



PARTNER WITH BUSINESS SCHOOLS TO ADVANCE SUSTAINABILITY

IDEAS TO INSPIRE ACTION

PRiME Principles for Responsible
Management Education

UN GLOBAL COMPACT
Global Compact
LEAD

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BUSINESS-BUSINESS SCHOOL PARTNERSHIPS

Businesses and business schools collaborate to co-create solutions for sustainability challenges. For business, these win-win partnerships yield fresh and innovative input to a company's most pressing challenges and also create a pipeline to recruit the best minds. Simultaneously, partnerships enable higher education institutions to more effectively graduate students and future leaders who are prepared to tackle real-world challenges while concurrently supporting real-time curriculum adaption to reflect the issues that companies are faced with today and tomorrow.

BENEFITS OF COLLABORATION

- **Raise awareness about brand and activities in the space of sustainability:** Working with a business school provides opportunities to introduce your brand and sustainability approach to a new generation of leaders and managers.
- **Innovative Ideas:** Working with business schools can yield unique perspectives and a new understanding of dynamic sustainability challenges and opportunities.
- **Opportunities to recruit the best minds:** Engaging students in sustainability projects can act as an extended job interview, further introducing students to your work environment while giving you the opportunity to identify students/future hires of interest.
- **Better prepared staff:** Collaborating with business schools on content and delivery of programmes at all levels provides you with the opportunity to ensure that students/future hires, as well as current employees, are properly trained and equipped with the knowledge and skills to take on sustainability challenges and opportunities.
- **Employee Engagement:** Partnering with business schools provides opportunities to engage employees in sustainability topics both within the company and externally, providing opportunities to learn and share their knowledge, such as through continuing education or serving as a guest lecturer.
- **Stakeholder Engagement:** Business schools provide a neutral, solution-oriented environment to bring together a range of relevant stakeholders and likeminded organizations to share information and move key material issues forward.

BUSINESS-BUSINESS SCHOOL PARTNERSHIPS

CREATING MUTUAL UNDERSTANDING AND MUTUAL VALUE

Successful partnerships between businesses and business schools depend on creating mutual value.

Business Partners are looking to:

- Develop partnerships with a strong value proposition through projects that have a clear business case
- Connect with academic institutions that specialize in similar issues and core competencies
- Help shape the programmes they participate in
- Gain access to students/future hires and introduce them to their brand and company culture

Academic Partners are looking to:

- Solve real problems, co-create solutions, and improve future partnerships by learning from the process
- Leverage and advance the core expertise areas of a university, aligning faculty research interests with industry needs
- Develop robust, multi-dimensional, and long-term partnerships
- Deliver for the company while creating learning and career opportunities for students

FINDING A PARTNER

Finding an entry point to connect with a business or business school can sometimes be the most challenging part of developing a new partnership. Ultimately, there need to be representatives on both sides that are deeply committed to the project and in a position to drive progress.

The Principles for Responsible Management Education (PRME) is a sister initiative of the UN Global Compact. Learn more at www.unprme.org.

- The [Six Principles](#) of PRME are based on internationally-accepted values and provide an engagement framework for higher education institutions to embed responsibility and sustainability in education, research, and campus practices through a process of continuous improvement.
- PRME is **multi-stakeholder platform** with a dynamic network of local and global learning communities, including [regional PRME Chapters](#) and [thematic working groups](#), which collaborate with Global Compact issue areas and Local Networks on projects and events.
- The [PRME Champions leadership group](#), modelled after [Global Compact LEAD](#), partners with key stakeholders, such as business, for thought and action leadership on responsible management education.

To connect bilaterally with an academic partner in your field or region or to engage more broadly with a PRME workstream, contact PRMESecretariat@unglobalcompact.org.

BUSINESS-BUSINESS SCHOOL PARTNERSHIPS

TIPS FOR DEVELOPING STRONG PARTNERSHIPS

- **Mutually beneficial:** There is a wide range of ways that businesses and business schools can collaborate, from an individual staff member contributing as a guest speaker to an on-going collaboration between both partner organizations. Think innovatively and work with the business school to put together a unique partnership that will create value in mutually beneficial ways.
- **Go beyond PR and recruitment:** Partnerships with business schools should be seen as opportunities to collaborate on meaningful work, beyond simply promoting a brand or product to a young audience. Go beyond thinking about PR, and even recruiting, to seeing how the partnership can help strengthen the business further.
- **Get appropriate buy-in:** Securing the buy-in of key leaders in all partner organizations will ensure support for and continuation of a project. Corporate leaders need to be supportive of their staff's time with regard to partnership activities, even when this may not be reflected in year-end reviews or "bottom line" metrics evaluating the business's success.
- **Allocate the necessary resources:** Understand and commit the resources needed to make the partnership successful. Ensure that the right amount of resources, whether that is financial, time, or support, is invested by all partners.
- **Set objectives and deliverables:** Ensure that expectations for outcomes and progression are well articulated, including a clear scope of work, critical measures of success, contact person(s), time commitment, access to information, continuous engagement, and exit strategies in case things don't work out. Before starting, identify key success factors for the partnership.
- **Assemble a team with clear responsibilities:** Ensure that there is alignment of purpose and clear division of complementary roles for each partner. Getting the right people on the team is very important, as is ensuring that the project will continue even if there are changes in staff.
- **Put together a communication plan:** Constant communication between point people is a key success factor. Have a communication plan that includes regular check-ins, meetings to evaluate progress, and scheduled follow-up.
- **Celebrate success(es):** It's easy to get caught up in the day-to-day aspects of a project—be sure to celebrate successes as a way to boost team morale and also to promote the project with stakeholders.
- **Plan a debriefing:** Take the time at the end of the project to look back and analyse what worked and what didn't so that all partners involved can learn from the experience. Explore opportunities to bridge the partnership to work together on new projects.

IDEAS FOR PARTNERSHIPS

TIMELY TOPICS FOR COLLABORATION

Business-Business School partnerships can be used to:

- Translate the Sustainable Development Goals (SDG) for business, identifying industry-specific business opportunities related to a specific SDG and providing company-specific guidance on setting SDG related goals and measuring progress and impact. See [Appendix](#) for an overview of the SDGs.
- Integrate sustainability within organizations by function
- Explore opportunities to impact specific sustainability issue area(s) through the implementation of the Global Compact Principles. See [Appendix](#) for an overview of the Global Compact Ten Principles.

CATEGORY	REFERENCE	SPECIFIC INITIATIVES
Social	<p>Principles 1-2: Human Rights Principles 3-6: Labour SDG 1: Poverty SDG 2: Hunger SDG 3: Education SDG 4: Well being SDG 5: Gender Equality</p>	<ul style="list-style-type: none"> • Principles for Responsible Management Education (PRME) • PRME Working Group on Poverty • PRME Working Group on Gender Equality • Women’s Empowerment Principles (WEPs) • Children’s Rights and Business Principles • Indigenous Peoples’ Rights • Calls to Action (e.g. Refugee Crisis)
Environment	<p>Principles 7-9: Environment SDG 6: Water SDG 7 Energy SDG 13: Climate change SDG 14: Oceans SDG 15: Ecosystems</p>	<ul style="list-style-type: none"> • Food & Agriculture Business Principles <p><i>Water</i></p> <ul style="list-style-type: none"> • CEO Water Mandate • Water Partnership Hub <p><i>Climate</i></p> <ul style="list-style-type: none"> • Caring for Climate
Governance	<p>Principle 10: Anti-Corruption</p>	<ul style="list-style-type: none"> • Communicating on Progress (Transparency through Public Reporting) • Business for the Rule of Law <p><i>Anti-Corruption</i></p> <ul style="list-style-type: none"> • Anti-Corruption Collective Action • PRME Working Group on Anti-Corruption
Cross Cutting/ Drivers	<p>Principles 1-10 SDG 10: Reduce Inequalities SDG 11: Safe Cities SDG 12: Responsible Production and Consumption SDG 16: Peace</p>	<ul style="list-style-type: none"> • Business for Peace • Supply Chain Sustainability • Social Enterprise • Global Compact Cities Programme <p><i>Investment</i></p> <ul style="list-style-type: none"> • Sustainable Stock Exchanges • Principles for Responsible Investment (PRI)

IDEAS FOR PARTNERSHIPS

ENGAGE AS AN INDIVIDUAL

Business schools look for and provide platforms for individual employees (often alumni) to engage further. A few examples include:

- **Alumni Networks:** Copenhagen Business School in Denmark has a Sustainability Alumni Network with 500 alumni working in sustainability in the private, public, research, and non-profit communities. Using LinkedIn as a platform, the network serves as a tool to bridge business and academia. In 2013, a group of alumni shared perspectives on sustainable supply chain management, which resulted in a number of journal articles that are now included as course material in a master-level course on CSR.
- **Executive in Residence:** For almost a decade, Ivey Business School in Canada has leveraged partnerships with practicing managers. In many courses, they rely on key protagonists to bring the case to life, and some of the leaders serve as Executives in Residence in Ivey courses, certificates, or programmes. Executives in Residence also offer career guidance.
- **Guest Lecturing:** Faculty for a Day is an on-going programme at the University of Dubai in the UAE, in which executives from industry provide guest lectures to students in classes around CSR and sustainability. Guest lecturers have come from such organizations as the Dubai Chamber, Standard Chartered Bank, and TNT Express.
- **Mentorship:** The mentoring programme at Pforzheim University in Germany aims to support high-potential undergraduate students on their career paths through external mentoring. Mentors work in executive positions across the country in companies including Daimler AG and Lenovo.

SUPPORT EXISTING SUSTAINABILITY PROJECTS

Some partnerships involve businesses or business schools assisting each other with existing projects that are already underway, rather than creating a new project. A few examples include:

- **Deliver projects on the ground:** Staff and students at Nottingham University Business School in the UK joined forces with three Nottingham-based companies—Capital One, Eversheds, and Ikano—to deliver a financial literacy programme called ‘Cheese Matters!’ to children at the city’s secondary schools. The collaboration has contributed to an expanded pool of business volunteers to deliver the programme and offered business students opportunities to network with local businesses that foster cultures of socially responsible business.
- **Provide mutual learning opportunities:** Scotiabank and CENTRUM have established a long-term strategic alliance to teach socially responsible entrepreneurship to approximately 1,000 micro-entrepreneurs per year in economically depressed areas in Peru. The project involves MBA students as instructors and coaches. Scotiabank’s target is to involve more than 10,000 micro-entrepreneurs in all regions in Peru over 10 years.
- **Analysis of data:** PricewaterhouseCoopers in Finland regularly works with students enrolled in the course “Introduction to Corporate Responsibility” at the Hanken School of Economics to participate in the selection of the Best Finnish CSR Report in the Student Selection category as part of their annual CSR Reporting Awards.

COMPANIES AND SCHOOLS CAN WORK TOGETHER TO:



INFLUENCE

PARTNER'S SUSTAINABILITY APPROACH

Partner to influence each other's approaches towards sustainability integration and action to leverage sustainability knowledge and skills in any job



TRAIN

FUTURE LEADERS ON SUSTAINABILITY

Partner to prepare current and future employees to leverage sustainability knowledge and skills in any job



COLLABORATE

TO SCALE UP SUSTAINABILITY INITIATIVES

Partner to convene and engage stakeholders to better mobilize and scale sustainability efforts



RESEARCH

INNOVATIVE SUSTAINABILITY SOLUTIONS

Partner to further develop interdisciplinary knowledge and best practice in sustainability



CONSULT

ON EXISTING SUSTAINABILITY CHALLENGES

Partner to co-create innovative solutions to current business challenges and identify future business opportunities around sustainability

TYPES OF PARTNERSHIPS



INFLUENCE

Partners: Fordham University's Gabelli School of Business and BMW

Project: Urban Mobility and Electric Vehicles

Overview: In 2014, BMW was invited to present their electric cars and share the background story of their development to Fordham's Sustainable Business Foundations course in New York. Additional synergies were quickly apparent, with BMW interested in collaborating for both marketing purposes and to gain access to novel expertise. To push electric vehicle (EV) adoption, BMW leverages fresh perspectives from students in New York City on how their i3/i8 series cars can contribute to sustainable urban mobility.

Results: This is a unique opportunity for both partners, as the academic learning opportunities are vastly enhanced by real world sustainability challenges. Students appreciate the potential impact of their work, and BMW appreciates the opportunity to understand the views of the youth market and of potential customers of all ages who identify themselves with the lifestyle of millennials. The partnership has resulted in a course redesign and the setup of a co-curricular practicum. In the co-curricular Social Innovation Practicum, impact research projects are targeting questions around NYC commuting patterns and real estate development limitations.

“ Our graduate and undergraduate students have brought up the fact that they may never own their own car and are talking instead about group shares of cars — entirely different models for ownership. These are issues that other generations might not see, but to these 20+ and 30+ year-olds, they're front and centre for those living in cities like New York. This is what BMW is interested in.

Carey Weiss, Sustainability Initiatives Coordinator,
Fordham University Schools of Business

Partners: Sabanci University and various supporters, including Egon Zehnder and the Swedish Consulate in Istanbul

Project: Independent Women Directors Project

Overview: The Independent Woman Directors Project, launched in 2012, aims to help publicly listed companies in Turkey engage women as independent board members and help strengthen the position of women in decision-making mechanisms. The project maintains a database for tracking corporate inclusion of women on boards as well as an inventory of nearly 300 board-ready women taking into consideration the environment of the Turkish business world as well as the criteria deployed by the Global Board Ready Women initiative.

Results: The Independent Woman Directors Project aims to increase the number of women in Turkey to 23% by the year 2023 including all listed companies on the Borsa Istanbul (BIST). The project's target group includes companies listed on the stock exchange's BIST 400 Index, women who are ready to serve on corporate boards, as well as shareholders and investors. The Independent Woman Directors Project also coordinates the Women Empowered Board Index and the yearly Women Empowered Board Awards.

TYPES OF PARTNERSHIPS



INFLUENCE

Partners: University of Victoria Gustavson School of Business and Good Planet Company, among others

Project: Co-operative Education Programme

Overview: In Canada, the University of Victoria’s mandatory co-op programme offers all Gustavson School of Business students the opportunity to try out different jobs, build competencies, and earn income—and possibly secure a job upon graduation. The businesses involved gain access to the most current theories and practices, have a chance to hire in a low-risk way so they can find candidates that best match their business, and receive fresh ideas to help improve their business.

Results: Students can have significant impact on the businesses they work with. One student was responsible for a firm obtaining a Vancouver Island Green Business Certification. Another student found that his co-op employer, Good Planet Company, was a small business committed to sustainability, but wasn’t communicating this to consumers. The student implemented a strategy to change this, resulting in more loyal and excited customers and an increase in sales.

“ Our co-op student initiated contact with 1% for the Planet, which has been a great way to communicate how committed we are to having a positive impact on our community and environment. Our sales have definitely gone up.

Good Planet Company

Partners: Hanken School of Economics and 6 to 12 new project partners per year

Project: Project Course in Social and Environmental Responsibility

Overview: The Project Course in Social and Environmental Responsibility allows small groups of students at the Hanken School of Economics in Finland to work with organizations on issues related to sustainability and CSR. The aim of the course is to give students a chance to better understand the types of ethical and other CSR considerations and challenges that businesses are faced within their operations. The course has been offered since 2013, and the organizations and projects change yearly.

Results: One project involved developing a corruption due diligence system for Vaisala, a weather technology manufacturer. As a result of the project, Vaisala is using student suggestions as a basis for their country risk assessment tool. Based on the findings of the exit interviews, both the students and the organizations view this cooperation as very positive, and the number of organizations interested in partnering through the project course is increasing.

ADDITIONAL IDEAS FOR PARTNERSHIPS

- Include representatives from business schools on business advisory boards and vice versa
- Advise on the development and implementation of sustainability-related strategies

TYPES OF PARTNERSHIPS



TRAIN

Partners: Pan-Atlantic University Lagos Business School and First Bank

Project: First Bank Sustainability Centre

Overview: The First Bank Sustainability Centre at Lagos Business School is supported by First Bank Nigeria, one of Africa's leading financial operators with a strong commitment to thought-leadership on sustainability. The first of its kind in Nigeria, the university-based Centre is designed to refocus the relationship between business and its stakeholders by ensuring consistent development of ethical business leaders. The Centre supports organizations in becoming positive change agents that incorporate responsible practices to their operations and develop innovative products and services that transform their communities, while at the same time generating economic value.

Results: Approximately 2000 entrepreneurs, journalists, and business managers and leaders have participated in workshops and capacity building seminars on developing robust business practices with a sustainability strategy. Major business action and sustainability advocacy platforms have been organized to engage business leaders and managers, as well as collaborative business meetings focused on themes like sustainable energy, corporate foundations management and sustainable finance. Staff at First Bank and other financial institutions have also participated in capacity building workshops at the Centre on the designing and implementing sustainability strategies and sustainable banking principles.

Partners: American University in Cairo, International Finance Corporation, the Egyptian Corporate Responsibility Centre – UNDP Project, OECD MENA Women's Business Forum, the American Chamber of Commerce, and the Women and Memory Forum

Project: Women on Boards

Overview: The Women on Boards programme at the American University in Cairo (AUC) aims to improve the gender balance of corporate boards in Egypt and the wider Middle East and North Africa region by qualifying women to be appointed to corporate boards, developing a plan for engaging boards on the topic, informing male board members of the importance of gender equality, and advocating for policy and legislative changes that institutionalize gender diversity on corporate boards.

Results: So far, 13 women have gone through the Women on Boards training and certification programme, and AUC is also working closely with their partners on this project to incentivize the participation of women on their boards. Currently, AUC is looking to work with other schools and businesses around the world to expand the programme to new regions.

“Of the 233 companies listed on the Egyptian Stock Exchange, 48% have no women on their boards. The total women board directors is 8.7% (193 women out of 2200 directors). If Egypt is to join the 30% coalition, we would need to identify 600 women for this category of companies alone. We have started the first step.”

Ghada Howaidy, Director, Institutional Development,
School of Business, American University in Cairo

ADDITIONAL IDEAS FOR PARTNERSHIPS

- Co-create online courses for internal training of managers and/or co-branding MOOCs (massive open online courses) on sustainability topics
- Identify and develop sustainability competency profiles for students/prospective hires
- Teach, co-teach, guest lecture
- Co-develop new programmes at all levels, including executive and continuing education
- Support training of faculty around sustainability topics

TYPES OF PARTNERSHIPS



Partners: Audencia Nantes School of Management and Manitou Company

Project: Development of CSR Strategy

Overview: Audencia Nantes School of Management is working with Manitou, a leading material handling company in Western France. The company was interested in extending the CSR strategy developed at the French headquarters to its US subsidiary. In order to gain additional insights into the US market, Manitou tapped into a group of MBA exchange students at Audencia who were from Bentley University in the USA.

Results: Manitou headquarters has received a range of new ideas from the students on different perspectives (strategy, marketing, finance, social impact, human resources) and started discussions with the subsidiary to see how their CSR initiative can be developed for the US market. CSR has been taught in an innovative way to the students who recognize the impact of national contexts and the need to work with other departments to achieve progress.

Partners: SP Jain Institute of Management & Research and Tata

Project: Tata Social Internship Programme

Overview: The Tata Social Internship is a unique two-month experiential CSR internship offered to undergraduate and graduate students from the world's leading universities who come to India to work at one of the Tata companies' on-going CSR projects. Prior to the internship, students undergo a formal orientation that includes CSR India-specific courses, conversational Hindi language courses, participatory rural appraisal techniques, and developmental studies.

Results: SP Jain Institute of Management & Research (SPJIMR) has been involved with Tata Group companies, including Tata Motors, Tata Steel, and Tata Power, on over 20 projects, including conducting feasibility studies on renewable energy for rural schools, a study on farm-based livelihood potential, and the development of a strategic CSR roadmap. For Tata, this programme raises awareness about the company and gives them early access to high quality students/future hires. Bringing international perspectives and practices to these projects further helps develop their CSR work.

Partners: University of Limerick Kemmy Business School and Limerick Milk Market

Project: Marketing Strategy for Local Market

Overview: Students at the University of Limerick Kemmy Business School in Ireland undertook an in-depth analysis of the Limerick Milk Market, where they supported local microenterprises by partnering to analyze and suggest ideas for their respective market offerings. Each group of students was assigned one microenterprise, for a total of 25 businesses being supported by over 90 students.

Results: Through this engagement, students learned about the dynamics of a local market, as a microcosm of the market, where consumers and producers meet, interact, and trade, as well as contemporary trends in buying local and at places where consumers can find good value for money. The businesses, many of whom have not had any formal business training, were exposed to marketing theories and presented with resources, such as easy to-read visual reports and a series of films around the social meaning of the market, which have been screened at the market.

View the films at <https://vimeo.com/64995447>.

TYPES OF PARTNERSHIPS

CONSULT

Partners: INCAE Business School and Nestlé Nespresso

Project: Nespresso Sustainability MBA Challenge

Overview: Since 2008, Nespresso, a Nestlé subsidiary, has worked with the Sustainable Markets Intelligence Centre, based at INCAE Business School in Costa Rica, to better understand the economic, social, and environmental situation facing the smallholder farmers that supply nearly all of their coffee. Extensive research conducted by INCAE's Sustainable Markets Intelligence Centre looked at more than 1000 farms, which led to an array of new programmes at Nespresso to improve the livelihoods of smallholder coffee farmers. Further, INCAE and Nespresso have tapped into the global MBA student community for novel solutions through an annual case competition. Since 2013, Nespresso has identified key business challenges faced in their supply chain, focused on developing its Creating Shared Value Strategy. Teams of MBA students from 80+ schools around the world have generated solutions to a range of topics, such as securing the long-term sustainable future of coffee supply in Colombia, and proposing an integrated end-to-end greenhouse gas strategy in Nespresso's coffee supply chain.

Results: The 2015 challenge asked, "How should Nespresso capitalize on the opportunities of the circular economy to build a premium proposition for aspirational consumers?" The winning team from Stockholm School of Economics proposed a detailed strategy, which focused on incentivizing capsule recycling and making it even more convenient for consumers, with a plan to launch the strategy first in Brazil.

“ The MBA Challenge is a great opportunity to enlist the next generation of business leaders to develop and share their ideas to see how they can complement our thinking, particularly in terms of engagement of consumers in the circular economy.

Jean-Marc Duvoisin, CEO, Nestlé Nespresso

“ There are a lot of business school case challenges out there, so positioning a new one isn't easy. Students engage more when they identify with the issue, care about it, and most importantly, believe that their proposed solution will be taken seriously by the organization.

Lawrence Pratt, Director of the Latin American Center for Competitiveness and Sustainable Development, INCAE Business School

Partners: In the US, Babson College, Verizon, Campbell Soup Company, and IO Sustainability

Project: Project ROI

Overview: Babson, with its partner IO Sustainability, was commissioned by Verizon and the Campbell Soup Company to do a study to fill a knowledge gap about CSR's true impact on business. Project ROI provides a global assessment of the range of business impacts of CSR policies, processes, and programmes.

Results: Some key findings from the report are that well-run CSR programmes have the potential to:

- Increase market value by 4-6%
- Increase employee productivity up to 13%
- Reduce employee turnover rate by 25-50%
- Provide risk protection of 4-7% of company value
- Reduce cost of equity by 1%
- Increase sales up to 20%

Both companies are currently evaluating the results for potential application.

ADDITIONAL IDEAS FOR PARTNERSHIPS

- Sponsor case competitions to explore new ideas for a particular company or industry
- Develop and implement sustainability strategies within a local context

TYPES OF PARTNERSHIPS



COLLABORATE

Partners: Glasgow Caledonia University and various leaders in the Fashion Industry

Project: Fashion Sharing Progress

Overview: Glasgow Caledonia University's Fair Fashion Centre's mission is to prove the business case for sustainability in the apparel and accessories industry. The Centre, based in New York, works closely with key fashion, apparel, and textile companies, including leading multi-national firms responsible for much of the global outputs and consumer behaviour worldwide.

Results: In an effort to assist the industry in addressing the integrated issues facing both business and society, the Fair Fashion Centre is structured to aggregate and distil the best and most scalable practices, source new opportunities for engagement, and research emerging tactics and technologies in supply chain sustainability, social responsibility, ecology and environmental impact reduction. The projects vary from short to long-term programmes that move company initiatives beyond CSR, and empower organizations to embed sustainable business practices by providing solutions across business functions.

“ A \$2.5 trillion industry worldwide, fashion is the second largest user of water and the second highest polluter. While this scale and global integration propel fashion to a top rank on any impact index, it is its nature of constant reinvention that also becomes its opportunity for rapid re-evaluation and transformation.

Cara Smyth, Vice President, GCU New York

Partners: Sabanci University, Akbank, and E&Y Turkey

Project: Carbon Disclosure Project

Overview: Sabanci University is the local partner of the Carbon Disclosure Project for Turkey. The Carbon Disclosure Project works to transform the way the world does business to prevent climate change by using the power of measurement and information disclosure to improve the management of environmental risks. Globally, the Carbon Disclosure Project works with 822 institutional investors holding US \$95 trillion in assets, and a growing number of purchasing organizations use companies Carbon Disclosure Project reports to mitigate environmental risks in their supply chains. The Carbon Disclosure Project Turkey has specific missions to raise the environmental awareness in Turkish businesses, facilitate the dialogue between companies and other stakeholders, provide a chance for reporters to become more visible to international investors, train and inform companies about possible benefits and share good practices.

Results: Since 2011, companies included in the Borsa Istanbul 100 (BIST-100) index are invited annually to respond to the Carbon Disclosure Project's Climate Change information request. In 2015, 46 companies responded Turkey. In 2015, the Sabanci University Corporate Governance Forum of Turkey launched the Carbon Disclosure Project Water Programme in Turkey by inviting 51 of the largest BIST-100 companies to disclose information regarding water resources. In total, 15 companies responded from Turkey. The Carbon Disclosure Leadership Award and Carbon Disclosure Performance Leadership Award are also coordinated by the school.

TYPES OF PARTNERSHIPS



COLLABORATE

Partners: Jonkoping International Business School and 30 companies from glass and wood industries, including Arkitekt Bolaget, BoKlok, Elitfönster, Glassolutions, SmålandsVillan, Södra, among others

Project: Sustainable Housing Network: Smart Housing Smaland

Overview: The project aims to safeguard and further develop innovations and industrial expertise in glass and timber construction, both core activities in this particular region. It looks to explore business opportunities to meet the housing shortage in Sweden and internationally. The long-term vision is that Smart Housing Smaland becomes an internationally attractive innovation environment, offering smart accommodation and sustainable build environments based on glass and wood.

Results: The project mobilizes 30 companies active in glass and wood in the area along with academic institutions and local and regional councils. One recent project includes the development of a prototype for multi-family housing in collaboration with house manufacturers, scientists and architects. In 2013, the organization hosted the first open workshop in Växjö, where around 120 industry practitioners, public officials and researchers discussed future housing solutions. In 2014, Smart Housing Smaland celebrated the second workshop “Smart Housing Solutions for the Youth.” Currently, a number of JIBS researchers are conducting three research projects on Open Innovation in the Construction Sector, Internationalisation—A Descriptive Study, and “Entrepreneurial Project Realisation.”



The open innovation study revealed that this approach to innovation is almost non-existing in the construction sector. This study confirmed the need of developing an open innovation milieu such as Smart Housing Smaland.

Anders Melander, Associate Professor, Jonkoping International Business School

ADDITIONAL IDEAS FOR PARTNERSHIPS

- Participate in, fund, and contribute to events around sustainability topics
- Create multi-stakeholder projects and platforms to move issues forward

TYPES OF PARTNERSHIPS

RESEARCH

Partners: University of Hertfordshire and Tarmac (latterly Lafarge Tarmac)

Project: Sustainable Living Research Project

Overview: The University of Hertfordshire – Lafarge Tarmac Sustainable Living Partnership was developed with a view to informing and influencing a broad approach to practice, research, awareness raising, and education in the field of sustainable living. The partnership arose from a desire to face up to the challenges of creating sustainable communities and is working to create a debate about sustainable living and contribute to national and international work on this theme. Under the Sustainable Living Partnership (SLP) the company has sponsored a substantial research programme aimed at generating and publicizing very practical and useful results through applied research and dissemination on sustainable living research topics.

Results: The Partnership established a set of principles as follows:

- Over the course of the partnership period, excellent academic research and related activities should be undertaken in areas relevant to sustainable living
- Research findings should, where possible, feed into applied conclusions and practice
- Results of research and other Partnership activities should be disseminated as widely as possible to influence debate on sustainable living

A report entitled “People, Places and Products: Exploring sustainable-living practices in masterplanned communities,” the results of a three year study into sustainable living practices undertaken in the UK and Australia has been published along with implementation of a major programme for dissemination.

With the existing programme of work coming to a conclusion, the company has indicated its wish to promote an enlarged agenda within the wider context of sustainable living and development of interest to both the company and the university.

Partners: NOVA School of Business & Economics and Nestlé

Project: Nestlé/NOVA Best Paper Award

Overview: Since 2009, the Nestlé and NOVA School of Business in Portugal have partnered on a Best Paper Award that aimed to promote the development of research on Children Consumer Behaviour, in alignment with the most recent guidelines from UNICEF and the EU Pledge on research, communication, and advertising targeting children and youngsters. The research is focused on the betterment of children’s lives through research on the effects of media on children and evaluation of their ethicality, and also by using marketing tools to promote healthy lifestyles in children. At the beginning of each semester, Nestlé proposes a set of themes related to issues that concern brand managers at the time. NOVA students then conduct research with the support of an adviser. At the end of the semester, Nestlé evaluates all the papers and selects the winner.

Results: The prize for the winner is a six-month internship at Nestlé, and a large number of the winners have gone on to work for the company beyond their internships. To date, over 66 papers have been written, with several going on to be accepted in international conferences and journals.

TYPES OF PARTNERSHIPS



RESEARCH

Partners: Queen’s University Smith School of Business and Suncor Energy Foundation

Project: Indigenous Youth

Overview: In 2011, the Suncor Energy Foundation and the Smith School of Business Centre for Social Impact at Queen’s University in Canada entered into a 5-year partnership with the goals to build the capacity of community leaders and enhance student programming, the curriculum, and research. Suncor Energy Foundation took an innovative approach by convening their key partners (including the business school) with communities of non-profit organizations, and service and education providers, as well as a number of indigenous elders and youth.

Results: Several research projects undertaken by the Smith School of Business, including a publication on “Social Enterprise Opportunities for Indigenous Youth,” and an in-depth case study on an emergent social movement that aims to connect indigenous and non-indigenous youth in Canada, have helped Suncor to better understand key issues facing indigenous youth and led to the co-creation of opportunities both for and with youth.

“ Through this partnership and our ongoing research, our students and researchers have been able to glean much needed insight and understanding into issues and opportunities facing Canada’s Indigenous youth. These include opportunities for robust dialogue and social enterprise solutions in remote communities.

Tina Dacin, Director, Centre for Social Impact,
Smith School of Business, Queen’s University

Partners: University of Guelph College of Business + Economics and College of Engineering and Reid’s Heritage Homes

Project: Net Zero Home Construction

Overview: Reid’s Heritage Homes, a leading homebuilder in Ontario, Canada, is exploring how to create net zero homes geared to the mainstream public and partnered with the University of Guelph for project support. Reid’s Heritage Homes provides the University with access to their data on sustainable building, which in turn gives the company access to leading experts in applicable fields, who provide tailored analysis to questions of interest to Reid’s Heritage Homes. The company, apart from collecting and preparing the data for the school, meets regularly with the students as guest speakers as well as giving tours of their projects.

Results: Reid’s Heritage Homes understands that educating tomorrow’s real estate industry leaders—as well as homebuyers—will improve their industry, and understands that much still needs to be learned through rigorous research regarding the business side of sustainable housing. One current research study involves examining the role of real estate agents in the energy efficient home sales process.

“ The mutually beneficial nature of the Reid’s Heritage Homes–University of Guelph partnership is the primary goal, benefiting stakeholders in both organizations. However, the partnership offers the added benefit of supporting the advancement of sustainable and energy efficient housing, both within Canada and extending well beyond its borders.

Avis Devine, Assistant Professor of Real Estate and Housing,
University of Guelph

TYPES OF PARTNERSHIPS

RESEARCH

Partners: University of Technology Sydney Business School, Munich Re, World Bank, Insurance Council of Australia, Insurance Australia Group, TAL

Project: Insurers' Role in Sustainable Growth

Overview: Executive MBA candidates at the University of Technology Sydney Business School in Australia have been undertaking a study in collaboration with the world's leading insurers that aims to ensure risks, such as climate change, human rights abuses, and corruption, are considered in big infrastructure projects. The project, "Insurers' Role in Sustainable Growth," surveys how insurers integrate environmental, social, and governance (ESG) risks into their agreements.

Results: Preliminary research by the team suggests big differences in how ESG factors are considered in various types of projects in different countries. The results are feeding into a project involving the United Nations, the World Bank, and Munich Re, the world's largest reinsurer, looking at how the insurance industry can strengthen its contribution to sustainable development. They are also informing the development of ESG guiding principles for surety bond underwriting, the providers of which are in a position to influence how ESG risks are addressed in big projects.

“ At present there are no international guidelines for insurance underwriters to assess the environmental, social, and governance risks on infrastructure projects. This isn't just your standard MBA project but something really cutting edge in terms of how the global insurance industry is going to manage risk.

James Hutchin, Associate Professor and Associate Dean, Business Practice and External Engagement, University of Technology Sydney Business School

ADDITIONAL IDEAS FOR PARTNERSHIPS

- Develop case studies around sustainability topics
- Research sustainability and apply learnings on a local and/or national level
- Connect businesses and interdisciplinary researchers

MORE INSPIRATION FOR PARTNERSHIPS

PRiMETIME provides a range of examples of how business schools and academic institutions are working with business around the world.

 primetime.unprme.org

UN-Business Action Hub provides an interactive forum for business, UN agencies, and the academic community to engage in dialogue, share information and take action to advance the SDGs. Through the Hub, companies and other organizations can find partners for their own projects or join existing ones that address the SDGs and other societal issues. The Hub also provides a platform for companies to post their commitments and goals to advance the SDGs.

 business.un.org

APPENDIX

THE SIX PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

As institutions of higher education involved in the development of current and future managers we declare our willingness to progress in the implementation, within our institution, of the following Principles, starting with those that are more relevant to our capacities and mission. We will report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions:



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.



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.



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



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.



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.



Dialogue: We will facilitate and support dialogue 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.



We understand that our own organisational practices should serve as example of the values and attitudes we convey to our students.

APPENDIX

THE TEN PRINCIPLES OF THE UN GLOBAL COMPACT

The United Nations Global Compact's Ten Principles enjoy universal consensus and are derived from the:

- [Universal Declaration of Human Rights](#)
- [International Labour Organization's Declaration on Fundamental Principles and Rights at Work](#)
- [Rio Declaration on Environment and Development](#)
- [United Nations Convention Against Corruption](#)

The UN Global Compact asks companies to embrace, support, and enact, within their spheres of influence, a set of core values in the areas of human rights, labour standards, the environment, and anti-corruption.

HUMAN RIGHTS

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

LABOUR

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

ENVIRONMENT

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

ANTI-CORRUPTION

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

APPENDIX

THE SUSTAINABLE DEVELOPMENT GOALS



On 25 September 2015, the 193 UN Member States adopted a set of 17 global goals and 169 targets to **end poverty, protect the planet, and ensure prosperity for all** as noted in [Transforming our world: the 2030 Agenda for Sustainable Development](#).

Learn more at www.un.org/sustainabledevelopment/sustainable-development-goals.

1. End poverty in all its forms everywhere
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
3. Ensure healthy lives and promote well-being for all at all ages
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
5. Achieve gender equality and empower all women and girls
6. Ensure availability and sustainable management of water and sanitation for all
7. Ensure access to affordable, reliable, sustainable and modern energy for all
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
10. Reduce inequality within and among countries
11. Make cities and human settlements inclusive, safe, resilient and sustainable
12. Ensure sustainable consumption and production patterns
13. Take urgent action to combat climate change and its impacts
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development forms, including extortion and bribery.

