

2024 Sharing Information on Progress (SIP) Report

ZHAW School of Management
and Law

August 2024

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About the Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.



“*The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).*

Antonio Guterres

Secretary-General (2017 - Present)

United Nations

”

Principles of PRME



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



Practice

We adopt responsible and accountable management principles in our own governance and operations.



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.





Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

Letter of Commitment

ZHAW School of Management and Law demonstrates its commitment to PRME's Principles through the following letter from senior leadership.

Letter from the Dean

Over the last ten years, the ZHAW School of Management and Law (SML) has worked towards advancing the Principles for Responsible Management Education (PRME) in all our four core areas: degree programs, research, continuing education, and services. We are committed to excelling in these areas by promoting the seven new principles and the SDGs in the coming years.



PRME has been a significant driver in our commitment to fostering an environment that supports corporate responsibility, ethical leadership, and sustainable business practices. The principles have been part of our vision and strategy and embedded in our governance and structure since the formation of the SML PRME Committee seven years ago. All committee members represent research areas connected to multiple SDGs and are dedicated to educational excellence in alignment with the PRME principles.

We can look back with great pride on our achievements towards sustainability in 2023. We acquired the prestigious EQUIS accreditation – placing us among the 215 business schools worldwide that have achieved this accolade – while we have been AACSB accredited since 2015. As one of the PRME Champions 2023, we had the opportunity to participate in meaningful projects and initiatives that positively impact the PRME Community, and we are eager to continue doing so as part of the PRME Champions 2024–2025. Our new interdisciplinary MSc in Circular Economy Management started in September 2023 with a cohort of 28 students from 18 countries offering new competencies and skills. We also appointed a Professor for Energy and the Environment, while research on this topic remains one of our top priorities in tackling climate change. Last but not least, our newly developed strategic planning process incorporates our commitment to integrating the SDGs across all Bachelor's and Master's programs by 2025. This will give a new generation of students the necessary expertise to face the significant challenges ahead.

It is with great pleasure that we welcome the seven new PRME principles as a way to strengthen our efforts to achieve the 17 Sustainable Development Goals (SDGs). I am delighted that our sixth Sharing Information on Progress (SIP) report aligns with the new principles and demonstrates how we have made a positive impact. We are eager to continue contributing towards excellence in RME and creating a more sustainable, inclusive, and equitable business world.

Professor Reto Steiner
Dean, ZHAW School of Management and Law

Institutional Mission, Vision, and Strategy

The following outlines ZHAW School of Management and Law's institutional mission, vision, and strategic approach to responsible management education.

ZHAW SML Mission Statement

Our Mission clearly states that "We practice and actively promote sustainable development and corporate responsibility".

Relevant Stakeholders

PRME Community, students, teachers, general public

Purpose

To describe our mission statement

[Supporting Links](#)

mission-statement-sml-englisch

View document  Download document 

ZHAW SML Vision

Our educational programs and our research in management and law enable entrepreneurial activity and contribute to resolving social challenges. We stand for Swiss excellence with a global reach.

Relevant Stakeholders

PRME Community, students, teachers, general public

Purpose

To describe the vision of ZHAW SML

[Supporting Links](#)

SML_Vision_Statement_EN

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ZHAW SML Strategy

We have strategic focus areas including among others, the following: 1) Our teaching and learning promotes holistic and critical thinking among students and empowers them to assume responsibility; 2) The ZHAW SML positions itself as a responsible business school and contributes to the sustainable development of society; 3) The ZHAW SML is closely involved with civil society, business, and science, fosters national and international networks, and cooperates with strategic partners.

Relevant Stakeholders

PRME Community, students, teachers, general public

Purpose

To describe in detail our Strategic Goals

[Supporting Links](#)

strategische-ziele-sml-englisch

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Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.

RME Leadership Accountability

At ZHAW School of Management and Law, accountability for responsible management education is structured as follows:

Yes, but the role is formalized elsewhere within the PRME signatory's organization (e.g., center/institute leader, faculty/staff member), but not in senior leadership team

PRME in ZHAW School of Management and Law

The [ZHAW School of Management and Law](#) is the largest of the eight Schools of the Zurich University of Applied Sciences with 9,800 students in Bachelor's, Master's and executive education programs. We have been committed to the [PRME principles since August 2014](#) and to the PRME Champions initiative since 2018. PRME had from the outset the support of the Dean and the Dean's Office, but was led by the research [Center for Corporate Responsibility \(CCR\)](#) in the department of International Business. In 2018 the [SML PRME Committee](#), an internal committee with faculty members from all departments of the SML was created. Since then the committee meets twice yearly to discuss and decide on a two- year PRME Roadmap. Prof. Thierry Volery, member of the School's Executive Committee and member of ZHAW's [Sustainable Development Committee](#) has chaired the SML PRME Committee since 2022. In this way, responsibility for PRME is formalized within the senior leadership team (Prof. Thierry Volery, as seen in the picture below), in the research center (CCR) and among faculty members (SML PRME Champions Team).



The Center for Corporate Responsibility (CCR) has been leading the PRME initiative at the SML continuously since the School became a signatory in 2014. Under the supervision of Herbert Winistörfer, former Head of the CCR, and with the support of Research Associate Marie Christine Weber, the School joined the PRME Champions in 2018. Their work contributed to significant structural developments and partnerships to achieve the SDGs. In 2022, the CCR was restructured, and in December 2022, a new team was formed to represent the SML in the PRME Champions 2023 cycle: Prof. Marco Clemente, Prof. Christian Vögtlin, as co-heads of the CCR and the research associate, Alexandra Grammenou as PRME coordinator (as seen in the picture below).

The Center for Corporate Responsibility (CCR) deals with questions relating to corporate responsibility and sustainability management. It is focused on the development of practically relevant strategies and tools, assists companies in their conception and implementation, and provides specialist training. In dealing with interdisciplinary topics, it cooperates with specialists from other departments and other ZHAW schools, as well as with partner universities and business partners in Switzerland and abroad.

Organizational Structure for RME

The following organizational entities at ZHAW School of Management and Law are responsible for RME:

- ❖ Research-Focused Entity
- ❖ Teaching-Focused Entity
- ❖ Community Engagement Entity



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.

RME Elements in Degree Programs

ZHAW School of Management and Law integrates responsible management education into its degree programs through 6 different approaches:

Guest Speakers and Showcase Events

Webinar Series: Sustainable Investing in the practice

These free webinars focus on practical insights into current issues relating to sustainable investing. Lecturers at the ZHAW School of Management and Law present new findings from their research and case studies on selected topics. The webinars are suitable for anyone who has been involved in sustainable investing for some time, as well as for newcomers who want to explore into the topic in greater detail.

Date

October, 2023 - February, 2024

Location

Online

Speakers

Dr Dominik Boos, Dr. Julia Meyer, Sylvia Ruprecht, Michaela Tanner

[Supporting Links](#)

Webinar One: From ESG to Impact: 23 October 2023, 12 noon- 1pm, Clients expect their sustainable investments to have an impact, but ESG is primarily a tool that assesses sustainability risks. How can we deal with this conflict and how can we generate impact?

Webinar Two: The Federal Council's Position on Greenwashing: 12 December 2023, 12 noon - 1pm. In the future, sustainable investments must either be compatible with a sustainability goal or contribute to its implementation. In this webinar, we discuss what the Federal Council wants: What is meant by "compatibility"? Is it simply a mistranslation? Why does ESG no longer have anything to do with sustainability? Wasn't it the same thing a moment ago? Webinar Three: Sustainability in pillar 3a: 1 February 2024, 4 - 5 p.m. Presentation of a study on sustainability in Pillar 3a for the Federal Office for the Environment (FOEN). In this webinar, Dominik Boos, Julia Meyer, Sylvia Ruprecht and Michaela Tanner present their key findings.

Guest Speech UN Global Compact Switzerland and Liechtenstein

As part of the graduation ceremony for the Certificate of Advanced studies in Corporate Responsibility in March 2023, we welcomed guest speaker Alice Harbach-Forel, Head of Programs and Fabienne Sigg, Program Manager of the UN Global Compact Switzerland and Liechtenstein. They spoke about all the latest developments at national and global level and

how these affect Swiss companies. They also showcased the projects and initiatives of the UN Global Compact in Switzerland and how companies can become involved. The talk was followed by a lively discussion with a question and answer session.

Date

March, 2023 - March, 2023

Location

ZHAW School of Management and Law, Winterthur

Speakers

Alice Harbach-Forel, Fabienne Sigg

Graduation Ceremony for CAS Corporate Responsibility in 2022

Presentation_UNGC

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Professor-Discretionary Course Topics

Culture Management

Students know and differentiate between the economic, political, sociological and cultural-theoretical prerequisites and conditions of management in the cultural and creative industries. They recognize the special features of the management of cultural projects and cultural institutions, especially in the area of conflict between the market and subsidies. They transfer their knowledge of business administration to the cultural and creative sector.

Department

Public Sector

Learning Object Subject

Culture Management

Educational Level

Bachelor level

Learning Outcome

Among the different cultural concepts and artistic definitions, the students learn about sustainability in culture.

Interactivity Type

Case studies and class discussion

Learning Object Description

The elective course is offered to the Bachelor's in Business Administration students.

Kulturmanagement_Modulbeschreibung_w.BA.XX.2Kulturman View document  Download document 

Doing Business in Latin America

This elective course focuses on doing business in Latin America in a sustainable context. In interactive classes, we discuss different topics from a sustainable perspective as well as recent developments. The course addresses the dynamic economic, social, and ecological challenges and opportunities of doing business in the region. It takes a closer look at Latin American history and culture, consumers, the impact on the growing middle classes, and the bottom of the pyramid, as well as corruption and organized crime. Furthermore, the module deals with issues Swiss companies and entrepreneurs face when doing business in the region regarding cultural differences and the peculiarities of the region. There is a focus on the region's primary exporting sector: natural resources. It highlights the importance of the region in terms of opportunities, risks, and challenges arising from climate change. It evaluates the best possible strategies for doing business in these areas, building resilience, and what lessons can be learned under the three lenses of sustainability. We examine business opportunities for entrepreneurs and suitable business model frameworks to develop a sustainable value proposition.

Department

International Business

Learning Object Subject

International Management, Resilience, Sustainable Development

Educational Level

Bachelor's level

Learning Outcome

Students take a closer look at business opportunities for entrepreneurs and suitable business model frameworks to develop a sustainable value proposition.

Interactivity Type

Class discussion, exercises, group work

Learning Object Description

The course integrates SDG 1, SDG 2, SDG 11, SDG 13, SDG 17

Business_LA_ModuleDescription_w.BA.XX.2Business LA View document  Download document 

Investors Relations and Equity Analysis

This module enables students to understand and apply the components of investor relations as an essential part of corporations. Students also gain a deeper understanding of various equity valuation methods and are able to apply what they have learned.

Department

Banking and Finance, Institute for Financial Management

Learning Object Subject

Financial accounting, corporate finance

Educational Level

Bachelor's level

Learning Outcome

Students learn among other things about corporate social responsibility in investor relations / The sell and buy sides and about shareholder activism.

Interactivity Type

Explorative learning, class discussions through exercises and application tasks, group work

Learning Object Description

This elective course is offered to Bachelor's students in Business Administration and Business Law students.

ModuleDescription_w.BA.XX.WPM-IR.XX

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Luxury Foresight: Key Trends and Business Implications

The definition of luxury and the business around it is constantly evolving. Digitalization, globalization, shifting societal norms and structures, and other factors influence how luxury is defined, produced, consumed, and presented. Starting with a brief introduction to the basics of luxury and luxury management and after briefly exploring the evolution of luxury and luxury consumption in a wider context, the course focuses on the present and future role of one key ingredient of luxury: craftsmanship and artisanal labor. Participants learn about various forms of craftsmanship and artisanal techniques and the major business-related and other challenges that artisanal workers around the world face. In direct exchange with an NGO supporting the global artisanal economy and with individual artisans, participants develop an understanding of what drives and challenges artisanal entrepreneurs each day. They use their marketing and management knowledge to develop solutions to selected major challenges and support artisans in building successful businesses based on their mastery and a sound understanding of customers, markets, support tools, and success strategies.

Department

International Business

Learning Object Subject

Luxury Management

Educational Level

Bachelor's level

Learning Outcome

The students learn, among other things, about current trends in the luxury industry such as sustainability (CSR), ethics, circular economy and human rights. Particular focus is given to craftsmanship and artisanal labor.

Interactivity Type

Case studies, class discussion, problem-oriented learning, explorative learning

Learning Object Description

The elective course is offered to the Bachelor students in Business Administration and Bachelor International Management. It integrates topics connected to SDG 8, SDG 9 and SDG 12.

Luxury_Management_ModuleDescription_w.BA.XY2024.pdf  Download document 

Psychology

Students gain an overview of the different fields of psychology and recognize their main areas of interest. Based on their knowledge of these fields, they are able to develop psychological questions. They are also able to integrate this psychological and methodological knowledge into their everyday professional lives.

Department

General Management, Institute for Organizational Viability

Learning Object Subject

Psychology

Educational Level

Bachelor's level

Learning Outcome

Students learn about social psychology, occupational and business psychology, and environmental psychology

Interactivity Type

Problem-oriented learning, explorative learning, class discussion through exercises

Learning Object Description

This elective is offered to the Bachelor's in Business Administration and Bachelor's in Business Informatics students. The course integrates SDG 3, SDG 8 and SDG 11.

Psychology_ModuleDescription_w.BA.XX.2Psychology.docx [View document](#) [Download document](#) 

War, Economics and Business

Globalization and the subsequent rise of emerging markets have not only changed the economic but also the political balance in the world. The newly established balances of power have increased global instability as well the potential for global conflict and crisis. This tension has resulted from the confrontation of big powers such as the US, EU, Russia, and China and has had an impact on the economic world and on businesses. The new forms of confrontation are not making things easier. In an increasingly interconnected world, this trend is destabilizing the global economy and disrupting international business. This module provides students with in-depth insights into the economic impact of contemporary conflicts and wars and what this means for international business.

Department

International Business

Learning Object Subject

Conflict management, International Business

Educational Level

Bachelor's level

Learning Outcome

Students learn about the illegal and gray economies and their impact on business and stability, and apply an interdisciplinary approach to crisis analysis and resolution. They learn about the worldwide social interdependencies of wars and conflicts. They understand ethical dilemmas in international business and are able to develop relevant solutions.

Interactivity Type

Case studies and class discussion

Learning Object Description

This elective is offered to the Bachelor's in Business Administration and Bachelor's in International Management students. The course integrates SDG 11, SDG 16, SDG 17.

War_Economics_ModuleDescription_w.BA.XX.2War.docx [View document](#) [Download document](#) 

Introduction to Business Administration

This module examines various aspects of business administration. It aims to promote a deeper understanding of overall economic contexts and the ability to think holistically and in an integrated way. This is done, in particular, in small group classes by means of an online business simulation and case studies. Bachelor's students acquire the basic knowledge required exclusively in self-study with the help of a digital teaching aid, created for this module.

Department

Center for Innovative Teaching and Learning

Learning Object Subject

Business Administration

Educational Level

Bachelor's level

Learning Outcome

Students learn to deal with key business administration issues, including corporate environment, strategy, finance, procurement & service provision, marketing, structure & culture, human resource management, leadership, and corporate social responsibility. They can describe individual interdependencies in business administration and the interaction of various aspects of business administration. They develop a readiness to deal in more detail with business management problems.

Interactivity Type

Flipped- classroom to strengthen students' self-responsibility and reflection

Learning Object Description

The aim is to integrate more topics for students to reach an advanced level of understanding in ethical and social responsibility.

[Supporting Links](#)

Introduction to

BA_ModuleDescription_w.BA.XX.2BWL-
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Business in the Climate Crisis

This elective course shows companies which fundamental challenges arise from climate change and the associated technological, political, and socio-economic developments. Using various companies as examples, students learn how companies can manage climate-related risks and strategically seize opportunities.

Department

International Business

Learning Object Subject

Climate Change, Carbon literacy

Educational Level

Bachelor's level

Learning Outcome

Students learn about climate change and corporate environmental sustainability, eco-innovation, environmental management and climate policies

Interactivity Type

Highly interactive with case studies and class discussion, online simulation games and group work

Learning Object Description

This elective shows students the basic challenges of climate change and related socio-economic, political, and technological developments. Students learn how to address climate-related risks as business managers and seize opportunities.

Climate_Crisis_ModuleDescription_w.BA.XX.WPM-
BCC.XX

[View document](#)  [Download document](#) 

Business and Human Rights

The students explore the need for multinational companies to consider and respect human rights in their business conduct and along the value chains of their business products and services. The students the difference between direct and indirect human rights impacts and ways on how businesses can adress the risks efficiently through Human Rights Due Diligence process. The course is an elective for the Bachelor Students in International Management and Business Administration students offered in autumn and spring semesters.

Department

International Business

Learning Object Subject

Business and Human Rights

Educational Level

Bachelor level

Learning Outcome

History of Human Rights, the main institutions for Human Rights, the global situation and challenged for businesses today, standards and management systems, the "Ruggie framework" and the UN Guiding Principles.

Interactivity Type

Highly interactive through walking tours, class discussions, creativity through video production

Learning Object Description

The students dive deep into understanding the legal and institutional environment, the stakeholder expectations, and management options on a global level. In case studies and other innovative pedagogical methods, the students assess the documented practice of companies against the requirement of current standards.

ModuleDescription_w.BA.XX.2BHR.XX

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Sustainable Finance

Sustainability in the Swiss financial sector is becoming increasingly important both nationally and internationally. In the introductory section, students learn the definition of different terms and discuss why sustainability matters. Sustainability is, firstly, seen from the perspective of investors, and the differences across sustainable investment strategies are highlighted. In the second part of the module, students focus on sustainability considerations from the perspective of companies, such as evaluating different sources of financing and sustainability performance and impact. The module is offered to the Bachelor's in Business Administration and International Management students.

Department

Banking and Finance, Institute for Financial Management

Learning Object Subject

Sustainable Finance

Educational Level

Bachelor's level

Learning Outcome

Students learn to critically assess and discuss the relevance of sustainability in the finance sector and the financing and investment process.

Interactivity Type

Class discussion

Learning Object Description

In this module, students gain a broad overview of the relevance of sustainability considerations for the finance sector.

Sustainable_finance_ModuleDescription_w.BA.XX25FINLXX  Download document 

Environmental Economics and Politics

Students become familiar with economic thinking regarding local and global environmental problems such as local air pollution, climate change, and dwindling resources, and understand the political options of intervention.

Department

Department Public Sector

Learning Object Subject

Environmental Economics and Politics

Educational Level

Bachelor's level

Learning Outcome

Students are able to explain the relationship between economic activity and the environment. They are able to assess costs and benefits of different environmental policies.

Interactivity Type

Interactive instruction through case studies and project work

Learning Object Description

The course integrates SDG6, SDG 7, SDG 11, SDG 13, SDG 14, and SDG 15

Environmental_Economics_ModuleDescription_w.BA.XX25EPPXX  Download document 

Applied Business Ethics

Students acquire the ability to justify their management decisions from an ethical perspective. They are enabled to assess the possibilities and limitations of applied ethics in the corporate world. They get to know the most important ethical theories and learn to apply them to different problems, dilemmas and risks, in their everyday working lives.

Department

Business Law

Learning Object Subject

Applied Business Ethics

Educational Level

Bachelor's level

Learning Outcome

Key theories of ethics and application to corporate decision-making and making decisions not only on economical but also ethical criteria.

Interactivity Type

Videos and case studies

Learning Object Description

The course integrates SDG 8 and SDG 16

Applied_Business_Ethics_ModuleDescription_w.BachelorAufenx  Download document 

Self Leadership

“Be the change that you wish to see in the world.” (Mahatma Gandhi) “Only those who lead themselves can lead.” (Urs Baldegger) Anyone who wants to lead others successfully first has to strengthen their self-leadership competence. In this module, students use specific tools and exercises to learn how to reach the goals they set for themselves while also, among other things, becoming more SELF-AWARE. This requires high intrinsic motivation and active participation. This module applies aspects of positive psychology, leadership research, business coaching, mental training (resilience/high performance sports), and mindfulness practice that are essential for leadership in today's world. This elective is taught in German.

Department

Institute for Business Informatics

Learning Object Subject

Self Leadership

Educational Level

Bachelor's level

Learning Outcome

Students become more self aware and increase their leadership competences.

Interactivity Type

Class exercises and discussion of the solutions

Learning Object Description

The course integrates SDG 3, SDG 4 and SDG 8

Self_Leadership_Modulbeschreibung_w.BA.XX.2019-XX [View document](#) [Download document](#) 

Managing Circular Economy

The circular economy presents a significant potential for sustainable economic growth. It offers companies new solutions for reducing costs, creating new revenue streams, and increasing resource security. This elective module introduces students to the concept of a circular economy, related management tools, and company success stories from various economic sectors. Students learn to identify key drivers such as legal compliance, cost reduction, and competitive innovative advantage. They learn to develop business models for the implementation of circular economy, such as "sharing platform", "products-as-a-service", and "circular supplies". The module is offered to Bachelor's in Business Administration and International Management students.

Department

International Business

Learning Object Subject

Circular Economy

Educational Level

Bachelor's level

Learning Outcome

Students understand the drivers of the circular economy, and the risks and opportunities for companies and analyze new circular business models.

Interactivity Type

Explorative learning through field trips and interactive class discussions by solving exercises

Learning Object Description

The course integrates SDG 7, SDG 8, SDG 9, SDG 12, and SDG 13

CEM_ModuleDescription_w.BA.XX.2MCE.XX

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Climate and Energy Economics

Climate change is one of the most pressing concerns of our time. The combustion of fossil fuels for energy consumption is a significant contributor to greenhouse gas emissions. This encompasses both the direct use of fossil fuels for transportation and heating, as well as the indirect consumption associated with electricity generation. This module aims to familiarize students with the factors driving climate change, their connection to the energy system, and regulative approaches for transitioning towards a sustainable future. After completing this module, students understand the scientific principles underlying climate change and have the ability to critically evaluate approaches to regulating greenhouse gas emissions across different sectors.

Department

Public Sector

Learning Object Subject

Climate Change

Educational Level

Bachelor's level

Learning Outcome

Students learn the regulatory changes imposed by climate change, how to evaluate climate policies, and how to overcome difficulties in implementing these policies.

Interactivity Type

Interaction through class discussion and problem-oriented learning

Learning Object Description

The course integrates SDG 7, SDG 8, SDG 11, and SDG 13

Climate_Environment_Economics_ModuleDescription_w.BA.XX.2MCE.XX

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Strategic Diversity Management

Strategic diversity management can bring economic benefits for companies (in the context of social sustainability, demographic change, migration, internationalization, scarcity of specialist labor, etc.). Diversity issues include gender, LGBTIQ+, disability, combining work and family, age and generations, and BIPOC. In this module, students focus on a human capital management perspective, in which the diversity of a company's workforce is considered strategic, innovative

human capital. Students work through real company case examples and consider a marketing perspective which deals with the many different needs of customers. This elective is taught in German.

Department

General Management, Institute for Organizational Viability

Learning Object Subject

Diversity, Equity and Inclusion

Educational Level

Bachelor's level

Learning Outcome

Students learn the different diversity concepts and diversity dimensions. They recognize the diversity trends for businesses and how to position them strategically.

Interactivity Type

Class discussion with exercises, case studies, and problem-oriented learning

Learning Object Description

The course integrates SDG 5, SDG 8, and SDG 10

Strategic_DEI_Modulbeschreibung_w.BA.XX.2SDM.docx  Download document 

Mindfulness/ Mindful Leadership

Essential components of this elective course are various mindfulness practices such as sitting and meditative forms of movement. Innovative approaches from improvisational theater, coaching, and leadership are also introduced. The module is based firmly on experiential learning, requiring students to have a high level of intrinsic motivation and a willingness to engage with themselves and fellow participants. In particular, the focus is on their own mindfulness practice. Students are encouraged to practice the various exercises independently at home throughout the semester.

Department

General Management

Learning Object Subject

Mindfulness

Educational Level

Bachelor's level

Learning Outcome

Strengthening the mindfulness muscle, improving leadership, self-reflection and communication competencies

Interactivity Type

Experiential learning, improvisational theatre, implementation exercises

Learning Object Description

The course integrates SDG 5, SDG 8, SDG 10

Mindfulness_Modulbeschreibung_w.BA.XX.2Mindfulness document  Download document 

Managing Bioeconomy

The global economy faces multiple challenges related to environmental sustainability such as climate change, loss of biodiversity, depletion of resources, population growth, and overconsumption. Nearly 60 countries around the world are pursuing bioeconomy-related policies, which presents a significant potential for sustainable economic growth. This elective module provides basic knowledge of the bioeconomy, related management tools, and company success stories from various economic sectors. Students learn to identify drivers of and barriers to bioeconomy. They gain basic knowledge of technological enablers and can identify the potential of bioenergy and biobased products. They also learn how to quantify the potential of bioeconomy in selected focus countries.

Department

International Business

Learning Object Subject

Bioeconomy

Educational Level

Bachelor's level

Learning Outcome

Understanding the concept of the bioeconomy and the contributions to sustainable development, and gaining a multi-perspective on the current bioeconomy dialog in the European ecosystem

Interactivity Type

Experiential learning with field trip, case studies, class discussions, and problem-oriented teaching

Learning Object Description

The course integrates SDG 6, SDG 12, SDG 14, SDG 15

Bioeconomy_ModuleDescription_w.BA.XX.WPM-
MBE.XX

[View document](#)  [Download document](#) 

International Corporate Responsibility Management

In this module, students will be introduced to core concepts and current discussions on sustainability and corporate social responsibility, particularly international and intercultural issues. The module starts with introductory lectures before changing to an interactive seminar format in which students present and discuss topics of their choosing related to sustainability and corporate responsibility. After successful completion of this module, students will be able to explain core concepts in the context of corporate responsibility and sustainable development, understand the importance of international and intercultural aspects in this context, appreciate the importance of ethics and critical thinking, critically reflect on their roles as members of business organizations and professional associations, and apply the concepts they have learned in class to real-life problems in international business.

Department

International Business

Learning Object Subject

Corporate Social Responsibility

Educational Level

Bachelor's level

Learning Outcome

Core concepts of corporate responsibility and sustainability, the importance of critical thinking, and ethics

Interactivity Type

Interactive seminars, group work

Learning Object Description

The course integrates SDG 4, SDG 8, and SDG 11

ModuleDescription_w.BA.XX.2ICRM.XX

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Anti-discrimination, Gender Equality and Diversity Law

International and national companies, public authorities and non-governmental organizations are increasingly required to offer their services free of discrimination - regardless of origin, religion, age, gender, sexual orientation, disability and social status. In light of the MeToo, Black

Lives Matter and LGBTIQ** movements, civil society is also being called upon to be more sensitive to historical injustice and institutional forms of discrimination such as racism, sexism, heteronormativity, ableism, ageism and adultism. The course provides students with interesting insights into the legal foundations, civil society and administrative instruments that can be used to prevent discrimination, strengthen equal opportunities and promote diversity. Students benefit from the fact that the course participants come from different fields of study. The course is offered as an elective in the Bachelor Business Administration and Bachelor Business Law.

Department

Business Law

Learning Object Subject

Diversity and Anti-discrimination

Educational Level

Bachelor level

Learning Outcome

The national and international law as well as the instrument of diversity management and diversity mainstreaming offer helpful orientation for managers and employees in HR departments, legal services, compliance staff units and specialists in various industries and professional fields. The students learn to recognize the problems of diversity, discrimination and equality, while searching for strengths and weaknesses for organizations.

Interactivity Type

Development of podcasts through interview with experts, discussion of the challenges when creating the podcasts

Learning Object Description

The course integrates SDG 5, SDG 8, SDG 10

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Sustainable Financing Expert

How does sustainability influence corporate finance? What instruments exist and how are they applied? Why is the topic also relevant for SMEs? And what do we actually mean by sustainability? This executive education course helps participants find answers to these questions and help shape the future of corporate finance in your company or financial institution.

Department

Banking and Finance, Institute for Financial Management

Learning Object Subject

Sustainable Finance

Educational Level

Executive Education

Learning Outcome

Participants acquire expertise in the area of sustainability and in the various fields of sustainable financing. They become able to apply this knowledge to various forms of financing.

Interactivity Type

The content of the WBK is taught in an application-oriented manner. In addition to presentations/lecture discussions, case studies form an important component.

Learning Object Description

This training course is aimed at people who work primarily in the financial sector and who want to explore the influence of sustainability strategies on the various options for corporate financing. It is also aimed at financial managers from companies (CFO / Treasury).

[Supporting Links](#)

sml_wbk_sfe_broschuere

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Program-Level RME Integration

Certificate of Advanced Studies (CAS) in Corporate Responsibility

Managers acquire the right tools to embed corporate responsibility and sustainability management as strategic goals for companies to achieve corporate success. This program has been offered in German since 2007.

Department

International Business

Learning Object Subject

Corporate Responsibility, Sustainability Management

Educational Level

Executive Education

Learning Outcome

The program conveys a comprehensive understanding of CR as an integrated, strategic, and systematic approach that simultaneously benefits the company and society ("shared value").

Interactivity Type

Specialists teach the content of this program through a balanced mix of current concepts and instruments as well as practical examples.

Learning Object Description

The program is directed toward company representatives and individuals in administrations, associations, foundations, and non-governmental or non-profit organizations who want to act as competent CR contact points.

[Supporting Links](#)

sml_cas_cr_broschuere_en

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Description of the MSc in Circular Economy Management

As a business school we are responsible for educating, training, and preparing students, and future managers, so they can help organizations manage the transition from a linear economy towards sustainability and a circular economy. A central theme in the MSc in CEM balancing between economic, technological, social, and ecological sustainability.

The MSc in Circular Economy Management is a new degree program (started in September 2023) that supports ZHAW's key commitment to sustainability, specifically to impart and develop knowledge and skills in that area and support individuals and organizations in making a valuable contribution to society. This Master's program has been designed and developed jointly by three Zurich University of Applied Sciences (ZHAW) schools – Life Sciences and Facility Management, Engineering, and Management and Law. It is a truly interdisciplinary program that utilizes and combines expertise from several disciplines. This Master's program aims to equip students with the necessary professional and interdisciplinary skills to understand and explore the concept of a circular economy in all its facets. The strong involvement of business and industry in all areas ensures the practical relevance of this degree program. It also allows students to choose a learning path focused on specific professional roles and career paths. The program is aimed at ambitious, high-performing graduates who would like to develop expert knowledge and practical skills to help launch their careers in sustainability and the circular economy.

Certificate of Advanced Studies (CAS) in Climate Strategies

The focus is on developing scientifically sound, tailor-made, and field-tested strategies for organizations to achieve the net zero target. This program has been offered in German since 2017.

Department

Public Sector

Learning Object Subject

Climate Change, Climate Policies

Educational Level

Executive Education

Learning Outcome

The CAS in Climate Strategies provides an understanding of the ethical, social and economic implications of climate change.

Interactivity Type

Guest speakers from industry, and public authorities, practice- oriented examples, class discussions

Learning Object Description

Climate strategies affect all areas of an organization, its suppliers, and partners: Participants of the CAS in Climate Strategies come from all functional areas, such as procurement, communication, compliance or product development, management, coordination or specialist departments.

[Supporting Links](#)

Certificate of Advanced Studies (CAS) in Sustainable Investing

The focus of the program is on understanding how responsible investing works without losing sight of return and risk. Managers learn how to integrate ESG (environmental, social, governance) data into the investment process in a targeted manner and thus create a transparent basis for decision-making for their clients. This program has been offered in German since 2020.

Department

Banking and Finance, Institute for Financial Management

Learning Object Subject

Investments

Educational Level

Executive Education

Learning Outcome

Participants of the CAS in Sustainable Investing have a holistic understanding of the concepts of sustainable investing, understand how sustainable investments, can have an impact on the real world, evaluate how sustainability affects the return and risk of their investments, recognize and handle greenwashing critically, are familiar with the legal framework for sustainable investing, integrate ESG into the investment process, and incorporate it into valuation models.

Interactivity Type

The CAS is characterized by methodological diversity. In addition to lectures, presentations, exercises, case studies, work on practical case studies and e-learning, great importance is attached to the continuous examination of the core issues of sustainable investing and the resulting impact.

Learning Object Description

The CAS is aimed at client advisors, private and institutional investors, portfolio managers, executives and foundation board members, private investors and politically interested citizens.

[Supporting Links](#)

sml_cas_sin_broschuere

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Interview with Laisa Antunes Machado, MSc student in Circular Economy Management

Laisa Antunes Machado, coming from Brazil, is one of the 30 students, who started the new Master of Science in Circular Economy Management in the ZHAW School of Management and Law in September 2023. In an interview she shared with us why she was motivated to participate in the program and her experiences from the first year of her studies in ZHAW.



1.The MSc in Circular Economy Management is a brand new, interdisciplinary program offered by the ZHAW School of Management and Law (SML) in collaboration with the School of Engineering and the School of Life Sciences and Facility Management. You are among the first students to complete the program. What motivated you to choose it?

I had two main motivations. The first was personal, and the second was related to what the program offers. I came to ZHAW for the first time in 2022 as an exchange student from the United States. During my semester, I took a class called “Circular Economy Management” with Gregory Meylan and Marc Schmid, and that was when I fell in love with the topic. While growing up, I had already learned about sustainability on a superficial level, but the circular economy was something new to me, and it was really interesting to see so many business opportunities related to it and how they are being put into practice in some places. That made me decide to build my career in this area but, of course, I needed more in-depth knowledge. I began looking for suitable Master’s programs, but at the time, ZHAW had not launched its program yet. Although I was considering other programs, I felt that ZHAW’s MSc in Circular Economy Management was right for me because it appealed to my particular interests. The holistic approach in terms of content played a significant role in my decision because transitioning from a linear to a circular economy requires three fields of knowledge – management, engineering, and life sciences. These disciplines must all work together to create the synergy necessary for the change, and the degree program structure addresses that.

2.What is the circular economy and why has it become so important for business?

It simply closes the loop by keeping products, materials, and resources in use for as long as possible instead of the linear model we have today of “take-make-dispose.” But I believe it is more than that, and the Master’s program confirms this. It is also about reconciling the human world with nature and learning from nature’s principles. In nature, processes work in harmony, and the waste from one system is always the resource for another system. The circular economy applies the same principles – waste becomes someone else’s resource. The importance of the circular economy for business is huge. We live in a world of limited resources that are becoming increasingly scarce. If we fail to address this issue, businesses will soon struggle to maintain their operating models. Adopting a circular model is the only way for them to overcome this dilemma.

3. Innovative teaching methods play a crucial role in RME education. Do you have examples of how these were applied in this Master’s program?

Definitely. For a start, teaching wasn’t restricted to traditional lectures only. There were also many field trips, such as to FIFA, recycling facilities, and Kyburz, to learn about their circular business models. We also welcomed guest lecturers from different disciplines and with expertise in their fields. Besides that, we also had a case study and many group projects to allow us to apply our knowledge.

4. What were your expectations? Have they been fulfilled?

I wanted to understand circular economy management from multiple perspectives, so yes, my expectations have been and continue to be met. I am not only learning about it from the business point of view but also from a technical (design class), psychological (business psychology), and legal perspective (Swiss and international law).

5. Was it challenging to follow a program that is so highly interdisciplinary? Were the courses offered by the schools outside the SML demanding?

Sometimes, yes. I have a business background, so my understanding of other fields like engineering is not strong, and this meant I couldn’t rely on background knowledge in some subjects. The courses were demanding in different ways. Since I was part of the first cohort, some adjustments to the program can be expected.

6. What key competencies have you gained from this program and which will be helpful for your professional future?

Technical skills (such as in life cycle assessment (LCA)), hands-on skills, research skills, critical thinking/analytical skills, innovation processes, and a broader understanding of the whole system and the stakeholders involved in change towards the circular economy.

7. The program was offered for the first time in 2023/2024. What do you think could still be improved?

There is room to improve coordination within and between modules and the depth of content and expectations. The flexibility to choose the electives and the structure of the clusters are also things I think need to be addressed.

8. What was the highlight for you during this Master's program?

Building a bigger picture of all the disciplines and how they fit together. It is like completing a puzzle and seeing the whole system come to life.

9. You are now preparing to write your Master's thesis. What topic are you going to focus on, and from which discipline?

I'm still undecided, but I am very keen to explore financial aspects of the circular economy, which will be the topic of one of my classes next semester.

10. Why would you recommend this program to other students?

A circular economy is the present and the future. It is vital to train professionals to have the necessary theoretical background, which is exactly what this program offers.

Certificate of Advanced Studies (CAS) in Sustainable Innovation

For successfully using sustainability as a competitive advantage a knowledge on harmonizing economic, ecological and social goals are essential. This program helps participants acquire the skills to evaluate and implement sustainable offers and business models in practice.

Department

General Management, Institute for Innovation and Entrepreneurship

Learning Object Subject

Sustainable Business Innovation

Educational Level

Executive Education

Learning Outcome

Participants are able to identify innovation potential through sustainability for companies and organizations. They get a basic understanding of sustainability and understand how economic, ecological and social goals can be reconciled. They learn to use suitable methods to translate sustainable innovation potential into specific offers and implement them successfully.

Entrepreneurial thinking and ability to cooperate (also across companies) are activated.

Students learn to evaluate innovations in terms of their sustainability potential. They learn to independently develop their skills and network in the field of sustainable innovations.

Interactivity Type

Interactive workshops, discussion of a case study, and guest speakers from industry.

Learning Object Description

The program is directed toward innovation managers, innovation coaches, impact entrepreneurs, product managers/developers, service managers/developers, business development managers, employees in the area of corporate social responsibility, sustainability with an innovation function, consultants with a focus on sustainability, other people in companies, NGOs and public institutions with an innovation function, entrepreneurs, and founders who understand and want to use sustainability as a driver of innovation.

Supporting Links

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Certificate of Advanced Studies (CAS) in Corporate Finance and Sustainability

In-depth knowledge of corporate finance is essential for professionals and managers in finance departments. Participants combine acquiring these skills with learning about the impact of sustainability on finance.

Department

Banking and Finance, Institute for Financial Management

Learning Object Subject

Sustainable Finance

Educational Level

Executive Education

Learning Outcome

In this course, participants gain an in-depth and application-oriented understanding of key issues in corporate finance. There is a particular focus on corporate financing, starting with the cost of capital, the capital structure and the various financing instruments. Participants also learn how companies are valued and can conduct a company valuation independently. At the same time, they acquire expertise in the area of sustainability and in the various fields of sustainability and financing. They understand what sustainability means, the importance of sustainability in financing and how it can create competitive advantages for companies. This involves the importance of ESG and impact ratings, as well as specific financing products, their significance, and transformational impact.

Interactivity Type

The content of the CAS is taught in an application-oriented manner. In addition to presentations/lectures, case studies, some of which are to be worked on by the participants in the form of practical group exercises, form an important part of the course. Financial modeling with Excel is of particular importance here. This involves drawing up a financial plan for a real company, taking sustainability aspects into account, calculating the cost of capital and working out a company valuation based on various methods.

Learning Object Description

The CAS is aimed at people who hold a demanding specialist or management position within the financial sector of companies in various industries or who have the potential to take on such a position in the foreseeable future. The course is also aimed at qualified specialists from the financial sector whose professional focus lies in the areas of corporate finance or corporate banking.

Supporting Links

sml_cas_cfs_broschuere

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Certificate of Advanced Studies (CAS) in Law of Sustainable Corporate Governance

The program introduces legal issues from three areas of sustainable corporate governance (ecology, social issues, and good corporate governance). Participants learn to identify relevant problems in their organizations and find suitable solutions.

Department

Business Law

Learning Object Subject

Sustainable Corporate Governance

Educational Level

Executive Education

Learning Outcome

The CAS provides participants with a comprehensive introduction to the law of sustainable corporate governance. The continuing education course enables them to recognize, assess and appropriately address opportunities and risks. Participants are thus sensitized to the importance of sustainability law as a cross-sectional matter of public commercial law.

Interactivity Type

The course is based on interactive lectures, case studies and practical exercises.

Learning Object Description

The CAS is primarily aimed at companies and other economic players (or their employees) who deal with the legal side of sustainability issues. The course is also suitable for people who would like to develop professionally in the direction of sustainable corporate governance.

[Supporting Links](#)

sml_cas_rnu_broschuere

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Certificate of Advanced Studies (CAS) Managing Circular Economy

The circular economy is gaining momentum as a means of achieving sustainable growth and addressing climate change. With this program participants learn how implementing circular economy principles in their organizations can strengthen supply chain resilience and efficiency, and drive their innovation agenda while becoming more competitive.

Department

International Business

Learning Object Subject

Circular Economy

Educational Level

Executive Education

Learning Outcome

The program provides fundamental knowledge of circular economy as well as the management tools and success stories of companies from different focus industries. A basic understanding of enabling technologies such as 3D printing, IIoT (the Industrial Internet of Things), and bio-fermentation is also taught. Participants learn to develop business models and design supply chains for their companies. They will be well-equipped to discuss the opportunities and limitations of a circular economy with their senior management teams.

Interactivity Type

The CAS is characterized by methodological diversity. In addition to teaching conversations, presentations, exercises, case studies, work on practical case studies and e-learning, great importance is given to issues affecting the companies for which participants work.

Learning Object Description

Designed for middle managers in the secondary or public sector, teaching is oriented to the benefits and limitations of the circular economy and its principles so that participants learn to apply them in their organizations.

[Supporting Links](#)

sml_cas_mce_brochure_en

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Master of Science in Circular Economy Management

The MSc in Circular Economy Management is a new degree program that supports ZHAW's key commitment to sustainability, specifically to impart and develop knowledge and skills in that area and support individuals and organizations in their efforts to make a valuable contribution to society. This Master's program has been designed and developed jointly by three schools of the Zurich University of Applied Sciences (ZHAW) – Life Sciences and Facility Management, Engineering, and Management and Law. It is a truly interdisciplinary program that utilizes and combines expertise from several different disciplines.

Department

The ZHAW School of Management and Law, ZHAW School of Engineering and ZHAW Life Sciences and Facility Management

Learning Object Subject

Circular Economy

Educational Level

Master's

Learning Outcome

Interdisciplinary knowledge and skills on all dimensions of the circular economy- economic, social, technological, and environmental

Interactivity Type

Active engagement through team work, case studies, guest lectures and self-reflection

Learning Object Description

Students develop a broader understanding and implementation skills for the circular economy through an interdisciplinary, hands-on approach. The program's compulsory modules are grouped into themes and provide a foundation, while elective clusters allow students to prepare for specific career paths and professional roles. Three semester-program, 90 ECTS.

[Supporting Links](#)

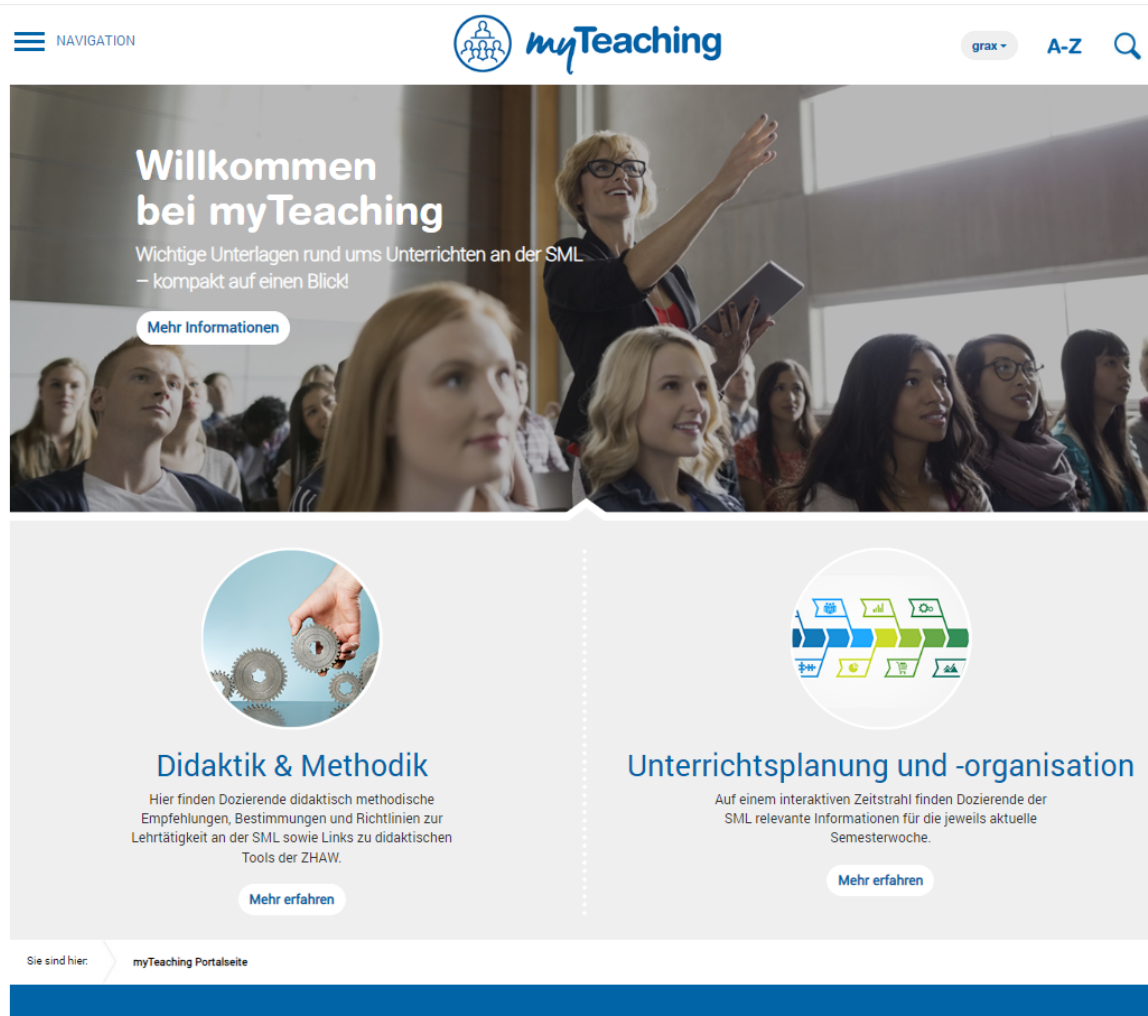
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The signatory's pedagogical approach, which includes RME in all degree program design and pedagogical innovations

My Teaching Tool

The "[MyTeaching Tool](#)" is aimed at lecturers in university teaching, particularly at the ZHAW School of Management and Law. On this platform lecturers can find bundled and compact material on various teaching methods, as well as principles, guidelines, examples, etc. The tool was developed by the Center for Innovative Teaching and Learning and it aims to gradually expand the range of materials and methods - so new information will be added every day.



The "My Teaching Tool" provides guidelines for lecturers on the following subjects:

- Developing learning videos alone or by using the ZHAW Filmstudio
- Support with the implementation of new learning activities to enhance e-learning in the Moodle platform.
- Guidance with new forms of digital learning like blended learning and mobile learning.
- Planning and organization of the course.
- Guidelines to use online tools like Miro, Padlet, Mentimeter and Microsoft Forms.

- Guidelines for ZHAW SML- specific tools such as ["My Competence Tool"](#) , an online tool that can help the lecturers evaluate the soft skills of students (e.g., critical thinking, presentation techniques, teamwork etc.).
- Manuals for the development of written or oral exams and online Moodle tests.
- Guidelines for the [My Scripting Tool](#), which supports the step-by-step development of classroom or online learning concepts.

MOOC Course: ZHAWx Vision 2030

Humanity is facing major global challenges and contradictions: increasing wealth but growing inequality; overconsumption on the one hand, malnutrition on the other; rising economic growth and extreme environmental destruction. ZHAW Sustainable has joined ZHAW Digital to unite experts from all eight Schools of ZHAW for a Massive Open Online Course (MOOC) on Sustainability taught in German. The course structure relies on three main pillars: the sustainable food value chains, sustainable, and social justice (as inspired by the three focus areas of the Sustainability Strategy of the Swiss Confederation for 2030). Using text, photos, videos, assignments, and forum discussions supports interactive teaching and learning. The course was offered for the first time in the spring of 2022 and since then is offered twice a year (every spring and autumn). More than 400 people from 42 countries have participated during 2022/2023.

Department

ZHAW Sustainable and ZHAW Digital

Learning Object Subject

Sustainability Education

Educational Level

Continuous Education Programm

Learning Outcome

sustainable food value chains, sustainable urban development and social justice

Interactivity Type

Self paced learning

Learning Object Description

Massive Open Online Course

[Supporting Links](#)

RME is in the signatory's educational vision, so that it drives the signatory's business model and all educational efforts, courses, programs, degrees, and non-degrees

RME at the core of ZHAW SML educational efforts in the past ten years

ZHAW SML's strategic goals under "Teaching and Learning" explicitly state that the School "promotes holistic and critical thinking among students and empowers them to assume responsibility." There is also a specific goal about "Social Responsibility", stating that "ZHAW SML positions itself as a responsible business school and contributes to a sustainable development in society."

The ZHAW SML has made significant efforts in the recent years to integrate RME into the curriculum of all Bachelor's, Master's and Executive Education programs.

A. In 2020, a project called "PRME in Degree Programs" was carried out at the ZHAW SML. Overseen by the SML PRME Committee and led by the Center for Corporate Responsibility, it included interviews with the heads of program for all Bachelor's and Master's programs and an online survey among SML students. The results showed that 40% of all compulsory modules at SML in the 2018/2019 study period included topics on sustainable development and responsible business. For the Bachelor's, this corresponded to one- third and at Master's level it was almost a half. In the same period, 30% of the elective modules at Bachelor's level dealt with PRME relevant issues. Through workshops with the heads of program, it became apparent that they preferred to work on continuing to integrate PRME topics in the already existing compulsory courses, while enriching the list of electives with specific stand- alone RME courses.

B. The SML PRME Committee identified six PRME research areas in 2018 that were updated in 2023. These flow into the teaching of many programs, namely:

1. Corporate Responsibility Management
2. Business Ethics
3. Energy Transformation and Decarbonization
4. Diversity and Human Rights
5. Sustainable Finance
6. Circular Economy
7. Social Law

C. In the period from 2020-2024 the following new elective courses focusing entirely on RME topics were launched for the first time:

1. Carbon Literacy for Business Managers (currently Business in the Climate Crisis)
2. Strategic Diversity Management

3. Managing Circular Economy
4. Managing Bioeconomy
5. Self-Leadership
6. Sustainable Finance
7. Climate and Energy Economics
8. Mindfulness/ Mindful Leadership

D. The first graduate program entirely dedicated to sustainability (the Master's in Circular Economy Management) was successfully launched in September 2023.

E. The following steps for 2024-2025 at the ZHAW SML are:

- Organizing workshops with lecturers in different study programs at the ZHAW SML to bring more awareness of the SDGs and support them by aligning the learning goals of the existing courses to specific SDG topics. We intend to use [the MONET 2030 indicator system](#) to achieve this.
- Developing a new Master of Advanced Studies (MAS) as an executive education program focused on sustainability management. This program will be developed as a collaboration between the Center for Corporate Responsibility and the Center for Energy and the Environment.
- Developing a stand-alone, compulsory course for the Bachelor's in Business Administration on Ethical/ Responsible Leadership.



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

RME Elements in Research

ZHAW School of Management and Law incorporates responsible management education into its research endeavors through 5 different methods:

Research Conferences

10th Responsible Management Education Research Conference

The 10th RME Research Conference was held at ISCTE in Lisbon, Portugal from 25th - 27th September 2023. The theme was "Sustainable and Responsible Management: A decade of integrating knowledge and creating societal impact through innovation and entrepreneurship".

Date

September, 2023 - September, 2023

Location

ISCTE, Lisbon, Portugal

Speakers

Alexandra Grammenou

[Supporting Links](#)

Research conference organized by the PRME DACH Chapter

Grammenou_ZHAW_10th RMER

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Society for Business Ethics Annual Conference

Prof. Christian Voegtlin participated in the Society for Business Ethics Annual Conference in 2023. He presented his paper with co-author Scherer, A.G "MNCs as Responsible Political Actors in Global Business: Challenges and Implications for Human Resource Management, Paper presentation." and participated as a mentor in the workshop for Business Ethics Emerging Scholars.

Date

August, 2023 - August, 2023

Location

Boston, Massachusetts, United States

Speakers

Prof. Christian Voegtlin

[Supporting Links](#)

Annual Conference

Academy of Management Annual Conference

Prof. Christian Voegtlin participated in the Academy of Management Annual Meeting presenting his paper: Voegtlin, C. & Walther, A., 2023. The Hormonal Bias to Responsible Leadership.

Date

August, 2023 - August, 2023

Location

Boston, Massachusetts, United States

Speakers

Prof. Christian Voegtlin

[Supporting Links](#)

83rd Annual Conference

International Climate Conference on Parties (COP) 28

Prof. Regina Betz conducted an online presentation on “The Impact of Carbon Border Adjustment Mechanism (CBAM) on the Global Supply Chain” based on SDG 13.

Date

December, 2023 - December, 2023

Location

Online

Speakers

Prof. Regina Betz

[Supporting Links](#)

Conference

Internationale Energiewirtschaftstagung

The International Energy Business Meeting focused on the future of the energy MARKETS in Europe against the backdrop of new geopolitical imbalances. Prof. Regina Betz presented her paper “When the Chips Are Down: An Incentivized Analysis of Preferences for Green Electricity in Switzerland”.

Date

February, 2023 - February, 2023

Location

Wien, Austria

Speakers

Prof. Regina Betz

[Supporting Links](#)

Annual Meeting

Bonn Climate Change Conference

Prof. Paula Castro- Pareja held a presentation on “To what extent do Parties to the Paris Agreement align their national policies and measures with their NDC targets?” and she moderated a panel at a side event on “Transparency & harmonization of NDCs and national climate policies as driver for implementation”.

Date

June, 2023 - June, 2023

Location

Bonn, Germany

Speakers

Prof. Paula Castro-Pareja

[Supporting Links](#)

Conference organized by the United Nations Climate Change that focused on the mandates that merged from COP 27.

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Young Energy Economists and Engineers Seminar

Hector Antonio Ramirez Molina presented his paper "Profile contracts for retail customers: Analysis of a tariff that incentivizing demand response while hedging customer bills".

Date

October, 2023 - October, 2023

Location

Friedrich- Alexander- Universität Erlangen-Nürnberg, Nuremberg Germany

Speakers

Hector Antonio Ramirez Molina

[Supporting Links](#)

PhD seminar

18th International Association for Energy Economics European Conference

Hector Antonio Ramirez Molina and Ingmar Schlecht, researchers in the Center for Energy and the Environment took part and presented their work in the conference. The first presented the paper "Enabling choice in a monopolistic electricity market" and the second presented the paper "Financial contracts for differences".

Date

July, 2023 - October, 2023

Location

Bocconi, Milan, Italy

Speakers

Hector Antonio Ramirez Molina, Ingmar Schlecht

[Supporting Links](#)

Research conference

Swiss Diversity Forum 2023

Presentation of the age diversity study by Dr. Daniela Frau, Diversity Delegate from the ZHAW School of Management and Law.

Date

September, 2023 - September, 2023

Location

Zurich, Switzerland

Speakers

Dr. Daniela Frau

[Supporting Links](#)

Executive board members, board members, diversity & inclusion managers, and D&I teams are offered a productive, practical exchange; best practices are highlighted and enable the participating companies to exploit synergies and scale ideas.

sae-3922

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Trust within and between Organizations- 12th FINT Workshop 2023

Dr. Daniela Frau presented her paper "The impact of overall fairness in monetary rewards systems on trust in the employer : a longitudinal mixed-method, field quasi-experiment".

Date

June, 2024 - June, 2024

Location

Helsinki, Finland

Speakers

Dr. Daniela Frau

[Supporting Links](#)

The workshop provides an inspiring and inclusive forum and venue to develop theoretical and practical knowledge on trust.

Responsible Management Education Week

PRME invited partner organizations to help live out the theme "Connecting for Impact Worldwide" with supporting events to make up a full week of impact in different topics for discussion around management education. The PRME Global Forum and the PRME Champions Meeting took place as part of this event. It was also a great opportunity for participants to engage with the i5 workshop.

Date

June, 2023 - June, 2023

Location

New York City, United States and online

Speakers

Stephan Loretan, Prof. Marco Clemente, Alexandra Grammenou

[Supporting Links](#)

The PRME Global Forum took place for the first time as part of a week of events that brought together all of PRME's stakeholders: students, faculty, deans, board members, and others, discussing the latest innovations and challenges in responsible management education.

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A social science and humanities conference on sustainability

Beyond crisis/beyond normal is an essential meeting place for social sciences and humanities scholars broadly working under the umbrella of sustainability. The conference explored aspects of sustainability across everyday life, politics, technology, art, and innovation through a broad range of disciplinary and cross-disciplinary perspectives. Yann Blumer presented their paper on "(Don't) call me an energy citizen: Material participation in the energy transition through citizen-financed photovoltaics."

Date

September, 2023 - September, 2023

Location

Trondheim, Norway

Speakers

Dr. Yann Blumer

[Supporting Links](#)

This conference is relevant for researchers from social sciences and humanities, and other researchers and stakeholders interested in exploring what the social sciences and humanities can offer to debate this topic.

Energieforschungsgespräche Disentis 2023

Fabienne Sierro from the Center for Innovation Systems presented her paper on "More than money: Local impact is why individuals participate in citizen-financed solar projects". Dr. Paula Castro-Pareja from the Center for Energy and the Environment presented on "Measuring the Words vs. Deeds Gap: A presentation of the climate policy harmonization indicators". Dr. Ingmar Schlecht presented on "Using cap-and-trade markets to combat high energy prices in Europe".

Date

January, 2023 - January, 2023

Location

Kloster Disentis, Switzerland

Speakers

Prof. Regina Betz, Fabienne Sierro, Prof. Paula Castro-Pareja, Dr. Ingmar Schlecht

[Supporting Links](#)

The 8th Disentis Energy Research Talks presented solutions from a scientific perspective and discussed them in a transdisciplinary research and practice environment. The event was organized by the Foundation for Alpine Energy Research, Alpenforce.

Required Research Reporting

Research publications in Innovative Teaching and Learning

The Center for Innovative Teaching and Learning is excellently positioned to engage in ongoing research. Through their investigation into individual teaching practices, they acquire valuable insights for validating and refining their teaching innovations. Additionally, they participate in various national and international research programs to gain fresh perspectives, which they integrate into their teaching, professional services, and continuing education programs.

The IT Development section supports these efforts by applying innovative ideas to new teaching applications. The team leverages current research findings in university teaching and their experience as instructors in key modules, incorporating these into practice-oriented training and continuous education activities. The Center emphasizes the development and exploration of innovative teaching and learning approaches, especially in the realm of e-learning.

The [Center for Innovative Teaching and Learning](#) focuses on SDG 4. Here is a selection of publications from 2023:

- "Participation in teaching-learning arrangements: literature review and critical appraisal of the concept of participation" Kärner, T., Jüttler, M., Fritzsche, Y. *et al.* Partizipation in Lehr-Lern-Arrangements: Literaturreview und kritische Würdigung des Partizipationskonzepts. *Zeitschrift für Erziehungswissenschaften* **26**, 1053–1103 (2023). <https://doi.org/10.1007/s11618-023-01171-x>
- "Participation in the classroom: development of a questionnaire to assess learner participation opportunities from the perspective of both learners and teachers" Kärner, T., Jüttler, M. Partizipation im Unterricht: Entwicklung eines Fragebogens zur Erfassung von lernerseitigen Partizipationsmöglichkeiten aus der Perspektive von Lernenden und Lehrenden. *Z Erziehungswiss* (2024). <https://doi.org/10.1007/s11618-024-01235-6>
- [Johannes Fuchs](#); [Bastian Jäckl](#); [Michael Jüttler](#); [Daniel A. Keim](#); [Rita Sevastjanova](#) (2024), [A Visual Education Platform for Teaching Treemap Layout Algorithms](#), IEEE Transactions on Visualization and Computer Graphics

- Müller, C., Mildenerger, T. & Steingruber, D. Learning effectiveness of a flexible learning study programme in a blended learning design: why are some courses more effective than others?. *International Journal of Educational Technology in Higher Education* **20**, 10 (2023). <https://doi.org/10.1186/s41239-022-00379-x>

Research publications in Sustainable Finance

The [Center for Corporate Performance and Sustainable Financing](#) and the [Institute of Wealth and Asset Management](#) in the Department of Banking and Finance are dedicated to publications in academic and applied science journals in the area of "Sustainable Finance", one of the SML PRME Research focuses.



Here is a selection of research publications from 2023 related to sustainable finance:

- Swiss Sustainable Finance (2023), Sustainable Real Estate Investments, Insights for direct Real Estate Investors. Retrieved from [ssf-pub-report-real-estate-en-final.pdf \(sustainablefinance.ch\)](#)
- Pugnetti C, Barth S, Stricker L. Customer Expectations for Sustainability in the Swiss Insurance Market. *Sustainability*. 2023; 15(11):8959. <https://doi.org/10.3390/su15118959>
- Jordan, N., Röthlisberger, P., Meyer, J., Affolter, B. (2023). The Role of Fintech in the Field of Sustainability and Financing. In: Walker, T., Turtle, H.J., Kooli, M., Nikbakht, E. (eds) *Fintech and Sustainability*. Palgrave Macmillan, Cham. https://doi.org/10.1007/978-3-031-40647-8_9
- Raschle, I., & Hecht, A. (2023). Nachhaltigkeit in der Unternehmensfinanzierung : ein Vergleich zwischen Schweizer und deutschen Unternehmen. *Expert Focus*, 2023(12), 590–595.
- Buchs, A., Huber, J.-M., Hüppin, U., & Nagel, G. (2023). Nachhaltigkeitsberichterstattung – eine Standortbestimmung : jüngste Entwicklungen mit Fokus auf die Revision und Umsetzung in der Schweiz. *Expert Focus*, 2023(12), 638–644.

Research publications in Diversity and Human Rights

Diversity and human rights is one of the SML PRME Research focus areas. This research focus area is represented by Dr. Daniela Frau, SML Diversity Delegate and lecturer in DEI (Diversity, Equity and Inclusion) from the Center for Corporate Responsibility.

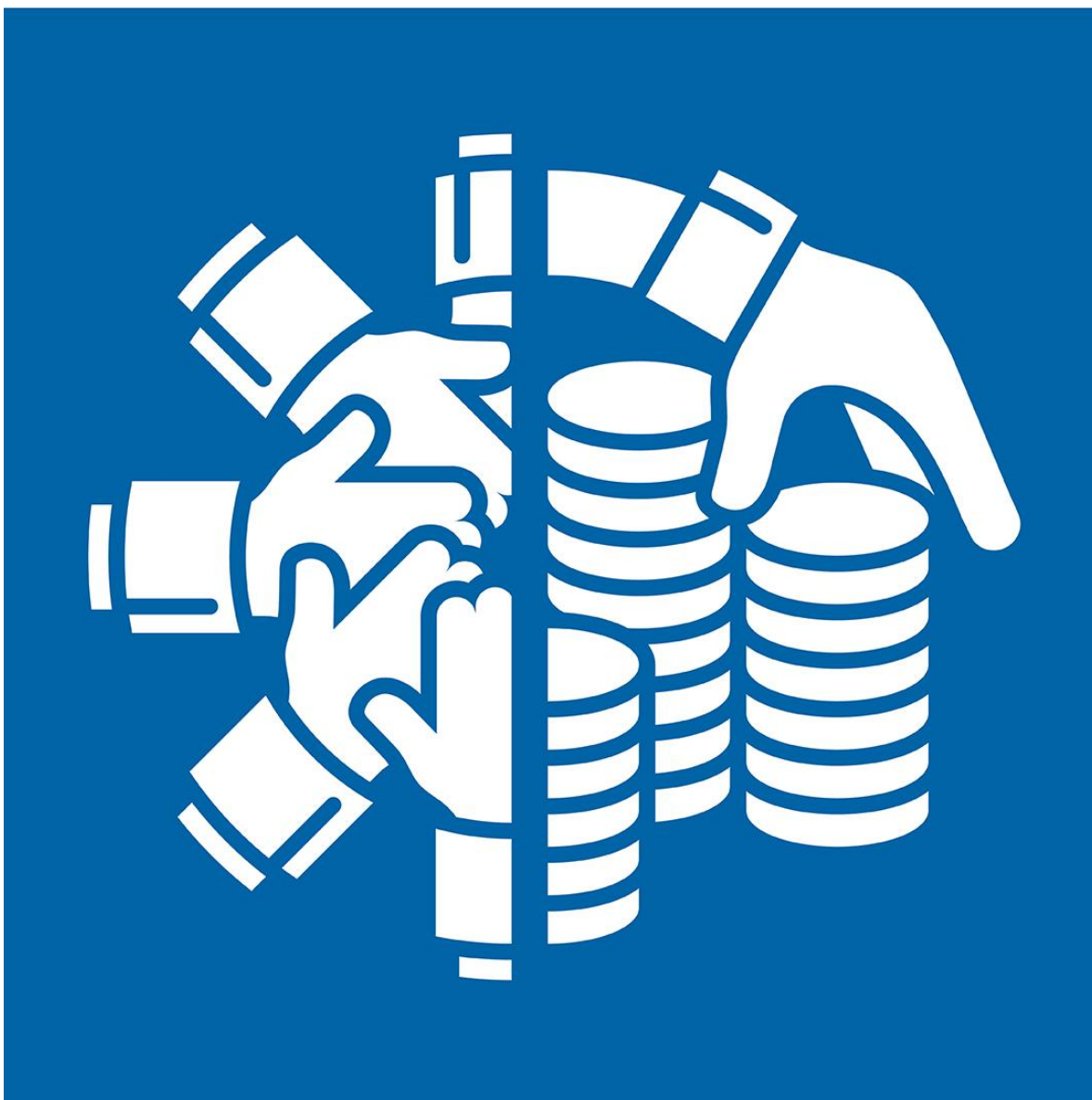


This is a selection of publications on diversity and human rights from 2023, focusing on SDG5, SDG 10, and SDG 16:

[Frau, Daniela \(2024\), "Diversity-Management-Praktiken an der SML: ein Erfahrungsbericht aus der Praxis", EP \(Education Permanente\) : Schweizerische Zeitschrift für Weiterbildung, Zürich, Switzerland](#)

Research publications in Business Ethics

The [Center for Corporate Responsibility](#) at the Department of International Business represents the SML PRME "Business Ethics" research focus.



Here is a selection of research publications and publications in progress from the SML PRME Research Focus "Business Ethics" from 2023-2024:

- Gabbioneta, C., Clemente, M., & Greenwood, R. (2023). Introduction: Organizational Wrongdoing as the "Foundational" Grand Challenge: Definitions and Antecedents. In [Organizational Wrongdoing as the "Foundational" Grand Challenge: Definitions and Antecedents](#) (Vol. 84, pp. 1-11). Emerald Publishing Limited.
- Patzer, M., & Voegtlin, C. (2023). Leadership ethics and organizational change: sketching the field's challenges. In [Organizational Change, Leadership and Ethics](#) (pp. 11-29). Routledge.
- Voegtlin, C. (2023). Discourse Ethics. [Voegtlin, C](#), 253-255.
- Clemente et al., Resetting the Playing Field: How Scandals Erode Trust and Upend Established Evaluative Advantage, *Organization Science*, Under Review

- Clemente et al., Fan, Watchdog, or Both? Newspaper Coverage of Referee Decisions in Italian Football, *Journal of the European Economic Associations*, Under Review
- Clemente et al., Wrongdoing or Scandal? Both or None? Towards a Constructivist View of Corporate Scandals, Work in progress
- Clemente et al., "Ethics drills": How to Train your Ethical Muscle for the (Un)foreseeable - Chapter. In *Corruption, Crime and the COVID-19 – the global kaleidoscope*", PRME Book Collection Routledge, To be published in 2024
- Clemente et al., "Media and Social Media in Social Evaluations Research", In *Oxford Handbook of Organizational Social Evaluations*, To be published in 2025

Research publications in Energy Transformation and Decarbonization

The [Center for Innovation Systems](#) at the Department General Management and the [Center for Energy and the Environment](#) at the Department Public Sector focus on the SML PRME research focus area "Energy Transformation and Decarbonization."



Here is a selection of research publications in "Energy Transformation and Decarbonization" from 2023 covering SDG 6, SDG 7, SDG 10, SDG 11, SDG 12, and SDG 13:

- Braunreiter, L., Marchand, C., & Blumer, Y. (2023). Exploring possible futures or reinforcing the status-quo? The use of model-based scenarios in the Swiss energy industry. *Renewable and Sustainable Energy Transition*, 3, 100046. <https://doi.org/10.1016/j.rset.2023.100046>
- Wemyss, D., Cellina, F., Grieder, M., & Schlüter, F. (2023). Looking beyond the hype: Conditions affecting the promise of behaviour change apps as social innovations for low-carbon transitions. *Environmental Innovation and Societal Transitions*, 47, 100702. <https://doi.org/10.1016/j.eist.2023.100702>

- Sovacool, B. K., Brugger, H., Brunzema, I., Dańkowska, A., Wemyss, D., Vernay, A. L., ... & Rogge, K. S. (2023). Social innovation supports inclusive and accelerated energy transitions with appropriate governance. *Communications Earth & Environment*, 4(1), 289. <https://doi.org/10.1038/s43247-023-00952-w>
- Wemyss, D., Lobsiger-Kägi, E., Jud, S., & Cellina, F. (2023). Leveraging realities of saving energy at home: contributions of co-design to behavioural interventions. *Energy Research & Social Science*, 104, 103258. <https://doi.org/10.1016/j.erss.2023.103258>
- Pakizer, K., Lieberherr, E., Farrelly, M., Bach, P. M., Saurí, D., March, H., ... & Binz, C. (2023). Policy sequencing for early-stage transition dynamics—A process model and comparative case study in the water sector. *Environmental Innovation and Societal Transitions*, 48, 100730. <https://doi.org/10.1016/j.eist.2023.100730>
- Ehrhart, K. M., Schlecht, I., Schmitz, J., & Wang, R. (2023). Comparison of price caps and tariffs to counter a foreign monopoly. *Economics Letters*, 227, 111128. <https://doi.org/10.1038/s43247-023-00952-w>
- Betz, R., Boogen, A., & Rösli, S. (2023). Welche Kantone investieren am meisten in erneuerbare Energien?. *Die Volkswirtschaft*, 2023(3), 58-61. <https://doi.org/10.21256/zhaw-27840>
- Winzer, C., & Zhang, H. (2024). Cost Focus versus Comfort Focus: Evidence from a Discrete Choice Experiment with Swiss Residential Electricity Customers. *The Energy Journal*, 01956574-45.
- Winzer C, Hensler-Ludwig P. Design and Impact of Grid Tariffs. *Energies*. (2024); 17(6):1364. <https://doi.org/10.3390/en17061364>

Research publications in Social Law

The [Center for Social Law](#) under the Institute of Enterprise Law focuses on research publication for the SML PRME research focus, "Social Law".



Here is a selection of publications for SML PRME "Social Law" research focus, which covers SDG 10:

- [Gantschnig, Brigitte E.; Egger, Selina M.; Filippo, Martina; Liechti, Ronald; Gemperli, Armin, 2023. Gleichberechtigte Mobilität dank ÖV-ergänzender Fahrdienste? : eine Mixed-Method Studie über die Mobilität von Menschen mit Behinderung in der Schweiz. Winterthur: ZHAW Zürcher Hochschule für Angewandte Wissenschaften. Verfügbar unter: <https://doi.org/10.21256/zhaw-2490>](https://doi.org/10.21256/zhaw-2490) **English Translation of title:** Equal Mobility through paratransit services? A Mixed-Method Study for the mobility of people with a disability in Switzerland.
- [Naguib, T., Pärli, K., Demir, E., Landolt, H., & Filippo, M. \(Eds.\). \(2023\). UNO-Behindertenrechtskonvention: Übereinkommen vom 13. Dezember 2006 über die Rechte von Menschen mit Behinderungen. Stämpfli Verlag.](#) **English Translation of title:** UN Convention on the Rights of Persons with Disabilities: Convention on the Rights of Persons with Disabilities of December 13, 2006.

- [Vögeli Galli, Nicole; Kehl, Simon, 2023. Ferienbezug – ein häufiger Streitpunkt. Personal Schweiz. 2023\(6\), S. 9-11.](#)
- [Vögeli Galli, Nicole; Schmid, Jonathan, 2023. minus hours or working hours : limits to the adjustment of working hours. Human Resources Switzerland. 2023\(2\), S. 10-12.](#)
- [Priuli, Valerio, 2023. Die Rechtsprechung des Jahres 2022 im familienbezogenen Migrationsrecht \(1/2 : I. - III.\). FamPra.ch. 2023\(2\), S. 435-453.](#)
- [Priuli, Valerio, 2023. Die Rechtsprechung des Jahres 2022 im familienbezogenen Migrationsrecht \(2/2 : IV. - V.\). FamPra.ch. 2023\(2\), S. 453-470.](#)

Research publications in Corporate Responsibility Management

The [Center for Corporate Responsibility](#) focuses on research publications for the SML PRME research focus on "Corporate Responsibility Management".



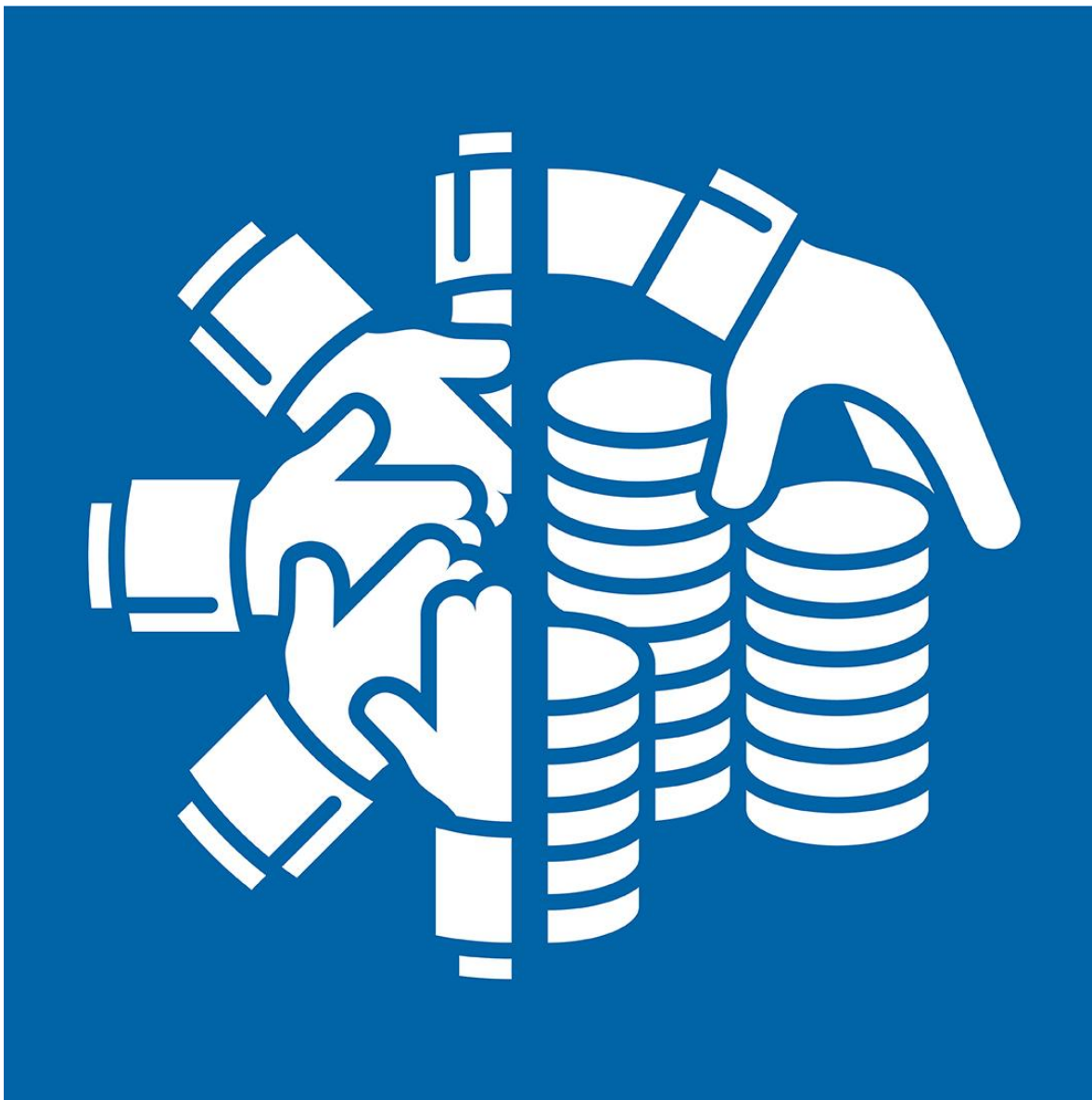
Here is a selection of research publications in "Corporate Responsibility Management" from 2023:

- [Hsueh, J. W. J., Hietschold, N., Sieger, P., & Voegtlin, C. \(2023\). Strangers in my home: the 2015 refugee event in Europe and founder social identities of nascent entrepreneurs. *Entrepreneurship & Regional Development*, 35\(3–4\), 337–365. <https://doi.org/10.1080/08985626.2023.2165712>](https://doi.org/10.1080/08985626.2023.2165712)
- [Frémeaux, S., & Voegtlin, C. \(2023\). Strengthening Deliberation in Business: Learning From Aristotle's Ethics of Deliberation. *Business & Society*, 62\(4\), 824-859. <https://doi.org/10.1177/00076503221113816>](https://doi.org/10.1177/00076503221113816)
- [Scherer, A. G., & Voegtlin, C. \(2023\). 8 Multinational Companies as Responsible Political Actors in Global Business. *Corporate Political Responsibility*, 216.](#)
- [Roth, F., Kaluza, B., Pfeffer, K., Rümelin, E., Kirchner, J., Overmeyer, M., ... & Sautter, J. \(2023\). Innovation in Times of Crisis: How Civil Protection Organizations in Europe Coped and Adapted During the COVID-19 Pandemic. *European Journal for Security Research*, 7\(2\), 139-161.](#)
- [Monteiro, M., Roth, F., & Shelley-Egan, C. \(2023\). Global Systems Resilience and Pandemic Disease—A Challenge for S&T Governance. In *Technology Assessment in a Globalized World: Facing the Challenges of Transnational Technology Governance* \(pp. 203-221\). Cham: Springer International Publishing.](#)
- Other publications on "Corporate Responsibility Management" within ZHAW School of Management and Law:
- [Furchheim, Pia; Vogt, Helen; Oehninger, Fabian; Lösch, Corina; Bächler, Jesse R.; Strässner, Anna-Maria; Rüeger, Brian, 2023. Swiss Sustainability Benchmark-Studie 2023 : Stellenwert, Kommunikation und Massnahmen. Winterthur: ZHAW Zürcher Hochschule für Angewandte Wissenschaften. <https://doi.org/10.21256/zhaw-2527>](https://doi.org/10.21256/zhaw-2527)
- [Rüeger, Brian; Furchheim, Pia, 2023. Die Krux mit der Nachhaltigkeitskommunikation. SWA Jahresbericht 2022 : Green Power for Advertisers. S. 8-11. <https://swa-asa.ch/wAssets/docs/jahresberichte/de/2022-jahresbericht-swa.pdf>](https://swa-asa.ch/wAssets/docs/jahresberichte/de/2022-jahresbericht-swa.pdf)
- [Furchheim, Pia; Heierli, Reto; Stallone, Valerio; Rettenmund, Michèle; Greschner, Ines Maria, 2023. Swiss Sustainable Consumption Study 2022 : Befragung zum Stand von nachhaltigem Konsum in der Schweiz. Winterthur: ZHAW Zürcher Hochschule für Angewandte Wissenschaften. <https://doi.org/10.21256/zhaw-2454>](https://doi.org/10.21256/zhaw-2454)

Dedicated Research Funding

Research Projects in Business Ethics

The Center for Corporate Responsibility is dedicated to acquiring research funds for the SML PRME research focus "Business Ethics". In 2023, the Center acquired one research grant from the [Swiss National Science Foundation](#).



When the Dust Doesn't Settle: Scandal Re-activation and Re-framing

Project leader: Prof. Marco Clemente

Project budget: CHF 363,475

Funding partner: Swiss National Science Foundation

Description:

Scandals are ubiquitous social phenomena that can have disastrous consequences for the actors involved, their associates, and society in general since they can undermine trust in the institutions that link society. Well-known scandals like Enron, Parmalat, FIFA, and the recent fall of Credit Suisse resulted in a loss of confidence in companies and institutions and brought about significant changes in the countries affected.

Most scandals suddenly hit the news and require a period of sensemaking until a prominent frame emerges. After that, they become "old news" and gradually disappear from media and public attention. However, some scandals are reactivated years later, and their original understanding is challenged; existing literature has not adequately explained how and why this can happen. This research project aims to answer this research question: How and why can scandals be reactivated and reframed over time? The research methodology would be to apply a mixed-methods approach that includes quantitative analysis of media articles and qualitative analysis of interviews.

AIMS: AI Infrastructure Manager for Sustainability

Project leader: Pascal Sager, Center for Artificial Intelligence

Project team: Dr. Thorsten Busch, Center for Corporate Responsibility

Funding partner: ZHAW Sustainable Impact Programm

Description:

The focus of this project is on enhancing sustainable computing resource utilization. With a very interdisciplinary team, the project brings expertise in computing resources and using AI for sustainability projects. As the responsible use of computer resources is becoming increasingly important and the energy consumption of these systems continues to rise, AI and other technologies could offer significant opportunities to reduce energy consumption. The project aimed significantly contribute to achieving the Sustainable Development Goals, SDG 7, SDG 9 and SDG 12 and raise awareness about the sustainable use of IT infrastructure across the university.

Research Projects in Social Law

The Center for Social Law at the Institute of Enterprise Law focuses on the SML PRME research focus area "Social Law." Their research projects are usually carried out with cooperation partners from industry or civil society. These are funded by the Swiss National Science Foundation (SNSF), the Swiss Innovation Agency Innosuisse or other public funding institutions. They also work on issues on behalf of politicians, administrations or companies. Their practice-oriented findings flow into public relations, consulting, teaching and continuing education.



The following research projects in "Social Law" were active in 2023:

[Equal Mobility Through Paratransit Services?](#)

Project lead: Prof. Brigitte Gantschnig (ZHAW School of Health Sciences)

Project team: Dr. Martina Filippo from the Center of Social Law was invited as an expert onto the project team

Funding partner: Federal Office of Equality of People with Disabilities, Foundation Disability Transport Service of Canton Bern, Pro Infirmis

Description:

Many people in Switzerland cannot use public transport or can only use it to a limited extent (e.g., owing to motor or visual impairment). They rely on paratransit services to participate in daily life. Various insurance providers, such as health insurance funds and the Swiss Disability Insurance and Old Age and Survivors' Insurance, provide some financial support by subsidizing travel. There are also foundations in some Swiss cantons that co-finance transport services. However, the responsibilities of these sponsors are often unclear. In addition, benefits may be tied to specific purposes and limited, for example, to a certain number of monthly journeys. Little is known about how people experience mobility limitations and how they affect their ability to work and engage in social activities. However, their views are relevant as Switzerland is obliged under the UN Convention on the Rights of Persons with Disabilities and the Swiss Disability Discrimination Act to facilitate the personal mobility of persons with disabilities. The objectives of this research project were:

1. To provide an overview of national and cantonal regulations for paratransit services.
2. To describe the limitations and disadvantages experienced by people with disabilities in this area.
3. To develop recommendations for action for policy makers and those responsible in the relevant organizations.

Study on "Child welfare in asylum and immigration law" (Postulate Samira Marti 20.4421)

Project lead: Prof. Oliver Diggelmann (University of Zurich)

Project team: Dr. Valerio Priuli from the Center of Social Law was invited as an expert onto the project team

Funding partner: Swiss Confederation (State Secretariat for Migration)

Description:

The Swiss State Secretariat for Migration has commissioned a study to examine how the child's best interests are guaranteed in asylum and immigration law. The commission stems from postulate 20.4421, "Child welfare in asylum and immigration law" (Samira Marti). The study is being carried out by an interdisciplinary team from the University of Zurich, the ZHAW School of Social Work and the ZHAW School of Management and Law.

Research Projects in Energy Transformation and Decarbonization

The [Center for Energy and the Environment](#) at the Department Public Sector and the [Center for Innovation Systems](#) at the Department General Management focus on the SML PRME research area of Energy Transformation and Decarbonization.

The Center for Energy and the Environment focuses on designing political and regulatory instruments that promote the increased use of regenerative energy sources, save energy, and reduce air pollution and greenhouse gas emissions. In addition, we also look for ways to create an electricity market that has a high share of renewable energy. In terms of research methodology, we do not have only theoretical and analytical competence but also, above all, knowledge in the field of empirical methods, ranging from statistical and econometric approaches to laboratory and field experiments.

Focus Areas:

- Climate Policy and Strategies
- Energy Security (Renewable Energies and Energy Efficiency, Electricity Markets)
- Local Pollution
- Behaviour of Actors in Environmental and Energy Markets

The Center for Innovation Systems researches sustainability at the interface of business, technology, and society. Their thematic focus is on energy and climate, environment, and consumption. They believe that complex social challenges can be better tackled through collaborative innovation and are committed to greater sustainability in practice.



The following research projects were acquired by the Center for Energy and the Environment in 2023:

[SWEET-reFuel.ch](https://www.sweet-refuel.ch)

Project leader: Prof. Regina Betz, Dr. Jacinta Edebeli

Project budget: CHF 1,566,105

Funding partner: Swiss Federal Government

Description:

To comply with the timeline of Swiss net-zero targets, accelerated market development of sustainable fuels and platform chemicals (SFPC) is necessary. While first-generation technology is available to ramp-up the production of those substances, this is not the case for policies, laws, regulations, and markets (non-technical aspects). The first aim of the reFuel.ch

project is therefore concerned with investigating how investment security can be improved by closing these knowledge gaps. This must be done carefully, based on a broad understanding of sustainability criteria, to avoid misguided decisions and detrimental effects on future developments and implementation.

The SWEET-reFuel.ch Consortium will develop robust and practical pathways for introducing SFPC to markets and the Swiss energy system (including unused domestic biomass) using an inter- and transdisciplinary approach. This will include inputs from social science (sociology, law, economics, and political science), natural sciences, and engineering, as well as the dialogue with policy-makers, regulators, market players, and end users - via regular thematic round table discussions. Within this framework, case studies for domestic, European, and non-European implementations will be evaluated and co-designed.

Beyond Coalitions: Small states in Climate Negotiations (BeCoSS Climate)

Project leader: Prof. Paula Monica Castro- Pareja, Prof. Dr. Carola Klöck

Project budget: CHF 256,624

Funding partner: Swiss National Science Foundation (SNSF)

Description:

Small states are often considered rule-takers rather than rule-makers in international affairs. Yet, small states can punch above their weight, notably when working through coalitions. While coalitions are crucial to understanding multilateral negotiations such as climate change, they mask important differences within coalitions, where we see similar power dynamics and negotiation asymmetries as in overall negotiations. Who drives coalition engagement and success, and why are some states more involved than others? Under which conditions are these states successful, in the coalition and the overall negotiations?

The project BeCoSS Climate examines these questions focusing on small states in the United Nations climate negotiations. While small states often work through coalitions to overcome their size limitations, we argue that we must look beyond and within coalitions to understand influence and power dynamics in multilateral negotiations. Member states are typically highly diverse, and vary enormously in their negotiation capacity, visibility, and active participation. In the end, it is individual states, if not individual negotiators, that drive coalitions' activities and success.

ESIT- Relief in the electricity grid through innovative grid tariffs

Project leader: Gabriel Chavanne, Dr. Ali Darudi, Dr. Christian Winzer

Project budget: CHF 78,190

Funding partner: Swiss Federal Government

Description:

The increasing electrification of mobility and buildings will cause new local bottlenecks in the electricity grid of municipal utilities in the future. These bottlenecks will necessitate cost-intensive grid expansion. Dynamic price signals should prompt home energy management systems (HEMS) at end customers to optimize their grid use and thus relieve the load on the electricity grid. Coupled flexible loads are to be shifted from times with high prices to times with lower prices.

In this project, five grid operators together with [Swisspower AG](#) and ZHAW want to discover what effect the use of dynamic price signals has on the grid and how this is implemented. The tariff signals are published on an interface and automatically retrieved by HEMS. The HEMS optimize the coupled flexibilities (e.g., batteries, electric cars, heat pumps) along the grid-supportive price signal.

NeDeLa- Network Tariffs for Decentral Load Control

Project leader: Peter Cuony, Dr. Ali Darudi, Dr. Christian Winzer

Project budget: CHF 148,410

Funding partner: Swiss Federal Government

Description:

Dynamic tariffs can provide an incentive to shift flexible loads from periods with high prices to periods with lower prices. In contrast to direct load control by a single network operator, control via dynamic prices can simultaneously consider congestion in different network levels and markets by overlaying the corresponding price signals.

In this project, a dynamic 15-min network tariff will be introduced at Groupe E as an optional tariff and different approaches to dynamic tariffs will be tested. The tariff signals will be published on the Internet and home-energy-management-systems (HEMS) that optimize flexibility at end-users (e.g. batteries, electric cars, heat pumps) could retrieve the tariffs and use the flexibility to benefit the power grid. In addition to grid tariffs, HEMS can also consider revenues from other markets (e.g., spot market, system service markets) to efficiently balance different flexibility uses.

The following research projects were acquired by the Center for Energy and the Environment and the Center for Innovation Systems in collaboration in 2023:

SWEET COSI- Co-Evolution and Coordinated Simulation of the Swiss Energy System and Swiss Society

Project leader: Prof. Andreas Abegg, Prof. Regina Betz, Dr. Yann Blumer, Dr. Silvia Ulli-Beer

Project budget: CHF 400,000

Funding partner: Swiss Federal Office of Energy/ Energy Research Programm
SWEET

Description:

CoSi is a research project funded by the "SWEET" program of the Swiss Federal Office of Energy (call 1-2022) for ten years and carried out by the University of Basel. The project deals with the interactions between society and the energy system. To this end, various areas of social research (economics, social sciences and humanities) will be combined with engineering-based energy modeling and a direct exchange with relevant stakeholders will be established. The aim is to jointly test various scenarios and develop models that can lead to socially desirable future visions.

The Center for Innovation Systems is responsible for the Work Package 3 (Exchange and Co-Creation). Its goal until the end of the project, is to establish a collaborative ecosystem consisting of representatives from science, industry, policy and civil society, and thus integrate different fields of knowledge (researchers) and practice (stakeholders).

The following research project was acquired by the Center for Innovation Systems in 2023:

Underground use in Switzerland: potential, conflicts and need for regulation

Project leader: Dr. Kathrin Maria Pakizer, Fabienne Sierro

Project budget: CHF 80,000

Funding partner: Swiss Federal Government

Description:

The subsurface harbors various resources fundamental to the environment and human life, such as storage and construction space, water, geothermal energy and geomaterials. Given accelerated global warming, the energy transition towards renewable resources and a constantly growing society, interest in subsurface resources is increasing, and different demands for use can easily lead to conflicts over resource use as well as to synergies between

technologies and stakeholder groups. However, the relationships between subsurface resources are currently undefined and there are few regulations and long-term plans for sustainable subsurface development.

Research Projects in Diversity, Inclusion and Human Rights

Diversity and Inclusion Management is one of the seven core values in the ZHAW School of Management and Law. Dr. Daniela Frau as Diversity Delegate at the SML is committed to scientific and applied research in the SML PRME research focus area, "Diversity, Inclusion and Human Rights."



The following project was acquired in 2023: **Age Diversity Practices in Companies in Switzerland**

Project leader: Dr. Daniela Frau

Project budget: CHF 15,000

Funding partner: Verein Swiss Diversity

Description:

Demographic change has led to a change in the age structure of many companies in recent years. The issue of age diversity has gained importance in Switzerland, as age diversity in the workforce can lead to many opportunities and challenges. Active management of age diversity can be of lasting benefit to organizations. The implementation of different age diversity practices can contribute to this.

This exploratory empirical study investigates the practices companies use to promote age diversity and inclusion while strengthening their competitiveness. In particular, managers and HR/diversity professionals were surveyed about their use of age diversity practices. Based on the quantitative findings, recommendations for action are derived for sustainable implementation.

Research Projects in Circular Economy

The [Center for International Industrial Solutions](#) develops and applies new business models for the industry and the successful implementation of the circular economy. They transfer their insights from interdisciplinary research to assist their clients in achieving their strategic goals and overcoming market challenges. They are committed to the SML PRME research focus on the Circular Economy.

The following research projects started in 2023:

Water and Nutrient Circularity as a Service (WaNCaaS)

Project leader: Maximilian Grau

Project partner in ZHAW SML: Nico Pfändler

Project partners: Suisse Agro Food Leadinghouse

Funding partner: Innosuisse

Description:

The project focuses on Water and Nutrient Circularity as a Service (WaNCaaS). It will lead to developing new business models for closing the water and nutrient cycles in the food industry.

The RUNRES Project

Project leader: ETH Zurich Sustainable Agroecosystems Group

Project partner in ZHAW SML: Marc Schmid

Project budget: CHF 60,000

Funding partner: Swiss Agency for Cooperation and Development

Description:

The RUNRES project – in full, The Rural-Urban Nexus: Establishing a Nutrient Loop to Improve City Region Food System Resilience – aims to set a key step in the transformation towards a circular and more sustainable agriculture and waste management. RUNRES will improve the resilience of food systems in four different rural-urban regions across Africa. It will encourage organic and human waste recycling by implementing and scaling viable and acceptable innovations to transform waste into soil amendments or animal feed to serve as an input for agricultural production of smallholders, thereby contributing to food security, and human and environmental health in city region food systems.

The project focuses on four city regions of sub-Saharan African countries: **DR Congo, Ethiopia, Rwanda and South Africa.**

The Center for International Industrial Solutions focuses on the following tasks:

- Reviewing the business plans submitted by the local consortia in the four city-regions.
- Capacity building of ETH Zurich, and if necessary, the four country teams, in matters related to business and scaling activities.
- Monitoring the business and scaling activities in the four city-regions.

Research Projects in Corporate Responsibility Management

The Center for Corporate Responsibility is dedicated to acquiring research funds within the SML PRME research focus area "Corporate Responsibility Management." In 2023 two research funds were acquired, one from [Swiss National Science Foundation \(SNSF\)](#) and a smaller research fund for the project InnoLoK by the German Federal Ministry of Education and Research (BMBF).



Green Transformative Leadership

Project leader: Prof. Christian Voegtlin

Project partners: University of St Gallen- Institute for Economy and Ecology, HWZ
Hochschule für Wirtschaft Zürich- Institute for Strategic Management

Project budget: CHF 166,000

Description

Addressing environmental grand challenges such as climate change and biodiversity loss requires businesses to take transformative action that goes beyond business-as-usual and have the requisite organizational leaders who can spearhead the transition towards a more environmentally sustainable world. However, businesses and their leaders cannot achieve the transition towards sustainability in isolation. For example, circular economy (“CE”) approaches necessitate that firms work closely with a wide range of external stakeholders such as

suppliers, buyers, governments, cities, and even competitors. While technical solutions to CE have been widely discussed in academia and practice, the role of organizational leaders in engaging stakeholders to create joint value for stakeholders that include nature remains largely overlooked.

This project aims to improve our understanding of why, when, and how organizational leaders engage stakeholders to tackle environmental grand challenges in the context of CE. We focus on green transformational leaders (“GTLs”) and seek to understand how such GTLs motivate and enact change among networks of external stakeholders for environmental sustainability. The project is built around three modules. We start with a comprehensive literature review of the characteristics of GTLs. Building on these insights, we will test specific and relevant characteristics of GTLs and the mechanisms through which they engage stakeholders using quantitative, experimental designs. Finally, we collect in-depth, qualitative data to develop an understanding of the processes that underly the relational dynamics between GTLs and stakeholders and lead to joint value creation for environmentally sustainable outcomes. Our results will contribute to understanding and developing the necessary leadership capacity of businesses to drive the urgently needed sustainability transformation of business-as-usual toward a circular economy.

Innovations in local crisis management (InnoLoK)

Project leader: Dr. Florian Roth

Project partners: Zeppelin University in Friedrichshafen, Fraunhofer ISI in Karlsruhe, Hochschule Kehl (Germany)

Project budget: CHF 10,000

The InnoLoK project aims to conduct a scientific inventory of local administrative actions during the COVID-19 pandemic. It particularly examines the empirical variance in crisis management by public administration and analyzes its societal impact.

The following key insights will be developed within the project:

- **Impact Study:** The impact study highlights how specific population groups were affected by the COVID-19 pandemic.
- **Effect Study:** The effect study investigates in which regions and for which population groups administrative actions exacerbated adverse social effects and where innovative administrative actions were able to mitigate and alleviate these effects.
- **Mapping Study:** The mapping study includes an inventory of crisis management in all German regions and independent cities.
- **In-Depth Studies:** Detailed in-depth studies trace the innovation processes of selected municipalities.

- **Transfer:** The transfer project conveys the acquired knowledge. It supports administrative players in promoting social resilience in the future and protecting social cohesion through good crisis management.

The InnoLoK project builds on the findings of the HybOrg project (2018-2021), which examined local crisis management during the so-called "refugee crisis." Like its predecessor, it is funded by the Federal Ministry of Education and Research (BMBF). It is part of the funding line "Social Impacts of the Corona Pandemic – Research for Integration, Participation, and Renewal."

ZHAW Sustainable Impact Programme

With [Sustainable Impact Program](#), the ZHAW promotes outstanding and impactful initiatives by students and employees as well as young entrepreneurship in the field of sustainable development.

Through the ZHAW Sustainable Impact Programm faculty in the ZHAW School of Management and Law can receive up to CHF 30,000 to fund their research projects that promote sustainable development in at least one of the three dimensions of environment, society or economy and relate to one or more of the Sustainable Development Goals (SDGs).

- The following [criteria](#) are assessed when evaluating the application: Impact for Sustainable Development, Innovation, Interdisciplinarity, Social Impact, Dissemination, Feasibility and Efficiency.
- The project budget may include salary and material costs (according to ZHAW cost rates).

Research Projects in Sustainable Finance

The [Center for Corporate Performance and Sustainable Financing](#) and the [Institute of Wealth and Asset Management](#) deals with the PRME research focus on Sustainable Finance. First, they conduct research in sustainable corporate financing and sustainable financial management, while in the area of asset management they focus on the need for transparency triggered by sustainable finance as well as innovations made possible by machine learning. Sustainable financing encompasses all facets of corporate funding that contribute to sustainable development in line with the UN's Sustainable Development Goals (SDGs) and enable sustainable corporate development (economic sustainability). These can be financing issues in the context of development economics, and innovative forms of financing in developed countries such as Switzerland. In the sustainable financial management, we also see sustainability controlling and sustainability reporting (a focus of the Accounting and Corporate Reporting Department) as integral components.

The following topics are currently of particular interest to the Center:

- Development of a blockchain-based model for financing fair trade producers (including financing).

- Impact of COVID-19 on SMEs.
- Development of profit-participating loans for growing SMEs.
- Stress test in the context of corporate financing.
- Integrated currency and interest rate risk management.
- ESG rating and measurability and comparability of sustainability reporting.



A selection of projects of the SML PRME research focus on Sustainable Finance:

[Environmental and Social Assessment at Mine Sites using Remote Sensing and Geoinformatics](#)

Project leader: Prof. Patrick Laube

Project budget: CHF 15,000

Funding partner: Innosuisse

Description: The Responsible Mining Foundation and ZHAW seek to develop practical tools and methods for assessing and monitoring ESG impact at and around mine sites, to complement the data and evidence disclosed by companies (and government, when available) already analyzed and assessed in the RMI Report. The project covers several fields and methods:

- GIS and remote sensing methods and data for mine sites.
- Environmental assessment methods and data for mining companies and commodities.
- ESG data, financial and non-financial ratings and indices for mining companies and commodities.
- Analysis of investor data to track shareholders of mining companies.
- Review of academic research and data for spatial identification of mine sites, in light of integration into the project.

CREP: Climate Rating for Real Estate Portfolios

Project leader: Laura Archer- Svoboda

Project Budget: CHF 320,000

Funding Partner: Innosuisse

Description: To address climate and regulatory challenges for Swiss pension and real estate funds, this project aims to create transparent, technology- and data-driven methods for evaluating Swiss real estate assets in terms of obsolescence, carbon emissions (current and forward-looking), and energy efficiency using large data sets, geospatial data, and building imagery applied to machine learning techniques and expert systems.

The indicators will be systematically translated into an ESG real estate rating for client usage in strategic decision-making, retrofit-planning measures, disclosures, and comparability with liquid investments such as stocks and bonds.

Digitising Environmental Impacts using Geospatial Analytics

Project leader: Prof. Patrick Laube, Prof. Jan- Alexander Posth

Project budget: CHF 149,375

Funding partner: Public Sector (Federal Government), (Canton Zurich/
Digitalisation Initiative DIZH/ Innovation program)

Description:

Biodiversity loss and water scarcity are increasing at an unprecedented rate. Small and large companies in agriculture, extractive and other industrial sectors have the greatest negative impact on ecosystems and water. Governments, international regulators, trade associations, non-governmental organizations and the media in Europe and the US are pressuring companies to reduce their direct and indirect impacts.

In the current globalized economy, it is not easy to determine and actively track the associated risk exposures to individual locations. Investment houses have thousands of stocks in their portfolios and know little about the individual locations of companies. Industrial and food companies typically import resources from distant countries with limited knowledge of local conditions.

As part of the Founder Call, we want to found the company **biodiversity.tools AG** and build a scalable, digital solution for this purpose, with which the locations of companies, such as mines or quarries, can be clearly and objectively examined and compared concerning biodiversity and water risks.

Greening the deal: Do acquisitions boost or block environmental transformation?

Funded by SNF Spark; together with ETH (Grant Leader).

Feasibility Study Timber Mortgage (Machbarkeitstudie Timber Mortgage (“Holzbauhypothek”))

Project leader: Prof. Thomas Richter

Project Budget: CHF 15,000

Funding Partner: Innosuisse

Integration of sustainability assessment in SME financing

Project leader: Prof. Andreas Schweizer

Project Budget: CHF 557,161

Funding partner: Innosuisse

SDG Awards in Swiss Green Economy Symposium

Every year, ZHAW takes part in the Swiss Green Economy Symposium organized in Winterthur, Switzerland attracting more than 1,000 participants. Together, it awards a total of CHF 4,500 to three ZHAW students for outstanding final theses that contribute in various ways to achieving the SDGs. Special prizes are given also to other thesis projects.

The SDG Award is a massive incentive for ZHAW SML Bachelor's and Master's students to focus on sustainability and be recognized at the most important event on green economy in Switzerland.

SML Project Impact Award

The SML Project Impact Award recognizes projects that contribute to solving social, ecological or economic challenges. Both the concrete observable effect and the expected long-term social impact are considered. In addition, reflective and participatory elements in the project process are included in the evaluation as essential factors of impact-oriented research. Successful projects in continuing education, research development or services, and internal ZHAW projects can be honored. The aim is to support the implementation of the strategy and to make the SML's goals and values known and tangible. In addition, the objective is to inspire SML employees by highlighting outstanding examples and triggering positive emotions, and releasing energy. Ultimately, the presentation of this award should also contribute to the internal and external perception of the SML as a high-performance university in the area of sustainable development.

The following assessment criteria apply for the award. The contribution to at least one of these criteria must be clearly highlighted in the project:

- **Short to medium-term impact:** The SML Project Impact Award recognizes projects with a demonstrable, positive contribution to society.
- **Long-term impact:** The SML Project Impact Award recognizes projects expected to have a particularly positive social impact.
- **Reflection and participation:** The SML Project Impact Award promotes projects that include reflective and participatory elements in order to achieve a positive social impact.

Nominators must submit a brief written justification of the project's impact along the three criteria of "short-term impact", "long-term impact" and "reflection and participation" with their nomination. The appendix to the concept contains a guideline with questions on the evaluation criteria. The project is evaluated as a whole.

ZHAW sustainable lunch series

During 2023, ZHAW sustainable organized a series of regular research lunches featuring exciting projects and expertise from ZHAW in the field of sustainable development. These events facilitated an informal exchange among people interested in sustainability not only from the ZHAW School of Management and Law but from all eight schools of the university. Dr. Florian Roth from the Center for Corporate Responsibility participated in the series and presented his work from the RRI-Leaders Horizon 2020 research project on "Shaping Transformation Processes Democratically".

Date

March, 2023 - March, 2023

Location

ZHAW SML, Winterthur, Switzerland

Speakers

Dr. Florian Roth

[Supporting Links](#)

ZHAW sustainable Lunch: Shaping Transformation Processes Democratically

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Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.

Partnership Approaches for RME

ZHAW School of Management and Law partners with external stakeholders to advance responsible management education through 5 different approaches:

Knowledge Translation and Dissemination

Guest seminar Swiss Sustainable Finance

Webinar on Sustainable Real Estate Investments

Date

December, 2023 - December, 2023

Location

Online

Speakers

Laura Archer- Svoboda

[Supporting Links](#)

This webinar accompanied the new SSF Spotlight publication, published on 3 November, titled “Sustainable Real Estate Investments: Insights for Direct Real Estate Investors”, which contains concrete guidance on how to align investment decisions with specific sustainability objectives and requirements, and ways to navigate the diverse landscape of labels, benchmarking, and monitoring tools.

Webinar: Sustainable Financing

Sustainable financing products such as sustainability-linked instruments or green bonds and loans offer interesting opportunities for sustainable companies and can help to finance a transformation. At the same time, financial institutions and investors are increasingly focusing on sustainability risks, whether through ESG ratings or climate indicators. Find out in the free webinar why sustainability is becoming increasingly important for corporate financing, how sustainability is incorporated into financing and why it is worthwhile for both banks and companies to address the issue.

Date

September, 2023 - September, 2023

Location

Online

Speakers

Andreas Schweizer, Prof. Julia Meyer, Prof. Beat Affolter

[Supporting Links](#)

Free online webinar offered by the experts in Sustainable Finance from the Center for Corporate Performance and Sustainability Financing

ZHAW Young Professionals Day 2023

The first Young Professionals Day (YPD) took place at the ZHAW School of Management and Law (SML) in October 2023. Carbon market experts from Switzerland's academia, business, and public sectors met and exchanged with students, early career researchers, and young professionals on essential topics related to UN Sustainability Development Goal 13 on climate action.

Date

October, 2023 - October, 2023

Location

ZHAW School of Management and Law, Winterthur

Speakers

Prof. Regina Betz, Dr. Grégoire Meylan, Dr. Dominik Boos

[Supporting Links](#)

The event was organized with the support of the Zurich Carbon Market Association. It gathered 21 experts and 38 participants and aimed to create awareness on the important topic of Carbon Markets.

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Sustainability Day 2023@ SML

Since 2019, ZHAW School of Management and Law students have organized an annual sustainability event entirely dedicated to social responsibility and sustainable development. It is organized entirely by ZHAW SML students with the support of SML PRME and ZHAW sustainable. The event is aimed at students and employees of all ZHAW schools, as well as the general public. Sustainability Day aims to raise awareness and sensitize participants about sustainability- specific topics, and the Sustainable Development Goals, while promoting the dialogue in this field and contributing to more sustainable practices across the SML and the ZHAW. The sustainability event in 2023 focused on creating awareness of topics concerned with SDG 3- Mental Health and Well- Being, SDG 7- Clean and Affordable Energy and SDG 10- Reduced Inequalities. The highlight was the panel discussion about the future of energy in

Switzerland and the transition towards renewable alternatives. Panelists included Raphael Tobler, a political representative (Cantonal Parliament Member, Zurich), Fabian Schildknecht from the business sector (ewz), and Prof. Regina Betz from ZHAW. The panel then answered questions from students and the public.

Date

March, 2023 - March, 2023

Location

ZHAW School of Management and Law, Winterthur

Speakers

Daniela Frau, Prof. Regina Betz, Grit Zwingenberger, Raphael Tobler, Fabian Schildknecht, Larissa Hintermann, Vanessa Costa, Lazar Tomasevic, Nicolai Casadei, Anna-Maria Panuta, Sandra Sucic, Melis Turgul

[Supporting Links](#)

A sustainability event organized by the students for the students offering info-fair, interactive workshops, a panel discussion and keynote speeches. The event brought people from academia, politics and businesses together for a constructive dialogue.

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Tailor-made training in Sustainable Finance

The [Center for Corporate Performance and Sustainability Financing](#) established partnerships with prestigious corporations in 2023 offering them tailor-made training courses. The courses addressed SDG 4 and SDG 8.

Here is a list of partnerships that included training courses on Sustainable Finance and sustainability issues:

[Sustainability Training UBS Switzerland](#)

Project leads: Dr. Andreas Hecht, Andreas Schweizer

Description:

This project aims to train sales employees in the Corporate & Institutional Clients division of UBS Switzerland AG in sustainability issues. The training takes place as a combination of asynchronous teaching (learning videos) and face-to-face teaching (discussion of case studies). This provides the participants with solid and well-founded knowledge to apply in their professional practice.

Sustainability Training ZURICH Employees

Description:

A 90- minute hybrid education course for all employees of Zurich Switzerland (approx. 5,000 people) was offered in November 2023. The success of the course will be followed by its integration into the "On-Boarding program" for all new employees. The next step in 2024 is to conduct 6-10 full- day education courses with sales agents in classes of 25-40 people.

Sustainability Training Zürcher Kantonalbank

Project leads: Prof. Dr. Julia Meyer, Andreas Schweizer

Description:

This project aims to train all sales employees in Corporate Key Account Management and Multinational Clients at Zürcher Kantonalbank in sustainability issues. The training takes place as a combination of asynchronous teaching (learning videos) and face-to-face teaching. This gives participants solid and well- founded knowledge they can apply in their professional practice.

Sustainability Training Bank Avera

Project leads: Prof. Dr. Julia Meyer, Andreas Schweizer

Description:

This project aims to train all sales employees at Bank Avera Genossenschaft in sustainability issues. The training takes place as a combination of asynchronous teaching (learning videos) and face-to-face teaching.

Collaborative Change Action

Zurich Knowledge Center for Sustainable Development

The SML actively supports the Zurich Knowledge Center for Sustainable Development (ZKSD), a research-oriented cooperation platform for sustainable development launched by the University of Zurich (UZH), Zurich University of Applied Sciences (ZHAW), Zurich University of Teacher Education (PHZH), and Zurich University of the Arts (ZHdK) in cooperation with the Hamasil Foundation. The Center, which opened in November 2021, aims to contribute to sustainable development by systematically harnessing knowledge from the research of sponsoring institutions for teaching and social discourse about the UN 2030 Agenda. SML researchers, lecturers, and students are participating in various activities.

Relevant Stakeholders

PRME Community, students, teachers, general public

Purpose

Collaboration with other Swiss based academic institutions and foundations for sustainable development

[Supporting Links](#)

ClimateChange@ZHAW

Several research groups at the ZHAW are working on issues related to climate change, making a valuable contribution on the path to a livable and renewable future. To enable the ZHAW to address the increasingly complex (climate) problems of today and tomorrow through the multidisciplinary expertise of numerous teams, [ClimateChange@ZHAW](#) provides a suitable platform for linking like-minded researchers. For example, a ZHAW competence matrix is being developed to identify suitable projects or teaching partners rapidly. Regular networking events on a specific topic accelerate problem-solving of complex issues. Students benefit from increased teaching exchange between departments. Finally, the results of climate research projects will be regularly communicated to the public.

Tackling climate change mitigation and adaptation challenges requires highly interdisciplinary teams that can be formed in an agile manner through direct exchange and robust networks. The vision of this initiative is to offer a solution to every conceivable applied (climate) problem-whether exclusively with ZHAW-internal expertise or in addition to competencies from external universities.

Students who want to work to combat climate change should be able to find answers to the problems of the future in interdepartmental semester, project, Bachelor's, and/or Master's theses, and benefit from a broad network of lecturers and researchers.

"With ClimateChange@ZHAW, we are able to better consolidate our multidisciplinary strengths, allowing us to develop more effective solutions in the areas of climate protection and climate adaptation." Paula Castro leads the researchers' bottom-up initiative. She is Professor of Energy and the Environment at the ZHAW School of Management and Law

ZHAWARE

Encouraged by students, ZHAW decided in 2022 to launch ZHAWARE, an initiative explicitly dedicated to tackling ethical issues in higher education and research. Its website includes a collection of documents, publications, projects, and contacts on the subject of ethics across

the eight departments of ZHAW. In addition, regular seminars are held to support the dialogue between students and faculty on topics such as "Critical Thinking in Universities," "Ethics in Research," and "Wokeness and Academic Freedom."

The initiative is a joint collaboration from ZHAW employees and students:

- Nico Frommherz (ZHAW sustainable)
- [David Götz](#) (Student of Applied Psychology; Co-President ALIAS)
- Raphael Hess (Student Social Work)
- [Katharina Sommer](#) (University Development ZHAW)
- Alexander Vlahos (SML student)
- [Christian Wassmer](#) (University Development ZHAW)
- [Elena Wilhelm](#) (University Development ZHAW)

ZHAW SML in PRME Global Students Regional Leaders

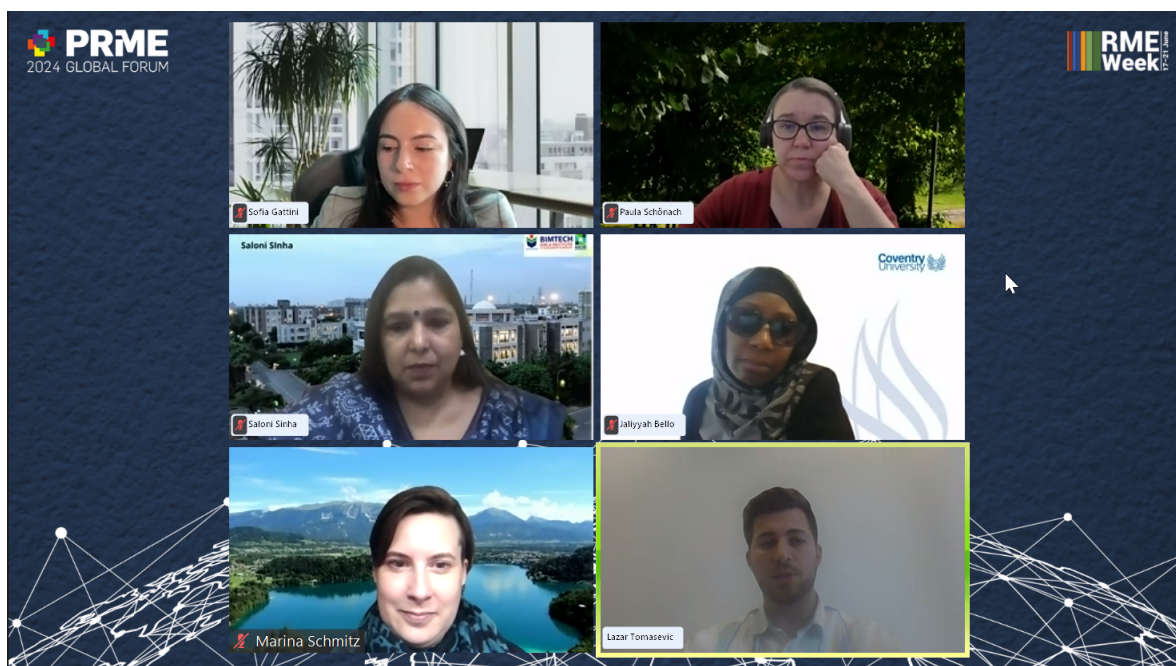
ZHAW School of Management and Law Bachelor student Lazar Tomasevic was awarded the Certificate of Recognition for his participation in the PRME Global Students (PGS) 2023 - 2024 cohort. He was especially recognized by PGS for his valuable insights and expertise as PGS Regional Leader Europe that have helped to support and advance the mission of PGS worldwide.



Lazar contributed to initiatives like the PGS Careers and PGS Mentorship programs. He also supported the organization of the Sustainability Awards for sustainability-oriented student organizations that were announced in the PRME Global Forum 2024. Lazar took part in multiple events to spread the word of PGS globally for one year, such as in the PRME DACH Chapter

Meeting in Lisbon, Portugal as part of the 10th RME Research Conference, the [2023 PRME Global Students Summit](#), the [Sustainability Day 2024 @ ZHAW](#), and the PRME Global Forum 2024.

What he particularly appreciated from his participation in PGS was the opportunity to expand his network with academic experts in the area of sustainability and develop friendships with fellow students from all over the world. Through his role, he could work on what he is passionate about, namely bringing change for a more sustainable future through responsible management education.



"We are very proud of his journey at PGS and all the great work he has done as PGS Regional Leader Europe. We thank him for his dedication and commitment over the past year and for representing the ZHAW School of Management and Law so well." **Alexandra Grammenou**, PRME Coordinator ZHAW School of Management and Law

For more information on the experience of Lazar with PGS, you can follow [this video](#).



Formalized Partnership Governance

SML PRME Committee

As of December 2023, the [SML PRME Committee](#) consisted of 17 members. It was founded in 2018 when the ZHAW School of Management and Law joined the PRME Champions for the first time. Committee members act as ambassadors of PRME across the School of Management and Law and ZHAW. The Committee meets twice a year to discuss PRME topics and define the SML PRME Roadmap, a two-year action plan on all sustainability activities of the SML in teaching, research, continuous education and service projects guided by the seven PRME principles. The SML PRME Committee is an official governance body of the SML and is regulated under the "Rules of Procedure" of the school.

The current SML PRME Committee consists of the following members:

SML PRME Committee

As of December 2023, the SML PRME Committee consisted of 17 members. It was founded in 2018 when the SML joined the PRME Champions for the first time. The Committee members act as ambassadors of PRME across the School and the University. The Committee meets twice a year to discuss PRME topics and define the SML PRME Roadmap, a two-year action plan on all sustainability activities of the SML guided by the seven PRME principles.



COMPOSITION AS OF DECEMBER 2023

#	Role(s) in the PRME Committee	Name	Function at the SML
1	Chair; Representative of the ZHAW Sustainable Development Committee and the SML Executive Committee	Prof. Thierry Volery thierry.volery@zhaw.ch	Professor of Entrepreneurship; Head of the Department of General Management
2	Representation of the PRME focus area "Corporate Responsibility Management"; Representative for the Department of International Business	Prof. Christian Voegtlin christian.voegtlin@zhaw.ch	Professor of Business and Society; Co-Head of the Center for Corporate Responsibility
3	PRME Academic Point Person; PRME Representative for the focus area "Business Ethics"; Representative for the SML Ethics Committee	Prof. Marco Clemente marco.clemente@zhaw.ch	Professor of Sustainability and Management; Co-Head of the Center for Corporate Responsibility
4	Representation of the PRME focus area "Energy Transformation and Decarbonization"; Representative for the Department of Public Sector	Prof. Regina Betz regina.betz@zhaw.ch	Professor of Energy and Environmental Economics; Head of the Center for Energy and the Environment
5	Representation of the PRME focus area "Energy Transformation and Decarbonization"; Representative for the Department of General Management	Prof. Claudio Cometta claudio.cometta@zhaw.ch	Professor of Energy Economics; Head of the Center for Innovation Systems
6	PRME Representative for the focus area "Sustainable Finance"; Representative for the Department of Banking, Finance, Insurance	Prof. Beat Affolter beat.affolter@zhaw.ch	Professor of Financial Management; Head of the Center for Corporate Performance and Sustainable Financing
7	Department of Operations and Services; Degree Programs	Jörg Wendel jorg.wendel@zhaw.ch	Head of Department Operations and Services; Representative of SML in the ZHAW Degree Programs Commission
8	Representation of the PRME focus area "Diversity and Human Rights"	Dr. Daniela Frau daniela.frau@zhaw.ch	SML Diversity Management Delegate
9	Representation of the PRME focus area "Circular Economy"	Marc Schmid marc.schmid@zhaw.ch	Senior Lecturer at the Center for International Industrial Solutions
10	Representation of the PRME focus area "Social Law"; Representative for the Department of Business Law	Dr. Martina Filippo martina.filippo@zhaw.ch	Research Associate at the Center for Social Law
11	Communications	Christen Busenhardt christen.busenhardt@zhaw.ch	Head of Communications
12	Representative for the Staff Unit; Quality management and accreditations	Joan Barbara Werner joanbarbara.werner@zhaw.ch	Quality Manager
13	Representation for the Faculty Assembly	Dr. Michael Jüttler michael.juttler@zhaw.ch	Senior Lecturer at the Center for Innovative Teaching and Learning
14	Representation for the Junior Faculty Assembly	Kevin Andermatt kevin.andermatt@zhaw.ch	President of the Junior Faculty Assembly
15	PRME Coordinator	Alexandra Grammenou alexandra.grammenou@zhaw.ch	Research Associate in the Center for Corporate Responsibility
16	Representation for the Staff Commission	Isabel Volkart-Steinmann isabel.volkart@zhaw.ch	Committee member of the SML Staff Commission
17	Representation for the Delegate Assembly of Students	Lazar Tomasevic tomasevic@students.zhaw.ch	Student in the Bachelor's program in Business Administration (General Management)

Prof. Thierry Volery, Chair

Alexandra Grammenou, PRME Coordinator

Prof. Marco Clemente, Representative of the focus area *Business Ethics*, Representative for the SML Ethics Committee

Prof. Christian Voegtlin, Representative of the focus area *Corporate Responsibility Management*, Representative for the Department of International Business

Prof. Regina Betz, Representative of the focus area *Energy Transformation and Decarbonization*, Representative for the Department Public Sector

Prof. Beat Affolter, Representative of the focus area *Sustainable Finance*, Representative for the Department of Banking and Finance

Prof. Claudio Cometta, Representative of the focus area *Energy Transformation and Decarbonization*, Representative for the Department General Management

Dr. Martina Filippo, Representative of the focus area *Social Law*, Representative for the Department of Business Law

Dr. Daniela Frau, Representative of the focus area *Diversity and Human Rights*

Dr. Michael Jüttler, Representative for the Faculty

Jörg Wendel, Representative for the Department Operations and Services

Marc Schmid, Representative of the focus area *Circular Economy*

Kevin Andermatt, Representative for the Junior Faculty Assembly

Joan Barbara Werner, Representative for the Staff Unit, Quality Management and Accreditations

Christian Busenhardt, Communications

Isabel Volkart- Steinmann, Representative for the Staff Commission

Lazar Tomasevic, Representative for the Delegate Assembly of Students

ZHAW sustainable

[ZHAW sustainable](#) is the strategic program of the President's office of Zurich University of Applied Sciences, founded in 2020. The team, which currently consists of six members, is headed by [Prof. Urs Hilber](#), Sustainable Development Officer at ZHAW, and supported by [Francesco Bortoluzzi, Head of Sustainability Programs](#). The primary mission of ZHAW sustainable, as a governance body is the implementation of the ZHAW Sustainability strategy across the eight Schools of the university, including the School of Management and Law. The strategy is guided by the Agenda 2030 and the 17 SDGs and brings together people from academia, businesses and policy-makers to promote important sustainability initiatives.

The Team appoints the [ZHAW Sustainable Development Committee](#), develops the ecological and social strategy of ZHAW, sets up working groups to facilitate the exchange among the Schools, and collects and analyzes data to measure sustainability in operations and services. To further promote transformation in education and research, the [ZHAW Sustainable Impact Program](#) was launched in 2021. In 2021–2022, the Team was involved in multiple top-down and bottom-up initiatives focused on awareness-raising among ZHAW students, employees, and the senior management concerning sustainable development across the university. They formed [working groups](#) with representatives across the departments to foster collaboration and decide on issues related to Curricular Integration and the Green Impact Book. They are responsible for the collection of data to measure greenhouse gas emissions and for publishing them in the [ZHAW Sustainability Report](#). For the collection of the data they have to partner with multiple internal and external stakeholders across the eight departments of the universities.

ZHAW Sustainable Development Committee

The [ZHAW Sustainable Development Committee](#) is ZHAW's sustainability body. It is made up of university leaders, subject-matter specialists, and students from all the Schools and areas of the ZHAW. It follows an approach that strives for transparency, inclusion and participation for sustainable development at ZHAW.



The SDC's task is to address sustainable development issues at the ZHAW proactively and in collaboration with members of all Schools, the President's Office, Finance & Services and students, and to support ZHAW sustainable in implementing the ZHAW's sustainability strategy. Under the leadership of Urs Hilber as Head of Sustainable Development, the SDC monitors and anticipates national and international developments and strengthens the exchange of information internally and externally. The SDC meets four times a year for a half-day and once for a full-day closed meeting. Topics relating to sustainable development at the ZHAW are dealt with directly in an inclusive, proactive and collegial manner before they are brought to the attention of the University Management Board. To this end, working groups are also set up outside the Sustainability Committee to deal with specific topics such as the Green Impact Book or the Curricular Integration of sustainable development.

ZHAW Diversity Committee

The ZHAW Diversity Committee was established in 2011 as part of the university's diversity and gender equality policies. It comprises 12 members: diversity delegates from all eight Schools, a representative from ZHAW Human Resources, Corporate Communications, Finance and Services, and the ZHAW Ethics Committee.

The ZHAW Diversity Committee is coordinated by the [ZHAW Diversity Office](#), which is attached to the General Secretariat of the President's Office. Since being restructured in 2022, it has further strengthened its operations towards promoting and integrating of diversity, inclusion, and equality in the culture and structures of ZHAW. ZHAW's students, lecturers, and staff are highly diverse in terms of their characteristics, biographical backgrounds, and personal experiences. The Diversity Office is committed to promoting a diversity-friendly working environment and study conditions. Its aims include achieving the genuine equality of people of all genders and abilities and guaranteeing an inclusive classroom. Through a wide range of projects and initiatives, such as the "Respect" campaign, the Diversity Office advises, supports, and provides training. It raises awareness, and fosters collaboration and dialogue to ensure organizational transformation and an accessible university without barriers. Dr. Daniela Frau represents the ZHAW School of Management and Law on the ZHAW Diversity Committee.

SML Ethics Committee

The SML Ethics Committee comprises five members representing all employee groups and students at the SML. It supports the SML Executive Committee, employees, and students in exercising their ethical responsibility, promoting ethical awareness, and representing ethical matters of interest across the SML. The Committee meets twice per year. It has the right to submit proposals on ethical issues to the SML Executive Committee.

The Ethics Committee in the ZHAW School of Management and Law comprises the following members:

Stephan Loretan, Chair, Chief of Staff

Prof. Michael Klaas, Representative Faculty Assembly

Prof. Marco Clemente, Expert in Business Ethics

Sabrina Fintrop, Representative for the Staff Commission

Noémie Estèlle Käser, Bachelor Student in Business Informatics

Partnership with OECD

Prof. Christian Vögtlin, Head of the Center for Corporate Responsibility at the ZHAW School of Management and Law, has been appointed Co-Chairman of the Federal Commission for advising the National Contact Point on OECD Guidelines for multinational enterprises (NCP Advisory Board). The National Contact Point (NCP) for Responsible Business Conduct promotes compliance with OECD Guidelines* among Swiss companies and conducts mediation to resolve problems. The NCP Advisory Board advises the NCP on its strategic orientation and application of OECD Guidelines. The Advisory Board is made up of 14 experts from various interest groups (business umbrella organizations, employers' associations, trade unions, non-governmental organizations, and academia) and the federal administration.

Relevant Stakeholders

PRME Community, students, teachers, general public

Purpose

Collaboration with the Swiss Federal Council and OECD

[Supporting Links](#)

PRME World Tour Workshop India

The PRME World Tour is a series of research development workshops with PRME chapters worldwide that took place from 2022 to 2024. The basic idea was to support scholars in different regions in bringing their research to publication, as part of the field's commitment to relevant and timely research insights that advance responsible management and sustainable development goals globally. *Business and Society* and *Journal of Business Ethics* are part of this initiative.

Professor Christian Voegtlin, an accomplished academic scholar in the field of Business and Society and among [the most cited academics according to Elsevier](#) participated in the PRME World Tour Workshop India on the 3 March 2023.

The core part of this workshop was dedicated to a **paper development session**, where senior faculty can provide and facilitate feedback on works in progress submitted by the attendees. Professor Christian Voegtlin served as a mentor in this part of the workshop and provided feedback on two short papers submitted by Indian scholars that the organizing committee accepted, and they focused on social entrepreneurship. Unlike typical friendly reviews given anonymously and in a written-form, the reviews in this workshop were delivered verbally, through a face-to-face interaction from the computer screen. Participants found the feedback session incredibly helpful, and they could make a real difference in advancing their research alongside building scholarly networks.

SDG Innovation Accelerator for Young Professionals Mentors

The [UN Global Network Switzerland and Liechtenstein](#) organized the [SDG Innovation Accelerator for Young Professionals](#) in 2023. The accelerator engages young professionals from companies participating in the UN Global Compact worldwide to learn how to use the Sustainable Development Goals (SDGs) as a catalyst for developing new products and services. Running in 15+ countries and engaging high-performing young professionals ("Innovators"), the program activates future business leaders and creative minds, challenging them to rethink traditional business models and unlock new business opportunities. Each team of young innovators works, over the course of nine months, on a challenge specific to their company to design more sustainable business models, initiatives and products that will advance the company's sustainability efforts while driving innovation and delivering tangible solutions with potential market value.

Professor Christian Voegtlin participated as SDG Innovation Mentor from January to June 2023. SDG Innovation Mentors help shape the ambitions and plans of the innovator teams, serving as advisors to the teams as they identify a sustainable development challenge relevant to their company and develop a solution that will address it. Mentors support the teams in their efforts to frame their challenges, applying sustainable business and innovation concepts to create prototypes and tangible business solutions with real market potential. Throughout the program, mentors are pivotal in shepherding the team's journey from ideation to development to presenting their solution to their company's senior management.

As part of the SDG Innovation Accelerator for Young Professionals, Mentors have the unique opportunity to apply their skills to a team project with a positive societal impact. In addition, mentors can:

- Contribute to the development of real SDG business solutions by working with a talented team of future business leaders and innovators.
- Serve as role models and advisors for high-performing young professionals from leading companies with a passion for business, becoming a force for good.
- Develop training and leadership skills on applying the SDGs to the innovation design process.
- Network with a global consortium of highly-accomplished experts, thought leaders, and professionals from a variety of industries and backgrounds.
- Gain access to exclusive professional development and capacity-building events.



Project partnerships in Sustainable Finance

One of the core competencies of the Center for Corporate Performance and Sustainable Financing and the Institute of Wealth and Asset Management is applied research with practice partners, funding agencies, NGOs etc. and other services (consulting, studies).

Here is a selection of a list of partnerships from 2023-2024 that were established with practice partners to provide solutions to challenges the industry faces:

White paper: Investing in the Modern Forest and Timber Construction Industry

Project partners: ZHAW School of Management and Law and [Timber Finance](#)

Description:

Climate change is compelling the financial industry and investors to reconsider their approaches. Innovative solutions are required to achieve ambitious net-zero goals. The timber construction megatrend is creating new investment opportunities in the timber industry and allowing investors to decarbonize their investments through the long-term storage of CO2 in timber buildings. For the first time, this white paper makes a significant contribution toward bridging the knowledge and gap between the financial market and the timber and forestry industry. It provides investors with an overview of investment opportunities and sustainability aspects found within the timber value chain.

PROFIT OVER PLANET: How Swiss Asset Managers Fall Short of Fulfilling Their Environmental Stewardship Responsibilities

Project Partners: Institute of Wealth and Asset Management, [Greenpeace Switzerland](#) and resonanz

Description:

Asset managers in Switzerland invest hundreds of billions of francs in companies worldwide through investment funds. These funds invest money from pension funds, foundations, and private retirement saving. Asset managers not only benefit from the profits of companies in which the funds invest but they typically also represent and exercise the associated shareholder rights. As such, asset managers also shoulder a portion of the responsibility for the environmental impacts of companies they invest in.

This study conducted in Spring 2024, examines the potential and effectiveness of the 14 largest asset managers active in Switzerland, who currently use their stewardship activities to preserve and protect the environment.

Risk Management and Analysis Tool for Lease- to- Purchase Homeownership

Project lead: Martin Schnauss

Project partner: [fair bridge AG](#)

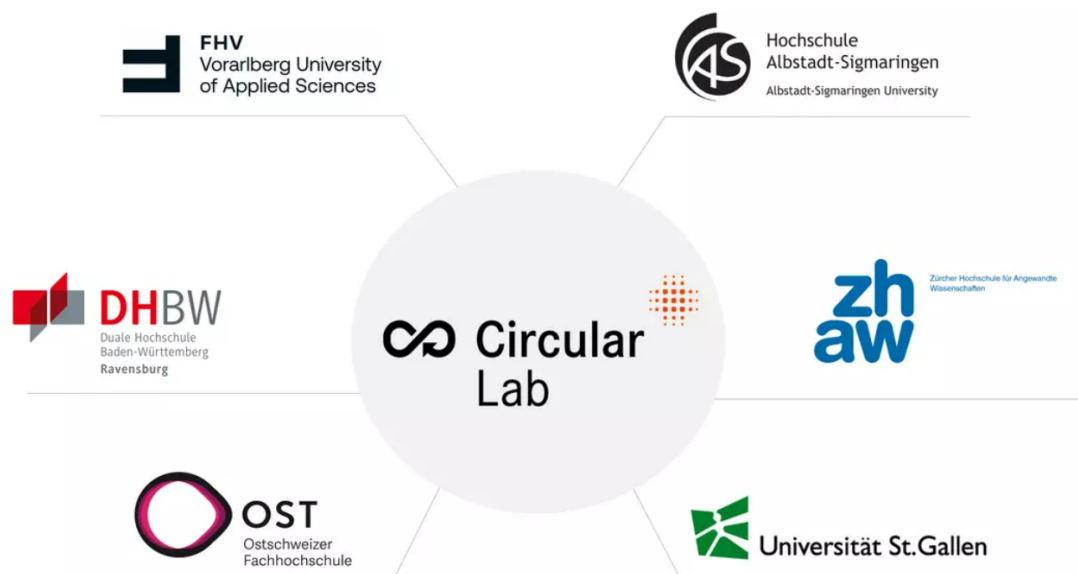
Description:

In this project, financed by Innosuisse, a forecasting software tool for fair lease-to-purchase transactions is designed. It analyzes the value development of specific real estate properties in various regions. The tool simulates rent price calculations and conducts statistical evaluations, enabling both standardized and property-specific optimization assessments and financial structuring options.

Circular Lab - Circular Economy in the Region of Bodensee

In the Institute of Marketing Management is the [Sustainability Lab](#) at the Center for Behavioral Insights and Pricing under the leadership of Prof. Piia Furchheim. As sustainability is considered a complex issue that challenges many companies, the Sustainability Lab is dedicated to helping them identify potential action areas and develop strategies to operate sustainably and profitably. To this end, the Lab combines classic marketing know-how with the requirements for a sustainable future.

Since June 2023, the Sustainability Lab has been a project partner of the [“Circular Lab” project](#), funded by the EU's Interreg Alpenrhein-Bodensee-Hochrhein funding program and the federal government's New Regional Policy. Together with five other universities- the University of St.Gallen, the University of Applied Sciences of Eastern Switzerland, the Vorarlberg University of Applied Sciences, the Albstadt-Sigmaringen University of Applied Sciences, and the Baden-Württemberg Cooperative State University- and over 30 practice partners, the Sustainability Lab is pursuing the goal of making a significant contribution to the realization of the circular economy in the textile industry as well as the agricultural and food industry in the Lake Constance region. To this end, the partners contribute a range of expertise- from information systems and business model innovation to consumer research and technical product development. The project is open to other partners from the relevant industries who wish to contribute to the implementation of the circular economy.



External Community Dialogue

Green Fintech Network

The Green Fintech Network was initiated by the Swiss State Secretariat for International Finance (SIF) as a working group in 2020. In 2021, this working group drafted the Green Fintech Action Plan, with clear recommendations for government, regulators, and financial industry how to establish a thriving green fintech ecosystem. The Green Fintech Network adopted and started working on a number of these recommendations, turning them into its strategic agenda.

Green Fintech Network members commit to actively collaborating to realize the vision of Switzerland as a global leader in green digital finance. The ZHAW School of Management and Law is a founding member of the network. Representatives of the Center for Corporate Performance and Sustainable Financing and the Institute of Wealth and Asset Management act as board observers.

PRME Champions 2023

The ZHAW School of Management and Law and 46 business schools worldwide were selected in the fifth PRME Champions cycle in 2023. The School has been a PRME Champion since 2018, actively contributing to the dialogue and shaping the initiative for the future.

The SML had two goals to fulfill in 2023 as part of this journey:

1. To contribute further to developing an Inspirational guide on SDG integration in research, curricula, and partnerships by offering more inspiring examples to the PRME Community.
2. To engage with the Impactful Five (i5) Project with the aim of bringing novel pedagogies and practices to the SML that will support creativity, and authenticity and push for more sustainable development across all disciplines of business education.

Faculty members participated in the workshops organized by the i5 team, in the online meetings, the PRME Global Forum and RME Week in New York (onsite/ hybrid), and the meeting in Lisbon, Portugal.

Öbu Schweiz- Association for Sustainable Business

As part of its thematic areas, öbu promotes the implementation of the United Nations Sustainable Development Goals (SDGs, Agenda 2030) by Swiss companies and organizations. To this end, they bring together people, companies, ideas, and methods, working together for a sustainable Swiss economy.

Relevant Stakeholders

PRME Community, students, teachers, general public

Purpose

ZHAW has been a member of the Association since 2012 and collaborates for a stronger sustainable Swiss economy.

[Supporting Links](#)

Zurich Carbon Market Association

The Zurich Carbon Market Association (Zurich CMA) is a non-political membership organisation interested in the evolution of sustainability focused and high-quality carbon markets with the aim to mitigate greenhouse gas emissions. They act as a platform for networking, knowledge sharing and outreach among members and non-members. They welcome all institutions, companies and individuals based in the region of Zurich who have the same interest as we do. Zurich University of Applied Sciences (ZHAW) is a member in the association.

Relevant Stakeholders

PRME Community, students, teachers, general public

Purpose

Collaboration with corporations, research, institutions and private individuals to find market solutions to tackle climate change.

[Supporting Links](#)

i5 Literacy Certification Process

Innovative teaching experts from the PRME European Chapters offered during 2023 online workshops in five stages for the i5 framework. Alexandra Grammenou from the Center for Corporate Responsibility and Michael Jüttler from the Center for Innovative Teaching and Learning participated in the online workshops. The workshops were a great opportunity to deep dive into the i5 framework and exchange best practices with lecturers around Europe.

Date

April, 2023 - February, 2024

Location

Online, Lisbon, Cologne

Speakers

Alexandra Grammenou, Michael Jüttler

Online and Offline Workshops on i5 literacy

i5_Certification_Process

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PRME Global Students DACH Ambassador Program

In January 2023, the PRME DACH Chapter was invited by the PRME Secretariat to participate in the PRME Global Student Ambassador Program. This program consisted of 10 online sessions of two hours each, taking place on Saturdays between 11 February and 22 April 2023. The first two sessions were an introduction to PRME and UN Global Compact, followed by six sessions organized by PRME working groups, each with a keynote presentation followed by an assignment/discussion.

The six sessions covered Business and Human Rights, Climate Change and Environment, Gender Equality, Sustainability Mindset, Sustainable Finance, and Humanistic Management. The program concluded with a short presentation by the students and a closing session.

In total, 20 students from the DACH Chapter were carefully selected from the PRME DACH signatory institutions. Having attended at least seven sessions and delivering a final presentation, the students were awarded a PGS Ambassador Certificate signed by the Head of PRME and the Head of UN Global Compact. Lazar Tomasevic, a Bachelor's student in Business Administration at the ZHAW School of Management and Law, successfully participated and received his certificate at the online graduation ceremony on 29 April 2023.



Representatives of the PGS DACH Student Ambassadors presented their projects in the 10th RME Conference in Lisbon, Portugal. Among them was ZHAW SML Bachelor student Lazar Tomasevic seen in the picture above.



Achievements of ZHAW SML in the PRME Champions 2023

ZHAW SML successfully supported and contributed to the two main projects of the PRME Champions 2023 cycle: [the repository of inspirational examples of SDG integration in Curriculum, Research and Partnerships](#) and the development of a [Manifesto on SDG 4](#).

ZHAW SML was recognized with two inspirational examples in the repository for SDG Integration:

1. In the area of research with the presentation of the [Center for Energy and the Environment](#)
2. In the area of partnerships with the presentation of the EU [Horizon 2020 research project RRI-LEADERS](#).

In Lisbon, Portugal representatives of the PRME Champions 2023 gathered together to address the challenges from the 2030 Agenda and the fact that only 15% of the SDGs are on track. There was common agreement that stronger emphasis should be put on SDG 4- Quality Education, therefore a team of dedicated scholars was created to start working on the draft of a Manifesto that would allow all PRME Champions members and PRME signatories to reaffirm their commitment to accelerate and implement SDG 4. The Manifesto was signed by SML PRME Coordinator Alexandra Grammenou, SML PRME Academic Contact Point, Prof. Marco Clemente and Prof. Christian Voegtlin, showing the strong commitment of ZHAW SML on SDG 4.

PRME DACH Chapter

For the last ten years, our involvement in the PRME DACH Chapter has allowed us to participate in meaningful community initiatives that bring real change to business schools at the European level and engage with passionate RME scholars.

During 2023, three DACH Chapter meetings took place, in which Alexandra Grammenou, as SML PRME Coordinator, participated (see group picture in Lisbon below):

28 March 2023 - Online

29 September 2023 - Lisbon, Portugal

14 November 2023 - Online

The meetings were a great way to keep up with the latest news coming from the PRME Secretariat, see new ways of collaboration among German- speaking business schools, and further develop the Chapter. At the onsite meeting in Lisbon, in particular, the idea of a new

"Lecture Series" project offered by lecturers across the Chapter member schools was discussed, organization for the Chapter's funding was given special attention alongside the foundation of an association based in Germany to manage the funding. Finally, the PRME Global Students initiative was presented to the Chapter Steering Committee and other Chapter members by ZHAW Bachelor's Student Lazar Tomasevic, as PGS Regional Leader Europe (see photo below).





Practice

We adopt responsible and accountable management principles in our own governance and operations.

RME Policy Implementation

ZHAW School of Management and Law has implemented 7 policies to support its commitment to responsible management education:

Greenhouse gas emissions

Policies on greenhouse gas emissions: ZHAW Green Impact Book

With the Green Impact Book, the ZHAW has created a guide to specifically improve the ecological sustainability of its operations. The ZHAW derives concrete measures from the key figures determined in the data monitoring in order to reduce greenhouse gas emissions from university operations.

Scope

Internal

Enforcement Date

January, 2021

Revision Date

January, 2021

Number Of Pages

7

Publisher

ZHAW sustainable

Media

Website

[Supporting Links](#)

Travel

Water

Policies on water: ZHAW Green Impact Book

With the Green Impact Book, the ZHAW has created a guide to specifically improve the ecological sustainability of its operations. The ZHAW derives concrete measures from the key figures determined in the data monitoring in order to reduce greenhouse gas emissions from university operations. According to the book, ZHAW has set as a goal to reduce the water consumption in its buildings.

Scope

Internal

Enforcement Date

January, 2021

Revision Date

January, 2021

Number Of Pages

7

Publisher

ZHAW sustainable

Media

Website

[Supporting Links](#)

Buildings/real estate

Policies on building/real estate: ZHAW Green Impact Book

With the Green Impact Book, the ZHAW has created a guide to specifically improve the ecological sustainability of its operations. The ZHAW derives concrete measures from the key figures determined in the data monitoring in order to reduce greenhouse gas emissions from university operations.

Scope

Internal

Enforcement Date

January, 2021

Revision Date

January, 2021

Number Of Pages

7

Publisher

ZHAW sustainable

Media

Website

[Supporting Links](#)

Local staff/student/faculty transportation

Policies on local staff/student/faculty transportation: ZHAW Green Impact Book

With the Green Impact Book, the ZHAW has created a guide to specifically improve the ecological sustainability of its operations. The ZHAW derives concrete measures from the key figures determined in the data monitoring in order to reduce greenhouse gas emissions from university operations. In the book, there is a special section dedicated to reducing CO2 emissions caused by mobility.

Scope

Internal

Enforcement Date

January, 2021

Revision Date

January, 2021

Number Of Pages

7

Publisher

ZHAW sustainable

Media

Website

[Supporting Links](#)

Employee equity, diversity, inclusion

Gender Equality Management Concept 2021-2023

The Gender Diversity Strategy for employees was revised in the fall of 2022 and is now the Gender Equality Management Concept. With the Gender Equality Management Concept 2021-2023, the SML aims to promote a more balanced gender ratio at the SML and improve equal opportunities between men and women in the long term. The emphasis is on fair processes and raising awareness. The concept also takes into account aspects of the ZHAW Gender Equality Management Initiative and focuses on two key subject areas: (1) filling professorial positions and (2) filling vacant management positions. For both areas, the SML has formulated specific measures concerning recruitment, selection, sourcing and onboarding, personnel and skills development, target assessment, and performance appraisal.

Scope

Internal

Enforcement Date

August, 2021

Revision Date

April, 2023

Number Of Pages

7

Publisher

ZHAW School of Management and Law

Media

Website

[Supporting Links](#)

W_FK_Fuehrungskonzept_GEM

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ZHAW Diversity Policy

The Diversity Policy serves to establish guidelines alongside the university, in all the departments and core areas, for the recognition, development and use of different potentials and competencies of the university employees, by preventing them from discrimination and stigmatization, improving as well as ensuring equal opportunities and promoting equality. It guarantees that employees get what they need as conditions to succeed in their careers.

Scope

Internal

Enforcement Date

December, 2012

Revision Date

December, 2012

Number Of Pages

4

Publisher

ZHAW Diversity Unit

Media

Website

[Supporting Links](#)

Z_PY_Diversity_Policy

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ZHAW Gender Policy

The ZHAW Gender Policy forms the basis for the realisation of gender equality between women and men at ZHAW. It provides the framework for the measures that promote gender-specific equal opportunities for students and all employees and other members of ZHAW in all areas and at all levels.

Scope

Internal

Enforcement Date

December, 2012

Revision Date

April, 2023

Number Of Pages

3

Publisher

ZHAW Diversity Unit

Media

Website

[Supporting Links](#)

Z_PY_Gender_Policy_ZHAW

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Regulations on the protection against Discrimination, Sexual Harassment and Bullying

The purpose of the regulations is to protect members of the ZHAW community against discrimination of any kind, sexual harassment, bullying, and thus safeguard their personal rights, dignity, and integrity. They are grounded in the principle that members of the ZHAW community should not be hindered in achieving genuine equality at the workplace or in their studies nor should they be adversely affected in their professional or academic careers.

Scope

Internal

Enforcement Date

March, 2009

Revision Date

May, 2019

Number Of Pages

6

Publisher

ZHAW Diversity Unit

Media

Website

[Supporting Links](#)

Z_RE_Reglement_Diskriminierung

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Guidelines on equal linguistic treatment of people with disabilities

People with disabilities should be treated with respect - even when they are written or spoken about. The guidelines are intended to show how people with disabilities wish to be portrayed and which formulations should be avoided.

Scope

Internal

Enforcement Date

March, 2015

Revision Date

April, 2015

Number Of Pages

2

Publisher

ZHAW General Secretariat

Media

Website

[Supporting Links](#)

Z_MB_Sprachleitfaden_Gleichstellung_Menschen_mit_Behinderung View document  Download document 

Guidelines for inclusive language use

These language guidelines are intended as orientation and support for all employees, participants in continuing education and students. It shows how a diversity-friendly and inclusive language as part of our university culture should be. It illustrates how women, men and people who do not fit into binary genders can be made visible linguistically as equal people with equal rights. In particular, it raises awareness for non-discriminatory use of language that avoids stereotyping and derogatory terms, metaphors or examples. The language guide encourages a conscious use of language and reflection on the impact of language.

Scope

Internal

Enforcement Date

July, 2022

Revision Date

July, 2022

Number Of Pages

8

Publisher

ZHAW Diversity Unit

Media

Website

[Supporting Links](#)

Z_MB_Sprachleitfaden_ZHAW

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Student equity, diversity, inclusion

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Scope

Internal

Enforcement Date

December, 2012

Revision Date

December, 2012

Number Of Pages

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Publisher

ZHAW Diversity Unit

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Z_PY_Diversity_Policy

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Scope

Internal

Enforcement Date

December, 2012

Revision Date

April, 2023

Number Of Pages

3

Publisher

ZHAW Diversity Unit

Media

Website

[Supporting Links](#)

Z_PY_Gender_Policy_ZHAW

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Institutional Aspiration Targets

ZHAW School of Management and Law has set aspiration targets in 8 different areas:

- ❖ GHG Emission Targets
- ❖ Water Conservation Targets
- ❖ Building and Real Estate Targets
- ❖ Internal Transportation Targets
- ❖ Travel Reduction Targets
- ❖ Responsible Consumption
- ❖ Employee EDI Targets
- ❖ Student EDI Targets



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

Performance Disclosure and Transparency

Regarding transparency in RME performance disclosure, ZHAW School of Management and Law operates with the following approach:

Full Transparency Disclosure

ZHAW Sustainability Report 2023

With its Sustainability Report, ZHAW shows how sustainable development is embedded in governance, research and education at the university. Second, the report provides a transparent insight into university operations with data on energy, mobility and resource consumption. The report is showing the progress in the implementation of the ZHAW Sustainability Strategy 2019-2025.

Author

ZHAW sustainable

Published Date

November, 2023

Degree Of Recognition

International

Media Name

ZHAW sustainable official webpage

Media Type

Report

Duration

70 pages

[Supporting Links](#)



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