Zurich University
of Applied Sciences

**zh
aw** **School of
Management and Law**

Responsible Management Education at the ZHAW School of Management and Law

UN PRME – Sharing Information on Progress (SIP) Report

2015 – 2016 Edition

Building Competence. Crossing Borders.

PRME

This is our **Sharing Information on Progress** (SIP)
Report on the Implementation of the **Principles for
Responsible Management Education**

Foreword

"The Principles for Responsible Management Education are an increasingly important framework for our activities at the SML. They provide orientation and support in our efforts to offer responsible management education."

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

The SML is aware that as an academic institution it must make an active contribution through its academic programs, research, and other activities towards the achievement of sustainable development.

An important initial step in the reporting period was the addition to the ZHAW School of Management and Law mission statement of a commitment to sustainable development and corporate responsibility. The next stage was to update the strategic objectives. This commitment to the sustainable development of the economy and society now appears as an explicit aim: "The SML supports the excellence of its organization and quality development, is committed to the sustainable development of the economy and society, and achieves a balanced financial result."

These two documents, mission statement and strategy, constitute our guiding principles for all further activities. It is particularly beneficial that the SML understands social responsibility as an aspect of its comprehensive quality development. Part of quality in teaching and continuing education, therefore, is to provide students with the necessary prerequisites to become responsible managers. This requires a corresponding curriculum and appropriate learning forms. In addition to this, part of quality in research is to devote itself to areas that are necessary for a transformation towards a sustainable economy and society. Part of quality in partnerships is that our dialogue with universities, companies, and other organizations addresses solutions to the challenges facing a sustainable society. Finally, it is part of the quality of our own operation to optimize processes constantly with a view to the conservation and expansion of resources.

All this is addressed in the six UN Principles for Responsible Management Education (PRME). For the SML, these represent an increasingly important framework for our activities since the principles give orientation and, by means of precise instructions, offer guidance in the implementation of responsible management education. Therefore, I hereby renew the commitment of the ZHAW School of Management and Law to PRME. In the coming years, we will continue our efforts towards responsible management education and make our contribution to a sustainable society. This report demonstrates how we perceived this responsibility in the period 2015 to 2016.

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

In 2015, the SML became the first business school of a Swiss university of applied sciences to be accredited by the Association to Advance Collegiate Schools of Business (AACSB). A mere five percent of the world's business schools have managed to achieve this prestigious standard of achievement awarded by the most significant international accreditation institution for business schools.

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Please note that some of the publications referred to in this report are available in German only. Similarly, some of the links lead to German content.

Significance of the Principles for the SML

The six UN Principles for Responsible Management Education are increasingly important for the SML in the implementation of responsible management education. In addition, exchanges with other participating business schools provide an opportunity for orientation and learning from best practices. In this context, participation by the SML in the regional PRME Chapter for the German-speaking region (DACH region) is of great significance. Exchanges within the PRME Chapter DACH contribute to the continuous development of responsible management education.

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 and curricula 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 the managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and 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.

Zurich University of Applied Sciences

Overview

ZHAW is one of the leading Swiss universities for applied sciences. We are active in teaching Bachelor's and Master's programs, research, continuing education, and associated services. We are practically oriented and scientifically based. With campuses in Winterthur, Zurich, and Wädenswil, we have strong regional ties and cooperate with numerous international partners.

The sustainability of our society is a central concern at ZHAW, which is a stimulating place for transformative science oriented towards societal challenges. This knowledge is based on an understanding of innovation which takes into account cultural, ecological, economic, legal, social, and technical challenges. While transformative education, research and development, and services are specific to a discipline, they are often designed to be interdisciplinary and transdisciplinary as well as geared towards inter-university cooperation.

ZHAW is regionally integrated and cooperates with international partners. It is oriented towards global challenges and markets, and it is a university with a focus on Europe. It actively participates in the further development of the European Higher Education and Research Areas, as well as of European economic, social, and cultural environments. Qualified and motivated service-oriented employees and management are a prerequisite to enabling ZHAW to accomplish its mission and achieve its goals. The university creates an environment which allows it to attract, promote, and retain the right people. It creates and maintains an academic culture based on individual responsibility, creativity, an ability to reflect and deal with conflict, esteem, dialogue, participation, and its principles of diversity and equal opportunity.

In this context, ZHAW launched the "Societal Integration" research project in 2015. This is intended to help understand and explain the integrative ability and potential of individuals, groups, institutions, and organizations as well as entire societies – but also take account of their limitations. Also, it studies the causes and effects of exclusion and factors which have a positive effect on societal integration. ZHAW research into societal integration aims to develop innovative, integrative models and solutions both for the reflected actions of individuals as well as for society, its interest groups, and its stakeholders. This detailed concept has four sub-themes: work, diversity, habitat, and social safeguarding. Aspects of digitization play a major role in all these sub-themes, so technology is a theme which interrelates to all the others.

Finally, an increasing acceptance of social responsibility on the part of ZHAW is demanded by its stakeholders, which includes students. Each year, students at the universities in the Canton of Zurich organize a sustainability week. In the wake of Sustainability Week 2016, the organizers sought an overview of measures in the following five areas: "Teaching and Research on the Critique of Growth," "Strategies for Sustainable Investments," "Sustainability Reports," "Concepts for the Reduction of Flight Emissions," and "Sustainability in Teaching." Information from the individual departments was requested by the Secretary General of ZHAW and passed on to the organizers as consolidated feedback.

Sustainability and Social Responsibility also Play a Key Role in Other Departments at ZHAW

SCHOOL OF APPLIED LINGUISTICS
At the School of Applied Linguistics, the Institute of Applied Media Studies deals with organizational communication and management, as well as with organizational communication on sustainability and societal responsibility.

SCHOOL OF APPLIED PSYCHOLOGY
At the School of Applied Psychology, research is being carried out into organizations and the people involved in the field of organizational development and consulting. It this way, transformation processes and individual activities can play a major role in sustainable development.

SCHOOL OF ARCHITECTURE, DESIGN AND CIVIL ENGINEERING
For the School of Architecture, Design and Civil Engineering, the topics of renewable energies and energy efficiency play a decisive role. The School conducts research into the utilization of urban wind power, which can contribute to the generation of electricity from renewable sources. Another research project on a novel, photovoltaic system in lightweight construction shows how urban space can be used for renewable energy production, thus serving a double purpose. The concept of a modular component, full-timber construction with high insulation and storage capacity makes energy-efficient exterior wall constructions a reality.

SCHOOL OF LIFE SCIENCES AND FACILITY MANAGEMENT
The School of Life Sciences and Facility Management is home to the Institute of Natural Resource Sciences which focuses on, for example, education and communication, landscape and tourism, and ecological engineering. The Institute of Food and Beverage Innovation explores the themes of sustainability and energy. Among other things, it focuses on the reduction of food waste along the supply chain.

SCHOOL OF ENGINEERING
The School of Engineering is home to the Institute of Sustainable Development (INE), which develops smart and future-oriented solutions for energy and mobility applications. The INE examines technological, economic, and societal changes and their complex interactions from a sustainability perspective. In applied research, it identifies future requirements for technologies and their viable linkage to systems. The School focuses on the three subject areas of sustainable energy systems, i.e., sustainable transport systems, risk management, and technology assessment.

SCHOOL OF SOCIAL WORK
In the School of Social Work, research and development in the field of social management deals with the professional actions and interactions of managers, employees, supervisory bodies, and external stakeholders in social organizations. The administration and design of organizations range from strategy development and implementation, the design of organizational structures, processes, and cultures to staff development and knowledge management. The School of Social Work is concerned with the question of what skills are required for the administration and design of social organizations and how leaders can be supported in their skills development. In this way, competencies can play a central role in shaping sustainable development.

ZHAW School of Management and Law

Overview

The ZHAW School of Management and Law (SML) is one of Switzerland's leading business schools. Our internationally acclaimed BSc and MSc 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, focusing on immediate, efficient feasibility. Our core principle "Building Competence. Crossing Borders." reflects our commitment to quality degree programs and further education, as well as a global mindset. The SML has formal partnerships with over 160 universities worldwide.

> "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

Corporate Responsibility at the SML

CENTER FOR CORPORATE RESPONSIBILITY
Corporate responsibility at the ZHAW School of Management and Law is managed by the Center for Corporate Responsibility, which is part of the Department of International Business.
>>> www.zhaw.ch/ccr/en

CENTER FOR HUMAN CAPITAL MANAGEMENT
In addition, the Center for Human Capital Management within the Department of General Management is concerned with corporate ethics and responsible leadership. >>> www.zhaw.ch/zhcm/en

CENTER FOR BEHAVIORAL MARKETING
The Center for Behavioral Marketing within the Institute of Marketing Management deals with sustainability marketing and sustainable consumption.
>>> www.zhaw.ch/imm/behavioral-marketing

CENTER FOR INNOVATION & ENTREPRENEURSHIP
The Center for Innovation & Entrepreneurship and its Energy Lab are engaged in the transformation of the energy industry. >>> www.zhaw.ch/cie/en

CENTER FOR SOCIAL LAW
The Center for Social Law, which is based in the Department of Business Law, works among other things on discrimination law and also offers the "Non Discrimination" platform and the "Diversity Now! – Legal Framework" consulting services. >>> www.zhaw.ch/zsr/en
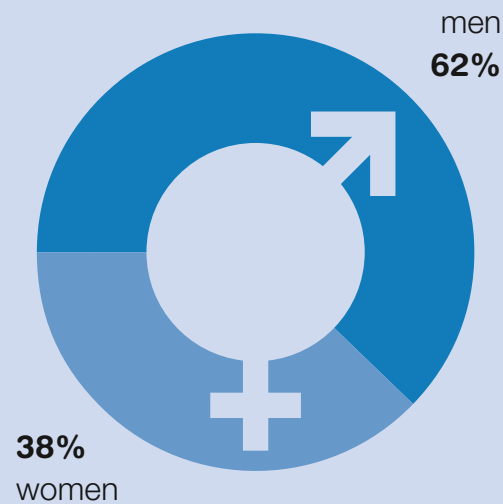
CENTER FOR PUBLIC BUSINESS LAW
The Center for Public Business Law employs an interdisciplinary group of researchers and is a member of the Swiss Competence Center for Research in Energy, Society, and Transition. >>> www.zhaw.ch/zow/en
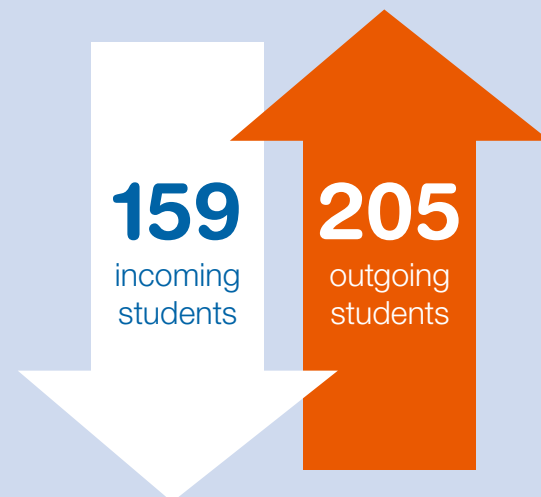
Facts & Figures – The SML in Numbers

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.
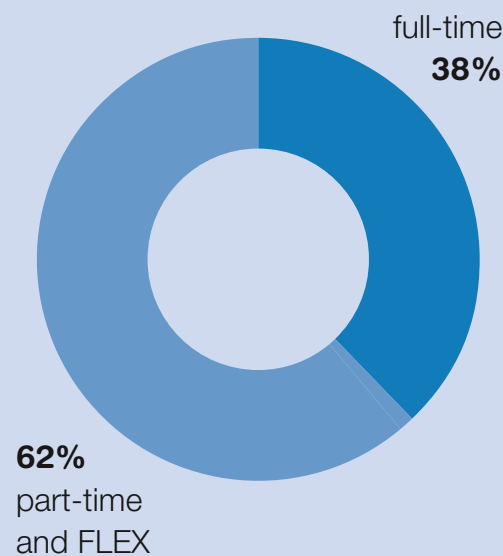
GENDER OF STUDENTS

men
62%

38%
women

STUDENT EXCHANGE

159
incoming
students

205
outgoing
students

STUDY MODE

full-time
38%

62%
part-time
and FLEX

PUBLICATIONS

3,067 publications since 2010

1,306	articles in journals, non-peer-reviewed
730	articles in journals, peer-reviewed
311	conference contributions
305	chapters in textbooks
157	reference books
106	monographs
152	further publications

4 Bachelor's Programs (BSc)

5 specialization options
1 program and 1 specialization in English

Master's Programs (MSc) 6

3 specialization options
2 programs in English

113 Continuing Education Programs

1 IEMBA / 1 MBA / 14 MAS /
13 DAS / 84 CAS

Students 6,175

(in degree programs
and continuing education)

>15,000 Graduates

since 1968 (in BSc / MSc programs and continuing education)
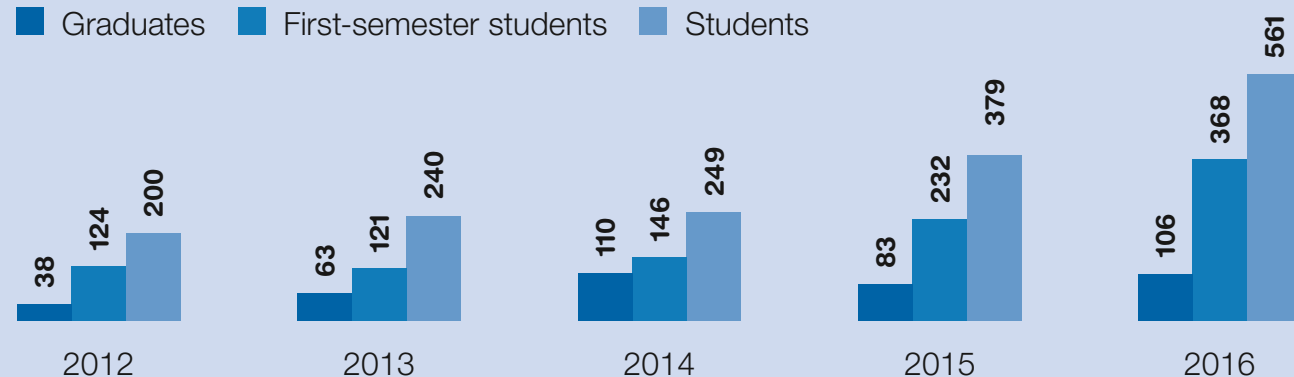
AVERAGE AGE

23.6
BSc
students

27.5
MSc
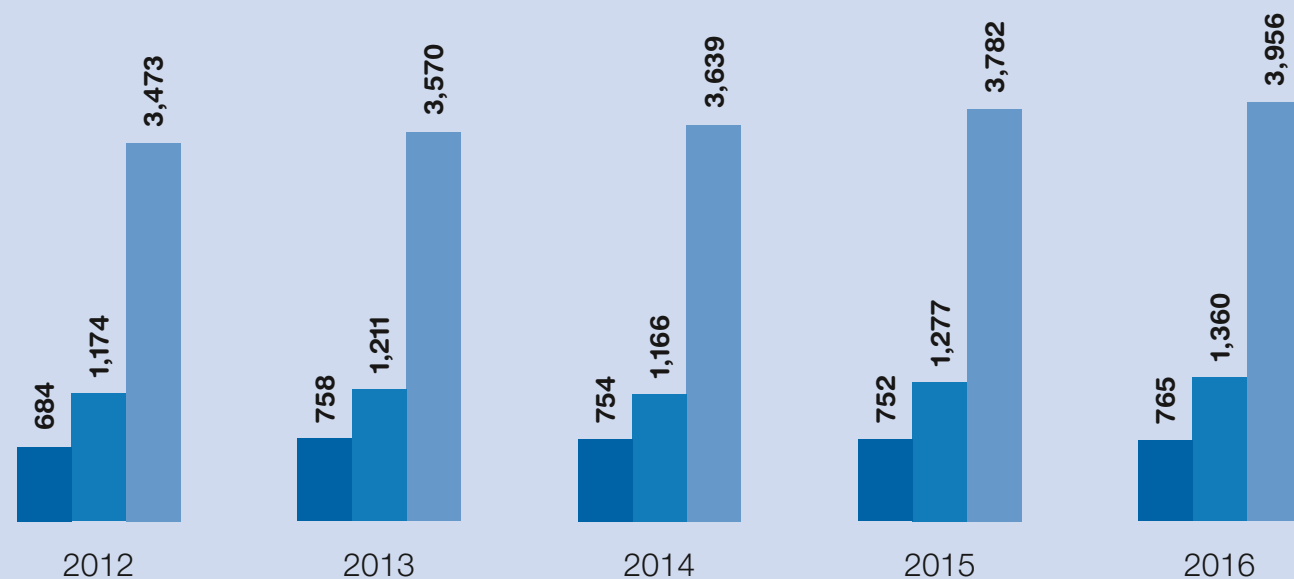students

99%

of graduates
find a position
within a year

MASTER

■ Graduates ■ First-semester students ■ Students

Year	Graduates	First-semester students	Students
2012	38	124	200
2013	63	121	240
2014	110	146	249
2015	83	232	379
2016	106	368	561

BACHELOR

■ Graduates ■ First-semester students ■ Students

Year	Graduates	First-semester students	Students
2012	684	1,174	3,473
2013	758	1,211	3,570
2014	754	1,166	3,639
2015	752	1,277	3,782
2016	765	1,360	3,956

Departments, Institutes, and Centers

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

**TEACHING AND METHODOLOGY/
NEW MEDIA**
– Center for Innovative Teaching
  and Learning

>500
employees

A Broad Spectrum for Maximum Impact

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

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

CONTINUING EDUCATION
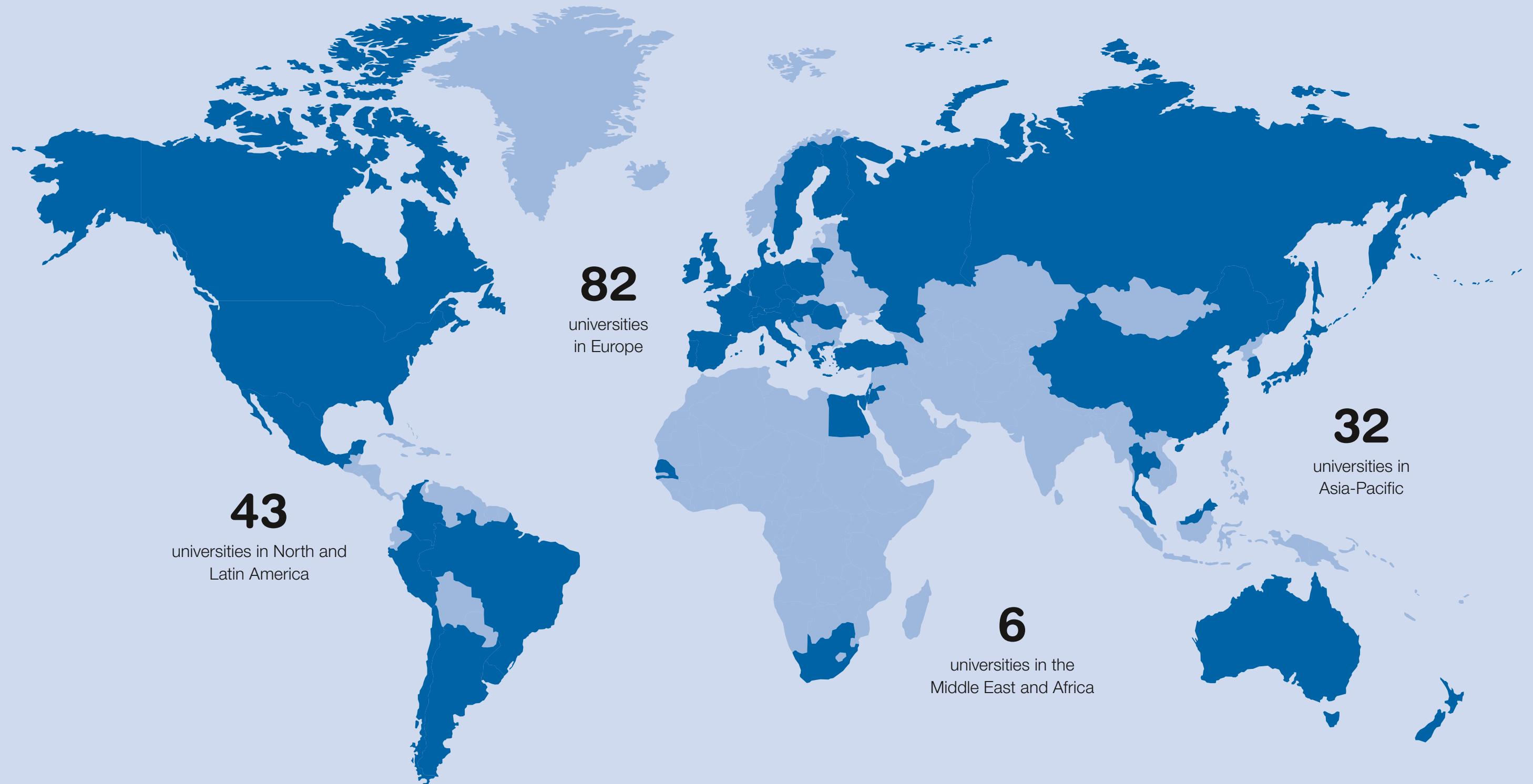Over 100 programs (IEMBA, MBA, MAS, DAS, CAS)
in the following areas:
– Accounting and Controlling
– Banking, Finance, and Insurance
– Business Law
– Didactics and Methodology
– Healthcare Management
– Human Capital Management
– Information and Operations Management
– International Business
– Culture
– Management and Leadership
– Marketing
– Public Management

Partner Universities Around the World

The SML cooperates with universities, companies, government agencies, and nonprofit organizations around the globe. We cultivate partnerships with carefully chosen key partners to ensure inspiring knowledge exchange and fruitful collaboration.

110
nations are represented
by SML students

163
partner universities
in 47 countries

82
universities
in Europe

32
universities in
Asia-Pacific

43
universities in North and
Latin America

6
universities in the
Middle East and Africa

Operational Sustainability Management at the SML

Ecological and Social Responsibility

Our areas of operational sustainability are those of a typical knowledge organization in the service sector: fair working conditions, energy consumption, employee mobility, consumption of paper and office materials, and sustainable catering.

In the 2015 and 2016 periods, we implemented the following measures in the areas of operational sustainability management. Especially in the case of the ZHAW Library, there was a change in comparison to the previous period.

CATERING

The catering companies we employ are committed to the sustainable procurement of ingredients and healthy food tailored to the needs of our students and staff. Environmental protection is taken into account, for example, by offering climate-friendly dishes. This includes the "One, two, we" offer, which stands for climate protection in the environmental areas of purchasing, transport, product range, and operation.
>>> www.one-two-we.ch/en/onetwowe/

In cooperation with WWF Switzerland and other experts, the SV Group has launched a comprehensive program for climate protection. Individual measures are adapted specifically to the respective SV restaurants, and so to the needs of ZHAW as a customer. As a direct consequence, the SV Group was awarded the Zurich Climate Prize in 2013 for reducing its CO_2 emissions.
>>> www.sv-group.ch/de/verantwortung/

NEW BUILDINGS, ENERGY, CLEANING, AND WASTE

Our new buildings are constructed according to the MINERGIE® standard for buildings and thereby contribute to a careful handling of natural resources. We use water-generated and some photovoltaic electricity. Our cleaning companies use ecologically degradable detergents in situations where microfiber technology is unable to dispense with the need for detergents completely. Waste is separated in sectioned containers, and waste paper is consistently separated from general waste.

ZHAW LIBRARY AND PAPER QUALITY

Digital reproduction in the front office area of the ZHAW Library in Winterthur is carried out digitally using free scanning facilities rather than copying machines. This saves paper as well as toner. Noise emissions have also been massively reduced, and excellent user relationships have been achieved. We only use recycled paper in our copying machines.

ICT AND DATA CENTER

When purchasing ICT goods and services, ZHAW ensures sustainability by taking into account criteria such as power consumption in operating and standby mode, socially responsible production, as well as appropriate life cycles and controlled disposal wherever possible and permissible under Swiss procurement law. The main reporting center is operated by a co-location partner that has been selected, among other things, for energy efficiency and sustainability. The following measures contribute to achieving a power usage effectiveness target of 1.3–1.4: free cooling system, hot-air containment, waste heat utilization, and the use of renewable energy.

In addition to ecological sustainability, social sustainability also plays an important role at ZHAW. For this reason, the university offers free and confidential counselling services for employees and students through its human resources department, and it is committed to diversity.

COUNSELLING SERVICES FOR STAFF AND STUDENTS

Services for university staff include psychological counselling and coaching, a contact point for conflicts in the work environment, counselling for suspected discrimination, bullying, and sexual harassment, working with a disability or chronic illness, case management, work-life balance, counselling on personnel issues, and reflection and relaxation during working hours.

Service for students comprise financing studies, psychological counselling and coaching, counselling on the compatibility of studies with work and family life, studying/working with a disability or chronic illness, suspected discrimination, bullying, sexual harassment, and conflicts in the study environment.

In 2016, 17% more people sought ZHAW counselling services than in the previous year. This was demonstrated in a study carried out by the Diversity staff unit. What is especially striking is the 28% increase in demand among students, which is a disproportionate increase compared to growth in student numbers. Although the number of university staff seeking counselling fell by 6% during the same period, the free and confidential service is directed equally at them. The service attracted significantly more women (59%) than men (41%). At the same time, the issues for which women and men seek counselling are usually very distinct. Exceptions to this are topics such as the compatibility of study and work/family where 84% of counselling services were attended by women. Counselling services also increased by about 20% in the case of university members with disabilities. This continues the trend set in previous years, a development which, according to the authors of the study, is partly due to increasing equality and social inclusion of people with disabilities in education and work.

DIVERSITY AT ZHAW AND THE SCHOOL OF MANAGEMENT AND LAW

ZHAW actively supports protection against discrimination, bullying, and sexual harassment and the ZHAW Executive Committee has issued a set of regulations. Its aim is to protect those working or studying at ZHAW from all forms of discrimination and offensive behavior. The Diversity staff unit at ZHAW is committed to various projects and services which make similarities and differences among university members visible and exploits this potential. It helps students and university staff integrate their individual needs into the academic day as effectively as possible. It increases awareness and advises those responsible on how structural barriers can be removed. The Diversity staff unit at ZHAW also offers advice to those who feel their integrity has been violated, as well as individual coaching to help them in their personal development.

The Diversity/Gender staff unit at the School of Management and Law is responsible to the Management Support staff section for gender equality, diversity promotion, and awareness-raising at the SML. To promote equal opportunities and counteract discrimination, the SML Diversity/Gender staff unit offers consultations and organizes various projects. One example of this is the Diversity Lunch held each semester. The co-commissioners initiate and engage with projects for the reduction of discrimination and support projects in the areas of diversity, gender, equality of opportunity, and non-discrimination at the SML. Furthermore, they regularly provide information to university staff and students as well as having a seat on the ZHAW Diversity Commission. In addition, individual counselling is offered to university staff and students – including issues concerning diversity and gender.

>>> www.zhaw.ch/sml/diversity-gender
>>> SML-Update/5-diversity-lunch
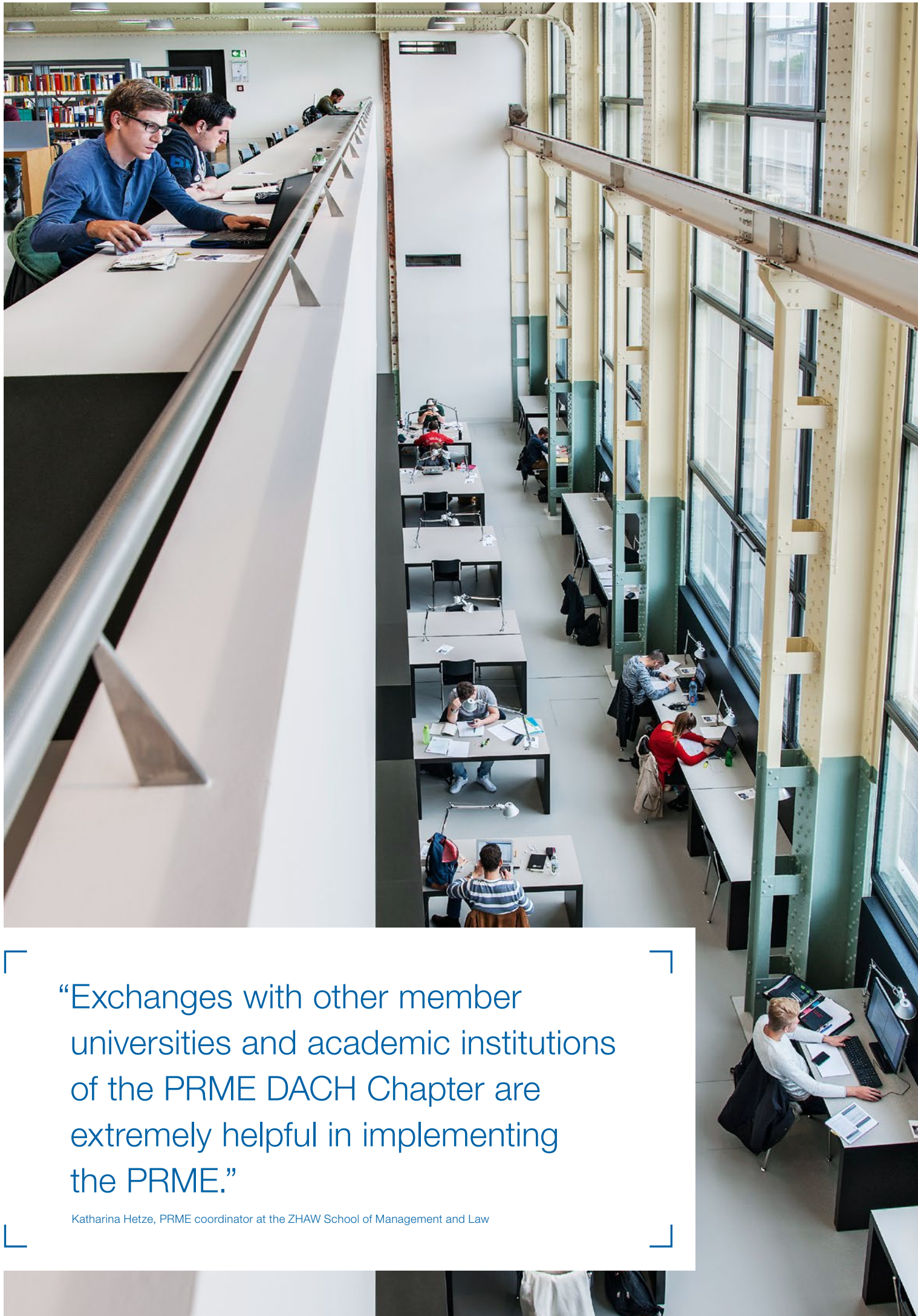
UN Principles for Responsible Management Education

PRINCIPLE 1:
PURPOSE

PRINCIPLE 4:
RESEARCH

PRINCIPLE 2:
VALUES

PRINCIPLE 5:
PARTNERSHIP

PRINCIPLE 3:
METHOD

PRINCIPLE 6:
DIALOGUE

"Exchanges with other member universities and academic institutions of the PRME DACH Chapter are extremely helpful in implementing the PRME."

Katharina Hetze, PRME coordinator at the ZHAW School of Management and Law

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.

WHAT IS THE OBJECTIVE OF THE ZHAW SCHOOL OF MANAGEMENT AND LAW?

The main principle of the SML is to build up competencies and to cross borders, in accordance with its slogan, "Building Competence. Crossing Borders." Bypassing the concept of competence is not an option. At the ZHAW School of Management and Law, the objectives of the individual modules are consistently oriented towards competence. For the continuous development of the school's degree programs, the Center for Innovative Teaching and Learning has begun a project for the development of competency grids. With these competency grids, both skills development and the competencies students take with them will be recorded differently in the future. In close collaboration with the program heads and other stakeholders such as employers, a specific goal structure is derived, which is based on the competencies pursued and describes them as specifically as possible.

The development of competency grids thus forms the basis for a differentiated and competence-oriented assessment system which can contribute to the continuous improvement of degree programs and have a strong motivating effect on all those involved. Using an appropriate feedback system, heads of program, instructors, and students receive central- ized information on the focus and further development of their teaching and learning activities. The project encompasses Bachelor's and Master's degree programs as well as continuing education programs in several stages and shows the demarcations of the individual steps. It also increases legitimacy in the eyes of future employers of SML graduates since the competency grids are developed in consultation with external companies. This should have a positive impact on the reputation of the SML on the labor market.

In this context, for example, the Competency Grid for the degree program BSc in Business Administration with a specialization in General Management contains a "self-competence" element for which the recognition and appropriate consideration of ethical and societal questions have been defined as a competency.

>>> **www.zhaw.ch/zid/mycompetence**

Publication on myCompetence: Müller, C.; Woschnack, U.; Baumgartner, A. & Erlemann, J. (2015): Gutes Lernen und gute Lehre. Welchen Beitrag leistet die Qualitätssicherung? Contributions to the 3rd AQ Austria Annual Meeting 2015. Vienna: Facultas, pp. 139–149.

ETHICAL AND SOCIAL RESPONSIBILITY

Competency: Students can recognize ethical and social issues and take them into account effectively.

Basic	Intermediate	Advanced	Expert
Students are not really able to recognize ethical and social issues or take them into account effectively.	Students can usually recognize ethical and social issues and take them into account reasonably effectively.	Students can recognize ethical and social issues and take them into account effectively.	Students can recognize ethical and social issues very well and take them into account very effectively.

COMPETENCE DEVELOPMENT FOR SUSTAINABILITY AND CORPORATE RESPONSIBILITY

What does this mean for the education of our students in responsible management? We have taken various measures to develop the competence of our students in the area of responsible entrepreneurial activity. An important initial step in the reporting period was the revision of the main principles of the ZHAW School of Management and Law, supplemented by a written commitment to sustainable development and corporate responsibility: "We practice and actively promote sustainable development and corporate responsibility." In addition, the strategic objectives of the SML were also revised. This commitment to the sustainable development of the economy and society now appears as an explicit aim: "The SML supports the excellence of its organization and quality development, is committed to the sustainable development of the economy and society, and achieves a balanced financial result." These documents provide the basis for all further measures and activities.

Measures include the further development of the curriculum, which is presented in the following chapter about the "values" principle. These include, in particular, the tendering and supervision of thesis topics, which enable students to deepen their knowledge of aspects of responsible corporate management and to acquire competencies in this area. The following overview shows the student theses written in 2016 with a focus on CSR, ethics, and sustainability. (German titles have been translated.)

STUDENT THESES WRITTEN IN 2016 WITH A FOCUS ON CSR, ETHICS, OR SUSTAINABILITY

Correlation Between Corporate Social Responsibility and Financial Performance in the Swiss Banking Sector

Facebook as a Vehicle for Unilever's Corporate Social Responsibility Communication to External Key Stakeholders

Luxury Goods: What is the Role of Sustainability and Corporate Responsibility?

Advancing Corporate Responsibility Management: A Comparison of a Brazilian and a Swiss Fashion Company

Corporate Social Responsibility – Legal Aspects of National Implementation in Switzerland

Sustainability Reporting in the Annual Reports of SMI Companies

Corporate Sustainability Communication – Success Factors and Recommendations for SMEs

A Review of Bank Customer Attitudes Towards Sustainability. An Empirical Study Based on the Kantonalbank of Aargau

A Sustainability Barometer of the Swiss Chocolate Industry: What are Appropriate Indicators to Measure Sustainability Performance Along the Value Chain?

Sustainable Investment Funds – An Introduction to Sustainable Investments with Mutual Fund Returns Comparing SMI and MSCI World

Sustainable Behavior in Everyday Life – An Empirical Study of Sustainable and Less-Sustainable Consumers

Sustainable Supply Chains in the Clothing Industry – Challenges for Swiss Companies

What Determinants Influence the Development of a Sustainable Clothing Market?

How Business Can Use Its Potential to Contribute to the Sustainable Development Goals – The Case Example of Nestlé

Sustainable Entrepreneurship Education and Development – A Feasibility Study for India

Origins of the Living Wage Dilemma in the Ready-Made Garment Industry and Inspiration for Paul Kehl Zurich

Interview

Five questions to Ladina Schatz, BSc in Business Administration, Alumna of the ZHAW School of Management and Law

Ladina Schatz, you studied business administration at the SML from 2013–2016. Do you have the impression that you acquired professional skills for responsible entrepreneurial activity during your studies? If so, which modules concerning ethics, CSR, or sustainability did you find particularly helpful?

The Bachelor's degree program with a specialization in Banking and Finance at ZHAW allows limited scope for participation. In the list of modules available, there are only a few electives where you can pursue your own preferences and interests. For this reason, I took advantage of a semester abroad at the CASS Business School in London to focus extensively on the topic of corporate social responsibility (CSR). Furthermore, I acquired a deeper knowledge of international human rights from the compulsory Business & Human Rights module at the SML. However, the greatest contribution to my knowledge was gained from my choice of Bachelor's thesis topic: "Correlation Between Corporate Social Responsibility and Financial Performance in the Swiss Banking Sector." This enabled me to analyze and apply theoretical approaches in the field of CSR to the Swiss market.

You chose your own topic for your Bachelor's thesis. What motivated you to write your thesis on this subject?

I've been concerned about the issue for years, and I think it's extremely important that both individuals and companies accept a certain degree of social responsibility. Using an in-depth investigation of the achievements of businesses in the

area of CSR, I hoped, especially in the case of private individuals, for greater transparency in the field of sustainability. In particular, I saw the very capitalist-shaped banking sector as an interesting starting point and contrast to the convictions of CSR. Since I've been working in various banking institutions for over ten years, it seemed obvious to conduct my analysis on the Swiss financial center.

What did your research show?

The analysis of CSR and financial performance (FP) produced a negative correlation coefficient of −0.29. So my Bachelor's thesis clearly demonstrated a positive link between CSR and FP. Aspects such as the high sustainability level of all banks, the lack of availability of international measuring systems for assessing CSR commitment, and the indirect relationship between the costs and benefits of CSR are the reasons for the correlation. The thesis also assumes that other influencing factors such as subjectivity, data quality/actuality, and complex group structures had an effect on CSR evaluation. It should also be noted that the comparability of FP was restricted by factors such as capital requirements for system-relevant banks, different equity quotas, financial advantages of group companies, as well as the conditional benefits resulting from high rating assessments.

> "The 'Business & Human Rights' elective has helped me gain detailed knowledge of international human rights."

Ladina Schatz in discussion about her Bachelor's thesis on CSR in the banking sector: "Sustainability is a topic I deal with every day in my endeavour to have a responsible lifestyle."

After completing your Bachelor's degree, you worked for a Swiss bank. How could you integrate your knowledge of CSR and sustainability into the workplace?

I currently work in the Eastern Switzerland Regional Marketing Department at UBS Switzerland. In my day-to-day activities, I am often confronted with events and campaigns related to UBS's commitment to CSR. Working for a major bank not only gives me an insight into various sustainable projects, but there are also a number of opportunities for me to participate directly in various ecological or social activities. I take advantage of these on a regular basis.

Will you continue to engage with the issue?

In September, I will begin my Master's degree in Business Innovation at the University of St. Gallen. In so doing, I hope to expand my existing knowledge in the field of CSR and use

it in the professional world. Sustainability is a topic that I encounter not only on a professional and educational level, but one I'm committed to by having a responsible lifestyle.

Ladina Schatz

Ladina Schatz studied Business Administration with a specialization in Banking & Finance at the ZHAW School of Management and Law and wrote her Bachelor's thesis on CSR in the Swiss banking sector. She currently works for UBS Switzerland AG.

Principle 2: Values

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

MODULES CURRENTLY ON OFFER

To train responsible managers to make their contribution to the sustainable development of the economy and society, it is essential to offer students modules in which they can acquire knowledge about ethics, CSR, and sustainability, and in which they can develop associated skills. This applies to the Bachelor's and Master's degree programs as well as to extra-occupational continuing education.

The SIP Report Outlook 2013–2014 concerning the period 2015–2016 stated that in the course of the "improvement" project, a correspondingly designated module would address PRME topics in every BSc degree program. Similarly, when reviewing elective modules, consideration would also be given to aspects of sustainability. The SML has achieved this self-imposed goal because there are nearly 20 modules in which the topics of sustainability, corporate responsibility, corporate ethics, and human rights are part of the curriculum.

These include business administration and management modules, and specific ethics or CSR modules. These are mostly compulsory modules. In this context, it is relevant that the content is conveyed both in business administration foundation events and in modules on international management, as well as in specific ethics and CSR modules. The degree of relevance of ethics and CSR content in individual modules varies accordingly from broad-based to fully engaged.

The following table provides an overview of modules in German or English which are offered at Bachelor's or Master's level. Some of the modules listed have already been available for several years. These include the elective modules "Corporate Responsibility" and "Applied Corporate Ethics" in the Bachelor's degree programs Business Administration, Business Information Technology, and Business Law, as well as the module "Sustainable and Ethical Corporate Responsibility" in the International Executive MBA.

NEW AND FUTURE MODULES

Other modules were introduced between spring 2015 and fall 2016 as part of the curriculum improvement process. These include the two modules "Introduction to Business Studies" and "Skills for Business Studies," which were taught for the first time in the 2015 Fall Semester and the 2016 Spring Semester, respectively. In addition, the "Leadership and Business Ethics" and "Leadership and Corporate Ethics" programs are compulsory for all business administration students in their 5th semester. They were also offered for the first time in the 2016 Fall Semester, as was the module "Applied Business Ethics" in the Master's degree program "International Business".

The development of a corresponding selection of modules is, however, not yet complete and will continue from the 2017 Spring Semester onwards.

Aspects of responsible entrepreneurial activity are an increasingly relevant topic in practice-oriented continuing education. Of the approximately 190 modules offered by the SML, almost 20 offer more specialized content. For example, the International Executive MBA includes the module "Business Ethics & Corporate Responsibility," the MAS in Business Administration includes five sessions on corporate responsibility, and the CAS in Strategic Marketing includes ten lessons on ethics in marketing.

BSC AND MSC ETHICS OR CSR MODULES

Business Administration and Management Modules with Ethics or CSR Content	Specific Ethics or CSR Modules
Advanced International Business	Applied Business Ethics
Advanced Strategic Management	Business and Human Rights
Business Administration: Basic Principles and Strategy	Corporate Responsibility
Business Administration Skills	International Business & Ethics
Introduction to Business Administration	Leadership and Business Ethics
International Business & Management	Leadership and Business Ethics
International Environment of Business	Applied Business Ethics
International Politics	Corporate Responsibility
Introduction to Business Studies	Sustainable and Ethical Corporate Responsibility

CONTINUING EDUCATION PROGRAMS WITH ETHICS, CSR, OR SUSTAINABILITY CONTENT

Post-Graduate Continuing Education Programs	Title
Executive Master of Business Administration (EMBA)	International Executive MBA
Master of Advanced Studies (MAS)	Business Administration
	Compliance
Diploma of Advanced Studies (DAS)	Compliance in Human Resources
	Fundraising Management
Certificate of Advanced Studies (CAS)	Leadership and International Insurance Management
	Compliance Officer
	Wealth Management
	Strategic Marketing
	Behavioral Insights for Marketing
	Compliance International
	Corporate Responsibility
	Human Resources Management in the Public Sector
	Diversity and Equality Competence
	Pricing & Go-to-Market
	Sponsoring Management
Continuing Education Course	Basics Fundraising Management
	Major Donor Fundraising

Principle 3: Method

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

TEXTBOOK SERIES "SML ESSENTIALS"

The SML has published two books on corporate ethics and corporate responsibility as part of the "SML essentials" series. Printed in a convenient A5 format, the series condenses existing knowledge offered by the ZHAW School of Management and Law, making it perceptible and accessible. Through their contemporary design and effective layout with checklists, a glossary, and infographics, "SML essentials" convey knowledge in an approachable and efficient way.

2013 EDITION: FOUNDATIONS OF ETHICAL
CORPORATE RESPONSIBILITY

The first publication in the series was the 2013 SML essentials textbook "Grundlagen ethischer Unternehmensverantwortung" written by Mathias Schüz. It serves as a guide to clarify the context and the basic concepts of ethics, responsibility, and sustainability within the framework of entrepreneurial activities. In addition, it shows why it makes sense for companies to become aware of their responsibilities because only then can they freely decide whether they aspire to be role models in their sector and emulate the best, or wait for now. This enables companies to make their decisions in the full knowledge of any possible consequences and thereby avoid becoming victims of the random reactions of stakeholders such as the media, investors, or customers. As a result of bad experiences, many companies have already successfully aligned their activities to sustainability or ethical responsibility, thereby demonstrating the urgency of reorientation. >>> Grundlagen ethischer Unternehmensverantwortung
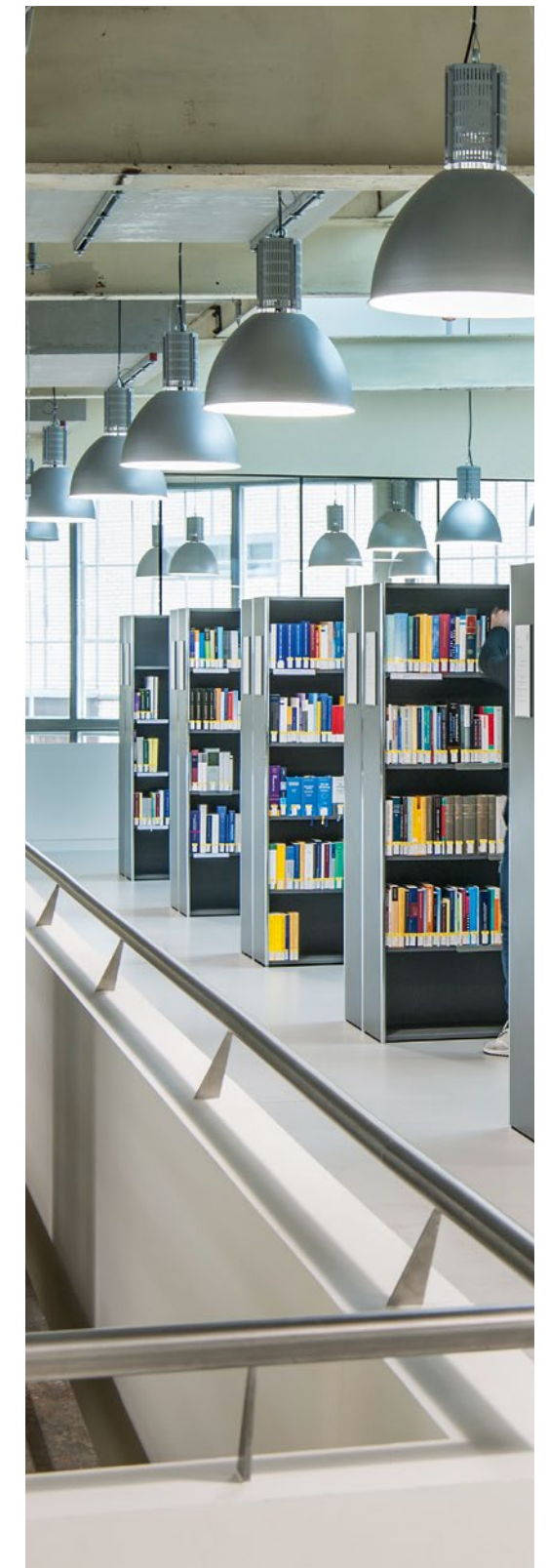
2016 EDITION: CORPORATE RESPONSIBILITY
MANAGEMENT

In 2016, the "SML essentials" series continued with "Corporate Responsibility Management" written by Fridolin S. Brand and Herbert Winistörfer. Corporate Responsibility (CR) Management is defined by the authors as the task of companies to identify, in an effective and systematic way, areas for action where the assumption of social responsibility supports the achievement of their objectives. They then take strategic decisions and apply these in an operational context. Which stakeholders and CR issues are essential for the company? How can individual CR issues be linked to corporate strategy? How can appropriate targets, indicators, and action plans be developed? How is CR performance reviewed and evaluated? These and other questions are addressed and answered in the textbook, with continuous examples throughout. It shows how to construct a modern, professionally designed, more transparent, and therefore more credible management approach to corporate responsibility. The publication is intended to enable the reader to analyze and evaluate the corporate responsibility management of any company based on defined criteria and using freely available information. Core elements of this "SML essentialss" publication were developed in association with specialists from the corporate and consulting world in a far-reaching research project. >>> Corporate Responsibility Management

TEXTBOOK: "ANGEWANDTE UNTER-
NEHMENSETHIK – GRUNDLAGEN FÜR
STUDIUM UND PRAXIS"

Another publication of note is the textbook "Angewandte Unternehmensethik – Grundlagen für Studium und Praxis" by Mathias Schüz. It teaches students and practitioners the most important foundations and latest approaches of corporate ethics and thus enables them to no longer make their decisions at the expense of stakeholders but to do so for the benefit of all stakeholders. In this way, a comprehensive model of corporate responsibility is presented in economic, ecological, and social dimensions. With the help of case studies and exercises based on interdisciplinary research and philosophical reflection, practical examples are used to illustrate solutions to complex problems, dilemmas, and risks. Without passing judgment, Mathias Schüz shows the differences between utilitarian ethics, deontological ethics, and situational virtue ethics, and presents new ethical approaches for companies. >>> Angewandte Unternehmensethik

SML essentials
Grundlagen ethischer
Unternehmensverantwortung
Volume 01, 2013
Mathias Schüz

SML essentials
Corporate Responsibility
Management
Volume 06, 2016
Fridolin S. Brand and
Herbert Winistörfer

Textbook
Angewandte Unternehmensethik –
Grundlagen für Studium und Praxis
2016
Mathias Schüz

Interview

Four Questions to Mathias Schüz, Professor of Responsible Leadership at the ZHAW School of Management and Law

Professor Schüz, what was your reason for writing "Applied Business Ethics?"

From many years of professional experience in large corporations and my teaching work, I know that managers reject the "accusing finger." However, I can gain their attention when they realize the importance of ethical action for their economic success. That's why it was important for me to write a textbook that demonstrated to company representatives, students, and other readers through real case studies the risks which occur when decisions are taken without ethical reflection.

Can you give us an example?

Especially at middle management level, employees often face the dilemma of having to decide between their personal ethos and the corporate culture. For example, if a client adviser at a private bank refused to sell securities which he or she considered unethical, the bank might perceive this as irresponsible. On the other hand, the customer would perceive this behavior as being responsible. In such a situation, the employee is likely to ask: What has ethics to do with my professional life? How can I be ethically responsible while contributing to the success of my company?

Why is it important for students to deal with questions of applied corporate ethics during their studies?

Although greater ethical responsibility is now in demand everywhere, most employees only have a vague notion of what it means and how it can be applied in different situations. Students are increasingly being asked to reflect on their acquired knowledge ethically and to apply this as they become successful in their work in a company later on. To this end, the book is intended to contribute to and highlight the possibilities and limitations of applied ethics in businesses. In this context, the most important approaches need to be learned and applied to various problems, dilemmas, and risks on a day-to-day basis. Solutions are often systematically derived from interdisciplinary research and philosophical reflection.

> "I felt it was important to write a textbook that would educate companies, students, and other readers about the risks of making decisions without ethical reflection."

Mathias Schüz, Professor of Responsible Leadership at the SML, discusses the significance of ethics in the context of business and study: "The book supports students in reflecting on ethical issues and enables them to transfer their conclusions to the business world."

What is the role of philosophy?

Philosophical reflection examines the content of seemingly comprehensible terms such as responsibility, ethics, morality, and sustainability to free them from misunderstandings and therefore misuse. In this way, the concept of responsibility can be derived from "giving full and complete answers." Consider the answers to the questions: What have you done? What are you doing? What will you do? Basically, humans are responsible for the consequences of their actions before those who hold them to account economically: the stakeholders. Their responses will, however, differ according to their particular values and interests. A responsible manager must then meet the conflicting demands of stakeholders. Philosophy sets standards by which that manager can plausibly weigh the justification of such claims.

Mathias Schüz

Dr. Mathias Schüz is a professor of responsible leadership at the ZHAW School of Management and Law. His work and research interests include responsible leadership, applied business ethics, corporate responsibility and corporate culture, and holistic risk and value management. He is the author of "Grundlagen ethischer Unternehmensverantwortung" in the "SML essentials" series and of the textbook "Angewandte Unternehmensethik – Grundlagen für Studium und Praxis."

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.

At the SML, people are engaged in different research projects dealing with issues for a future-oriented and sustainable society. In 2014, the SML defined three main research areas. Before presenting the work of these research areas from 2015 and 2016, an overview of other research projects is provided below.

Research Projects

DIGITAL SUFFICIENCY

The young people of Switzerland have grown up with the digital media. They use them self-evidently and habitually in almost all life situations and have, consequently, earned themselves the name "digital natives." From their smartphones, they maintain social contacts, make purchases, create and exchange photos and videos, stream music, or play games. Research into energy use shows that the rapidly increasing use of digital information and communication technologies can lead to a considerable increase in resource and energy consumption. The increasing use of digital media can, therefore, have a negative impact on the environment.

What effect will the growing use of digital media have on energy consumption and the environment? What role do digital natives play in this? How can this group be encouraged towards a "resource-lighter" approach to digital media? The interdisciplinary project "Digital Sufficiency" addresses these questions. It is intended to help reduce the overall environmental impact associated with the use of digital media by the digital-native target group. Initially, an ecological balance of digital usage was produced. On that basis, the interdisciplinary project team at ZHAW, together with the climate protection organization myblueplanet, has been developing communication measures to raise awareness among digital natives of a

need for resource-efficient handling of digital media. This project is financed by Mercator Foundation Switzerland.

>>> Digital Sufficiency
>>> myblueplanet
>>> Mercator Foundation Switzerland

FOOD FOR THE FUTURE

Our eating habits have a direct impact on health. Obesity, Type 2 diabetes, or cardiovascular disease are common consequences of an unhealthy diet and cost the healthcare services billions of Swiss francs. In addition, our nutritional behavior also impacts the environment. In Switzerland, food is responsible for 28% of the total environmental impact of a household. At the same time, increasing importance is being attached to catering outside the home (restaurants, cafeterias, etc.). However, it is often not possible for diners to make an environmentally friendly and balanced meal selection when eating out since no suitable choice is available, or the necessary information about the composition of the food is missing.

In the "Food for the Future" project, researchers from the Department of Life Sciences and Facility Management together with the ZHAW School of Management and Law jointly examine how consumers are informed about the topic of sustainability by the hospitality industry and how their nutritional decisions can be aided. They should be given the opportunity to discuss the effects of their food choices on personal health as well as the environment. The aim of the project is to provide decision-making support when choosing a meal and to promote a sustainable diet. For this purpose, an instrument has been developed using a menu sustainability index, which enables meals served outside the home to be evaluated in terms of health and environment. Properly communicated, this scientifically based orientation aid should help not only consumers in their choice of meals but also give catering managers value added when planning balanced and environmentally

friendly menus. This project runs until September 2017 and is also funded by Mercator Foundation Switzerland.

>>> Food for the Future

STAKEHOLDER MANAGEMENT IN ENERGY TRANSITION

The commercial and the public sectors have shown increasing interest in scientific analyses and new impulses for shaping energy demand since the policy decision announced by the Swiss government for a gradual withdrawal from nuclear power as an energy resource has set in motion a profound change in the Swiss energy landscape. In addition to new technologies, infrastructures, and changes in economic, legal, and political framework conditions, the change being undertaken is due in particular to a functional interplay between the state and the commercial sector.

As an interdisciplinary Swiss university of applied sciences, ZHAW is, therefore, planning to establish a competence and knowledge platform on the "governance of the energy transition in the economy, state, and law," in which the Institute of Public Management will also be involved. The Institute of Public Management is concerned with the challenges of stakeholder management in the energy sector. Because of heterogeneous societal, political, and institutional demands, the public sector and energy supply companies increasingly face conflicts of interests and goals. An integrated management model for dealing with stakeholders, which meets both the requirements of the state and the economy, would be desirable. Together with the Institute of Applied Media Studies, the Institute of Public Management wants to develop such a model for the comprehensive management and governance of the energy sector, which supports public-law institutions/bodies and state-owned energy supply companies in active, strategic, stakeholder management.

>>> Stakeholder Management in Energy Transition

EXPERIENCES KEEP PEOPLE ACTIVE (EXPACT)

When older people leave the labor market, society loses valuable experience and skills. In an EU project, ZHAW researchers, in association with national and international partners, are developing an Internet platform to enable older people to pass on their specialist knowledge.

A multilingual software package is being developed as part of the "ExpAct" project. This makes it easy to create Internet platforms to share and use the experience of older people. Once the package has been completed, its aim will be to meet the needs of many different types of users, including companies, non-profit organizations, associations, and private individuals. Possibilities are, for example, coaching and consulting services for SMEs, piano lessons by retired music teachers, or lessons learnt in dealing with difficult life situations. With little effort, organizations will be able to build a brokerage platform that is tailored to their needs.

The EU research project "ExpAct" is part of the Ambient Assisted Living Joint Programme (AAL JP) co-funded by the European Union and the State Secretariat for Education, Research and Innovation (SERI). AAL projects aim to use new technologies to develop innovative products and services. In addition to the Institute of Business Information Technology and the Center for Human Capital Management at the ZHAW School of Management and Law and the Institute of Physiotherapy at the ZHAW School of Health Professions, it involves the following partners: Aktivsenioren Bayern e.V. (Germany), Alpnet Engineering AG (Switzerland), Andrássy University Budapest (Hungary), Ethical Software Coop. Soc. (Italy), the European Academy of Bozen/Bolzano (Italy), KMU-Plattform (Austria), PowerAge Foundation (Switzerland), and the University of Innsbruck (Austria). >>> www.expact.eu

Research Focus

1. Corporate Responsibility Management

"Corporate Responsibility Management" is one of the research interests of the Center for Corporate Responsibility. During the reporting period, the Center was involved in the following research projects:

STAKEHOLDER-ORIENTED SUSTAINABILITY REPORTING

Many Swiss companies have realized that it is important to integrate aspects of sustainable development into their entrepreneurial activities and to document the services provided. Enterprises of all sizes and sectors that publish a sustainability report are currently faced with the following major challenges: increasing standardization through the ongoing development of the Global Reporting Initiative (GRI), growing importance of materiality and completeness in the course of GRI G4, the tendency to integrate the annual report and sustainability report, and unclear stakeholder/target group orientation. In a case study approach, solutions have been developed for the challenges currently facing Swiss companies in the area of sustainability reporting: stakeholder involvement, materiality, and consideration of the value chain and target group orientation. Result: Procedure model with a modular set of tools and integrated best-practice approaches, which companies can use to align their sustainability reporting to the new challenges outlined above.

>>> Stakeholder-Oriented Sustainability Reporting

MEASURING THE EFFECTS OF BUSINESS ACTIVITIES IN DEVELOPING REGIONS

Companies are increasingly obliged to demonstrate that their business activities in developing regions follow ethical and ecological minimum standards. However, these standards often do not measure the impact a company has on value creation and sustainability in the local context. Traditional indicator sets for corporate social responsibility and/or sustainable development have so far been (1) very abstractly defined, (2) focused on the minimization of adverse effects, and (3) mainly about internal principle and process indicators. The question of the effective impact on the local community by a business activity is frequently left unanswered. The aim of this research project is the development and application of indicators which make it possible for companies to assess the sustainability issue of "integration and development of the community" and thereby make it comparable. In addition to process-oriented indicators (e.g., forms, purpose and duration of cooperation with local stakeholders and institutions, public-private partnerships, and local suppliers), impact-oriented indicators, in particular, were also defined (e.g., the number of local enterprise start-ups in the formal sector, the quality of material and immaterial infrastructures, environmental quality and quality of life, and the performance and economic relevance of local universities). Result: Indicator-based tools for assessing the positive impact on the local sustainability of entrepreneurial activities in developing regions. >>> Measuring the Effects of Business Activities

ENVIRONMENTAL OBJECTIVES OF SWISS COMPANIES

The aim of this study was to ascertain the environmental impact of Swiss companies, which topics or environmental areas of application were being addressed, and how the objectives were formulated. Beneficial and impeding factors also need to be identified. For this purpose, the research team looked at the 500 largest Swiss companies. Those that publish their reports and have declared at least one environmental objective were examined in detail. This base sample consisted of 88 companies. In addition, the team analyzed a comparative sample of eight small and medium-sized enterprises (SMEs) that reported on sustainability objectives and were therefore classed as pioneers together with eight multinational enterprises (MNEs) considered best practice examples in terms of their environmental objectives. Since an analysis of reports provides little information on the motivation and background for setting objectives, individual and group interviews were conducted with both CEOs and those with responsibility within an organization for sustainability or environmental issues. Depending on the sector, the proportion of companies with any environmental objectives at all varied greatly. While the paper and cardboard industry, banks, and the cosmetics industry have 50% or more, the proportion within the computer/information technology sector is just 5%. For the majority of companies which formulate objectives, there is a focus on energy, emissions, disposal of waste water and general waste, and materials. Less attention is given to biodiversity, products, transport, and supplier certification. Most of the objectives are restricted to in-house pro-

cedures while preceding or subsequent stages along the value chain are rarely considered.
>>> Environmental Objectives of Swiss Companies

ONLINE CSR COMMUNICATION IN THE DACH REGION

Sustainability reporting is becoming increasingly important for large companies. Studies show a trend towards more reports; this will be further reinforced by the EU Directive on Sustainability Reporting. At the same time, companies are faced with the challenge of providing information which can be used and processed by stakeholders according to their needs. In this respect, the Internet offers communicative advantages. This investigation is based on previous studies and is intended to provide external feedback on this type of sustainability communication to the companies under investigation as well as providing stakeholders with qualified information about communication performance on sustainability topics. The starting point for the analysis was the sustainability section of the corporate website in which other areas of sustainability communication were taken into account in the respective classes, among them (interactive) sustainability reporting and social media. Data collection took place in November and December 2015. The corresponding websites were then examined on the basis of 27 criteria in the four classes of information, i.e., provision, accessibility, comprehension, and dialogue. Based on the stakeholder engagement theory by Morsing and Schultz (2006), it can be demonstrated that CSR communication currently serves, in particular, stakeholder information as well as containing some elements of the stakeholder consultation, but that no elements have been found which actively involve stakeholders in decision-making processes. Since the study of CSR

reporting practices by companies in the DACH region has already been conducted four times, it is possible to draw comparisons for these businesses for the period 2004–2015. This shows a clear professionalization of CSR communication, in particular with regard to information provision and presentation. However, regarding information comprehensibility as well as opportunities for dialogue, the results illustrate a potential for development. Comparing results between the three countries Germany, Austria, and Switzerland, it is also evident that German companies are making better use of the potential of the Internet for their CSR communication than are enterprises of the other two German-speaking nations.
>>> Online CSR Communication in the DACH region

SALES-TARGETED ARGUMENTS FOR FAIRTRADE SUGAR

Sugar is a component of many foods and beverages. Many large food corporations such as Nestlé, Unilever, and Mars have set targets for their procurement of sugar from sustainable sources. However, only a fraction of the world's sugar production is currently sustainable. The Fairtrade "certified sugar" label is a way for large food corporations to demonstrate that they are pursuing sustainable procurement goals. In the study, arguments were formulated for purchasing more Fairtrade sugar, which ought to be used in Fairtrade International marketing activities. The arguments are aimed at buyers in large food companies. A comparison was made with other major brands (e.g., Bonsucro) and conventionally produced sugars. The result of the project was a list of arguments aimed at buyers in large food companies, favoring the purchase of more Fairtrade sugar. The arguments are another basis for the marketing activities of Fairtrade International. >>> Sales-Targeted Arguments for Fairtrade Sugar

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Outlook 2017–2018

Over the next two years, research activities into corporate responsibility management will continue. Firstly, the research projects "Stakeholder-Oriented Sustainability Reporting" and "Measuring the Effects of Business Activities in Development Regions" will be concluded. In addition, new research projects are being prepared and launched. A study by the State Secretariat for Economic Affairs (SECO) in Switzerland on the OECD Guidelines for Multinational Enterprises and a preparatory workshop for an EU project on sustainability innovations will be presented. Furthermore, in 2017 the Center for Corporate Responsibility will submit several applications for research projects to third parties. Two or three new research projects are expected to be forthcoming in 2018.

2. Enabling Energy Transformation

The Center for Innovation and Entrepreneurship (CIE) and the Center for Public Commercial Law (ZOW) have two organizational units involved in the research area "enabling energy transformation."

CENTER FOR INNOVATION AND ENTREPRENEURSHIP (CIE)

Since its establishment, the energy sector has been an important thematic focus of the Center for Innovation and Entrepreneurship. It has close ties to the energy research and energy industry, in particular through the inter-university CTI energy research program SCCER-CREST. Within SCCER CREST, the CIE is the joint leader of Work Package 1 and home to the Knowledge Transfer Unit. ›› SCCER-CREST

CIE competencies are divided into four thematic areas: Entrepreneurship & Foresight, Innovation & Business Modelling, Energy Customer Behavior, Knowledge Transfer in Energy Research. In all the following areas, researchers at the CIE work together with other institutes and centers at ZHAW as well as partner universities.

FOCUS AREA "ENTREPRENEURSHIP & FORESIGHT"
The energy system is in the middle of a fundamental transformation process. This has created many new entrepreneurial opportunities. Both young and well-established energy companies can benefit from this with innovative products and services. To do so, they need new, scenario-based tools for the identification, analysis, and evaluation of trends and developments in their context. The interface between entrepreneurship and foresight techniques in the energy sector forms the core of the research conducted within the framework of the CTI program SCCER CREST.

FOCUS AREA "INNOVATION & BUSINESS MODELLING"
The ongoing transformation processes affect the entire energy supply chain: This is one reason for the relevance of the traditional sales business. At the same time, innovations, for example in the area of digitization, enable entirely new business models for energy. These range from contracting to the provision of control power using virtual power plants formed from a large number of decentralized systems. The CIE has many years of experience in advising energy companies on innovation and business modeling.

FOCUS AREA "ENERGY CUSTOMER BEHAVIOR"
Through the digitization and decentralization of power generation, the hitherto clear boundaries between producers and consumers have become increasingly blurred. Energy companies are changing from being energy suppliers to becoming energy service providers. To manage this change successfully, these companies need a good understanding of customer requirements and customer behavior. New channels are needed to connect with their clients. In the area of "energy customer behavior," the CIE is investigating new interaction and communication possibilities between energy suppliers and end users.

FOCUS AREA "KNOWLEDGE TRANSFER IN ENERGY RESEARCH"
The findings of numerous ongoing energy research programs only contribute to the energy strategy of the Swiss Confederation if they also reach the appropriate decision-makers in politics and business. At the same time, many players in the energy sector (e.g., energy companies, local energy authorities, or NGOs) have a great deal of experience which is of great interest to researchers (in particular for the development and validation of models). The CIE researches, accompanies, and supports knowledge integration and knowledge transfer processes between science, politics, the energy industry, and society. A specific example of this aid is the annual CIE Energy Startup Day.
›› Energy Startup Day

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Outlook 2017–2018

The second phase of SCCER CREST (2017–2020) will be the focus of energy research at the CIE in the foreseeable future. In partnership with ETH Zurich, the CIE will co-lead Work Package 1. Energy entrepreneurship and foresight are still at the core of CIE activities. In addition, the CIE is working on acceptance of local electricity production from hydropower and geothermal energy as part of a SCCER supplementary project together with scientists from ETH Zurich and the universities of Basel and Lucerne. Within this consortium, it is investigating the role of future ideas in individual energy policy-making opinion. Another important focus of the coming year is the synthesis and completion of the NRP 71 project "Using formal social groups to promote energy sufficiency behavior in cities." Through additional funding from the Swiss National Science Foundation, in particular, the CIE can carry out two major workshops with representatives of medium-sized and large Swiss cities with the aim of making available to a wider target group the findings of the project regarding transdisciplinary cooperation between energy researchers and municipal authorities. Furthermore, the CIE is involved in Smart City, whose aim is to improve the quality of life and the utilization of resources in cities, in particular through the intelligent application of information and communication technology.

CENTER FOR PUBLIC COMMERCIAL LAW (ZOW)

The Center for Public Commercial Law is host to an interdisciplinary research group and a member of the Swiss Competence Center for Research in Energy, Society and Transition (SCCER CREST). The Center is headed by Andreas Abegg, who is also joint leader of Work Package 3 for SCCER CREST. The research group attached to the Center for Public Commercial Law deals with economic and legal questions in the field of energy supply at a national and international level. Central to its activities is the question of how political and regulatory tools have to be designed to enable renewable energies to be increasingly used, energy efficiency to grow, and greenhouse gas emissions to fall. Thematic focus areas are the addition of new, renewable energy sources; electricity market design for the integration of renewable energy; and regulatory approaches and instruments.

The transfer of knowledge from the university to the point of application takes place within the context of practically relevant publications, joint research projects, specialist conferences, and workshops. A particular focus of publications by the Center for Public Commercial Law has been on the spatial planning and construction requirements of new renewable energies – with the aim of reducing legal uncertainties. Energy Strategy 2050 requires the construction of numerous water and wind power plants as well as geothermal energy generators in Switzerland. The question of where such plants can be built presupposes a balancing of energy, climate, landscape, nature, environmental, and spatial planning interests. Since energy supply is a matter for both the national government and the individual cantons, the implementation of Energy Strategy 2050 is a particular challenge for the cantons of Switzerland. The experience that has already been accumulated in the area of renewable energy can be viewed as a "federal laboratory" (room for trial and error) to examine comparative case studies on how cantonal regulations deal with various conflicting objectives and coordination problems. The results were presented at public conferences.

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Standortwahl und raumplanerische Standortkriterien im Zeitalter der Energiewende: Die Nutzung erneuerbarer Energieträger zwischen Wirtschaftlichkeit, planungsrechtlichen Anforderungen und Akzeptanz.
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EPAG/CREST Working Paper.

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Is a market stability reserve likely to improve the functioning of the EU ETS? Evidence from a model comparison exercise.
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Outlook 2017–2018

Central to the research focus on energy at the Center for Public Commercial Law is the implementation of Phase II of SCCER CREST in 2017 and 2018. In 2017, a publication by Kaspar Plüss on the weighing of interests in the construction of water and wind power plants as well as a working paper by Andreas Abegg and Leonie Dörig were published. A printed publication by Andreas Abegg and Leonie Dörig on coordination obligations will also be available shortly. Furthermore, a report is currently being written for the Swiss Federal Office of Energy, and a publication on geothermal energy is also planned.

3. Discrimination Law and Diversity Management
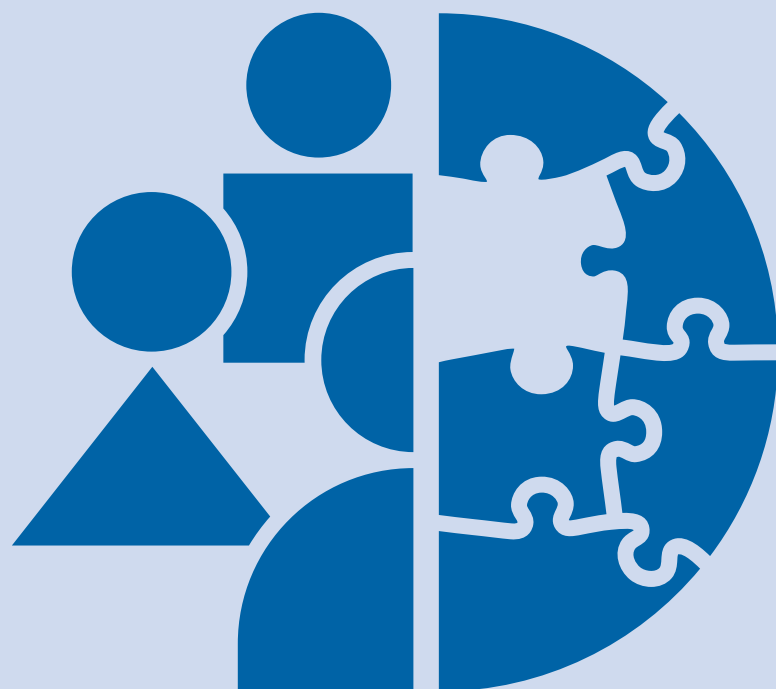
The Equality and Discrimination Law platform run by the Center for Social Law provides information on the subject through the following channels: research and consulting, conferences and continuing education programs, as well as publications and lectures. In addition, it maintains a database of anti-discrimination rulings by the Federal Supreme Court of Switzerland in accordance with Art. 8, para. 2 of the Federal Constitution.

RESEARCH ACTIVITIES

The starting point for research activities is Art. 8, para. 2 of the Federal Constitution: No person may be discriminated against, in particular on grounds of origin, race, gender, age, language, social position, way of life, religious, ideological, or political convictions, or because of a physical, mental or psychological disability. In Art. 8, para. 2 of the Federal Constitution, Switzerland recognizes the discrimination criteria which are enshrined in numerous international treaties on human rights. Discrimination and equality law is, on the one hand, understood as a separate legal discipline which has not yet been fully developed in Switzerland and, on the other hand, as cross-sectional material applicable to all legal areas. Particular attention will be given to the growing importance of discrimination law in the European Union. The research projects are financed by funds from the Swiss National Science Foundation to promote scientific research or other public research institutes. Questions are also dealt with on behalf of political and administrative authorities or for private clients.

One example of a research project carried out during the reporting period is an evaluation of the Swiss Disability Discrimination Act. It was conducted in collaboration with Büro BASS, which conducts studies on labor and social policy. The project was commissioned by the Federal Department of Home Affairs, the General Secretariat and the Federal Bureau for the Equality of People with Disabilities. The purpose of the Disability Discrimination Act is to improve the equality of people with disabilities and enable them to participate in all areas of social life. >>> Final Report

DIVERSITY NOW! – LEGAL FRAMEWORK

In addition, the Center for Social Law offers Diversity Now!, a special consulting service in the field of diversity and law with tailored solutions for companies, organizations, and public authorities. The background of this initiative is that international law and constitutional law require all levels of the state and their protagonists to protect themselves in an effective manner against discrimination. Companies are also responsible within the framework of corporate social responsibility to make their contribution towards protection from discrimination. Equality is an important issue for commercial enterprises and public authorities and encompasses far more than wage equality. The obligation to provide equal treatment follows directly from an employer's duty of care. Promoting diversity in a company can be a success factor. When implementing diversity strategies, it is advisable to ascertain the legal and operational requirements with the help of legal specialists. With specialist and user knowledge, institutions and companies are supported in the implementation and ongoing development of diversity in their corporate policy (diversity compliance). Similarly, these services are directed towards public authorities so that they can better align their activities with diverse population groups in the sense of diversity mainstreaming.

The Center for Social Law has interdisciplinary expertise in diversity mainstreaming/management, in particular with regard to the creation of diversity for people of different origin, gender, age, and for people with or without disabilities. It regularly produces reports and offers training sessions and workshops. Likewise, it supports official bodies in the formulation and implementation of diversity standards. To begin with, objectives, legal requirements, and their application are clarified in a practical context. To this end, the relevant standards for the organization are determined, and a review is conducted to see if these are being observed in-house. The inventory includes the joint identification of fields of action for effective diversity management (companies) and mainstreaming (authorities). From internal regulations to contracts with third parties, the Center for Social Law conducts

a comprehensive screening. This helps organizations to assess the extent to which they are acting in compliance with the law and diversity standards, and whether measures are needed to establish an effective diversity policy. Starting with the initial situational audit, individual goals are formulated for the organization and an implementation plan developed. Recommendations from the Center for Social Law thus provide managers with a broad basis for the introduction of a diversity strategy and the establishment of necessary measures. In addition to creating or supplementing internal standards, this also includes action in the areas of information, awareness, training, coaching, and consulting.

>>> Diversity Now! – Legal Framework

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2nd edition. Basel: Helbing Lichtenhagen Verlag.

Outlook 2017–2018

In 2017 and 2018, the Center for Social Law plans to complete a number of research projects and publications on transdisciplinary discrimination research, such as an anthology of racial profiling, structural racism, and anti-racist resistance, as well as various publications on structural discrimination and law. An application for an interdisciplinary SNF project on law, discrimination, and anti-discrimination is also being prepared. In addition, the Swiss Network for Discrimination Research SNDF – Réseau Suisse de Recherche sur les discriminations RSRD will be established. The 4th National Conference on Discrimination Protection will be held in cooperation with the SNDF-RSRD as well as the Universities of Berne and Lausanne on "Inter- and Transdisciplinary Discrimination Research," and a one-week conference on the same topic is scheduled for 2018.

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.

COLLABORATION OF THE SML AND THE UNIVERSITY OF ECONOMICS, PRAGUE

The University of Economics, Prague (VŠE), and the ZHAW School of Management and Law have been enjoying a long and fruitful collaboration which focuses on ethical corporate responsibility. Following a visit by VŠE representatives to the SML in October 2014, a team of specialists on ethics and responsibility headed by Prof. Mathias Schüz visited Prague in the fall of 2015. The highlight of the visit was a conference entitled "Responsibility and Ethics in Management Education."

The conference started with an introduction and welcome from the Rector of VŠE, Prof. Hana Machkova, and the Dean of the Business Management Faculty, Prof. Ivan Nový. Stephan Loretan, Member of the SML Executive Board, welcomed participants on behalf of the SML. Mathias Schüz presented his comprehensive model for sustainable responsibility, which is also published in the "SML essentials" textbook Principles of Ethical Corporate Responsibility. In 2015, this textbook also appeared in Czech in a translation by VŠE lecturer Dr. Dusan Kucera. Representatives of the Department of International Business at SML, Khaldoun Dia-Eddine and Petronella Vervoort, discussed negotiating strategies with stakeholders and gave insights into the dmethodology of teaching ethics. Dr. Dusan Kucera from VŠE introduced an ideological framework for ethics in the Czech Republic. Discussions with the audience supplemented the lectures and culminated in a round-table discussion chaired by Prof. Markus Prandini. He spoke with two students from both VŠE and the SML about their assessment of how ethics is taught at their respective universities.

In addition, various representatives of the business community contributed their assessments of corporate ethics. The CEOs of the Czech branches of Hilti and Mercedes provided interesting insights into the importance of ethics in their daily work. A video clip summarized the success story of Mercedes in overcoming corruption. Contributions from a well-known corporate lawyer and a radio journalist rounded off the event.

To promote the teaching of ethics needed for business school students in the Czech Republic, international cooperation between the two universities has produced another joint book publication. This teaching material will be available in Czech, and in addition to presenting the model of responsibility and ethics developed by Prof. Mathias Schüz, it also covers specific conditions and challenges applicable to the Czech Republic.

"SML essentials" Publication in Czech

In 2015, Mathias Schüz's book Grundlagen ethischer Unternehmensverantwortung was released by VŠE Prague in Czech.

Principle 6: Dialogue

We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations, and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

The SML is involved in many partnerships and initiatives to participate in a dialogue concerning CSR and to promote it to different stakeholders.

FOURTH WINTERTHUR SYMPOSIUM ON LABOR LAW

The symposium series "Winterthur Symposium on Labor Law" is hosted by the Center for Social Law at the ZHAW School of Management and Law. It was conducted already for the fourth time in July 2015 and was entitled "Participation in Companies – Nice to Have or Need to Have?" The conference focused on the following topics and questions: What role do employee representatives have in the company? Can trade unions and workers' representatives be considered as equitable? How can employees be involved in workplace changes? Is participation simply "nice to have" or do workers have the right to participate in restructuring? Various management and situational leadership theories provide answers. Employment law itself also provides valuable advice and imposes obligations on employers. For internationally active companies, the issues raised above are of particular importance since far-reaching participation rights are sometimes anchored abroad. Speakers from academia and practice described the current situation in detail and commented on both the past and future outlook.

In the audience were lawyers as well as representatives of HR departments, employee commissions, trade unions, personnel associations, and public offices, together with specialists from the academic community. The speakers were: Prof. Isabelle Wildhaber, Dr. iur., Assistant Professor of Labor and Liability Law at the University of St. Gallen and lecturer for private and business law at the University of Zurich; Dr. Michael Beckmann, Professor at the Faculty of Economics and Business Administration, University of Basel; Birgit Werkmann-Karcher, Dipl.-Psych., MSc in Organisational Development, Consultant/Lecturer at the ZHAW Center for Human Resources IAP; Me Pierre Serge Heger, HegerTroya Etude d'avocats, Partner, Legal Consultant for Employees Switzerland; Daniella Lützelschwab Saija, lic. iur., Executive Board Director, Labor Market and Employment Law Dept., Swiss Employers' Association; Kurt Pärli, Dr. iur., Professor and Head of the Center for Social Law and data protection law specialist; and, finally, Sara Licci, lic. iur., Deputy Head of the Center for Social Law, organizer of the conference and employment law specialist.
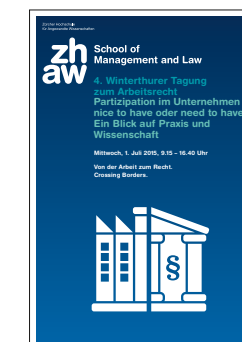
Panel discussions were chaired by Sabine Steiger-Sackmann, Dr. iur., Senior Lecturer at ZHAW and specialist in employment law and social security law.

NATIONAL SYMPOSIUM ON ANTI-DISCRIMINATION LAW

The National Symposium on Anti-Discrimination Law took place for the third time in September 2015. The conference is held every two years and deals with topics related to anti-discrimination, equality, diversity, and law. Speakers from all over Switzerland discuss developments and efforts in the field of discrimination law, describing problems and proposing solutions. The conference is aimed at a wide audience and seeks to encourage dialogue and exchange.

The third symposium, held in September 2015, was aimed at professionals in the areas of equality, diversity, and protection from discrimination, decision-makers in companies, administrations and associations, as well as academics from different disciplines who want to have an overall impression and discuss the subject. The convention highlighted the importance of the law in removing structural and institutional discrimination. The following questions were addressed: What is the struggle for good laws and test cases achieving? How can authorities specialized in gender equality issues use the law to highlight their concerns?

>>> National Symposium on Anti-Discrimination Law
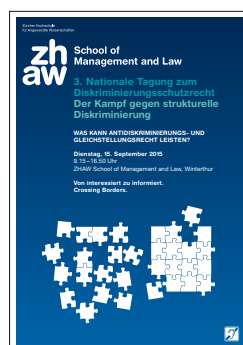
DIALOGUE WITHIN THE PRME DACH CHAPTER

In addition to these partnerships, events, and dialogues at the SML, the cooperation of the SML in the PRME DACH Chapter also needs to be presented in the reporting period. In 2015, a DACH Chapter meeting took place at the Frankfurt School of Finance, attended by PRME coordinator Katharina Hetze. The joint work of the SML with the German-speaking PRME colleagues continued in 2016 at the University of Applied Sciences Krems, where the DACH meeting took place as part of the 3rd Responsible Management Education Research Conference (RMERC).

Of particular note at RMERC 2016 was a presentation by Katharina Hetze of the results of a Bachelor's thesis she supervised on Nestlé's entrepreneurial committment to the Sustainable Development Goals adopted in September 2015. In addition, a graduate of the SML, whose research had also been supervised by Katharina Hetze, presented the results of her work directly to the conference:

– Hetze, Katharina; Wandao, Amina

   How Business Can Use Its Potential to Contribute to the Sustainable Development Goals – The Case Example of Nestlé

– Sriutamayothin, Mahela

   Origins of the Living Wage Dilemma in the Ready-Made Garment Industry and Inspiration for Paul Kehl Zurich

The work of the PRME DACH Chapter will continue with a meeting in early 2017 at Reutlingen University and another is scheduled to take place at the ZHAW School of Management and Law in the fall.

The calendar overview on the following page provides information on its activities concerning partnership and dialogue.

Calendar Overview: Summary of Events, Partnerships, and Dialogues

2015	EVENTS
February	3rd Diversity Lunch: Equality Controlling. >>> Diversity Lunch
March	The Center for Behavioral Marketing at the Institute of Marketing Management organized a workshop on sufficiency ("How attractive is renunciation?") at the 10th eco.naturkongress in Basel.
April	Finance Circle on topics including sustainable investment:: Are Returns and a Clear Conscience Compatible? >>> Finance Circle
	Successful completion of the "Compliance in Action" workshop series launched in the fall of 2014, with eight workshops between the fall of 2014 and April 2015. >>> Compliance in Action
May	Publication of the first PRME SIP report.
	5th Winterthur Economic Law Day on Compliance Management – Challenge and Opportunity >>> Winterthur Economic Law Day
June	International Symposium on "Electricity Markets with a High Share of Renewables." >>> Electricity Markets
	Information event: "School education for Syrian refugee children" by the humanitarian association "Swiss Emergency Relief Group."
July	4th Winterthur Conference on Labor Law on "Participation in the company." >>> Winterthur Conference on Labor Law
September	3rd National Convention on Discrimination Law: "The fight against structural discrimination." >>> National Convention on Discrimination Law
	Second round in the series "Compliance in Action" with eight workshops between the fall of 2015 and spring of 2016.
November	Continuation of cooperation with the VŠE: Business ethics conference on "Responsibility and Ethics in Management Education" in Prague and translation of the "SML essentials" on "Grundlagen ethischer Unternehmensverantwortung" into Czech. >>> Cooperation with VŠE
	National Future Day. >>> National Future Day 2015
Dezember	4th Diversity Lunch: Equal Opportunities for Women. >>> Diversity Lunch

2016	EVENTS
March	4th Sustainability Week at Zurich universities, including ZHAW.
April	Private commitment: A team from the Institute of Marketing Management participates in the Zurich Teamrun Marathon as Helvetas charity runners for "We run for water." >>> IMM Teamrun
September	5th Diversity Lunch: Reconciling Career and Private Life. >>> Diversity Lunch
	Third round in the series "Compliance in Action," with eight workshops between the fall of 2016 and spring of 2017. >>> Compliance in Action
November	National Future Day. >>> National Future Day 2016

	TRAINING COURSES
	Various training courses on racism based on the "Diversity Now! Legal Framework" for social services, residential services, and advice centers

The Faces of PRME at the ZHAW School of Management and Law

Seven Members of Staff and How They Apply the Principles

In the previous chapters of this report, we produced an overview of the achievements of the ZHAW School of Management and Law in 2015 and 2016 concerning the six principles. To provide some examples of how the Principles have been implemented, seven members of staff are portrayed below.

**PRINCIPLES PURPOSE   1
& VALUES**
ANDREAS BUTZ
Andreas Butz is Head of Academic Studies at the Center for Innovative Teaching and Learning, which has developed a competency grid for BSc programs. He is a senior lecturer for the "Business Administration Skills" module, in which students acquire skills concerning ethics and corporate responsibility at the beginning of their studies.
andreas.butz@zhaw.ch

PRINCIPLE METHOD   2
FRIDOLIN S. BRAND
Fridolin S. Brand is a research associate at the Center for Corporate Responsibility. He is the author of the "Corporate Responsibility Management" textbook in the "SML essentials" series.
fridolins.brand@zhaw.ch

PRINCIPLE RESEARCH   3
CLAUDIO COMETTA
Claudio Cometta is a Professor of Energy Economics at ZHAW. He heads the Energy Lab at the Center for Innovation and Entrepreneurship.
claudio.cometta@zhaw.ch

PRINCIPLE RESEARCH   4
TAREK NAGUIB
Tarek Naguib is a research assistant at the Center for Social Law with responsibility for the PRME research project "Discrimination Protection Law & Diversity Management." He has published numerous articles on equality law and anti-discrimination law.
tarek.naguib@zhaw.ch

PRINCIPLE RESEARCH   5
HERBERT WINISTÖRFER
Herbert Winistörfer is Head of the Center for Corporate Responsibility and in charge of the PRME research project "Corporate Responsibility Management."
herbert.winistoerfer@zhaw.ch

**PRINCIPLES PARTNERSHIP   6
& DIALOGUE**
MATHIAS SCHÜZ
 Mathias Schüz is a Professor of Responsible Leadership at ZHAW. His main focus is applied corporate ethics, a topic on which he cooperates with the University of Economics, Prague (VŠE).
mathias.schuez@zhaw.ch

PRME COORDINATION   7
KATHARINA HETZE
Katharina Hetze is a research associate at the Center for Corporate Responsibility. She is PRME coordinator at the ZHAW School of Management and Law.
Phone +41 58 934 46 11
katharina.hetze@zhaw.ch

Outlook for 2017 and 2018

For the 2017–2018 period, we have set ourselves the following five goals in relation to the PRME.

1 STRATEGIC INITIATIVES

We will continue to expand our PRME commitment, extend it in a targeted way, and anchor responsible management education at the SML. With this in mind, we will be launching two strategic initiatives in 2017 designed initially to last for four years. This also includes the establishment of a further competence focus area entitled "Business and Human Rights" within the context of the "corporate responsibility" strategic initiative and the launching of student projects within the framework of the "social engagement" strategic initiative. As recommended by the PRME Secretariat, student projects are reviewed to determine to what extent they can focus on the Sustainable Development Goals (SDGs).

2 CURRICULUM DEVELOPMENT

In the next two years, we will continue to develop the curriculum by conceiving and introducing further modules at the Bachelor's and Master's levels as well as in part-time continuing education. This will enable us to provide our students with the necessary skills to behave as responsible professionals and managers. Likewise, we will continue to strengthen the tendering and supervision of theses on PRME-relevant topics. In this respect, we will also examine how the competence development of our students on issues of responsible behavior in different professional contexts can be further supported and promoted by curricular and extracurricular activities.

3 RESEARCH

Within the three defined research focus areas, as well as in other organizational units, we will continue to carry out high-quality and application-oriented research on corporate ethics and corporate responsibility. This includes inter- and transdisciplinary collaboration with partners from companies and other organizations.

4 DIALOGUE WITHIN THE DACH CHAPTER

We will continue to be actively involved in the PRME DACH Chapter and will enter into dialogues with participating universities and other partners. For example, the PRME coordinator at the SML will be involved in two DACH Chapter events in Reutlingen and Pforzheim in spring 2017. Also, the SML will be hosting a joint DACH Chapter and Champions Group meeting in Winterthur in the fall of 2017. This will include a SDGs event for external guests and take place in conjunction with the UN Global Compact Network Switzerland.

5 2017–2018 SIP REPORT

We will publish the third SIP Report for the period 2017–2018 and continue to report on our PRME-related activities.

"We will continue our commitment to the PRME, develop it further in specific areas, and ensure that responsible management education is an integral part of our academic programs, our research, and all other areas."

Christine Hallier, Chief of Staff, ZHAW School of Management and Law

Accreditations:

Memberships: