



REPORT ON RESPONSIBILITY
AND SUSTAINABILITY 2020

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INTRODUCTION

A WORD FROM OUR PRESIDENT

“We are confident we will continue seeing results that give meaning to our claim: From Insight to Impact” – Prof. Bernhard Ehrenzeller, President of the University of St.Gallen.



With its fifth PRME progress report, which serves simultaneously as the University's Report on Responsibility and Sustainability, the University of St.Gallen (HSG) confirms its commitment to integrating the principles of responsibility and sustainability into all of its activities.

Such a commitment requires meaningful action and a shared mindset. St.Gallen has proven to have both at all levels, from its leadership to its active student body: By signing the Global Universities and Colleges Climate Letter in October 2019, we have joined UNFCCC's "race to zero" and established a Climate Solutions Taskforce to reach this ambitious goal. Our researchers have embarked on numerous projects dedicated to the UN Sustainable Development Goals, making St.Gallen one of the top three European business schools in that area. As our winners of the HSG Impact Award show, many of these research projects lead to promising applications. From sustainable energy solutions to business models for the circular economy, our research is contributing to a more sustainable future. With new research clusters such as the Competence Center for Social Innovation, the Center for Mobility and the Competence Center for Circular Economy, Business Models and Sustainable Transformation, we are confident we will continue seeing results that give meaning to our claim: from insight to impact!

Most importantly, we are investing in our future – our students. Sustainability and responsibility are key issues across our curriculum, not least thanks to our students. Our new Managing Climate Solutions certificate programme received three times as many applications from students as we were able to accommodate. This was a clear sign that the current generation is ready and willing to take action. Associations such as oikos and IGNITE are testament to the great dedication of our students to become changemakers.

Principles for Responsible Management need to be brought to life not only among university leaders, but throughout campus communities. We are proud to say that the University of St.Gallen is committed to this objective.

A LETTER FROM OUR DELEGATE

“The last two years have seen some important developments, building on our integration of the Sustainable Development Goals in 2018” – Prof. Judith Walls, Delegate for Responsibility and Sustainability at the University of St.Gallen.



It is my great pleasure to be part of our biennial PRME report on Responsibility and Sustainability (R&S) for the first time. This 2020 report highlights how we embed sustainability in our curriculum, executive education, and co-curricular activities, as well as research, campus, and the local and global community.

The University of St.Gallen is a vibrant and entrepreneurial business school with an effervescent and proactive student body. We are conscious of our responsibility to educate the next generation of managers and leaders for a world that needs urgent solutions to major environmental and social challenges like climate change, biodiversity loss, gender-, racial-, and other inequalities, and political and social unrest.

The last two years have seen some important developments, building on our integration of the UN Sustainable Development Goals in 2018. We welcomed new members to the core R&S team to coordinate University-wide sustainability activities across the administration, faculty, and students. We also set up a new Climate Solutions Taskforce which actively assessed the University’s greenhouse gas emissions to identify priority action areas and is exploring innovative ways to reduce emissions through action-based learning.

In addition, the University leadership asked our team to develop a five-year R&S strategy, recently approved by the President’s Board who view sustainability as “the next wave” of transformation at the HSG. As a result, the R&S and Climate Solutions teams are involved in workshops and dialogue with the academic and administrative bodies of the University.

In addition, we continue to benefit from a strong bottom-up drive from our students, whose interest in and demand for sustainability continues to grow, including in the large and essential body that represents all students, the student union (SHSG).

Sustainability is, and has always been, an important component of the HSG’s mission, as we continue to enact our vision “From Insight to Impact” in the coming years.

RESPONSIBILITY & SUSTAINABILITY AT OUR UNIVERSITY

We have structural elements in place to anchor responsibility and sustainability at the University of St.Gallen.

Responsibility and Sustainability

In 2010, the President's Board appointed an official Delegate for Responsibility and Sustainability. In 2020, Prof. Judith Walls took over the delegate role from her predecessor. Her team has been initiating, coordinating, supporting, and reporting on the activities related to responsibility and sustainability in research, education, public engagement, and on campus.



Prof. Judith Walls
Delegate, Responsibility
and Sustainability



Dr. Tabea Bereuther
Manager, Responsibility
and Sustainability



Dr. Jost Hamschmidt
Project Leader; Curriculum
Development Sustainability



Sandra Ramme
Community Developer,
ECOconnect since 2021



Rafael Widmer
Head, ECOconnect (2019–2020)

Climate Solutions Taskforce

After signing the Global Universities and Colleges Climate Letter in October 2019, a Climate Solutions Taskforce was set up to achieve the goals articulated in the Climate Letter. The taskforce is led by the directors of the Institute for Economy and the Environment (IWÖ-HSG), Prof. Judith Walls and Prof. Rolf Wüstenhagen, and managed by Prof. Moritz Loock. The taskforce and the associated members represent different stakeholders within the University.



Prof. Rolf Wüstenhagen
Co-Head, Climate Solutions
Taskforce



Prof. Judith Walls
Co-Head, Climate Solutions
Taskforce



Prof. Moritz Loock
Manager, Climate Solutions
Taskforce



Dr. Merla Kubli
Programme Manager, MaCS

Key Achievements of the Climate Solutions Taskforce:

Carbon Neutrality and Footprint Calculation

The climate strategy with the clear goal of achieving carbon neutrality by 2030 was the starting point for measuring and calculating the University's CO₂ footprint. This footprint will serve as a baseline for developing a CO₂ reduction and offsetting strategy in the following years. Read more about the goal of carbon neutrality and how the University approaches it on page 71.

Managing Climate Solutions Certificate (MaCS-HSG)

In 2020, the Managing Climate Solutions (MaCS-HSG) certificate was successfully launched. The first cohort of Master's students has started the journey of developing entrepreneurial solutions to one of the most pressing societal challenges of our time – climate change. On page 32 you can read more about the certificate and what students think about it.

Associate Members

- Ulrich Schmid: Vice President, External Relations
- Bruno Hensler: Director of Administration
- Jana Plananska: PhD student, Institute for Economy and the Environment
- Jennifer Essig: Head, Organization & Project Development
- representative of oikos
- representative of Student Impact
- representative student union SHSG

Diversity and Inclusion Unit

Established in 2016, the Diversity and Inclusion unit within the University administration offers guidance, training and support to the University community on topics surrounding equality, diversity and inclusion. It is headed by Dr. Regula Dietsche and is made up of the Equal Opportunity and Special Needs competence centres. The team of experts includes Liza Lock, lic. phil, Dr. Anna-Katrin Heydenreich and Dr. Verena Witzig. Read more about the goals and activities of the unit on page 83.



Dr. Regula Dietsche
Head, Diversity & Inclusion



Liza Lock, lic. phil
Expert, Diversity & Inclusion



**Dr. Anna-Katrin
Heydenreich**
Expert, Diversity & Inclusion



Dr. Verena Witzig
Expert, Diversity & Inclusion

Key achievements of the Diversity and Inclusion Unit:

Inclusive Language Guideline

The inclusive language guideline provides guidelines on how to use inclusive, non-discriminatory language and linguistically introduces gender diversity through the use of a star or underscore.

Training Tool: Implicit Bias

To reduce implicit bias in appointment committees, the unit has designed and implemented a training tool. The latter is designed as a 'serious game': participants are led through a fictional appointment process using short videos. Learn more about the tool on page 83.

Committee for Gender Equality

Led by Prof. Isabelle Wildhaber, the Committee for the Equality of Women and Men is concerned with diversity issues, especially gender equality. The members represent the schools as well as junior faculty, and the student body. Learn more about the Committee on page 84.



Prof. Isabelle Wildhaber
Head, Committee for Gender
Equality

Key Achievements of the Committee for Gender Equality:

Inclusion of Diversity into the University of St.Gallen Act

The Committee participated in the consultation process of formulating a new version of the University of St.Gallen Act and suggested introducing a paragraph stating that the University is tasked with fostering diversity, including all social groups, and protecting its members from discrimination.

Covid-19 and Gender Equality

During the Covid-19 pandemic, the Committee for Gender Equality advised the President's Board on how to address questions related to vulnerable persons as well as the increased burden on caregivers.

 [unisg.ch/en/universitaet/hsgservices/beratung/beratungsstellen/chancengleichheit/gleichstellungskommission](https://www.unisg.ch/en/universitaet/hsgservices/beratung/beratungsstellen/chancengleichheit/gleichstellungskommission)

Further Structural Elements

In addition to the formal responsibilities mentioned above, progress made in the field of responsibility and sustainability is based on the ideas and initiatives of many individual employees at our University, as well as on those of students and alumni. Employees working in the central administration and teaching innovation are involved in shaping the University's activities in the field of sustainability. The working group on sustainable infrastructure, the HSG Alumni Sustainability Club, and several institutes and research centres contribute to implementing sustainability at the University.

GUIDING PRINCIPLES FOR RESPONSIBILITY & SUSTAINABILITY

We envision a University of St.Gallen in which sustainability is an integral part of the University's culture and is deeply embedded in all aspects of university life – from research to teaching, and from campus activities to the University's structures and processes.



Policy Statement on Responsibility and Sustainability

The HSG Roadmap 2025 defines the university-wide vision and principles. Accordingly, the University aims to take up a leadership position in finding solutions to socially relevant problems and to inspire people to act in an ethical and socially responsible manner. Based on this roadmap, the University of St.Gallen defined the following policy statement in 2016:

- 1. Take action:** As a leading business university, we want to contribute to solving the challenges of globally responsible action and sustainable development in business and society.
- 2. Integrate:** We therefore include pertinent demands in all our activities, in particular education, student engagement, research, executive education, public outreach, infrastructure, and operations.
- 3. Educate:** Through our education, we educate entrepreneurial personalities whose actions are informed by social responsibility and sustainability.
- 4. Research:** Through our research, we contribute to solving current and future problems related to globally responsible action and sustainable development in business and society.
- 5. Partnerships:** We reach out to organisations in business and society to jointly explore and engage in effective approaches to meeting the challenges of globally responsible action and sustainable development.



Sustainable Development Goals

In 2018, the University integrated the UN Sustainable Development Goals (SDGs) into its strategy. The SDGs outline 17 grand social and environmental challenges that people, organisations, and countries must address in order to have a socially inclusive, economically and politically stable, and ecologically resilient world. The University of St.Gallen has been actively involved in addressing several of these goals, including the issues of quality education, gender equality, clean and affordable energy, responsible production and consumption, climate action, peace, justice and strong institutions, and creating partnerships that support the achievement of these goals.

Global Universities and Colleges Climate Letter

In October 2019, the University of St.Gallen signed the Global Universities and Colleges Climate Letter initiated by the UN SDG Accord. With this letter, the University has committed to the following goals:

1. Mobilising more resources for action-oriented climate change research and skills creation;
2. Pledge to reach net-zero by 2030;
3. Increasing the delivery of environmental and sustainability education across curriculum, campus and community outreach programmes.

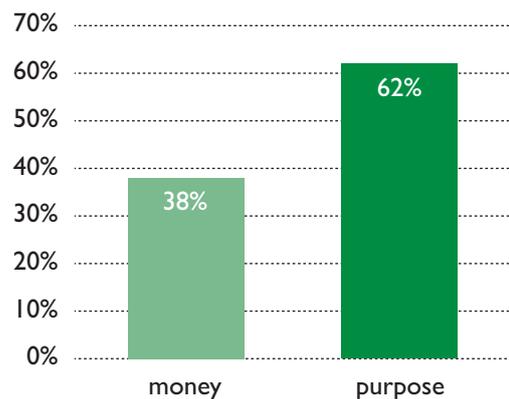
To achieve these goals, the Climate Solutions Taskforce has been established. As part of this letter, the University also agreed to annually update its plan to achieve net-zero CO₂ emissions with interim goals that are made publicly available.

HOW OUR STUDENTS VALUE SUSTAINABILITY

The active student body is a unique characteristic of the University of St.Gallen. Sustainability has a long tradition among our students and is increasingly gaining importance.

Students Aim for Purpose in their Careers

According to a survey by the Career and Corporate Services (CSC) of the University of St.Gallen, around 62% of our students value having a purpose more highly than money in terms of career decisions (n= 96).

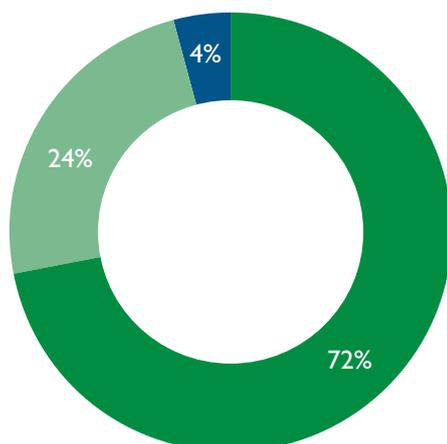


What does “Green Work” mean and how will it change our personal daily lives and careers in the future?

Prof. Judith Walls talks about the meaning and impact of green work in the career magazine of the University. Read the full interview here:

hsgcareer.ch/karrieremagazin/trends/sustainability

Strong Interest in Sustainability-Related Topics



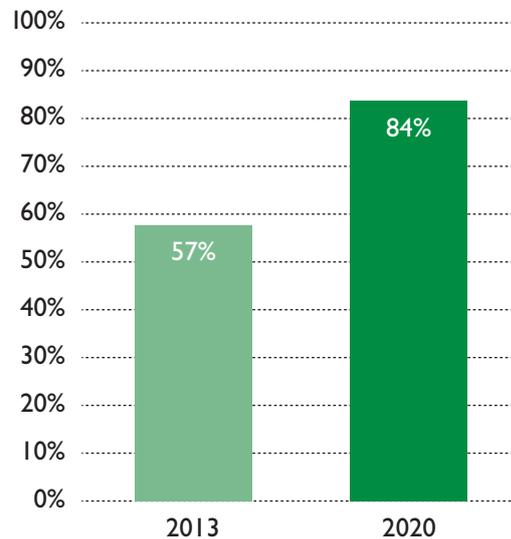
A survey conducted by Student Impact in 2020 shows that 72% of the participants perceive sustainability as (rather) life-defining (n=141).

- (Rather) life-defining
- Neutral
- (Rather) irrelevant



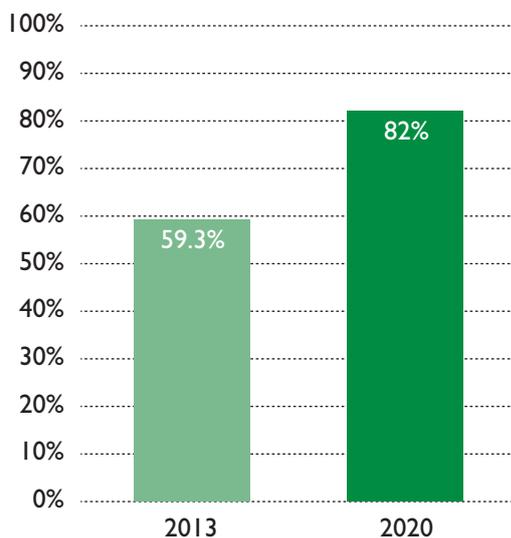
Integrating Sustainability into the Curriculum: Students Show Desire for Sustainability

During 2020, oikos St.Gallen conducted a student survey and found that there is a significant demand from students for more sustainability in the curriculum: More than 84% of survey respondents would like to see a stronger emphasis on sustainability in their study programmes (n=107), which is a significantly larger percentage compared to results from 2013.



Increasing Personal Interest and Engagement in the Field of Sustainability

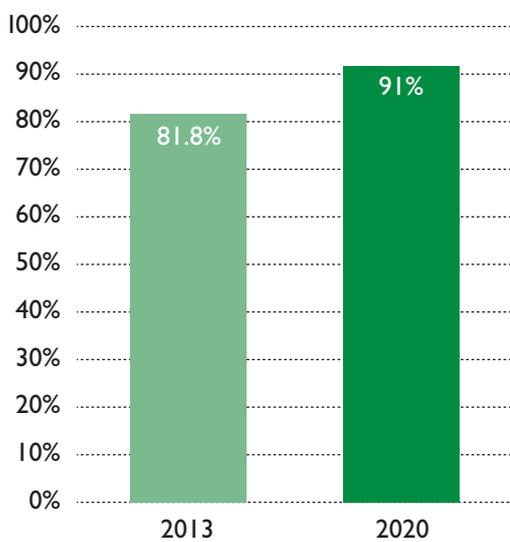
The survey by oikos also shows an increase in students' interest and engagement in the field of sustainability from about 60% in 2013 to 82% in 2020 (n=107).



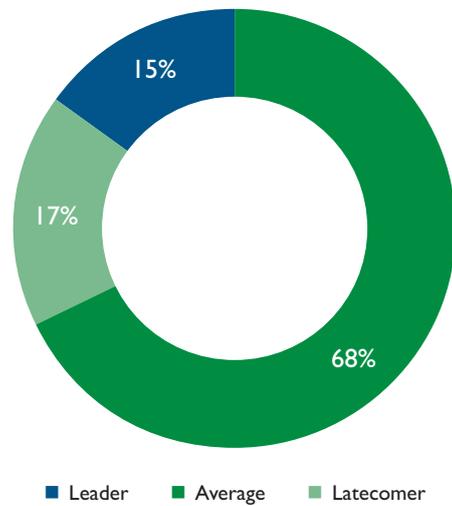
Importance of Sustainability for a Business School

The oikos survey also shows that 91% of the survey respondents agree that sustainability is of (very) high importance for a business school (n=107). However, the survey by Student Impact shows that just 15% perceive the University of St.Gallen as a leader in sustainability (n=141). The percentage of students that want to see a (much) stronger engagement of the University in sustainability increased from 61.8 % in 2013 to 85% in 2020.

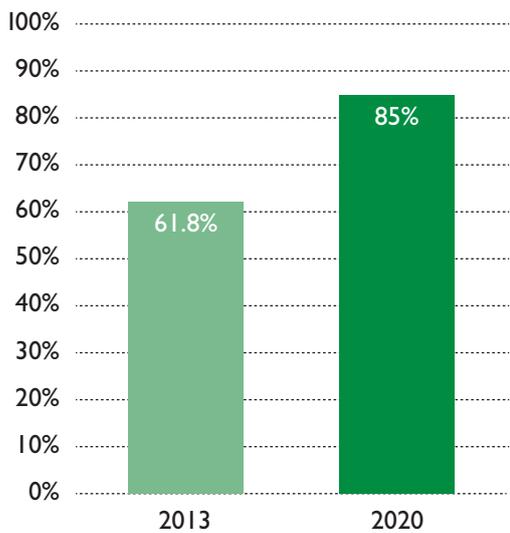
(Very) high importance of sustainability for a business school



International comparison



Stronger engagement of the university in the field of sustainability is desired (fully agree and agree)





EDUCATION

Curriculum Development: An Integrative Approach

How can individuals and businesses develop solutions for tackling complex challenges such as climate change and biodiversity? Which skill sets can support and transform the development of resilient organisations in a world of disruptive change? At the University of St.Gallen we promote a holistic approach to these challenges and promote learning environments that foster the development of expertise, skills, and the ability to lead in terms of sustainability.

Our overall teaching goal is that University of St.Gallen students have the option to learn about the SDGs and obtains an integrated understanding of sustainability, and that students have the opportunity to experience action-oriented approaches to addressing specific SDGs. We aim to achieve these goals by focusing on curriculum transformation, co-curricular integration, and faculty development.

The integration of sustainability into academic programmes and teaching methods is a key element of curriculum transformation. In 2020, we began a project with the objective of testing new approaches to teaching sustainability to our Master's students (see Solutions Initiative below). The insights gained through this project will be replicated in other programmes and classes, including those taught on the Bachelor's level.

The development of co-curricular activities is another cornerstone of our success in achieving our teaching goals. By integrating our students' passion for and engagement in sustainability, our co-curricular initiatives are key to supporting the development of the skills necessary for them to become impactful leaders. In this manner, we aim to serve as a "living lab" for the next generation of sustainability leaders, providing a space that inspires students, scholars, administrators, and partners to experiment with action-oriented sustainability solutions and processes.

Solutions Initiative: Pilot Projects for Transforming Management Education



One in every eight Swiss students pursues a business or economics degree, later taking on influential management positions in companies, NGOs or the public sector. However, many management and economics degree programmes do not adequately integrate sustainability topics and values. The integration of sustainability issues into business education is central, since the decisions of managers have a major impact on society and nature. To this end, the Sustainable Development Solutions Network, WWF, and the University of St.Gallen are joining forces to develop a pilot project to build competencies for sustainability action in education, such as via transdisciplinary, critical and integrative thinking, and learning by doing.

Dr. Jost Hamschmidt

Students are Co-Creating Sustainability Curriculum Change



We should stop teaching outdated theories and non-applicable practices.

Clémentine Robert | Sophie Charrois

We had the chance to talk to Clémentine, president of oikos international, and Sophie, incoming president, about changes in our curriculum related to promoting sustainability.

Why do we need curriculum change?

Over the past years we have come face to face with the results of our unsustainable presence on Planet Earth, which is also deeply related to what and how we learn about management and economics. This unprecedented climate crisis shows the pressing need to rethink our ways of learning and acting in the world. Students should be empowered and equipped to make courageous decisions that help create more sustainable future.

What exactly should change?

That's a good question, and I believe it should stay an open one. We need more space for coming together, for shaping several parallel pathways towards sustainability. Learning by doing and reflecting. The only thing that cannot be denied is that we should stop teaching outdated theories and non-applicable practices as the single truth. Pluralism, purpose and a systemic understanding are just a few elements that should be represented in a 21st century curriculum. These elements are key for helping students to navigate through the current and upcoming challenges.

How can we achieve this?

To make this deep change happen, we need all stakeholders to collaborate, listen to each other, and acknowledge the diverse perspectives, challenges and opportunities – and we need students who feel encouraged and equipped to speak up and share their ideas, wishes and concerns. Oikos is a platform where these conversations can happen. We are supporting our students to develop the capacities needed to lead this movement. Apart from our two leadership programmes, LEAP and Nex-GenLead, we are known for several curriculum initiatives like oikos In Residence and the oikos Academy.



TEACHING

The University of St.Gallen aims to educate entrepreneurial-minded students whose actions take into account environmental and social challenges. We hone our students' sustainability leadership skills and implement teaching approaches that promote collaborative, problem-solving, and critical thinking. These skills are fundamental when managing businesses and organisations in a volatile, uncertain, complex, and ambiguous world.

ACADEMIC PROGRAMMES

The University of St.Gallen offers five majors at the Bachelor's level and 16 programmes at the Master's level. The following pages showcase how different programmes integrate sustainability-related topics. For each programme, one representative example of a sustainability-related course is illustrated.



Contextual Studies – A Core Element of Our Programmes

Contextual Studies form one of the most important and unique distinguishing features of the University of St.Gallen. This part of all our degree programmes conveys insights and allows building skills that make a difference in the economy, society, and politics of the twenty-first century. There are different areas of concentration, such as culture, society, technologies and creativity, from which Bachelor's and Master's students choose courses worth 24 ECTS and 18 ECTS respectively. The area of concentration "Responsibility" focuses on responsible leadership, corporate social responsibility, and managing social issues and natural resources.

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🌐 unisg.ch/en/studium/darum-hsg/kontextstudium

8 DECENT WORK AND ECONOMIC GROWTH



Business and Human Rights - Legal, Managerial and Ethical Perspectives

Questions involving human rights are shifting to the very centre of practical efforts and academic concepts in the realm of corporate responsibility and dominate the agenda of international and domestic policy makers in these areas. The course "Business and Human Rights" provides an overview and introduction to this debate. By discussing and working with case studies, students develop an awareness of and sensitivity to issues and challenges related to human rights and business, and learn how to deal with them.

Dr. Dalia Palombo | Prof. Florian Wettstein



Assessment Year

The Assessment Year is the very first year that Bachelor's students spend at the University. The topic of sustainability is addressed at various points throughout the Assessment Year and viewed from an interdisciplinary perspective.

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🌐 unisg.ch/en/studium/bachelor/assessmentjahr



An Introduction to Business Ethics

The lecture on business administration provides an introduction to business ethics to all Assessment Year students. Students get to know different paradigms of business ethics and examine questions surrounding business ethics, in particular with reference to sustainability and responsibility. This promotes students' awareness of the relevance of sustainability in the context of economic activity.

Prof. Thomas Beschorner

Bachelor Business Administration

The Major in Business Administration offers an internationally recognised fundamental education in business studies. In addition to the core courses in business administration, the programme fosters students' understanding of the social, political, ecological, and ethical environment of business.

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🌐 unisg.ch/en/studium/bachelor/majorbetriebswirtschaftslehre



Climate and Income Differences

How does the level of economic activity determine the level of CO₂ emissions and how does the CO₂ concentration in the atmosphere influence the economy? How can large income differences across countries be explained? These are some core questions that students in the class "Climate and Income Differences" deal with.

Prof. Timo Boppart



Bachelor in International Affairs

The Major in International Affairs (BIA) builds on the premise that addressing the complex political, economic, legal, and managerial challenges of our time requires an integrated perspective. The “Global Challenges” course allows students to develop their ability to comprehensively analyse the structure of specific political, economic, legal, and management challenges and to critically reflect upon potential solutions to challenges such as poverty alleviation or global water governance.

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🌐 unisg.ch/en/studium/bachelor/majorinternationalebeziehungen



Poverty Alleviation

This course provides insights into what it means to live on less than USD 1 a day and how such situations can be improved. Students evaluate policies aiming at alleviating poverty and improving the lives of poor people in developing countries. Topics like poverty traps, food, health, and risk are covered.

Noemie Zurlinden



Master in Business Management

The Master in Business Management (MUG) is based on the fundamental premise of a tightly integrated learning experience that integrates theoretical and practical knowledge. Ethics and sustainability take centre stage as one of the four focal areas, recognising that ethical and sustainable business behavior is fundamental for management today and in the future. The importance of ethics and sustainability is reflected in different ways in the programme such as in the mandatory course "Managing entrepreneurially", which integrates sustainability systematically, as well as in the specialist courses on sustainability management.

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🌐 [unisg.ch/en/studium/master/unternehmensfuehrung](https://www.unisg.ch/en/studium/master/unternehmensfuehrung)



Corporate Sustainability Management – A Flipped Classroom Design

In contrast to traditional teaching, a flipped classroom asks students to learn lecture material before class, which opens up class time for workshopping topics and engaging in student-driven activities. This helps students to prepare for active learning in class. To that end, students in this class engage with topics such as sustainable leadership, circular business models, stakeholder management, and sustainability governance.

Prof. Judith Walls



Master in Strategy and International Management

The notion of responsibility and sustainability constitutes an integral part of the vision of the Master in Strategy and International Management (SIM) and is strongly integrated into its curriculum. The programme is fully committed to helping create not only competent managers but also responsible global leaders.

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🌐 unisg.ch/en/studium/master/strategyandinternationalmanagement



SIMagination Challenge

The SIMagination Challenge course is an essential curricular pillar of the SIM programme that enables participants to develop key leadership qualities, competencies, and skills that are needed for tomorrow's global leaders. Students are in charge of planning, initiating, advancing, and reflecting on a challenging initiative which aims at making a positive and sustainable social impact on our society. So far, almost 550 students of 69 different nationalities have contributed to initiatives in 30 countries between 2009 and 2019.

Prof. Omid Aschari

Master of Banking and Finance

The Master of Banking and Finance (MBF) provides high-quality education in the field of corporate finance, risk management and insurance, quantitative methods and data science, banking and the financial economy, and financial markets or alternative investments.



Socially Responsible Investments and Impact Investing

In this class, students acquire a detailed understanding of the different sustainable investment and portfolio strategies, and discuss theoretical concepts and empirical results regarding firms' financial and sustainability performance. They learn about the concept of corporate social responsibility, its external assessment by sustainability ratings, and the regulatory environment for sustainability in firms and institutional investors.

Prof. Sebastian Utz



Master in Management, Organization Studies and Cultural Theory

The Master in 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. Obtaining an understanding of cultural interdependencies within organisational and societal processes is an important aspect of the curriculum. The programme focuses on relational management understanding, which is crucial to addressing today's environmental and societal complexity. Responsibility and sustainability are also widely represented in practice-based projects, with students working on actual case-based challenges with several practice partners.

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🌐 unisg.ch/en/studium/master/managementorganisationundkultur



Sustainable Start-Ups

Great intellectual curiosity, a “do-it” mentality, and a desire to change the world are key prerequisites for this class. Students decide on their own what sustainable start-up idea they want to put into practice.

In 2019, the following prototypes of sustainable start-ups were tested:

- encouraging women to start more businesses;
- a football tournament between refugees and students;
- bringing together managers and social enterprises for a time out;
- food waste reduction: Development of a new business model for for directly using food leftovers at night clubs.

Dr. Patrick Stähler



Master in International Affairs

The Master in International Affairs and Governance (MIA) emphasises multi- and interdisciplinary courses that put equal weight on topics from business administration, economics, law, and political sciences and teaches the skills and knowledge needed to study complex real-world problems in an evidence-based and integrated manner. The dedicated cluster “Sustainability and Development” considers economic, political, social, and environmental dimensions when addressing development and sustainability issues, including (economic) growth, climate change, health, fair trade, social entrepreneurship, corporate social responsibility, foreign aid, and sustainable consumption.

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🌐 unisg.ch/en/studium/master/internationalaffairsandgovernance



Energy and Climate Governance

What are the different pathways for the energy transition and what are their economic and societal consequence? Is decarbonisation a choice or destiny? How will the Covid-19 pandemic affect the prospects for a sustainable transformation of carbon-intensive sectors? How can companies deal with the opportunities and challenges of the global energy transition? These are some of the questions that are addressed in this interactive seminar. In an experiential blended learning format, this course is also open for students from the Vienna University of Economics and Business (WU).

Prof. Philipp Thaler | Dr. Adrian Rinscheid



Master in Marketing Management

The Master in Marketing Management (MiMM) trains customer- and design-oriented students to become reflective, competent, and entrepreneurial individuals who act in a sustainable way. The focal areas of the MiMM link specialised knowledge with practical requirements and enable students to sharpen their career profile. In an applied research project, students work in close cooperation with a corporate partner for three semesters under the supervision of a faculty member. Besides the core elective course “Clean Energy Marketing”, the MiMM programme offers hands-on projects with a strong focus on sustainability topics in areas including circular economy and sustainable construction.

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🌐 unisg.ch/en/studium/master/marketing-management



Clean Energy Marketing

This course gives students an opportunity to build a comprehensive understanding of the energy transition and its implications for business, including an overview of renewable energy markets, current policy and investment trends, innovation management, consumer behavior and marketing. Through a live case study with a corporate partner, students learn how global sustainability trends can translate into specific market opportunities for clean energy companies.

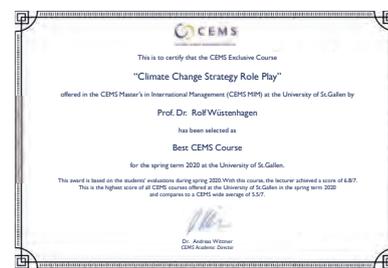
Prof. Rolf Wüstenhagen



CEMS Master in International Management

The CEMS Master in International Management (MIM) is a Master's programme enabled by a strategic alliance of 33 leading global business schools, more than 70 international companies and seven NGOs. CEMS connects high quality education with professional experience.

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13

CLIMATE ACTION



Model UNFCCC - Climate Change Strategy Role Play

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's level students from all the participating schools. In 2019, the course was acclaimed for its outstanding contribution to the CEMS MIM. According to the CEMS Academic Committee, the Model UNFCCC is especially stimulating due to its focus, content, and design.

Due to the Covid-19 pandemic in 2020, the simulation took place entirely online and was a great success. A group of 150 CEMS business students and faculty turned the climate negotiations into a 48-hour all online version in Zoom City. The class was selected by the students as "Best CEMS Course" in spring 2020.

Prof. Rolf Wüstenhagen

Ph.D. Programme in International Affairs and Political Economy

Some of our students who are enrolled in the Ph.D. in International Affairs and Political Economy (DIA) programme conduct research in the context of the MISTRAL project (Multi-sectoral approaches to Innovative Skills Training for Renewable energy & social acceptance). MISTRAL aims to train a new generation of researchers who can evaluate the complexity of social acceptance issues facing the deployment of renewable energy infrastructure, and propose innovative solutions in a variety of research, government, and business contexts.

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🌐 unisg.ch/en/forschung/doktorat/internationalaffairsandpoliticaconomydia



Ph.D. Programme in Management

Some students who are enrolled in the Ph.D in Management (PMA) programme focus on sustainability topics. In the General Management track, for example, Prof. Judith Walls teaches a Ph.D. seminar on “Corporate Sustainability Strategy: Theories and Methods” with students focusing on sustainable finance, fashion, business models, and marketing.

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🌐 unisg.ch/en/forschung/doktorat/betriebswirtschaftlichesprogramm



Ph.D. Programme in Organization Studies and Cultural Theory

Many of today's problems can only be apprehended from an interdisciplinary perspective: economic problems have cultural roots, and cultural ones have economic causes. This also concerns the consumption and distribution of natural resources and the relationship between society and the environment. An exploration of multidisciplinary problems constitutes the central part of the Ph.D. programme in Organization Studies and Cultural Theory (DOK). The DOK imparts competencies that enable graduates to manage the central social challenges of the present day in an effective manner.

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🌐 [unisg.ch/en/forschung/doktorat/organisationundkultur](https://www.unisg.ch/en/forschung/doktorat/organisationundkultur)

SELECTED COURSES ON SUSTAINABILITY

The University of St.Gallen offers a wide variety of courses in the areas of responsibility and sustainability, from Assessment Year to doctoral level.

Assessment Year

Psychologie: Kooperation, Partizipation und Nachhaltige Entwicklung	Anna-Kathrin Heydenreich
Psychology: Gender and Diversity	Julia Nentwich
Sociology: Nature, Environment and Society	Nicholas Stuecklin
Philosophy: Introduction to Philosophical Thinking – Ethics	Michael Geronimo Festl
Psychology: Creativity and Positive Organizational Behaviour	Aldijana Bunjak
Philosophie: Frauenrechte im Liberalismus	Michael Geronimo Festl

Bachelor

Grundlagen des Diversity Management	Gian Carlo Sciuchetti, Nils Jent
Nachhaltigkeitsmanagement und -marketing	Moritz Loock, Frank Belz
Umwelt- und Ressourcenökonomie	Christian Berger, Ernst Mohr
Der Green New Deal: Die alte Geschichte einer neuen Idee	Florian Schui
Global Water Governance	Vanessa Boanada Fuchs
Brennpunkte und Grundprobleme internationaler Politik	Christoph Frei
Responding to Crisis and Building Peace	Martin Albani
Verantwortung/Responsibility: Do No Harm – Developing Markets for the Poor in Conflict Sensitive Environments	Manuel Rothe
Verantwortung/Responsibility: Bad Bank – Good Bank? Zur Ethik des Investmentbanking	Hendrik Höver, Nils Ole Oermann
Responsibility: Social Acceptance of Sustainable Energy Infrastructures	Susana Batel

Master

Responsible Global Leadership Seminar	Andreas Wittmer, Marc Kohler
Circular Economy – Optimierung im Supply Chain Management	Joerg Grimm
Effektive Nachhaltigkeit – Durch Innovation zum Unternehmenserfolg	Gianina Viglino-Caviezel
Renewable Energy Startup Boot Camp	Robert Wuebker

Master

The UN Sustainable Development Goals from a Legal Perspective	Patricia Egli
Asia Compact: Corporate and Business Development in Southeast Asia	Judith Walls
Sustainable Finance	Rolf Wüstenhagen
China's Political Economy: Growth, Opportunity and Sustainability	Tomas Casas Klett
Management von Diversität und Inklusion	Alexander Stephan Böhm
Global Environmental Politics	Klaus Dingwerth
Verantwortung/Responsibility: Integriertes (Dis)Ability-Management	Yves Daccord
Verantwortung/Responsibility: Finance and Society	Sarah Lilian Stephens
Verantwortung/Responsibility: The Global Environment. Critical Perspectives on Socio-Ecological Futures	Federico Luisetti

Ph.D.

Social Acceptance of Climate Solutions in a Polarised World	Rolf Wüstenhagen
Theoretische Grundlagen der Wirtschafts- und Unternehmensethik	Thomas Beschorner, Florian Wettstein
Research Seminar on Corporate Sustainability Strategy: Theories and Methods	Judith Walls

Managing the SDGs: SIGMA Global Virtual Course

The "SIGMA Global Virtual Course: Managing the SDGs" is a highly innovative course that uses an interactive format to teach the students about the role of business in achieving the SDGs. The compact blended online course consists of an individual virtual course phase comprising online modules and follow-up quizzes and a virtual group work phase. International student teams are asked to deliver a video-based case study created through online-only collaboration.

The Societal Impact & Global Management Alliance (SIGMA) was founded in December 2016 by the universities formerly constituting the "Alliance of Like-Minded Universities". The latter is a network of top international universities in management and business. The course "Managing the SDGs: SIGMA Global Virtual Course" has been jointly designed and further developed by seven leading management and business schools around the globe, namely ESADE, the Copenhagen Business School (CBS), Université Paris-Dauphine, University of St.Gallen (HSG), Vienna University of Economics and Business (WU), Hitotsubashi University, and Singapore Management University (SMU).

MASTER'S CERTIFICATE IN CLIMATE SOLUTIONS

“Climate disruption is happening now, and it is happening to all of us” – António Guterres, UN Secretary-General. The newly launched Master's certificate programme in Managing Climate Solutions (MaCS-HSG) addresses one of the biggest societal challenges of our time.



Prof. Rolf Wüstenhagen **Dr. Merla Kubli**

Climate change is a widely acknowledged phenomenon, but how can it be addressed successfully? This is the key question to be answered by future leaders of business and society. In the autumn semester of 2020, the first cohort of Master's students started the inaugural edition of the MaCS-HSG to prepare for this challenge.

After one and a half years of preparation, the certificate was ready for opening to applicants. The inflow of applications exceeded all expectations: *“More than 3x over-subscribed! We were very excited about the level of student interest in our newly launched programme. It is encouraging to see how many talented young people are looking for ways to turn their career climate positive,”* said Prof. Rolf Wüstenhagen, the academic director of MaCS-HSG.

The certificate started with a kick-off day which included an excursion to Appenzellerland where the MaCS students had some

first encounters with climate solution managers at one of the first local wind turbines and a farm using solar power. The students then learned about concrete climate solutions, as part of the #GreenBagSeries.

In a one-week block seminar, the participants were exposed to a range of interdisciplinary insights about the magnitude of the climate challenge and reflected upon the determinants for implementing effective climate solutions. For the seminar, several guest speakers shared their knowledge about climate science, the food system, and venture capital.

During the seminar, students worked in teams to start the process of designing climate solutions for the campus of the University of St.Gallen and the surrounding region. Dr. Merla Kubli, programme manager of MaCS-HSG, shared her excitement about the project proposals: *“The climate solution projects developed by the MaCS students have great potential to contribute to HSG's strategy of becoming climate-neutral by 2030.”*

In the coming semester, the MaCS students will continue working on a selection of the project proposals. The aim is to bring the projects as close as possible to implementation, thereby creating climate solutions.



Ultimately, I learned that while the clock is ticking, there is still hope. I learned that there is still hope because when people who care about the issues come together, they are able to create implementable solutions.

Virginie Cauderay, MaCS-HSG student



I am looking forward to following through on one of the climate projects next semester and applying the knowledge I have learned.

Sandro Hersche, MaCS-HSG student



The seminar has triggered a deep process of reflection within me.

Deborah Jossen, MaCS-HSG student



The webinars and the one-week seminar provided a lot of food for thought, and the vast amount of discussion that was held, aside from the content-related contributions, allowed me to get to know various perceptions and differing points of view.

Vasco Wüst, MaCS-HSG student



STUDENT ENGAGEMENT

A highly engaged student body is a unique feature of the University of St.Gallen. We have a large variety of student-driven organisations that focus on responsibility and sustainability as part of their core mission. The University is committed to encouraging student activities and supporting co-curricular learning.

EConnect

EConnect was launched in 2018 with co-funding from U-Change as a platform for connecting and supporting student engagement in the field of responsibility and sustainability at the University of St.Gallen.



During 2019 and 2020, a community of student associations developed through various get-togethers, common communication channels, support workshops for competence development, and joint recruiting events. EConnect also supports student associations and initiatives on an ad-hoc basis and connects them with relevant stakeholders within and outside the University.

In December 2019, the EConnect prize led to the creation of a new exchange format. Organised by Student Impact, board roundtables are a way to exchange views on topics specifically related to the work of an association's board.

In 2020, six workshops were offered, covering topics such as sustainability-related project management, marketing, fundraising, handover, community building, and team management.



EConnect's role as a bridge between all the student organisations that were part of its network was truly valuable.

Dimitri Brooks, Vice-President IGNITE Movement, 2017-2019

STUDENT ORGANISATIONS

There are 15 student organisations and initiatives that focus on different aspects of sustainability, including ethics, equal opportunities, environment, and sustainable business models.

ConnectINg

ConnectINg St.Gallen is a member of the ConnectINg International network, which aims at contributing to the development of free, integrated, and responsible markets as a means of achieving long-term growth and peace. It organises events throughout the year as well as an annual summit for all international members.



 connecting-stgallen.com

IGNITE

IGNITE unites business leaders, students, and academia to facilitate workshops and holds an annual conference on the topic of purpose-driven business. IGNITE strives to be a platform for promoting inspirational leadership, human-centred company culture and having a positive impact on society, helping show the path towards a more meaningful business world.



 ignite-movement.com

oikos St.Gallen

oikos is one of the leading student organisations for sustainability in economics and management. oikos promotes worldwide awareness of the potential of social, ecological, and financial sustainability. oikos St.Gallen currently has 104 active members and over 700 members in its alumni network. Between 2019 and 2020, oikos hosted nine specific projects and attracted more than 2,500 participants. oikos collaborates with multiple student associations and external partners to drive the mission forward.



 oikos-stgallen.com

oikos International

oikos International is a network of student change agents with 47 chapters and over 1000 active members around the globe. Their programmes and initiatives aim to integrate environmental and social perspectives into economics and management education, and equip the next generation of leaders with the necessary competencies to navigate the challenges of the 21st century. oikos International is an international platform for learning, co-creating, and sharing solutions.

 oikos-international.org



PIECES

PIECES is a student organisation which improves access to education for people by implementing English projects at its partner schools around the globe. Moreover, PIECES has developed a new department, in which regional activities with refugees are organised. A "Football Tournament for Integration" was organised at the University sports centre in 2019.

 thepieces.ch



PureDrops

PureDrops is a student organisation with the goal of improving the access to clean and safe drinking water of those who need it most. PureDrops works with various organisations across the globe to achieve that aim. Over the last year, the PureDrops team was able to realise its goal by funding filter donations for rural communities in Uganda and providing operative assistance to a local NGO pursuing the same goal.

 puredrops.org



Ripple Effect Sustainability Initiative

Ripple Effect is a student initiative launched in 2018 as part of SIMagination. It focuses on creating a platform that invites corporations, consumers, and communities to strive for sustainability by collaborating to develop real solutions with tangible impact. Ripple Effect believes in joining forces across all agencies to make consumerism sustainable.

 rippleeffectsustainability.com/ripple-effect



Rock Your Life!

Rock Your Life! offers a mentoring programme for students and young people. The organisation wants to help young people to recognise their potential and to help them enter the working world or other educational programmes and schools. Through cooperation with companies, mentors, and mentees, students and young people get to know different professional worlds and can develop social and personal interests.

 schweiz.rockyourlife.org



ROSE – START Global

START Global is a student-led association committed to uniting Europe's entrepreneurial talent and to becoming the seeding ground for solving society's challenges. Together with the organisation of the annual START Summit, START Global is also running two new projects. One of them is ROSE (Return on Society and Environment), a framework tailored to helping innovative startups recognise and foster sustainable practices. The ROSE Framework is grounded in academic research and was developed in close collaboration with the EPFL.

 startglobal.org



sneep

The St.Gallen chapter of sneep has existed since 2013 and deals with ethical issues in the field of economics such as genetic engineering, mainstream economics, and human rights at major sports events. Close cooperation with the Institute for Business Ethics in St.Gallen allows us to organise lectures, fireside chats, and panel discussions.

 sneep.info/lokalgruppen/st-gallen



Social Business Club

Profit and social responsibility go together. The Social Business Club is all about coming together to share and create new ideas, learning more about a particular topic, and discovering the various social businesses as well as the professional opportunities they offer.

 socialbusinessclub.ch



Student Impact

Student Impact is a non-profit student consultancy aimed at creating value for society and the environment. The approximately 50 Student Impact members apply their theoretical knowledge acquired at the university to a sustainable cause and gain practical experience that complements their studies. Moreover, they profit from a comprehensive internal and external coaching programme. Since 2012, Student Impact has advised over 100 businesses on projects ranging from combatting youth unemployment in the EU to innovative energy approaches. Its work has been recognised by various awards.

 studentimpact.ch

StudentImpact
Management Consulting 

Sustainable Investment Club

The Sustainable Investment Club aims at bringing the students of the University of St.Gallen closer to the world of sustainable finance. Through its unique and significant position within today's society, the finance sector has the power to play an important role incentivising and pushing the transition from the current status quo to a fairer world for future generations. Thus, the aim of the sustainable business club is to show that mainstream finance and sustainability are not mutually exclusive, but are complementary.

 sustainableinvestmentclub.com



Vegan Club

The Vegan Club aims to raise awareness about the environmental and ethical aspects of veganism, as well as the economic potential of this fast-growing market. The Vegan Club organises events with food startups and sustainable companies as well as get-togethers with delicious vegan food.

 veganclub.ch



Youth Engagement

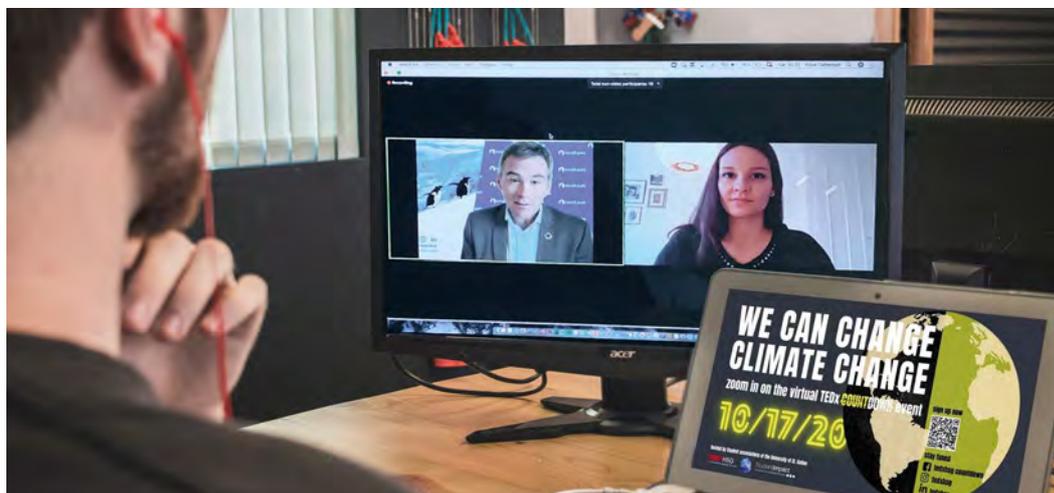
Youth Engagement is a student non-profit organisation which is intended to bring students together with NGOs to work on various humanitarian and ecological projects. It is designed to create added value for students, NGOs, and society as a whole.

 youth-engagement.org



STUDENT ORGANISATIONS JOIN FORCES

In 2020, several student organisations combined their forces and organised joint events. The events were a great success and an enriching experience for participants.



TEDxCountdown – We Can Change Climate Change

In October 2020, the online TEDx Conference took place as a part of the global Countdown Initiative to champion and accelerate solutions related to the climate crisis by bringing forward ideas about a safer, cleaner, and a fairer future for everyone. The conference was jointly organised and hosted by TEDxHSG, Student Impact, and oikos St.Gallen. It was a fascinating experience for all participating organisations to work together on tackling the issue of climate change.



Sustainability Strategy Workshop

B Lab Switzerland, Student Impact, the Social Business Club, START Rose, and oikos St.Gallen joined forces to host a Sustainability Strategy Workshop. The highly motivated participants received an in-depth explanation of the impact on the Sustainable Development Goals (SDGs) and the value generation assessment tools used in practice by B Lab Switzerland and START Rose. All participants were given the chance to solve company case studies in different industries and apply these two assessment tools in a real-life context.



Board Roundtables

To raise the connectivity of the student associations concerned with responsibility and sustainability at the University of St.Gallen, Student Impact initiated a roundtable format. By gathering board members of similar functions, the roundtables offer a platform to address shared challenges and learn from each other's experiences. The first board roundtables were dominated by the issue of the consequences of Covid-19 – a topic omnipresent in all associations. Through this initiative, Student Impact aims to advance the impact and professionalism of all sustainability-oriented student associations, provide a nurturing ground for innovation and collaboration, and help create shared and impactful solutions.



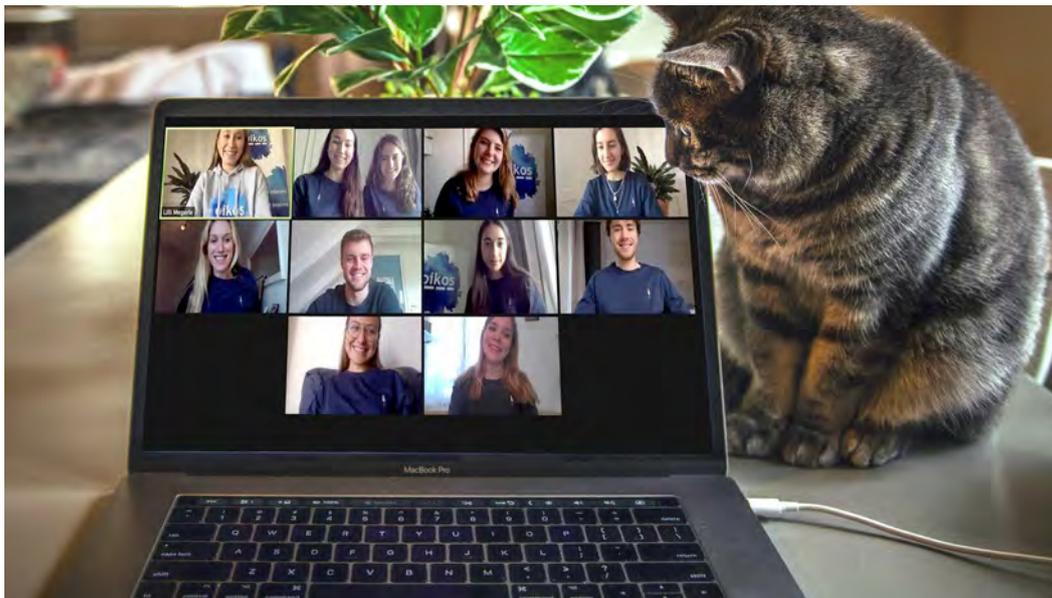
Campus Credits

Student engagement is supported via a special campus credits scheme at the University of St.Gallen. Students who make an extraordinary contribution that specifically benefits the University are awarded campus credits, where one campus credit is equivalent to 90 working hours. The engagement needed to acquire a campus credit is therefore far more extensive than that required for an academic credit, but these credits are an acknowledgement of students' co-curricular work. Campus credits encourage positive student engagement at the University.

STUDENT-DRIVEN EVENTS

Students organised various events at the University in 2019 and 2020. These included the Sustainability Week, Sustainable University Day, FutureLabs, IGNITE Conference, “Un-Dress” for sustainable fashion, EVOLVE Conference, and the Africa Summit.

Student associations also organised smaller events such as panel discussions, company excursions, workshops, and other interactive formats. These included, for example, the oikos & Pizza series on sustainability in companies, fireside chats on business ethics issues, food waste workshops, a panel discussion on future food systems, and a workshop on social entrepreneurship.



oikos Conference

In November 2020, oikos St.Gallen held its first fully online conference with the topic "Evolve Beyond". In five different sessions, the participants discovered and compared the sustainable business strategies of start-ups and established corporations. Practitioners from the food, mobility, energy, and textile industry shared their insights and discussed various forms of implementation of sustainable business strategies. All in all, over 120 participants listened and interacted with the seven speakers of the different sessions.





Sustainability Hackathon on the Circular Economy

The student initiative Ripple Effect organised the first Sustainability Hackathon in Spring 2019 in partnership with PRISMA, a network for sustainability of nine large fast-moving consumer goods companies. The students were invited to come up with proposals for a circular economy for Switzerland and the winners joined PRISMA in their innovation round to develop blueprint models. Amongst several solutions, students proposed an app which tracks a product from its sourcing to the recycling of its packaging.



The Ripple Effect Hackathon 2019 certainly challenged my comfort zone but broadened my horizon immensely. I felt very honoured that PRISMA intends to implement and use the outcome of our group efforts to bring the circular economy to the next level. It gives you the feeling that your efforts right now could really matter.

Vicky, Hackathon participant



EXECUTIVE EDUCATION

Through its Executive School, the University of St.Gallen offers a wide range of executive education programmes. Several programmes and courses cover sustainability-related topics.

Executive Degrees at the University of St.Gallen

The University offers different formats of executive education: from short seminars, conferences, certificate – Certificate of Advanced Studies, CAS – and diploma – Diploma of Advanced Studies, DAS – programmes, to MBA and Executive MBA degrees. CAS are compact executive education courses with 10 to 15 ECTS credits. A DAS course normally consists of 30 to 40 ECTS. The executive Master's programmes comprise at least 60, and usually 75 ECTS.

Full-Time and Part-Time Master of Business Administration (MBA)

The MBA programme continues to incorporate environmental and sustainability material into the core and elective curriculum. For example, the “Corporate Strategy and Sustainability” core course dedicates a section to purpose-driven firms. An entire portfolio of electives have sustainability themes such as impact investing. Furthermore, the MBA encourages each class to pursue an extra-curricular social impact project, which has led to funds raised and causes advocated for a variety of issues. In 2021, our MBA programme was ranked by the Financial Times MBA Ranking as 8th highest in terms of Corporate Social Responsibility in the world.

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Executive Master in Business Administration (EMBA and IEMBA)

The EMBA is an advanced General Management programme taught in German that provides ambitious, purpose-driven leaders with new insights and content of major relevance to the German-speaking regions, and full access to the University's network. The International EMBA is taught in English and provides participants with management insights and inspiration by offering a curriculum with an international focus, modules abroad, and cultural diversity among our students. Sustainability topics are integral parts of both programmes. Our commitment to sustainability is reflected in the Financial Times Ranking (4th in the Corporate Social Responsibility category worldwide in 2019).

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DAS Degree in Advanced Sustainability

The programme is designed to broaden the understanding of global sustainability topics and to provide change agents with necessary skills, which elements together may inspire and will enable them to develop and implement solutions to sustainability issues within their organisations. The programme was hosted at the Institute for Economy and the Environment and for the 2019 intake jointly conducted with Mission Possible Foundation.

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CAS in Renewable Energy Management (REM-HSG)

Competence for tomorrow's energy markets, today. The main goal of the executive education programme REM-HSG is to help tomorrow's leaders to turn the economic, environmental, and social challenges of today's energy supply into new business opportunities. The participants build up expertise about the potential of one of the most attractive growth markets, and identify ways to succeed in the new energy industry. A particular focus is managing disruptive decentralisation in the energy market, driven by the convergence of solar photovoltaics, battery storage, digitisation, and electric mobility.

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CAS Women Back to Business

For women on the move, the course “Women Back to Business” helps women with a university or advanced technical college degree to return to the workforce or reposition themselves after a career break. The unique programme provides participants with a management update and prepares them for a successful career relaunch through customised workshops, coaching sessions, and practical experience in a company, public organisation, or NGO. The programme has supported nearly 400 well-qualified women on their way back to the business world.

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🌐 es.unisg.ch/en/programme/women-back-business-english

Working women have an important role-model function – for our daughters but also for our sons!

Deborah Devos, Women Back to Business alumna

CAS in Management of Disposal and Recycling Companies and Management of Utilities

These advanced executive training programmes are designed to enable participants to meet the upcoming entrepreneurial challenges connected with the fundamental change of the Swiss waste management industry towards a circular economy, and with the transformation towards a decarbonised and decentralised energy system triggered by the Energy Strategy 2050. The programmes organised by the Competence Center for Energy Management are designed for executives from disposal and recycling companies, utilities, their supply industry, and political and administrative leaders.

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CAS in Governing Energy Transitions (GET)

Governing Energy Transitions (GET) is an action-learning certificate-based programme for developing a common understanding of the challenges and opportunities arising from the Swiss energy transition. The programme is tailor-made for interested executives and develops a thorough understanding of the governance of the social, technical, business/economic, and regulatory dimensions of the energy transition, as well as the competencies required to apply this knowledge at the local level. The overall aim of the programme is to facilitate dialogue between a group of passionate industry experts, government officials, and academics and to actively foster a GET-community.

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CSR Kompakt

The CSR Kompakt seminar provides knowledge, skills, and practical project experience to help integrate Corporate Social Responsibility (CSR) into business processes and strategy. The course is targeted at executives and professionals from industry, members of civil society, international organisations, and government officials. It is held in German only.

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Women's Leadership Programme

The "Aiming Higher - Women's Leadership Programme" offers women the right content to advance their careers. The seminar is designed in a blended learning format. In addition to obtaining a deeper understanding of leadership in organisations and companies, participants reflect on their own leadership competencies, enhance their negotiation skills and personal impact, and participate in a unique mentoring programme that will help them to achieve their career steps.

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🌐 es.unisg.ch/de/programme/womens-leadership-programme



HSG Highlights – A Session on Business and Sustainability

During the three-day seminar “HSG Highlights” participants get a compact insight into modern holistic management. Prof. Judith Walls teaches a module on how leaders can transform their companies for sustainability. The session looks at how companies can tackle their environmental and social footprints by reconsidering value creation. Besides new business models, leadership plays a major role in driving companies forward on sustainability. The participants assess what type of leaders drive companies to transform, and the conditions that affect their ability to do so.

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🌐 es.unisg.ch/de/programme/hsg-highlights



Sustainability as a Strategic Competitive Advantage

The pressure on those business models that do not integrate all relevant dimensions of sustainability into their core activities is growing. Sustainably transforming business models will be one of the major challenges for companies in the 21st century. In this seminar, participants learn how to create sustainable supply chains and circular business models that combine profitability with ecological and social compatibility.

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Public Entrepreneurship Academy (PEA)

The Public Entrepreneurship Academy (PEA) is a customised executive training course developed in partnership with the Swiss Agency for Development and Cooperation (SDC). The PEA aims to foster entrepreneurial mindsets and skills within an organisation, increasing the potential for impactful public-private partnerships as part of modernising development work for the twenty-first century. It provides participants with knowledge and tools that will enable them to increase their effectiveness in an interconnected global environment – one in which significant progress towards the SDGs has to be made in the next ten years for the survival of future generations.

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Best Practice in Marketing – “Marketing in the Era of the Circular Economy, Sustainability and Other Societal Demands“

This four-day executive seminar by the Institute of Marketing elaborates on how companies can find ways to tackle sustainability challenges with strategic marketing measures. Prof. Judith Walls provides an introduction to sustainability as well as related risks and key challenges that companies face. The participants assess how to address them with different business models for sustainability and learn from best practice examples from various industries.

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RESEARCH



SUSTAINABILITY-RELATED INSTITUTES AND CENTRES

A variety of the University's institutes and centres conduct research in the area of responsibility and sustainability. Together they address the SDGs from multiple perspectives.



Institute for Economy and the Environment (IWÖ)

Through relevant and rigorous research and impactful teaching, we prepare future business leaders to address global sustainability and climate challenges. The institute has two chairs:

At the **Chair of Sustainability Management** we research and teach corporate sustainability strategy. Corporate leaders must make decisions about how to address major sustainability challenges through their businesses. We identify business models that effectively create value and govern sustainability, both within and outside the company's boundaries.

The **Chair of Management of Renewable Energies** contributes to the transition from a non-renewable to a renewable energy supply and thus helps to reduce environmental, economic and societal risks, and to reap entrepreneurial opportunities. We invest intellectual venture capital in students and junior researchers, enabling them to contribute to a clean energy future, in academia or business.

Prof. Judith Walls | Prof. Rolf Wüstenhagen



Institute for Business Ethics (IWE)

The institute promotes a holistic view of corporate responsibility through a multi-layer perspective, including the political role of business, business models and strategies, as well as the role of responsible consumers and civic duties. Moreover, the IWE has been engaged in building bridges between normative and practical discourses as well as theoretically founded moral standpoints and their practical implementation.

Prof. Thomas Beschorner | Prof. Florian Wettstein

St. Gallen Institute of Management in Latin America (GIMLA)



The institute is situated in São Paulo, Brazil. Committed to producing real social impact, the institute works in close relationship with local University partners, the HSG Alumni community and practice. Activities are structured along two major lines of investigation: First, the Working Group on Society, Environment and Technology

Interrelations (SENTIR) is currently focusing on the complex transformation of the Brazilian Amazon. Second, the Working Group on Inclusive and Sustainable Urban Environments (WISE) is advancing research on smart cities, affordable housing and urban SDGs implementation in Latin America.

Prof. Vanessa Boanada Fuchs

Center for Leadership and Values in Society (CLVS)

The Center for Leadership and Values in Society (CLVS) focuses on public value management, which determines the Public Value of corporations, public administrations and non-governmental organisations. The CLVS provides a theoretical framework that addresses important questions about the common good within the scientific community as well as in management practice.

Prof. Timo Meynhardt



Center for Energy Innovation, Governance and Investment (EGI)

The Center for Energy Innovation, Governance and Investment (EGI) is an interdisciplinary collaboration of four University of St. Gallen institutes in relation to 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 making a valuable contribution to the implementation of the Swiss Energy Strategy 2050.

Prof. Rolf Wüstenhagen | Prof. Peter Hettich | Prof. James Davis | Prof. Oliver Gassmann



Center for Disability and Integration (CDI)

The Center for Disability and Integration (CDI) 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.

Prof. Stephan Alexander Böhm | Prof. Beatrix Eugster | Prof. Nils Jent



Center for Mobility (CfM)

The centre was established on 1 January 2020, with the aim of coordinating and dealing with questions related to the management of personal mobility as well as related systems and effects. Various challenges as well as opportunities and threats characterise this domain such as digitisation, climate change, future land use, and the associated mobility systems. The centre is the collaborative effort of four institutes at the University of St.Gallen.

Prof. Christian Laesser | Prof. Andreas Herrmann | Prof. Oliver Gassmann | Prof. Rolf Wüstenhagen

Department for Gender and Diversity

The Department for Gender and Diversity examines the effects of cultural processes of difference and power hierarchies. In teaching and research the department looks at today's working environment and society, which in many areas are organised along the lines of gender diversity and other differences – such as race, migration background, sexual orientation, dis/ability, or age.

Prof. Christa Binswanger

Department of Italian Culture and Society

The department of Italian Culture and Society is committed to a transdisciplinary approach and the exploration of topics that resonate with contemporary debates – such as the environmental crisis, biopolitical governance, law and power and the critique of economic reason. Through our research, public initiatives and courses, the research team offers students the possibility to explore some of the most significant aspects of Italian cultural and literary history from an original perspective. The department of Italian Culture and Society is also committed to developing the field of environmental humanities at the University of St.Gallen and in Switzerland, in collaboration with the academic network Environmental Humanities Switzerland

Prof. Federico Luisetti



Competence Center for Diversity and Inclusion (CCDI)

The Competence Center for Diversity and Inclusion (CCDI) is part of the Research Institute for International Management (FIM). The CCDI conducts cutting-edge research on diversity and inclusion (D&I) and provides guidance and training to companies on how to promote and manage D&I in their organisations.

Prof. Gudrun Sander | Prof. Nils Jent

Competence Center for Social Innovation (CSI)

The Competence Center for Social Innovation (CSI) contributes to achieving the Sustainable Development Goals (SDGs). CSI helps people and organisations to develop a common mindset and work more effectively to make an impact by increasing their know-how and capabilities for collaboration and bridging rationalities. It develops, tests, and iterates formats that generate public value in new ways. CSI's approach is open and collaborative, bringing together a range of stakeholders, including public sector entities, the private sector, and civil society organisations.

Prof. Dirk Lehmkühl | Prof. Kuno Schedler

Competence Center for Circular Economy, Business Models and Sustainable Transformation

This competence center at the Institute of Management and Strategy (IoMS) focuses on the promising alternative to today's linearly-functioning economic systems and presents a solution to the waste of resources and the creation of waste in the first place. The focus is on the innovation potential of business models within the circular economy. The center discusses questions such as the following: How can businesses recognise their social responsibility and design their business models accordingly? How can managers change their way of thinking and come up with a holistic approach to sustainability as an integral part of their management roles? How can businesses generate innovative and sustainable value propositions as a group?

Prof. Karolin Frankenberger

Competence Center for Energy Management

The competence centre at the Institute for Operations Research and Computational Finance deals with strategic issues in the areas of energy, recycling, and sustainability. It offers applied research, advanced training courses, conferences, and meetings, as well as various services on these topics. We aim to provide a well-founded, fact-based communication of entrepreneurial skills, and to represent a neutral platform for exchange and networking between various stakeholders.

Dr. Christian Opitz



Competence Center for African Research

The Competence Center for African Research (CCAR) at the Institute for Business Ethics (IWE) was launched in January 2020. The centre focuses on issues at the intersection of business, ethics, and governance related to the African continent. CCAR operates in close institutional collaboration with the Ethics and Public Policy Laboratory (EthicsLab) in Yaoundé, Cameroon. The partnership between the two centres aims at developing opportunities for collaborative research and teaching between University of St.Gallen and the Catholic University of Central Africa in Cameroon.

Prof. Florian Wettstein | Dr. Thierry Ngosso



The Energy Innovation Lab

As part of the Institute of Technology Management (ITEM), the Energy Innovation Lab focuses on the strategic management of innovation and (digital) technologies in the energy, sustainability, and smart city context. Topics include: the coordination of collaboration in organisations, platforms, and ecosystems (e.g. virtual power plants); the management and organisation of smart city initiatives; business model innovation; and the interplay between economic, social, and environmental value. Besides conducting research on these topics, the lab actively engages in exchange with various players from the energy sector and cooperates with industry partners.

Prof. Oliver Gassmann | Prof. Maximilian Palmié

Further Institutes

Sustainability-related topics are also covered at other institutes such as the Institute for Work and Employment, Institute for Customer Insights, Institute for Marketing, Institute for Leadership and Human Resource Management, Swiss Research Institute for Small Business and Entrepreneurship, Institute for Supply Chain Management, Research Institute for Organisational Psychology, and the Research Institute of Sociology. Furthermore, multiple departments at the School of Humanities and Social Sciences look at cultural, social and environmental developments and at the question of how they shape our past and future.



RESEARCH PROJECTS

Our faculty conducts research on a wide range of topics related to responsibility and sustainability. In line with the University's vision and principles, the research projects are designed to help tackle current and future ecological and social issues.

HSG IMPACT AWARD

The HSG Impact Awards acknowledge research projects at the University of St.Gallen which have an especially clear and demonstrable impact on society. The jury, consisting of practitioners and members of the University of St.Gallen, assesses applications from various research disciplines at the University.



Success Factors in Job Retention Among Employees with Mental Illnesses (2019)

Funded by the Swiss National Science Foundation (SNF), the research team investigated the success factors of job retention in cases of mental illness. Various analyses showed that line managers have a significant influence on job retention. Their research demonstrated that both the quality of the relationship with managers as well as managers' specific behaviour (permitting flexible workplace arrangements as well as health-focused leadership) greatly increase the chances of job retention.

Prof. Stephan Böhm | Dr. Miriam Baumgärtner



Data-Driven Platform for Sustainable Mobility (2019)

The team in the Bosch Internet of Things (IoT) Lab have designed, implemented, and tested a data-driven platform for sustainable mobility in four unique field studies, which involved collecting over 800'000km of high-resolution driving data. With the platform, the researchers address three fundamental goals: In the realm of safe mobility, the researchers are able to predict and prevent accidents on the basis of connected fleet data. In the domain of efficient mobility, the platform enables researchers to reduce energy and fuel consumption on the basis of eco-driving feedback. In the field of trustful mobility, the team implemented and tested a block-chain-based solution that prevents odometer fraud.

Prof. Felix Wortmann | Andre Dahlinger | Ben Ryder | Bernhard Gahr | Mathieu Chanson



Impact of Oil Spills in Nigeria on Neonatal Deaths (2019)

Scientific evidence about the health effects of onshore oil spills is lacking. This research project fills this gap by studying the causal effects of onshore oil spills on neonatal and infant mortality rates. The results suggest that efforts to prevent oil spills in the Niger Delta could save the lives of thousands of newborns every year.

Prof. Roland Hodler | Dr. Mirjam Anna Brüderle

7 AFFORDABLE AND
CLEAN ENERGY

Sustainable District Energy Supply (“Quartierstrom”) (2020)

Decentralised photovoltaic systems are viewed as a central cornerstone of ambitious decarbonisation plans. The basic idea of the “Quartierstrom” energy platform is that locally produced electricity should be used locally. For this, a local electricity market was set up in Walenstadt, St.Gallen, in which 37 households trade locally produced solar power. The platform has been in operation since the start of 2019 and is based on the three principles: “green, local, fair”.

Prof. Felix Wortmann | Arne Meeuw, Ph.D.  youtu.be/9v4-PP8I2DE

8 DECENT WORK AND
ECONOMIC GROWTH

Insurance Solutions for Smallholders in Sri Lanka and Elsewhere (2020)

The impact of extreme weather events in emerging nations is often much worse than in developed economies. For low-income populations, insurance cover is often not offered or is unaffordable. In cooperation with Etherisc and the Decentralised Insurance Foundation, researchers have developed an economic mechanism which alleviates problems with incentives in decentralised risk transfer and thus substantially broadens the application options of decentralised insurance models based on block chain technology.

Dr.Alexander Braun | Niklas Häusle  youtu.be/PIYeyG7Dajg

12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION

Business Model Innovation for the Circular Economy (2020)

Sustainability is becoming increasingly important for a growing number of companies. The basic goal of the research project is to link the topics of sustainability and business model innovation and to develop sustainable, future-proof business models which rely on the circular economy. Companies such as V-Zug, Schoeller Textil AG, Bosch, and many others have sustainably changed their business models using this approach.

Prof. Karolin Frankenberger | Fabian Takacs | Prof. Oliver Gassmann

 youtube.com/embed/6Lx_nx8ZHeY

SELECTED RESEARCH PROJECTS ON SUSTAINABILITY

There are a number of sustainability-related research projects at the University of St.Gallen. In 2019, the “Project Funding of the Basic Research Fund (GFF)” granted a total of approximately CHF 410'000 to six sustainability-related projects. In 2020, ten projects related to sustainability were funded, accounting for a total of approximately CHF 900'000.

GFF Projects 2019

Autonomous Mobility – Interplay between Robo-Taxis and Public Transportation Systems

Prof. Andreas Hermann

Female Labour Supply, Self-Employment and Economic Development

Prof. Charles Gottlieb

Understanding Diversity in Flexible Work Arrangements (FWAs): An Analysis of Organisational-Level Consequences and Leadership Strategies

Prof. Heike Bruch

Micro-Foundational Roots of (Natural) Resource Dependence: Managerial

Responses to Biodiversity Governance | *Prof. Judith Walls*

Turn the Tide: A Practice-Based Gender Equity and Well-Being Intervention in Private Sector Organisations | *Dr. Nilima Chowdhury*

Breaking the Glass-Ceiling: Exploring the Causes and Effects of Female

Representation in Organizational Upper Echelons | *Prof. Dimitrios Georgakakis*

GFF Projects 2020

Understanding Perceived Responsibility: Artificial Intelligence and Managerial Decisions in Marketing

Prof. Sven Reinecke

Intelligent Feedback Systems in Agile Work Settings

Prof. Veronica Barassi

Network Power in Electricity Systems (NePEIS): Security Challenges of Cooperation

Prof. James Davis

AI Suffrage: A Four-Country Survey on Attitudes Towards an Automated Voting System

Prof. Miriam Meckel

Resource Orchestration in Innovation Ecosystems

Prof. Oliver Gassmann

Ethnic Clustering in Schools and Occupational Choice: Evidence from Switzerland

Prof. Roland Hodler | Prof. Beatrix Eugster

GFF Projects 2020

The Role of Agriculture for Economic Development: A Macroeconomic Perspective

Prof. Charles Gottlieb | Prof. Timo Boppart

Co-Managing Water and Energy in the Nexus Age

Dr. Miron Avidan

The Politics of Overcoming Carbon Lock-In: Managing Decline and Transition in the Automotive Industry | *Dr. Adrian Rinscheid*

Gender Gaps in Labour Market Outcomes and the Effects of Gender Equality Policies

Prof. Arnau Valladares-Esteban

Further Research Projects

COALSTAKE: The Political Economy of Coal Policy

Dr. Adrian Rinscheid

E-LAND Horizon 2020 Novel Solutions for Decarbonised Energy Islands

Dr. Merla Kubli, Prof. Moritz Loock

Remote Sensing and Gradient Boosting for Greenhouse Gas Monitoring

Prof. Damian Borth

Development of Strategic Options for the Future of Municipal Waste Collection in the City of Zurich

Dr. Christian Opitz

Football and Social Responsibility

Prof. Thomas Beschorner

Environmental Social Governance (ESG) Rating Prediction from Fundamental Data

Prof. Damian Borth

Equality of People with Disabilities

Prof. Stephan Böhm

Symbolic Forms of Remedy for Corporate Human Rights Impacts

Dr. Jordi Vives

Gender Maturity Compass

Prof. Gudrun Sander

A Circular Economy Within the Planetary Boundaries & Laboratory for Applied Circular Economy

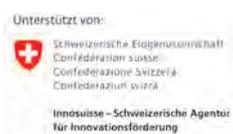
Prof. Karolin Frankenberger

Lab of Tomorrow

Rahel Meyer, Tobias Fehr

Inclusive and Sustainable Urban Environments (WISE) & Society, Environment and Technology Interrelations (SENTIR)

Prof. Vanessa Boanada Fuchs



SCCER – A research community

The Swiss Competence Centre for Energy Research (SCCER) is a national research programme that contributes at different levels to the reinforcement of energy research in Switzerland. The Centre for Research in Energy, Society and Transition (SCCER CREST) brings together research groups from almost all major Swiss research institutions and fills important gaps in the research landscape. Among the partners are the University of St.Gallen, the Federal Institutes of Technology at Zurich and Lausanne, Zurich University of Applied Sciences, the Universities of Basel, Geneva, Lucerne, and Neuchâtel. These institutions collaborate with each other as well as with partners from industry, public administration, NGOs, while policy consulting is foreseen. Some research institutes at the University of St.Gallen are also part of SCCER Mobility, which is focusing on efficient technologies and systems for mobility. This center aims at developing the knowledge and technologies essential for the transition from the current fossil fuel-based transportation system to a sustainable one, featuring minimal CO₂ output and primary energy demand as well as virtually zero-pollutant emissions.

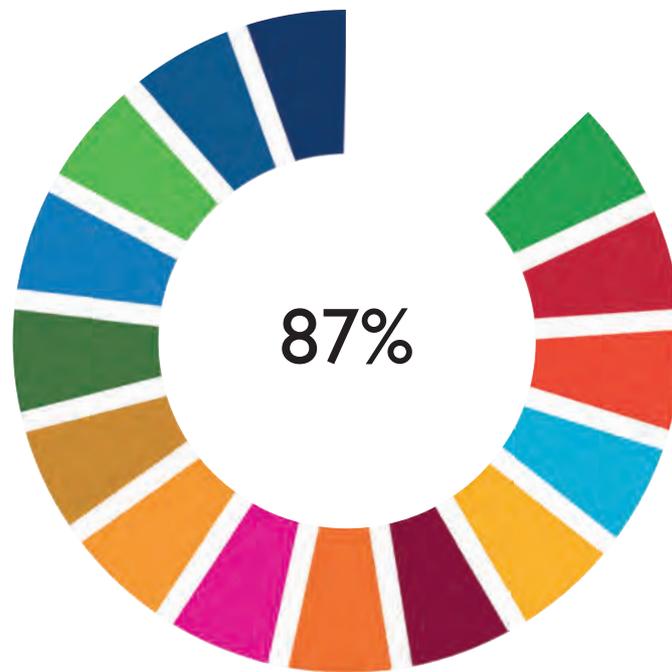


The IWÖ-HSG Sustainability Research Brownbag Series

In 2020, Dr. Miron Avidan, a postdoctoral researcher at the Institute for Economy and the Environment IWÖ-HSG, initiated a monthly brownbag seminar series on sustainability. All sessions were given online, providing an opportunity for Ph.D. students and early-stage academics from our local community to engage with international scholars. In 2020, we hosted Prof. Tobias Hahn (ESADE), Prof. Joel Gehman (Alberta), and Prof. Shon Hiatt (U.C. Marshall) and we already have a full lineup for 2021.

PUBLICATIONS

The University of St.Gallen is ranked among the top three European business universities, according to a study featured in the Financial Times on SDG-related publications in the FT50 publication list. Out of 70 articles published by faculty of the University of St.Gallen between 2015 and 2019 in the FT50 list of influential journals, 61 cover SDG-related topics.



Articles by faculty of the University of St.Gallen in FT 50 journals
between 2015 and 2019 covering SDG-related topics

The author of the study, Wilfred Mijnhardt, mapped the publications to the different SDGs, such as inequality, sustainable consumption, and innovation. Read the full Financial Times article here:

[🌐 ft.com/content/6b499b5b-76fc-4fee-9684-f8055e52c46e](https://www.ft.com/content/6b499b5b-76fc-4fee-9684-f8055e52c46e)

In addition, our faculty also publishes in top tier outlets such as "Nature" which are not included in the FT50 list.

Selected Sustainability-Related Publications in 2019

- Beatty, J. E. | Baldrige, D. C. | Boehm, S. A. | Kulkarni, M. | Colella, A. J. (2019): On the treatment of persons with disabilities in organizations: A review and research agenda. *Human Resource Management*.
- Blondiau, Y. | Reuter, E. (2019): Why is the grass greener on the other side? Decision modes and location choice by wind energy investors. *Journal of Business Research*.
- Brzykcy, A. Z. | Boehm, S. A. | Baldrige, D. C. (2019): Fostering sustainable careers across the lifespan: The role of disability, idiosyncratic deals and perceived work ability. *Journal of Vocational Behavior*.
- Chiu, S. C. | Walls J. (2019): Leadership change and corporate social performance: The context of financial distress makes all the difference. *Leadership Quarterly*.
- Deva, S. | Ramasastry, A. | Wettstein, F. | Santoro, M. (2019): Editorial: Business and human rights scholarship: Past trends and future directions. *Business and Human Rights Journal*.
- Dorfleitner, G. | Grebler, J. | Utz, S. (2019): The impact of corporate social and environment performance on credit rating prediction: North America versus Europe. *Journal of Risk*.
- Fausser, D. V. (2019): Corporate social performance and earnings quality: The role of materiality. *Journal of Environmental Law and Policy*.
- Gabriel, J. V. | Wettstein, F. (2019): Moral repair for corporate human rights wrongs: The role of symbolic remedies. *Academy of Management Journal*.
- Gollnhofer, J. F. | Weijio H. A. (2019): Consumer movements and value regimes: Fighting food waste in Germany by building alternative object pathways. *Journal of Consumer Research*.
- Halberstadt, J. | Schank, C. | Euler, M. | Harms, R. (2019): Learning sustainability entrepreneurship by doing: Providing a lecturer-oriented service learning framework. *Sustainability*.
- Inhoffen J. | Siemroth, C. | Zahn, P. (2019): Minimum prices and social interactions: Evidence from the German renewable energy program. *Energy Economics*.
- Janssens, M. | Steyaert, C. (2019): A practice-based theory of diversity: Respecifying (in) equality in organizations. *Academy of Management Review*.
- Kellner, F. | Utz, S. (2019): Sustainability in supplier selection and order allocation: combining integer variables with Markowitz portfolio theory. *Journal of Cleaner Production*.
- Kibler, E. | Wincent, J. | Kautonen, T. | Cacciotti G. (2019): Can prosocial motivation harm entrepreneurs' subjective well-being? *Journal of Business Venturing*.
- Leicht-Deobald, U. | Busch, T. | Schank, C. | Weibel, A. | Schafheitle, S. D. | Wildhaber, I. | Kasper, G. (2019): The challenges of algorithm-based HR decision-making for personal integrity. *Journal of Business Ethics*.
- Linzmajer, M. | Brach, S. | Walsh, G. | Wagner, T. (2019): Customer ethnic bias in service encounters. *Journal of Service Research*.
- Parida, V. | Burström, T. | Visnjic, I. | Wincent, J. (2019): Orchestrating industrial ecosystem in circular economy: A two-stage transformation model for large manufacturing companies. *Journal of Business Research*.
- Petrovich, B. | Hille, S. L. | Wüstenhagen, R. (2019): Beauty and the budget: A segmentation of residential solar adopters. *Ecological Economics*.

- Reinwald, M. | Hüttermann, H. | Bruch, H. (2019): Beyond the mean: Understanding firm-level consequences of variability in diversity climate perceptions. *Journal of Organizational Behavior*.
- Rietmann, N. | Lieven, T. (2019): How policy measures succeeded to promote electric mobility- worldwide review and outlook. *Journal of Cleaner Production*.
- Rinscheid, A. | Wüstenhagen, R. (2019): Germany's decision to phase out coal by 2038 lags behind citizens' timing preferences. *Nature Energy*.
- Schank, C. | Lorch, A. (2019): Sustainability citizenship through economics education? Contributions from the German debate on business ethics. *International Journal of Pluralism and Economics Education*.
- Schank, C. | Rieckmann, M. (2019): Socio-economically substantiated education for sustainable development: Development of competencies and value orientations between individual responsibility and structural transformation. *Journal of Education for Sustainable Development*.
- Stauch, A. | Vuichard, P. (2019): Community solar as an innovative business model for building-integrated photovoltaics: An experimental analysis with Swiss electricity consumers. *Energy and Buildings*.
- Surya, D. | Ramasastry, A. | Santoro, M.A. | Wettstein, F. (2019): Business and human rights scholarship: Past trends and future directions. *Business and Human Rights Journal*.
- Ulrich, P. (2019): Ethik, Politik und Ökonomie des Gemeinwohls – Praktisch-philosophische Aspekte tragfähiger "Gemeinwohl-Ökonomie". *Zeitschrift für Wirtschafts- und Unternehmensethik*.
- Utz, S. (2019): Corporate scandals and the reliability of ESG assessments: Evidence from an international sample. *Review of Managerial Science*.
- Voegtlin, C. | Frisch, C. | Walther, A. | Schwab, P. (2019): Theoretical development and empirical examination of a three-roles model of responsible leadership. *Journal of Business Ethics*.
- Vuichard, P. | Stauch, A. | Dällenbach, N. (2019): Individual or collective? Community investment, local taxes, and the social acceptance of wind energy in Switzerland. *Energy Research and Social Science*.
- Wettstein, F. | Santangelo, E. | Stahl, G.K. (2019): International business and human rights: A research agenda. *Journal of World Business*.
- Wettstein, F. | Giuliani, E. | Santangelo, G. D. | Stahl, G. K. (2019): International business and human rights: A research agenda. *Journal of World Business*.
- Wörner, A. | Meeuw, A. | Ableitner, L. | Wortmann, F. | Schopfer, S. | Tiefenbeck, V. (2019): Trading solar energy within the neighborhood: Field implementation of a blockchain-based electricity market. *Energy Informatics*.
- Zapata, J. | Kubli, M.D. | Ulli-Beer, S. (2019): Prosumer communities as strategic allies for electric utilities: Exploring future decentralization trends in Switzerland. *Energy Research and Social Science*.

Selected Sustainability-Related Publications in 2020

Brieger, S. | De Clercq, D. | Meynhardt, T. (2020): Doing good, feeling good? Entrepreneurs' social value creation beliefs and work-related well-being. *Journal of Business Ethics*.

Cousse, J. | Wüstenhagen, R. | Schneider N. (2020): Mixed feelings on wind energy: Affective imagery and local concern driving social acceptance in Switzerland. *Energy Research and Social Science*.

Desing, H. | Brunner, D. | Takacs, F. | Nahrath, S. | Frankenberger, K. | Hirschier, R. (2020): A circular economy within the planetary boundaries: Towards a resource-based, systemic approach. *Resources, Conservation and Recycling*.

Dingwerth, K. | Thaler, P. (2020): Is it too late to stop climate change? *Environment Journal*.

Gauthier, C. | Shanahan, G. | Daudigeos, T. | Adélie, R. | Dey, P. (2020): Tackling economic exclusion through social business models: A typology. *International Review of Applied Economics*.

Gamma, K. | Mai, R. | Look, M. (2020). The double-edged sword of ethical nudges: Does inducing hypocrisy help or hinder the adoption of pro-environmental behaviors? *Journal of Business Ethics*.

Look, M. (2020). Unlocking the value of digitalization for the European energy transition: A typology of innovative business models. *Energy Research and Social Science*.

Look, M. | Phillips, D.M. (2020). Firm's financial reputation vs. sustainability reputation: Do consumers really care? *Sustainability*.

Meynhardt, T. | Brieger, S.A. | Anderer, S. | Fröhlich, A. | Bärö, A. (2019): Too much of a good thing? On the relationship between CSR and employee work addiction. *Journal of Business Ethics*.

Meynhardt, T. | Strathoff, T. | Fröhlich, A. | Brieger, S. A. (2019): Same but different: The relationship between organizational reputation and organizational public value. *Corporate Reputation Review*.

Resch, B. | Steyaert, C. (2020): Peer collaboration as a relational practice: Theorizing affective oscillation in radical democratic organizing. *Journal of Business Ethics*.

Rinscheid, A. | Pianta, S. | Weber, E.U. (2020): Fast track or slo-mo? Public support and temporal preferences for phasing out fossil fuel cars in the United States. *Climate Policy*.

Risi, D. (2020): Time and business sustainability: Socially responsible investing in Swiss banks and insurance companies. *Business and Society*.

Sander, G. | Keller, N. | Hartmann, I. | van Dellen, B. (2020): Inklusion massgeschneidert fördern mit Mixed Methods. *ZDfm – Zeitschrift für Diversitätsforschung und -management*.

Shepherd, D. | Parida, V. | Wincent, J. (2020): Entrepreneurship and poverty alleviation: The importance of health and children's education for slum entrepreneurs. *Entrepreneurship Theory and Practice*.

Stauch, A. | Gamma, K. (2020): Cash vs. solar power: An experimental investigation of the remuneration-related design of community solar offerings. *Energy Policy*.

Teasdale, S. | Roy, Michael J. | Ziegler, R. | Mauksch, S. | Dey, P. | Raufflet, E. B. (2020): Everyone a changemaker? Exploring the moral underpinnings of social innovation discourse through real utopias. *Journal of Social Entrepreneurship*.

Vuichard, P. | Stauch, A. | Wüstenhagen, R. (2020): Keep it local and low-key: Social acceptance of alpine solar PV projects. *Renewable and Sustainable Energy Reviews*.

Walls, J.L. | Salaiz, A. | Chiu, S.C. (2020). Wanted: Heroic leaders to drive the transition to "business beyond usual". *Strategic Organization*.



CAMPUS





ENVIRONMENTAL SUSTAINABILITY

Our goal is to become carbon neutral by 2030. To achieve this goal, the Climate Solutions Taskforce coordinates and oversees measures at our campus in four areas: Transport and Travel, Building and Infrastructure, IT and Services, and Food.

The Climate Solutions Taskforce – Carbon Neutrality by 2030

The Climate Solutions Taskforce is led by the directors of the Institute for Economy and the Environment (IWÖ), Prof. Judith Walls and Prof. Rolf Wüstenhagen, and managed by Prof. Moritz Look. The taskforce and the associated members represent a variety of stakeholders within the University.



A CO₂ neutral strategy allows the University to lead by example and integrate climate action into research and teaching.

Prof. Moritz Look

Why is the goal of carbon neutrality important?

In line with the SDG 13, governments around the world as well as companies and other organisations, including institutions of higher and further education, are taking action. One of the most important of these activities is adopting carbon neutral strategies that can reduce and avoid carbon emissions. For the University of St.Gallen the strategy of becoming carbon neutral by 2030 is of particular importance. A CO₂ neutral strategy will help to reduce and neutralise the substantial amount of CO₂ emissions associated with our activities. Further, this strategy allows the University to lead by example and integrate climate action into research and teaching.

How does the University of St.Gallen approach this task?

The University of St.Gallen is recognised as a leading business school, strongly linked to the diverse interests of its stakeholders. The University's approach towards carbon neutrality reflects this by balancing strategic leadership and decentralised structures. It is of particular interest to help the University's stakeholders appreciate the carbon neutral strategy not only as a governance tool for managing carbon risk, but also as a source of inspiration that facilitates innovation and the development of novel carbon solutions. An important feature is mobilising students, researchers, and employees to support the development of these solutions.

What have the major achievements been and what are the forthcoming milestones?

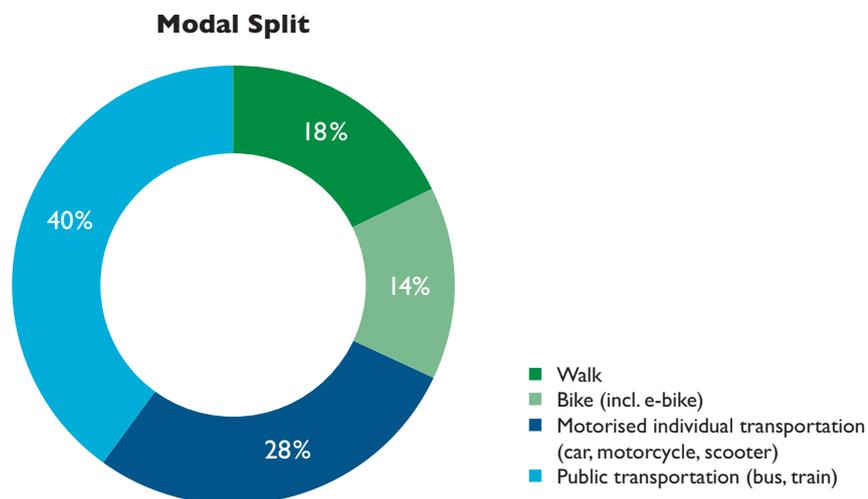
Setting the clear goal of carbon neutrality for 2030 was the first major achievement. The first comprehensive reporting of CO₂ emissions has been concluded and will provide the foundation for improving measurement and CO₂ accounting in the following years. As the next milestones, measurement and reporting will be implemented as a central process in administration. Further, distinct actions and sub-goals for implementing the strategy by 2030 will be developed.

TRANSPORT AND TRAVEL

In order to work and study at the University of St.Gallen, many of our employees and students need to travel and commute. Our aim is to increase environmentally friendly transportation and to help students and employees to balance the trade-offs between international outreach and environmental responsibility.

Employee Commuting

A survey of 471 employees conducted by the Bachelor's student Felicia Fuchser, supervised by Prof. Moritz Look, showed that 40% of our employees use public transportation to come to work. As many as 14% come by bike and 18% walk to their offices. Twenty-eight percent come to work by car, motorcycle, or scooter. This shows that about 70% of our employees already use environmentally friendly means of transportation. However, due to the Covid-19 pandemic, commuting behavior has seen an increase in the use of individual means of transportation such as cars, bikes, and walking.



SBB Business Travel

The University works together with the Swiss Federal Railways (SBB) to promote public transportation for business travel. SBB Business Travel is a convenient way for the University's employees to purchase their train tickets. In 2020, the University avoided emitting 34 tons of CO₂ by using public transportation for business trips (compared to car travel – this amount only includes tickets booked via SBB Business Travel).

Mobility Car Sharing

All University employees receive a 20% discount on a “Mobility” car sharing membership and travel expenses, including for private use. Moreover, the University of St.Gallen has its own Mobility location for two cars.

E-Bikes

Sockets for charging e-bike batteries are available 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 travel within the St.Gallen region.

Carpooling

The Student Union (SHSG) of the University of St.Gallen and the student association oikos 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 on fuel costs, and protect the environment. Additionally, it allows them to get in touch with other students.

 shsg.ch/en/site/services/pooling

Low Carbon Travel Policy at Institutes

Some of the University's institutes decided to implement their own travel policy to reduce CO₂ emissions. Prof. Tina Freyburg and her team agreed that air travel to European locations should be accepted only for long distances, extremely inconvenient connections, or due to time constraints due to teaching, administrative or other obligations. Strong priority will be given to conferences and workshops that can be reached by (night) train. The team will also make a strong effort to reduce air travel when inviting guest speakers and visitors. They also agreed that in the case of unavoidable air travel, they will compensate negative environmental impacts via donating to myclimate, a Swiss certified organisation that helps neutralise carbon emissions through investments in climate protection projects.

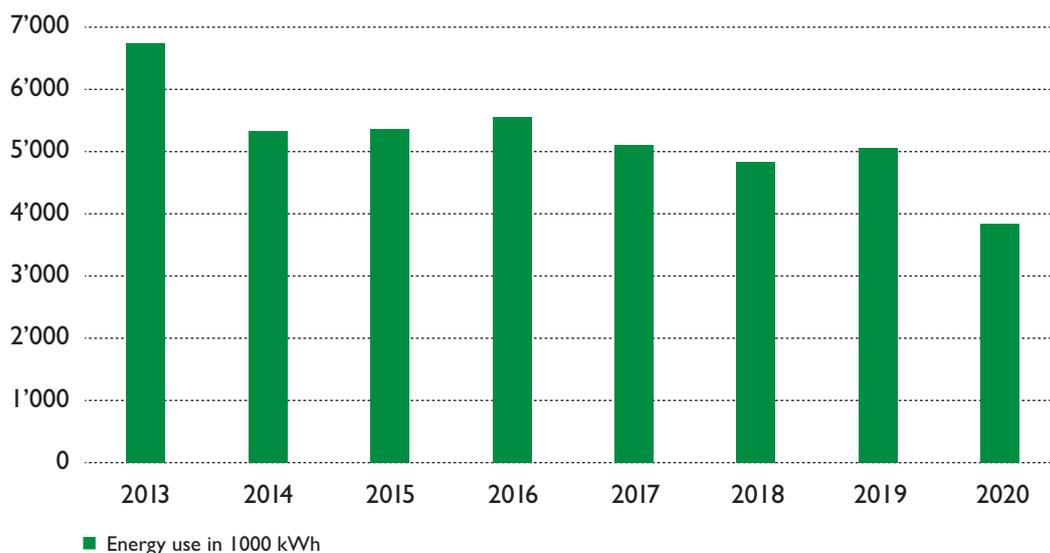
Together with their teams, the directors of the Institute for Economy and the Environment, Prof. Judith Walls and Prof. Rolf Wüstenhagen, defined guidelines for business-related travel. The policy defines that conference and/or business travel within Europe should be done by train whenever possible. If the destination can be reached within less than nine hours by train, flights will not be reimbursed. Regarding conference participation, online formats are encouraged. For physical conferences, the institute’s members are encouraged to focus on one to two important conferences per year, of which not more than one should involve intercontinental travel.

BUILDINGS AND INFRASTRUCTURE

The University of St.Gallen plans to integrate sustainability features into existing buildings and to make them a central element of the planning of new buildings. We measure, track, and reduce our consumption of energy, water, and waste on campus.

Energy Consumption – Cantonal Reduction Targets

In 2019, the University was able to increase its energy efficiency by 43% compared to 2014. The switch to LEDs accounts for a great amount of these savings. In 2020, all lights in the University sports centre were replaced with LEDs, which resulted in savings of around 6'000 kWh/a. The data in the graph include the University-owned cantonal buildings and the sports centre. The drop in 2020 is due to the lock-down during the Covid-19 pandemic.



The office building from the 1960s in Rosenbergstrasse 30 was refurbished to meet new energy standards. Due to the renewal, energy consumption was reduced by over 90%. According to data from the heating period in 2019/2020, the heating requirement of the office space is now 7 kWh/m²a (previously between 90 and 120 kWh/m²a) and thus well below the requirements for a passive house.

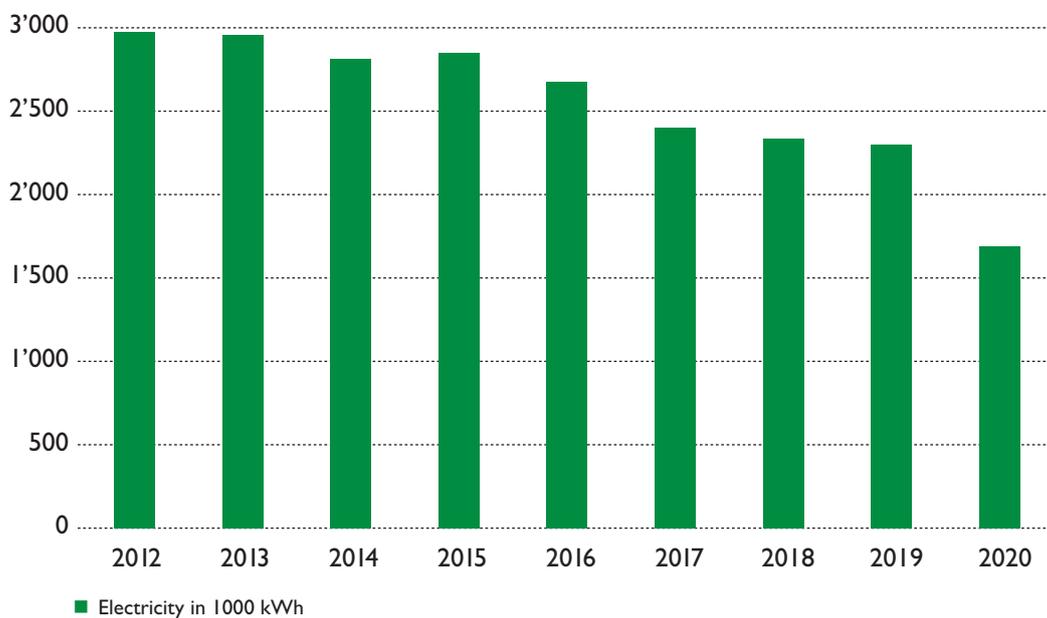
The entire renovation of the property at Rosenbergstrasse 30 was awarded the Watt d'Or award by the Swiss Federal Office for Energy in January 2021 because of the successful use of a cost-effective low-technology heating and ventilation system.

 vimeo.com/405928818/3d09974e5b



Electricity Consumption

Over the last years, electricity consumption has been reduced steadily. The sharper drop in 2020 is due to the lock-down during the Covid-19 pandemic.



Electricity Purchase and Production

Since 2019, 100% electricity from hydropower has been purchased for the main buildings on the University campus.

The photovoltaic system on the rooftop of one University building has a power output of 62 kWp (p= peak). It generated around 53'000 kWh in 2019, which is the electricity consumption of around 12-13 four person households.

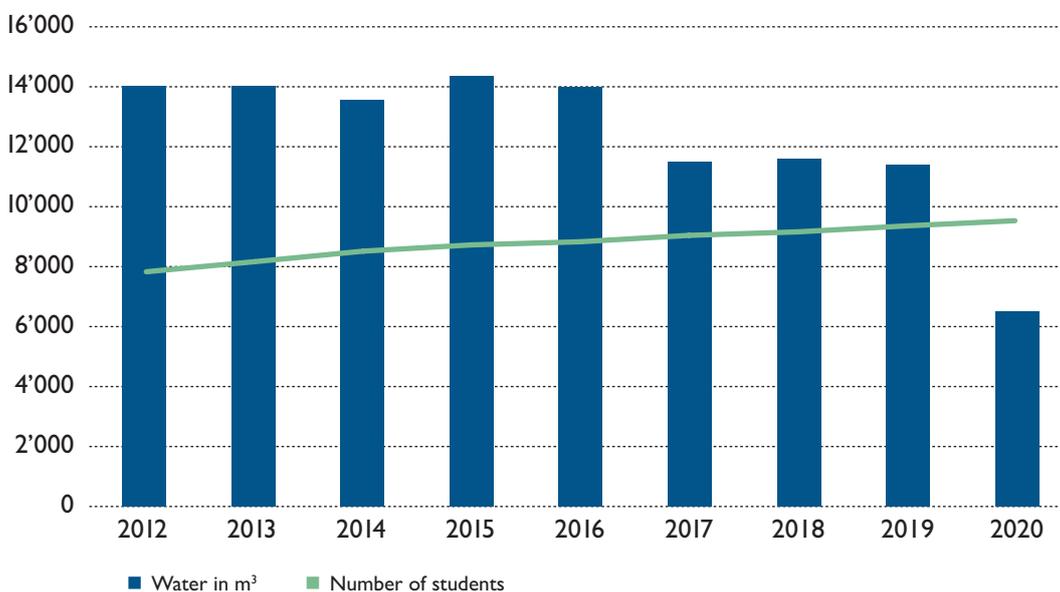
Waste

The University of St.Gallen applies a comprehensive recycling plan, which requires waste to be sorted and then distributed to the University's recycling partners.

In 2019, 2076 kg of PET was recycled, saving 6228kg of greenhouse gas emissions and 1972 litres of oil. For this effort the University was recognised with a certificate issued by PET Recycling Schweiz.

Water Consumption

As a Blue University, the University of St.Gallen promotes the idea of water as a public good, as well as the consumption of tap water. It works to continually reduce the use of water and preserve this precious resource through various measures. The “H₂Oases” for example, were expanded further throughout 2019/2020. Two more water dispensers were installed on campus in 2019, at which students can fill up their drinking bottles. In view of the increasing number of students, relative water consumption per capita has decreased. Since 2012, water consumption has been reduced by approx. 2600 m³. Due to the lock-down caused by the Covid-19 pandemic in 2020, water consumption went down drastically.



Campus Platztor

For the tender of the campus Platztor, the building construction department set very high goals in terms of sustainability. The planned new campus will take into account the “Swiss Sustainable Building Standards” (SNBS Bildungsbauten) and will represent a best practice example to achieve energy efficiency and minimal use of non-renewable resources in construction, operation, and mobility.

Time Capsule in the HSG Learning Center

During the foundation-stone-laying ceremony of the HSG Learning Center, a time capsule was added to the foundation of the building. The time capsule will be opened on the occasion of the HSG’s 150th anniversary celebration and will reveal today’s wishes and ideas. The delegate team for Responsibility and Sustainability contributed to this event by adding a video about the vision of students, professors, and employees of the University have for the year 2048. The team also added additional documents to the time capsule, like a survey by oikos on curriculum change and a recent news article on the state of our planet.

IT AND SERVICES

In light of the process of digitalisation the University of St.Gallen has required a substantial amount of data storage, soft and hardware, as well as other services related to IT performance. We aim to reduce the amount of greenhouse gases caused by IT and increase the use of efficient technology.

High-Performance Computers and Storage Systems

Since 2020, the University of St.Gallen has taken up residence at “Rechenzentrum Ostschweiz” for the usage of two high-performance computers. The University requires a high-performance infrastructure for its two new Chairs in artificial intelligence and machine learning and data science. The “Rechenzentrum Ostschweiz” is the most energy-efficient computer and data centre in Switzerland. All energy is generated from photovoltaic installations and hydropower, and waste heat is reused on site.



FOOD

Food is an important aspect of a sustainable university campus. Our canteen offers a diversity of fresh, healthy, regional and sustainably sourced products. The canteen continuously improves its sustainability – for example, by implementing measures to reduce food waste.

Sustainable Food Supply

With the transportation strategy “prevent, relocate, improve”, Migros East Switzerland has been testing biogas trucks, which also supply the University, since 2019. The trucks use 100% Swiss biogas, thus the transport of the food is almost CO₂ neutral.

Food Waste

The canteen's platform “Studienhungrige.ch” saves 1'900 meals annually. Moreover, the University canteen joined the “Too Good to Go” platform to offer food that is no longer needed at a reduced price to save it from going to waste.

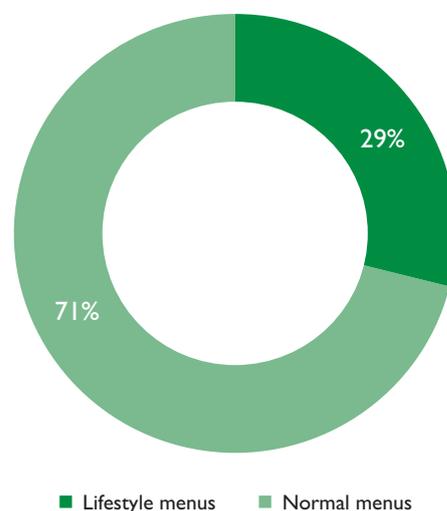
Reusable Tableware

The Migros label “Generation M” offers environmentally-friendly reusable tableware as a useful solution for take-away meals. The tableware can be returned (with a deposit of CHF 5) at the University. About 230 of these solutions are currently in circulation at the University. In autumn 2019, reusable cups were added to this offering. Today, roughly 550 environmentally-friendly coffee cup alternatives are in circulation at the University. Both of these solutions are produced sustainably and are CO₂ neutral. In this manner, consumers are contributing to the reduction of environmental pollution that results from take-away meals.

Lifestyle Menu

Introduced in 2013, the Lifestyle Menu aims to reduce the environmental impact of food through offering seasonal and mostly vegetarian options. The menu is put together in cooperation with the University sports unit to ensure a healthy diet.

In 2019, the share of lifestyle menus increased to almost 29%, compared to 24% in 2017.





DIVERSITY AND INCLUSION

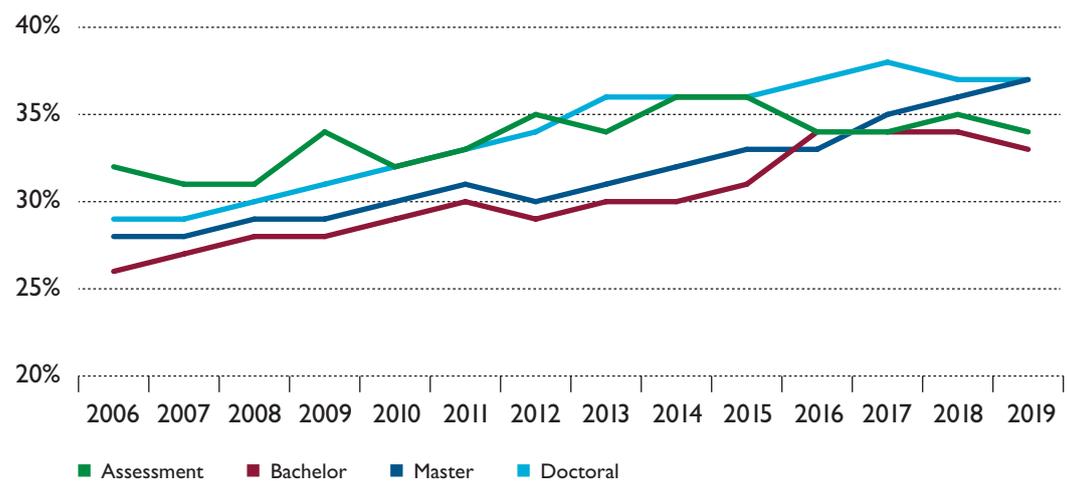
The University of St.Gallen aims to maintain a diverse and inclusive campus, concentrating on topics such as accessible buildings, special needs, equal opportunities, tolerance, respect, work-life balance, as well as gender balance among students and the work force. A dedicated unit for Diversity and Inclusion manages the broad range of topics and initiatives.

FACTS AND FIGURES

The University of St.Gallen monitors diversity and inclusion data. The latest “Gender and Diversity Monitoring Report” in 2020 showed that some positive developments continued, including the increase in female students and professors. However, the proportion of female faculty still remains relatively small.

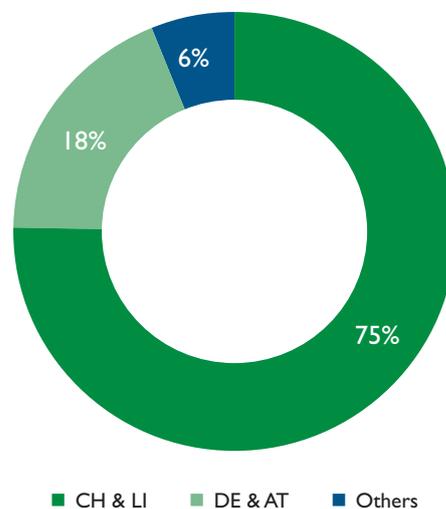
Proportion of Female Students

In 2019, 35% of all students at the University were female. This is an increase of 8% compared to 2006. The doctoral level witnessed an especially significant increase.



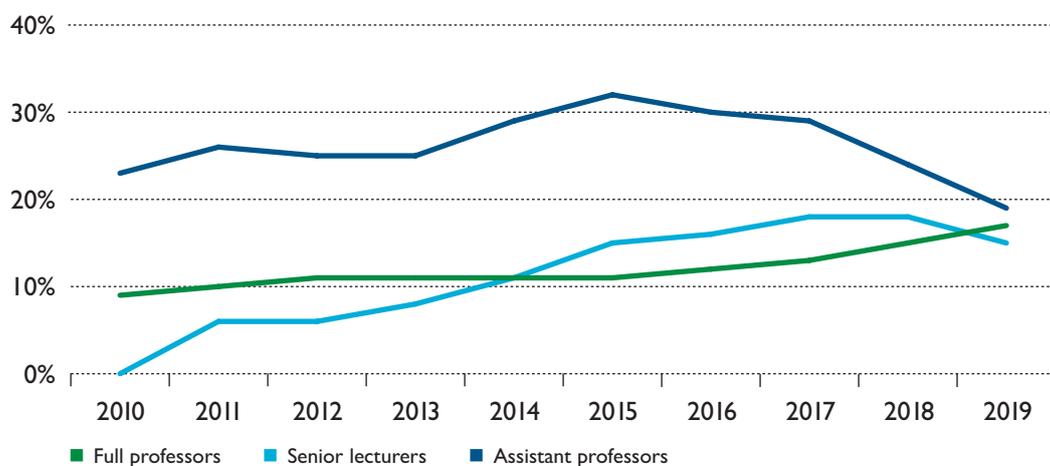
Origin of Students

In the fall semester 2019, students from 88 different countries and all continents were studying at the University of St.Gallen. The majority (more than 75%) come from Switzerland (CH) and Lichtenstein (LI). Around 18% are from Germany (DE) and Austria (AT), and around 6% are from other countries.



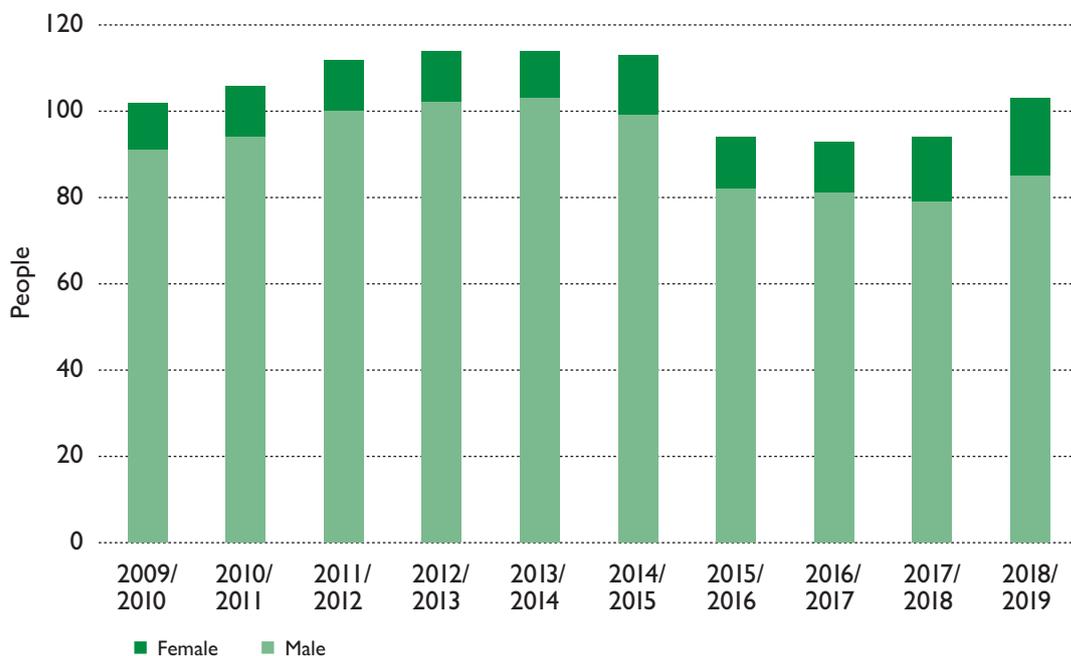
Proportion of Female Faculty

Women are underrepresented among faculty members. Although the proportion of female professors has increased over recent years, it remains low. Between 2012 and 2015 the proportion of female faculty was around 11%, which increased to 17% in 2019. Among senior lecturers the proportion has increased drastically over the last ten years, but has not exceeded 15%. The proportion of female associate professors is the highest at 19%. The University aims to achieve its gender equality target of 30% among assistant, associate and full professors by 2025. Since 2017, the proportion of women among new appointments has been 40% across all three levels..



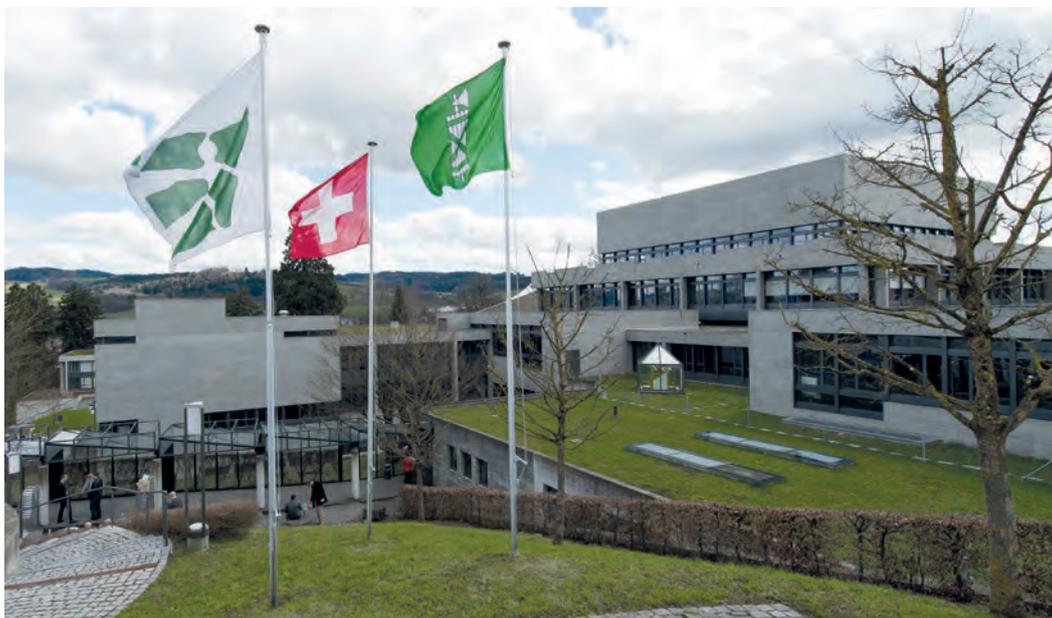
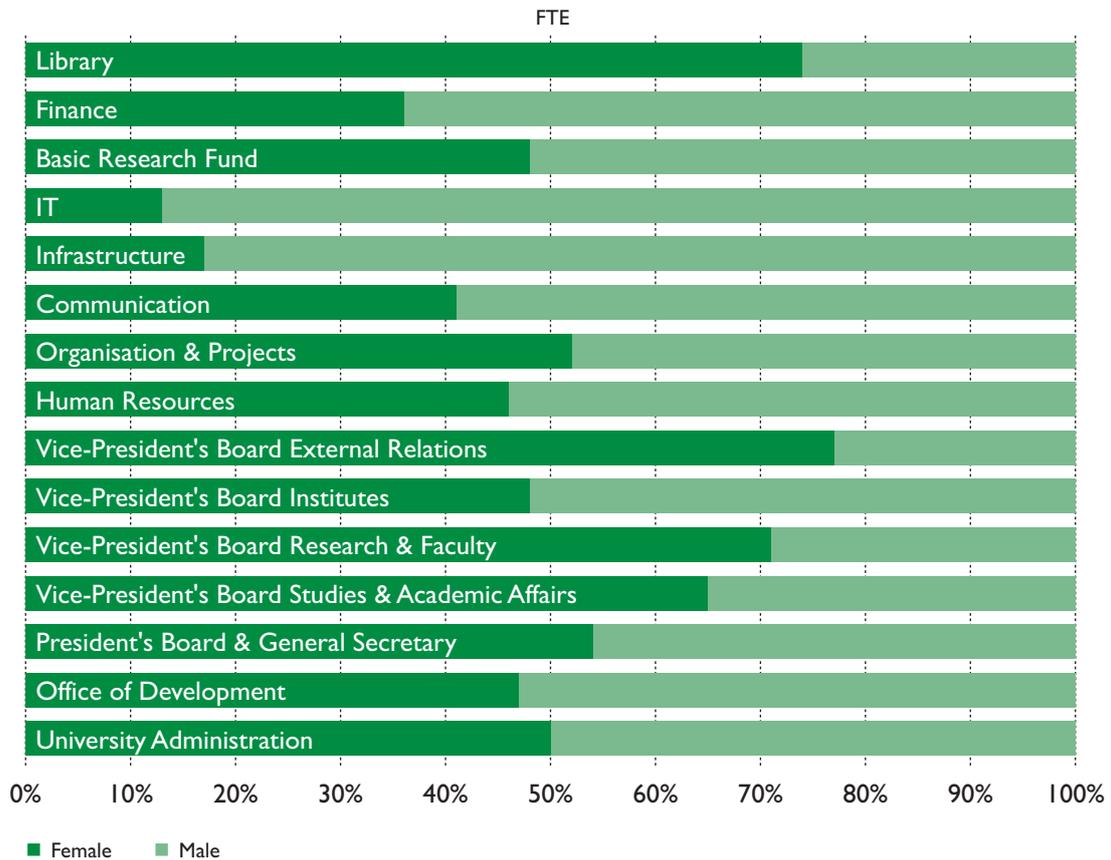
Proportion of Men and Women in the Senate

The Senate is the highest academic body of the University of St.Gallen. It consists of full professors and non-tenured faculty members of the University, members of the Student Union, and advisory members. The proportion of women has increased in the last ten years from 11% to 17%.



Proportion of Men and Women Among Professional Services Staff

Among the administrative staff, there is a gender balance of exactly 50%. In the areas of IT and real estate services there are more men than women, whereas in the library and on the Vice-President's Board for External Relations more than 70% of all employees are women.



PROJECTS AND INITIATIVES

Several projects and initiatives help to promote diversity and inclusion among students and employees. Besides the institutional body of the committee for gender equality, there are student-driven initiatives including our first ever Pride Month in 2020.

Diversity and Inclusion Unit

Since 2016, a general Diversity and Inclusion (D&I) unit has been formed by two competence centres: Equal Opportunities, concerned with gender equality, and Special Needs, which is dedicated to supporting people with disabilities and chronic illness.

The main goals are defined as follows: increasing the overall proportion of academic female faculty and students; supporting work-life balance between family and employment or studies; providing individual support to students with disabilities or chronic illnesses; enabling physical and digital accessibility, and promoting a culture of tolerance and respect.

- The D&I projects involve ensuring **full accessibility to the physical campus**, including in new buildings. To this end, the D&I unit cooperated with the University's real estate unit in engaging a specialist to supervise the construction process of the planned learning centre. This ensures the building's accessibility for people with restricted mobility or visual impairments.
- Another project is the **inclusive language guideline** that was approved by the Senate in November 2020. The guideline was written by Dr. Christa Binswanger, Senior Lecturer for Gender and Diversity, on behalf of the D&I unit. It provides guidelines on how to use inclusive, non-discriminatory language, and introduces the use of a star to indicate gender diversity.
- The D&I unit has designed and implemented a **training tool to reduce implicit bias** in appointment committees. The tool is designed as a 'serious game': participants are lead through a fictional appointment process using short videos. In each situation, an incident of implicit bias occurs. Participants have to decide on how to proceed in a multiple-choice setting. Depending on their choices, the participants either are influenced by the implicit bias or overcome it through selecting the female candidate. In the future, the unit will increase activities in the areas of integrity and respect, sexualised discrimination, racialised discrimination, sexual orientation, internationality, and social background.

Dr. Regula Dietsche | Dr. Verena Witzig | Dr. Anna-Katrin Heydenreich | Liza Lock, lic. phil

Committee for Gender Equality

The Committee for the Equality of Women and Men is concerned with diversity issues, especially gender equality. The members represent the schools as well as junior faculty and the student body. They are supported by representatives of the administration, the Diversity & Inclusion unit, as well as the Vice-President for External Relations. The University consults the Committee concerning questions of gender equality and diversity and promotes actions to reduce inequality. The Committee should also be consulted with regard to the University's decisions related to equality and diversity. The Committee has the right to submit petitions to the the President's Board concerning these issues. In the last two years, the Committee for Gender Equality has given the schools the possibility to submit an action plan to promote diversity and inclusion. All schools participated and received funding. The Committee further participated in the consultation process of formulating a new version of the University of St.Gallen Act. It suggested introducing a paragraph stating that the University is tasked with fostering diversity, including all social groups, and protecting its members from discrimination. During the Covid-19 pandemic, the Committee for Gender Equality advised the President's Board on how to address questions relating to vulnerable persons as well as the increased burden on caregivers.

Prof. Dr. Isabelle Wildhaber



Pride Month 2020

Diversity and inclusion have long been implemented at the University of St.Gallen. Andreas Oberholzer, student at the University and member of the LGBT+ movement (lesbian, gay, bisexual, and transgender) says: "Our community is still not being noticed enough". In order to encourage students to be themselves, the University of St.Gallen celebrated a Pride Month for the first time in October 2020 at which 1'000 people on campus wore rainbow pins. The University also officially hoisted rainbow flags and held several events to educate about LGBT+ topics. Moreover, the Pride Month was a big campaign that not only raised awareness among the University community but also reached over 2.6 million media impressions through media coverage in East Switzerland.

 youtu.be/Pma5t4tdOsE



DIALOGUE & OUTREACH



NETWORKS AND COMMUNITIES

The University of St.Gallen works together with various actors in business and society to jointly explore and design effective solutions to address sustainability challenges. It supports interdisciplinary dialogue, platforms, and events that promote the discussion of relevant topics and the development of solutions.



swissuniversities

In 2020, the board of swissuniversities approved the mandate for the new sustainability network for Swiss universities. Prof. Judith Walls officially represents the University in this network. The aim is to connect the persons responsible for sustainability at different universities, to benefit from each other's expertise and support, and disseminate best practices in this area within universities.



Blue Community

The University of St.Gallen has been certified as a Blue University since September 2016. The certification took place together with the City of St.Gallen, Pedagogical University of St. Gallen and the St.Gallen University of Applied Sciences. To achieve the goals of the Blue Community and to promote worldwide access to clean water, the cooperation of different actors is essential. Our University is therefore committed to exchange with local and international partners. In 2020, two online meetings with the Blue Community from Eastern Switzerland took place to discuss joint actions and identify synergies. The University very much welcomes this exchange with local actors and is happy to be part of this community.



Swiss Network for Sustainable University Business Travel

The number of flights taken by people associated with the university has increased dramatically in the past ten years. It is especially researchers who tend to fly more often than the average population. Replacing air travel with more sustainable alternatives is a huge source of leverage for reducing the CO₂ emissions produced by universities. The Swiss Network for Sustainable University Business Travel was launched in 2019 with the aim of connecting Swiss universities and enabling them to share insights, best practices, and lessons learned in order to promote sustainable business travel. The network has since organised several workshops and meetings to discuss the technical and procedural aspects of sustainable business travel as well as to get inspiration from the plurality of interesting projects that individual universities are engaged in to promote sustainable travel options.



Diversity and Inclusion Networks

The Diversity and Inclusion Unit is affiliated with national networks such as the Inclusion, Diversity and Equality Association of Swiss Universities (IDEAS). IDEAS provides the equality and diversity delegates of Swiss universities with a platform for cooperation and networking. The University of St.Gallen is also supported by the federal programme P-7 managed by swissuniversities. It participates in several cooperation projects under the P-7 umbrella. The project "Professionalisation of the Network Study and Disability Switzerland" aims to improve higher learning institutions' practical knowledge, thereby enabling and supporting students with disabilities.

The High Potential University Leaders Identity & Skills Training Program (H.I.T.) is a training programme designed to enable diversity-aware leadership among excellent female professors. So far, two professors from St.Gallen have graduated from the H.I.T. programme.

St.Gallen Diversity Benchmarking, a product of the University of St.Gallen, analyses institutions of higher education according to different dimensions of diversity such as gender, age, and nationality and helps them to establish their position within the landscape of Swiss universities.

Think Tank Gender & Diversity is dedicated to promoting knowledge and skills in the fields of gender and diversity nationwide and aims to strengthen knowledge exchange between higher education institutions, between academics, political and cultural institutions, industry, and the media.

SUSTAINABILITY ALUMNI COMMUNITY

The University of St.Gallen has a strong alumni community built around sustainability issues. Besides the HSG Sustainability Alumni Club with its various activities throughout the year, the HSG Alumni Conference included a dedicated session on sustainability in 2020.



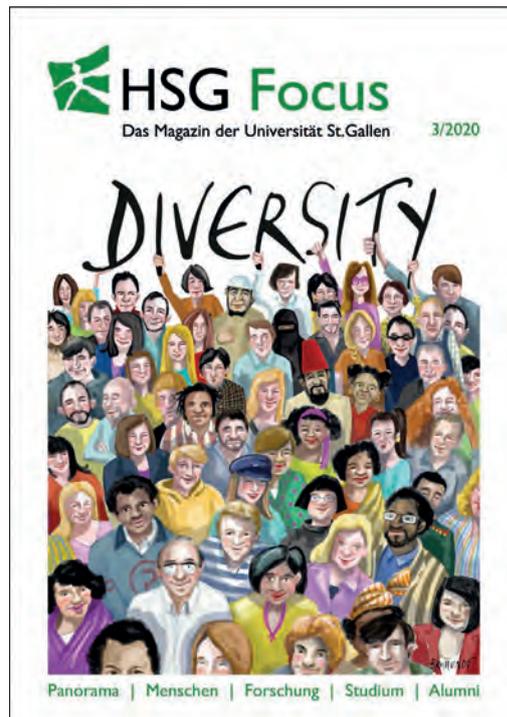
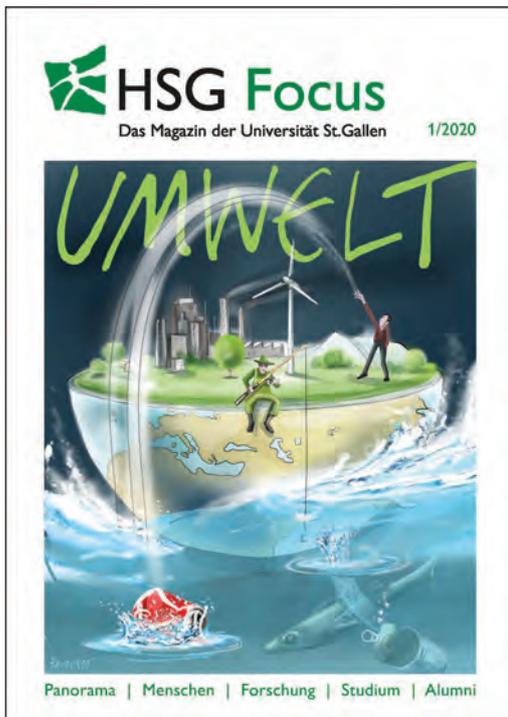
HSG Sustainability Alumni Club

The Sustainability Alumni Club sees itself as a platform for connecting people interested in sustainability in order to exchange and develop innovative solutions. Founded in 2018, the club had grown to include 206 members by 2020. During 2019 and 2020, the club organised various company visits (Direct Coffee, Umami), a research talk with Prof. Judith Walls about corporate purpose, a video screening “Our Planet: Our Business” with a discussion with WWF, and regular informal networking events.

 hsg-alumni-sustainability-club.com

HSG Alumni Conference – Panel on “Time & Space” in Sustainability

How can we overcome the problems of time (short-termism) and space (global/local)? Prof. Judith Walls led an interactive breakout session during the HSG Alumni Conference about space and time in corporate environmental sustainability. Together with distinguished panelists, Prof. Judith Walls discussed the challenges related to time and space in sustainability.



HSG Focus Magazine

A dedicated focus on environment

In the January 2020 edition, the University's magazine "Focus" covered different perspectives on the environment, such as research projects about the phase-out of coal, the student-driven organisations oikos and the Vegan Club, as well as infrastructure management at the University aimed at reducing water and energy consumption. Among the highlights were three video interviews with researchers in sustainability-related fields:

- Why is climate change relevant for business? – An interview with Prof. Judith Walls
- Blind spots in the sustainability debate – An interview with Prof. Wolfgang Stölzle
- Aviation and the climate – An interview with Dr. Andreas Widmer

🌐 magazin.hsgfocus.ch/hsg-focus-1-2020-umwelt

A dedicated focus on diversity

In the third edition of 2020, the magazine focused on topics related to diversity. Topics like stereotypes associated with men and women, discrimination, inequality, and inclusion were assessed in detail. It also looked deeper into the situation of female entrepreneurs and student-driven initiatives, like the Pride Month of the LGBT+ community. Among the highlights were these two video interviews:

- Diversity and employment – An interview with Dr. Patricia Widmer
- Diversity as a leadership role – An interview with Prof. Gudrun Sander

🌐 magazin.hsgfocus.ch/hsg-focus-3-2020-diversity



EVENTS

Throughout the years, several sustainability-related events have taken place. These events enable the University of St. Gallen to reach out and connect to relevant stakeholders and to help jointly co-create a sustainable future.



#REMforum

“System change, not climate change? Towards a re-new-able normal” was the topic of the 11th St.Gallen Forum for Management of Renewable Energies (#REMforum), which took place in September 2020 with participants from industry, academia, government, investors, and civil society. Due to the Covid-19 pandemic, #REMforum was shifted to a new format: After a one-day hybrid conference with distinguished keynote speakers and panelists from the energy and financial industries, a series of five consecutive webinars took place. They covered current research topics, like electric mobility, the social acceptance of community investments, emotions related to wind energy, low-carbon travel, and alpine solar power. In this new format, the Management of Renewable Energies department successfully combined research insights with public outreach.

 remforum.ch



10th Anniversary of the Consumer Barometer of Renewable Energy

In 2020, the Consumer Barometer of Renewable Energy was published for the tenth time. The study, conducted in collaboration with Raiffeisen and EnergieSchweiz, provides insights into what Swiss people think about energy and climate change based on a representative sample of more than 1'000 respondents. The results of the study were presented as a webinar that was moderated by SRF moderator Arthur Honegger and attended by 130 participants. Further, detailed insights were presented at the 11th St.Gallen Forum for Management of Renewable Energies (#REMforum) as the starting point for a panel discussion entitled “Unlocking rooftop PV-investment: A climate bonus on mortgages?”. The results of the study, including a technical report, infographics, and several videos are available at:

 kuba.iwoe.unisg.ch

Diversity and Inclusion Conference

In 2020, the Diversity and Inclusion (D&I) Conference took place for the fifth time. The annual D&I Conference is a joint project across multiple research centres and institutes that engage in D&I-related research. It engages practitioners in a dialogue about key academic insights through so-called tandems with experts from the field and academia. Due to the extraordinary situation caused by the Covid-19 pandemic, the format during 2020 was adapted to five days of mostly lunch-time online sessions, free of charge, turning the event into a “D&I Week”. This allowed even more people to participate.

In 2019, the conference attracted 150 participants and included, besides diversity questions, joint panel discussions with researchers and practitioners about the LGBT+ issues facing companies.

 inclusion-tagung.ch



African Research Symposium

In January 2020, the Competence Center for African Research (CCAR) at the Institute for Business Ethics was officially launched with a scientific symposium. Scholars and researchers from Europe, Africa, and North America came together for a mutual exchange of cutting-edge contributions in the African context. The participants exchanged opinions and experiences with a focus on ethics, technology, and Africa. Over the course of two days, different keynotes and panel discussions took place. “It was a very inspiring kick-off symposium at a very high level, with well-thought-out and in-depth talks and discussions”, said Prof. Florian Wettstein, founder and chair of the centre.

 iwe.unisg.ch/en/initiativen/competence-center-for-african-research/reports



Young Researchers Summit

The Young Researchers Summit is an interdisciplinary annual conference for international young scholars and Ph.D. students in the field of business and human rights (BHR). The goal of the conference is to connect the next generation of international BHR scholars and to provide a forum for them to share, challenge, and develop their own ideas as well as those of the other participants.

In 2019, the summit was hosted in St.Gallen. The event brought together a talented group of 14 researchers from all over the world. Among other topics, the researchers discussed questions regarding the positive and negative impacts of socially responsible investments: How do we build an investment system that can represent both the needs of corporations and the rights of present and future generations?

 uwe.unisg.ch/en/initiativen/bhr-young-researchers-summit



Age in the Workplace

The fifth edition of the international conference was hosted by the Center for Diversity and Inclusion in November 2019. Under the title "Creating an inclusive labor force: Aging, health and diverse abilities in the workplace", 75 leading researchers from 19 countries discussed current research projects as well as future development in the field.

 age-in-the-workplace.ch

Waste Symposium

The Swiss waste management industry pursues the overall aim of closing material cycles in the sense of creating a circular economy. How can promising solutions for waste avoidance and recycling be transferred so that the greatest benefit is achieved from a global perspective? At the Waste Symposium 2019 organised by the Competence Center for Energy Management in cooperation with the municipal waste disposal department of St.Gallen and the Waste Management Association St.Gallen-Appenzell, best practice examples, the transfer of achievements and business processes, as well as the global aspect of waste management were discussed from different points of view. At the end, it was shown how living in a zero-waste era might indeed be possible.

 recyclingtagung.ch



Electricity and Heat Conference

The Competence Center for Energy Management offers two different conferences on the topics of electricity and heat per year. These events offer an important platform for informal exchange between science, practice, politics, and administration. In 2019, we focused in particular on the transformation of the heat system in order to achieve the climate and energy policy objectives of Switzerland. Thus, the motto of the heat conference was "Decarbonisation of the heat system: Quo vadis?".

 stromtagung.ch | waermetagung.ch

Conference on Critical Gender and Diversity Knowledge

The conference involves discussion of questions of knowledge building in gender and diversity research, equality politics, and diversity management. The digital transfer conference of the Think Tank Gender & Diversity aims at initiating discussions on current problems and methods of knowledge building in various specific contexts concerning critical gender and diversity knowledge. The event is designed as a forum of exchange between academia, education, politics, business, media, and arts. As part of the conference committee, Dr. Christa Binswanger moderated a session on gender equitable language in November 2020.

 gender-diversity-knowledge.ch

SAMBA's Sustainable Leaders Conference



In collaboration with the Swiss Association of MBA's (SAMBA), EY and the Institute for Economy and the Environment, a sustainability leadership conference was

held in December 2020. Attended by over 200 participants, the event was graced by 24 expert speakers from top companies who shared their experience, best practices, and know-how about sustainable leadership. The speakers participated in four panels covering the topics of sustainable leaders, impact investing and measurement, and the circular economy. The main sponsor for the Sustainable Leaders Conference 2020 was EY, supported by eTrain, the Swiss American Chamber of Commerce, Marcel Juen, and the Institute for Economy and the Environment with Prof. Judith Walls.

 swissmbas.com/event/details/sustainable-leaders-conference

Public Lectures

Various public lectures focused on sustainability-related topics in 2019. Prof. Monika Kitzmüller's lecture on the aesthetics of sustainability discussed the tension between the choice to forgo and the choice to make a profit. She elaborated on changes in our everyday practice, in which dealing with prodigality and abundance is central. In her lecture, Prof. Johanna Gollnhofen explored the historical and cultural traces of our throw-away society and took a critical look at them. In 2020, Dr. Christa Binswanger from the department of Gender and Diversity organised a public lecture series on society and gender together with the University of Applied Sciences in St.Gallen. The lectures focused on different aspects of men and health.

 unisg.ch/en/universitaet/besucher/oeffentlichevorlesungen



Children's University Day

The idea of our Children's University is to teach children about issues relevant to them in society, in addition to what they learn at school. In 2019 and 2020, the topics included ethics (Prof. Thomas Beschorner), personal career outlook and gender (Dr. Christa Binswanger) and food waste (Prof. Johanna Gollnhofer).

 unisg.ch/en/universitaet/besucher/kinderuni

Sustainability Efforts related to the St. Gallen Symposium

The St. Gallen Symposium is one of the world's most important initiatives for intergenerational dialogue. Leading representatives from business, politics, and society meet with young talents and debate about current topics. As a world-renowned initiative the topic of sustainability has moved further and further up the list of priorities in recent years. In the process, an internal sustainability strategy has been developed that addresses the major sustainability challenges of the St. Gallen Symposium, such as holding a sustainable symposium each May, and engaging in holistic sustainable business activity during the year. In order to lower the conference's emissions, the "New Mobility Concept" was developed. This is a unique initiative that was created in cooperation with ABB and Swiss Federal Railways (SBB) to make mobility at conferences more sustainable. Additionally, thanks to our geographical expansion to the hubs in Boston and Singapore and about ten embassies around the world, we have created a new type of conferencing in the shape of a blended format. As a result, travel and transport emissions related to the event are expected to decrease on a relative basis in the future. Further reduction measures will be implemented in 2021 – such as using a 100% solar-power supply, and implementing a functioning travel policy as well as an anti-greenwashing initiative.

 symposium.org/event

APPENDIX | PRME PRINCIPLES

In 2010, the University officially adopted the UN Principles for Responsible Management Education (PRME) and immediately assumed an active role in implementing the principles internally, and promoting them within the business school community.

PRME Principles for Responsible Management Education

an initiative of the United Nations Global Compact



Principle 1 | Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.



Principle 2 | Values

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



Principle 3 | Method

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



Principle 4 | Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.



Principle 5 | Partnership

We will interact with 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.



Principle 6 | Dialogue

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

HSG AT A GLANCE

Founded in 1898, the University of St.Gallen has evolved into centre of excellence thanks to its practice-oriented approach, international flair and integrative view of studies.



more than **40** institutes,
research units and centres



3 global centers
approx. **200** partner universities



7th place

in the Financial Times Business School Ranking in 2020

8th place

in the Financial Times MBA Ranking in Corporate Social Responsibility in 2021



3,335 employees

31,677 alumni members



9,047 students

about 50% are members of one of the **180** student associations

35% are women from **83** countries



This report was compiled and written by 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.

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