

2025 Sharing Information on Progress (SIP) Report

ZHAW School of Management
and Law

September 2025

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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.





Getting Started

This section provides foundational information about ZHAW School of Management and Law, including key details and basic institutional data.

Mission

We deliver innovative, interdisciplinary and intellectually challenging education in management, economics and law, enabling our graduates to compete successfully in the domestic and international environment.

We contribute to the success of private and public sector enterprises and organizations through research, continuing education and consulting.

We practice and actively promote sustainable development and corporate responsibility.

Our highly qualified faculty and staff utilize their expertise to advance knowledge and practice in areas most relevant to our stakeholders.

Rooted in the Zurich metropolitan area we cultivate strong national and international alliances and partnerships.

Building Competence. Crossing borders.

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.

Strategy

Strategy

Strategic Positioning

The ZHAW School of Management and Law (ZHAW SML) is a national leader with global reach in degree programmes, research, and continuing education. With academic excellence and an entrepreneurial mindset, the ZHAW SML creates impact for business and society.

Quality and Employees

The ZHAW SML is a leading business school and meets the world's highest quality standards. The ZHAW SML creates an environment that allows it to attract, develop, and retain qualified, motivated, and performance-oriented employees.

Teaching and Learning

The ZHAW SML offers Bachelor's, Master's, and cooperative PhD programs with both a national and international focus that are challenging, performance-oriented, and geared towards practical application. It promotes holistic and critical thinking among students and empowers them to assume responsibility.

Research and Development

The ZHAW SML is recognized within the scientific community as an excellent business school and a competent partner for applied research and development at an internationally competitive level.

Executive Education and Services

The ZHAW SML positions itself as a successful national, and in some areas also international, provider of innovative and customer-oriented executive education and services.

Social Responsibility

The ZHAW SML positions itself as a responsible business school and contributes to the sustainable development of society.

Networks and Cooperation

The ZHAW SML is closely involved with civil society, business, and science, fosters national and international networks, and cooperates with strategic partners.

strategische-ziele-sml-englisch

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Strategy Alignment

Shaping Change for a Sustainable Future

At the ZHAW School of Management and Law (SML), *Building Competence. Crossing Borders.* is more than a strategy – it's our way of shaping leaders who think beyond borders and act for the common good.

Every classroom, project, and research initiative is an opportunity to tackle real-world challenges. From sustainable finance to circular economy, from diversity, inclusion and human rights to corporate responsibility, business ethics, social law, and energy decarbonization – our work is driven by the belief that business can and must be a force for positive change.

We bring sustainability to life through innovative teaching methods: immersive simulations, cross-disciplinary problem-solving, and partnerships that connect students directly with businesses, governments, and NGOs in Switzerland and worldwide. This hands-on approach ensures our graduates don't just understand the theory – they leave ready to lead transformation in practice.

In doing so, we weave the UN Sustainable Development Goals into the fabric of everything we do, contributing to a more equitable, resilient, and sustainable future.

Institutional History

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Graduates & Enrollment

2024 Statistics	Number
Graduates	1,498
Faculty & Staff at the University	3,600
Faculty & Staff at the Institution	633
Student Enrollment at the University	14,619
Student Enrollment at the Institution	9,378
Undergraduate Attendance	4,016
Masters-Level Postgraduate Attendance	989
Doctoral Student Attendance	30
Certificate, Professional Development, or Continuing Education Attendance	4,373

Degrees Offered

Bachelor Programs

-  Bachelor of Science (B.Sc. or B.S.)
-  Bachelor of Business Administration (B.B.A.)

Masters Programs

-  Master of Science (M.Sc. or M.S.)
-  Master of Business Administration (M.B.A.)

Undergraduate Degree Programmes

-  Bachelor's Degree in Business Administration
-  Bachelor's Science in International Management
-  Bachelor's Degree in Business Information Technology
-  Bachelor's Science in Business Law
-  Bachelor's Science in Applied Law

Masters Degree Programmes

-  Master of Science in Banking and Finance
-  Master of Science in Business Administration
-  Master of Science in Business Information Technology
-  Master of Science in Management and Law
-  Master of Science in Circular Economy Management
-  Master of Science in International Business
-  Master of Science in Accounting and Controlling

Certificates, Professional Development, or Associate Programmes

- 📄 Certificate of Advanced Studies Corporate Responsibility and Sustainability Strategy
- 📄 Certificate of Advanced Studies Climate Strategies
- 📄 Certificate of Advanced Studies Diversity, Inclusion and Social Sustainability
- 📄 Certificate of Advanced Studies Managing Circular Economy
- 📄 Certificate of Advanced Studies Sustainable Innovation
- 📄 Certificate of Advanced Studies Circular Economy Marketing
- 📄 Certificate of Advanced Studies Sustainable Investing
- 📄 Certificate of Advanced Studies Corporate Finance and Sustainability
- 📄 Certificate of Advanced Studies Biodiversity Strategies
- 📄 Certificate of Advanced Studies Environmental Law



Purpose

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

Letter of Commitment



School of
Management and Law

Letter from the Dean

The ZHAW School of Management and Law is steadfast in its mission to advance Responsible Management Education and create meaningful societal impact. Through high-quality research, innovative teaching, and strategic collaborations with Swiss and international partners, we are actively contributing to the 17 UN Sustainable Development Goals (SDGs) and addressing the complex challenges of our time.



In an era of rapid technological transformation and geopolitical uncertainty, we remain deeply dedicated to sustainability, ethics, and corporate responsibility, which are at the heart of the PRME framework. Our membership in the PRME Champions cycle 2024/2025 has strengthened our connections with leading business schools worldwide, inspiring deeper integration of the SDGs into our programs. This year, our flagship MSc in International Business fully embedded the SDGs across all courses, ensuring that sustainability became a guiding thread in our graduate education.

We continue to promote dialogue and knowledge exchange through events and research dissemination. Sustainability Day 2025 brought together nearly 200 students, staff, and businesses to explore the ethical and environmental implications of Artificial Intelligence. The Zurich Center for Sustainability Leadership, launched just recently, has already expanded its scope and staff, advancing research and teaching in corporate responsibility, ethics, diversity, equity, and inclusion (DEI), and the circular economy, while promoting PRME across the university together with the SML PRME Committee.

We are proud to celebrate our MBA program's AMBA accreditation, as well as our membership in the Business Graduates Association (BGA), which gave us, along with AACSB and EQUIS, the triple crown status in 2024. These milestones reflect our unwavering commitment to excellence, innovation, and responsible leadership.

It is with great pride that I present the seventh PRME Sharing Information on Progress (SIP) Report, highlighting the work and impact of ZHAW School of Management and Law in 2024/2025. I hope it will not only showcase our work, but also spark ideas, collaborations, and inspiration within the PRME community and beyond—because it is only together, through open and constructive dialogue, that we can address the challenges of our time and shape a better future for business and society.

Professor Reto Steiner
Dean, ZHAW School of Management and Law



Institutional Engagement

51% - 75%

of faculty at ZHAW School of Management and Law actively contribute to our work with PRME, advancing responsible management education, or addressing sustainable development challenges through their work.



Values

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



How We Define Values

Our core values include goal orientation and respectful cooperation, creative freedom, diversity, integrity and academic freedom, quality, relevance, and personal contacts.

Who Champions Responsible Management Education at Our Institution

- ❖ Research or issue group, society, or club leading sustainability efforts
- ❖ Interdisciplinary efforts across business school
- ❖ Interdisciplinary efforts across parent organization

Student Voices

The following narrative demonstrates how ZHAW School of Management and Law has influenced students' academic journey and personal growth.

The Global Pulse: SML Master student Vera Baltisser

Vera Baltisser graduated from the ZHAW School of Management and Law with a Master's Degree in International Business in October 2024. Her path is a very special one: she is a mother of two children and she was already in the middle of her working life before she returned to university. In this interview Vera shares her career, talks about her master's project in Ghana, and says about the role she played at the United Nations.

Vera, tell us about your experience as moderator of Sustainability Day 2024 at the ZHAW School of Management and Law. How has it shaped your understanding of sustainability in business?

V.B: Moderating Sustainability Day was an enriching experience for me. My understanding of sustainability has deepened thanks to exchanges with specialists such as Alexandra Grammenou and the students who took part. I was particularly honored that my idea for a panel discussion on quality education in the Global South was accepted and that I was given the responsibility of researching and contacting potential panelists. We were able to put together a great panel, including Dr. Janine Händel, CEO of the Roger Federer Foundation, Diepak Elmer, Head of Business and Education at the Federal Department of Foreign Affairs (FDFA), Dr. Gustavo Loiola, Manager of the Leadership Education (PRME) Foundation for the Global Compact, and Dr. Francesco Bortoluzzi, Head of Sustainability Programs at the ZHAW Rector's Office. Moderating the panel discussion was one of the most remarkable experiences of my life and provided high-quality exchanges between experts on inequality in global education. My key takeaway from the discussion is that both corporations and individuals

can play a significant role in supporting equal opportunities in the quality of education in the Global South, which aligns with the United Nations Sustainable Development Goals – particularly SDG 4 concerning quality education.



Vera Baltisser on the right leading the panel on SDG 4- Quality Education for all

In addition to your commitment to Sustainability Day 2024, you are also a student of the ZHAW Master's in International Business and are currently working on your thesis about access to quality education. Can you tell us more about your project? What are the critical insights from your research?

V.B: My supervisor, Prof. Petra Barthelmess, made it possible for me to approach the topic as I wanted. She really brings out the best in her students and encourages our creativity. My research addresses *"Quality Education for Developing Communities in Ghana"* and focuses on the Alavanyo community in the Volta region of Ghana. I plan to capture the community's perspective on quality education, identify challenges, and determine how they can access quality education. The results of my research will be used to set up an NGO to support the people of Alavanyo on this path. Anything that proves successful will later be used for other communities in Ghana and beyond. In terms of essential findings, my research is not yet complete. However, I have already noticed a connection between the lack of quality education in Alavanyo and a recurring conflict with another village called Nkonya. The dispute began at the beginning of the 20th century and has already seen several fatal

clashes between young people from the two communities. I believe a lack of educational opportunities can cause young people to lose focus on their studies and personal development, and this feeds the cross-generational tension. I will discover more during my field research in Alavanyo this summer.

Do you think your NGO project for quality education in Ghana will benefit the local community there? What specific challenges do you foresee, and how do you plan to overcome them?

V.B: My original idea was to establish the NGO as a bridge for companies in Switzerland to support quality education in Alavanyo. This would also have aligned with UN SDG 4, in which companies are committed to improving educational opportunities as part of their social responsibility mandate. After a lot of literature research, interviews with experts, and an examination of best practice examples as presented by the Roger Federer Foundation, I adapted the goal of the planned NGO. This will now consist of empowering the inhabitants of Alavanyo to gain and maintain access to quality education for themselves. In this way, the community can adapt educational offers to their specific needs and maintain quality education long-term with limited support from the Global North. One of the challenges is raising funds to launch the joint project, but I am confident that foundations here in Switzerland will want to support a small, fledgling NGO like mine that is based on thorough research and solid groundwork. I have already received some grants from the Noemi Rusch foundation in support of my research. I am hopeful that further supports and collaborations from similar organisations would come in to propel me towards my goal. Of course, the social conflict I referred to earlier is a complex issue that cannot be resolved overnight or solely by me, but every success story begins in a small way. For example, my NGO may be able to provide practical help for young people or create a community refuge for those who need more education, counselling, and life opportunities.

What insights have you gained from the Connoppo Business Project at the ZHAW School of Management and Law, which dealt with entrepreneurship and management in an environment as close to reality as possible?

V.B: First of all, it was great to work on a project involving an NGO founded by a former student of the MSc in International Business – the same degree program I am currently doing. Marco Wijeratne is the brains behind Connoppo. This project taught me that the entrepreneurial journey requires a good team and that a business should be run according to the “Kaizen” approach – continuous improvement is crucial for successful management. You also have to build trust within your team, respect the faith your clients have in you, make a positive impact through your company, and be transparent about your goals.

What sets you apart from other students is that you are a mother and have resumed your studies after a ten-year break. What was the driving force behind that?

V.B: I have always loved studying and valued education. I knew I would return to university at some point, but as the years went by and I moved further away from academia, I became immersed in the world of work. However, my friends often said I should go back to university because they could see

how committed I was regarding business and international relations. Being 39 years old, I thought it was too late to begin this new journey because we assume all students are young people with fewer life experiences and personal ties. But everything changed when I injured my wrist and was unable to do my job. That was a turning point for me – the moment I had been waiting for. If I couldn't use my hand properly, I would have to use my brain all the more.

What challenges did you expect, and what challenges did you actually experience when you returned to the academic world?

V.B: Initially, I was afraid of failing because of my age, and the fear of being left out worried me a little. To my surprise, however, one thing led to another, and I achieved several significant goals by networking with people from management and education. I want to share this story with women my age and say it's never too late to pursue something you set your heart on.



Vera Baltisser attending the UN Opening Summit on May 14th 2024

You were also chosen to attend the opening UN Summit on 14 May ahead of the 16th Geneva Summit on Human Rights and Democracy the following day. Tell us something about this experience.

V.B: Alexandra Grammenou inspired us not only to pursue our individual career paths but also to be and remain open to human rights issues. She didn't know then that I would take her advice to heart. Conversely, I had no idea I would be selected for an ambassadorial role on behalf of our university and department at the UN inaugural summit. Originally, I just wanted to sign up for the Human Rights and

Democracy Summit on 15 May but I saw on the event website that they needed volunteers to help out. So I put my name down. A UN Secretariat staff member immediately contacted me for an online interview about my interest in volunteering and the following steps if I was successful. During the conversation, I found out that I might also have the chance to attend the UN Human Rights and Democracy Summit the day before it officially opened. When I registered via the link provided, it was as a student of the ZHAW School of Management and Law to represent the SML at this great event. Without our university and our department, I would probably not have been able to achieve this milestone or have this opportunity. I took part in both programs, and they were some of the best experiences I've ever had. I was also able to make many professional contacts at the UN.

Values Voices

Student Podcast: But make it Queer!

The Intersection Q+ of the ZHAW Alias Student Association presents: Podcast – but make it Queer! The ZHAW students want to educate, explain, and talk about queer life. What does each letter in LGBTQIA+ stand for? Why is there a Pride Month? How do queer people experience sexuality and gender identity? These are questions they answer for you, along with exciting stories from real life. The podcast is in German language and can be found [under this link](#).

Celebrating Values

The following demonstrates a way in which our institution celebrates values in various specializations.

SML Open Day 2024- Learning for a lifetime

Winterthur singer-songwriter Ginny Loon opened the day musically and entertained Open Day visitors with a mix of pop and country. After a ceremonial welcome by SML Dean Reto Steiner and ZHAW Rector Jean-Marc Piveteau, visitors were able to explore the varied program.

In addition to stimulating panel discussions, Open Day offered a wealth of information about the SML's degree programs, continuing education courses, and research focuses around responsible management education. At the "Taste of Learning" event, various lectures were given on topics such as artificial intelligence, sustainable business, and "New Work." Guests were also able to get involved themselves – at the Sketchnotes stand, they had the opportunity to draw simple sketches together with a professional to illustrate complex socio-economical issues in an understandable way. Anyone interested could immerse themselves in virtual reality at the VR Lab – put on VR glasses, talk to virtual

friends, or play a fitness game. A journey into the past was offered by historian Miguel Garcia, who gave a tour of the history of the Volkart Building and its significance for the city of Winterthur and the local economy. The contribution of the event to SDG 4- Quality education was significant, opening up the university to wider civil society.



Teach

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



How We Define Teach

ZHAW School of Management and Law promotes holistic and critical thinking among students and empowers them to assume responsibility through innovative pedagogies and updated curriculum.

Courses that support RME

ZHAW School of Management and Law reports 1 course in 2024 that support responsible management education and sustainable development goals.

Asset Management

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Introduction to sustainable finance is a block in the Asset Management module. I give an introduction to the most important concepts and motives: ESG, double materiality, exlusions, sustainable finance approaches, corporate stewardship.

Students get an introduction to the most important concepts of sustainable finance.



Educator Recognition

At ZHAW School of Management and Law, we recognize educators for quality of teaching in the following ways:

- ❖ Course evaluation scores
- ❖ Professional development opportunities
- ❖ Publication or research support
- ❖ Student-nominated teaching awards
- ❖ Annual teaching excellence awards

Teaching Voices

The following statement demonstrates ways in which educators at ZHAW School of Management and Law support sustainability and responsible management in their classrooms.

Experiential learning in the course International NGO Law and Policy Project (INLPP)

Nyasa Steger, Senior Lecturer in ZHAW SML Department Business Law shares her insights about the course International NGO Law and Policy Project

Where did the need and motivation come from to introduce a module on INLPP?

In 2020, Alexandra Dufresne launched the International NGO Law & Policy Project (INLPP) in ZHAW SML to address urgent, real-world needs that intensified during the COVID-19 pandemic. I'm a New York-trained, practicing lawyer who thrived in the U.S. "clinic" tradition—learning by doing with real clients shaped how I approach ethics, client relations, and problem-solving. I also taught an experiential course at Benjamin N. Cardozo School of Law, so I've seen this model work for both students and partner organizations. INLPP brings that approach to SML, serving global NGOs while building students' judgment and skills. That combination of building global NGO capacity and supporting student growth and skills is the goal of the INLPP.

Could you describe the experiential learning methods that make this course stand out?

It's an intensive, structured course that channels SML students' training, prior work experience, and interests into high-impact client projects under weekly supervision and client check-ins. Each semester's goals, supervision, and projects are tailored to the specific needs of students, clients, and the real world.

Small student teams work semester-long with a variety of NGOs on research and writing, communications, advocacy support, policy/compliance, and capacity building, such as engaging volunteers and refining business structures. Students are expected to take initiative, bring flexibility, and share ideas with their group members to drive the projects forward. In addition, each week I meet with the students to brainstorm, identify issues, plan next steps, and outline deliverables in order to meet the project and client's goals within the semester timeframe.

How do you assess the societal impact of the work that students undertake throughout the course?

The impact of the INLPP is both short-term and long-term. In the near term, we look at concrete student outputs—memos, advocacy toolkits, research briefs, capacity-building materials, and compliance and policies—that client organizations implement or deploy (e.g., via social media, on platforms like the Rights in Exile project, or in advocacy campaigns such as gender-based-violence policy efforts). Beyond direct use, student support helps NGO partners extend capacity and amplify their missions in areas such as alternatives to incarceration, public health, refugee assistance, access to justice, gender-based violence, and sustainable development. Over the long term, our goal is that students carry these habits forward—into their studies, careers, and civic lives—guided by the structured reflection built into this experiential learning model.

What are the most important skills that students acquire at the end of the course?

The INLPP bridges theory and practice through real-life NGO client projects—research, advocacy, and organizational capacity-building. Students learn to work in a group setting in order to tackle sometimes unclear “problems” into actionable plans in order to meet the clients needs, while navigating cultural differences, communication challenges, and organizational structures. Throughout the project, the students see how the SML skills translate to NGOs and traditional business-law settings, which builds adaptability and confidence. Many carry this forward—volunteering, securing roles with partner organizations, visiting clients abroad, and applying the experience across different jobs—while clarifying the kind of work that energizes them.

What is the general feedback you have received from the students so far and what are next steps for the future?

Students have called INLPP “a true inspiration,” saying that working with multiple clients gave them a clear view of NGO operations and helped them move from early nerves to become confident in their presentation and problem-solving skills. They have also expressed value in collaborating with like-minded and driven peers. One student said, the course “facilitated multicultural communication, cross-cultural understanding, research in advocacy and policy, and complex problem-solving,” while improving English writing and speaking, professional competence, and teamwork.

Looking ahead, I’ll continue to partner with diverse NGO clients to expand the global reach of the INLPP. Relatedly, it is important to continuously reevaluate how well INLPP serves students, to respond to real-world current challenges and current events, and to cultivate future leaders who create a positive impact.

Fostering Innovation



To a great extent

Teaching and learning at our institution strongly foster innovation.

Experiential Learning



To a great extent

Teaching and learning at our institution strongly encourage experiential learning.

Learning Mindset



To a great extent

Teaching and learning at our institution strongly promote a lifelong learning mindset.

Method of Teaching and Learning



In person

Traditional classroom-based learning with face-to-face instruction.

Barriers to Innovative Curriculum

In 2024, ZHAW School of Management and Law identified the following barriers to innovating, updating, or taking risks in existing curriculum:

- ❖ Change fatigue
- ❖ Time constraints

Barriers to Innovative Pedagogy

In 2024, ZHAW School of Management and Law identified the following barrier to innovating, updating, or taking risks in existing pedagogy:

- ❖ Time constraints



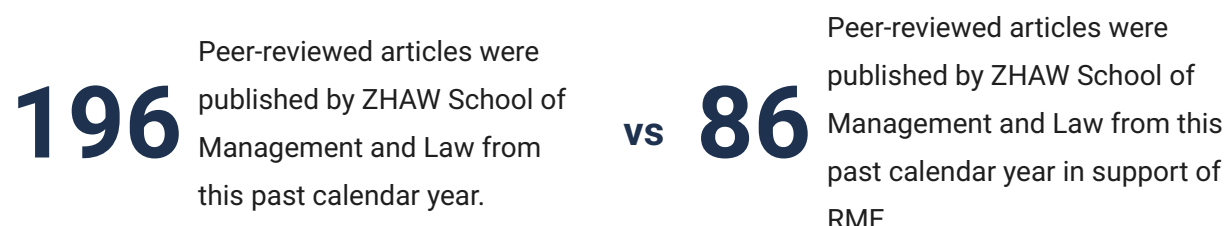
Research

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

How We Define Research

The SML PRME Committee has established 7 research focus areas that are connected with the SDGs: Energy Transformation and Decarbonization, Sustainable Finance, Corporate Responsibility Management, Business Ethics, Diversity and Human Rights, Social Law, and Circular Economy Management.

Research vs Research for RME/Sustainable Development



Research Funding

In 2024, ZHAW School of Management and Law was awarded funding for research that is:



National



International



Local

Socializing Research

In 2024, ZHAW School of Management and Law contributed research findings to:

- ❖ Local media
- ❖ National media
- ❖ Open-access platforms
- ❖ Industry and business networks
- ❖ Research collaborations
- ❖ Social media and digital outreach
- ❖ Public events and lectures

Research Projects

In 2024, ZHAW School of Management and Law reported 9 research projects that implemented responsible or sustainable activities.

Culture Goes Sustainable: Empowering cultural institutions for the sustainability transition

Period Covering: September, 2024 - September, 2028

Department: Management

Project co-leaders: Professor Martin Müller (UNIL), Professor Letitia Labaronne (ZHAW)

Project partners: University of Lausanne, ZHAW SML Center for Arts Management

Funding Partner: Swiss National Fund, BRIDGE- Discovery

Budget: 1'884'400 CHF

Aim and motivation: The overall aim of the project is to create a coherent set of knowledge, tools and processes to empower museums and the performing arts worldwide to accelerate the transition towards sustainability. Museums, theatres, and other cultural institutions serve as multipliers, generating awareness and change in thinking and action. Their public role makes them highly visible and accountable, placing expectations on them to serve as sustainability role models.

Current situation: The issue of sustainability has experienced a significant uptick in interest in the cultural sector in recent years. Yet, as of today, knowledge and action remain limited and fragmented. There is a need for a coherent approach to sustainability that integrates the numerous existing, but disparate, efforts and with consideration of the specific artistic and institutional contexts of cultural institutions.

Deliverables: The project will deliver three key services and products: 1) a framework and sustainability management system (SMS) for measuring, monitoring, and managing progress in sustainability (WP2) 2) a label with an associated governance structure to gain recognition and visibility, and establish new partnerships for sustainability (WP3) 3) a curriculum and qualification programme to build required capacities for responding to the sustainability transition and integrating sustainability in cultural institutions and funding bodies (WP4). These services will be co-developed, validated and implemented with a global community of practice around sustainability (WP1), called *Alliance Culture for the Planet*, uniting cultural institutions, policymakers, funders, and associations. The Alliance will continue as an organisation beyond the duration of the project, with a business model to generate sufficient revenues for its activities.

Scientific contribution: This project will develop the first sector-specific framework of qualitative and quantitative indicators to measure sustainability for museums and performing arts organisations. It advances existing research by adopting a global, holistic perspective, integrating concepts from interdisciplinary sustainability research, and considering the perspective of the audience and funding bodies.

Practical innovation: The project will unlock the sustainability potential of the cultural sector by providing consistent and efficient guidance to implement sustainability for individual institutions (WP2), standards and recognition for the sector (WP3), and empowerment and ownership for a new field of practice (WP4), all embedded with a community of practice to provide peer support and encourage long-term adherence (WP1).

Partners: The project will work with practitioners at museums and performing arts organisations as well as with funding bodies, cultural policymakers and scholars around the world so as to gain a multidimensional perspective on the global issue of sustainability. Partners will be engaged in a process of co-production and contribute to the development, validation and implementation of tools and processes. An international advisory panel of scholars and practitioners will act as ambassadors to disseminate research findings and implement project goals.



Utility-scale storage in Switzerland: Needs assessment and support instruments

Period Covering: November, 2024 - September, 2025

Department: Economics

Project Co-Lead: Dr. Ingmar Schlecht, Dr. Ali Darudi

Project Partners: ZHAW Center for Energy and Environment, Karlsruher Institut für Technologie KIT

Funding partner: Federal Government

Budget: 264'302 CHF

This project focuses on market design instruments to support the uptake of utility-scale electricity storage in Switzerland to support the integration of solar and wind energy while maintaining system adequacy. We evaluate the need for additional storage capacities and determine on which time horizons utility-scale storage is needed by employing large-scale numerical modeling to assess both seasonal and diurnal storage requirements. Subsequently, the project addresses the design of support

policies, akin to those applied in renewable generation, to de-risk storage investments and reduce costs through innovative support contracts tailored for storage assets. Lastly, to efficiently allocate support contracts and ensure a high realization rate, we study auction design and the factors influencing non-realization, which has been a frequent problem with auctions in the past. Our work on auctions is applicable not only to storage but also to PV auctions, hydro reserve and strategic reserve power plants.



Beyond Coalitions: Small States in Climate Negotiations (BeCoSS-Climate)

Period Covering: December, 2023 - September, 2024

Department: Economics | Management

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

Project partners: ZHAW Center for Energy and Environment, Centre of International Research SciencesPo Paris

Funding Partner: SNF Weave/ Lead Agency

Budget: 256'624 CHF

Small states are often taken to be 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 key to understanding multilateral negotiations such as those on climate change, they mask important differences within coalitions, where we see similar power dynamics and negotiation asymmetries as in overall negotiations. Who then drives coalition engagement and success, and why are some states more involved than others? Under which conditions are these states, in the coalition and the overall negotiations, successful? The project BeCoSS Climate examines these questions with a focus on small states in the UN climate negotiations. While small states often work through coalitions to overcome their size limitations, we argue that we need to look beyond and within coalitions to understand influence and power dynamics in multilateral negotiations.

Member states are typically extremely diverse, and vary strongly 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. We break down influence into four consecutive elements, and hypothesise that being present at multilateral negotiations is a precondition for active participation, which in turn may lead to influence over the negotiation process, and eventually influence over outcomes.

Accordingly, we pose three overarching research questions:

1. How present and engaged are different states in multilateral diplomacy?
2. Why do we see this variation in presence and participation?
3. Under which circumstances do presence and participation lead to influence?

We combine quantitative and qualitative approaches to answer these questions. We systematically assess the conditions under which states are present, engaged and influential in the climate negotiations, as well as the interrelations between these processes. We contribute to debates on the role of small states in global politics, the use of new research methods in international relations, and the analysis of practices and their influence on fairness in negotiations.



Buildings in transition: Proposed solutions for more conversion instead of replacement construction (LÖSUMBAU)

Period Covering: October, 2024 - September, 2025

Department: Economics

Projectlead: Dr. Annina Boogen

Project partners: ZHAW Center for Energy and Environment; INFRAS AG; Norm Technologies AG; FernUni Schweiz

Funding Partner: Federal Government; Public

More than half of CO₂ emissions in the building sector are generated during the construction phase. In order to reduce these grey emissions, it is crucial to focus more on the conversion/renovation of existing buildings rather than demolition and replacement with new buildings. The project aims to find practical solutions that can reduce economic, legal and socio-cultural barriers to conversion/renovation. To this end, we are creating a typology of different starting points in the building stock (ownership structure, building character, location, etc.) in order to address the fragmentation of the construction industry and the building sector. We illustrate these types using 3D modelling of representative buildings. Based on the typology, we identify specific barriers for each type/situation and derive practical solutions. The project is based on both qualitative (expert and construction practitioner interviews, workshops, literature research) and quantitative methods (3D modelling and statistical evaluations).



Demand for energy storage in Switzerland

Period Covering: August, 2024 - March, 2025

Department: Economics

Project lead: Dr. Ingmar Schlecht

Project partners: ZHAW Center for Energy and Environment, Lucerne University of Applied Sciences

Funding partner: Federal Government

Project Budget: 126'477 CHF

The study examines the need and role of energy storage in Switzerland for the years 2035 and 2050. It considers various types of storage – electricity, heat, and gas/liquid storage – and evaluates their use across different timescales (from sub-hourly to seasonal). The focus is on optimizing the provision of electricity and heat.

As decarbonization progresses, the Swiss and European energy systems are transforming, with a growing need for flexibility to balance supply and demand due to the expansion of variable renewable energy sources like photovoltaics and wind power. This shift is further complicated by the increasing electrification of heating and transport, which places additional strain on the grid but also offers opportunities for demand-side flexibility.

Ensuring system stability, security of supply, and cost efficiency requires flexibility across timescales—from seconds to seasons—enabled by technologies like demand-side management, sector coupling, dispatchable generation, and energy storage. To assess storage needs, integrated energy system modeling that captures electricity and heat sectors, as well as operational and investment decisions, is essential.

Relevant storage technologies include hydropower, batteries, power-to-X solutions, building-integrated and large-scale thermal storage, industrial high-temperature storage, and gas or liquid storage, depending on whether fuels are imported or produced locally.

The study examines the need and role of energy storage in Switzerland for the years 2035 and 2050, aiming to analyze their contribution to the flexibility, stability, and security of the energy system. It considers various types of storage—electricity, heat, and gas/liquid storage—and evaluates their use across different timescales (from sub-hourly to seasonal). The focus is on optimizing the provision of

electricity and heat, taking into account traditional generation technologies such as solar, wind, hydro, gas, hydrogen, and climate-neutral fuels. The storage requirements are determined through various use cases and depicted across different timeframes.



Sustainable Digital Finance

Period Covering: November, 2024 - September, 2025

Department: Finance

Project Co-Lead: Prof. Dr. Beat Affolter, Prof. Dr. Jan- Alexander Posth, Niccole Jordan, Dr. Thomas Puschmann

Project Partners: ZHAW Institute for Financial Management, ZHAW Institute of Wealth and Asset Management, University of Zurich, Green Fintech Network; Trust Square Ecosystem AG

Funding partner: Digitalisation Initiative of the Zurich Higher Education Institutions (DIZH)

Budget: 773'438 CHF

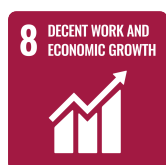
The DIZH Innovation Program "Sustainable Digital Finance" aims to develop sustainable digital financial solutions that address environmental, social, and economic challenges. By fostering collaboration between academia (ZHAW and UZH), industry, and policymakers, the program drives innovation to make the financial sector more sustainable and future-ready.

A key focus is the use of emerging technologies such as artificial intelligence (AI), blockchain, and big data to enhance financial decision-making, making it more transparent, efficient, and sustainability-oriented.

The program follows a holistic innovation process, integrating research, ideation, and implementation. Research Labs establish the scientific foundation for sustainable digital finance. In Ideation Labs, businesses and startups co-develop innovative concepts, which are then tested against regulatory frameworks in Policy and Implementation Labs to accelerate adoption.

By supporting cutting-edge fintech solutions, the initiative strengthens Zurich's position as a leading global hub for sustainable digital finance. It also contributes to the United Nations' Sustainable Development Goals (SDGs) and Switzerland's climate targets by bridging the gap between sustainability and financial innovation.

With an interdisciplinary consortium comprising universities, financial and tech companies, and policymakers, the DIZH Innovation Program provides a unique platform for developing and implementing next-generation sustainable financial solutions.



Towards Transparent and Energy-Efficient Real Estate Markets: A Smart Model for Renovation-Adjusted Property Valuation and Investment Decisions

Period Covering: February, 2025 - December, 2026

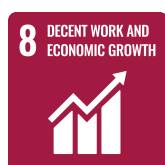
Department: Finance

Project Co-Lead: Laura Archer-Svoboda, Dr. Tomasz Orpiszewski, Dr. Mark Thompson

Project Partners: ZHAW Institute of Wealth and Asset Management, a2-c, Conser, Stettler Architektur und Baumanagement GmbH

Funding Partner: DIZH

The aim of this project is to develop a digital platform that assesses the energy renovation needs of existing buildings and estimates renovation-adjusted property prices. The platform provides a basis for property comparison and informed investment decisions, while enhancing market transparency, supporting purchasing decisions, promoting affordable housing, and encouraging targeted energy-efficient renovations.



Assessing Climate Risks for Real Estate and Infrastructure Portfolios

Period Covering: February, 2025 - December, 2025

Department: Finance

Project lead: Dr. Tomasz Orpiszewski, David Lunsford (Correntics AG)

Project Partners: ZHAW Institute of Wealth and Asset Management, Correntics AG

Funding Partner: Innosuisse

Budget: 15'000 CHF

Climate risk brings along increased likelihood and severity of floods, heat waves, extended rain periods, and landslides, which will affect the real estate markets in many areas around the world. Our idea focuses on developing a tool to evaluate physical climate risks affecting value of real estate properties from the climate risk perspective.



Transnational Skills Partnerships- A model for Switzerland

Period Covering: August, 2024 - August, 2027

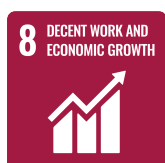
Department: Business Law

Project lead: Prof.Dr. Valerio Priuli, ZHAW Institute of Enterprise Law

Project budget: 438'350 CHF

Funding Partner: SNF Practice-to-Science

Transnational skills partnerships are a new instrument of foreign migration policy. The differently organised partnerships between countries of origin and destination countries are intended to facilitate the recruitment of skilled workers without brain drain effects and open up legal access routes for countries with high migration pressure. In this way, they should contribute to solving the labour shortage, combating illegal migration and development policy in the education sector. Numerous projects are currently being launched at international, European, national and member state level. Initial findings on success and failure factors are available. The research project recognises the results to date and, in exchange with potential stakeholders in Switzerland, examines whether and how the instrument can be implemented in Swiss foreign migration policy.



Research Awards

In 2024, ZHAW School of Management and Law was awarded 2 research awards for responsibility- and/or sustainability-related research.

SDG Award 2024

Granter: ZHAW Sustainable Impact Program

Grantee: Nicolas Müller

Award Description:

The SDG Thesis Award is a ZHAW initiative that honours final thesis with a public award in collaboration with the Swiss Green Economy Symposium and cash prizes totalling CHF 4'500 CHF. From almost 40 theses, first place of the SDG Award 2024 went to Bachelor's student in International Management Nicolas Müller from the ZHAW School of Management and Law. In his highly innovative and interdisciplinary thesis with the title "Sustainable Investing in South American Lithium: Development of a Quantitative Framework for Sustainable Investment Decision-Making", Nicolas Müller developed an assessment framework for investment firms. This framework helps to evaluate the social and environmental consequences of lithium extraction. Lithium is a highly relevant metal for the transition to green energy. It is largely extracted in South America. However, the extraction of this raw material has a significant socio-ecological impact. Investment firms play a key role in promoting sustainable development, as their financing decisions determine the feasibility of projects and the establishment of sustainable practices. The bachelor's thesis applies the tool to two case studies and shows that the current methods of lithium extraction are not sustainable; it also presents specific recommendations for improvements.

Geospatial World Excellence Award 2025

Granter: Geospatial World Forum

Grantee: Prof.Dr. Peter Schwendner

Award Description:

The "Spatial Sustainable Finance" project by the ZHAW School of Management and Law, the ZHAW School of Life Sciences and Facility Management, and the Department of Geography at the University of Zurich has been awarded the Geospatial World Excellence Award 2025 for Environmental and Social Impact. The Geospatial World Awards, which have been presented since 2007, are an internationally recognized accolade for best practice in the global geospatial industry. The award ceremony takes place every year at the Geospatial World Forum.

Research Presentations Related to RME and/or Sustainability

In 2024, ZHAW School of Management and Law gave 4 research presentations related to RME and/or sustainability.

The Age of Datafication: Balancing Employee-Leader Vulnerability, Trust, and Responsibility in Datafied Pay for Performance Systems

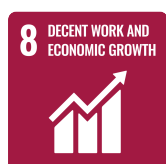
Authors: Rickert Alice | Frau Daniela, ZHAW School of Management and Law | Deuss Yeshi

Date of publication: August, 2024

Presented at: National or international academy of management

Department: Management | Human Resource Management

This study investigates how vulnerability emerges in trust relationships between employees and leaders after implementing a datafied pay-for-performance technology. Using a dual perspective approach, we analysed 21 interviews with employees and their leaders. Our findings suggest that datafication technology introduces new forms of vulnerability for both employees and leaders. Based on Weibel et al.'s (2023) vulnerability framework, we develop a four-stage model of employee-leader vulnerability and trust. Initially, employees experience discontinuity vulnerability, prompting a re-evaluation of trust. Next, they perceive socio-emotional vulnerability, in response to which they expect their leaders to assume responsibility. However, leaders behave in a responsibility-averse manner, using HR technology to deflect responsibility back onto employees. As a result, employees experience a trust breach leading them to lower their overall trust towards their leaders. We contribute to the literature on trust, HR-technology, and responsible leadership by offering insights on managing employee-leader vulnerability in datafied workplaces.



Bio-value-at-risk : a concept to assessing the implications of biodiversity risks on portfolio management using geospatial analysis

Authors: Posth Jan- Alexander, ZHAW School of Management and Law | Schwendner Peter, ZHAW School of Management and Law | Laube Patrick, ZHAW School of Management and Law | Orpizewski Tomasz, ZHAW School of Management and Law

Date of publication: September, 2025

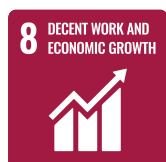
Presented at: National or international discipline-specific conference

Department: Finance

Finally, nature risks like biodiversity and carbon footprints have been recognised as important business risks. Beyond immediate physical risks, transition risks include scenarios with disruptive consequences. Sustainable finance regulation calls for a transparent reporting of these risks.

However, the full integration into the corporate risk framework, company valuations, and portfolio management needs a consistent quantitative treatment with discriminating precision down to company level. The crucial point is the objective of enabling allocation decisions between two competing companies from the same industry. This paper proposes a bottom-up scenario-based aggregation of company impacts measured by geospatial analysis rather than a top-down breakdown from global exposures. We overlay geospatial ESG variables mainly from global remote sensing products with the spatial footprints of asset-level data.

In contrast to other approaches, the footprints of local operations are translated into a financial loss quantity for each single operational site before they are aggregated across the company. As the scenarios can be defined consistent across companies, statistically justified portfolio risk measures can be evaluated that enable portfolio risk management by a selection of individual investments and credit decisions rather than an exclusion of whole industry sectors. We illustrate our approach for the case of biodiversity risks and choose the mining sector as there is significant scientific literature on its environmental impacts and on remote sensing to detect these impacts.



Energieforschungsgespräche Disentis 2025: Households' revealed willingness to curtail during winter electricity shortages – A field experiment

Authors: Dr. Nina Boogen, ZHAW School of Management and Law

Date of publication: September, 2025

Presented at: National or international issue or theme-specific conference

Department: Economics

Russia's war on Ukraine has sparked a global energy crisis. While the winter of 2022/23 was relatively mild in Europe (and energy shortages did not occur), more energy price shocks in the markets may happen in the future. This paper reports results on a field experiment regarding households' revealed willingness to turn down their heat pump when faced with the extremely high electricity prices that could be expected during future electricity shortages. The experiment was conducted in cooperation with a Swiss energy provider that invited residential customers with heat pumps to participate. In an incentivized experiment, we exposed participants to weekly price signals. We observed that the average heat pump electricity consumption of treated households was 13.7% lower on treated days than consumption in the control group. The average observed energy saving compared to the control group was 9% during periods with a low price signal and increased to 15% during periods with high price signals. Our results are relevant for the design of public policies when reacting to short-term

energy shortages. During the 2022/23 energy crisis, most European countries based their policy reaction on information campaigns and voluntary measures to achieve energy savings. Additional price-based policies could help to achieve higher energy savings during future energy shortages.



Sustainability challenges in the Games Industry

| [DOI](#)

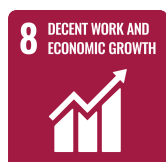
Authors: Busch Thorsten, ZHAW School of Management and Law | Chee Florence | Sihvonen Tanja

Date of publication: August, 2024

Presented at: National or international issue or theme-specific conference | National or international discipline-specific conference

Department: International Business | Management

Many businesses, industries, and regulatory bodies have been putting sustainability front and center in recent years. However, the games industry has fallen short on all three sustainability dimensions (economic, social, and environmental). Our talk will explore paths towards compelling it to do better, including consumer pressure, co-regulation, industry initiatives, and alternative educational channels addressing ethical decision-making in the games business.



Publications Related to RME and/or Sustainability

Identifying institutional gaps: Implications for an early-stage support framework for impact entrepreneurs

| [DOI](#)

Authors: Dr. Bläse Richard, Senior Research Associate, ZHAW Institute for Innovation and Entrepreneurship

Date of publication: September, 2024

Department: Entrepreneurship

Impact entrepreneurship is a pivotal force in harmonizing environmental, social, and economic objectives, yet in the early stages of their ventures, entrepreneurs face complex challenges. Grounded in institutional theory, this study investigates the unique needs of impact entrepreneurs and uncovers shortcomings in the existing institutional support frameworks. An in-depth qualitative analysis was conducted involving semi-structured interviews with successful impact entrepreneurs and identifying key needs across four main categories: knowledge frameworks, entrepreneurial skill sets, resource dependencies, and sociocultural and personal elements. We deduced essential requirements for clear operational guidelines, financial and legal support systems, collaborative academic interactions, and access to a skilled workforce. Our findings challenge the efficiency and alignment of current support mechanisms with the unique demands of impact entrepreneurship. Finally, this investigation not only sheds light on the complex needs of impact entrepreneurs but also contributes significantly to the academic discourse by recommending improvements in institutional support structures, potentially reshaping the field of impact entrepreneurship.



Signaling sustainability: Differential reaction of the stock market following the announcement of sustainability-linked bonds

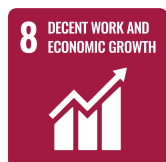
| [DOI](#)

Authors: Prof. Dr. Beat Affolter, ZHAW Center for Corporate Performance and Sustainable Financing |
Prof. Dr. Julia Meyer, ZHAW Center for Corporate Performance and Sustainable Financing |
Elisa Ciarla, ZHAW Center for Corporate Performance and Sustainable Financing |
Sugandhita Sugandhita, ZHAW Center for Corporate Performance and Sustainable Financing

Date of publication: May, 2024

Department: Finance

This paper explores the suitability of sustainability-linked bonds (SLBs) for signaling sustainability intentions by analyzing the market reaction following their announcement and issuance. We find no significant share price reaction for SLBs targeting greenhouse gas emission reduction objectives. The lack of significant market reaction also applies to SLB-independent emission-reduction announcements. In contrast, for other types of SLB goals, such as those linked to sustainability ratings, renewable energy, or energy efficiency, we observe a significant positive market reaction. We argue that climate transition activities of companies are already priced by the market, while other sustainability goals are positively received.



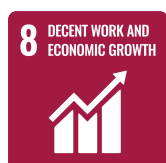
Investment motives and performance expectations of impact investors | [DOI](#)

Authors: Bachmann Kremena, ZHAW Center for Corporate Performance and Sustainable Financing |
Prof. Dr. Julia Meyer, ZHAW Center for Corporate Performance and Sustainable Financing |
Annette Kraus, University of Zurich

Date of publication: March, 2024

Department: Finance

Using a unique sample of retail impact investors, this study evaluates how investors deal with the challenge of aligning their financial and their nonfinancial goals. We find that investors with stronger nonfinancial motives are more likely to expect the overperformance of an impact investment and the underperformance of traditional equity and bond investments than investors with weaker nonfinancial motives. This cross-asset relationship between nonfinancial motives and expected performance indicates that investors form expectations that fit with the investment decisions that their nonfinancial motives are likely to motivate. We also find that after experiencing losses, investors with stronger nonfinancial motives are less likely to revise their expectation that the impact investment will underperform and more likely to expect that the impact investment will overperform than other investors. Our findings provide further evidence that preferences can affect expectations, and challenge conclusions drawn from observed behavior regarding investors' willingness to pay for impact.



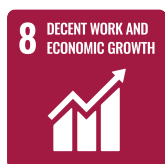
Wage Demands and Fair Working Conditions of Seafarers on Cargo Ships Under a Flag of Convenience: Establishment of a Place of Jurisdiction in Switzerland | [DOI](#)

Authors: Nicole Vögeli Galli, ZHAW School of Management and Law, Center for Social Law | Ainhua Rossell, ZHAW School of Management and Law, Center for Social Law

Date of publication: June, 2024

Department: Business Law

This article addresses the question of whether seafarers, regardless of the ordinary international jurisdictions in the country of ship registration or at the domicile of their employer, have a jurisdiction in Switzerland at their disposal to be able to enforce their rights effectively. The significance of maritime trade routes cannot be overstated, and demand continues to be strong. At the same time, many seafarers suffer from precarious working conditions, being often unable to enforce their wage demands and other claims. A key problem is the registration of vessels in flag of convenience (FOC) states which generally lack an effective judicial system or where access to justice may be constrained. Many shipping companies that profit greatly from maritime transport are domiciled in Switzerland, allowing the conclusion that jurisdiction in Switzerland can be established by piercing the corporate veil or, subsidiarily, asserting jurisdiction by necessity. Reasons that justify the registration in an FOC state are hardly apparent and the liability of a benefiting Swiss group company and thus a place of jurisdiction in Switzerland can well be justified. In any case, Switzerland has enshrined the jurisdiction by necessity in positive law and a too restrictive handling by Swiss courts could violate the human right of free access to justice.



How Does Polycentric Engagement Relate to Countries' NDC Ambition and Mitigation Policy Effort?

| [DOI](#)

Authors: Prof.Dr. Castro Paula, ZHAW School of Management and Law, Center for Energy and Environment | Kammerer Marlene, Senior researcher, University of Bern | Dr. Michaelowa Axel, University of Zurich

Date of publication: July, 2024

Department: Economics

Under the Paris Agreement, global climate governance has become decidedly more polycentric. However, it is still debated whether the turn toward greater polycentricity leads to more effectiveness in delivering public goods like climate change mitigation. This article argues that engagement in polycentric climate governance is linked to both more ambitious mitigation targets and stronger mitigation policy effort at the national level. Empirically, we analyze the extent to which countries' mitigation ambition and policy effort are associated with state-level memberships in transnational climate governance initiatives and with sub- and nonstate actors' memberships, while controlling for other potential explanations. We find that while polycentric engagement is not associated with higher ambition of countries' mitigation targets, it does correlate with greater policy effort. This is particularly

the case for former non-Annex I countries, that is, countries without mitigation commitments under the old Kyoto regime. We explain these synergies with a discussion of polycentric systems' contribution to supporting knowledge exchange and learning.



The vertical policy harmonization indices: assessing the gap between climate mitigation pledges and policies

| [DOI](#)

Authors: Dr. Baker Jack, University of Bern | Kammerer Marlene, University of Bern | Prof. Dr. Castro Paula, ZHAW School of Management and Law, Center for Energy and Environment | Dr. Ingold Karin, University of Bern

Date of publication: January, 2025

Department: Economics

The effectiveness of the Paris Agreement in achieving its global temperature goal relies on countries adopting ambitious mitigation targets and introducing corresponding measures. But do countries adopt such corresponding climate policies? This paper introduces two Vertical Policy Harmonization Indices, which quantify the gap between a country's nationally determined contribution (NDC) mitigation pledge and its national mitigation policies. These indices incorporate three dimensions of climate policymaking: emission reduction targets, the sectors covered by those targets, and the policy instruments introduced to reduce emissions. By focusing on policy instruments and mixes, we adopt a novel public policy approach for the harmonization assessment. While the Target Index compares the level and scope of reduction targets in the NDCs and national policies of 105 countries, covering approximately 91% of global greenhouse gas (GHG) emissions, the Policy Effort Index also incorporates a comprehensive evaluation of the policy mix of selected countries. With the Policy Effort Index, we investigate 37 countries, covering over 70% of global GHG emissions. The indices show that three-quarters of the 105 countries have so far failed to translate their NDC targets into national policy. The remaining quarter has harmonized or even more ambitious national policies. Furthermore, countries show the most complete national policy mix in their most GHG-intensive sector, usually the energy sector. These insights demonstrate the indices' potential for enabling future research explaining the deviations between countries' domestic actions and their international pledges and evaluating the effectiveness of the progression mechanism as countries update their NDCs.



A Game-Theoretic Analysis of the Interaction Between Embargoes, Price Caps and Tariffs in EU-Russia Gas Trade

| [DOI](#)

Authors: Ehrhart Karl- Martin, Karlsruhe Institute of Technology | Schlecht Ingmar, ZHAW School of Management and Law, Center for Energy and Environment | Schmitz Jan, Trade European Commission | Wang Runxi, Karlsruhe Institute of Technology

Date of publication: October, 2024

Department: Economics

Geopolitical tensions have put the use of strategic trade policy instruments back on the agenda of policy makers. In this paper we investigate the interaction of the threat and use of three unilateral trade policy instruments: embargoes, import price caps and tariffs. In a game-theoretic framework with different scenarios and game variants, we show that the strategic use of the right combination of the respective trade policy instruments can be used to achieve more desirable outcomes for the players. In our setup, a credible threat of a tariff supports the successful implementation of an import price cap. While the results can be generalised, we show the concrete functioning of the interplay of these strategic trade policy instruments in a hypothetical game of resumption of natural gas sales from Russia to the EU. Following the application to this example, we derive policy suggestions to improve the EU's position in the specific game.



Profile contracts for electricity retail customers

| [DOI](#)

Authors: Dr. Winzer Christian, ZHAW School of Management and Law, Center for Energy and Environment | Dr. Ramirez-Molina Hector, ZHAW School of Management and Law, Center for Energy and Environment | Dr. Hirth Lion, Hertie School, Berlin | Dr. Schlecht Ingmar, ZHAW School of Management and Law, Center for Energy and Environment

Date of publication: September, 2024

Department: Economics

Decarbonization involves a large-scale expansion of low-carbon generators such as wind and solar and the electrification of heating and transport. Both space heating and battery-electric cars have significant embedded flexibility potential. Granular price signals that convey abundance or scarcity of electricity are a precondition for customers or aggregators acting on their behalf to exploit this flexibility. However, unmitigated real-time prices expose customers to electricity price risks. To tackle the dual need of providing flexibility incentives while protecting customers from cost shocks, real-time tariffs with a hedging component can be a solution. In such contracts customers pre-agree an amount of energy and a consumption profile, while hourly deviations are charged at spot prices. In this paper we analyze design options by using a dataset of anonymized smart meter data and show that profile tariffs can bring electricity bill volatility to similarly low levels as fixed tariffs while providing full flexibility incentives from spot prices.



How sludge impairs the effectiveness of policy programs: a field experiment with SMEs

| [DOI](#)

Authors: Dr. Grieder Manuel, ZHAW School of Management and Law, Center for Energy and Environment | Dr. Kistler Deborah, University of Zurich | Dr. Schmitz Jan, Radboud University, Netherlands

Date of publication: November, 2024

Department: Economics

Small and medium-sized enterprises constitute the largest share of companies in most economies. As major resource users and significant contributors to environmental pollution, they are relevant targets for public policy programs aimed at increasing sustainability. We study how ‘sludge’ – small frictions in the choice architecture – can impact the uptake and effectiveness of such public policy programs targeted at SMEs. To this end, we conducted a field experiment within an existing policy program designed to support SMEs in implementing cost-effective environmental management practices. We manipulated the process of receiving free green items intended to support the implementation of those environmentally friendly practices within firms. We find that sludge, in the form of minor additional effort required to order the items, substantially undermined the program’s effectiveness. These results have important implications for policymakers: even minor sludge in the choice architecture can seriously impair the effectiveness of public policy programs targeted at companies.



Review and Assessment of Decarbonized Future Electricity Markets

| [DOI](#)

Authors: Darudi Ali, ZHAW School of Management and Law, Center for Energy and the Environment |
Weigt Hannes, University of Basel

Date of publication: September, 2024

Department: Economics

The electricity sector plays a key role in achieving zero emissions targets. The required transition will lead to substantial changes in the supply, demand, and distribution of electricity, as well as in stakeholder roles. Future market designs may change substantially to accommodate these changes, address challenges, and take advantage of new opportunities. This paper reviews the characteristics of future carbon-neutral electricity systems and electricity market design options. To provide a guiding framework for the literature review, we transfer the complexity of electricity systems into a three-layer structure: Firstly, we analyze papers that rely on techno-economic modeling of the *physical* electricity system. As a case study, we analyze various studies focusing on a decarbonized European electricity system in 2050. Secondly, we review papers that investigate the economic behavior and effects of self-interest-seeking *stakeholders* such as producers, network operators, and consumers. Finally, we review papers focusing on *policy and market design* questions that guide policymakers in achieving a target physical asset combination while considering the behavior of stakeholders. We highlight common trends and disagreements in the literature, review the main drivers of future markets, and finally provide a mapping between those drivers, challenges, and opportunities. The review concludes that the most promising next step toward a fully comprehensive assessment approach is to combine existing approaches across topical and disciplinary boundaries.



Collective action without community? Perspectives from project developers and participants in citizen-financed photovoltaic projects

| [DOI](#)

Authors: Dr. Yan Blumer, ZHAW Center for Innovation Systems | Dr. Fabienne Sierro, ETH Department of Environmental Systems Science

Date of publication: January, 2025

Department: Entrepreneurship

Citizen participation and photovoltaics (PV) are increasingly important as energy systems transition towards decentralization and sustainability. However, tenants, low-income groups, and homeowners with unsuitable roofs are often excluded from investing in PV systems. Citizen-financed photovoltaic (CiFi PV) projects offer a more inclusive approach by collectively financing large-scale solar installations.

This study explores and compiles the various motivational factors that underlie CiFi PV participation and compares the prevalence of these factors among participants and project developers. By combining the two perspectives for the first time, we provide a comprehensive understanding of the motivations behind CiFi PV participation.

Based on 32 interviews across multiple Swiss CiFi PV projects, we identify 27 motivations categorized into seven overarching themes. The most prevalent factor for both groups is the opportunity for citizens to individually contribute to solar power deployment through tangible projects aligned with their values. While most motivational factors are relevant for both groups, a few are more prevalent among participants, such as the opportunity to use liquid assets, becoming a role model, and proving solar power viable and profitable.

While CiFi PV projects are often studied from an energy community perspective, our results show that interviewees value collective action through individual contributions without explicitly referring to community-related aspects. We thus suggest that CiFi PV projects represent a manifestation of energy citizenship. To promote CiFi PV projects and their potential to engage various kinds of individuals, policymakers should expand regulatory frameworks focused solely on community projects to support individual participation in the energy transition.





Partner

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

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- ❖ AMBA (Association of MBAs)
- ❖ EFMD (European Foundation for Management Development)
- ❖ GRLI (Globally Responsible Leadership Initiative)
- ❖ Local institutions and associations
- ❖ Positive Impact Rating (PIR)
- ❖ Responsible Research in Business & Management (RRBM)
- ❖ University Councils
- ❖ Financial Times
- ❖ Global Business School Network (GBSN)

Student Organization Partnerships

- ❖ PRME Global Students

Partnerships

The following provides more details on 4 key partnerships at ZHAW School of Management and Law.

PRME Champions Cycle 2024-2025

ZHAW School of Management and Law is affiliated with the PRME Champions Group since 2018-2019. The PRME Champions cycle 2024-2025 initiated new international and cross-cultural collaborations among engaged institutions in RME.

We proudly contributed to two projects of the cycle:

- **Co-developing pedagogical teacher support for enhanced sustainability integration in Higher Education** with Aalto University (Finland), Audencia Business School (France), Budapest Business University (Hungary), Conestoga College (Canada), CUNEF (Spain), IEDC School of Management (Slovenia), ISEG Univ. de Lisboa (Portugal), Loughborough Business School (United Kingdom). [More info here](#)

- **PRME Champions SIP 2.0 Project** led by Loughborough Business School (United Kingdom), Queen's Business School (United Kingdom) and many other PRME Champion schools as contributors.

We also supported, facilitated and continued a constructive dialogue about the [Manifesto for SDG 4](#) which was created in the PRME Champion Cycle 2023.

The affiliation to the PRME Champions group is highly important to get inspiration and continue advancing on the SDGs in research, teaching and international partnerships.

PRME DACH Chapter

ZHAW School of Management and Law is an active member of the PRME DACH Chapter since 2014. In 2024 the PRME DACH Chapter organized two meetings:

- Leuven, Belgium (in-person), March 2024
- Online, December 2024

The attendance to the annual meetings is a fruitful way to engage with German, Austrian and other Swiss universities, organize common projects and get information about the latest updates from the PRME Secretariat, especially regarding student programmes, initiatives, scholarships but also research collaborations.

ZHAW SML participated in the 11th annual Responsible Management Education Research Conference that was co-organized by the PRME DACH Chapter and the PRME Anti-Poverty Working Group in Berlin, Germany from 25th-26th September 2024. This offered a great opportunity to meet and engage with scholars from around world about the recent developments in RME.

European Engineering Learning Innovation and Science Alliance (EELISA)

The European Engineering Learning Innovation and Science Alliance ([EELISA](#)) is a higher-education alliance of European countries for creating a common model of a European engineer in today's society.

It aims to strengthen the link between engineering and society as a whole. EELISA receives research funding from the EU's Erasmus+ and Horizon 2020 programs for its research projects, through which members can participate and exchange ideas in workshops.

The ZHAW School of Management and Law and the ZHAW School of Engineering are members of EELISA since 2023. The partnership with EELISA helps contribute to SDG 9- Industry, Innovation and Infrastructure and SDG 17- Partnership for the Goals.

EELISA European University promotes interdisciplinary knowledge, skills, and technology transfer between students, researchers, and staff at the alliance universities. The university alliance is guided by the UN Sustainable Development Goals and is committed to inclusion and diversity. For this reason, the acronym EELISA also pays homage to a famous Romanian engineer. Elisa Leonida Zamfirescu was one of the first women to receive an engineering degree in 1912 and was internationally recognized.

Membership in the EELISA university alliance opens up new opportunities for the ZHAW and ZHAW SML to collaborate with high-ranking universities in the EU and strengthens partnerships within Europe. Students, employees, and partner companies of the ZHAW benefit from interdisciplinary exchange and cooperation at the European level. Within the framework of the alliance, the ZHAW focuses on areas such as “Employability and Partnerships” and “Innovation and Entrepreneurship.”

EELISA is currently organized into 45 communities that are open to students, researchers, lecturers, and external partners. These thematically focused working groups are dedicated to solving real-world problems related to sustainability. The EELISA communities offer various activities online, on-site, or in a hybrid format.

EELISA credentials are awarded for all activities and courses offered by the EELISA communities, demonstrating a contribution to the United Nations SDGs. Social and sustainable engagement is firmly anchored in the communities.

Between **July 7 and 29, 2025**, the ZHAW was all about innovation, sustainability, and European exchange: As part of the ZHAW Entrepreneurial Summer Schools, three programs focusing on CircularTech, FoodTech, and HealthTech took place. Each format lasted between two and two and a half weeks and was carried out in collaboration with the European university alliance EELISA.

GBSN for Business and Human Rights Impact Community

The GBSN Business for Human Rights Impact Community follows three main objectives:

1. Catalyze business school engagement to incorporate human rights into research and education
2. Fosters knowledge exchange to share ideas, strategies, and resources for the integration of human rights into business education

3. Enables collective action with business education, other academic disciplines and beyond academia, to advance and protect human rights globally



Practice

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

Institutional Policies and Practices

- ❖ Sustainability strategy or strategic plan (school or university level)
- ❖ Accreditation body recommendation documents
- ❖ Open-access guides
- ❖ Student equity, diversity, inclusion
- ❖ Local staff/student/faculty transportation
- ❖ Employee equity, diversity, inclusion
- ❖ Carbon reduction or offset commitments
- ❖ Greenhouse gas emissions
- ❖ Travel guides

Policy Documents Related to RME and/or Sustainability

Z_SD_Sustainability_Strategy_ZHAW

View document  Download document 

Practice Voices

The following statement from stakeholders at ZHAW School of Management and Law demonstrates our commitment to sustainable and responsible practices.

Interview with ZHAW sustainable

In an interview with Francesco Bortoluzzi, Head of Sustainability Programs responsible for ZHAW sustainable, the strategic program of the Zurich University of Applied Sciences, we dive deeper in the sustainability practices of our academic institution, what it means for the ZHAW School of Mananegement and Law and what can others learn from us.



The ZHAW Sustainability Strategy was introduced in 2019, and you are among the key actors who have contributed to its implementation across the university since 2020, leading ZHAW sustainable, as a strategic program. Looking back 5 years, what were the key aspects of this learning journey in sustainability strategy implementation?

F.B: When I joined the ZHAW in early 2020, my aim was to hit the ground running and publish a first sustainability report by the end of the year. Then Covid hit. We began remotely (I literally started my job three days into quarantine), while leadership and administration rightly focused on keeping teaching and research running.

The biggest lesson came early: *sustainability is ultimately about people*. We already have the tools and technologies to fight climate change. The real challenge, however, often lies in whether there is sufficient political will to see a measure implemented all the way through. Universities of applied sciences play a crucial role in facilitating the transfer of knowledge into action, working in collaboration with industry and society.

We therefore worked hard over the past five years to establish ZHAW as a sustainable academic institution, enabling strategic programs, offering the right framework conditions for our (extended) community to act for sustainability. There, it was crucial to cooperate and facilitate a productive dialogue among diverse perspectives and approaches across the entire university and beyond. Our first sustainability report, released in 2023, embodied this approach: we not only focused on the data, but also showcased the people who work on sustainability. This has enabled us to build understanding and capacity for important decisions in what is still an ongoing transformation

process. We now have a climate neutrality goal (by 2040, with a target for 2050), a reduction path for employee flight emissions (50% by 2030), and have taken steps to optimize the energy efficiency of our infrastructure and the sustainability and health of our gastronomy.

When I started, these achievements were seen as important, but still somewhat unrealistic. They are now part of our everyday life at the ZHAW.

One of the key achievements was the launch of the ZHAW Green Impact Book as a central component of the sustainability strategy. The goals included, among others, reducing CO2 emissions in mobility and increasing sustainable consumption. What were the practices that were followed to achieve these goals, moving from the “talking” phase to the “walking” one?

F.B: The Green Impact Book outlines a series of general sustainability goals and basic measures for achieving them. It's a great guide for sustainability on paper, but the goals and measures were not quantified, had no time horizons, and their impact was more theoretical than practical for the realities and system boundaries of the ZHAW. We needed to figure out all these aspects as we went along. This, of course, required a lot of “talking” as we started “walking”: you cannot have one without the other in this field. I truly view sustainability as a political and capacity-building endeavour. We needed to establish a “sustainability operating system” at the ZHAW before our programs got running and had the real impact we are now starting to see.

One of the most challenging tasks for ZHAW sustainable is to collect data on university operations, ranging from calculating flight emissions and transportation to the campus, to the consumption of meat and dairy products in the restaurants, and energy emissions. The data were efficiently presented in the ZHAW Sustainability Report 2023. Why is so much data even needed for a university, and how did you manage to overcome the collection challenges across ZHAW?

F.B: Data is central, especially in a knowledge organization like a university of applied sciences. It is the bread and butter of what we do in research, of what we teach our students, and of how we interact with our partners. Exploring and quantifying our own sustainability impact across environmental, social, and economic areas is crucial to establishing a baseline, identifying areas for action, and charting an improvement path. On the one hand, it demonstrates that we take the issue seriously; on the other hand, it involves a shared responsibility to address it.

As any sustainability officer knows, collecting data is the first and highest challenge. At the ZHAW, we needed to establish processes, sometimes from scratch, for collecting data that we would not normally collect as a university, or that we don't normally have access to. A very telling example: the ZHAW owns no infrastructure on its own. Buildings are given to us by the Canton of Zurich, which might own or rent them from third parties. We might directly run our own operations between the four walls, but we may not work on the roof, and definitely not on the facades – these are not our responsibility. Data collection, as well as sustainability management, takes a lot of energy and comes on top of existing operations. It takes some time to establish the right operating system. At the same

time, we are convinced that “storytelling eats data for breakfast”, but ultimately, data decides which stories we tell. The data we collect serves to focus our action where it has the most significant impact, and to build the capacity, understanding, and coalitions of change we need to drive forward sustainability. That’s why we focused on employee flight emissions, which account for 30 to 50% of our currently collected emissions, and on gastronomy, another 25 to 30%. You can see this in our campaign [Challenge Accepted](#) and in our [Farm to Table](#) interventions, where we established an authentic, fact-based, and open dialogue on the issues, with the intention of generating motivation for concrete action for sustainability at the ZHAW and beyond.

Could you share some insights about the data collection within ZHAW School of Management and Law, and do you observe significant differences in the calculated emissions across the different ZHAW departments?

F.B: It’s very difficult to compare the eight ZHAW Schools. They all cover different disciplines, with widely different mandates, some with a clear regional focus, others with strong internationalization. We don’t break down all data to the School level, as they are spread across different shared campuses, and our employees are very interdisciplinary. This is not to say that there are no areas of improvement, but these are common for all similar schools, and they boil down to wider societal challenges that require striking several balances in parallel. Between home office practices and on-site infrastructure, between internationalization and low-emission travel, personal nutritional preferences and sustainable university gastronomy. The teaching and research output of the SML significantly contributes to addressing these issues in a net positive way, I would say: we collaborate with several SML people on ZHAW-wide topics.

You have said in the past that “universities are the best place to create a more sustainable future.” Looking into this future and the Agenda 2030, what will be the next steps for the ZHAW Sustainability Strategy implementation and inclusion of other topics in the goals and data calculation, such as biodiversity loss, water management, and social impact?

F.B: I stand by my statement. That’s why I enjoy my work so much, despite the many strategic, operational, and political challenges that are tied to driving forward sustainability. Working with such knowledgeable, smart, and motivated people is an endless source of inspiration and motivation. We are currently working to redefine our strategic documents into a strategic implementation program for sustainability tied to the overall university strategy. There will be a focus on paths to climate neutrality, the establishment of co-creative Living Labs for sustainability interventions across operations, research, and teaching, as well as building capacities for important additional topics.

One of them is, of course, social sustainability and how this could be driven forward across the entire university through the establishment of targeted synergies and collaborations with other units (e.g., the Diversity Unit, HR, etc.). Another topic is procurement and circularity, which is carried out both centrally and decentrally, and is determined by user choices as well as catalogue offers. We need to tackle this more systematically in the future.

As we do this, it will be important for us to keep an eye on where we set to focus. In the sense that, with limited resources for sustainability, we need to always make a trade-off between what is most impactful and what is realistic. That's why a continuous dialogue is so important for making action possible.

What would be your recommendation to other PRME signatories, who are at the start of implementing sustainability in their institutional practices?

F.B: When you start out, it's easy to get lost in the big words and high ambitions. My recommendation is to keep it simple at the beginning: establish a first baseline of where you stand, identify one or two high-impact areas that matter for your institution, and start taking action there. Don't try to do everything at once: you will not succeed, and you will burn out your community. At the ZHAW, we learned that sustainability is not just about publishing nice reports; it is about building trust, governance, and capacity. That means looking together at responsibilities, creating transparent data flows, and enabling people to act. Our first sustainability report, for example, was less about showing perfection and more about showing that we are serious and ready to learn. Another lesson is that you need to anchor sustainability where money and decisions flow. At ZHAW this meant working with the administration and services, procurement, and mobility management just as much as with researchers and teachers. If you can align your first sustainability goals with these structures, you will make faster progress. Finally, keep in mind that narratives are just as important as data. Facts and numbers tell you where to act, but it is the stories, the visible examples, and the engaged people that create motivation and change. Sustainability is a long journey, and my strongest advice is: start small, be transparent, celebrate early wins, and always invest in the people who will carry the transformation forward.

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Share

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



Engagement Opportunities

ZHAW School of Management and Law offers transparent engagement opportunities for members of our institution and community to contribute to our sustainability and responsibility efforts in the following ways:

- ❖ Boards and advisory committees
- ❖ Annual reports
- ❖ Community events and consultation forums
- ❖ Open faculty and student meetings and town halls
- ❖ Sustainability-focused research and collaboration Opportunities

Communication Audiences

ZHAW School of Management and Law communicates its policies and progress on sustainable development and responsibility with:

- ❖ Faculty and staff
- ❖ Accreditation bodies
- ❖ Boards and advisory committees
- ❖ Research and academic networks
- ❖ Business and industry partners

Sharing Voices

The following statement from stakeholders at ZHAW School of Management and Law demonstrates our commitment to sharing and learning from sustainability and responsible management practices.

Sustainability Day @ ZHAW 2025



The [Sustainability Day @ZHAW](#) took place on April 8, 2025 and focused on AI and sustainability. Participants from all departments of ZHAW went through numerous, exciting workshops and presentations by companies and students, which enabled their collective learning and sharing on the SDGs. This event was once again organized by a group of international students from ZHAW School of Management and Law – this year under the direction of Paula de Arespacochaga and Jacob Christensen.

Every year, Sustainability Day@ ZHAW (previously @ SML) focuses on a new aspect of sustainability. Why did you choose AI this time?

Paula: Since we wanted to involve all departments of the ZHAW, we asked ourselves: Which topic literally affects everyone? That's AI. Students use AI in their studies and will also work with it in their professional lives. The impact of AI is so great that their work will be influenced or even changed because of AI – regardless of the industry they will be working in. And because we all need to use AI, we should also be aware of how it affects society and also the environment.

Jacob: I totally agree with Paula. AI is also very interesting in terms of sustainability. The use of AI consumes a lot of energy and a lot of clean water. Did you know that a ChatGPT input can consume as much energy as a battery charge of your smartphone? Many people don't know that. That's why we want to raise awareness of how we can use AI to solve climate challenges, while learning how to use it more sustainably.

What could participants look forward to at this year's event?

Jacob: We offered a variety of workshops for all ZHAW students. In addition, participants could visit the information fair in the morning, where both companies and students presented their sustainability projects. This was a great opportunity to expand your knowledge and network with interesting companies. Who knows, maybe some of them would make valuable contacts for their professional careers or even find their future employer on Sustainability Day @ZHAW?

If a person was still unsure whether to participate, what would you say to convince them?

Jacob: AI and sustainability will play a decisive role in the future. It is necessary to be familiar with these topics. Sustainability Day @ZHAW is an opportunity to expand your knowledge and meet people working in the field of AI and sustainability.

Paula: Absolutely right! And there is free food and coffee 😊



Jacob Christensen is studying Banking & Finance at the ZHAW School of Management and Law.

Was there a particular workshop that you were particularly looking forward to?

Paula: Personally, I was looking forward to seeing everyone. One workshop that I found particularly interesting was the one where participants learn how to use AI to write their bachelor's or master's thesis without plagiarism, misquoting, or referencing.

Jacob: For me, it was also the workshop organised by the ZHAW Library, which was about how to use different AI tools when writing theses or working on study projects in general. In my opinion, all students could benefit from this practical workshop. And I am very pleased that all departments were coming together!



Sustainability is a central component of Paula's Master in Circular Economy Management.

And last but not least: What was your motivation to organize this event?

Jacob: A few years ago, I started thinking about climate change. At that time, I was taking courses on sustainability at my university in Denmark. I also took part in a summer school on sustainability to learn more about the different SDGs. When I saw that the ZHAW was organising a Sustainability Day, it was clear to me that I wanted to contribute my enthusiasm for the SDGs. In addition, I would like to introduce students to various career opportunities. Perhaps they will discover a new option for how they can participate in the field of sustainability.

Paula: I'm doing my master's degree in circular economy and management – an area that is closely related to the topic. When I saw this opportunity, I realized that it was a perfect fit for me. The Sustainability Day @ ZHAW is a great opportunity to sensitize not only the students, but also the employees of the ZHAW to the fact that sustainability is very important in today's world. I would also like to show solutions for how we can meet the challenges we are facing right now.



SIGNATORY

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