University of St. Gallen
2016 Report on Responsibility and Sustainability
UN Principles for Responsible Management Education
Report on Progress
1. As leading business university we want to contribute to solving the challenges of globally responsible action and sustainable development in business and society.

2. Therefore we include pertinent demands in all our activities, in particular education, student engagement, research, post-experience education, public outreach, infrastructure and operations.

3. Through our education we educate entrepreneurial personalities whose actions are informed by social responsibility and sustainability.

4. Through our research we contribute to solving current and future problems of globally responsible action and sustainable development in business and society.

5. We reach out to organizations in business and society to jointly explore and engage in effective approaches to meeting the challenges of globally responsible action and sustainable development.
## Principles for Responsible Management Education (PRME)

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<th>Principle</th>
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| **P1** | **Principle 1 | Purpose**  
We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy. |
| **P2** | **Principle 2 | Values**  
We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact. |
| **P3** | **Principle 3 | Method**  
We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership. |
| **P4** | **Principle 4 | Research**  
We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value. |
| **P5** | **Principle 5 | Partnership**  
We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges. |
| **P6** | **Principle 6 | Dialogue**  
We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability. |

The activities and achievements presented in this report will be visibly linked throughout this report to the PRME Principles by means of the coloured numbers shown above.
Responsibility and Sustainability (R&S) are broadly anchored across all of our University’s activities and are also deeply engrained, which this new 2016 Report on Responsibility & Sustainability, but also our long “History of R&S at HSG” (page 7), shows.

Student interest and student engagement remain very high and are a main driver of many of our developments in the teaching area, on campus and in our public engagements. It is a great pleasure and a source of pride to see their engagements develop in many different areas, ranging from more traditional conferences and invited speaker events to more elaborate and deeper engagements. Some 50 members of “Student Impact” apply their existing theoretical knowledge to a sustainable cause by consulting for SMEs and start-ups. They gain practical experience that complements their studies and profit from a special coaching programme, thereby simultaneously raising their own awareness of R&S as well as that of their clients. With the help of organisations and stores in St. Gallen, oikos, the oldest and biggest student organisation at HSG, created an “Eco-Map” that highlights particular stores and offerings in the sustainability space. Together with the Marketing Club, oikos also organises a yearly “Un-Dress” event. This is a spectacular event presenting the newest textiles and jewellery in eco- and fair-trade fashion, which the big St. Gallen departmental store, Globus, then sells. “Haiti Rise” is a student organisation that grew out of our Master in Strategy and International Management. As part of their master studies, these students all have to work on a developmental project in the Third World. Haiti Rise has chosen to help a school in disaster-stricken Haiti operate and develop; they also teach while they are there. The fourth generation of students has now taken over the torch from their older colleagues, continuing their work in Haiti. The HSG philosophy with regard to student organisations is one of nurturing and supporting student engagement, if this is present. Only if this criterion is met, will the University offer support in different ways, for example, in the form of ECTS credits.

In 2016, HSG was awarded the “Blue University” label, which the Canadian NGO “Council of Canadians” awards. As a Blue University, HSG commits to the following points: recognising the right of water as a human right; promoting the use of tap water from public infrastructure by ensuring that municipal facilities and services offer water from public taps wherever possible; managing water responsibly; promoting publicly financed, owned and operated water and wastewater services; and cultivating public-public partnerships with international partners. This label is very special, because the University of St.Gallen received it together with the city of St.Gallen and the schools of higher education in St.Gallen – the University of Applied Sciences and the University of Teacher Education.

In 2016, the former HSG Hub in São Paulo was upgraded to the “St.Gallen Institute of Management Latin America”. It represents HSG in Brazil, organising student and faculty visits as well as connecting St.Gallen to the local and national business world. A large group of HSG alumni located in Brazil and eager to maintain their relationship with their Alma Mater supports this institute. The focus of the new institute is specifically on inclusive business and public policy, impact investing, access to healthcare and renewable energies.

It is a pleasure to see the HSG video series “Little Green Bags” grow and develop. It was started in 2013 and now includes 12 videos in both English and German. Prof. Thomas Beschorner and HSG Communications were the originators of the initiative. They created attractive 8-minute animated movies on core areas of knowledge that HSG professors teach, presenting these in a light, funny and easy-to-understand way. Prof. Beschorner’s first video was on “Corporate social responsibility”; currently, Prof. Thomas Dyllick’s “True business sustainability” and Prof. Kuno Schedler’s “Multi-rational competence” are the most recent videos. The Zurich animated movie company Zense, run by an HSG alumnus, produces the videos. It is a pleasure to see that “What is true business sustainability?” achieved third place in the category “Vision” in the “Fast Forward Science 2016” web-video competition. This video series suits our ambition to make science and research accessible to the broader society very well.

We confirm our commitment to integrating R&S across our University and renew our commitment to PRME by submitting our third report on “Sharing Information on Progress”, which is also our second University of St.Gallen (HSG) “Report on Responsibility and Sustainability”.

Thomas Bieger, President
University of St. Gallen
Our “Report on Responsibility and Sustainability” (R&S) demonstrates the many and broad engagements of the University of St.Gallen (HSG) in this complex and dynamic field. We structure our R&S management into six different areas of action. Major achievements in these areas in 2015/16 include:

1. Research: Major research contributions have been developed through the ongoing work of our “Centre for Energy Innovation, Governance, and Investment”, which provides social-science-based analyses in support of the Swiss Energy Strategy 2050. The revolutionary concept of “True Business Sustainability” was developed in the sustainability management field and disseminated through academic publications, major newspapers and as an attractive video to gain wider audiences. The “Centre for Leadership and Values in Society” presented their empirically founded Public Value Atlases for Switzerland and Germany, which is a new rating of organisations based on their perceived public values. Prof. Florian Wettstein’s deep engagement in business and human rights lead to his appointment as co-editor-in-chief of Cambridge University Press’s new Business and Human Rights Journal.

2. Teaching: Four of 13 Master Programmes integrate substantive R&S elements into their curriculum. We are not yet where we had hoped to be, but we are making progress. We successfully integrated R&S into most of the core courses of the Bachelor in Business Administration, which is by far our biggest Bachelor Programme. In addition, we offer a good number of highly innovative specialised courses in the R&S field.

3. Executive Education: HSG offers four specialised R&S programmes in the executive education field – Sustainable Business, Renewable Energy Management, Women back to Business, and Management of Utility Companies. Individual R&S courses are included in our MBAs (full-time and part-time) as well as in our International EMBA and International Study Programme for incoming international students.

4. Student Engagement: Student engagement in the R&S field has a very long tradition in the large number of HSG student associations. Associations like oikos, oikos International, Student Impact, Effective Altruism and P.I.E.C.E.S engage a large number of students in producing concrete results for different stakeholders, while offering effective training grounds in R&S for the students themselves. Our Social and Sustainable Ventures Hub is an incubator offering start-up support and coaching in the R&S field. It is fully integrated into our overall start-up activities.

5. Campus: A specialised unit within our infrastructure and operations services, which spans energy management, infrastructure and recycling, IT, mobility and water, manages our CO₂ footprint, while dedicated units within the administration take care of Diversity & Inclusion as well as Human Resources Management. In 2016, HSG was recognised as a “Blue University” in conjunction with the other two higher education institutions in St. Gallen and the city of St. Gallen.


Prof. Thomas Dyllick, University Delegate for Responsibility and Sustainability, with Leonie Brühlmann and Elisa Jaray
HSG at a Glance: Key Figures

### HSG in a nutshell

**History**
1898: established as a “Commercial Academy.”
1968: HSG is the first institute for tertiary education in Switzerland to open a School for Continuing Education (HSG).
1995: renamed as “University of St.Gallen (HSG)”.
2005: the Executive School of Management, Technology, and Law (ESHSG) is established.
2011: the designation updated to “University of St.Gallen – School of Management, Economics, Law, Social Sciences and International Affairs (HSG).”

**Majors**
Business Administration | Economics | Law | Law and Economics | International Affairs

**Institutes / Centers**
41 + HSG Hub in Singapore

**Partner Universities**
More than 190 partnerships (2016)

**International Networks**
CEMS PIM APSIA GSBN GRLI PRME

**Accreditations**
EQUIS (since 2001) | AACSB (since 2003) | AAQ (since 2004)

**Total University Staff**
2,824 (2016)

### HSG Students

**Students**
2012: 7,325 students from more than 80 countries
2013: 7,666 students from more than 80 countries
2014: 8,019 students from more than 80 countries
2015: 8,232 students from more than 80 countries
2016: 8,337 students from more than 80 countries

**Percentage of women**
2012: 31.86
2013: 32.44
2014: 32.97
2015: 34.15
2016: 34.3%

**HSG Alumni**
24,764 | 174 clubs on 5 continents

### HSG Rankings*

**Financial Times-Ranking**

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**Handelsblatt Ranking**

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* Note: All rankings refer to HSG's rankings within Europe. ** Not available
History of Responsibility & Sustainability at HSG

1969
- Appointment of a Chair for Environmental Economics (Hans-Christoph Binswanger)

1972
- Establishment of the Student Committee for Environmental Economics (SCO)
- First SCO conference on Environmental Economics (organised yearly by students)

1983
- Establishment of the Research Centre for Business Ethics

1987
- Establishment of oikos St. Gallen (as the successor student organisation of the SCO)
- Appointment of a Chair for Business Ethics – first one in the German-speaking world

1989
- Research Centre becomes the Institute for Business Ethics

1990
- Establishment of the oikos Foundation

1992
- Appointment of a Chair for Sustainability Management (Thomas Dyllick)
- Establishment of the Institute for Ecology and the Environment

1995
- Appointment of a new Chair for Environmental Economics (Ernst Mohr)

1998
- Establishment of oikos International

2005
- Establishment of the Centre for Leadership and Values in Society

2009
- Establishment of the Centre for Disability Management
- Appointment of a Chair for Management of Renewable Energies (Rolf Wüstenhagen)

2010
- Co-Founding of the World Business School Council for Sustainable Business and launch of the 50+20 initiative together with Globally Responsible Leadership Initiative (GRLI) and UN PRME
- Join the UN Principles for Responsible Management Education (PRME)

2011
- New appointment of Chair for Business Ethics (Thomas Beschorner)
- Appointment of a second Chair for Business Ethics (Florian Wettstein)
- Appointment of the University’s Delegate for Responsibility and Sustainability (Thomas Dyllick)
- Start Executive Diploma in Renewable Energy Management (yearly)
- Start Executive Diploma in Sustainable Business (yearly)

2012
- Publication of CO2-footprint study by oikos
- Presentation of the 50+20 video and agenda “Management Education for the World” at the UN Rio+20 Conference on Sustainable Development in Rio de Janeiro

2013
- Establishment of CO2-management by HSG administration in response to CO2-footprint study
- Establishment of Social Entrepreneurship Hub (SnS Ventures) jointly with University of Zurich
- Foundation of the student association Social Business Club
- Launch of the official HSG Responsibility and Sustainability webpage
- Publication of first PRME Report on Progress
- Launch of the “Lifestyle Menu” (CO2 reduced) at the university cafeteria (initiated by oikos)

2014
- Establishment of the Centre for Energy Innovation, Governance, and Investment (EGI)
- Installation of first photovoltaic panels on the roof of the new teaching pavilion
- Foundation of Student Impact (sustainability consulting by students) as an oikos spin-off

2015
- CO2 Management is broadened to include infrastructures, mobility, IT and water
- Sustainable University Day at HSG (including all Swiss universities)
- Foundation of Taskforce Migration to assist the city and the canton with the ongoing flow of refugees
- Foundation of the student association IGNITE that strives to inspire purpose-driven business

2016
- Blue University certification for responsible use of water and support for water as a human right and a public good
In keeping with HSG’s Policy Statement on Responsibility & Sustainability, our research is aimed at contributing to meeting the challenges of globally responsible leadership and sustainable development in business, economy and society.

As a leading business university, we set global standards for research and teaching by promoting integrative thought, responsible action and an entrepreneurial innovation spirit in business and society. All academics are provided with attractive research conditions. In addition, their frequent and intensive exchanges with business practice and society ensure highly relevant insights and impacts. HSG’s institutes specialise in economics, law, humanities and social sciences, enjoy a high degree of autonomy and have strong practical orientation. Responsibility and Sustainability (R&S) are addressed in the diverse subject areas presented in this section.

Core Institutes and Centres in the R&S field

Five institutes and centres have the development of responsible and sustainable business practices as their core mission:

- the Institute for Business Ethics (founded in 1989)
- the Institute for Economy and the Environment (founded in 1992)
- the Centre for Leadership and Values in Society (founded in 2005)
- the Centre for Disability and Integration (founded in 2009)
- the Competence Centre for Diversity and Inclusion (2015)

Their missions and their recent activities are described in their respective research areas.

Main areas of R&S research

The core institutes and centres mentioned above mainly cover the issues within the realm of R&S, but often also address some of the other HSG institutes and centres. Consequently, R&S are addressed from different angles and signal the significance of R&S topics in HSG research. This section highlights the primary subject areas:

1. Business Sustainability
2. Management of Renewable Energies
3. Corporate Social Responsibility
4. Logistics and Supply Chain Management
5. Diversity Management
6. Social Entrepreneurship
7. International Engagement

I. Business Sustainability

HSG’s commitment to develop future decision makers who acknowledge the importance of their responsibility towards society and the environment is reflected in its business sustainability research activities.

Institute for Economy and the Environment: Chair for Sustainability Management » P2 » P4 » P5 » P6

Thomas Dyllick has held the Chair for Sustainability Management since 1992; he has also served as the University’s Delegate for Responsibility and Sustainability since 2011. The main areas of research and engagement cover the search for true business sustainability, the development of a Swiss Sustainability Hub, and the field of responsible management education.
**True Business Sustainability**

If we examine how the business sustainability concept is interpreted in theory and practice, the concept is currently strongly aligned with economic advantages for business, but much less with solutions for the sustainability challenges we face globally and regionally. We should therefore not be surprised that company contributions to solving sustainability remain invisible around the globe. To overcome this disconnect, we reviewed the established approaches to business sustainability and developed a typology that focuses on effective business contributions to sustainable development. The typology ranges from Business Sustainability 1.0 (refined shareholder value management) to Business Sustainability 2.0 (managing to achieve the triple bottom line) and to Business Sustainability 3.0 (BST 3.0 or true business sustainability). BST 3.0 requires a shift from “inside-out thinking” to “outside-in thinking”, i.e. when the organisation starts with society and its problems and then asks itself what opportunities arise when it contributes to solving societal challenges. But BST 3.0 also requires a shift from a focus on reducing negative impacts to making a positive contribution. The consequences of this fundamental shift are developed and presented in scientific publications, in public media as well as in a celebrated short video. They inspire many theses and dissertations as well as the Executive Diploma in Sustainable Business.

**Swiss Sustainability Hub (SSH)**

The objective of the SSH, which the Business School Lausanne leads, is to establish Switzerland as a hub from which to make a significant contribution to the world’s sustainable development. The focus is on business as the main stakeholder group, although the important contributions that other stakeholder groups can make, is not neglected. The SSH pursues this objective by providing a platform for developing, applying and sharing the requisite tools, data, methods and processes. This approach enables the development of innovative solutions for global challenges and the implementation of those solutions by business and other stakeholders. Thomas Dyllick is a co-founder of the SSH and has been a substantial contributor ever since.

**Responsibility Management Education**

Given the unrelenting economic, social and environmental crises the world faces, there is a growing feeling that not only business and economics, but also business schools need to change fundamentally if they wish to provide solutions to these crises, thus regaining their legitimacy. The resultant research and engagement provides a critical analysis of the fundamental challenges facing business schools and their contributions in the areas of education, research, managing faculty as well as their role in society. In addition, not only through theoretical and practical contributions, but also through institutional engagement, for example, the conceiving and directing of the national Sustainable University Day 2015 at HSG devoted to this particular topic, this research and engagement provide suggestions on what responsible management education for a sustainable world could and should look like.

**Institute for Economy and the Environment:**

**Chair for Sustainability Management | Publications**

**St.Gallen Institute of Management in Latin America (former HSG Hub São Paulo) » P4 » P5 » P6**

The University of St.Gallen has had a Hub Office for Latin America in São Paulo, Brazil, since 2010. The objective of this office is to foster partnerships, research, exchange programmes and executive education in the region. Its research focus is on Impact Business in the fields of Inclusive Business and Public Policy, Impact Investing, Access to Healthcare and Renewable Energy. The Hub Office was upgraded to the St.Gallen Institute of Management in Latin America (GIMLA) in 2016. It is active in research, teaching, consulting and conferences. Its core topics include impact investing, social finance and inclusive growth.

**St.Gallen Institute of Management in Latin America**

2. **Management of Renewable Energies**

Climate change, energy dependence and volatile resource prices create new challenges that various research projects at different HSG institutes address.

**Centre for Energy Innovation, Governance and Investment (EGI-HSG) » P2 » P4 » P5 » P6**

EGI-HSG is an interdisciplinary collaboration of five University of St.Gallen institutes on socio-economic energy research. This centre provides the scientific basis for decision-making processes in business and politics. The University of St.Gallen and its partners from academia, industry and public administration aim at providing a valuable contribution to the implementation of the Swiss Energy Strategy 2050. EGI-HSG participates in a national research initiative called the Swiss Centres of Competence in Energy Research (SCCER), which the
Federal Government funds. The centre at the University of St.Gallen was established in close cooperation with the City of St. Gallen and the municipal utilities (Sankt Galler Stadtwerke).

The five institutes involved in EGI-HSG are the:

- Institute for Economy and the Environment: Rolf Wüstenhagen (Head)
- Institute of Public Finance, Fiscal Law and Law and Economics: Peter Hettich (Co-Head)
- Institute for Operations Research and Computational Finance: Karl Frauendorfer
- Institute of Political Science: James Davis
- Institute of Technology Management: Oliver Gassmann.

Five assistant professorships in the research fields of energy governance, energy finance, energy consumer behaviour, energy innovation management and energy law were created from the funds that the Commission for Technology and Innovation (CTI), in combination with HSG’s own resources and third-party funds, had made available.

The current research projects focus on four core areas:

- Innovative business models for distributed energy
- Energy policy risk and investment decision-making
- Marketing and consumer behaviour
- Social acceptance.

Institute for Economy and the Environment: Chair for Management of Renewable Energies » P2 » P4 » P5 » P6

The Good Energies Chair for Management of Renewable Energies is an endowed chair led by Rolf Wüstenhagen. It is an excellent example of how the University of St.Gallen’s scientific research contributes to the solution of problems with high social relevance. Since its inception in 2009, the chair has developed into a competence centre for research and teaching in the fields of renewable energies and energy efficiency, focusing on innovative business models, investment and entrepreneurship. The chair investigates how the interaction of private investments, consumer behaviour and effective energy policies can facilitate the shift towards renewable energies.

Sixth Consumer Barometer Renewable Energies

The Consumer Barometer of Renewable Energy is published annually every May in cooperation with Raiffeisen, one of Switzerland’s largest retail banks. Its results are presented at the St.Gallen Forum for Management of Renewable Energies.

The Consumer Barometer provides insights into what the Swiss population think about renewable energy, how they use these technologies at home and perceive the role of business and politics in the energy transition. Published annually since 2011 and based on a representative sample of 1,200 respondents, the study also reflects the changing sentiment of the population over the years. This project aims at finding financing solutions for renewables that consumer prefer and at advising policy makers on strategies that a majority of consumers support.

More information on the Consumer Barometer Renewable Energies
Institute of Technology Management » P4 » P5 » P6
Research with a focus on sustainability is focused on two Energy Labs:

- The Bits to Energy Lab is a joint initiative of three chairs at HSG’s Institute of Technology Management (Elgar Fleisch), at the Federal Institute for Technology (Friedemann Mattern) and at the University of Bamberg (Thorsten Staake). Verena Tiefenbeck heads the lab dedicated to investigating the role of ubiquitous computing technologies for sustainable development. Research topics include the use of IT to reduce energy consumption and greenhouse gas emissions, with a special focus on feedback interventions. In 2014-2016, the lab conducted large field studies in Switzerland, the Netherlands, Germany, Singapore and South Korea, publishing the research results in renowned journals (e.g., Management Science, Energy Policy, Energy, Transportation Research Part A: Policy and Practice) and presenting these at various conferences.

- The Energy Innovation Lab which Maximilian Palmié heads, examines the role of stakeholder management, organisational structures and business model innovation in light of the energy transition. It is part of the Centre for Energy Innovation, Governance, and Investment (EGI-HSG) and also a consortium partner in the Horizon 2020 project “Smart and Inclusive Solutions for a Better Life in Urban Districts – SMARTER TOGETHER”, which the European Commission funds.

Institute of Technology Management | Publications

3. Corporate Social Responsibility
Corporate social responsibility is a research topic of interest to various stakeholders and affects a broad spectrum of our society. HSG addresses it from different angles.

Institute for Business Ethics » P2 » P4 » P5 » P6
The Institute for Business Ethics examines business and economic systems as well as analysing morality, justice and responsibility issues from various perspectives. The goal is to connect normative reasoning and practical application, ideal and real communicative action as well as theories with everyday business practices. The institute’s two directors, Thomas Beschorner and Florian Wettstein, are both very engaged in the corporate responsibility field.

Institute for Business Ethics | Publications

Thomas Beschorner is the founder of the Journal for Business, Economics & Ethics (zfwu), CSR NEWS and CSR MAGAZIN (in cooperation with Achim Halfmann). Together with Matthias Schmidt, he founded the Transatlantic Doctoral Academy on Business, Economics & Ethics (TADA) and the Consulting-Academy for Business Ethics. He is also the initiator of the video series “Little Green Bags”, which captures research topics, especially in the fields of sustainability and corporate responsibility, in a nutshell. A current topic, in collaboration with UEFA (Union of European Football Associations), is football and social responsibility. In collaboration with Thomas Hajduk, Thomas recently completed the research project “Sector-Specific Corporate Responsibility in Europe: The Role of Government”, that analysed corporate responsibility initiatives and government involvement in eight European countries and in five industrial sectors.

Sector-Specific Corporate Responsibility in Europe: The Role of Government

Football and Social Responsibility

Florian Wettstein is professor of business ethics and has published widely on issues at the intersection of corporate responsibility and human rights. He has been appointed co-editor-in-chief of Cambridge University Press’s new Business and Human Rights Journal (BHRJ), launched in 2015. He is also the founder of the Young Researchers Summit, an annual workshop – co-hosted by the NYU Stern Centre for Business and Human Rights – that brings together international, interdisciplinary PhD students and early Post-Docs in the field of business and human rights. He was recently part of a collaborative research project on the Swiss commodity sector with the goal of identifying approaches and measures to increase global sustainability and development. This project was commissioned by the Swiss Academies of Arts and Sciences and analysed the human rights impact of commodity production and the role and responsibilities of Switzerland, the host country of many global commodity firms.

Business and Human Rights Journal
Fact sheet: Making the Commodity Sector Work for Developing Countries

Centre for Leadership and Values in Society » P2 » P4 » P5 » P6
The University’s Centre for Leadership and Values in Society (CLVS), which Timo Meynhardt heads, focuses on “Public Value Management”. With its public value approach, the CLVS provides a theoretical framework that addresses important questions about the common good within the scientific community as well as in management practice. One of the CLVS’s most influential projects is the Public Value Atlas Switzerland (GemeinwohlAtlas), an online-platform presenting data from a large-scale online survey of the public value of Switzerland’s biggest and most important organisations. The study was replicated in Germany in 2015 (Public

Responsibility & Sustainability @ HSG 11
4. Logistics and Supply Chain Management

R&S play a growing role in logistics and supply chain management. The Institute for Logistics Management has a variety of research and teaching activities in this field.

Chair of Logistics Management » P4 » P5

The Chair of Logistics Management conducts research in the fields of sustainable supply chain management, logistics and transport as well as supporting projects that incorporate sustainability topics.

- Eco Performance Award: The Chair of Logistics Management, in cooperation with partners, awards the “Eco Performance Award” for companies in the transport sector each year. The winning companies demonstrate high-quality business performance in combination with a high-level commitment to the environment and society.
- Swiss Logistics Market Survey: Since 2006, the Chair of Logistics Management, together with partners, has published the Swiss Logistics Market Survey annually. The study provides comprehensive market data and trend analyses. It covers a wide field of topics, ranging from CO2 emissions in freight transport to the role of sustainability in logistics and supply chain management.
- Sustainability Standards in Operative Procurement: This publicly funded project investigates the challenges that procurement organisations face when establishing practices to source more sustainable materials or services.

Chair of Logistics Management » Publications

5. Diversity Management

The University of St. Gallen is committed to teaching and research activities that promote diversity and inclusion. It aims to develop future business leaders who respect gender issues, human diversity and disability through different research projects and courses.

Centre for Disability and Integration (CDI-HSG) » P2 » P4 » P5 » P6

The CDI-HSG is an interdisciplinary research centre that contributes to the inclusion of people with disabilities through innovative research, teaching and practice projects. The centre has three research groups: management, economics and applied disability research.

- The management group conducts projects focusing on employees’ long-term health, work ability and feelings of inclusion. For instance, in a 3-year cooperation project with a Swiss social insurance company, we examine factors that influence the job retention of employees with psychological disorders, a strongly growing group in Switzerland and beyond. The study follows a quasi-experimental and longitudinal design based on survey data from different sources. The study’s main objective is the development of recommendations for the design of early intervention measures that supervisors, employers and insurers can offer. Another project with a German car manufacturer evaluates the integration process of workers with physical health impairments into manufacturing. The evaluation employs a quasi-experimental design and comprises qualitative and quantitative longitudinal surveys of more than 6,000 employees. By improving the integration of these workers and by adapting the team and leadership structures, the project aims to achieve higher job satisfaction and higher overall performance. Our most recent project investigated the effects of digitalisation and new forms of collaboration (e.g. virtual leadership and teamwork, constant connectivity and communication, etc.) on employees’ long-term health. In cooperation with a leading health insurance company (Barmer GEK) and a publishing house (Axel Springer), we conducted a study with more than 8,000 participants representing 33 million working adults in Germany. Our analyses indicate that digitalisation does not increase absence due to sickness, but does contribute to increased work-family conflicts and emotional exhaustion. The active management of digitalisation, flexible work practices (time and location) and supportive leadership behaviour proved key for keeping employees healthy and motivated.

- The economics team’s research focuses on the labour market’s inclusion of people with disabilities. We are especially interested in the role of education, in the optimal design of a disability insurance (DI), and in questions concerning health insurance and health care provision. The increasing number of young DI beneficiaries is a controversial topic.
discussion topic. While some suggest more targeted reintegration programmes for young people with disabilities, others recommend cutting DI benefits for young people drastically. Our research suggests that large benefit cuts can potentially increase the employment of people with disabilities, but only to a very limited extent. Moreover, with a focus on prevention, a long-term project is aimed at analysing whether targeted special education therapies during school can increase school grades and the probability of finding an apprenticeship, can reduce unemployment and thus the DI applications of young people with disabilities.

Exemplary projects of the applied research group include an evaluation of housing provisions by the Swiss Disability Insurance (IV). The IV supports independent and self-determined living and housing of disabled people. Under certain conditions, the IV bears the costs for a series of technical aids and constructional measures. The applied research team of the CDI develops a qualitative analysis tool to review management and allocation of such benefits by IV to eligible claimants. Finally, in a joint project with the Beatrice Ederer Weber Foundation and in cooperation with AMAG Heerbrugg, the self-help organisation Procap St. Gallen–Appenzell received a new VW Caddy Life. This vehicle, which was especially adapted to transport passengers in wheelchairs, was received in May 2016. A second vehicle will be available in 2017. This project ensured that a vital mobility service for disabled people in St. Gallen will continue, thus enabling disabled people to get to work, reach medical services and participate in social life.

Competence Centre for Diversity and Inclusion (CCDI) » P2 » P4 » P5 » P6
The CCDI is affiliated with the Research Institute for International Management (FIM-HSG) and conducts cutting-edge research on diversity in teams as well as providing companies with guidance on how to promote and manage diversity and inclusion. Research shows that if firms do not build and manage diversity effectively, they risk losing the battle for talent and the race for profit. To measure the effects of their diversity initiatives, CCDI offers a benchmarking that gives organisations the opportunity to compare themselves with other firms and organisations by means of selected key performance indicators in the area of diversity & inclusion.

Institute for Leadership and Human Resource Management » P4 » P5
This institute specialised in “Energy & Engagement”, “Healthy Leadership” and “Future Work and Leadership”. Facing a complex and rapidly changing working world, the institute’s projects and programmes are directed at developing sustainable organisational cultures and inspiring leaders. In this vein, leadership is not only considered a transactional exchange relationship, but also a transformational one; that is, a long-term, visionary and sense-giving process which increases the employees’ meaning and energy. In particular, the initiative “Pioneering Future Work and Leadership”, a consortium of 12 organisations from various industries, pursues the target of uncovering success factors for and barriers to mastering a flexible and digital working world. Thereby, the institute aims at helping organisations and the workforce avoid negative side effects, such as over-acceleration, increased stress levels and reduced health, while fostering positive consequences, such as a combination of high-performance and good health. If organisations systematically develop the cultural prerequisites for succeeding in a digitalised working world, this also has sustainable welfare effects on their employees and society. Moreover, the “St.Gallen Excellence in Leadership Award” is presented to organisations that implement initiatives with positive effects on their business and their employees. The award is based on the relevance of the leadership in relevant initiatives, on their innovative character and on their sustainability aspects regarding health issues and strategic goals.

Research Institute for Organizational Psychology (OPSY-HSG) » P2 » P4 » P5 » P6
OPSY-HSG’s core themes with regard to creativity and entrepreneurship, as well as to the gender and diversity research stream, connect psychological and social theory with management topics. These themes are elaborated with a focus on responsible and reflexive critical and ethical dimensions in SNF projects, such as “Excellence and / or Gender Equality in Universities” (Julia Nentwich) or “Arbeit 4.5” (Björn Müller), as well as in doctoral (Tim Lehmann on “Water Infrastructures in Kenia”; Dominik Mösching on “Globalization from Below in the Coffee-sector”) and postdoctoral (Ursula Offenberger: “Organizing Epistemic Diversity”) projects. Recent publications that illustrate this focus are “A Guide to Discursive Organizational Psychology” (edited by Chris Steyaert, Julia Nentwich and Patrizia Hoyer) and “The Routledge Companion to Reinventing Management” (edited by Chris Steyaert, Timon Beyes and Martin Parker). The latter brings leading scholars and educators together to reflect on and help change the structures and pedagogies of management education. The book examines the rich debates on what is taught in
business schools, reconsiders the way learning takes place and imagines the future of management education.

Swiss Institute for Empirical Economic Research » P4 » P5 » P6

One of this institute’s research fields is health economics, which investigates health-related issues in the job market, the determinants for a healthy society and public interventions in the health sector. The institute often works in close collaboration with the Centre for Disability and Integration.

Swiss Research Institute of Small Business and Entrepreneurship » P4 » P5

Susan Müller is the assistant professor for entrepreneurship at the Swiss Research Institute of Small Business and Entrepreneurship. Social entrepreneurship is one of her research and teaching interests. She and Taiga Brahm (currently at University of Tübingen, previously from the University of St.Gallen) are the co-authors of the article “Social Entrepreneurship Education: How Educators can Address Motives of Future Social Entrepreneurs”. Susan was presented with the “Social Entrepreneurship Research Award 2015” for her article „The Potential of Social Entrepreneurship to Rethink Capitalism” at the 2015 G-Forum, the leading entrepreneurship conference in Germany. In her social entrepreneurship courses, she focuses on two issues: high-impact business models and the roles and forms of social entrepreneurship in various cultural and economic contexts. Her participation in the Semester at Sea Programme in the spring of 2015 inspired her focus on the latter issue. The Semester at Sea is a multi-country study programme that takes students and faculty on a cruise around the world for four months, with the ship acting as a „floating campus“. During this cruise, Susan taught courses on comparative social entrepreneurship and comparative business ethics.

Institute for Business Ethics » P4 » P5

Pascal Dey’s main research interests lie at the intersection of social entrepreneurship, politics and society. His research’s overarching aim is thus to address the extent to which entrepreneurial forms of organising create value for society (and not just for the economy) by tackling wicked problems and by cultivating virtues, such as community, solidarity and democracy. He has therefore critically studied how powerful societal actors, such as the media, business schools and intermediary organisations, appropriate and use social entrepreneurship in line with sectional interests and politico-economic agendas. These societal actors thus create greater sensitivity to the inherent risks and limitations of employing entrepreneurship as a vehicle to accomplish societal goals. Taking his cues from different (European) social science and philosophy traditions (e.g. Michel Foucault, Jacques Derrida, Michel de Certeau or Giorgio Agamben), Dey’s interdisciplinary research builds the foundation of a more nuanced and critical understanding of social entrepreneurship by considering issues such as power, ideology and resistance, which existing research usually ignores. Together with colleagues from within the HSG (such as Chris Steyaert of Organizational Psychology) and outside the HSG, Dey has spearheaded the creation of a critical research agenda for social entrepreneurship research, which has inter alia led to two co-edited books (“Critical Perspectives on Social Entrepreneurship”; forthcoming from Edward Elgar; and “Critical Entrepreneurship Studies”, forthcoming from Routledge).

Executive School of Management, Technology and Law » P5 » P6

Peter Vogel of the Executive School has initiated a project called “Social Entrepreneurs @ Work” comprising in-depth interviews with seasoned and novice social entrepreneurs. These interviews allow him to share their experiences, challenges and learnings as social entrepreneurs. This initiative has led to an online library of interviews, which will be published in book form in the near future. The interviews could serve as a basis for research and a source of inspiration for future social entrepreneurs and change makers. The project has attracted much attention from social entrepreneurs around the world as well as from the media, as Peter Vogel has already conducted more than 50 interviews (of which roughly 20 have been published online). His previous book, “Generation Jobless? Turning the youth unemployment crisis into opportunity”, develops a positive approach to how students can best be prepared for the world of work in the 21st century.

Social Entrepreneurs @ Work | Publications Peter Vogel

7. International Engagements in Research

Research engagements are rarely regionally restricted. Nevertheless, certain engagements in the responsibility and sustainability field have a specific international focus. These are:
Responsible Research in Business and Management » P1 » P2 » P4 » P6

The relevance of research in business schools has been under attack for more than two decades. There is a widening gap between research and its relevance for business and the wider society. The criticisms include emphasis on theory rather than on the importance or relevance of the studied topic, methodological rigor rather than the data quality and the samples’ appropriateness as well as the quantity of papers in specific journals rather than their quality and impact. Research treats the scholarly community as its sole audience and the current research eco-system reinforces the focus on top ranked journals, whose ranking is merely based on academic citations. Critics also take issue with the way researchers are trained, mentored and incentivised; they conclude that our researchers’ talents are being misappropriated.

This bottom-up project aims at developing a positive vision for responsible business school research in the service of business and society and at clear facilitating specific contributions in this direction. The project was launched at the International Academy of Management Meeting in Vancouver, Canada, which was held in the summer of 2015. Anne S. Tsui, of the University of Notre Dame, USA, leads the project and is the 67th President of the Academy of Management and honorary doctor of the University of St.Gallen. The project includes leading researchers from different fields of business school research, editors from leading business journals, deans from business schools around the world as well as AACSB, EFMD, and PRME, which are institutional members. Thomas Dyllick is a founding member and contributes actively to the group.

Transatlantic Doctoral Academy on Business, Economics & Ethics (TADA) » P2 » P4 » P5

TADA, the Transatlantic Doctoral Academy on Business, Economics & Ethics, is an inter-university, interdisciplinary and international PhD programme in the field of business, economics and ethics under the direction of Tomas Beschorner of the Institute for Business Ethics. It comprises 21 PhD students from all disciplines and all universities in Europe and the Americas, who conduct research on the field of business ethics for their thesis.

Inter-continental Network for Business Ethics (IBEN) » P2 » P4 » P5

The Institute for Business Ethics is a founding member of IBEN, the “Inter-continental Network for Business Ethics.” The network partners are dedicated to an intercultural perspective in the field of business ethics, especially in terms of “East” and “West”. Besides the University of St.Gallen, the network includes leading institutes from the Questrom School of Business, Boston University (lead institution); the Indian Institute of Management – Ahmedabad; Newcastle University Business School; Singapore Management University, the School of Management, Fudan University (China); and Yonsei School of Business, Yonsei University (South Korea).
Teaching

According to HSG's guiding principles for Responsibility and Sustainability (R&S), our education is aimed at forming entrepreneurial-minded professionals whose actions are informed by social responsibility and sustainability for the benefit of the economy and society. Actions in this direction include the design of new courses for compulsory and elective studies that incorporate these values as well as the development of modern teaching methodologies that help students reflect on crucial social and environmental topics. In addition, we offer our faculty consulting services and support with defining new ways of addressing such issues.

Courses on corporate responsibility & sustainability

Integrating R&S topics into all levels of teaching, especially into the compulsory courses, is a challenge that HSG welcomes. Today, many courses in the Contextual Studies Programme and many elective courses cover R&S topics. However, the challenge is to integrate R&S topics systematically and adequately into the degree programmes. This chapter provides an overview of the current status of R&S integration into teaching at HSG. In order to help students choose from the large variety of courses and create a clear overview of the available courses in the R&S field, the courses have been assigned to three categories:

1. Basic knowledge of responsibility and sustainability/responsibility and sustainability background
2. Specific responsibility and sustainability subject areas
3. Strategies for/approaches to problem mastering in the area of responsibility and sustainability

Responsibility & Sustainability at HSG

Selection of Courses in the Contextual Studies

<table>
<thead>
<tr>
<th>Level</th>
<th>Cat.</th>
<th>Title</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment</td>
<td>1</td>
<td>Psychologie: Psychische Gesundheit in Organisationen</td>
<td>2015: 39</td>
</tr>
<tr>
<td>Bachelor</td>
<td>1</td>
<td>Einführung in die Wirtschafts- und Unternehmensethik</td>
<td>2015: 54</td>
</tr>
<tr>
<td>Bachelor</td>
<td>2</td>
<td>Food Security and Corporate Responsibility</td>
<td>2015: 25</td>
</tr>
<tr>
<td>Bachelor</td>
<td>3</td>
<td>Social Entrepreneurship: Global Perspectives</td>
<td>New course</td>
</tr>
<tr>
<td>Bachelor</td>
<td>3</td>
<td>All you can fish? Ein Unternehmensplanspiel zwischen Profitmaximierung und Nachhaltigkeit</td>
<td>2015: 26</td>
</tr>
<tr>
<td>Master</td>
<td>1</td>
<td>Diversity in Teams and Organizations</td>
<td>New course</td>
</tr>
<tr>
<td>Master</td>
<td>2</td>
<td>Business and Human Rights: Legal, Managerial and Ethical Perspectives</td>
<td>2015: 36</td>
</tr>
<tr>
<td>Master</td>
<td>2</td>
<td>Megatrend, Global Demographic Change: Tackling Business and Society Challenges in 2030 and beyond</td>
<td>2015: 34</td>
</tr>
<tr>
<td>Master</td>
<td>3</td>
<td>Impact Investing 2.0: Building the Impact Economy</td>
<td>New course</td>
</tr>
</tbody>
</table>

Selection of Courses in the Core Electives/Independent Electives

<table>
<thead>
<tr>
<th>Level</th>
<th>Cat.</th>
<th>Title</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor</td>
<td>2</td>
<td>Ressourcenökonomik: Res nullius und ihre Appropriation</td>
<td>2015: 17</td>
</tr>
<tr>
<td>Bachelor</td>
<td>3</td>
<td>Energiewende und ihre Implikationen für die strategische Führung von Energieversorgungsunternehmen (EVU)</td>
<td>2015: 47</td>
</tr>
<tr>
<td>Bachelor</td>
<td>3</td>
<td>Nachhaltigkeitsmanagement und -marketing</td>
<td>2015: 88</td>
</tr>
<tr>
<td>Bachelor</td>
<td>3</td>
<td>Doing Business in India Development of Sustainable Business Models for Low-income Groups</td>
<td>2015: 19</td>
</tr>
<tr>
<td>Master</td>
<td>1</td>
<td>Management von Diversität und Inklusion</td>
<td>New course</td>
</tr>
<tr>
<td>Master</td>
<td>3</td>
<td>Sustainable Finance</td>
<td>New course</td>
</tr>
<tr>
<td>Master</td>
<td>3</td>
<td>Clean Energy Marketing</td>
<td>2015: 48</td>
</tr>
<tr>
<td>Master</td>
<td>3</td>
<td>Sustainable and Responsible Business Model Innovation</td>
<td>2015: 19</td>
</tr>
</tbody>
</table>
Number of courses in the R&S field
2015: 130 | 2016: 106

58.1% of HSG students attend R&S courses*
2015: 5228/63.5%
2016: 4842/58.1%

*possible double counting of students who participated in more than one R&S course

As the above figures show, the number of courses offered in the R&S field decreased from 133 in 2015 to 108 in 2016, while the total number of students at HSG increased. As a consequence the percentage of all HSG students attending a course in the R&S field decreased from 63% in 2015 to 58% in 2016. The reason for this decrease has to be found mainly in changes in priority within the management group of the contextual studies programme, which still provide a very high number of specialized elective courses in the R&S field.

Master programmes incorporating R&S
The University of St.Gallen offers 13 core programmes on the Master Level: six in the management field, two in Economics, three in Law, one in International Affairs and one interdisciplinary programme in Management, Organisation Studies and Cultural Theory. Four of these programmes integrate R&S substantially.

Master of Arts in Strategy and International Management (SIM) » P1 » P2 » P3 » P5 » P6
The Master of Arts in Strategy and International Management (SIM), which has been No. 1 in the Financial Times global Masters in Management ranking for the past five years, requires all students to complete the “SIMagination Challenge”, a project-oriented field course on sustainable effectiveness in a developing country. In a recent FT article, the managing director of SIM-HSG, Omid Aschari, said, “There is an attitude that they need to serve something bigger than their own job, and “[t]he students do not believe in the aspirations that older people believe in. They know something needs to change.” One of Aschari’s main research interests is global leadership – leadership ethics and effectiveness.

Master of Arts in Business Management (MUG)
» P1 » P2 » P3 » P5 » P6
The Master of Arts in Business Management (MUG) is based on the fundamental premise that ethical and sustainable business conduct is fundamental for management today and in future. The importance of ethics and sustainability is reflected in the MUG programme in at least three ways. Firstly, this importance becomes evident in “Managing entrepreneurially”, a mandatory course for all students that integrates R&S systematically. Secondly, there are electives on Sustainable Business Models and Corporate Social Responsibility that
deepen specific aspects. Thirdly, the programme offers students a specialisation in sustainability management comprising three courses: Entrepreneurial Business Sustainability, Managing Sustainable Development on a Local Level and a one-year field project undertaken in cooperation with real-world business partners during which MUG students work on real R&S challenges with these corporate partners.

Master of Arts in Business Management (MUG)

Master of Arts in International Affairs and Governance (MIA) » P1 » P2 » P3 » P5 » P6

Ever since its inception some 50 years ago, the Master of Arts in International Affairs and Governance (MIA) has remained true to its fundamental premise. If decision-makers are to deal with the challenges of our times in a truly responsible and sustainable way, their analysis and understanding must be comprehensive rather than narrow. Since real-life problems are not concerned with academic delineations, our enduring mission is to produce broadly trained generalists with the ability to integrate political, legal, economic and managerial perspectives. Seen in this light, the MIA’s entire curriculum is a wholehearted effort to ensure responsible leadership by dint of broadening students’ cognitive and epistemic horizons. Mandatory core courses, such as ‘State and Economy’ and ‘Global Governance’, address fundamental questions in terms of responsibility. A wide spectrum of electives provides students with opportunities to dig deeper into issue that concern them most. In the realms of political science and political economy, such options invariably include the sustainable governance of the modern welfare state, of climate change, energy, nuclear proliferation, migration and development. In the context of practical projects, MIA students routinely interact with practitioners from both the private and the public sectors in order to stay tuned to current ways of meeting responsibilities (and dilemma) in real-life situations.

Master of Arts in International Affairs and Governance (MIA)

Master of Arts in Management, Organization Studies and Cultural Theory (MOK) » P1 » P2 » P3 » P5 » P6

The Master of Management, Organization Studies and Cultural Theory (MOK) is the first truly interdisciplinary Master’s programme at the University of St.Gallen that consistently links management, social and cultural sciences. It is thus affiliated with the School of Management and the School of Humanities and Social Sciences and aims to combine different perspectives and mind-sets. The programme’s interdisciplinary nature is also reflected in the student population and contributes to comprehensive and context-sensitive problem-solving capabilities in case settings and course discussions. The understanding of cultural interdependences within organisational and societal processes is another important aspect of the curriculum. This awareness of a wider context and social aspects forms the core of organisational and managerial responsibility. The programme focuses on relational management understanding, which is crucial to sustainably address today’s environmental and societal complexity. Responsibility is also widely represented in our practice projects, with students working on actual case challenges with several of our practice partners. Examples of such practice projects are designing a sustainable value chain for one of the biggest Swiss retailers and assessing organisational responsibility in the technology industry.

Master of Arts in Management, Organization Studies and Cultural Theory (MOK)

Showcasing R&S courses with a special format

At HSG, courses’ new contents and new formats reflect pedagogical innovations. In this regard, we would like to showcase innovative courses and formats in the R&S field.

Assessment Level – The Freshers’ Week » P2 » P5 » P6

Each year, the Freshers’ Week welcomes all new students and engages them immediately in challenging global issues. In 2015, 1,400 new students worked in groups and dealt with the topic “Outlook Switzerland – risks and opportunities”. In 2016, the new students worked on the interdisciplinary, challenging and complex topic „Swiss retirement provision risks – a campaign challenge“. In this challenge, they created a campaign for 18-25-year-olds to raise awareness of providing for retirement. Keynote presentations and background information supplemented the work, which the presenting partner Helvetia Insurance Company supported.

The Freshers’ Week Project Management Team

Contextual Studies » P2

HSG’s educational structure is based on three pillars, one of which is contextual studies. Courses that address topics beyond the core studies’ scope encourage reflection and promote cultural awareness. Contextual studies form the pillar comprising most of the courses on the R&S field. A selection of courses is shown in a separate box.

Contextual Studies
Haniel Seminars » P1 » P2 » P3 » P6
The Haniel Seminars, which The Haniel Foundation (Duisburg, Germany) supports, are part of contextual studies. These special seminars specifically support and promote personal development, and thus help realise this guiding principle of the University of St.Gallen. In 2013/14, the University’s cooperation with the Haniel Foundation was prolonged until 2018 and extended with a new format: a “Haniel Summer School”. The University of St.Gallen and the Copenhagen Business School co-organise these block seminars, also co-teaching and co-studying (the Haniel Foundation largely covers the travel and accommodation costs). In addition to the different Haniel Seminars, we offered “Haniel Summer Schools” (for 30 students, 15 from each university) presenting topics such as “Performing Organizing – New Museums in the Entrepreneurial City”, “The Business of Revolution” and “What’s the problem? Whistleblowing and the management of ethical dilemmas”.

Integration Seminars » P2 » P3 » P5
The major in business administration’s unique mandatory integration seminar during the sixth semester has been an important educational element for more than four decades. It develops students’ practical skills and fosters responsible leadership. In small teams, students work on real-life cases in organisations and, in close interaction with practitioners, develop practical solutions. Every year, some of the 30 group projects deal with R&S issues. For example, in one course, students had to develop business cases and market entry strategies for hydrogen fuel cell technology. In another, students worked on the value proposition and market development of e-mobility in the commercial vehicle industry. Projects have also been presented in collaboration with social businesses. The selection of the projects and the topics varies from year to year and from one faculty member to another. In 2016, there was also a workshop with the integration seminar lecturers to discuss the integration of R&S issues.

Integration Seminars

Teaching Innovations
At HSG, teaching methodologies that foster personal development, enhance critical thinking and encourage students to develop civic responsibility are becoming increasingly important. Several courses use innovative settings and target societal problems through practice-oriented teaching. Meaningful community service and reflection are integral parts of such courses. We next present some of the most important projects that use teaching techniques that go beyond traditional learning practices.

SIMagination Challenge » P1 » P2 » P3 » P6
The SIMagination Challenge course is a curricular pillar of the Master of Arts in Strategy and International Management (SIM-HSG) and is designed to enable students to develop key leadership qualities, competencies and skills. Students initiate social projects around the globe, firstly by carefully identifying and analysing social needs and then by developing effective and lasting solutions to address these challenges in the long term. Diverse student teams, comprising between four and twelve members, work together to further develop preceding SIM generations’ existing projects. The SIMagination Challenge projects are located outside the student teams’ native countries to increase their cultural learning. This collaborati-

“My time in Lima has been the most rewarding experience of my life.” (Amparo García Fernández, SIM9)

“Change will not come if we wait for some other person or some other time. We are the ones we’ve been waiting for. We are the change that we seek.” (PureDrops Team, SIM12)
ve course, which Omid Aschari developed, includes various events and expert workshops that enable students to blend individual and collective learning and development, and sharpen their strategic thinking, team skills, applied global leadership ethics and effectiveness. It is an innovative way forward in management education, as it addresses the key development needs of responsible leaders in the 21st century:

**SIMagination Challenge**

Overview of the current projects

**CEMS Climate Change Role Play**

» P1 » P2 » P3 » P6

The University of St.Gallen, in collaboration with seven other leading European business schools, offers the CEMS Model UNFCCC, a unique course on climate change and its implications for business, followed by a two-day simulation of the UN climate negotiations with master-level students from all the participating schools. The course is part of the CEMS Master in International Management’s curriculum and allows the participating students to not only to increase their knowledge about the global climate challenge, but to also gain first-hand experience with finding solutions. The intense multilateral negotiations provide students with deep insights into what governments can do to successfully address climate change, why global progress on this issue has been slow and what they can do about it as future decision makers in industry and society.

**Model UNFCCC**

**Re-Imagining Capitalism**

» P1 » P2 » P3 » P5 » P6

Imagine you have the possibility to reinvent global capitalism: Where would you start? What would you do to make it less vicious and oppressive? How would you make it more conducive to just and equal societies?

These and other questions were discussed at the inter-university seminar “Re-Imagining Capitalism” organised by Thomas Beschorner, University of St.Gallen, and Ester Barinaga, Copenhagen Business School. The summer school took place in Berlin and combined discussions on theoretical perspectives from various disciplines with more practical course elements. The course covered topics such as conscious capitalism, social entrepreneurship, community economies, corporate social responsibility and included intensive discussions with practitioners from business, politics and civil society.

**Sustainable Business Models**

» P1 » P2 » P3 » P6

Three outcomes of the student projects in the “Sustainable Business Models” course were: a not-for-profit Christmas market; a dinner for 30 persons prepared by an award-winning chef during which the guests learned about the beauty of eating an entire cow from nose to tail; and an energy awareness day for students, which included “life hacks”. The students, who did not initially know each other, created these projects in three months and without any upfront funding or a given topic. The course was structured on business model thinking, sustainability and design thinking, as developed by Patrick Stähler. The process progressed from team building to topic definition, deep customer insights, ideation, prototyping, execution and fast learning.

**Entrepreneurship & Creativity**

» P1 » P2 » P3 » P6

The course “Entrepreneurship and Creativity” – offered in the Master programme Management, Organization and Culture – stimulates critique of and alternative perspectives on the relationship between entrepreneurship and creativity. While the critical reflection invites students to demystify the overhyped treatment of these twin notions, the alternative perspectives are engraved in an interventionist pedagogy which combines experiential and experimental learning formats. This includes a “field trip” to a buzzing entrepreneurial neighbourhood, where students explore a series of artistic, start-up and more established enterprises. An independent dance choreographer, who guides the students into a number of bodily group improvisations, hosts another session. The improvisations allow them to leave their comfort zone and release their untapped creative potential. In their final group presentations, students are banned from using PowerPoint, which pushes them towards more performative and imaginative formats. By connecting with the worlds of artistic intervention, entrepreneurial networks and urban renovation, students abandon their usual learning routines and try out new ones, which can make them more reflexive about their responsibility when learning and the kind of worlds they envision.

**Innovative Projects for a Sustainable Future**

» P3

The focal point of this course is students’ ideas about global challenges, such as climate change, racism, inequality or the financial crisis as well as these ideas’ practical and sustainable implementation. However, these ideas need to be applied in practical projects. The course actively supports students to develop own projects that will provide sustainable solutions to social or ecological challenges. The course concept is based on the youth-driven social enterprise euforia and its experiences. Social entrepreneurship, leadership and responsible management are approached from an applied perspective and students gain practical insights, tips and useful advice on how to implement their project ideas. Experts from the fields of social entrepreneurship, sustainability and project management also provide support.

*euforia imp!act | euforiamedia*
Model WTO » P1 » P2 » P3 » P6
The University of St.Gallen’s two-semester „Model WTO“ course prepares students for a simulation of a multilateral trade negotiation between WTO member governments. The subject of the negotiation changes every year. There is normally at least one negotiating sub-group with a focus on environmental aspects or sustainable development. The Model WTO brings together some 70 highly motivated students from all over the world. St.Gallen participants enjoy the privilege of acting as the chairs of the individual negotiating groups. The Model WTO is a full-time, week-long event whose preparatory phase takes place in St. Gallen. The final phase is organised in Geneva, where students spend time at the WTO headquarters and at the missions (embassies) of the relevant WTO members that the students represent in the simulation. In addition to interacting closely with each other, the participants receive lectures, coaching and feedback from the WTO Secretariat experts or WTO member officials. One St.Gallen participant commented: „I have not learned as much in any other university course I’ve taken so far. It gives practical insight on what one might expect in the „real world“. It is a great experience and offers the possibility of meeting people from all over the world.“

Model WTO
Video about the Model WTO

 Developing a Curriculum Integrating Sustainable Development into Management Education » P1 » P2 » P3 » P6
The project introduces sustainable development as a core topic in the curriculum of the major in Business Administration at the University of St.Gallen. Instead of implementing one or a few course(s) on sustainability, the project aims at strengthening sustainable development throughout the core courses. Thus, the project goals do not only include increasing students’ knowledge of sustainable development, but also developing their attitudes towards sustainable development. The challenges of R&S guide the redesign of the core bachelor curriculum. To achieve this goal, we collaborated intensively with the professors and the students. Faculty motivation and agreement on the meaning of R&S in the different disciplinary contexts have proved to be crucial.

Development Projects
Since 2013, several development projects have been launched aimed at a holistic integration of R&S into HSG’s academic structure. The Institute of Business Education and Educational Management (IWP-HSG) has played a central role in this direction by providing its resources and expertise for the development of teaching methodologies and educational systems. Through its competence centre for Didactics in Higher Education, IWP-HSG offers faculty members consulting services that allow them to adapt to ongoing teaching innovations and to enhance their teaching performance with new didactic methodologies. The “Developing a Sustainability-Integrated Curriculum for the Bachelor in Business Administration” is of particular importance.
Executive Education

According to HSG’s guiding principles for Responsibility and Sustainability (R&S), we include the demands of global Responsibility & Sustainability in all our activities, including among others also post-experience education.

Post-experience and executive education programs are offered by different Institutes of the University and by the Executive School of Management, Technology, and Law. Programmes with a special focus on the R&S field include two Diploma Programmes in Sustainable Business and in Renewable Energy Management and a Certificate Programme on Women Back to Business. The MBA and the International Executive MBA programmes include specific R&S elements.

**Diploma in Sustainable Business » P1 » P2 » P3**
The Diploma in Sustainable Business is offered jointly by the University of St.Gallen’s Institute for Economy and the Environment, Business School Lausanne, and the World Business Council for Sustainable Development. It is an innovative one-year sustainable business training programme for engaged change agents who aim to develop future sustainability agendas in business and society. The programme looks at global challenges and the strategic and operational implications for business. Through its experiential learning approach it combines subject competence with the development of leading change skills and personal development. The diploma regularly attracts participants from 10 – 15 nations and collaborates through real-life consulting projects with small national and big multinational organizations like Unilever, Nestlé, Coca-Cola, Bosch-Siemens Hausgeräte, Die Post or Hewlett Packard. It was offered in 2016 for the sixth consecutive year.

**Renewable Energy Management (REM-HSG) » P1 » P2 » P3**
The main goal of the part-time Diploma of Advanced Studies (REM-HSG) is to enable tomorrow’s leaders to navigate through what the International Energy Agency (IEA) calls “an energy technology revolution” which is on its way. REM-HSG consists of six one-week modules in St. Gallen, Berlin and Singapore. Participants enhance their skills in managing the energy transition and capture growth opportunities in the emerging renewable energy markets. The faculty from the University of St.Gallen and thought leaders from academia, government and industry provide participants with competences for tomorrow’s energy markets, today.

**Women back to business » P1 » P2 » P3 » P5**
This programme is designed for women who want to re-enter the business world. It provides them with an executive management education that enables them to re-enter the job market or to pursue a more challenging position than they currently hold. This is achieved through career coaching, skill training, reflection workshops and practical experience in a company, public organization or NGO. The participants
develop the skills and competences required to lead projects and work in middle-management positions. With the German speaking programme in its 8th year of success it is a pleasure to announce that the first English-speaking course started successfully in March 2016. Both courses are offered by the Executive School of Management, Technology, and Law together with Swiss and international companies.

Women back to business

Full-time and part-time MBA » P1 » P2 » P3
The University of St.Gallen Master in Business Administration offers a module on Sustainable Business, which is taught by Kai Hockerts from Copenhagen Business School. Kai Hockerts received his Ph.D in management from the University of St.Gallen. He is Professor in Social Entrepreneurship at Copenhagen Business School and Academic Director of Responsible Management Education. The MBA programme also offers electives on Impact Investing with Julia Ballandina and on the Sustainable Business Imperative with MBA alumnus Falko Paetzold, who also collaborates with MIT and Harvard University.

HSG MBA

Executive MBA special focus: Sustainability & Corporate Responsibility » P1 » P2 » P3
The Executive MBA (EMBA) programmes of the University of St.Gallen provide a solid foundation in general management while at the same time focusing on personal development. The two English EMBA programmes put an additional emphasis on international business. The Executive MBA programmes strive to provide their students with the necessary knowledge to provide better value for their firms and to act in a sustainable manner to optimize the triple bottom line of people, planet and profit. The EMBA programmes therefore incorporate courses such as “Sustainability Management”, “Renewable Energy Management” and “Corporate Social Responsibility” into their core and elective curriculum.

Executive MBA HSG

Management of Utility Companies (Certificate of Advanced Studies) » P1 » P2 » P3
Within the substantial recycling economy, the supply and disposal sector are growing increasingly together. A systematic consideration of the both areas is getting more important in the future. For example is combustible waste converted into heat, which is fed into the local district heating system by the utility companies. Focus of the yearly recurring executive program «Management of utility companies» are economic and regulatory issues that are relevant for the energy sector. It comprises six modules – each lasting several days with a total of 15 days:

- Transformation of the power grid and systems
- Basics General Management and leadership of utility companies
- Energy Law and Regulation
- Financial leadership of utility companies
- Trade and Management of Energy Portfolios
- Distribution (Risk, Pricing and customer segmentation)

The programme is designed for managers of municipal and regional utility companies as well as executives of consulting and service companies in the energy sector. It is also aimed for newcomers in the energy sector and lateral entrants, who are facing new challenges in the electricity, gas, and/or heat supply.

EVU-Manager

Entsorgungsmanager / Recyclingmanager

European Values and Critical Thinking in the ISP-MBA » P1 » P2 » P3 » P5
The ISP (International Study Programme) is an intensive programme for international exchange students from partner universities. It supports the students’ awareness of Swiss and European culture and management practices. In addition to the core curriculum, ISP integrates company visits and cultural excursions. Recent visits included the social entrepreneurship oriented ImpactHub in Zurich, a meeting with the CEO of the MyClimate foundation and tours to the United Nations Office in Geneva. An elective course provides an introduction to systems thinking and collaborative problem solving. The ISP fosters management skills and critical thinking for those who aspire to a career in international management in a volatile, uncertain, complex, and ambiguous world.

ISP-MBA
According to HSG’s guiding principles for Responsibility and Sustainability (R&S), our education is aimed at forming entrepreneurial-minded professionals whose actions are informed by social responsibility and sustainability for the benefit of the economy and society.

HSG not only supports student engagement strongly, but it has also been central to campus life for generations. The University is committed to encouraging student activities, for example, by providing space and awarding ECTS credits for specific engagements as well as to providing a supportive environment for student clubs dedicated to the field of R&S. Ten of the more than 100 student organisations are active in the R&S field. This section summarises the projects and activities of several recently founded organisations and well-established ones. SnS Ventures, an incubator supporting social and sustainable start-ups, is one noteworthy initiative that the University runs.

**List of student initiatives**

**HSG Campus Credits**
Extracurricular activities have a very long tradition at the University of St.Gallen. Student engagement is stimulated through special Campus Credits. These credits are awarded to students who make an extraordinary contribution that benefits the University very specifically. One campus credit is the equivalent of 90 working hours. The engagement needed to acquire a campus credit is therefore far more extensive than that required to earn an academic credit, but these credits are an acknowledgement of students’ extracurricular work. Campus credits thus encourage positive student engagement at the HSG; specifically, the sustainability field offers a great variety of activities through which students can earn Campus Credits.

**Student Impact » P1 » P3 » P5**
Student Impact is a non-profit student consultancy aimed at creating social and ecological benefits for society. The organisation realises its vision by consulting sustainable start-ups and SME on business-related topics. It simultaneously raises its clients and students’ awareness of sustainability. By participating in client-oriented consulting projects, the approximately 50 Student Impact members apply their existing theoretical knowledge to a sustainable cause, gain practical experience to complement their studies and profit from an encompassing coaching programme. The clients profit from high quality projects driven by professionalism, innovation and diversity: Cutting-edge approaches and out of the box ideas emerge and grow due to the diverse consulting teams and their members’ various backgrounds. Since 2012, Student Impact has advised nearly 60 businesses in the areas of strategy, marketing and communication, business plans and process and structural optimisation. The clients operate in very different sectors and their projects range from the first electric garbage truck in Switzerland to combating youth unemployment in the EU, innovative energy approaches, sustainable fashion brands and creative nutrition ideas.

**Effective Altruism » P1 » P6**
Effective Altruism (EA@HSG) is a student organisation that connects people interested in effective altruism. Effective altruism means using intelligence, rationality and creativity to maximise one’s positive impact on the world; it is strongly focussed on poverty alleviation as well as on human and non-human suffering. EA@HSG is part of the Effective Altruism Foundation, a Swiss organisation devoted to spreading the word about effective altruism. Since its founding in 2013, EA@HSG has organised 13 speaker events covering topics...
such as charity evaluation, effective donations, the ethics of
career choice, applied rationality, environmental sustainability,
animal ethics and international cooperation. In 2015 and 2016,
EA@HSG undertook a variety of projects such as a presentation
on Raising for Effective Giving (REG), a panel discussion on
Development Aid (in collaboration with SBC), a “Cowspiracy”
movie night (in collaboration with oikos) and a panel discus-
sion on Artificial Intelligence. In addition, EA@HSG and
other student organisations supported the implementation of
vegetarian and plant-based options at the university’s cafeteria.

1. Generating knowledge
This stream includes initiatives that aim to educate students
about economic, social and environmental sustainability issues.
The “oikos&Pizza” events are an initiative in this stream.

2. Creating action learning experience
This stream aims at encouraging students to apply theory in
practice and to experience sustainability in real-life projects.
The oikos Model WTO is a representative initiative in this
stream.

<table>
<thead>
<tr>
<th>May 2015</th>
<th>May 2016</th>
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<tr>
<td>Members</td>
<td>128</td>
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<td>of which active</td>
<td>62 (48%)</td>
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In 2015/2016, oikos St.Gallen successfully organised and
supported nine specific projects, 20 public events that drew
over 1200 participants and extended its partnership network
to around 100 companies and NGOs. The oikos projects include
Sustainable University, oikos Conference, EcoMap, Model
WTO, oikos&Pizza, Social Entrepreneurship, the Sustainability
Thesis Award and Internship, Sustainable Investment and Un-Dress. All oikos initiatives belong to one of four

streams: generating knowledge, creating action learning ex-
perience, creating impact at the University of St.Gallen and
encouraging and promoting sustainability in research and
teaching. In the following, an exemplary project in each
stream is described.
include the responsibility of corporations, small businesses and governments to preserve natural resources, support human rights and address global problems such as food security. Each year, the oikos Model WTO attracts about 60 international participants from approximately 30 different nationalities.

3. Creating impact at the University of St. Gallen
This stream aims at sensitising everyone at HSG to sustainability and the responsible use of resources. Its projects are aimed at making an impact on the campus.

oikos Sustainable University » P3 » P4 » P6
HSG’s carbon footprint analysis, which oikos, in cooperation with the HSG administration, produced in 2012, prompted several actions, starting with the university’s infrastructure and IT. oikos Sustainable University (SU) coordinates its activities with the university management, but also pursues its own projects. In cooperation with the university cafeteria (Migros Group), it implemented the “Lifestyle Menu” in 2013. This includes vegetarian, seasonal, regional and, therefore, climate-friendly dishes. Another initiative focuses on reducing paper consumption at HSG. From the start of 2016, students will only receive digital invoices. Further, different campaigns have made great efforts to reduce the use of paper cups at HSG cafeterias. Currently, they are only offered when requested.

4. Encouraging and promoting sustainability in research and teaching
This stream focuses on creating appropriate educational offerings to provide HSG students with the competences required to promote sustainability and offers incentives for research in the field of sustainability.

oikos Sustainability Thesis Award and Internship » P1 » P2 » P3 » P4
The oikos Sustainability Thesis Award is presented annually for the best Master thesis on sustainability-related topics at the University of St. Gallen. The prize of CHF 3000, presented to the winner at the Master graduation day in the spring, is the only HSG award officially granted by a student organisation. The oikos team subsequently developed the oikos Sustainability Thesis Internship project, which allows students to apply for an internship at a partner company linked to their thesis’s topic. This initiative aims to unite academia, business and society to tackle and overcome sustainability challenges. The opportunity to gain an internship with a known company should motivate more students to work on a meaningful research question and will provide them with a better picture of what sustainability comprises. The first three collaborations with companies started in 2016 and include the companies Alternative Bank Switzerland, Helvetas and WECONNEX AG.
**oikos Sustainability Thesis Award winners**

2015: Evaluating the Launch of the first Social Impact Bond in Switzerland (Robin Kleiner)
2016: The Impact of Voluntary Initiatives’ Enforcement Systems for more Socially Responsible Supply Chains (Julia Stüttler)

**oikos International**

Oikos International grew out of oikos St. Gallen. It is located at HSG and coordinates 45 oikos chapters across four continents. More than 1000 members organise 200 activities per year, amongst which are the oikos FutureLab, oikos LEAP and the oikos Spring Meeting. Besides developing a global sustainability community, oikos also presents academic events such as the international Young Scholar Academies, the PhD Fellowship Programme, oikos Case Study Competitions and more.

**P.I.E.C.E.S**

P.I.E.C.E.S (Creating Possibilities through Inspiration and Empowerment, building Character with Education and a Smile) is a student-run social initiative dedicated to education in developing areas of the world. With the combined efforts of six management board members, four advisory board members and 28 active members, P.I.E.C.E.S enables students to undertake volunteer work for 3-6 weeks during their winter or summer semester breaks. The organisation, which started as a SIMagination project of the Master in Strategy and International Management (SIM) in 2009, currently runs eight different projects in Asia, Africa and South America, and continues to expand.

**SnS Ventures**

SnS Ventures is a social entrepreneurship incubator and network founded jointly by the University of St. Gallen and the University of Zurich in 2013. In 2016 it is an indispensable part of both universities and complements the incubators Startup@UZH and Startup@HSG, which support students’ first steps towards creating a social and sustainable business. Students are actively involved in participating and organising all kinds of activities that bring an entrepreneurial spirit and social and sustainable issues together. SnS Ventures follows a threefold strategy: “SOURCE” fosters student engagement and raises students’ awareness of the value of creating social and sustainable business ideas; “ENABLE” provides interested students with early support, basic skills and individual consulting to turn ideas into concrete projects; and “EXECUTE” provides intensive support for a few highly promising projects with the potential to turn into start-ups. Since the initiation of SnS Ventures, some 50 social or sustainable ventures have received coaching at the two universities and several start-ups have received more intensive support. In 2016, these were:

- **Project Aqua** ([www.project-aqua.ch](http://www.project-aqua.ch)), which offers micro-sharing solutions for consumer products to support better water distribution in Africa.
- **Jivana Vitality** ([www.jivana-vitality.com](http://www.jivana-vitality.com)), which creates a holistic ecosystem for the home-delivery of life-sustaining products in India.

The incubators actively support ventures’ participation in the university-wide pitch competitions. Interested students can contact Startup@HSG or Startup@UZH to join the ecosystem, receive feedback on and support for their projects and ideas, or to become SnS network ambassadors.

**Social and Sustainable Ventures**

SnS Ventures
Responsibility & Sustainability @ HSG

HSG’s guiding principles for Responsibility and Sustainability (R&S) call for implementing sustainable solutions in our infrastructure and throughout our operations.

The focus on our campus life covers sustainability issues in terms of infrastructure and operations, but also diversity, inclusion as well as human resources management issues. The goal is to create and maintain a sustainable work and living space for the current more than 8,300 students and 2,800 staff members.

Energy Savings and CO2 » P3

The University of St.Gallen consumes a substantial amount of energy. In order to minimise the CO2 emissions, the HSG constantly takes measures to optimise its operations. In January 2013, the HSG started the „CO2 Footprint Infrastructure: Measurement and Optimisation“ project to systematically monitor and reduce its carbon footprint. The project was launched after the student organisation oikos presented the first carbon footprint in 2010. The presidency of the university acknowledged the work done and integrated carbon management into the infrastructure and building services’ regular tasks. In December 2014, the project was successfully completed, with the objectives set even being exceeded. The results are shown in the following table:

| 2015 Energy savings and CO2 reductions in comparison to 2013 |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Campus                      | Gymnasium                   |
| Gas (for heating)           | Electricity                 | Gas (for heating)           | Electricity                 |
| -10%                        | -4%                         | -22%                        | -2%                         |
| Equals savings of:          |                             |                             |                             |
| Ca. 55,000 litres of heating oil | 101,000 kWh                  | Ca. 5,000 litres of heating oil | 5,948 kWh                   |
| 160 t CO₂                     | 38 t CO₂                     |

Since the completion of the project, a cantonal target agreement has been implemented and now serves as the driving force and basis for further energy efficiency measures. For example, in the autumn of 2015 approximately 1550 fluorescent tubes in the B-building and the library were replaced with LED lamps. Another energy-saving measure includes all the computers in the PC laboratories being configured to automatically switch to energy-saving mode after 15 minutes of non-use and to switch off at 10pm – an easy and efficient way to save energy.

Further information

Electricity Purchase and Production » P3 » P5

Going beyond energy consumption, the HSG’s purchasing of electricity takes ecological criteria into consideration. 100% hydropower is purchased for the main buildings on the HSG campus. The “St. Gallen Eco Electricity” mix has been used in a minor part of the rental buildings for many years. This electricity mix consists of 70% percent hydropower, 22% waste incineration, 6% wind energy and 2% solar energy. It does not contain any nuclear energy. The idea of building a solar plant on the roof of the new teaching pavilion to produce electricity was realised with the support of a private leasing partner, the Swiss Photovoltaik GmbH. Swiss Photovoltaik took over the installation and operation of the plant, which was cost-free for the HSG. In return, the HSG and the owner of the building, the canton of St. Gallen, provided the roof free of charge. The produced electricity is fed into the grid. Its revenue from the sold electricity allows Swiss Photovoltaik to refinance the construction and operation of the solar plant. The new building will serve as a temporary classroom facility until the planned campus expansion has been completed. Thereafter, the building will be removed and the solar plant will be deconstructed. Swiss Photovoltaik will be in charge of the deconstruction and ensure that the materials are re-used in another facility. Until this point is reached, the solar plant will annually generate 55,000 kWh of electricity. An average household consumes between 4,000 and 5,500 kWh of electricity, the solar plant thus generates electricity for 10–11 households. On the exis-
ting campus, there is no other space available to build a solar plant; this lack of space is partly due to monument protection. However, the HSG supports the idea of installing more solar plants in future and the use of solar power is included in the new campus plans.

Further information

Water » P3
The University of St.Gallen aims to continually reduce the use of water to preserve this precious resource. Less water consumption leads to reduced energy use for water processing and reduced costs for the University. The reduction in water consumption is a continuous process. The measures implemented to conserve water are:
- Flow volume reduction and the use of flow regulators
- Dismantling of the pressure-booster station in the sports gymnasium
- Lowering of warm water temperatures leading to less use of cold water for mixing
- Warm water circulation changed to decentralised water heating
- Time switcher for fountains
- Use of airblade dryers instead of paper towels in the toilets (a saving of 20 tonnes of paper and indirect water-production savings of 330,000 litres per year)

Planned measures:
- Installation of state of the art sanitary facilities when renovating or constructing new building,
- Installation of waterless urinals

Further information

HSG a Blue University » P5 » P6
In 2016, the HSG became a “Blue University.” This is a certificate that the international NGO, “The Council of Canadians,” awards. Together with the University, the city of St.Gallen and the St.Gallen schools of higher education – the University of Applied Sciences and the University of Teacher Education – were awarded the Blue University / Blue Community label. This is the first time such a joint certification has been achieved. As part of its Blue University commitment, the HSG promotes the consumption of tap water as well as the recognition of water as a public good. The aim of this initiative is to increase awareness of access to water as a human right. Blue Universities inspire their surroundings to drink more tap water, which is significantly better for the environment and also far cheaper than mineral water. In order to promote tap water, all HSG employees received a Christmas 2012/2013 gift of water carafes and drinking glasses for their workplace. Furthermore, nine “H2Oases” were installed at highly frequented locations, offering students convenient opportunities to refill their drinking bottles. Three more “H2Oases” are currently planned. In general, Blue Universities strive towards a more responsible handling of water within their structures and processes, but also beyond in other regions and countries.

Further information

Recycling » P3
With over 8300 students, thousands of executive programme participants and more than 2800 faculty members and staff, the HSG produces a significant amount of waste every day. Consequently, a comprehensive recycling plan is in use, with waste sorted and then distributed to the University’s recycling partners. PET (polyethylene terephthalate) and aluminium containers as well as boxes for paper collection are found across the campus. Despite the use of computers and iPads, paper is still one of the most frequently used materials. On average, 50 tonnes of paper (incl. cardboard) are used annually. Paper and cardboard are not only collected and distributed for recycling, but also separated according to their different qualities, which ensures the most efficient recycling process. Metal and polystyrene are also separated from the rest. Moreover, Nespresso capsules are separated and forwarded to the respective recycling operator.

Further information

Nutrition » P3
Nutrition is an important factor for a sustainable university campus. Below is an overview of the HSG’s efforts in this context:
- Lifestyle Menu: Based on an initiative by the student organisation oikos and the Sports Office in December 2013, the “Lifestyle Menu” was introduced at the University of St.Gallen cafeteria. The goal is to reduce the cafeteria’s environmental impact by offering a seasonal and mostly vegetarian menu. The menus are impressively varied and designed to ensure a balanced and healthy diet. In 2014, an average of 1,863 Lifestyle Menus were sold per month, which increased to 2,666 per month in 2015.
- Healthy ingredients: Besides the specially branded Lifestyle Menu, the chefs focus on seasonal and fresh ingredients. A vegetarian buffet is offered every Tuesday. Moreover, free tap water is always available. The cafeteria not only offers sandwiches as a healthy in-between snack all day long, but also “Bircher Müesli” and take-away salads.
- Swiss Meat: The “Genossenschaft Migros Ostschweiz” runs the HSG cafeteria. As in all other Migros restaurants, the University cafeteria only sells Swiss beef, calf, pork and chicken meat.
- UTZ coffee: The cafeteria only offers UTZ-certified coffee. The UTZ certification guarantees cultivation based on sustainability standards. This standard focuses on the
training of coffee farmers to improve their working conditions and their income.
- Energy efficiency: The cafeteria employees are continuously trained to operate the cooking and presentation devices as energy efficient as possible.

Further information

Mobility » P3 » P5
The University of St.Gallen is located on the Rosenberg hill in the middle of one of St.Gallen’s preferred residential areas. In order to prevent excessive traffic and to support the use of public transportation, the University established a strict parking regime a very long time ago and supports the use of Mobility and E-bikes:
- Mobility Car Sharing: All HSG employees receive a 20% discount on their Mobility membership and travel expenses, including their private use. Moreover, the University of St.Gallen has its own Mobility location for two cars.
- E-bikes: There are sockets for charging the batteries of E-bikes at the University bicycle stands and in the library building’s bicycle cellar. Moreover, the University owns E-bikes which can be used for business travels within the St. Gallen region.
- Business trips: University of St. Gallen employees use public transportation whenever possible. Their full costs are refunded if they do not own a public transport subscription. The administrative management only refunds the costs of travelling by car if it agreed to do so beforehand, if the destination cannot or is very difficult to reach by public transportation and Mobility Car Sharing is not available.
- HSG Carpooling: The Student Union (SHSG) of the University of St.Gallen and the student association oikos Sustainable University (SU) have launched a platform for matching students who want to share car journeys. This makes it easier for them to find co-drivers/passengers, save fuel costs and protect the environment. Additionally, it allows them to get in touch with other HSG students.

Further information

Diversity & Inclusion » P3 » P6
In 2015, the presidency of the University of St.Gallen developed a diversity management strategy. This strategy was unanimously passed by both the Senate and the University Council and is supported throughout the University. It is the road map the University is going to follow in the following years. The strategy will be revised every two years to make sure that it is up to date regarding taking the weaknesses and strengths of the University’s diversity management practices into account. The strategy identifies four major fields of action: gender mainstreaming, the integration of university members with special needs, the integration of university members from different cultural backgrounds world-wide and, finally, the integration of university members from different social and educational backgrounds. These fields have been prioritised for action according to (a) the most pressing needs and (b) the available resources.

Since business studies are strongly associated with male predominance, both in image and actual practice, a business school is a notoriously difficult working milieu for women. Consequently, activities in the field of gender mainstreaming were given priority during the last few years. The aim is to improve the numbers of female students and faculty members significantly, which necessitates research on and regulation regarding the issues that have kept these numbers low. These actions are accompanied by counselling, coaching and networking services. In the second field, university members with the special needs, the University has introduced a special needs management, which oversees counselling and enabling services, offers case management facilities and helps the presidency expand strategic initiatives in this field. The third field, the integration of international faculty members, is being embedded in the student and faculty services that the external relations team offers. The aim is to transform the Taskforce Migration, which two professors currently supervise, into a new team dedicated to the challenges in this field. The fourth area, the integration of members from different social and educational backgrounds, is currently subject to a research project on the reasons for early student dropout. Pending the results of this study, steps will be taken to establish a team for this field as well. All the mentioned teams are part of the Office for Quality Assurance, which the Vice-President for External Relations supervises directly.

Further information

Human Resources Management » P3 » P6
The workplace health management survey conducted throughout the University in 2015 revealed what the term attractiveness means to our members of staff. According to this survey, the important elements are: leadership, working climate, health, work-family balance, communication and exchange between the University community members, the issue of the research staff members and assistants as well as the workplace situation and ergonomics. A variety of measures have already been initiated and implemented to address these points. Additionally, an extensive range of sports is offered free of charge, which not only has a preventive impact on the staff’s health, but also provides an opportunity for the exchange of ideas with others. Our intramural educational courses do not only offer courses on leadership and specialist competencies, but also on nutrition.

Further information
**Compatibility of Family and Work at the University of St. Gallen**

The University of St. Gallen focuses on a family-friendly staffing policy and promotes the compatibility of family and work. An appropriate environment, suitable frameworks as well as adapted infrastructure and information centres cater for motivation and quality of life at HSG.

<table>
<thead>
<tr>
<th>Family-friendly studying conditions</th>
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<tbody>
<tr>
<td>• Absences possible during degree course</td>
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<tr>
<td>• Part-time studies</td>
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<tr>
<td>• Assessment Year extension</td>
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<tr>
<td>• Examinations and written work</td>
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<td>• Study funding</td>
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<th>Family-friendly working conditions</th>
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<td>• Legal basis</td>
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<tr>
<td>• Fair play at work</td>
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<tr>
<td>• Fair play at home</td>
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<tr>
<td>• Home office / part-time work</td>
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<td>• Flexible working hours</td>
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<td>• Part-time work</td>
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<td>• Holidays</td>
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<td>• Illness</td>
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<td>• Accident</td>
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<th>Pregnancy/parenthood</th>
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<td>• Maternity leave</td>
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<td>• Paternity leave</td>
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<td>• Unpaid leave</td>
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<td>• Sabbatical</td>
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<td>• Adoption leave</td>
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<tr>
<td>• Breast-feeding time equals working time</td>
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<tr>
<td>• Child allowances</td>
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<tr>
<td>• Birth allowances</td>
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<tr>
<td>• Child’s illness</td>
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<tr>
<td>• Family reunion</td>
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<td>• Protection against dismissal</td>
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<th>Infrastructure for families</th>
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<tr>
<td>• Breast-feeding rooms and nappy-changing tables</td>
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<td>• Child-friendly university restaurant</td>
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<td>• Lifts</td>
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<td>• Maternity substitute</td>
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<td>• Procedures before/after confinement</td>
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<td>• Return to work guaranteed</td>
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<th>Childcare</th>
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<td>• Familienplattform Ostschweiz</td>
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<td>• SOS-Kinderbetreuung</td>
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<td>• Supervised holiday programmes for children</td>
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<th>Extension of temporary employment</th>
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<td>• Doctor’s degree</td>
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<th>Support and care of elderly relatives</th>
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<td>• Arrangements regarding working hours</td>
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<td>• Relief for supporting and care-giving relatives</td>
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Events and Dialogue

The guiding principles for responsibility and sustainability encourage HSG to reach out to business and society at large organisations to jointly explore and design effective approaches for meeting R&S challenges. Interdisciplinary dialogue platforms and events that promote the discussion of relevant topics are supported in many ways.

oikos St. Gallen Events
oikos St. Gallen organises various events on different topics, such as sustainable trade, fashion and social entrepreneurship, throughout the year.

oikos Conference
Every autumn semester the oikos Conference takes place at the University of St. Gallen. As one of the largest oikos initiatives on the campus, it grows in importance and relevance every year. The conference brings business representatives, professionals and students together to jointly identify solutions for the challenges expected in the sustainability area. New ideas are developed, existing knowledge is critically evaluated and new ways forward are examined through presentations, interactive workshops and panel discussions. The main goals are to make today’s business more sustainable as well as to create competencies and capacities that will encourage sustainable development in future.

Topics of recent oikos conferences:
- 2016 Energy Storage Solutions of the Future
- 2015 The Future of Sustainable Food Labels: Creation, Development and Impact
- 2014 Supply Chain Sustainability
- 2013 Future Model or Crisis Trigger? How Sustainable Can a Web-based Business Be?
- 2012 Commodity Trade: Hotspot Switzerland
- 2011 Profits without Hunger and Thirst?

Un-Dress
The Un-Dress project is a one-day fashion event comprising workshops, speakers and a fashion show in the evening. Un-Dress is a platform for creative and sustainable fashion designers from Switzerland to present their clothes and accessories to more than 300 participants. In the weeks following the event, the clothes shown can be bought at Globus, the St. Gallen department store. The presumption that sustainable clothes cannot be fashionable is shown to be a fallacy at every Un-Dress event and the participants return home with a better understanding of resources’ real value. The workshop topics and the fashion show aim to raise awareness of what lies behind the price tag of fashion items and how consumers can make a difference.

Trade Fair
The Trade Fair St. Gallen was created as part of the oikos Social Entrepreneurship project, which strives to be an effective platform to empower and support creative and socially responsible individuals and to develop their innovative and meaningful ideas. The project was created in collaboration with HSG SNS Ventures, Startfeld and the Impact HUB Zurich. It is a two-hour event with around 60 participants and serves as a marketplace for entrepreneurs, NGOs, volunteers and public institutions to exchange their know-how, skills and other useful resources. Only money cannot be traded. The Trade Fair is aimed at building effective networks and partnerships and at creating a new economic exchange system.

Social Entrepreneurship Conference
The oikos Social Entrepreneurship team organised the Social Entrepreneurship Conference 2015. The main goal of the conference was to give the 65 participating students an insight
into the social entrepreneurship concept. This first conference focused on the topic “Reduce & (Re)Use waste”. Six hours of presentations, workshops and panel discussions with firms like Freitag and Mr. Green illuminated the topic. Not only did presentations on the cradle to cradle and industrial ecology concepts provide a theoretical framework, but several social entrepreneurs also shared their experiences and explained how social entrepreneurship helped them overcome problems in their respective fields. In five parallel workshops, students had the opportunity to dive into social entrepreneurship thinking and collaborate with real entrepreneurs.

**oikos Social Entrepreneurship**

1. **The FutureLab** is hosted in St. Gallen and typically draws 100 participants from 20 countries and 40 oikos Chapters to advance initiatives that transform education and to cluster the impact of the oikos community. In 2015, the FutureLab was entitled #MakeEducationMatter and, in 2016, #WalkTheTalk.

2. **oikos LEAP** is a leadership programme launched in 2015 to inspire young leaders to be more responsible in their decision making and to equip them with insights, knowledge and tools that will make an impact. oikos LEAP runs three tracks: Advanced, Intermediate and Basic. All the tracks are intended to inspire the participants to take increasingly responsible actions at different commitment levels.

3. **Spring Meetings** unite the oikos network and rotate between oikos Chapters. In 2015, the Spring Meeting discussed sustainable finance at the LSE in London; in 2016, the topic explored at the EDHEC in Lille was entrepreneurial mindsets; and sustainable consumption will be addressed in Hamburg in 2017.

4. In 2015 and 2016, more than 50 young scholars received support to develop their research from Young Scholar Finance Academy (2015 & 2016), Energy (2015) and Entrepreneurship (2015).

5. With its PhD Fellowship Programme, oikos currently supports the research of two PhD Fellows working on (1) sustainable investments and CSR and (2) policy mechanisms to incentivise private investment in a low-carbon energy supplier.

6. Launched in 2003, the **oikos Cases Programme** supports the development and use of cases on sustainability. The competition invites scholars from around the world to submit cases to one of three tracks on corporate sustainability (started in 2003), social entrepreneurship (started in 2009) and sustainable finance (started in 2013).

**oikos Impressions**

“I’m still inspired by the wealth of oikos ideas, fruitful discussions and new learning methods from which many academic institutions could learn when creating their study programmes, conferences or workshops. A balance was achieved between the long academic discussions, intense work and QA sessions with long lunch walks, sledge riding and more.”

Davis Plotniek, Participant, oikos Entrepreneurship Academy; Stockholm Institute of Transition Economics, Stockholm School of Economics, Sweden

“I am so humbled by the receptive environment. The contents of the Meeting were so amazing and have really taken me to another level in life. They have really shaped my thought positively and have equipped me with ideals for quality leadership.”

Isaac Owusu, Participant, oikos Presidents’ Meeting 2015; Advisor, oikos Kumasi, Ghana

**Leaders Forum – Shaping the Global Sustainability Agenda**

The AVINA Stiftung, VIVA Trust and the University of St. Gallen, with the support of the Social Business Club, organised the Leaders Forum in February 2015. The conference offered insights into the global sustainability movement’s various initiatives, with a special focus on emerging markets. The event included a social entrepreneurship workshop, talks and roundtables conducted by various global sustainability leaders. Speakers like the federal councillor Doris Leuthard, Hernando de Soto, Yves Daccord and many others attracted more than 500 participants from various backgrounds, including social entrepreneurs, professionals, impact investors, academics and students.

**St. Gallen Forum for Management of Renewable Energies/#REMForum**

The St. Gallen Forum for Management of Renewable Energies is organised in May every year by the Good Energies Chair for Management of Renewable Energies. The conference, which first took place in 2010, attracts 150-200 participants every year and offers insights into the management and financing of renewable energies. It has also proven to be a key event for a growing network of professionals in the renewable energy field. The forum, which is organised in cooperation...
with the regional congress and exhibition platform “St. Gallen Energy Days” of the Olma Trade Fair and the city of St. Gallen, is a good example of regional partnership between business, public institutions and academia. Recent Forum topics were:

2016 RE-Invest 2016
2015 (EM)POWERING the Future: Contours of Tomorrow’s Energy System
2014 Energy turnaround 2.0 – David meets Goliath
#REMForum

Sustainable University Day » P3 » P5 » P6
The national Sustainable Development at Universities Programme and the HSG co-organised the 2015 Sustainable University Day with a focus on the topic of “Responsible Leadership – What is the Contribution of Universities?” The day attracted some 150 participants from all Swiss universities. It pursued questions like: How do universities respond to the challenges? Are they doing this effectively? What do students learn about this topic during their education? What good practices and successful strategies do universities develop to address these challenges? The conference offered keynotes, panel discussions, workshops and poster sessions.

St. Gallen Institute of Management in Latin America Events » P4 » P5 » P6
The St. Gallen Institute of Management in Latin America (former HSG Hub Sao Paulo) organises various events in the area of R&I throughout the year.

Innovative Business Models for a Sustainable Society: Insights from Latin America, October 2016
Owing to the growth of the HSG Hub Office in Sao Paulo, a decision was made to upgrade it to an institute, which led to the St. Gallen Institute of Management Latin America (GIMLA) in 2016. This conference thus marked the founding of the new institute in Sao Paulo, Brazil. The conference was organised in three main modules linked to the research that the HSG Institute of Management Latin America (GIMLA) undertook in the areas of access to healthcare, renewable energy and inclusive business.

Round table on Inclusive Business, April 2016
Together with its partner university FGV-EAESP and with the support of ICE, Sistema B, Swissnex and the Swiss-Brazilian Chamber of Commerce, the University of St. Gallen Sao Paulo Hub organised a round table on inclusive business on 29 April. Owing to the contributions of speakers from the business world and academia, the event provided interesting insights into where the inclusion of the bottom of the pyramid is heading and how these businesses can and should be included in economic processes. Nestlé, Walmart BINA/Migros and LafargeHolcim case studies were presented.

Nescafé Farming Forward Round Table in São Paulo, June 2015
The farming forward round table with the Universidade de São Paulo (USP) took place as a continuation of the conference with the same name that was held in November 2013 at the University of St. Gallen. The main objective was to further develop the discussion on sustainable coffee production. The round table brought together different stakeholders along the Brazilian coffee value chain. Besides Nestlé and the University of São Paulo, one of the largest small-holder farmers’ coffee cooperatives, COOXUPÊ, was present, as were researchers connected to the USP’s Center for Organizational Studies (CORS).

4th HSG Impact Investing & Social Finance Conference: Building Bridges for Further Impact at University of St. Gallen, April 2015
The main objective behind the organisation of an impact-investing conference on “Building Bridges for Further Impact” in a neutral academic setting was to strengthen the connection between current and potential impact investors from Switzerland and Brazilian and Mexican innovative social entrepreneurial initiatives. At the conference, we also aimed at leveraging the importance of business schools in engaging students in hybrid economic models beyond classroom theory. In addition, we promoted a network of key like-minded players from different regions.

St. Gallen Institute of Management in Latin America

Children’s University » P3 » P6
The HSG Children’s University aims to teach primary school children about issues relevant to children in society. In doing so, the focus is on issues drawn from HSG’s core subjects, i.e. business, economics and law. Children who attend all four sessions of the 2016 Children’s University, Christoph Frei explains why some children are forced to flee their country.

Children’s University Programme
The Long Night of Careers » P1 » P5
The Long Night of Careers (LNoC) is a joint venture by 16 Swiss universities. Similar to traditional career events, it facilitates dialogue between students and employers, but its informal and enjoyable setting is unique. Career & Corporate Services organises the HSG LNoC and helps
• students develop an established and sustainable career
• corporates grow their organisation sustainably by uniting them with future talents.

The 2015/16 programme included responsibility and sustainability-related formats such as workshops on ‘Social Entrepreneurs’, ‘Mindful Leadership’ and ‘Online Recruiting Tools’ as well as a ‘Power Challenge’ during which students produce electricity by cycling. The Center for Information, Counselling and Training for Professions relating to International Cooperation (cinfo), such as humanitarian aid, economic cooperation and peacebuilding, participated in the LNoC for the first time in 2016.

Mountain Forest Project » P1 » P5 » P6
The University of St.Gallen supports the active involvement of its students and staff in social responsibility projects. In May 2014, the University started a co-operative programme with the Bergwaldprojekt Stiftung, an NGO actively involved in the preservation of mountain forests. The Bergwaldprojekt Stiftung was founded in 1997 and is based in the canton of Graubünden. Its purpose is to promote the conservation, restoration and protection of the forest and the cultural landscape in the mountain area. Cultivation and practical work are required to achieve the NGO’s goals as well as making the public aware of the forest’s needs. By participating in the group’s educational programmes and projects in Swiss forests, the participants gain first-hand experience of what it takes to prevent avalanches, floods and erosion and protect forests against these. It is a perfect opportunity to experience nature and its protection from an entirely different perspective. Participation is free of charge – the Swiss Re Foundation and the Bergwaldprojekt cover the costs – and takes place in the mountain forest of the Taminatal. The programme is growing and attracting an increasing number of students and HSG employees.

Public Lectures Programme » P3 » P6
The Public Lectures Programme, which offers some 40 public lectures every semester, aims to be a traditional bridge to the city and region of St.Gallen. By opening its classrooms to the broader community, the University provides the public with a platform to engage in direct dialogue with its professors and students. This programme usually attracts around 4000 people per year and is unique among Swiss universities – not at least for the breadth of its lectures. Many of these address topics related to R&S, such as Martin Booms’s course on “Values in business and the economy” and the lecture series “Economic, social and legal perspectives on gender equality” that Christa Binswanger and Sonja Rüegg organised. In the fall semester of 2016 the focus will be on refugees and migration, including, for example, a lecture on “The unknown within and around us”.

Charitable Christmas Market
This is the second year that the Student Union invites everyone to the Christmas Market on the University of St.Gallen campus. In early December, different local stores and student clubs are given the opportunity to sell their treats and products on the
campus in order to collect money for a good cause. Evolving from the 2015 sustainability course “Sustainable Business Models,” this event not only brings Christmas spirit to the campus, but also gives visitors the opportunity to give back to society and our environment.

**Taskforce Migration**

In 2015, Europe witnessed the most severe refugee crisis in decades, with more than one million refugees seeking asylum in Germany alone. Although public attention to the topic fluctuates, the issue is likely to remain unresolved for quite some time. The University of St.Gallen consequently established the Taskforce Migration in the fall of 2015, thus continuing its tradition of becoming active during times of humanitarian crisis as it did during World War II when it welcomed refugees from Poland; in 1956 when it welcomed Hungarian refugees; and in 1968, when it welcomed Czechoslovakian refugees. The Taskforce does not only offer advice to refugees interested in pursuing studies at the University of St.Gallen, but also initiates and coordinates teaching as well as research projects on (forced) migration. Both students and the public at large benefit from our faculty’s expertise. Moreover, the Taskforce supports all of the university members’ endeavours aimed at helping refugees integrate into the St. Gallen region. In line with our University’s rich tradition of student engagement, the refugee crisis has also inspired philanthropic projects and events to open the campus to refugees: donations of clothing, sports equipment, and other necessities were organised several times during the year; sports events that brought students and refugees together on the playing field; students regularly give unaccompanied minors private lessons and coach them; and much more. In addition to supporting these initiatives, the Taskforce has also pursued its own projects: As part of its public outreach, it has organised a public lecture series, which provided the audience with an interdisciplinary overview of the migration crisis and the challenges ahead. The series will be continued in 2017 and will focus on integration questions.

**Sports Economics Day**

Unisport St.Gallen and the Swiss Institute for Empirical Economic Research (SEW-HSG) organise the HSG public event “Sports Economics Day”. This is a yearly event during which sport management is discussed from a practical and a scientific point of view. Academics present their newest research, while athletes, doctors and sports officials join the discussion. There is always enough scope for open dialogue during the event. In recent years, the topics have mainly focussed on sports’ integrative effect, for example, how involving teenagers in sports affects their livelihood and how sports can be used for the integration of refugees. Substance and drug abuse has also been a hot topic.

**VSN action day at the University of St.Gallen**

The national action day “Sustainability at Swiss Universities” took place in March 2016. The postulation paper, which was elaborated in collaboration with the VSS (Verband der Schweizer Studierendenschaften) and the VSN (Schweizer Verband Studentischer Organisationen für Nachhaltigkeit), was offered to the direction of several Swiss Universities. oikos St. Gallen organised the handover of the postulation paper to Prof. Dr. Thomas Bieger, the rector of the University of St.Gallen, on 8 March 2016. The attending representatives of student-run organisations expressed their expectations regarding and suggestions for more sustainability at the University of St.Gallen. They demanded, amongst others, that sustainability be anchored earlier in the academic education process and that more interdisciplinary and transdisciplinary programmes be offered. The postulation paper and a position paper as well as a press review of this national action day can be found on the VSN website.
Swiss Sustainability Hub » P2 » P5 » P6
The objective of the Swiss Sustainability Hub (SSH) is to establish Switzerland as a hub in order to make a major contribution to the world’s sustainable development (SD). The focus will be on business as the most important stakeholder group, but does not neglect the important contributions that other stakeholder groups as well governments, cantons, cities, municipalities, NGOs, families and individuals need to make. The Business School Lausanne manages the project, while Thomas Dyllick of HSG supports it. The SSH was launched in the fall of 2014, with a high-level advisory group of leaders from business, academy, administration and NGOs defining its vision. During 2015, the work continued with the development of a project plan and a sustainability framework that industry sectors can use to evaluate their sustainability exposure and contributions. In 2016, pilot projects were undertaken in the food, energy and banking industries, while the SSH also searched for a permanent structure and financing. The project should become operational in early 2017.

Swiss Sustainability Hub

TransAtlantic Business Ethics Conference » P3 » P5 » P6
The TransAtlantic Business Ethics Conference (TABEC) is one of the world’s leading conferences on Business Ethics. It brings together a selected number of leading Business Ethics scholars to discuss innovative approaches and new topics in the fields. TABEC takes place at different venues every two years. Thomas Beschorner, of the Institute for Business Ethics, organised the 2016 conference on „Justification and Application – Bridging the Gap in Business Ethics“.

TABEC

Blue University Label » P5 » P6
On 24 September 2016, the University of St.Gallen, together with the city of St. Gallen and its schools of higher education – the University of Applied Sciences and the University of Teacher Education – received the Blue University/Community label. The celebration was part of the municipality of St. Gallen’s Open Day at the water pump station and reservoir “Speicherstrasse”. Peter Jans, city councillor and representative of the city of St. Gallen, proudly unveiled the certificate. The following school partners were also present: Sybille Minder Hochreutener, Vice-Chancellor of the University of Applied Sciences; Thomas Dyllick, University Delegate for Responsibility and Sustainability; and Stefanie Graf, Leader of the Rectorate Staff Unit of the University of Teacher Education. Thereafter, the visitors had the opportunity to see and understand the functioning of the water pump station and reservoir. As a Blue University, HSG is committed to:

▪ recognising the right of water as a human right
▪ promoting the use of tap water from public infrastructure by ensuring that municipal facilities and services offer water from public taps wherever possible
▪ managing water responsibly
▪ promoting publicly financed, owned and operated water and wastewater services
▪ cultivating public-public partnerships with international partners and advocating the right to water at an international level.

Since water is a scarce resource in many parts of the world, the University of St. Gallen is proud to announce that it is part of the growing Blue Communities across the world and protects water with its abovementioned actions.

Further information

HSG Responsibility & Sustainability Communication » P1 » P3
As one of Europe’s leading business universities we are committed to responsibility and sustainability (R&S) in business and society. Communication is key to ensure that the students and the public in general are properly informed about the University of St.Gallen’s efforts in this respect. Consequently, HSG R&S is present on a variety of channels such as the R&S website, the HSG intranet and Facebook. A relaunch of the website is planned for November 2016, which will thereafter provide an even better overview of the variety of R&S activities in which the HSG is involved. Further, HSG R&S’s presence on the HSG intranet and the University website helps keep HSG employees informed about its R&S activities. To keep in touch with the students, the HSG Responsibility & Sustainability Facebook page informs them about upcoming events and initiatives in which they may be interested. The page’s follower base continues to grow.

R&S website | R&S at HSG | HSG Intranet | R&S facebook page
This report was compiled and written by the team in the office of the University’s Delegate for Responsibility and Sustainability. Information and data collection involved a large number of people from across the University.

Feedback on this report and suggestions regarding our sustainability and responsibility activities are welcome. They can be provided to sustainability@unisg.ch.

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