



# SWISS SUSTAINABILITY HUB

past, present & future

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### Abstract

Founded in September 2014, this cutting-edge multi-stakeholder initiative experiences a thrilling ride. In this document the reader will get an overview about where the SSH comes from, where it stands and how the future looks like in December 2016

Jan Maisenbacher (Project Lead October 2015 - December 2016)

# Short history in six phases from March 2014 – December 2016

## Phase 1: From “call for action” to a group of pioneers (March – December 2014)

### What happened in this phase?

#### Preparing for lunch at Business for Society Event 20 September 2014

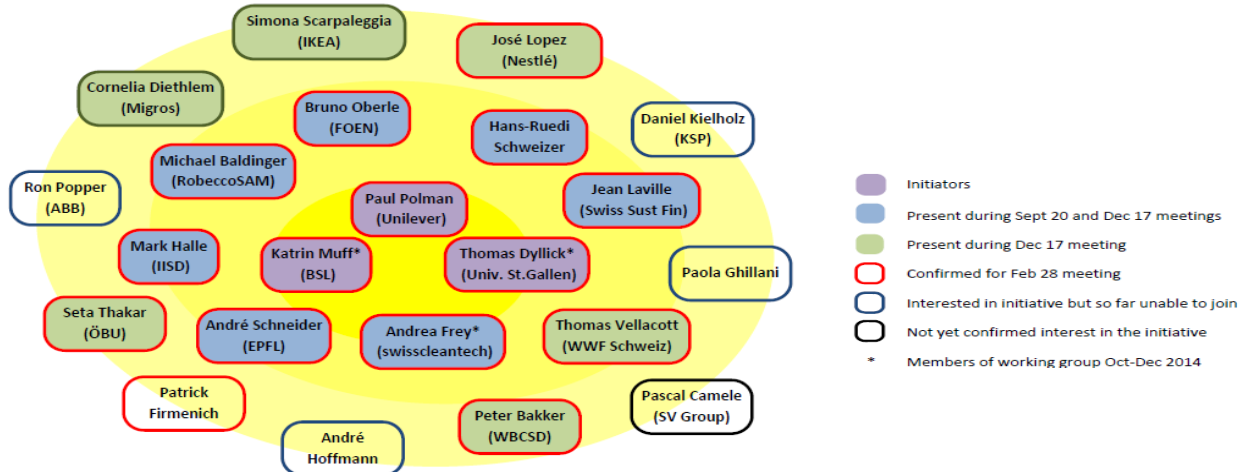
- Invitation from March 2014 for a round-table with 10 personalities on 20. September 2014 at the “Business for Society Event” of BSL. Initiators Katrin Muff, Thomas Dyllick, Paul Polman. Invited personalities: Patrick Aebischer, Nick Beglinger, Daniel Freitag, Christian Hunzik, Hans-Ruedi Schweizer, John Tobin, Ron Popper.
- Call for action that got prepared between June and September: “Every country needs a vision – Switzerland a global hub for Sustainability”.
- 20 September 2014: “Business for Society Event” at the graduation ceremony of BSL. Photo from the Podium at the BSL Graduation Ceremony with Paul Polman, CEO of Unilever, Nick Beglinger, President of swisscleantech, Jean Laville, Deputy CEO of Swiss Sustainable Finance, and Bruno Oberle, former Director of the Federal Office of the Environment (FOEN).



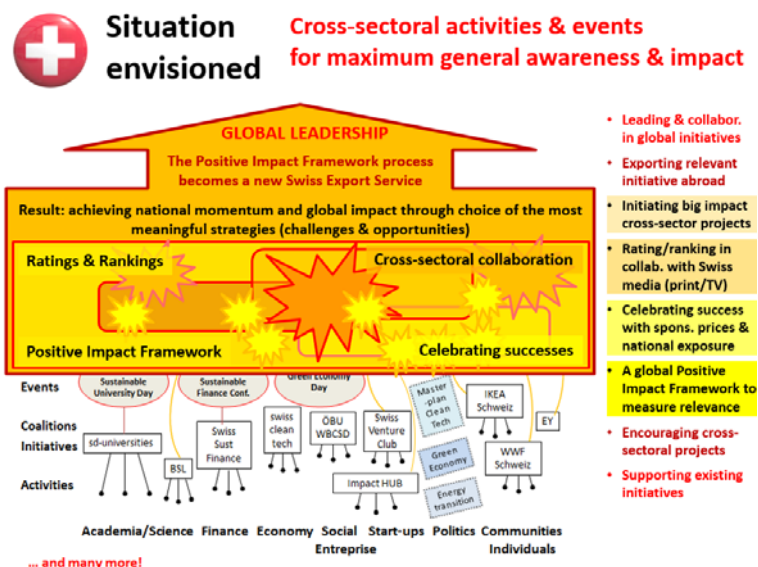
#### First working meeting at BSL: 17 December 2014

- A preparatory working group is in place, purpose of the SSH: *“To transform Switzerland into a positive contributor to a world where we all live well and within the limits of the planet” “What it takes to achieve this? Driving innovative solutions for global problems plus leading in implementing innovative solutions at home”*
- Ideas of Swiss Sustainability Ambassadors (SSA) and of a first “Swiss Sustainability Grid” (later becoming the “Positive Impact Framework” or PIF).
- Idea of the PIF becomes the heart of the SSH and a three step process: *“Step 1: Identifying Sustainability Challenges at a Global Level, Step 2: Identifying relevant challenges for a country: Switzerland, Step 3: Identifying the challenges for each stakeholder group- Switzerland (Companies like MNC, family-businesses; Communities like cities, villages; Citizens like families, individuals).”* The PIF should measure relevance and is planned to be completed with external experts in Q1 + Q2/2015.

- Key differentiators of the Swiss Sustainability Hub before the 17 December meeting:  
*"A collaborative space for stakeholder to create quantum leap change, not in competition with or copying what already exists; Focus is on celebrating relevant successes, magnifying what works and building momentum; A new space for existing players to shift the ongoing debate to a higher level discussion"*
- Overview of personalities involved at this stage:



- Key differentiators of the Swiss Sustainability Hub before the 17 December meeting:  
*"A collaborative space for stakeholder to create quantum leap change, not in competition with or copying what already exists - Focus is on celebrating relevant successes, magnifying what works and building momentum - A new space for existing players to shift the ongoing debate to a higher level discussion"*
- Idea of the PIF is a three step process: *"Step 1: Identifying Sustainability Challenges at a Global Level, Step 2: Identifying relevant challenges for a country: Switzerland, Step 3: Identifying the challenges for each stakeholder group- Switzerland (Companies, Communities, Citizens)"*



## Phase 2: Converging into small expert team (January - August 2015)

### What happened in this phase?

- 28 February 2015: Memorandum by 15 personalities gets signed: Michael Baldinger (RobeccoSAM), Bruno Oberle (BAFU/FOEN), Cornelia Diethelm (Migros), Paul Polman (Unilever), Thomas Dyllick (University St. Gallen), Simona Scarpaleggia (IKEA), Mark Halle (IISD), Andre Schneider (EPFL), Jean Laville (Sustainable Finance Geneva), Seta Thakur (öbu), Katrin Muff (BSL), Christian Zeyer (swisscleantech), Res Witschi (Swisscom), Thomas Vellacott (WWF Switzerland)
- 23 March 2015: Short exciting pitching film with purpose of the SSH is uploaded



- February – June 2015: Core working group led by Daniel Klooz (Zeit zum Mitdenken) meets 4 times. Members include Cornelia Diethelm (Migros), Katrin Muff (BSL), Seta Thakur (öbu), Res Witschi (Swisscom). Work concludes with a “Memorandum” and a discussion paper “Developing the Swiss Sustainability Hub” (details see resource): *“In the first three meetings, the core team focused the idea of the “Swiss Sustainability Hub” (SSH) on the stakeholder “economy”. It developed and detailed a process for maximizing the economy’s contribution to sustainable development (SD). The result is documented in the discussion paper “Developing the Swiss Sustainability Hub” of 20 June 2015. In the fourth meeting, the core team defined the positioning of the SSH and developed ideas for its long-term organisation and financing. In an initial step, a suitable new core team will be constituted that will secure the implementation and financing of the build-up phase (autumn 2015 to the end of 2016).”*
- Extract from the Overview of the Positive Impact Framework and Collaborative Action Space steps from the Core Group (see image below)

Overview of the individual steps (green steps = PIF; yellow steps =CAS\*):

	What?	Results
<b>Step 1</b>	Determination of the status of SD (assessment of current situation) (here the business sector will rely on the work of third parties)	Challenges and need for action from the SD perspective in the individual topics (not just deficit-oriented!)
<b>Step 2</b>	Determination of the effects of the business sector on the individual topics (use existing documents!)	SD impact profile for the business sector (positive and negative impacts)
<b>Step 3</b>	Comparison of “challenges and need for action from the SD perspective” with the SD impact profile of the business sector	Business sector-specific need for action
<b>Step 4</b>	Analysis of business sector-specific need for action	Challenges and need for action from the <b>business sector</b> perspective (major topics)
<b>Step 5</b>	Definition of the business sector's contribution to SD (improvement of SD performance)	Objectives in the major topics that must be achieved by individual companies
<b>Step 6</b>	Development of appropriate measures	Concrete measures in the business sector for the major topics
<b>Step 7</b>	Implementation of defined measures by companies of the business sector	Concrete contribution of the individual company towards fulfilling the need for action
<b>Step 8</b>	Implementation and effectiveness checks	Assessment of the success or failure of the business sector in improving its SD performance; continuous improvement process

\*The SSH promotes this procedure for maximising the SD performance by providing a “Positive Impact Framework” (PIF) and a “Collaborative Action Space” (CAS).

- 4. August 2015: Project Manager Daniel Klooz envisioned and pre-planned five possible subprojects for the SSH for the build-up phase from October 2015 – December 2016 (only available in German): 1. *Themenraster und Lagebeurteilung*, 2. *Pilotprojekte zur branchenspezifischen Wirkungsanalyse und zum Handlungsbedarf*, 3. *Finale Positionierung und Trägerschaft SSH*, 4. *Interesse externer Anbieter klären betreffend PIF und CAS*, 5. *Nationaler SSH Event 2016* (resource: SSH Projekte Aufbauphase 2.2)
- Late August 2015: Project manager Daniel Klooz resigns
- September 2015: Budget draft with secured funds for a part-time project manager until end of 2016. Searching for new project manager (securing Jan Maisenbacher by October 2015 working for the SSH 20% in 2015, 40% in 2016)

## Phase 3: Designing GAP Frame & Collaborative Action Space (September 2015 – February 2016)

### What happened in this phase?

- November – December 2015: Researching country sustainability ratings and discussions with Andre Schneider and David Gil Lanter from EPFL about the framework and its appropriate sources (attempt to use WEF GCI plus add. EPFL suggestions into a holistic framework).
- 30. October: New Core Team meets with new project manager Jan Maisenbacher in Zürich to get to know each other and discuss the critical success factors of the SSH: Cornelia Diethelm (Migros): Participants Daniel Dubas (ARE), Nadja Lang (Max Havelaar), Marchesi Martina (Schweizer Metallbau), Katrin Muff (BSL Lausanne), Fabian Waldmeier (Max Havelaar)
- November 2015: Backdrop, right framework becomes urgent before the 17 December meeting where the new Core Team meets to work on the framework and indicators on a global and Swiss country level (to build on the framework to identify key issues in industry sectors). It becomes obvious that the indicators and measures will not be identified by then and the statistical relevance checks among and between them must happen later.
- 15 December 2015: New Core Group meets in December 2015 in Zürich for the second time at Max-Havelaar. Results of the meeting are a first-evaluation on three industries Food, Finance and Energy on issues of the Global Challenges Framework (covering environmental, social and economic factors). Participants: Fabian Waldmeier (Max Havelaar), Daniel Dubas (ARE), Martina Marchesi (Schweizer Metallbau), Cornelia Diethelm (Migros), Katrin Muff (BSL), Thomas Dyllick (HSG), Renat Heuberger (SouthPoleCarbon).
- December 2015 – March 2016: Both BSL and HSG provided significant research support to generate the first version of the GAP Frame tool (Identification of indicators and measures and statistical relevance checks). The most innovative element of the Gap Frame lies in its normative approach which lies in setting ideal goals for a large variety of indicators (69) across 24 issues in 4 categories. Borrowing from the True Business Sustainability Typology (Dyllick & Muff, 2015), it differentiates between an “inside-out” and an “outside-in” perspective: *“The issues are derived from three TNS 3.0 frameworks (see the Muff/Dyllick Position paper on True National Sustainability). Namely: the two politically negotiated United Nations frameworks, the Sustainable Development Goals (2015) and the Agenda 21 (1992), as well as the Swiss Circle Indicateur (2005). In order to measure these issues, the Gap Frame uses only indicators that lend themselves to set ideal standards. Using a back-casting techniques, the Gap Frame starts from an ideal future value and then compares it with the worst in the world and establishes all measures according to a 10-point scale whereby 10 is best and 0 is worst. This normative scale allows a so far unique comparison of the current state of the world with a normative desired future state. The Gap Frame recognizes the reality of a fast moving “VUCA” world and is set-up as a co-creative process, inviting regular revisions by open expert circles”.*

See first GAP Frame Beta version output on next page.



THE GAP FRAME – FROM NOW TO LIVING WELL ON 1 PLANET		WORLD	SWITZERLAND	FOOD INDUSTRY	
engineered by the Swiss Sustainability Hub using SDGs, Agenda21 & Swiss standards		6.2	7.4	GOAL: 10.0	
Environment	'biodiversity' covers several issues	7.0	6.4	10.0	
1. Species	wish list: ideal species measure Wildlife population in protected areas	9.0	2.5	Important	WOW
2. Climate	Footprint vs. bio capacity, number of countries needed to sustain	7.6	5.1	Important	WOW
3. Oceans	wish list: acidification, plastic Overexploited / collapsed fish stock, local phosphate consumption	8.5	7.9	CRITICAL	interesting
4. Land	Soil quality (pesticides ban), organic farming, desertification risk	4.2	6.8	CRITICAL	WOW
5. Air	Exposure to tiny particulate material, nitrogen consumption	8.8	8.9		
6. Water	Renewable water resources, water quality, waste water <del>recycle</del>	6.3	9.5	CRITICAL	WOW
7. Energy	Renewable energies, domestic use of solid fuels	5.0	5.8		interesting
8. Waste	wish list: hazardous waste, recycling rates Reused and recycled solid municipal waste	N/A	5.0	Important	interesting
Society	'well-being' & 'human rights' cover many issues	5.7	7.8	10.0	
9. Health & satisfaction	Life <del>expect.</del> , child mortality, undernourished, obese, alcohol abuse	5.6	7.8	CRITICAL	interesting
10. Equal opportunity	Gender pay wage gap, female represent. (Z), income distribution	2.9	5.7		
11. Quality education	wish list: relevance, life-long learning Primary enrolment rate, quality, youth in education, adult literacy	7.1	8.6		interesting
12. Living conditions	Access to electricity & drinking water, safe sanitation, road safety	6.9	9.7	Important	
13. Social stability	Intercultural tolerance, minority discrimination	4.7	7.2		
14. Quality of life	wish list: child well-being Quality of support network, work-life balance, poverty in <del>populat.</del>	8.4	9.0	CRITICAL	WOW
15. Basic rights	Consult. & legal rights, integration, voting, freedom of expression	4.4	6.9		
Economy		6.7	8.4	10.0	
16. Employment situation	Job security, youth & general unemployment, slave <del>labor</del>	8.3	9.1	Important	WOW
17. Resources & raw materials	Natural resources depletion, cost of primary energy <del>consumpt.</del>	6.8	8.8	CRITICAL	interesting
18. Sustainable consumption	wish list: meat consumption Total carbon consumption (incl. transfers), energy saving trends	6.7	7.7	Important	WOW
19. Sustainable production	wish list: fossil fuel subs, true-cost Companies with a sustainability report, irrigated agricultural land	6.2	8.5	CRITICAL	
20. Innovation & know-how	Ease of access to loans, availability of latest <del>technologies</del> & internet	5.2	7.6	Important	
Governance	'country risk' covers several issues	5.0	7.6	10.0	
21. Economic resilience	wish list: speculation & volatility, Public sector corruption, soundness of banks <del>cyber attacks</del>	5.9	8.3		interesting
22. Peace & cooperation	wish list: interstate conflicts, Freedom of assembly & movement, terrorism <del>migration</del>	3.5	7.1		
23. Positive incentives	wish list: <del>incent. for sust.</del> & just bus. Ethical business, judicial <del>independ.</del> , anti-monopoly, bus. support	6.8	8.3		
24. State of government	Good governance, gov. debt, budget balance, infrastructure qual.	3.8	6.9		
NOW VS. IDEAL FUTURE (0-10): 8.1-10 (GREEN) = OK   7.1-9 (YELLOW) = WATCH-OUT   5.1-7 (ORANGE) = ACT NOW   0-5 (RED) = URGENT ACTION					
Note: the inside-out business perspective of current industry risks & opportunities is often called "Industry materiality". The outside-in perspective relates to white-space innovation opportunities that are currently not served by an industry (based on the Dyllick/Muff True Business Sustainability)					
© 2016 Katrin Muff – developed and coordinated this project (69 indicators measuring the top 24 global sustainability issues) for the Swiss Sustainability Hub					

## Phase 4: Prototyping the Collaborative Action Spaces (February 2016 – ongoing)

### What happened?

- 11. February 2016: Mail to all Core Team members from Jan Maisenbacher introducing the way forward with the 3 pilot workshops and inviting for co-creation (participants to be invited)
- March 2016 – June 2016: In total six Collaborative Action Space Pilot workshops have been hosted in **Food, Finance and Energy** sectors (designed under the leadership of Aileen Ionescu-Somers and Katrin Muff):
  - 17 March/2 May: **Food** Workshops took place at Ateliers Bollwerkstadt in Bern on 17 March (half-day, 9 participants) and 2 May (full-day, 11 participants).
    - Selected GAP Frame Issues: Climate, Waste, Sustainable Consumption
    - Developed project idea that continues: Economy/Sustainable Consumption “Consume the Swiss way”
  - 31 March/9 May: **Finance** Workshops took place at Impact Hub Zürich on 31 March (half-day, 13 participants) and 9 May (full-day, 10 participants)
    - Selected GAP Frame Issues: Quality Education, Innovation & Know-How, Economic resilience, Positive Incentives
    - Developed project idea that continues: None that continues, 2 developed: 1<sup>st</sup> for Society/Quality Education: “Intergenerational Cooperation lab”, 2<sup>nd</sup> for Governance/Positive Incentives “Worldwide recognized sustainable finance hub”
  - 14 April: **Energy** Workshop took place at Impact Hub Zürich on 14 April (half-day, 6 participants). The second workshop could not take place due to lack of participants and interest
    - Selected GAP Frame Issues: Climate, Energy, Living condition, Sustainable
    - Developed project idea that continues: None
- 24 March 2016: E-Mail communication from Katrin Muff to SSH Advisory Board announcing the Collaborative Action Space workshops on track and the availability of the Beta-Version of the GAP Frame (invitation to help reviewing the GAP Frame)
- 30 June 2016: **Food Prototype**: Project reporting from Jan Maisenbacher on the Sustainable Consumption Food Pilot meeting (after the CAS) that happened 24 June in Bern. Participants: Beat Stettler (Nestlé), Birgit Schleifenbaum (Firmenich), João Almeida (Foodways Consulting), Aileen Ionescu-Somers (BSL), Anna Bozzi (Science Industries), Federico Schnoller (consultant), Jan Maisenbacher
- 11 August 2016: The Food Project group on Sustainable Consumption has its second workshop at Business School Lausanne to nail down the project further. Group exercise on Sustainable consumption from a consumer perspective in KNOWING, DOING and BEING dimensions. Still great energy in the team.





## The Swiss Sustainability Hub (SSH)

### ***Leapfrogging sustainability in the breakthrough decade***

#### Vision & strategic priorities for 2017 and onwards

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##### ***Numerous trends that support the creation of a strong SSH (naming a few)***

- ▶ Active and engaged federal and multilateral initiatives and efforts in place (in transition/in execution)
- ▶ Existing rich tapestry of players across all sectors in Switzerland
- ▶ Shifting organizational boundaries (to innovation and collaboration)
- ▶ Sustainable Development Goals (SDGs) are attracting attention including in the business community

##### ***The stakeholder pressure points are there!***

- ▶ Safe talking and collaboration space is missing for companies and CEOs
- ▶ Switzerland offers a complete value-chain coverage to solve end-to-end challenges
- ▶ Bringing business and government together to tackle SDGs

##### ***How does the SSH create value for Business and Industries in Switzerland?***



The SSH focuses on helping companies and other organizations contribute to reaching SDG targets. Think of it as a prism working in reverse (light from right to left, see picture). It filters inputs of diverse stakeholders to help create:

- ▶ white spot business opportunities related to the SDGs
- ▶ leapfrogging co-creational solutions on a SECTOR- and/or ISSUE- level
- ▶ pre-competitive advantages to bring sustainability to the next level

##### ***The suggested Vision of the SSH***

The Swiss Sustainability Hub (SSH) is a **multi-stakeholder co-creational platform and a catalyzer for transformative change in Switzerland and the world**. It enables companies to leapfrog in their sustainability journey by embracing the SDGs to close the gap between where we are today and a sustainable, just world. The SSH amplifies the impact of Swiss-based organizations active in this space and shares cross-national best practices. This is achieved by:

1. Continuously advancing a normative framework with measurable targets for business to calibrate their sustainability and business strategies and scale their positive impact.
2. Facilitating collaborative spaces for stakeholders across industries and value chains and enabling rapid prototyping of pilot initiatives.
3. Translating best-practice and research output into communicable messages to consumers to enable behavioral change.

As an intended side benefit, the SSH generates an intra- and transgenerational purpose for Switzerland.

##### ***Strategic priorities***

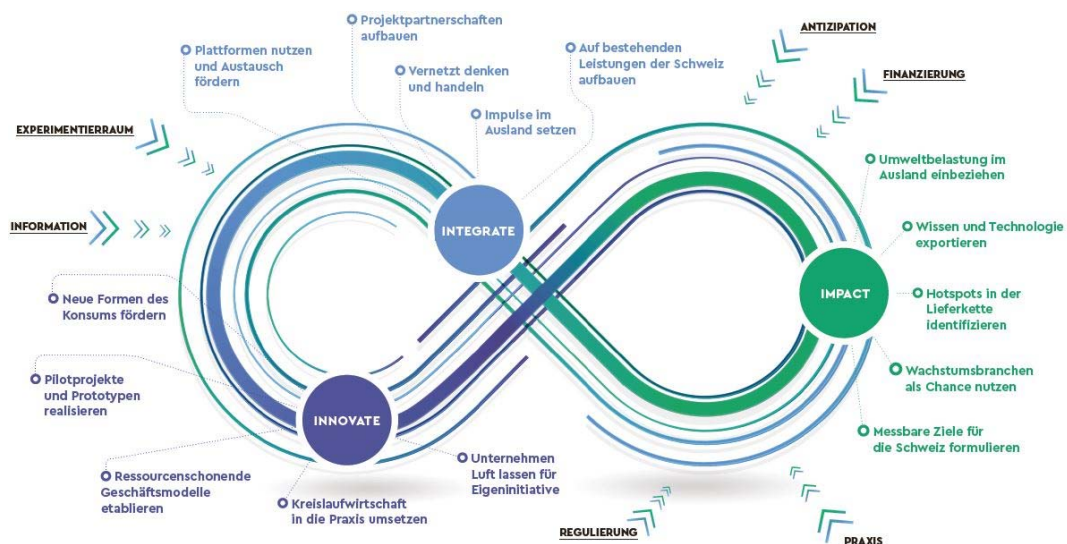
###### **Short-term priority for 2016:**

- ✓ **Finalizing proof of concept of the SSH** by launching the normative SGD-related framework (the Gap Frame) internationally (vision # 1), and continuing the facilitation of the first pilot project (vision # 2).
- ✓ **Launching the SSH in Switzerland** (securing funding with key partners, attracting relevant ambassadors and communicating the vision & activities at the Swiss Green Economy Day)

###### **Mid-term priority for 2017 and onwards:**

- ✓ **Develop relevant international partnerships** to establish a global platform for sharing best practices & research outputs (vision # 3).
- ✓ **Generating communicable messages to consumers** (vision #3) to gain access to companies so that further industry collaborative action spaces are initiated in Switzerland (vision # 2).

- August – September 2016: 1:1 conversations with key stakeholders and Founding Advisory Board members to secure a future strategy of the SSH with individual contributions (by Jan Maisenbacher). It becomes clear that the value propositions for a membership-driven fee are too weak for companies to spend larger amounts of money. No original founding member company commits to contribute additional financial resources (Unilever, Swisscom, IKEA, Migros).
- August - September 2016: Conversations with Sybil Anwander and Adrian Aeschlimann from BAFU/FOEN (Sybil Anwander was at our Food workshops). The purpose: presenting the SSH as the logical next step for the BAFU/FOEN Impulsgruppe process that comes to an end. They will present the results branded as “Go-for-Impact” at the Swiss Green Economy Symposium 14 November in Winterthur. BAFU/FOEN is not interested to commit linking “Go-for-Impact” to the SSH and suggests to extend cooperation to other organizations (like UN Global Compact, öbu). See next image for an overview of the outputs of the “Go-for-Impact” process.



- 12 October 2016: Grant application to Avina Foundation submitted, which gets declined (total request for start-up support: 180'000 CHF until end of 2018), main reasons: *“Lack of detailed targets of the GAP Frame and the CAS; not a Swiss but international project; despite promising list of companies unclear how GAP and CAS can reach international positioning and against what this is measured; unclear how the initiative will become self-sustaining; overall not yet specific enough for the Foundation”* It becomes obvious that no further external funding can be secured by January 2017 to further advance the SSH along the original strategic choices articulated end of July.
- 8 November 2016: Jan Maisenbacher meets Doris Rochat-Monnier, MD from Guile Foundation Lausanne (Foundation drafting its future strategy). Positive conversation.
- 14 November 2016: Katrin Muff is part of an Innovation workshop at the Swiss Green Economy Symposium and on the afternoon podium. BAFU/FOEN present the results of “Go-for-Impact” to the 800 participants. The SSH is not visible.
- December 2016: Dissolving officially the SSH Core Team with an email-communication from Jan Maisenbacher



## Phase 6: GAP Frame Review and Redesign (July 2016 – ongoing)

- July – September 2016: Expert Review of the GAP Frame led by Katrin Muff

### Names Expert Panel

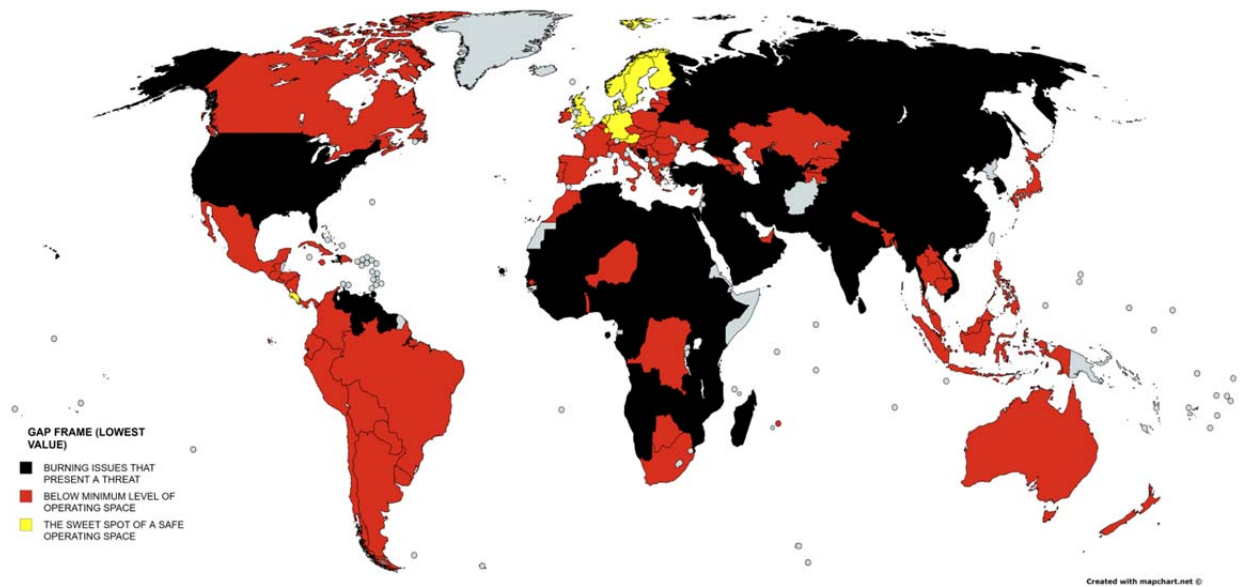
Andreas Hauser (Swiss Federal Office of the Environment & Nature FOEN), Mathis Wackernagel (Global Footprint Network), André Schneider, Bruno Oberle, Lorenzo Massa and Albert Merino-Saum (EPFL Switzerland), Mathias Binswanger (FHNW Switzerland), Mark Halle und Laslo Pinter (IISD), Sally Jeanrenaud (University of Exeter, UK), Basil Bornemann (University of Basel), Thomas Dyllick (University of St. Gallen), Christian Kobler, Doris Hauser and Antoinette Hunziker-Ebnetter (Forma Futura), Eckhard Plinke (Vescore), Alexander Barkawi (OIKOS Foundation)

- October- December 2016: The GAP Frame is completely revised and covers 196 countries (aiming being publish in Q1/2018)
- June 2017: Article written substantiating the GAP Frame for the 10-year anniversary of PRME (Principles of Responsible Management Education)
- July 2017: Secured a presentation spot at the PRME Global Forum to present the GAP Frame
- Under Negotiation: Similar presentation with UN Global Compact in New Year

### The Gap Frame Translates the SDGs into national goals relevant for business



The state of the world showing the gap of where we are and where we should be:



Using Switzerland as an example:

### Highlights Switzerland:

#### Near ideal

- Water (9.2) – planet
- Structural resilience (8.5) – governance
- Good governance (8.5) – governance

### Biggest issues to be addressed:

#### Burning

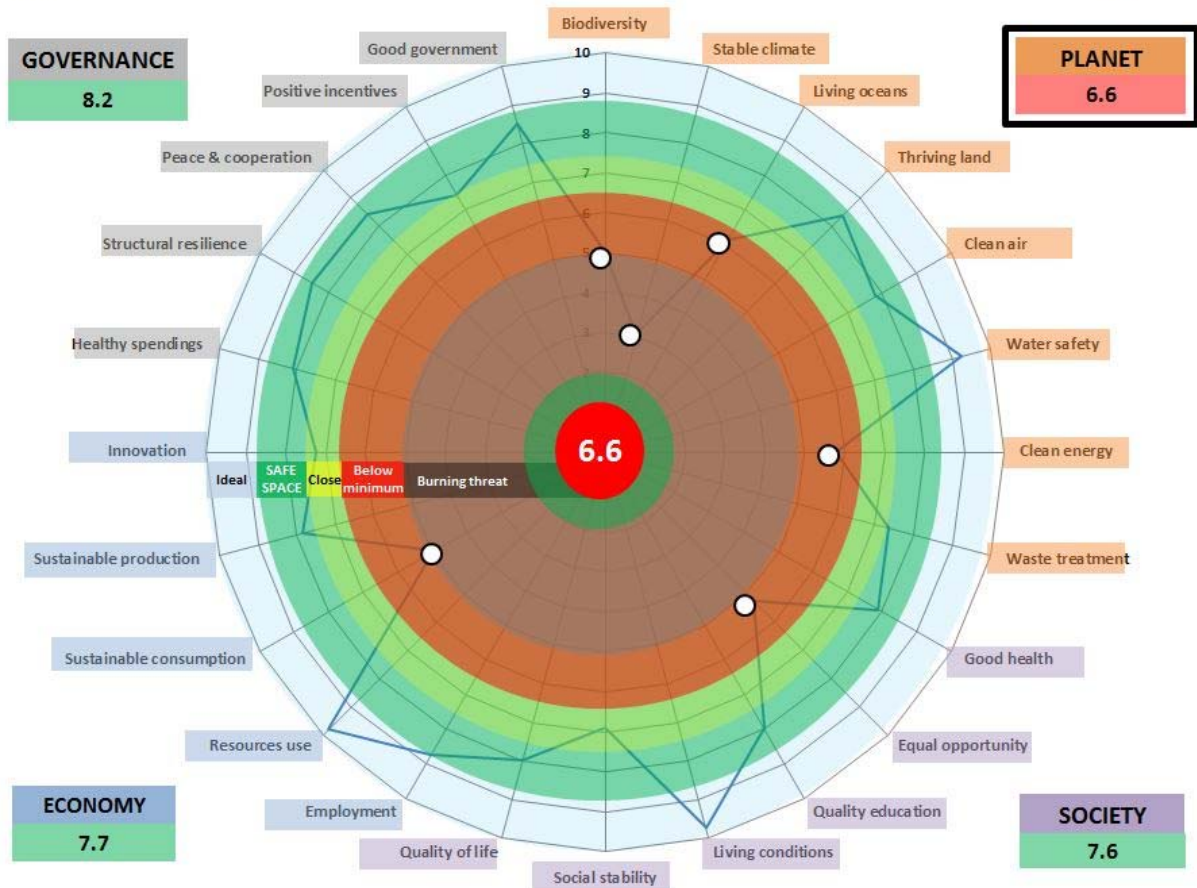
1. Climate (3.1) – planet
2. Sustainable consumption (5.0) - economy
3. Biodiversity (5.0) – planet

#### Urgent

4. Equal opportunity (5.2) – society
5. Energy (5.8) – planet
6. Oceans (6.1) - planet

### Switzerland

(c) Gap Frame 2017



# Anticipated journey 2017 onwards

## 1. Advancing with financed projects: GAP Frame

- Working with Swiss government to measure and celebrate SDG progress
  - Former SSH core-group member Daniel Dubas from ARE is interested in GAP Frame (Agenda 2030, team of 60 government people will report the Status of Switzerland in Spring 2017)
- Connecting GAP Frame to sectors and companies to report progress
  - Katrin advancing with Barbara Dubach
  - Possibly partnering with the Fit-for-the-Future Modell and Natural Step (Matthias Müller <http://sustainabilitystrategies.ch/>)

## 2. Exploring options: Collaborative Action Space (CAS)

It will be crucial to find a project funding model (and sell a Sector CAS upfront first).

- Focus on the SSH-born “Swiss Sustainable consumption/Food (Waste)” prototype in 2017 led by Aileen Ionescu-Somers and Beat Stettler
  - possibly including the future Impact Hub Lausanne
  - possible including Mukul Kumar (and the DAS project outcomes)
  - possibly including EMMIs Gerold Schatt (he has a small budget for CircularEconomy prototype in Q2/2017 around the consumer)
- Consider advancing with the Food project in Switzerland to show rapid testing and scaling including involvement of other partners (go-for-impact, öbu, Collaboration helvétique SDG accelerator, etc).
- Showcasing and celebrating the project impact of the CAS project to the measurement of the GAP Frame
- Finding a suitable container to harvest the synergies of the many Swiss Sustainability players advancing on the SDG's
  - possibly at G21 (talking to Barbara Steudler)
  - possibly at a separate event organized in Lausanne from BSL
- Initializing a Swiss Energy sector CAS project (BKW is possibly interested) or tap into the Commodity Trading sector (Lake Geneva region, was mentioned in 2 different conversations). Pharmaceutical industry could also be of interest, as well as Luxury sector.

## 3. Continuous consultation with the voluntary Advisory Board

A much appreciate sounding board for strategic insight from a multi-sectoral perspective. Members:

Dr. Katrin Muff, Dean, Business School Lausanne  
Thomas Vellacott, CEO, WWF Switzerland  
Dr. Thomas Dyllick, University of St. Gallen  
Paul Polman, CEO, Unilever  
Peter Bakker, CEO, WBCSD  
Peter White, COO, WBCSD  
Simona Scarpaleggia, CEO, IKEA Switzerland  
Lorenz Isler, Sustainability Manager, IKEA Switzerland  
Cornelia Diethelm, Director, Sustainability Issue & Management, Migros  
Seta Thakur, CEO, ÖBU  
Christian Zeyer, Co-CEO, swisscleantech  
Bruno Oberle, Director, Professor at EPFL  
Res Witschi, Head of Corporate Responsibility, Swisscom



## Important resources per phase for detail information

### Phase 1:

- 17 pages meeting preparation document: *"Meeting Prep and Info for Dec 17 2014.pdf"* on Y:\Swiss Sust Hub\2014 Prep for Dec 17\SSH

### Phase 2:

- March 2015: Film Youtube <https://www.youtube.com/watch?v=c-9Seg9l1n0>
- 16 June 2015 (4 pages): Memorandum on the results of the concluding core team meeting of 15 June 2015 on the preliminary phase (March – June 2015) of further defining the SSH Aktennotiz Besprechung 20150615 EN.pdf on BSL commun drive:\Swiss Sust Hub\Small expert team Jan-June 15
- 20 Juni 2015 (18 pages): *"SSH conceptual paper June 2015 DKlooz.pdf"* from Daniel Klooz on BSL Commun Drive\Swiss Sust Hub\2015 As of Sept
- 4. August 2015 (12 pages): *"SSH, Projekte Aufbauphase übersicht 2.2 nn"* on BSL Commun Drive\Swiss Sust Hub\2015 As of Sept

### Phase 3

- 8 October 2015 (5 pages): *"SSH Conceptual article framing the objectives of the hub 081015.docx"* from Katrin Muff on BSL Common Drive: Y:\Swiss Sust Hub\2015 As of Sept
- 2. November 2015 (2 pages): Project Meeting Report from Jan Maisenbacher from core team meeting 30 October *"SSH\_CoreTeam\_Kick-Off 30102015JM.pdf"* on BSL common drive:\Swiss Sust Hub\Core Team October 2015 onwards
- True Business Sustainability Typology (Dyllick & Muff, 2015)
- 17 December 2015: Results of Core-Team evaluation on issues in the 3 sectors Food, Finance, Energy: *"Analysis\_printableK.xlsx"* on BSL Common Drive : \Swiss Sust Hub\Core Team October 2015 onwards
- First version of the Positive Impact Framework
- 24 March 2016 (15 pages): *"Katrin Muff The Gap Frame - overview 240316.docx"* on BSL Common Drive:\GAP FRAME\2016 Gap Frame indicator and reports

### Phase 4:

- 11 February 2016 (7 pages): Communication to Core-Team with purpose and detail project planning of the 3 sector CAS: *"SSH Acquisition 3 Pilotprojects, Why, What, How 11022016.pdf"* on BSL Common Drive:\Swiss Sust Hub\Industry Pilots - spring-summer 2016
- 24 March 2016 (15 pages): Draft Document Swiss Sustainability Hub position paper: the GAP Frame in the context of national sustainability. *"SSH Global Challenges Framework - Position Paper Dyllick-Muff 240316.pdf"* on BSL Common Drive:\Swiss Sust Hub\Industry Pilots - spring-summer 2016
- March 2016 – June 2016: Various Harvest of CAS Pilot workshops: All information can be found on the respective folders on BSL Common Drive:
  - **Food:** Y:\Swiss Sust Hub\Industry Pilots - spring-summer 2016\A - FOOD PILOT WORKSHOPS  
[Selected Photos from full-day Food Workshop are on Flickr](#)
  - **Finance:** Y:\Swiss Sust Hub\Industry Pilots - spring-summer 2016\B - FINANCE PILOT WORKSHOPS  
[Selected photos from full-day Finance Workshop are on Flickr](#)
  - **Energy:** Y:\Swiss Sust Hub\Industry Pilots - spring-summer 2016\C- ENERGY PILOT WORKSHOPS

- 26. April 2015 (4 Word pages) *"SSH Collected Feedback from all first pilot workshops.docx"* on BSL Common Drive:\Swiss Sust Hub\Industry Pilots - spring-summer 2016
- 30 June 2016 (2 pages): *"Swiss Sustainability Hub Food Sector Projectreporting June 2016.pdf"* on BSL Common Drive:\Swiss Sust Hub\Industry Pilots - spring-summer 2016\A - FOOD PILOT WORKSHOPS\FOOD PILOT PROJECT - Sustainable Consumption

#### Phase 5:

- 28 July 2016 (14 PowerPoint slides): *SSH Project Report GAP Frame & Collaborative Action Space Pilots 28072016JM.pptx* on BSL Common Drive:\Swiss Sust Hub\Industry Pilots - spring-summer 2016
- 29 July 2016 (2 pages): *Executive Summary\_SSH vision and strategic choices 280716.pdf* on BSL common drive Y:\Swiss Sust Hub\Strategy SSH 2017
- 8 September 2016 (E-Mail and 2 pages): *"Jan Maisenbacher to Food Project Team after 11 August meeting at BSL .msg"* and *"Notes Swiss Sustainability Hub Project Meeting 11 August 2016.docx"* on BSL common drive Y:\Swiss Sust Hub\Industry Pilots - spring-summer 2016\A - FOOD PILOT WORKSHOPS\FOOD PILOT PROJECT - Sustainable Consumption
- 31 August 2016 (2 pages A3): Document submitted to BAFU/FOEN showing the strategic overlaps of Go-for-Impact and the SSH (that was unfortunately not shared with Go-for-Impact members) *"Impulsgruppe BAFU-FOEN\_SSH\_A3.pdf"* on BSL common drive Y:\Swiss Sust Hub\Strategy SSH 2017
- 12 October 2016 (11 pages): Application to Avina Foundation *"Swiss\_Sustainability\_Hub\_Grantapplication\_12102016\_FINAL.pdf"* on BSL Common Drive \Swiss Sust Hub\Strategy SSH 2017\AVINA Foundation Application
- 28 October (email): *Entscheid Avina Stiftungsrat.msg* on BSL Common Drive \Swiss Sust Hub\Strategy SSH 2017\AVINA Foundation Application
- 3 November 2016 (7 pages): July survey monkey results (page 2- 7) and results of the 1:1 conversations August and September (2 pages): *SSH Results survey for strategy.docx* on BSL common drive Y:\Swiss Sust Hub\Strategy SSH 2017
- 14 November 2016 (webpage): Go-for-impact webpage with short movie: <https://www.gruenewirtschaft.admin.ch/grwi/de/home/go-for-impact/Go-for-Impact.html>
- 1 December 2016 (2 pages): Results of Securing Funding August- October 2016 on BSL common drive Y:\Swiss Sust Hub\Strategy SSH 2017