



School of  
Management and Law

UN Principles for Responsible  
Management Education  
Sharing Information on  
Progress Report 2013–2014

Building Competence. Crossing Borders.



**PRME**



# Preface

## **FACING SOCIETAL CHALLENGES**

The process towards a sustainable society is one of the major and, at the same time, one of the most complex challenges of the 21st century. The economy, as the system providing goods and services, has a significant role to play. The extent of its contributions towards the transformation process, however, depends on the prevailing political environment. Another decisive factor is the manner in which economic players navigate this environment. Any change in conditions on a global scale is highly problematic. Take climate change: For years, the international community of states has been trying to agree on rules, with limited success. Yet it is obvious that the damage caused by climate change costs the global community much more than effective measures to counteract it.

## **MOVING TOWARDS SUSTAINABILITY: AN OPPORTUNITY**

In the current environment, economic freedom gives economic players a wide scope to promote changes which are necessary. Consumers are increasingly prepared to pay more for products manufactured under sustainable conditions. In choosing a new employer, more and more professionals consider a company's values and whether the work they would be doing is meaningful. Such developments enable organizations to design more sustainable products and processes while being successful at the same time. This requires managers who are knowledgeable about sustainability, who recognize new trends early, who develop and implement appropriate strategies, and who do not flaunt legal and moral norms risking their organization's reputation for the sake of profitability.

## **ACCEPTING RESPONSIBILITY AS A UNIVERSITY**

Knowledge organizations such as the ZHAW School of Management and Law (SML) have to do their part. They have to ensure that their students make the connection between their own actions and the ecological and societal challenges of society. Students need guidance to reflect on their role as future professionals and executives. They need support in preparing for the moral dilemmas of the business world. And they need to know the models and tools that businesses can use to understand social responsibility and implement and measure sustainability.

At the SML, we are well aware of our role, and our instructors, researchers, and our other staff have been committed to it for years. The Principles for Responsible Management Education PRME are an ideal tool to further develop our organization in this regard. In launching the PRME project in 2013, a comprehensive review of our situation was undertaken and our potential for change was analyzed. By signing the Principles in 2014, we made a firm commitment. With this commitment in mind, we have initiated a step-by-step process to develop our potential. This report is a testimonial of our recent and current efforts to uphold the PRME. I hope you will find it interesting reading.



**Professor André Haelg**

Dean and Managing Director  
ZHAW School of Management and Law

“The Principles for Responsible Management Education PRME are an ideal tool to further develop our organization. In launching the PRME project in 2013, a comprehensive review of our situation was undertaken and our potential for change was analyzed. By signing the Principles in 2014, we made a firm commitment.”

Professor André Haelg, Dean and Managing Director, ZHAW School of Management and Law

# An Overview of the SML

**First established in 1968 as the HWV (Höhere Wirtschafts- und Verwaltungsschule), the ZHAW School of Management and Law (SML) is one of the leading business schools in Switzerland today, offering internationally recognized Bachelor's and Master's degree programs, a broad range of continuing education courses and programs, and innovative research and development projects.**

All programs are based on scientific theory, interdisciplinary in nature, and strongly oriented to real-world business practices. The school motto “Building Competence. Crossing Borders” reflects the commitment of the SML to provide superior educational opportunities and be open to the international community.

The SML maintains numerous cooperative relationships with over 140 selected partner universities around the world. In accordance with our mandate, we offer BSc, MSc, and continuing education programs as well as consulting and research services. As a university of applied sciences, our goal is to engage in applied research, which is why we focus on research projects that are practically oriented and efficient to implement.

In 2014, some 3,600 BSc and 205 MSc students were enrolled at the SML. Another 2,000 people attended one of approx. 100 certificate programs and continuing education courses. The SML employs some 500 employees, 50 of whom are professors, 150 senior lecturers, and over 200 research associates.



# Our Understanding of PRME

**In order to arrive at a joint understanding of the terms “sustainability” and “social responsibility” for the SML, the Executive Committee has adopted a model created for the purpose, the so-called “Responsibility Cube”.**

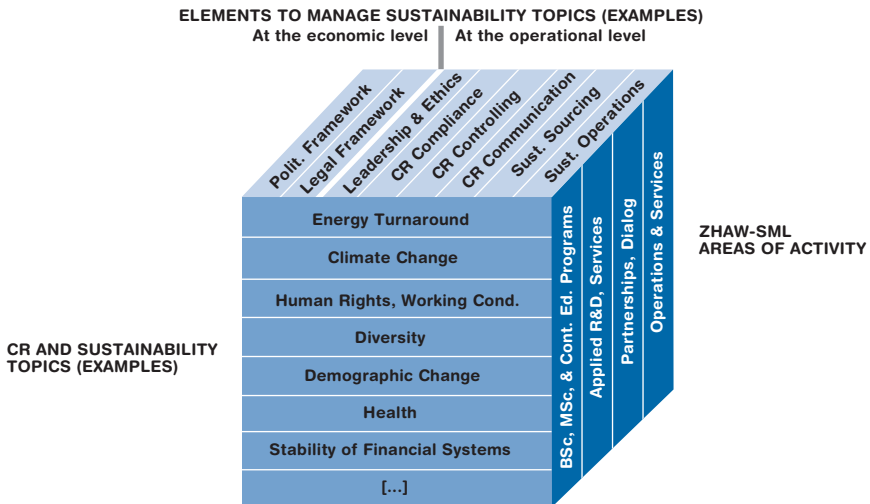
It forms a link between topics of social responsibility and sustainability, management elements at the economic and operational level, and the school's various areas of activity. It thus visualizes the scope of our possi-

bilities for action and allows us to set and communicate priorities.

In the context of this report, the topic area described above is referred to as the PRME topic area.

Research activities involving the PRME topic area are a key focus of this report. They are discussed in more detail in the chapter entitled “Key PRME Topics and Their Integration into the SML Research Context”.

## SML RESPONSIBILITY CUBE



Principle 7: Our Own Organizational Practices

**Knowledge organizations in the service sector should commit to ensuring that the resources of all their operational processes and at all organizational levels are treated in a responsible, socially acceptable, and environmentally friendly manner. This should help develop a mindset which still respects individual values and attitudes while enabling the organization to act as a credible role model vis-à-vis its students and other relevant stakeholders.**

**OVERVIEW**

The areas where we can practice operational sustainability are those of any typical knowledge organization in the service sector: health, fair working conditions, energy consumption of facilities and IT infrastructure, staff mobility, paper and stationery consumption, and sustainable catering.

Many of these areas of activity are outside the direct control of the SML itself: The Canton of Zurich is responsible for employment conditions and the provision of facilities. ZHAW handles the facility management and IT infrastructure as well as cleaning services, waste disposal, procurement of furnishings, and catering. Its standards and framework agreements need to be adhered to.

Any new buildings are however constructed in accordance with Swiss Minergie standards for low-energy consumption buildings, thus contributing towards an efficient use of energy. Our cleaning contractors make use of microfiber technology and employ biodegradable cleaning products, where necessary.

In procuring new ICT equipment and services, ZHAW takes care to consider sustainability criteria such as low energy consumption of devices while in service or in standby modus, socially acceptable production, an appropriate lifecycle, and controlled disposal. Instead of electricity from nuclear power, ZHAW exclusively uses Swiss hydroelectric power. Promotional items are supplied by a company which is a member of the Business Social Compliance Initiative (BSCI) and which is ISO-certified in accordance with ISO 9001:2008. All publications are produced by a printing company which uses only FSC-certified paper. Since July 2013, the production of nearly all printed matter is climate-neutral, and labelled accordingly on the back. The printing company is FSC- and swissPSO-certified as well as a myclimate partner.

Similarly, other areas are also centrally organized, such as organizational health management, diversity/gender issues, and accessibility. Every sector of the SML campus has disabled parking and washrooms. In May 2014, the auditorium was fitted with radio-operated hearing equipment to enable people who are hearing-impaired to follow presentations and participate in discussions. ZHAW subsidizes child care for the children of employees at approved daycare centers with experienced, highly qualified child care professionals.

The catering companies supplying our cafeterias are committed to the use of sustainable ingredients, healthy nutrition geared towards the needs of our students, environmental protection (e.g., by offering climate-friendly menus), and responsible social behavior towards their employees (e.g., in allowing them to balance their job and family work). The school's catering has been outsourced to Compass Group (Schweiz) AG, which issues a sustainability report giving details about its services. According to this report, meat prod-

ucts are primarily from Switzerland, and, wherever possible, regional produce is used. Compass also provides information about products such as coffee, sugar, chocolate, ice cream, and juices, which are fair trade and bear Max Havelaar, Rainforest, or Fairtrade labels, where possible.

The SML has its own Diversity/Gender staff unit. Reporting to the school's Secretary General, the unit promotes equality and diversity and raises awareness of sensitive issues. Internally, it is actively engaged in the discourse on diversity topics by participating in meetings of the ZHAW Diversity Commission as well as staff meetings. It holds regular lunchtime events to promote the dialog among SML employees on diversity issues. Other responsibilities include participation in external conferences and internal communication of diversity issues. Furthermore, the SML recently created the function of PRME Coordinator, a part-time position currently held by Katharina Hetze, a research associate (speciality: corporate responsibility).



## OUTLOOK

In the next two years, the SML will continue to exercise its responsibility. In addition to existing measures, a new main data center will be completed and begin operations in fall 2015. In choosing a suitable co-location partner, energy efficiency and sustainability were taken into account. Features will include a free cooling system, hot aisle containment, waste heat utilization, and the use of renewables to reach the target value established for its power usage effectiveness.

The Diversity/Gender staff unit will again hold two lunchtime events in 2015. ZHAW aims to introduce an occupational health management concept for the whole university by 2016.

The Diversity/Gender staff unit promotes equality and diversity and raises awareness of sensitive issues. A third Diversity Lunchtime event will be held in January 2015 on the topic of equality controlling. These events are becoming a fixture in the school's calendar as a forum of exchange on diversity issues.



# Schedule of PRME Activities in 2013–2014

## 2013

<b>January</b>	– First EACS Energy Workshop: "Alternative Streitschlichtung im Energiewirtschaftsrecht" (Alternative dispute resolution in energy sector law)
<b>February</b>	– R&D Research Lunch: "Schutz vor psychischen Gesundheitsrisiken am Arbeitsplatz" (Protection against mental health risks at work) – R&D Research Lunch: "Schutz vor Diskriminierung chronisch kranker Menschen" (Protection from discrimination for the chronically ill) – Proofit-Apéro: Event to publicize the Swiss Corporate Sustainability Survey 2012
<b>March</b>	– MSc students hold a series of events with nonprofit organizations on issues such as "Nachhaltige Effekte von Grossevents auf die Region am Beispiel der Olympischen Winterspiele 2022 in Graubünden" (Sustainable effects of large events on a region as illustrated by the example of the 2022 Winter Olympics in Graubünden/Switzerland) – Two new Diversity/Gender representatives are appointed
<b>April</b>	– SML introduces "Zukunftsstudie Elektromobilität Schweiz 2030" (ZEMS) (Study on the Future of E-Mobility in Switzerland – 2030)
<b>May</b>	– The Center for Social Law runs a course entitled "Herausforderung Rassismus und Diskriminierung in der professionellen Diversity-Arbeit" (Challenges of racism and discrimination in professional diversity work) on behalf of the Federal government (Fachstelle für Rassismusbekämpfung FRB) and ProDiversity
<b>June</b>	– First Diversity Lunch: "Vielfalt und Benachteiligung an der SML? Welche Herausforderungen stellen sich?" (Diversity and disadvantage at the SML? What are the challenges?) – The first volume of "essentials", a new series published by the SML is issued in late June 2013; it is a unique comprehensive textbook entitled "Grundlagen ethischer Unternehmensverantwortung" (Foundations of ethical corporate responsibility) by Mathias Schütz, a senior lecturer at the SML
<b>July</b>	– At the initiative of Markus Zwyssig, Director of Undergraduate Studies, some 70 used English economics textbooks are collected and donated to Pañāsāstra University of Cambodia
<b>September</b>	– The BSc thesis of Dario Wettstein entitled "Socially Responsible Investments: Eine empirische Analyse der Performance nachhaltiger Investmentfonds in der Schweiz" (Socially responsible investments: An empirical analysis of the performance of sustainable investment funds in Switzerland) is awarded the "Jefferies-Studienpreis", a prize awarded by global investment banking firm Jefferies – Second National Symposium on Anti-Discrimination Law: "Wie gerecht und wirksam ist das Gleichbehandlungsrecht? Eine kritische Würdigung des Diskriminierungsschutzrechts in der Schweiz" (How fair and effective are equal opportunities laws? Critical evaluation of anti-discrimination legislation in Switzerland)
<b>October</b>	– The SML holds an equal opportunities lunch in collaboration with the Cantonal Equal Opportunities Office (Canton of Zurich) – International conference: "Ökologische Steuerreform und Emissionshandel" (Ecological tax reform and emission trading) – DIB Circle: "Asylpolitik - wie weiter?" (Asylum policy – what next?)
<b>November</b>	– Second EACS Energy Workshop: "Erfolgreiche alternative Streitschlichtungsmethoden im Zusammenhang mit Windparkprojekten" (Effective alternative dispute resolution methods in the context of wind farm projects) – The Center for Social Law creates the concept for a National Future Day
<b>December</b>	– At Christmas, the SML donates a total of CHF 5,000 to two Swiss children's charities – A "Cake Aid Day" is held to help victims of Typhoon Haiyan. Its proceeds, a total of CHF 4,000 are donated to Glückskette

## 2014

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<b>January</b>	– Event to publicize a handbook entitled “Diskriminierungsrecht” (Discrimination law) designed for lawyers, legal consultants, and diversity experts
<b>February</b>	– The SML sets up a counselling service for employees and students to support them in difficult situations
<b>March</b>	– Second Diversity Lunchtime event: “Hindernisse abbauen! Mit Behinderung an der SML arbeiten und studieren” (Removing obstacles for people with disabilities working and studying at the SML) – Symposium: “Wirkt Aufsicht wirklich? Effizienz und Wirkung von Aufsichtsbehörden und -instrumenten in den Bereichen Arbeit, Datenschutz, Gleichstellung und Wettbewerb” (Does supervision really work? Efficiency and effectiveness of supervisory bodies and instruments in the areas work, data protection, equal opportunities, and competition)
<b>May</b>	– Accessibility at the SML: The auditorium is equipped with a radio-controlled hearing system to enable people with a hearing impairment to listen to presentations and contribute to discussions
<b>June</b>	– 3 <sup>rd</sup> Winterthur Employment Law Symposium: “Ethic Codes, Datenschutz, Compliance und Whistleblowing” (Codes of ethics, data protection, compliance, and whistleblowing)
<b>August</b>	– PRME membership signed – Start of a six-month continuing education program for Angolan students funded by the sovereign wealth fund of Angola
<b>October</b>	– Workshop for know-how transfer on sustainable corporate responsibility with a focus on corporate ethics as part of a cooperation project with the largest Czech business school, the University of Economics VŠE, Prague
<b>November</b>	– On National Future Day, numerous companies and organizations open their doors to school children (5th to 7th grade). An age-appropriate program has been prepared by Christian Hitz und Matthias Litzke of the Institute of Information Management – Making Science News and NZZ Campus choose SML graduate Reto Walther as “Top Bachelor” for his BSc thesis, “UN Guiding Principles on Business and Human Rights & Effective Remedies” – The Winterthur Institute of Health Economics holds its fall event on the topic of the price of pharmaceutical drugs – The Insurance Circle “Limits of Insurability” discusses the perspective of Swiss Re with regard to the growing demand for cover against the risks of climate-change-related natural disasters – Winterthur Urban Forum: “Cities of the Future”, a conference on issues including social sustainability organized by the Center for Arts Management on behalf of ZHAW
<b>December</b>	– A CTI-funded research project on corporate sustainability reporting is launched – A CIT-funded research project to measure positive externalities of business activities in developing and emerging countries is launched – A CHF 2,500 donation is given to the Cantonal Support Service (Canton of Zurich), which supports the relatives of people with disabilities

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# PRME-Related Curriculum and Problem-Oriented Teaching Concepts Available

*Principles 1: Purpose, 2: Values, 3: Methods*

**The “purpose” is the principle that is reflected by the mandate to sensitize students to aspects of sustainability in the economic and social environment in which they operate. According to this, the curriculums of the school’s BSc, MSc, and continuing programs should provide students with the competencies they need to think and act responsibly.**

A degree program to train and educate future managers geared towards the requirements of corporate social responsibility needs to be problem-oriented, interdisciplinary, and integrative in nature. This includes, on the one hand, comprehensive professional knowledge and useful approaches and instruments to

successfully integrate stakeholders’ expectations with regard to social responsibility into an organization’s corporate management (corporate responsibility management). On the other hand, managers also need more generic competencies such as the ability to reflect on their actions taking into account moral norms and ethical concepts. Concepts need to be developed to teach both sets of competencies and apply them in a manner that allows effective practical learning experiences.

## OVERVIEW

The SML offers a wide scope of different study programs (BSc, MSc, and continuing education) covering the PRME topic area, notably several Business Administration modules. The study programs Business Law and Business Information Technology, however,



have so far incorporated few or no elements relating to PRME topics. A review of the BSc theses written in the past few years shows that PRME topics feature much more prominently in Business Administration compared to other study programs.

It is gratifying when students receive public recognition for their work, e.g., for the following two BSc theses: “Socially Responsible Investments: Eine empirische Analyse der Performance nachhaltiger Investmentfonds in der Schweiz” (Socially responsible investments: An empirical analysis of the performance of sustainable investment funds in Switzerland) was awarded a Jefferies study award in September 2013, and the student who wrote “UN Guiding Principles on Business and Human Rights & Effective Remedies” was declared “Top Bachelor” by Making Science News and NZZ Campus.

To reach learning goals, a combination of teaching methods are applied. Frequently, case studies are introduced in class which are then discussed in the classroom or by means of group work. Such case studies are usually developed by members of faculty, occasionally in collaboration with corporate partners. In some cases, complex experiential or field-based teaching/learning arrangements are employed giving students the opportunity to deal with CR issues in an immediate and real-world context. Implicitly, the aim to promote CR-relevant generic competencies such as integrated thinking, dealing with contradictions, and critical reflection can be found in most instructional units. Explicitly, such competencies are developed in the module “BA Skills”.

A number of SML projects have resulted in CR-relevant textbooks and other teaching materials (see, e.g., Schüz, 2013, Vervoort Isler & Teta 2013, Winistörför et al. 2012). Some methodological approaches to teaching and learning about PRME topics are also discussed in a scientific context (see Prandini et al. 2012)<sup>1</sup>.

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**1 Prandini, M., Vervoort Isler, P., Barthelmess, P.** (2012). *Responsible Management Education for 21st Century Leadership*. Central European Business Review, 1 (2), 16–22.

**Schüz, M.** (2013). *Grundlagen ethischer Unternehmensverantwortung*. SML Essentials 01. Herausgeber: ZHAW School of Management and Law. Zurich: vdf Hochschulverlag.

**Vervoort Isler, P. und Teta, A.** (2013). *BWL Skills*. Key Concepts, 3rd revised and expanded edition. Zurich: Versus Verlag.

**Winistörför, H., Perrin, I., Teuscher, P., Forel, A.** (2012). *Management der sozialen Verantwortung in Unternehmen*. Leitfaden zur Umsetzung. Munich: Hanser Verlag.

In the area of continuing education, the programs deserving special mention are the CAS (Certificate of Advanced Studies) in Sustainability Marketing and the CAS in Corporate Responsibility / Social Management. Furthermore, “Corporate Responsibility” is one of the four pillars of the International Executive MBA. The MAS (Master of Advanced Studies) in Arts Management includes modules that address issues of business ethics (Foundations of BA/Economics, Cultural Enterprises, and Strategic Management).

For the first time in the 2014 fall semester, the SML opened its doors to members of a program entitled “Future Leaders of Angola”: a class of 46 young Angolan academics taking part in a customized study program comprised of business administration and banking & finance subjects. Key aspects included corporate responsibility and ethics & compliance. This pilot project, funded by the Fundo Soberano de Angola (FSDEA), constitutes a cultural exchange of great value for all parties.

## OUTLOOK

As one of the measures of an SML project called “Improvement”, each BSc program will have a designated module in which PRME topics will be specifically targeted.

In reengineering its range of compulsory electives, the school is also planning the integration of sustainability topics and issues.

Corporate responsibility and ethics & compliance were key aspects included in a customized study program comprised of business administration and banking & finance subjects for a class of 46 young Angolan academics taking part in a program entitled “Future Leaders of Angola”.

Von der Initiative

zur **Perspektive.**

# Key PRME Topics and Their Integration into the SML Research Context

## Principle 4: Research

**This PRME principle is concerned with whether the research activities of a business school are in line with the aim of making a positive contribution to social and ecologically friendly economic development and how this might be achieved.**

### OVERVIEW

In an initial phase, the following are the research areas on which the SML wants to focus.

### RESEARCH AREA 1: ENABLING ENERGY TRANSFORMATION

The key research areas of the SML in the energy sector are situated at the intersection of economic, legal, and political issues arising in the context of the Swiss Energy Turnaround project. The Swiss Federation is funding a consortium of Swiss universities, the Competence Center for Research in Energy, Society and Transition (SCCER CREST<sup>2</sup>). As its co-leading house, ZHAW has a key role in this project. Of the three ZHAW research groups involved, two are at the SML.

At the Center for Public Commercial Law, the Energy Policy Analysis Group is looking into a future regulatory and economic framework for the energy sector. The Energy Entrepreneurship & Foresight Group situated at the Center for Innovation and Entrepreneurship is interested in a framework to promote entrepre-

neurial initiatives. In addition, it is developing the foundations for new business models designed to help energy providers reach the goals of the Energy Strategy 2050 introduced by the Swiss Federal Council and Parliament. Both research groups focus on analysis and development of concepts and models to promote renewable energies and energy efficiency.

The Swiss Federation is funding a consortium of Swiss universities, the Competence Center for Research in Energy, Society and Transition. As its co-leading house, ZHAW has a key role in this project.

In order to assist the SCCER research centers, the SML has created a centralized knowledge transfer office to which all research partners have access. Its purpose is the promotion of cooperation among researchers in different disciplines as well as universities, economic partners, and the public authorities. In addition to the SCCERs, a number of joint research projects involving partnerships with external organizations have been initiated and/or completed. One such example is a project entitled "Using Formal Social Groups to Promote Energy-Sufficient Behavior in Cit-



ies”, which was launched as part of National Research Programme 71, “Managing Energy Consumption”, in collaboration with partner institutes at the ZHAW School of Engineering and ETH Zurich, with contributions from the cities of Winterthur, Baden, and Zug.

Finally, during the reporting period important qualified contributions were made to the academic and the public discourse through numerous articles, studies, and conference contributions on various aspects of the transformation of the energy system<sup>3</sup>.

## OUTLOOK

To better manage the Energy Turnaround in the business, public, and legal sectors, further research competencies will be acquired over the next two years through a project entitled “Energy Governance” involving seven SML institutes and centers. Practically relevant research findings will be announced by means of a publication and two symposiums for decision-makers from the business and political communities.

## RESEARCH AREA 2: CORPORATE RESPONSIBILITY MANAGEMENT

The research area Corporate Responsibility Management focuses on application-oriented projects funded by the Swiss Federal Commission for Technology and Innovation CTI. The research findings and any products developed as a result of these projects are required to directly benefit the Swiss economy.

In the reporting period, two such projects were carried out. The first one was concerned with the implementation of a new standard, the ISO 26000 Social Responsibility, by businesses in Switzerland. Together with companies and other stakeholders, procedures and instruments were developed to help in the application of this ISO standard. The main focus was on small and medium-sized enterprises (SMEs). The project aims included the following: to enable companies to embrace and implement the principles, issues, and procedural steps on which the ISO standard is based and to effectively integrate them into the framework of existing norms and standards. One of the project outcomes has been an online platform<sup>4</sup> which translates the guidelines of ISO 26000 into practical tools in the form of EXCEL tables. They enable companies to address the key questions in an efficient and target-oriented manner.

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**2** [www.sccer-crest.ch](http://www.sccer-crest.ch)

**3** E.g., **Betz, R., Cludius, J., Twomey, P.** (2014). *Designing Prediction Markets for International Negotiations: Lessons Learnt from the Climate Summit in Copenhagen*. Global Environmental Change, 27. 106–119.

**Blumer, Y., Lilliestam, J., Moser, C., Seidl, R.** (2014). *Eine Frage der Perspektive: Energiesicherheit in der Debatte um die Schweizer Energiezukunft*. Bulletin VSE Electrosuisse, Vol. 10. 9–12.

**Müller, A.W., Cometta, C., Von Siebenthal, A.** (2013). *Zukunftsstudie Elektromobilität Schweiz 2030*. Winterthur: ZHAW SML.

**4** [www.iso-26000.info](http://www.iso-26000.info)

A second project is a study investigating the risks of environmental, social, and governance (ESG) issues. It seeks to answer the question how media events can be evaluated and processed to help manage reputation risks arising in the context of global procurement in complex supply chains. New tools such as an ESG country sector analysis matrix, a country ESG risk index, and a sector ESG risk index are being developed. The project was launched in November 2012 and is scheduled to run until mid-2015.

Finally, a Corporate Responsibility competence team has been contributing application-oriented research by publishing papers and articles on the topic<sup>5</sup>.

## OUTLOOK

Over the next 24 months, two other CTI-funded research projects will be carried out and implemented, one on sustainability reporting and one on measuring the impact of business activities in developing countries. In addition, the SML series “essentials” will issue a compact textbook on corporate responsibility management, which will, among other things, be based on the findings generated by the research projects described above.

The integration of social responsibility into the strategy, structure, and culture of organizations is a research focus of corporate responsibility management. We collaborate with businesses to develop effective solutions.

## RESEARCH AREA 3: ANTI-DISCRIMINATION LEGISLATION AND DIVERSITY MANAGEMENT

A focus of the school's practically oriented and theoretical research projects is interdisciplinary and transdisciplinary research on anti-discrimination legislation and diversity management. This research is based on the demand for fundamental research and on the needs of public authorities, the business community, and civil society. Interdisciplinary in nature, it is carried out with input from internal and external partners. Research findings are continually integrated into practically oriented services and shared in networks.

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**5 Hetze, K., Winistörfer, H.** (2015): *Insights into the CSR Approach of Switzerland and CSR Practices of Swiss Companies*. In: Idowu et al. (eds.): *Corporate Social Responsibility in Europe*. Cham et al.: Springer.

The Center for Social Law has interdisciplinary expertise in diversity management, in particular regarding the creation of diversity for people of diverse origin, gender, age, and physical and mental ability. The Center regularly produces expert opinions and offers seminars and workshops. The services it offers under its “Diversity Now! – Legal Framework” scheme includes support to public authorities and companies in formulating and implementing diversity standards.

On an institutional level, the Center for Social Law collaborates with the Federal Office for Combating Racism to develop know-how by providing training, awareness-raising, and consultancy to public authorities and private organizations. A male and a female member of the Center’s staff have joined the Law and Solidarity Group of the Federal Commission for Sexual Health. In this way, they contribute towards the transfer of specialist knowledge. This purpose is also met by papers and articles on anti-discrimination law such as the “Handbuch zum Diskriminierungsrecht“ (Handbook on discrimination law)<sup>6</sup>, an Internet platform on HIV and the law documenting jurisprudential practice and the scientific discourse on relevant legal issues in the context of HIV infection, and finally a database with Federal Supreme Court decisions on constitutional anti-discrimination issues.

## OUTLOOK

The next 24 months will see the 3<sup>rd</sup> Symposium on Anti-Discrimination Law as well as an interdisciplinary and transdisciplinary workshop discussing the question: “Laws Against Discrimination? More than Individual Legal Protection? Recognition, Empowerment, and Representation”. In addition, the project “Diversity Now! – Legal Framework” will be further developed and expanded.

Under its “Diversity Now! – Legal Framework” scheme, the Center for Social Law supports public authorities and companies in formulating and implementing diversity standards. The project will be further developed and expanded over time.

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**6 Naguib, T., Pärli, K., Copur, E., Studer, M.**  
(2014): *Diskriminierungsrecht. Handbuch für Jurist\_innen, Berater\_innen und Diversity-Expert\_innen.*  
Bern: Stämpfli.

# Partnerships and Dialog

*Principles 5: Partnership, 6: Dialogue*

**Strategic alliances and active collaboration on projects with companies and organizations from the private sector, especially start-ups, public administrations, associations, and/or (rating) agencies are needed in order to understand stakeholders' social and ecological responsibilities and obligations and be able to discuss suitable approaches and solutions. Similarly, research collaboration with other universities on PRME topics is becoming increasingly important.**

## OVERVIEW

The SML engages in an active dialog and exchange with various stakeholder groups about the PRME topic area. It organizes events (symposiums, panel discussions, lecture series, etc.) designed to encourage discussion, be a platform for new ideas and solutions, and enable critical reflection. The school already has a growing list of cooperation partners. Cooperation usually involves individuals linked to research, development, and consulting projects, or to continuing education programs. Frequently, such collaboration is limited to the length of a project or program. Some partnerships in the PRME context have a longer timeframe or involve several projects and several individuals/organizational units at the SML.

One such example is the school's cooperation with the University of Economics VŠE, Prague, on issues of sustainable corporate responsibility (with a special focus on business ethics). The aim is to encourage the integration of the subject matter in economics programs at Czech universities. The project is jointly managed by the Institute of Business Administration at the largest Czech business university, the University of Economics VŠE and the Department of General Management at the SML and funded by a partnership fund. A first workshop took place in Winterthur in October 2014 with the purpose to provide specialist know-how and jointly reflect on methodological models of teaching and learning in the context of teaching ethics and responsibility at Czech business schools.

A second workshop is scheduled in Winterthur for January 2015. In September 2015, a conference will be held in Prague. Jointly organized with partners from the business community, its aim will be to impress on representatives of Czech universities the need for responsible business practices in areas of academic study and research and present first implementation steps taken at VŠE. A joint paper to present the results of the project is also in preparation.

# The SML/VŠE Project



A trip by delegates to the Rhine Falls.



The SML and VŠE have collaborated successfully for several years. One of the highlights was the signing of a joint PhD agreement to enable students at the SML to study for a PhD at the Economic University VŠE, Prague.



The managements of both universities are pleased about signing their PhD agreement.

## EVENTS EXEMPLIFYING OUR EXTERNAL DIALOG

### **Profit-Apéro**

Event held on 26 February 2013 to publicize the Swiss Corporate Sustainability Survey 2012

### **Ecological Tax Reform and Emission Trading**

International conference held on 24/25 October 2013

### **EACS Energy workshops**

Held in January and November 2013

### **Ethics Codes, Data Protection, Compliance, and Whistleblowing**

3rd Winterthur Employment Law Symposium held on 25 June 2014

### **Cities of the Future**

Winterthur Urban Forum held from 27–29 November 2014 with a focus, among others, on social sustainability

## MEASURES AND EVENTS EXEMPLIFYING OUR INTERNAL DIALOG

### **Diversity/Gender representatives**

The responsibilities of the Diversity/Gender representatives (each with a 10% workload) include carrying out projects and doing consulting to support equality and promote equal opportunities. The representatives work closely with the ZHAW Diversity/Gender staff unit and take part in the meetings of the Diversity/Gender Commission, which take place 4–6 times a year.

### **Diversity Lunchtime Events**

Two Diversity Lunchtime events were held, one in June 2013 and one in March 2014, which were both successful.

### **Research lunches**

In the presentations given at the monthly research lunches hosted by the Department of Business Law, employment and social law topics feature prominently.

The SML engages in an active dialog with various stakeholder groups about the PRME topic area. It organizes events designed to encourage discussion, be a platform for new ideas and solutions, and enable critical reflection.

## OUTLOOK

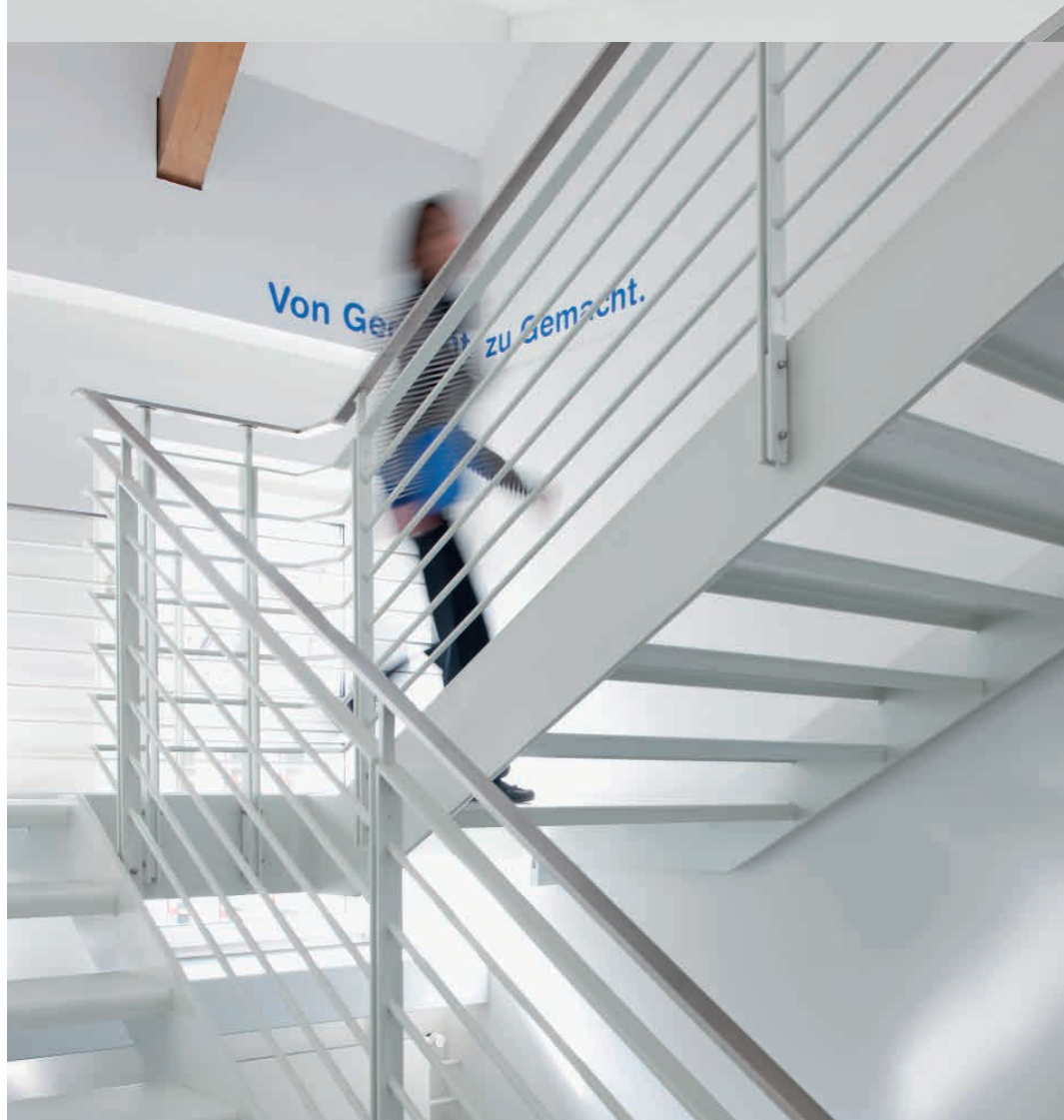
In the near future, numerous events will take place involving the PRME topic area. For instance, the Diversity/Gender staff unit will continue to launch regular awareness-raising campaigns for staff, management, and students at the SML. Its activities will not be restricted to the SML campus: In summer 2015, it is taking part in a ZHAW Strategy Day on the issue of diversity. In addition, it is collaborating with ZHAW in organizing National Future Day. The Diversity/Gender staff unit has also been instrumental in the creation of a “Room of Silence”, recently opened in the new ZHAW Library, and will coordinate further steps with the responsible ZHAW unit.

In addition, various external partnerships and dialog events will be held. The poster presentation by Remo Weber on his MSc thesis, “Internetbasierte Nachhaltigkeitskommunikation bei deutschen und Schweizer Grossunternehmen: Ein Vergleich der Corporate Websites“ (Internet-based sustainability communication at German and Swiss corporations: A comparison of corporate websites), at the Responsible Management Education Research Conference has resulted in a new tri-national study: Scientists at Leuphana University Lüneburg, Germany, IMC Krems University of Applied Sciences, Austria, and the SML will research internet-based sustainability reporting of major listed companies in the DACH region.





Von Gedacht zu Gemacht





# PRME Topics in 2015–16: Next Steps

## WITH REGARD TO THE PRME ACTIVITIES OF THE NEXT 24 MONTHS, THREE ASPECTS MAY BE OF PARTICULAR INTEREST:

### 1. Exchange with other PRME signatories, in particular within the PRME chapter of the DACH countries (Germany, Austria, and Switzerland):

Having taken part in the 2nd PRME Chapter Meeting of the DACH countries in Chur, Switzerland, in October 2014, the PRME coordinator is planning to attend the 3rd PRME Chapter Meeting to be held in Frankfurt, Germany, in November 2015 as well as the 4th PRME Chapter Meeting in Krems, Austria, in 2016. At the meeting in October 2014, it was agreed to evaluate whether a meeting of the European PRME chapters (DACH, Iberian, Nordic, and UK-Ireland) might be possible and feasible. The SML would be happy to contribute to such a European exchange. In its collaboration with the University of Economics VŠE, the SML has proposed a possible formation of an Eastern European PRME chapter. Should this be an option, the SML would examine how it could support VŠE by providing know-how based on its experiences.

### 2. Contributions by universities to the implementation of Sustainable Development Goals (SDGs):

This had been proposed by UN Secretary General Ban Ki-Moon in July 2013 and has met with approval from several quarters<sup>7</sup>. The SML plans to contribute by continuing its commitment to offer training to Angolan students in the form of customized management programs, which will, among other subjects, also incorporate issues of corporate sustainability management. Participants will gain specialist skills that will enable them to return to their country to make contributions towards implementing the SDGs.

### 3. Firm commitment to sustainable development and corporate responsibility:

The SML will explicitly affirm its commitment to the PRME topic area by integrating it into its mission statement, which will act as a driver in implementing further strategic goals in the period 2015–16.

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<sup>7</sup> See, e.g., CALL FOR ACTION: Management education, research and engagement for advancing the Sustainable Development Goals, [www.unprme.org/resource-docs/Management\\_educationandactionsforadvancingtheSustainable\\_DevelopmentGoalsfinal17Oct2014.pdf](http://www.unprme.org/resource-docs/Management_educationandactionsforadvancingtheSustainable_DevelopmentGoalsfinal17Oct2014.pdf)

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