



BUSINESS SCHOOL LAUSANNE

COMMUNICATION ON ENGAGEMENT **UN Global compact**

December 2017

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AT A GLANCE

Business School Lausanne



Business School Lausanne (BSL) is a leading innovator in business education and ranks 3rd in Switzerland (QS Global 250 Business Schools Report 2017).

Business School Lausanne (BSL) is an innovative business school, located in Switzerland. Our mission is to provide a learning platform that enables individuals and organizations to thrive by co-creating viable business solutions for our planet and its people. BSL ranks #3 in Switzerland and among the Top 20 business schools in Western Europe in the [QS Global 250 Business Schools Report 2017](#). Our ACBSP-accredited degree programs include BBA, Masters, MBA, Executive MBA, and DBA programs. BSL also provides Executive Training in General Management, Corporate Finance (with preparation for the CFA Level I examination), and Sustainable Business (in collaboration with the University of St Gall). We go beyond traditional education and organize teaching and learning around societal, environmental, and economic issues. At BSL, students of sixty nationalities and diverse backgrounds join our experienced faculty in a collaborative exploration of business as a force for good. Established in 1987, BSL is the co-founder of the 50+20 initiative on Management Education for the World (www.50plus20.org) in partnership with the Global Responsible Leadership Initiative (www.grli.org) and the Principles of Responsible Management Education (U.N. backed PRME).

“The school is a perfect example of producing world-class graduates. Unlike many universities, BSL is an enriching experience not only in terms of generating knowledge, but also in shaping who you become and how you build your future.” -

**Rishab Thakrar,
Master’s Student**



HISTORY

of Business School Lausanne



- 1987: Foundation by Dr. John Hobbs
- 1996: Award of accreditation by ACBSP (Accreditation Council for Business Schools and Programs) for BBA and MBA programs
- 1996: Launch of the Executive MBA program
- 1997: BSL becomes member of the Lemania Swiss Group of Schools
- 2004: ISO 9001 Certification
- 2006: Reaffirmation of ACBSP accreditation for BBA, MBA and DBA
- 2006: Commitment to UN Global Compact ten principles
- 2008: Appointment of Dr. Katrin Muff as Dean
- 2008: Membership of Delta Mu Delta
- 2009: BSL restructures the MBA programs, begins online collaboration with Harvard Business Publishing, offers seminars for business professionals
- 2009: BSL's MBA program is ranked 40 among top European Business Schools
- 2010: BSL becomes a member of EFMD (European Foundation for Management Development)
- 2010: BSL launches new Master's programs
- 2010: BSL joins PRME
- 2011: In collaboration with the University of St. Gallen, BSL launches a post-graduate Diploma program in Sustainable Business
- 2012: Restructuring of the BBA program to include sustainability in each module
- 2012: BSL is elected to the Swiss business school in the exclusive business school network of the Kofi Annan Business School Foundation
- 2012: Award of accreditation by ACBSP for Master's programs
- 2014: BSL goes through the evaluation process of Gemeinwohlökonomie (Economy for the Common Good)
- 2014: BSL becomes partner of Swiss Sustainable Finance
- 2015: BSL adopts Holacracy as an advanced organizational form of distributed power and self-organization
- 2016: BSL introduces the GAPFRAME innovation weeks (four times a year)
- 2017: Reaffirmation of ACBSP accreditation for all programs

Business School Lausanne became the first business school in Europe to have its programs accredited by the Accreditation Council for Business Schools and Programs (ACBSP) in 1996.

COMMITMENT

to the 10 principles of UN Global Compact



In 2006 Business School Lausanne decided to join the UN Global Compact. The UN Global Compact aims to promote through ten principles the respect for human rights, fair labor regulations, the preservation of the environment and the fight against bribery worldwide. I strongly felt that such a program deserved to be supported.

In November 2010, BSL decided to also become a member of PRME (Principles of Responsible Management Education).

These two affiliations were chosen, among others, because BSL has always been aware of the important role education can and should play in developing future responsible leaders, in helping businesses to become more sustainable and in engaging in the public social debate.

With the creation of a Thought Leadership Circle in our new internal organization, BSL developed its activities in applied research and elaborated different theoretical models like the Business Sustainability Typology, the GAPFRAME and the Competency Assessment for Responsible Leadership (CARL).

These models are used in our teaching activities: in Fall 2016 BSL introduced the GAPFRAME innovation weeks during which students of different programs work in groups on concrete projects related to environmental, social, economic, and governance issues.

We have also integrated the United Nations SDG's in our curricula.

A [blog written by our partner Aileen Ionescu-Somers](#) for our 30th anniversary reflects very well our approach to research and teaching and how the different elements are integrated: Obviously, as an educational institution, the biggest impact we can have is in educating future responsible leaders who are able to understand the key challenges faced by our planet and its people and are able to implement through their leadership and communication skills the necessary changes to create a sustainable environment, where future generations can thrive.

For this reason, this report strongly focusses on our teaching activities.

Philippe Du Pasquier
President of the Board



BSL has always been aware of the important role education can and should play in developing future responsible leaders, in helping businesses to become more sustainable and in engaging in the public social debate

VISION, MISSION AND VALUES



OUR VISION

As a leading innovator in business education, we are committed to:

Our Vision

- Contributing to a sustainable world through responsible leadership
- Embracing our responsibility as management and business educators
- Educating and developing leaders able to deal with global challenges in the coming decades
- Providing a think tank of applied and future-oriented research to resolve burning issues in society that can be resolved by business
- Participating in the public debate to transform the economic system

As a leading innovator in business education, we continuously re-invent and transform ourselves

OUR MISSION

Our Mission is to provide a learning platform that enables individuals and organizations to thrive by co-creating viable business solutions for our planet and its people.

This mission has emerged as a result of many planted seeds at BSL over the past years and continues to develop and evolve in new commitments and projects that each and every stakeholder of BSL generates, contributes to and engages in. As the story of our vision continues to grow, so will additional elements contribute to reshaping BSL. The intention, behavior and actions of all of us represent the emerging story of who we are becoming as a BSL community.

It is our mission to provide a learning platform for individuals and organizations to thrive by co-creating viable business solutions for our planet and its people. Enabling business to become a powerful driving force to create a world where everybody “lives well and within the limits of the planet” (WBCSD) is the single biggest educational challenge for business schools in the coming decades. To achieve this multi-dimensional transformation, we build our educational approach on three cornerstones: responsibility, sustainability and entrepreneurship.

As the story of our vision continues to grow, so will additional elements contribute to reshaping BSL.

VISION, MISSION AND VALUES *continued*

OUR MISSION (CONTINUED)

RESPONSIBILITY: We reflect on and embrace our responsibility as individuals for both society and the business community we serve, which includes questioning the way business has been considered traditionally so that we may achieve our collective societal mission.

SUSTAINABILITY: We explore all reasonable means by which organizations not only profitably reverse their footprint, reduce societal distress and avoid the depletion of our planet's resources, but indeed provide a positive contribution to the environment and society, now and in future

ENTREPRENEURSHIP: We take courage in enterprising new & provocative ideas that, small or large, lead us closer to achieving our mission. As such, we engage in replacing the quest of maximizing monetary value with a balanced view of creating social, environmental & economic value that matters.

OUR VALUES

Our six values support our three cornerstones and allow us to measure our intentions, behavior and actions. These commonly developed values have been guiding the collaboration among all our stakeholders – from students to professors and administrative staff, as well as our business partners, parents and friends of our students, our suppliers and partners in society.

PROFESSIONAL ENGAGEMENT

We are prepared and on time. We honor our agreements. We deliver high quality work. We pursue highest ethical standards in everything we do. We inspire others to do the same.

SOLUTION-ORIENTED PARTNERSHIP

We create an environment of trust and respect. We are flexible. We listen and respond with solution-oriented ideas and actions. No matter what happens, we ask: what is my role in this and what can I do now?

A FORCE FOR GOOD

We care for the world we live in. We are free-thinking and authentic. We recognize business as a force for a sustainable and socially just world. We seek to balance economic, societal and environmental concerns.

LIFELONG LEARNING

We welcome discovery and change. We help each other grow. We are willing to change our thinking and behavior. We transform differences of opinion into a source for growth.

COLLABORATIVE INNOVATION

We collaborate to make new things happen. We build on diversity of thought, culture and approach. We shape the future by asking why, what for and why not. We overcome difficulties and challenges.

COURAGEOUS LEADERSHIP

We dare to do what we believe is right. Together, we work towards common goals. We highlight the contribution of others. We encourage each other to think differently and take the risk of making mistakes.

INTEGRATION OF SUSTAINABILITY AND RESPONSIBILITY INTO ALL OF OUR BUSINESS PROGRAMS



The future responsible leaders we want our graduates to become need to develop a variety of skills and competencies to be able to bring the required changes in the way of doing business.

These include a global, holistic, long-term and visionary perspective, which will allow students to question the current dominant business paradigm, such as the exclusive focus on shareholder value. As important as this ability to see the big picture is, the capacity to drive change, to motivate people and to align all efforts of a company towards new goals, is a result of awareness among students and future leaders of the skills they will need. These are mostly soft skills which can only be developed if regularly practiced during students' studies. These soft skills are necessary to allow our students to implement their learning in their future companies thus enabling them to become change leaders.

To achieve this goal, we have:

- Introduced new modules at BSL such as Effective Self-Management or Solving Big Problems in the BBA program, Strategic and Systemic Thinking in the Master's program or Solving Big Sustainability Challenges in the MBA program
- Completed the restructuring of all our programs, with the integration of an element of sustainability in each module. Sustainability and Responsibility are now an integral part of each single syllabus
- Launched a DAS in Sustainable Business program in collaboration with the University of St. Gall
- Developed and published new theoretical tools like Business Sustainability Typology and GAPFRAME, which are used in our different programs.
- Introduced the GAPFRAME innovation tool to over 300 representatives of leading business schools and learning organizations at the UNPRME Global Forum in New York on 19th July 2017. Learn more about this presentation by BSL partner, Dr. Katrin Muff at: www.bsl-lausanne.ch/gapframe-bsl-learning-lab-unprme-global-forum-new-york/
- Introduced the Gap Frame innovation weeks designed by BSL partner Aileen Ionescu-Somers in September 2016. The four annual GAPFRAME weeks deal with environmental, societal, economic, and governance issues.

Our concern for sustainability and responsibility is reflected in the selection of our recent recipients of our Doctor Honoris Causa degrees.

- 2017: **Peter Bakker**, in recognition of his courageous and strong voice encouraging the business community to use its innovation power to solve the grand challenges of our time;
- 2017: **Kate Raworth**, in recognition of her significant contribution to the sustainable development with the "doughnut" model combining the planetary boundary and social limitations concepts.

www.bsl-lausanne.ch/sustainability-thought-leaders-peter-bakker-kate-raworth-awarded-honorary-doctorate-business-school-lausanne/

PRINCIPLES 1 & 2: HUMAN RIGHTS



Business should support and respect the protection of internationally proclaimed human rights; and make sure that they are not complicit in human rights abuses.

BSL is active in Switzerland, a country where human rights are generally respected.

A large number of BSL students come from the four corners of the world; some of them from countries where, on the other hand, human rights may be violated.

In today's globalized world, everybody should be aware of human rights issues, particularly in relation to complex global supply chains.

To sensitize our students to these issues, in addition to dealing with them in our different teaching modules, BSL has organized several special events:

On October 29, 2015 BSL organized an evening talk on Human Trafficking. The speaker was Matt Friedman, the CEO of Mekong Club, an NGO working to expose human trafficking crimes and address the issue globally.

In January 2016, a visit from Danièle Gosteli Hauser, head of the Business and Human Rights group Amnesty International, Switzerland, gave an opportunity to Professor Marina Curran's Master's class (and a few interested alumni and MBA students) to hear about the latest news in the field of corporate accountability.

Read the blog published on BSL's website.

On March 14, 2016, BSL hosted a meeting of Global Compact Network Switzerland on Human Rights.

In today's globalized world, everybody should be aware of human rights issues, particularly in relation to complex global supply chains

PRINCIPLES 3,4,5 & 6: LABOUR STANDARDS



Business should uphold the freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced and compulsory labour; the effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation.

As a member of AVDEP (Association Vaudoise des Ecoles Privées), BSL complies with a collective contract (Convention Collective de Travail) valid for all BSL professors. In this way, it is in compliance with Principle 3. All BSL employees enjoy good working conditions and salaries, according to the standards of an SME in Canton de Vaud. They have the possibility to work from home one day a week if they want.

Empowerment is in force and development of employees is a permanent concern of the management. This resulted in the adoption of Holacracy on September 30, 2015. Holacracy is a distributed power hierarchy for organizations with a wish to self-organize and develop in the best interest of the purpose of the organization. It can also be defined as the practice of processing tensions into meaningful change.

Our journey in our new organization is extensively described at the following link: <https://bsl-blog.org/tag/holacracy/>.

Principles 4 and 5 are not real issues in the Swiss labour market. As most of our suppliers are Swiss or European companies, it is not a major issue for us as an employer, even indirectly. Regarding principle 6, BSL refrains from any discrimination with respect to employment and occupation and pays equal salaries to male and female employees.

Holacracy is a distributed power hierarchy for organizations with a wish to self-organize and develop in the best interest of the purpose of the organization

LABOUR STANDARDS *continued*

To sensitize our students to these issues, BSL organized several events over the last years on topics related to human rights and labour.

On October 8, 2015, BSL [organized a collaboratory session](https://www.bsl-lausanne.ch/bsl-hosts-fashion-revolution-collaboratory/) in its premises on Fashion Revolution in collaboration with Fashion Revolution Suisse.

<https://www.bsl-lausanne.ch/bsl-hosts-fashion-revolution-collaboratory/>

<https://www.bsl-lausanne.ch/bsl-and-fashion-revolution-suisse-urge-consumers-to-ask-whomademyclothes/>

On February 8, 2016 two professors of BSL facilitated a discussion on Ethical Fashion

In January 2017, students went to Nestlé to learn first-hand about responsible sourcing. <https://bsl-blog.org/2017/01/31/responsible-sourcing-at-nestle-bsl-students-learn-first-hand-about-key-elements-of-corporate-sustainability/>

BSL partner Dr. Aileen Ionescu-Somers is a participant in the Google Food Lab, a global collaborative network for leading thinkers and doers in the food space to apply their knowledge and passion towards imagining and shaping the future of food. Through this thought leadership applied research activity, BSL is thus collaborating with Google, the International Trade Center, the Future Food Institute, Crowdfunding and a host of other organizations to promote a “techno” focus on the sustainability and business threats around world cocoa supply. This includes issues around child labour, poverty and environmental destruction. A first Hackathon for chocolate (termed “Chocothon”), to encourage young technologically savvy young people in Ghana to find solutions to their own country’s cocoa sustainability challenges took place in January 2017: <https://bsl-blog.org/tag/chocothon/> Three fledgling start-ups resulted from this intervention.

BSL is collaborating with Google, the International Trade Center, the Future Food Institute, Crowdfunding and a host of other organizations to promote a “techno” focus on the sustainability and business threats around world cocoa supply.



PRINCIPLES 7,8 & 9: ENVIRONMENT



Business should support a precautionary approach to environmental challenges; undertake initiatives to promote greater environmental responsibility; and encourage the development and diffusion of environmentally friendly technologies.

As an educational institution, BSL does not have a strong impact on the environment as it is not an industrial company.

Nevertheless, sustainable development and responsible environmental behaviour has always been a concern for BSL and we have embedded this in different ways:

- Preference is given to local suppliers (and thus decreasing the “grey” energy consumption);
- Separation of recyclable materials: paper, glass, aluminium, toners, etc.;
- CFF half-price ticket is offered for management and employees for travelling, encouraging them to use public transportation;
- Use of FSC labelled paper for stationary and photocopies;
- Shift to electronic treatment of enquiries, reducing the number of brochures printed and suppressing their postage;
- Installation of water fountains, eliminating the usage of bottled mineral water;
- Distribution of individual bottles to students and other stakeholders, eliminating the usage of plastic cups.

Sustainable development and responsible environmental behaviour has always been a concern for BSL and we have embedded this in different ways.

ENVIRONMENT *continued*

Environmental concerns are regularly dealt with in many courses throughout all our programs. Some specific events on environmental issues were also organized either for our students or for a larger audience.

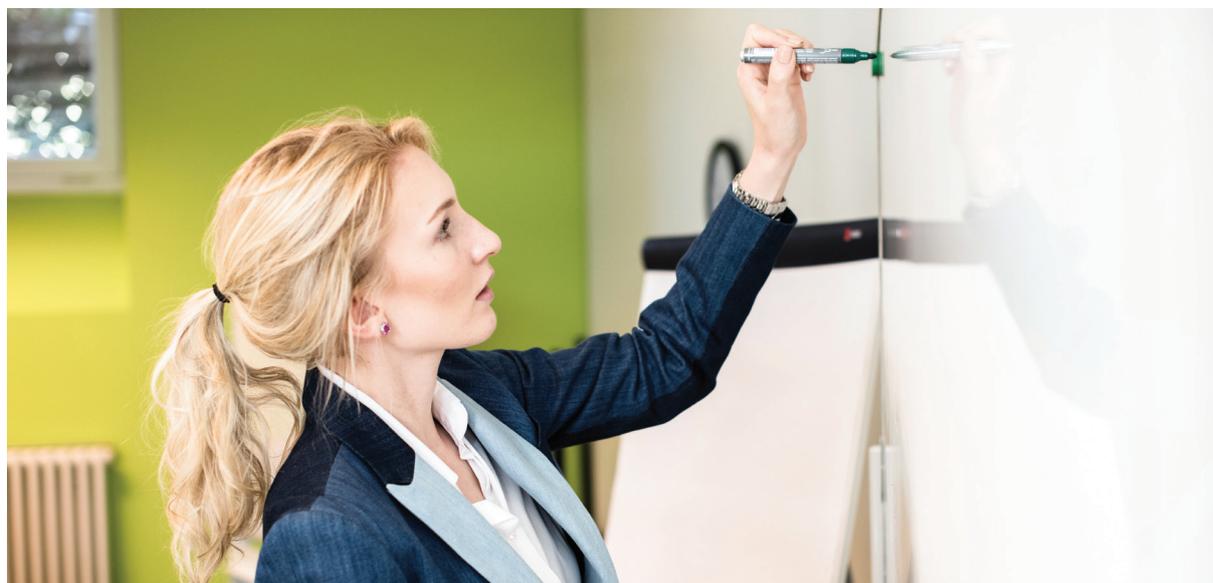
Here are three of them:

On November 14, 2016, BSL partner Dr. Katrin Muff participated in a panel discussion on “What drives Switzerland and the world forward?” during the annual Swiss Green Economy Forum in Winterthur. She was able to present the BSL-University of St. Gallen True Business Sustainability model in an innovative workshop with entrepreneurs. <https://www.bsl-lausanne.ch/bsl-participates-in-the-swiss-green-economy-symposium/>

BSL partner Dr. Aileen Ionescu-Somers has an ongoing partnership lasting some 7 years with the Sustainable Agriculture Initiative Platform (SAI Platform), an industry led global food value chain initiative for sustainable agriculture. Together with the platform, BSL runs a Master Class for executives annually. In 2016, the Master Class was a resounding success, with multiple global companies and organizations represented: <https://www.bsl-lausanne.ch/bsl-sai-platform-master-class-building-sustainable-value-chains/>

On July 6 and 7, 2017, BSL Partner Dr. Aileen Ionescu-Somers moderated a workshop at Nestlé on the future of our food system: “How can we match consumer demand for healthy and sustainable diets with the productive capacity of future sustainable farming systems?” <https://bsl-blog.org/2017/07/26/planting-seeds-for-the-future-of-food-2017/>

In July 2017, Olivia Grebler, Founder and Director of the “Sustainable Restaurant Certification Program Ecocook®” talked to our MIB students during their Project Management course as a guest speaker. The Ecocook® certification program aims to help the food sector to reduce costs and environmental impact. <https://www.bsl-lausanne.ch/guest-speaker-olivia-grebler-sustainable-restaurant-certification-program-ecocook/>



PRINCIPLE 10: ANTI-CORRUPTION



Business should work against corruption in all its forms, including extortion and bribery.

Principle 10 is not a major issue in Switzerland; nevertheless BSL upholds a strict set of values and measures in its students' management to ensure just treatment and avoidance of any corruptive behavior.



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