Wealth Management and Head of the Institute of Wealth &amp; Asset Management.</td>
</tr>
<tr>
<td>12</td>
<td>PRME Representative for the focus area “Ethically Responsible Leadership”; Representative for the Department of General Management; Representative for the Ethics Committee</td>
<td>Prof. Mathias Schüz <a href="mailto:mathias.schuez@zhaw.ch">mathias.schuez@zhaw.ch</a></td>
<td>Mathias Schüz is Professor of Responsible Leadership.</td>
</tr>
<tr>
<td>13</td>
<td>Representative for the Staff Commission</td>
<td>Isabel Volkart-Steinmann <a href="mailto:isabel.volkart@zhaw.ch">isabel.volkart@zhaw.ch</a></td>
<td>Isabel Volkart-Steinmann is a committee member of the SML Staff Commission.</td>
</tr>
<tr>
<td>14</td>
<td>PRME Coordinator</td>
<td>Marie-Christin Weber <a href="mailto:marie-christin.weber@zhaw.ch">marie-christin.weber@zhaw.ch</a></td>
<td>Marie-Christin Weber is the ZHAW School of Management and Law PRME Coordinator.</td>
</tr>
<tr>
<td>15</td>
<td>Department of Operations &amp; Services; Degree Programs</td>
<td>Jörg Wendel <a href="mailto:joerg.wendel@zhaw.ch">joerg.wendel@zhaw.ch</a></td>
<td>Jörg Wendel heads the Department of Operations &amp; Services and represents the ZHAW School of Management and Law in the ZHAW Degree Programs Commission.</td>
</tr>
</tbody>
</table>
The ZHAW SML Ethics Committee

Four questions to Tessa Meuter, Chair of the ZHAW SML Ethics Committee

Professor Meuter, among other things, the Ethics Committee receives inquiries and reports on ethical issues and conflicts from employees and students at the ZHAW School of Management and Law. What causes these conflicts?

In our institution, ethical conflicts arise mainly through behavior that contravenes our Code of Ethics or our Code of Conduct. The Code of Ethics has four pairs of values: integrity and trustworthiness, respect and fairness, transparency and confidentiality, and responsibility and sustainability. These values place demands on the professional conduct of employees, students, business partners, and other persons representing the ZHAW School of Management and Law and apply to all four performance areas of our university. Anyone who has a conflict within the context of these values is entitled to an assessment of the situation by the ZHAW School of Management and Law.

What are the responsibilities of the Ethics Committee?
The Ethics Committee’s proposals on how to resolve ethical conflicts must be well-founded. We see it as our duty to reflect extensively on all the values mentioned in the Code of Ethics so they can serve as a yardstick for assessing actions. Only in this way can we avoid a superficial or one-sided interpretation leading to an unjust appraisal in the case of a conflict, and an escalation of the situation.

What is the function of the Ethics Committee in cases of complaint?
Ethical conflicts are always discussed first with the line manager of the person affected. If no solution can be found at this level, a written question with a statement explaining the facts of the matter can be submitted to the Ethics Committee. In addition, there is a mailbox on the Staff and Student Counselor’s webpage on our website, which can be accessed anonymously. We acknowledge the request, review it, and formulate a recommendation to the ZHAW School of Management and Law Executive Committee, which then makes a final decision on how to proceed.

Who are the members of the Ethics Committee?
The Ethics Committee consists of the ZHAW School of Management and Law Staff Counselor as well as representatives of all functional levels and the student body. All members are interested in ethical issues in the field of business and education, and some have a related professional background. We are self-managing and usually meet two or three times a year. If there is an urgent need, we can convene quickly to
address an individual case. Above all, the Ethics Committee lives from the diversity of the members and their different experiences.

**Are certain topics particularly in focus?**

We tend to see a temporal relationship between the coverage of ethical topics in the media, for example, the #MeToo debate, the HSG expenses scandal, or the ETH media presence in the spring of 2019, and the inquiries we receive. A strong media focus raises the awareness of such topics at the ZHAW School of Management and Law.

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The Ethics Committee consisting of (from left to right) Mathias Schüz, Leonie Nopper, Tessa Meuter, Marcel Griesinger, Timur Erhan, and Adrian Müller (not pictured) deals with topics such as quality education (SDG 4), gender equality (SDG 5), decent work and economic growth (SDG 8), and reduced inequalities (SDG 10).

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**Prof. Tessa Meuter**

In addition to her duties as Chair of the Ethics Committee, Tessa Meuter has served as a senior lecturer and head of an organizational unit at the ZHAW School of Management and Law for more than 20 years. As the counselor for all staff and students at the ZHAW School of Management and Law, she handles inquiries and deals with problems in a wide variety of areas, but primarily issues such as challenging situations, personal crises, and conflicts at work or while studying.

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PRME and Our Degree Programs

“Education is the fundamental element in implementing the SDGs. To train responsible professionals and executives, it is essential to offer students appropriate modules in which they can acquire knowledge about ethics, corporate responsibility, and sustainability and in which they can develop their skills.”

Further details can be found here: >>> www.zhaw.ch/sml/prme/en
Inventory for the “PRME in Degree Programs” Project

The project provides a detailed overview of the nature and extent of the integration of PRME-related topics into the degree programs offered at the ZHAW SML.

INITIAL SITUATION
Since the ZHAW School of Management and Law does not yet have such an overview, despite the fact that it is the basis for the further development of PRME in teaching as a key performance area, a review to produce such an overview is being conducted by representatives of the PRME Committee between 2018 and 2019.

PROJECT GOALS
As part of the inventory project, all PRME-relevant modules on offer at the ZHAW School of Management and Law in the 2018/2019 fall semester and the 2019 spring semester will be identified. This analysis aims to determine the modules in which PRME-relevant topics and skills are currently being taught. At the same time, the project aims to provide an overview of the issues dealt with in class. To demonstrate the range of PRME topics covered, module contents are assigned to one or more PRME-related frames of reference (e.g., the SDGs). Furthermore, an overview of the teaching methods currently employed to discuss PRME topics will be conducted. Particularly innovative and effective didactic approaches will be prepared as best-practice examples to serve as inspiration for other instructors. In addition to this internal inventory, the project also looks at comparable institutes of higher education relevant to the ZHAW School of Management and Law. With this comprehensive approach, the project team hopes to find innovative and inspiring best-practice examples for integrating and developing responsible management education.

The project includes the following steps

**INTERVIEWS WITH THE HEADS OF DEGREE PROGRAMS**
In interviews, relevant information about the integration of PRME topics into the various degree programs and modules at the ZHAW School of Management and Law is collected. This should also encourage the sensitization of degree program managers concerning the topic. Analysis of module descriptions will complete this information gathering process.

**STUDENT SURVEY**
The attitudes, expectations, and assessments of students regarding responsible management education at the ZHAW School of Management and Law are assessed through an online survey.

**ANALYSIS OF SELECTED UNIVERSITIES**
Best-practice examples in terms of the didactic approach to PRME topics and strategies of comparative institutes of higher education relevant to the ZHAW School of Management and Law concerning PRME integration are identified and prepared.

**RESULTS WORKSHOP**
The results of the inventory project will be evaluated, prepared, and discussed in an internal workshop. Recommendations for action and future steps will be determined.

**REPORT**
In a final report, the results will be presented and made available internally.
In the 2017 spring semester, for the tenth time, Mathias Schüz took students enrolled in the elective module Applied Business Ethics on an excursion to visit Saxerriet Penitentiary.

**INSIGHT INTO THE SWISS AND GERMAN PRISON SYSTEMS**
Deputy Director Andreas Jerger offered students an insight into the Swiss prison system, provided information on the number, origin, and offenses of the inmates, and described the types of sentences. Ruth Schröder from Germany also took part in the excursion; in the German Federal Ministry of Justice, she is responsible for all prisons in the state of Hesse and was, therefore, able to supply interesting comparisons with Germany’s prison system.

**SAXERRIET PENITENTIARY**
Saxerriet has an open prison system. Inmates can move about freely on the extensive premises and undertake mainly agricultural work. In the evening, they are locked into their cells again.

**DISCUSSION WITH A PRISONER**
Highlights of the visit included discussion with a prisoner who had been sentenced to a lengthy period for committing white-collar crimes involving millions of dollars. Students took the opportunity to ask direct questions about his offense and prison sentence. As with previous visits, this dialogue revealed that criminals consider the worst aspect of their imprisonment to be deprivation of personal freedom and the way their families are ostracized by society. Accordingly, many express profound regret for their actions.

“**In the elective module Applied Business Ethics, students learn to make management decisions based not only on economic criteria but also on ethical aspects.**”

Prof. Mathias Schüz, Professor of Responsible Leadership, Center for Human Capital Management

**VISIT TO A CELL BLOCK**
A visit to a cell block, which also included cells to house rebellious prisoners, left students with the lasting impression that it is not worthwhile giving in to greed for quick money – the price is simply too high.
Corporate Responsibility Business Projects

Five questions to Fridolin S. Brand, senior lecturer for the “Corporate Responsibility” module in the 5th semester of the BSc in International Management

Dr. Brand, in the 2018 fall semester, you realigned the didactic approach for the compulsory “Corporate Responsibility” module. What were your reasons?

It is important to me that students not only understand the theories and methods of strategic corporate responsibility and sustainability management but also learn how to apply these approaches to practical problems. Business projects provide this benefit. Students receive a specific challenge from companies in the field of sustainability, for which they must develop a solution in groups. At the same time, the projects show students the relevance of challenges in the area of corporate responsibility and sustainability in practice, which in turn makes the topic more tangible.

How is this module structured?
At the beginning of the semester, students receive a theoretical introduction to terms, concepts, and methods of strategic sustainability management based on the “SML essentials” textbook on corporate responsibility management. They are shown how a modern, professionally designed, transparent, and therefore credible, management approach to corporate responsibility is structured and what differentiates it from so-called “green-washing” methods. These foundations form the theoretical tools to work on the issues provided by the companies and to develop solutions. The tasks assigned by the companies are handled in groups of five to six students. During the entire process, students are in direct contact with the respective company representative. At the end of the semester, the student groups present their solutions to the problem through a presentation and report to the company representative.

Can you give us some examples for issues provided by the companies?
The tasks are usually issues that are on the sustainability agenda of the companies in the short or medium term. They include, for example, the strategic integration of the SDGs, the implementation of standards and guidelines for human rights issues in the supply chain, or the further development of the quality of existing sustainability goals in the company. The task of the students is to determine the status quo in the company, to carry out a benchmarking analysis in comparison with competitors, to prepare relevant best-practice examples, and to formulate specific recommendations for the company. Sometimes these can be also more innovative challenges, such as creating a marketing concept for a sustainable product.

What companies have been involved in these projects so far?
In the 2018 fall semester, we were able to work with renowned Swiss organizations such as Swiss International Air Lines, SV Group AG, and Sonova Holding AG. Two German
companies were also involved as partners. Most are larger companies with their own department for sustainability and corporate responsibility issues. However, a Swiss start-up also featured this time. Incidentally, we have received very positive feedback from the companies. Cooperation with students offers excellent added value, and the results from the student groups have been very satisfactory so far.

**How do the students find these business projects?**

Direct exchanges with companies and the chance to work on real, practical challenges are highly motivating for students. They have the opportunity to work with potential future employers and gain insight into the internal processes of a company. The prospect that companies will later adopt solutions developed in the context of these business projects usually motivates students to engage with the subject matter at a deep level.

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With his module “Corporate Responsibility,” Fridolin Brand contributes to quality education (SDG 4) and promotes awareness of sustainable development among students (SDG 12).

**Dr. Fridolin S. Brand**

Fridolin S. Brand is a researcher at the Center for Corporate Responsibility. Focus areas in his work and research include corporate responsibility management, sustainability reporting, and sustainability innovation. He is the author of “Corporate Responsibility Management,” a textbook in the “SML essentials” series.

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Student Thesis Papers With Impact:  
Three Students Report Back

At the ZHAW SML, many students work on sustainable development issues as part of their thesis papers. Three students from the BSc in International Management program talk about their experiences.

Xenia Meier on “Critical Success Factors for Large-Scale Projects Between NGOs and Businesses”

Ms. Meier, what is your Bachelor’s thesis about?  
With the ongoing discussion about corporate social responsibility, cooperation between NGOs and companies active in developing and emerging countries is becoming increasingly important. Such collaboration can benefit all stakeholders. However, the operational implementation of such measures also presents challenges. Merely agreeing to enter into a partnership does not guarantee its successful implementation. A variety of factors and frameworks need to be considered before and during collaboration to meet the different needs and goals of both partners. As part of my Bachelor’s thesis, I examined the critical success factors of major projects in such partnerships in the light of a recent joint project between NGO Smiling Gecko and Swiss technology group Bühler.

Can you tell us more about this partnership?  
NGO Smiling Gecko is involved in various projects in its fight against poverty in Cambodia. All the projects pursue a scientific, economic, and sustainable approach and build on partnerships and knowledge-sharing with leading Swiss educational institutions and companies with significant expertise in areas such as construction or agriculture. The most recent project involves the building of a rice mill in response to a rise in global demand for organic rice from Cambodia. With the help of innovative process solutions to reduce water consumption and greenhouse gas emissions, the mill aims to produce rice sustainably. To implement the project, Smiling Gecko has entered into a partnership with Bühler, a Swiss company and world leader in the construction of plants for industrial-scale rice processing. Special attention is also paid to the question of project funding, which is currently unresolved. Options include purely philanthropic capital (donations) or economic capital (impact investing). To ensure the long-term success of the project, I am relying on insights expressed in interviews on best-case practices.

“My Bachelor’s thesis has enabled me to understand better the interaction between the private and the public sector in creating mutual synergies.”
What are some of these insights?
That the course of a project is not necessarily straightforward and it may differ greatly from conventional projects in terms of timing. Special attention is paid to matching the interests of both partners in the initial phase, which often has a substantial impact on the success of the project. In addition, the success factors of a project are not always identical for companies and NGOs, which can also affect the future of the partnership.

What motivated you to choose this topic?
One year ago, a fellow student and I founded the NGO “Buy Food with Plastic,” which sensitizes people to a more conscious use of plastic. We give plastic a value and use it as currency. In countries like Nicaragua, we organize events where local people can pay for a meal with plastic bottles they have collected. These, in turn, are used as building materials to give families a roof over their heads. Based on this idea, we now want to develop a sustainable business model that incorporates the concept of events while being economically feasible at the same time. Our venture is supported by the ZHAW School of Management and Law Impact Entrepreneurship Program. I hope my Bachelor’s thesis has enabled me to understand better the interaction between the private and the public sector in creating mutual synergies.

Which CSR/ethics or sustainability modules do you remember from your studies?
The elective module “Business and Human Rights,” in particular, where I gained in-depth knowledge of international human rights and their implementation in the business world. Through guest lectures and in lengthy discussions, we examined the topic from all angles. Aspiring managers should be aware of the impact their decisions can have on people and the environment.
Ms. Albright, what motivated you to write your Bachelor’s thesis on this topic?
Discussions about sustainability in the clothing industry are often about consumer buying behavior concerning sustainable fashion. The practice of consumers returning online purchases is rarely discussed, yet of the four billion parcels circulating in Europe, about 25 percent are returns. This large returns rate is a problem for fashion retailers, since, in addition to logistical and cost issues, each return is a burden on the environment. Additional shipments increase CO₂ emissions and generate vast amounts of waste in the form of packaging. It is, therefore, all the more important to understand the reasons for returns so that the rate can be lowered.

Which modules have enabled you to write your Bachelor’s thesis in this field?
During my stay abroad in Australia, I attended a lecture on supply chain management. There, the subject of “reverse logistics” (returns logistics) was examined in more detail. This involves all the logistical processes involved in goods returning from (end) customers to be reintegrated into the supply chain. It includes returns management as well as the subsequent disposal, reprocessing, or repair of the goods. Above all, an exorbitant increase in the number of returns due to the success of online retailing, coupled with a worldwide increase in ecological and social awareness by manufacturers and consumers, has led to the problem of reverse logistics becoming more critical in recent decades.

To shed more light on the topic, you also conducted an online survey. What did you hope to find out?
Among other things, I wanted to investigate the reasons for returning products from a customer perspective. In the survey, behavioral reasons like “does not fit,” “I didn’t like it,” or “several pieces were ordered for selection” were mentioned more frequently than logistical reasons such as “delivery time too long” or “double or incomplete delivery.” Furthermore, I discovered that men buy far fewer clothes online than women do and that they return far less. In the second part of the survey, I asked participants about the usefulness of various measures that fashion retailers employ to reduce the returns rate. These include, for example, virtual dressing rooms that allow consumers to try clothes online, or rewards for customers keeping a complete order. For example, some retailers offer a discount on the next purchase while others refund the shipping costs of an unreturned order.
What role does environmental awareness play in returning fewer items of clothing?

As part of a literature review, I found that greater knowledge of sustainability issues does not directly lead to more sustainable behavior. However, education is an irreplaceable factor in strengthening environmental awareness. Consumers seldom think about the environmental impact of their returns and are not sensitized to this issue. This also has to do with the fact that the energy consumption and ecological cost of reverse logistics in the garment industry are undetermined despite being considerable. Even companies that are aware of their social and environmental responsibilities in other business areas are reluctant to tackle this particular issue. This is not because it is unimportant, but because in many cases it goes beyond a company’s typical planning and budgeting.

Have the findings of your Bachelor’s thesis influenced your returns behavior?

Even before my Bachelor’s thesis, I bought very few clothes online since I found it a nuisance to collect parcels and send some items back later. I also enjoy looking at the items, touching them, and trying them on. Above all, this Bachelor’s thesis has opened my eyes to the extent of return shipments and the associated ecological impact. Since then, I have been buying even less online.

Online shopping is a strain on the environment (SDG 13). With her thesis, Lynn Albright makes an important contribution to the achievement of SDG 12: Responsible Consumption and Production.
Ms. Thalmann, what motivated you to write your Bachelor’s thesis on this topic?
Any financial investment, whether it is sustainable or not, produces not only a financial return but directly or indirectly affects the environment and society. However, the idea that sustainable investments are less profitable than traditional investments is still widespread, the assumption being that a decision to invest sustainably automatically means accepting a lower return. In my Bachelor’s thesis, I wanted to investigate this claim and analyze whether it is financially worthwhile for investors to make sustainable investments. Possible outcomes included higher returns and/or greater risks compared to conventional investment.

How did you proceed exactly?
After reviewing existing literature in this field, I statistically examined more than 1,500 international equity funds. In so doing, I calculated the correlation between ESG value and performance as well as between ESG value and volatility. The ESG value assesses environmental and social responsibility as well as the governance (ESG = environment, social, corporate governance) of companies. Ecological and social issues cover a wide range of topics, such as environmental strategy, employee relations, the sustainability of products and services, and respect for human rights. The assessment of a company’s corporate governance includes issues such as transparency, the compensation system, and business ethics.

What did you discover? Does sustainable investing make sense financially?
My analyses show no correlation between ESG value and performance. The integration of ESG into the investment decision has neither a positive nor a negative effect on return. This shows that performance is independent of sustainability and, consequently, it is quite possible to generate above-average returns through sustainable investments. Additionally, I found a slight negative correlation between ESG and volatility, meaning that the more sustainable the investment, the lower the risk. Investing with a good conscience does not necessarily imply a poor outcome and higher risk. In my opinion, sustainable investment will experience considerable growth in coming years.

Which CSR/ethics or sustainability modules do you remember from your studies?
Two modules, in particular, have remained in my memory. First, there is “Global Environmental Challenges,” which I
attended during my semester abroad at the Universidad Carlos III de Madrid. The module addressed global environmental challenges such as climate change or biodiversity loss and how companies can address these issues. Second, there is the ZHAW School of Management and Law compulsory module “Corporate Responsibility,” which looks at sustainability from a business-related, strategic perspective. As part of a semester project with EDEKA Südwest, we were able to apply what we had learned directly in a practical context. Specifically, we analyzed the company’s sustainability goals.

In her thesis, Gianina Thalmann shows why sustainable investments will experience a strong upturn in the coming years. She therefore makes a valuable contribution to the achievement of SDG 8: Decent Work and Economic Growth.
“At the ZHAW School of Management and Law, researchers are involved in various projects dealing with aspects of a sustainable and future-oriented society.”

Further details can be found here: >>> www.zhaw.ch/sml/prme/en
Five Research Priorities

CORPORATE RESPONSIBILITY MANAGEMENT
The Center for Corporate Responsibility handles corporate responsibility management as a research focus. It deals with all aspects of corporate responsibility and sustainability management. Topics include communication and reporting on corporate responsibility, human rights and responsibility in the supply chain, and sustainability innovations.

>> www.zhaw.ch/ccr/en

ENABLING ENERGY TRANSFORMATION
Enabling energy transformation as a research focus involves two organizational units: the Center for Innovation Systems and the Center for Energy and the Environment.

The Center for Innovation Systems deals with the planning and development of innovation and business ecosystems, research and innovation clusters, and the design of participatory innovation processes, especially in the area of sustainability and energy.

>> www.zhaw.ch/iie/innosys

The Center for Energy and the Environment deals with economic and business issues related to energy and the environment at a national and international level. Priority topics include climate policies and strategies, energy security, local pollution, and the behavior of environmental and energy market players.

>> www.zhaw.ch/cee/en

Both organizational units work closely with the Swiss Competence Center for Research in Energy, Society and Transition (SCCER CREST).
SOCIAL LAW
Social law as a research focus is the responsibility of the Center for Social Law. It deals with socio-legal issues in a national and international context. Core topics include labor law, social security law, data protection law, health law, and anti-discrimination law.

www.zhaw.ch/zsr/en

ETHICALLY RESPONSIBLE LEADERSHIP
Ethically responsible leadership as a research focus is the responsibility of the Center for Human Capital Management. It deals with the ethical responsibilities of leadership.

www.zhaw.ch/zhcm/en

BUSINESS AND HUMAN RIGHTS
Business and human rights as a research focus will soon be assigned to an organizational unit. It is part of the STRIP “Social Responsibility and Entrepreneurship” and addresses corporate social responsibility along global supply chains.

Establishment of a competence area on “business and human rights”

“The ZHAW School of Management and Law has defined three main research areas since 2014. Between 2017 and 2018, two more were added.”

Herbert Winstörfer, PRME Academic Point Person, ZHAW School of Management and Law
Further details can be found here:
>>> www.zhaw.ch/ccr/en
Selected Research Projects

An overview of selected research projects at the ZHAW SML from 2017 to 2018.

Focus on Corporate Responsibility Management

THE SUSTAINABILITY REPORT AS A MEANS OF STAKEHOLDER-ORIENTED COMMUNICATION: SOLUTIONS FOR THE APPLICATION OF NEW REPORTING GUIDELINES BY SWISS COMPANIES

- Project Duration: April 2015 to March 2017
- Project Partners:
  - Center for Corporate Responsibility (ZHAW SML)
  - Institute of Marketing Management (ZHAW SML)
  - University of Applied Sciences Northwestern Switzerland FHNW
  - Kuoni Travel Holding
  - Basler Kantonalbank/Bank Coop AG
  - BSD Consulting
  - Center for Corporate Reporting (CRR)
- Contact: Herbert Winistörfer
- Brief Description: Companies of all sizes and industries publishing a sustainability report are currently faced with the following major challenges: the increasing standardization through the further development of GRI, the growing importance of materiality and completeness as a result of GRI G4, the tendency to integrate annual reports and sustainability reports, and an unclear stakeholder or target group orientation. A set of instruments was developed as part of this project for the use by companies that want to update their sustainability reporting in the light of the new challenges outlined above.

THE IMPORTANCE AND SIGNIFICANCE OF OECD GUIDELINES FOR MULTINATIONAL ENTERPRISES IN SWITZERLAND

- Project Duration: May 2017 to December 2017
- Project Partners:
  - Center for Corporate Responsibility (ZHAW SML)
  - University of Applied Sciences Northwestern Switzerland FHNW
  - öbu – Swiss Sustainable Business Network
  - State Secretariat for Economic Affairs (SECO)
  - Swiss Agency for Development and Cooperation (SDC)
- Contact: Herbert Winistörfer
- Brief Description: This study uses a representative survey to show the degree of familiarity and relevance of OECD Guidelines and the NCP among Swiss companies compared to other international CSR standards. At the same time, it contributes to raising awareness of OECD Guidelines and provides information on the needs and possible forms of support for companies when implementing OECD Guidelines.
Focus on Enabling Energy Transformation

THE REFORM OF WATER RATES AND ITS IMPACT ON CANTONAL BUDGETS

- Project Duration: 2017 to 2018
- Project Partners:
  • Center for Energy and Environment (ZHAW SML)
  • Institute of Marketing Management (ZHAW SML)
- Contact: Prof. Dr. Regina Betz
- Brief Description: This project is part of the NRP 70 joint project “The future of Swiss hydropower.” The revenue and expenditure situation of the Swiss hydropower plants in 2015/2016 was analyzed, and future developments were estimated by means of electricity price scenarios up until 2035. Various types of water rates reform were also simulated to understand their impact on hydropower profitability. In addition, a detailed analysis of the ownership structure of hydropower plants presented the effects of different market developments and water rates regimes on cantonal budgets — and compared them with figures on financial equalization.
- Publications:

PROMOTION OF ENERGY-EFFICIENT BEHAVIOR IN CITIES

- Project Duration: 2014 to 2018
- Project Partners:
  • Center for Innovation Systems (ZHAW SML)
  • Institute for Sustainable Development (ZHAW School of Engineering)
  • Institute for Environmental Decisions (ETH Zurich)
  • The cities of Winterthur, Baden, and Zug
- Contact: Dr. Yann Blumer
- Brief Description: This research project, funded by the National Research Program “Energy Consumption Control” (NFP 71) of the Swiss National Science Foundation, investigates how cities can motivate their inhabitants to adopt energy-saving lifestyles. The core element of the study is energy-saving interventions, which are being developed and implemented together with the Swiss energy cities of Winterthur, Baden, and Zug. As part of the project, three interventions were developed, conducted, and evaluated.
- Publications:
  • Seidl, R.; Moser, C.; Blumer, Y. (2017). Navigating behavioral energy sufficiency. Results from a survey in Swiss cities on potential behavior change. PLOS ONE, 1–19. Available at: https://doi.org/10.1371/journal.pone.0185963
Further details can be found here:
>>> www.zhaw.ch/zsr/en
A STUDY ON THE SIGNIFICANCE OF THE UN CONVENTION ON THE RIGHTS OF PERSONS WITH DISABILITIES FOR THE CANTON OF ZURICH

- **Project Duration:** August 2017 to December 2018
- **Project Partners:**
  - Center for Social Law (ZHAW SML)
  - Institute of Diversity and Social Participation (ZHAW School of Social Work)
  - Institute of Social Management (ZHAW School of Social Work)
- **Contact:** Tarek Naguib
- **Brief Description:** The Center for Social Law collaborated in a study by ZHAW on behalf of the Disability Conference of the Canton of Zurich (BKZ). The need for action in the canton of Zurich regarding the implementation of the UN Convention on the Rights of Persons with Disabilities was examined. Based on the obligations of the UN Convention on the Rights of Persons with Disabilities, the current situation, as well as discrepancies between the current state and the goals, were shown. The aim was to formulate recommendations for the Government Council of the Canton of Zurich.

LABOR MARKET INTEGRATION: NEED FOR A CULTURAL CHANGE FOR OLDER WORKERS? OPPORTUNITIES AND HURDLES OF NEW CAREER MODELS

- **Project Duration:** January 2018 to December 2019
- **Project Partners:**
  - Center for Social Law (ZHAW SML)
  - Center for Human Capital Management (ZHAW SML)
  - Neustarter-Stiftung
  - Zürcher Kantonalbank
- **Contact:** Dr. Claudia Sidler-Brand
- **Brief Description:** The labor market integration of older workers is fraught with numerous problems and obstacles. This research project addresses the need for a cultural change among older workers. The opportunities and hurdles of new career models such as partial retirement and reduced work and salary in the final career stage are examined. This project is part of the ZHAW research focus on social integration.
- **Publications:**
Further details can be found here:

>>> www.zhaw.ch/zhcm/en
Focus on Ethically Responsible Leadership

“APPLIED BUSINESS ETHICS – FOUNDATION FOR STUDY AND DAILY PRACTICE” TEXTBOOK

- **Project Duration:** May 2017 to March 2019
- **Project Partners:**
  - Center for Human Capital Management (ZHAW SML)
  - World Scientific Publishing
- **Brief Description:** The “Angewandte Unternehmensethik – Grundlagen für Studium und Praxis” textbook by Prof. Mathias Schüz, for which he was awarded the SML Publication Award in the book category in 2018, has been translated into English. It provides students, educators, and practitioners with the most important foundations and novel approaches to corporate ethics, enabling decision-making for the benefit of all concerned. The book presentation took place on 4 March 2019 with guest of honor Nikolas Stürchler, Deputy Mission Head at the Swiss Embassy in Singapore.
Dr. Schmidt, what is the motivation to study business-related human rights issues at the ZHAW School of Management and Law?

Companies exert a significant and diverse influence on people. First, they create jobs and therefore income for their employees. This happens in Switzerland, but also along the companies’ globalized value chains and supply chains abroad, such as in upstream production facilities or the extraction of raw materials. Here is where human rights issues such as low wages or child labor are an issue. When it comes to working conditions, the expectations of Swiss consumers are evident. They want companies to set clear targets and ensure they are followed. We currently see this in the debate about the political initiative concerning the responsibility of corporations. However, what tools are available to companies and, above all, how effective are they for local workers? The Center for Corporate Responsibility has been running courses on these topics for many years. We have acquired a lot of knowledge and can rely on useful contacts in companies as well as other protagonists. In addition, an analysis of existing university and organizational centers of excellence carried out by us as part of the strategic initiative revealed that there are no players in Switzerland highlighting this issue primarily from an entrepreneurial-strategic angle. Therefore, it makes sense to work on the relationship between business and human rights from this perspective at the ZHAW School of Management and Law.

“Our aim is to integrate the topic of business and human rights in all four performance areas of the ZHAW School of Management and Law.”
We want the focus of competence to be particularly concerned with corporate social responsibility along global value chains and supply chains.

Are some sectors of the economy more important than others in this context?

Not per se. All globally active or well-integrated companies face social challenges because of their complex supply chains. However, through existing contacts, the Center for Corporate Responsibility has been concentrating on specific business sectors, including the chocolate, gold, and textile industries. For one thing, these areas have special links to Switzerland and our country is associated with them internationally. In the case of chocolate, some cocoa is harvested in West Africa by children. Chocolate manufacturers are expected actively to ensure that conditions improve or, as far as the local social conditions allow, that no child labor is employed at all. We have been involved with this since 2018 through the “Living Income and Child Labor” working group of the Swiss Sustainable Cocoa Platform. Here, we work closely with companies in the chocolate industry and other stakeholders. Similarly, the luxury goods industry, especially the watch and jewelry sector, has a high “Swissness” factor. What is less known is the fact that much of the world’s traded gold, which is also used in this industry, is processed in this country. With the Center for Corporate Responsibility and the Luxury Management competence team, we combine two teams in the Department of International Business dealing with the topic of a responsible luxury goods sector. Such an accumulation of expertise is unique in Switzerland and appeals to companies that want to address human rights issues in their supply chains.
What precisely should competence focus area activities consist of?
Our aim is to integrate the topic of business and human rights in all four performance areas of the ZHAW School of Management and Law, namely degree programs, continuing education, applied research and development, and consulting. In the two degree programs managed by the Department of International Business, the Center of Corporate Responsibility has long been offering a module that deals explicitly with business and human rights. From the beginning, we have worked with guest lecturers from the field who teach the subject from the perspective of an NGO or a multinational company. We also carry out research projects. In 2017, a study was conducted on behalf of the State Secretariat for Economic Affairs (SECO) and the Swiss Agency for Development and Cooperation (SDC) on the significance and value of OECD Guidelines for multinational enterprises in Switzerland. More recently, we conducted an impact study on the amfori BSCI Social Standard with Migros suppliers in China. Applied research does not deal with basic concepts such as ethical or social aspects of corporate responsibility but instead focuses on answering questions that arise in a practical context. To initiate and carry out such projects successfully, we need dialogue and cooperation with relevant players who contribute to the debate on the economy and human rights in Switzerland and around the world. Our network of research institutes as well as companies, international organizations (e.g., the International Labor Organization ILO), economic initiatives, and NGOs have expanded and strengthened over the past year. For example, within the context of the impact assessment mentioned earlier, we have expanded our network to include the amfori business association with over 2,000 members worldwide. As a university of applied sciences, we can transfer knowledge and act as a conduit between players at the intersection between research and application. We also do this through consultancy and training. Here we support our network partners in their activities and find joint solutions to strategic issues, such as human rights due diligence.

How can students at the ZHAW School of Management and Law benefit from these activities?
Through our networks and research activities, many synergies result in excellent teaching and training at the ZHAW School of Management and Law. Our students find issues of value-oriented, responsible corporate governance more crucial than ever, and they see the challenges that modern companies must actively address in the face of climate change, but also concerning working conditions and human rights. The public discussion are for many a reason to think about the role they will play as future managers. This can be seen, for example, during discussions at our regular sustainability get-togethers, but also in the classroom. At the ZHAW...
School of Management and Law, students expect us to engage with these topics, focus on the practical context, and convey them in a solution-oriented way. Technical foundations and methodological approaches – such as carrying out risk assessments of company activities that may be linked to human rights violations – are highly topical issues. But of course, we also want to show how the strategic integration of corporate responsibility and credible sustainability management can be economic success factors. Young and committed entrepreneurs can use this information to develop ideas for their own companies; companies that offer feasible solutions in an environment characterized by critical expectations and implement them profitably. A university that is open to critical thinking on such key issues and ready to consider new paths will be able to build strong ties to its graduates and nurture a sense of community among its employees. So, when we invite guest lecturers from our network to speak to students, we see that human rights is not just an abstract topic but an issue of strategic importance for companies. We would also like to bring our students into contact with companies that work on these issues through business projects or to integrate them into more extensive research projects as part of their Bachelor’s and Master’s theses. For example, we are currently planning a project on the use of social standards with which to manage occupational safety in the global supply chains of the textile industry. We want to enable students from foreign partner universities and Winterthur to collaborate and exchange ideas internationally.

In your opinion, what contribution does this competence focus make to the achievement of the SDGs?
As members of the UN PRME initiative, we are encouraged to be more active than perhaps other business schools, especially when it comes to achieving the SDGs. With the competence focus “Business and Human Rights,” we particularly address SDG 8 on sustainable economic growth and dignified work for all. It is precisely this goal that demonstrates the close link between economic and social sustainability, which we want to highlight and support through our activities.
Our Involvement in the PRME Network

“2018 is the fourth year of membership in PRME for the ZHAW School of Management and Law. The exchange of experiences with other business schools in the PRME DACH Chapter and the PRME Champion Group provides an opportunity to learn from best practices and each other.”

Further details can be found here:
>>> www.zhaw.ch/sml/prme/en
The ZHAW SML As a Member of the PRME Community

The ZHAW SML is an active member of the PRME DACH Chapter and the PRME Champions Group.

PRME DACH CHAPTER

An effective exchange relies heavily on participation from the ZHAW Management and Law Faculty in the regional PRME Chapter for the German-speaking (DACH) region. Dialogue among members of the PRME DACH Chapter contributes to continuous development in terms of responsible management training. The ZHAW School of Management and Law is an active member of the PRME DACH Chapter. It regularly attends DACH Chapter meetings and conferences and in November 2017 organized and hosted the fifth PRME Chapter meeting on “Five Years of PRME DACH Chapter – Vision for 2022” as well as the first ever SDG Roadshow in Switzerland. In addition, the ZHAW School of Management and Law and five other business schools launched a video competition for students in 2018. The goal was to give students a platform; they were asked to produce short videos that express what they envisage responsible management education to be and what their wishes are in this regard.

The DACH Chapter organizes regular events and other activities for its members and an interested public (see box).

Activities

DACH Chapter Meeting: The DACH Chapter meeting is held once a year. It is hosted by one of its member universities and is the principal event for members of the Chapter.

PRME Research Conference: The PRME Research Conference sees itself as a platform for all members of the PRME network and researchers in the field of responsible leadership training. The conference is hosted every two years by the PRME DACH Chapter and in the interim years by another international PRME Chapter.

SDG Roadshows: The PRME network aims to disseminate the SDGs through public events organized in conjunction with the local networks of the UN Global Compact.

Workshops in DACH workspaces: Members of the DACH Chapter are involved in thematic workspaces. These include, in particular, the implementation of PRME and the SDGs in the curriculum, the understanding of responsible management training in German-speaking countries, faculty development, support of student initiatives, and PRME reporting.
Of the 689 participating universities worldwide, the ZHAW School of Management and Law has been included in the PRME Champions Group for the period 2018 to 2019. The Champions Group is made up of the 38 most progressive business schools in the international PRME community. They commit to realizing the SDGs through a significant transformation in teaching, research, and partnerships. With the flagship project “Mainstreaming the SDGs in PRME Institutions,” PRME Champions work together to develop models and case studies that help other universities integrate the SDGs into their operations.

### DIALOGUE IN THE PRME NETWORK

In 2017 and 2018, the ZHAW School of Management and Law participated in the following events:

### Calendar Overview

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>2017</td>
<td></td>
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<tr>
<td>April</td>
<td>Strategy workshop of the PRME DACH Chapter at Reutlingen University (Germany)</td>
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<tr>
<td>November</td>
<td>5th PRME DACH Chapter Meeting at the ZHAW School of Management and Law (Switzerland)</td>
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<tr>
<td>November</td>
<td>SDG Roadshow at the ZHAW School of Management and Law (Switzerland)</td>
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<tr>
<td>2018</td>
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<tr>
<td>January</td>
<td>PRME DACH Chapter Workshop on PRME Reporting at the ZHAW School of Management and Law (Switzerland)</td>
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<tr>
<td>February</td>
<td>PRME DACH Chapter Workshop at the Management Center Innsbruck (Austria)</td>
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<td></td>
<td>1st PRME Champions Meeting at the Audencia Business School (France)</td>
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<tr>
<td>October</td>
<td>2nd PRME Champions Meeting at INCAE Business School (Costa Rica)</td>
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<tr>
<td>November</td>
<td>5th PRME Research Conference at Cologne Business School (Germany)</td>
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<td></td>
<td>6th PRME DACH Chapter Meeting at Cologne Business School (Germany)</td>
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</table>
First Swiss SDG Roadshow at the ZHAW SML

At the fifth PRME DACH Chapter Meeting, a PRME network roadshow on the UN Sustainable Development Goals was held at the ZHAW SML in November 2017.

BACKGROUND
While there is awareness of the SDGs, their integration into strategic development has been falling for a variety of reasons. Here is where the SDG Roadshow comes in, by aiming to inform entrepreneurs and highlighting the possible added value of integrating the SDGs into corporate strategy.

In an information and discussion event, which took place in cooperation with the UN Global Compact Network Switzerland and "öbu," the Association for Sustainable Business, representatives from science and industry discussed the significance of the SDGs for (small and medium-sized) companies, universities, and private individuals. Some 120 students, employees, and guests attended, taking the opportunity to find out more about the 17 SDGs.

BRIEF INTRODUCTORY LECTURES
After a short introduction to the SDGs by Antonio Hautle, Senior Program Leader of the Global Compact Network Switzerland, their significance for companies, business sectors, and universities was explained in five lectures. Among other things, questions were raised about how companies can embed the SDGs in their activities, what competitive advantages and opportunities the SDGs offer for the hospitality industry in the canton of Graubünden, and what role universities play in fulfilling the SDGs. Dr. Petra Molthan-Hill reviewed the implementation of the SDGs at Nottingham Business School/Nottingham Trent University, UK.

PANEL DISCUSSION
In the second part of the event, academics and practitioners discussed the implementation of the SDGs in companies and universities. The podium discussion was moderated by Jonas Haertle, the former Head of PRME at the UN Global Compact. Antonio Hautle (UN Global Compact Network Switzerland), Dr. Elgin Brunner (BSD Consulting), Prof. Lutz E. Schlange (HTW Chur), and Christian Hunziker (Hunziker Partner AG) participated in the discussion. Questions included “Why are the SDGs important for companies, universities, and individuals?,” “What are the most important goals at company and university level?,” and “How must companies, universities, and other players work together to help achieve the SDGs?”

“The SDG Roadshow aims to familiarize companies with sustainable development goals. For the first time, it has taken place in Switzerland.”

Marie-Christin Weber, PRME Coordinator, ZHAW School of Management and Law

POSTER SESSION AND RECEPTION
Over an aperitif at the closing reception, participants enjoyed an opportunity for personal exchanges and networking. They were also able to familiarize themselves with the SDGs in more detail through a poster presentation.
Jonas Haertle, Prof. Lutz E. Schlange, Oana Laura Libotte, Antonio Hautle, Christian Hunziker, Dr. Elgin Brunner, Dr. Petra Molthan-Hill, and Dr. Katharina Hetze (from left to right) discussed the importance of the SDGs for companies, economic sectors, and universities.
PRME4US: Video Contest for Students

The PRME community met in November 2018 in Cologne for the fifth PRME Research Conference in conjunction with the sixth PRME DACH Chapter Meeting. In a special award ceremony, the winners of the PRME4US video competition were announced.

FIFTH PRME RESEARCH CONFERENCE
From 12–13 November 2018, the fifth PRME Research Conference was held, organized by the Center for Advanced Sustainable Management of Cologne Business School. The PRME Research Conference sees itself as a platform for all members of the PRME network and researchers in the field of responsible leadership training and takes place every two years in Germany, Austria, or Switzerland. Following an introduction by Florencia Librizzi, a former PRME Senior Manager, the numerous participants from science and practice discussed responsible leadership in the training of junior staff.

STUDENTS DEVELOP IDEAS FOR RESPONSIBLE MANAGEMENT EDUCATION
The conference invited students worldwide to create a two-minute video sharing their views and opinions on responsible management education. The numerous videos received provided an impressive illustration of why responsible management education is essential and how universities prepare their students for the professional demands of our world in the context of global challenges.

The ideas for implementing responsible management training could not have been more diverse. There was drawing, acting, and even dancing. From everyday sustainability decisions to perspectives of the future, the issue was highlighted in many ways. On one point, however, all candidates were in agreement – given the global challenges, the SDGs are a valuable guide and compass for navigation.

The video contest was organized by six partner organizations of the PRME DACH Chapter (Management Center Innsbruck, Cologne Business School, FH Wien of WKW, Vienna University of Economics and Business, University of Applied Sciences Chur, and the ZHAW School of Management and Law) with the goal of hearing authentic voices from around the world. Marie-Christin Weber, PRME coordinator at the ZHAW School of Management and Law, was a member of the judging panel. A total of 26 video submissions by 80 participants from nine countries and four continents were submitted. The winning team from Fundação Instituto de Administração (Brazil) and the three runners-up from Deakin University (Australia), the University of Sao Paulo (Brazil), and the Management Center Innsbruck (Austria) were also invited to the event. The submitted videos can be viewed on YouTube at #prme4us.

SIXTH PRME DACH CHAPTER MEETING
The sixth PRME DACH Chapter Meeting took place at the same time as the research conference. The DACH Chapter currently consists of 59 universities, including the ZHAW School of Management and Law. During the meeting, Prof. Elisabeth Fröhlich, President of Cologne Business School, was appointed the new spokesperson for the PRME DACH Chapter. She is committed to strengthening cooperation between German-speaking universities in the field of sustainability. In addition, PRME DACH Chapter member universities took the opportunity to exchange views and continue working on their 2017–2018 strategy.
The PRME Research Conference sees itself as a platform for all members of the PRME network and researchers in the field of responsible leadership training. It took place for the fifth time from 12 to 13 November.

The winning team of the PRME4US video competition received the "Student Voice for RME Award" during a special award ceremony.
“Through various extracurricular activities and events, the ZHAW School of Management and Law facilitates and supports dialogue and discussion with her students, alumni and staff, as well as the business community, civil society, and other stakeholders on issues of social responsibility and sustainability.”

Further details can be found here:
>>> www.zhaw.ch/sml/prme/en
Alumni Services

Connecting ZHAW SML Students, Staff, and Alumni

SML Alumni Services hosts a range of events and activities to encourage networking among SML alumni, students, and faculty.

STAYING IN TOUCH
Who would not want to look back fondly to their student days and return to their alma mater from time to time and whenever time permits? Through its Alumni Services, the ZHAW School of Management and Law provides a dedicated platform for those wishing to stay connected with their former place of study, with the city of Winterthur, and with each other. Affiliated with the Marketing staff unit, SML Alumni Services is committed to strengthening the sense of belonging among students, alumni, and faculty and to creating long-lasting networks. As part of the strategic initiative “Social Responsibility and Entrepreneurship,” the Alumni Services team (Harri Reifler and Valentina Vergallo) regularly organizes networking events and offers expert advice to the various alumni associations and chapters of the SML’s various degree programs (e.g., the Chapter Banking & Finance and the Chapter Risk & Insurance).

NETWORKING EVENTS
SML Alumni Services organizes a wide range of events for students, staff, and alumni. These include one-off events as well as formal and informal events held every year (see box). Apart from the Alumni Homecoming Day, formal events mainly involve smaller groups (20 to 100 people). Besides providing networking opportunities, events focus on transferring knowledge through keynote lectures on specific topics. Harri Reifler from the Alumni Services team explains that one of the annual highlights is the Alumni Homecoming Day. Held every fall, the event is aimed exclusively at all former SML staff and students. “Our goal is to stay actively connected with our graduates even after they leave. We also offer them access to the SML’s alumni communities and think tanks. The Alumni Homecoming Day is ideally suited to meeting and exchanging ideas with former faculty and fellow students,” says Reifler.

“Our goals are to build bridges, create synergies, and strengthen a sense of belonging among students, alumni, and staff concerning their (former) university.”

Valentina Vergallo, Alumni Services, ZHAW School of Management and Law
“We are also planning the first-ever event, to be held on 11 May 2019, on one of the 17 SDGs,” Reifler explains. Under the motto “Deeds not Words: A Sustainability Day on an Alp,” Alumni Services are inviting all SML students, alumni, and staff to support Schrina Walenstadtberg Alpine Corporation in various ways such as clearing pastures, fencing, and mowing grass. “Our volunteering event aims to help achieve Goal 15 ‘Life on Land,’” Reifler emphasizes. Like the SML Clothing Swap in October 2018, the event will be held in close association with PRME at the ZHAW School of Management and Law.

**EXPERT CAREER ADVICE: ENHANCING GRADUATE EMPLOYMENT PROSPECTS**

The Career and Alumni Services Office offers students and alumni expert advice on employment prospects, career opportunities, and networking strategies. Career Services, for example, provides students feedback on how to best design their CV. Other services include video interview training followed by an optional feedback session.

[www.zhaw.ch/de/sml/studium/alumni-services](http://www.zhaw.ch/de/sml/studium/alumni-services)

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**Selected Events**

- **SML Sport Challenge:** SML alumni, students, and staff compete in a friendly beach volleyball or football tournament.
- **SML Töggeli-Masters:** The SML Töggeli-Masters proves that table football is still a popular pastime among students and staff.
- **SML Meet & Grill:** Students, alumni, and faculty members gathered in late September to mark the beginning of the fall semester and the end of summer.
- **SML Clothing Swap:** Students, staff, and alumni have the opportunity to trade used clothes in a congenial atmosphere, which includes music and drinks.
- **Alumni Homecoming Day:** The flagship event is aimed at all former SML students and faculty.
- **Fondue Party:** Every winter, SML alumni are invited to a fondue party.
Swapping Not Buying: The First SML Clothing Swap

“Fast Fashion”: A new business and its side effects

According to the Federal Office for the Environment (FOEN), the Swiss drop around 6 kg of textiles per capita and year into clothes donation banks. The remaining clothes are either passed on privately or disposed of with household garbage.

SHOPPING IS BORING, SWAPPING IS FUN
Still, our wardrobes remain overcluttered. Fashion labels such as Zara and H&M launch up to 24 collections every year. It is a business that comes with side effects, often adverse, for humans and the environment. Clothing swaps counteract the “fast fashion” trend: Clothing no longer worn despite being in good condition can be traded for other items free of charge.

The ZHAW School of Management and Law hosted its first clothing swap on 9 October 2018. Around 200 students, staff, and alumni brought trousers, shirts, shoes, accessories, etc. to the SML Career & Alumni Services Office. For each donated item, participants received a chip entitling them to select another item for free.

CHALLENGES IN THE TEXTILE INDUSTRY
Besides encouraging staff and students to swap clothes, the event was also intended to raise awareness of the problems and challenges facing the textile industry with regard to social and ecological aspects. The SDGs were presented on information panels. Specific examples from the textile industry on each of these goals highlighted which burdens humans and the environment are exposed to, especially through the production of textiles in developing countries, and to what extent these conditions impede sustainable development. Finally, participants were also able to test their knowledge in a Sustainable Fashion Quiz.

“Sustainability is more topical than ever and firmly anchored in the strategy of the ZHAW SML. The clothing swap hosted by Alumni Services makes a meaningful contribution to this pressing issue.”

Harri Reifler, Alumni Services, ZHAW School of Management and Law

FASHION WITH A FUTURE
The concept of slow fashion has evolved in recent years with a view to reducing the social and ecological problems caused by fast fashion. The term slow fashion includes not only sustainably produced fashion, but also used and
some 200 students, staff, and alumni from the ZHAW School of Management and Law swapped used clothes at the first clothing swap held at the ZHAW School of Management and Law.

Swapped clothing. Slow fashion’s success hinges on consumers’ awareness of the need for sustainable clothing and their readiness to buy such clothes.

Sebastian Lanz has created the online platform RRRevolve and the Eco Concept Store to make such products accessible to consumers. Lanz and his team sell fashion labels that are produced and traded according to high social and ecological standards. The three “Rs” convey the concept driving slow fashion: reduce, reuse, and recycle.

At the SML Clothing Swap, Lanz gave an informative talk on the challenges of sustainably produced and fair-trade fashion. Even if demand for fair fashion is slowly increasing, conventional fast fashion still accounts for the majority of the market. For example, fair fashion manufacturers and retailers often lack the power to push for change on a grand scale. Here, too, the onus lies on consumers. Because, as RRRevolve puts it: “Every receipt is also a ballot paper. Each one of us decides who and what our money supports.” Lanz also advises consumers to be guided by quality seals when buying clothes, as these provide information on whether and to what extent a product or a company complies with minimum social and/or ecological standards. These include the Global Organic Textile Standard (GOTS), a seal that guarantees a transparent production chain, from the cotton field to the finished garment, as well as high social and ecological standards. The seal of the Fair Wear Foundation, a red coat hanger, is also becoming increasingly widespread. Companies bearing this seal of approval are regarded as leaders in enforcing labor laws and social standards in the textile industry.

**Outlook**

“The first SML Clothing Swap was well received by students, staff, and alumni. It was exciting to see how many beautiful items found a new owner,” said the organizers, drawing a positive conclusion. “Next time, we would like to make the event even better known within ZHAW,” Reifler says. The next clothing swap will take place on 10 October 2019.
SML Impact Entrepreneurship: Promoting Sustainable Business Ideas

Seven questions for Ramona Lieser, project manager of the Impact Entrepreneurship Program at the ZHAW SML

Ms. Lieser, the program was launched at the ZHAW School of Management and Law in 2017 as part of the strategic initiative “Social Responsibility and Entrepreneurship.” What was the motivation?

Established companies have for some time been focusing on sustainable economic development and social responsibility. For about two decades, this development has also been evident in the field of start-ups. Environmental and natural disasters, rising economic inequalities, and the negative effects of globalization demand engagement and behavioral change. As a result, impact entrepreneurship has become an increasingly important and relevant issue in recent years, both worldwide and in Switzerland. Cases in point include successful and steadily growing ventures such as the Social Entrepreneurship Initiative & Foundation (Seif) or the Impact Hub in Zurich. Innosuisse also offers specialized social entrepreneurship training. In recent years, SML students and junior faculty have become increasingly interested in impact entrepreneurship. The program was created to support these potential young entrepreneurs in realizing their ideas.

What do “impact entrepreneurs” do?

Impact entrepreneurs help to solve global and local social problems entrepreneurially. They are involved in very different areas. Their products and services, for instance, seek to improve living and working conditions, reduce environmental pollution, expand educational opportunities, or combat hunger and poverty. Their business ideas primarily strive to add social value and contribute to solving social problems rather than maximizing their own financial gain.

Nevertheless, sooner or later impact businesses generate sales and profits, which are then reinvested in order to sustain the business in the long term.

Starting-up needs to be learned. What support does the program offer participants?

To do good for society and to create lasting impact, impact entrepreneurs need access to financial resources, entrepreneurial knowledge, and a community of like-minded people with whom they can exchange ideas and network. We offer socially innovative founders professional start-up support

“With their business ideas impact entrepreneurs primarily strive to add social value and contribute to solving social problems rather than maximizing their own financial gain.”
over a period of six to 18 months. Our coaching network provides expert advice throughout the program. Some coaches are ZHAW School of Management and Law faculty, others are external experts who have set up a social business themselves or have many years of practical experience in various business areas. The program supports social start-ups in developing their business model. Depending on their needs, they receive in-depth specialist advice on a range of issues (e.g., marketing, drafting patent applications, or legal issues). We also provide co-working spaces at the RUNWAY Startup Incubator. Located under the innovative roof of Technopark Winterthur, it enables founders to work on their business concept and, as a further benefit, to exchange ideas with “like-minded people.” The resulting insights into the experiences and obstacles of other start-ups are significant success factors. We also regularly offer round-tables, lunches, and networking events where start-ups can exchange ideas, not only with each other but also with potential customers, partners, and investors.

Who is the program aimed at? And which criteria should prospective participants fulfill to be accepted?
The program is open to SML students, staff, and alumni, as individuals or as part of a team. At least one team member must have an SML connection. We support two to four ideas a year. Admission is possible at any time. Ideas are selected based on a written application and an initial discussion at the Institute of Innovation and Entrepreneurship. Besides team composition and the business model, important selection criteria also include the idea’s envisaged impact.
Another start-up, “Buy Food with Plastic,” is starting the program in 2019. What else is planned?

“Buy Food with Plastic” was initiated by two SML students. The aim is to reduce plastic waste while combatting hunger and poverty in developing countries. Besides accepting other young social entrepreneurs into the program, we are planning various workshops on the subject of “impact.” One workshop will explore “impact measurement.” Social entrepreneurs are often expected to prove their success or the social impact of their company to investors and other stakeholders. This is precisely the kind of support we intend to give start-ups. The workshop will consider the relevance, measurement, and evaluation of impact. Program participants will also be able to take social entrepreneurship courses offered by Innosuisse, the Swiss Agency for Innovation Promotion.

www.zhaw.ch/sml/impact

One start-up invited to join the program, in July 2018, was Prognolite GmbH. What distinguishes its business idea from others?

In 2018, we supported two start-ups (including Prognolite GmbH) in implementing their business idea. Simon Michel, who studied business administration at the ZHAW School of Management and Law, and his business partner Roman Lickel, also a ZHAW alumnus (in computer science), developed a solution to one of the biggest challenges facing catering companies: the unknown number of expected diners. The catering industry depends more than any other industry on seasonal factors, the weather, and public holidays. As a result, the 30,000 Swiss caterers and restaurant operators throw away food worth around half a billion Swiss francs every year. The two young entrepreneurs are convinced that long-term sales figures, calendar dates, and weather forecasts can be used to predict the number of guests at catering establishments and thus to reduce the amount of food thrown away. Prognolite also managed to secure Swiss cafeteria operator SV Group as a partner for its pilot project.

As a project manager at the SML Impact Entrepreneurship Program, you work with start-ups every day, helping them develop their business ideas. What do you particularly enjoy about your role?

I never stop being impressed by how much passion, energy, and courage our social start-ups commit to working out their business concept. Their ideas make the world a better place and also contribute to changing society. Apart from actual project development, I’m particularly fascinated by participants’ personal development from students to successful company founders. As the program evolves, they make significant progress, including developing presentation skills, building professional know-how, and appearing professional and self-assured when meeting various stakeholder groups.

Ramona Lieser

Ramona Lieser is a research associate at the Institute of Innovation and Entrepreneurship and project leader of the Impact Entrepreneurship Program at the ZHAW School of Management and Law.

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Ms. Weber, what role do student initiatives play in the sustainability development of higher education institutions?

A university’s transformation process towards sustainability can succeed in two ways. Changes can be implemented through top-down strategies, in which measures are planned and defined at the management level. Alternatively, there are bottom-up strategies in which individual players or groups of players initiate change at the university. Bottom-up measures such as student initiatives have enormous potential to start a transformation process towards sustainability.

What exactly is a student initiative in the field of sustainable development?

A student initiative involves a group of students who, in addition to their studies, volunteer at their university. In the field of sustainability, this is often done through projects promoting sustainable development at the university. Such projects include, for example, book and clothing swaps, film evenings on sustainable development issues, as well as lectures and workshops with companies, organizations, and individuals known for their commitment to sustainability.

Why should students get involved in other things while they are studying?

There are many reasons why students should engage in extracurricular activities. On the one hand, they meet people with the same interests and can pursue these interests together. On the other hand, extracurricular activities help them to learn the soft skills their future employers require, such as communicative competence, effective networking, or leadership qualities. Proof of extracurricular commitment can work in a job candidate’s favor.

A student initiative is now being planned at the ZHAW School of Management and Law as part of the STRIP on “Social Responsibility and Entrepreneurship.” Can you tell us more?

Unlike many business schools, there is still no student initiative on sustainable development at the ZHAW School of Management and Law. However, lessons learned in class on aspects of corporate responsibility, sustainability, and ethics show that there are students in each intake who are particularly interested in and motivated to address these issues. In the fall semester of 2019, these students will have the opportunity to organize and carry out the first Sustainability Day at the ZHAW School of Management and Law as part of a voluntary project. Similar events have successfully
taken place at other business schools, and a Sustainability Day has also been rated as promising by students from the ZHAW School of Management and Law.

Who can participate in organizing the Sustainability Day, and what exactly can students expect?

We welcome all undergraduate and graduate students at the ZHAW School of Management and Law who are interested in issues related to sustainable development and responsible management and are willing to contribute their creativity and ideas. The students themselves will develop the topics featured on Sustainability Day and have the opportunity to take a critical look at their university and identify potential improvements by talking to those in charge at the ZHAW School of Management and Law. The objectives of Sustainability Day are to raise awareness of sustainability-related issues among students and employees of the university as well as to promote dialogue in this area.

In an interview, Marie-Christin Weber explains how a student initiative on sustainable development has been launched at the ZHAW School of Management and Law. The goal of the student initiative is, among other things, to have a positive effect on society by contributing to at least one of the 17 SDGs.

Marie-Christin Weber

Marie-Christin Weber is a research associate at the Center for Corporate Responsibility and PRME Coordinator of the ZHAW School of Management and Law. Among other activities, she is responsible for setting up a student initiative in the field of sustainable development.

marie-christin.weber@zhaw.ch
Outlook for 2019 and 2020

For 2019 and 2020, we have set ourselves the following goals concerning the PRME principles.

PRME ROADMAP 2020/2021
We will adopt the PRME Roadmap for the 2020/2021 period and will implement the measures accordingly.

DIALOGUE
We are planning various activities in 2019 to promote sustainability dialogue at the ZHAW School of Management and Law.

These include the first Sustainability Day, which will be organized by and for the students of our university.

Furthermore, there are plans to hold a regular after-work event on social responsibility. It will take place four times a year and be open to anyone concerned about this issue, such as staff and students at the ZHAW School of Management and Law, as well as other departments and interested non-university parties.

The ZHAW School of Management and Law is also starting an open forum on social responsibility. This forum will allow visitors to exchange ideas on successful examples of implementing sustainable development.

CURRICULUM DEVELOPMENT
Based on the “PRME Inventory in Teaching” project, the content and methodology of our curricula will be further developed in line with PRME. This includes the creation and introduction of new modules at Bachelor’s and Master’s level, as well as in part-time continuing education programs.

ENGAGEMENT WITHIN THE PRME NETWORK
We will continue our active involvement in the PRME DACH Chapter and the PRME Champions Group and engage in dialogue with participating universities and other partners. This will include, among other things, participation by the PRME Coordinator in the sixth PRME Research Conference at Jönköping International Business School in the fall of 2019.

RESEARCH
We will continue to conduct high-quality and application-oriented research on PRME-related topics within the five research focus areas we have defined as well as in other organizational units. This also includes inter- and transdisciplinary cooperation with partners from companies and other organizations. A sixth research focus area on sustainable finance will also be added.

PROGRESS REPORT FOR 2019 AND 2020
We will publish the fourth PRME Progress Report for 2019 and 2020, thereby continuing to account for our PRME-related activities.

STRIP ON “SOCIAL RESPONSIBILITY AND ENTREPRENEURSHIP”
The activities in all four initiatives of the STRIP on “Social Responsibility and Entrepreneurship” will be continued and transferred to daily operations at the ZHAW School of Management and Law. These initiatives will be used to create a platform for students, staff, and alumni of the ZHAW School of Management and Law to exchange ideas and engage in social responsibility. University affiliates will gain access to a network – inside and outside the ZHAW School of Management and Law – and become part of a community. In addition, the programs will be more closely interlinked, and synergies will be exploited.

For 2019 and 2020, we have set ourselves the following goals concerning the PRME principles.
“We will continue our commitment to PRME and further integrate social responsibility issues into teaching, research, partnerships, and other areas at the ZHAW SML.”

Stephan Loretan, Chief of Staff, ZHAW School of Management and Law