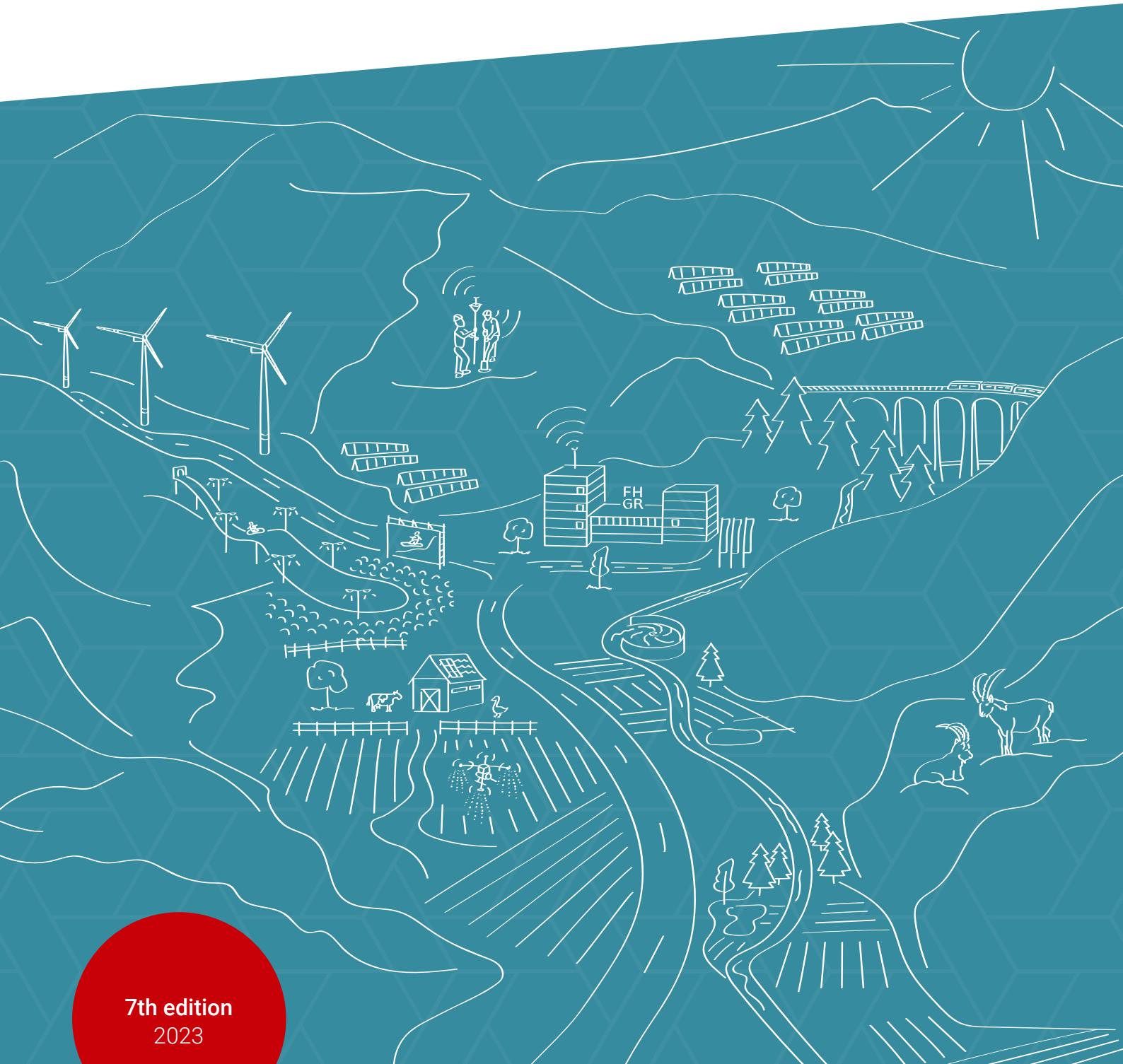


Responsible Management Education: Sharing Information on Progress (SIP) Report



7th edition
2023

320 

employees

are permanently employed by UAS Grisons
(31.12.2022).

 1828
students

are enrolled in the bachelor's and
master's degree programmes (15.10.2022).

In 50 
countries

projects of UAS Grisons
were realized.


CHF 11.4 m.
research volume

achieved by research and service projects
at UAS Grisons in 2022.

306
current projects

in research and service are underway
at UAS Grisons (31.12.2022).

 486
students

are enrolled in further education programmes
at UAS Grisons (15.10.2022).

76.8% 
students

consider sustainability problems to be important
or very important for our society (Q4 2021).

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Introduction to the PRME Team and Sustainability Commission



Prof. Christian Baumgartner, Ph.D
Lecturer at the Institute
for Tourism and Leisure (ITF)



Cristina Carlino
Head of Division Library



Prof. Bianca Baerlocher, Ph.D
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for Multimedia Production (IMP)



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Project Leader IT-Services



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Project Leader at the Swiss Institute
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Eleanor Jehan
Research Associate at the Swiss
Institute for Entrepreneurship (SIFE)



Prof. Jürg Kessler
President University of Applied
Sciences of the Grisons (UAS Grisons),
Head of the University Executive Board



Riaan Kämpfer
Student Assistant



Frieder Voll, Ph.D
Project Leader at the
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Sidney Kunz
(Former) Student Assistant



Prof. Ulrike Zika, Sc.D
Dean of the Department Alpine
Region Development, Member
of the University Executive Board



Nicole Massüger McLauchlan
Member of the Student Services Team,
International Office and Career Centre



Livia Somerville
Research Associate
Alpine Region Development

UAS Grisons in a Nutshell – Our Continued Engagement with PRME



Eleanor Jehan,
Research Associate at SIFE

The UAS Grisons (formerly HTW Chur) has been a proud member of the Principles for Responsible Management Education (PRME) Network since 2009, and a PRME Champion signatory since the first cycle in 2014. At the time, we were delighted to take on the challenge of being one of the first universities to champion education for sustainable development. This sentiment still holds true today, with our renewed membership in the 2023 PRME Champions cycle being a testament to this endeavour. In collaboration with the most progressive business schools in the international PRME community, the UAS Grisons is helping to advance this unique initiative and shape its next phase of development. We are proud to be a part of this global movement and have the opportunity to contribute through thought and action leadership on responsible management education, particularly through the *Inspirational Guides to Sustainable Development Goals (SDGs) Integration in Research, Partnerships and Curricula*, as well as the *Impactful 5 (i5) programme*. By collaborating on a high level with other institutions globally, we strive for excellence in our projects whilst serving the broader PRME community, and value the exchange with other universities globally which helps to make this all possible. As an educator of the next generation of decision makers, we are committed to developing ourselves by anchoring sustainable development throughout all areas of the institution in an effective, transparent and future-oriented manner.

In addition to the integration of PRME in our university processes, we are committed members in the PRME Chapter DACH, which is one of the most active and visible chapters in the PRME Network. There are currently more than 60 higher education institutions taking part

in the chapter. Not only the co-ownership of the Responsible Management Education Research Conference – most recently in Innsbruck, Austria in 2022 – but also individual topics such as impact analysis, design thinking and gamification on the SDGs keep the DACH members busy.

Further, as a leading institution of higher education, we are committed to actively engaging with PRME Working Groups to foster meaningful dialogue and exchange on the crucial topics of corporate sustainability, responsibility and the SDGs. Our faculty members are deeply involved in these efforts, with some serving as members of the PRME Working Group on Business for Peace or Working Group on Gender Equality, and others taking on leadership roles, such as one faculty member who assumed the position of chair for the PRME Working Group on Anti-Corruption in Curriculum Change in 2022.

Looking back over the past two years, I am proud of the impactful work we have conducted to foster sustainable development not only within our university, but also among region and the wider community. Creating a space for thinking and action unequivocally allows us to achieve even greater impact. We look forward to reporting back to you on our experiences in two years' time.

For further information on the PRME programme, please visit the official website: unprme.org

For further information on the 17 SDGs of the United Nations, please visit the official websites:

Switzerland: eda.admin.ch/agenda2030

International: sdgs.un.org

Future Spaces for Sustainable Development at the UAS Grisons



Prof. Ulrike Zika, Sc.D, Dean of the Department Alpine Region Development, Member of the University Executive Board

During the second year of its 2021–24 strategy period, the UAS Grisons devoted its efforts to the focal topic of regional development. One of the UAS Grisons' missions is to boost the competitiveness of the canton. As such, our strategic development priority – 'contribution to regional development' – focuses on increasing support for efforts to exploit value creation potential in the canton, and sustainable development in the regions. In addition, the university aims to establish a stronger physical presence in local regions.

To achieve these objectives, living labs were started in Surselva and Bregaglia, two regions of the canton in 2022. Transdisciplinary teaching and research projects in sustainable development are carried out and expanded under the guidance of the labs. Transdisciplinary projects find solutions for problems through collaboration between science, society, politics and business, as well as between different scientific disciplines. The transdisciplinary approach creates opportunities to work with local stakeholders to further develop the region.

Both the Surselva and Bregaglia living labs held their first events and started projects, with input from the regions, to benefit the regions (see article Surselva Lab, page 31). Hence the labs serve as an interface between science and practice.

During this strategy period, the sustainable development think tank was launched (see sixth progress report) and has already been able to position itself externally as an expert advisory service on multiple occasions. For example, the World Economic Forum (WEF) solicited our expertise for its goals to attain climate neutrality. In addition, the think tank will implement a suitable sustainability assessment system at the UAS Grisons that will display more information than the previously used SDG dashboard.

In 2023, we plan to strengthen our networks both, internally and externally. In an internal workshop, the competences in sustainable development of our employees will be addressed through lectures and discussions. Further, the think tank will contribute to projects at the living labs, supporting and advancing the discourse on sustainability.

We hope to be able to welcome the members of the PRME Network to one or more of the events and are always happy to receive ideas and inputs from the PRME Network!

Foreword



Prof. Jürg Kessler, President of the University of Applied Sciences of the Grisons, Head of the University Executive Board

The goal of creating a sustainable society is one of the major challenges of our time. As a university, it is incumbent on us to ensure our students understand the relationship between their thoughts and actions, taking into account economic, environmental and societal duties. They should be able to recognise the most important principles and concepts of sustainable development and integrate these into their professional life. In order to achieve this goal, we teach the 'Sustainable Development' module in all our business and service study programmes, using the concepts of the PRME initiative as a basis. These principles also guide our research. Through our projects, we are playing our part in helping companies understand their role, dynamics, and impact and, as a result, improve their social, environmental and economic values. In this way, we help to improve understanding of what it takes to create a more sustainable society.

I am proud that UAS Grisons has been a member of this United Nations initiative for 14 years – we joined in 2009, becoming the first Swiss university to do so. Furthermore, our membership of the PRME Champions Group was confirmed in January 2023. By working with the 47 most forward-looking universities in this international community, we are helping PRME enter the next phase of its development – and have been doing so for nine years now.

Allow me to look back at some of the highlights from 2022. We became a member of the international Scholars at Risk network, which aims to protect teaching staff and researchers, advocating for academic freedom (see article on page 15). This enables us to strengthen our commitment to equal opportunities and

diversity, as well as championing the values of global social responsibility. Our new Master's programme in Sustainable Business Development is helping to train our students to become experts in sustainability and promote responsible corporate governance (see article on page 17). More and more companies are opting for sustainable business models and our programmes produce the specialists they need. The programme was launched in autumn 2022 and has proved very popular. In the world of research, for example, we are working with the Arosa and Valposchiavo tourist destinations to develop basic principles for establishing a carbon neutral destination in the context of the Green Deal in Grisons (see article on page 24). Moreover, through the Energy Research Talks, we are making the most of an established form of dialogue based on a strong partnership (see article on page 40). The annual events pave the way for international and interdisciplinary discussions between researchers and the public. Particularly worth mentioning are our Sustainability Weeks, which our students arrange and host each year on a voluntary basis. These events are also open to students at the University of Teacher Education Graubünden and the Theologische Hochschule Chur.

Even after 14 years of membership of the PRME initiative, we remain steadfast in our motivation to play our part in responsible management education and to make continual progress.

A handwritten signature in blue ink, appearing to read 'JKessler', written in a cursive style.

Prof. Jürg Kessler, President of the UAS Grisons



Principles 1 and 2

Purpose and Values

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.

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



The New UAS Centre Grisons



Arno Arpagaus, Administrative Director and Member of the University Executive Board

The need for a new University of Applied Sciences Centre (UAS Centre) resulted from the successful further development of our bachelor's, master's and further education offers over the last few years and the increase in student numbers. For this reason, we are currently in the process of designing our new campus.

The UAS Grisons is a place for personal encounters and inspiration – a real place that invites lifelong learning and provides a framework for personal development. A place where people enjoy spending time, learning, researching, lingering and which also conveys openness. A prerequisite for this is the variety of contemporary additional uses such as sports, catering or art and culture. In the sense of an educational dialogue between science and society, the UAS Centre Grisons sees itself as a place of encounter. However, incorporating sustainability into the design and planning of the new centre is an integral part of our purpose and values as a higher education institution. The following outline some of the ways in which we are aiming to do this.

Sustainable construction

The canton of the Grisons and the UAS Grisons are committed to sustainable construction. In addition to a high level of urban planning and architectural acceptance, the buildings are being designed with longevity in mind; the new centre must have a long-lasting structure that can be used over several generations and must be of high quality in terms of construction and materials. The use of non-renewable resources will be minimised in construction, operation, and mobility. We are working closely with all key stakeholder groups to ensure that the buildings have a high level of acceptance. The UAS Centre Grisons should meet the requirements of the Swiss Sustainable Building Standard (SNBS) for educational buildings and the SIA Energy Efficiency Path. The entire development, including the design of the open spaces, must also comply with SIA standard 500.

Meteoric water is to be collected on the site and used as grey water wherever possible. Water surfaces contribute to a balanced climate. Together with large trees,

moisture is released directly into the environment. Excess water should be allowed to seep away.

Environmental impact

To comply with the guideline values of the SIA Energy Efficiency Path, the following measures are being considered in the design and construction of the new centre:

- building envelope with high continuous insulation thickness and consistent avoidance of thermal bridges (e.g., cantilever slab connections)
- highly efficient building services, lift and lighting systems
- consistent use of waste heat (IT systems, commercial refrigeration systems, wastewater, etc.)
- heat supply by means of district heating or adequate solution (share of renewable energy >75%)
- use of roof surfaces that cannot be walked on and, if necessary, of facade surfaces for photovoltaic systems
- use of rainwater for toilet facilities and irrigation of the surrounding areas.

Traffic concept

The consolidation of the currently dispersed campus into one central location will significantly increase the flow of people. Public and individual transport options must be adapted accordingly to accommodate the corresponding capacities. We are working with the local municipality to find novel solutions for access by public transport as well as ensure optimal connections to the existing pedestrian and bicycle networks. All bicycle parking spaces will be covered, with at least two-thirds of the spaces integrated into the building itself, incentivising this transport mode.

Spatial design

The new UAS Centre is designed to promote exchange – on a formal as well as on an informal level – both indoors and outdoors. Through the creation of diverse meeting, learning, and working zones as well as the facilitation of research-related learning, the UAS Centre aims to establish a central platform for learning and teaching. The principle of high flexibility and multifunctionality of use across all zones is at the heart of its design, with the goal of providing optimal conditions for different teaching and learning formats as well as for an appropriate research environment. Adaptations to changing

needs must be easy to implement in daily operations and in the medium to long term. To support the needs of our students, researchers, staff, or visitors, a variety of catering options from the region will be offered, also adding value for the city and the immediate surroundings. Formal recreational spaces as well as informal retreats, both indoors and outdoors, offer space for balance and retreat. A diverse spatial design of the UAS Centre grounds and the open space will support the interplay of indoor and outdoor space.

Density and flexibility of use

The less that needs to be built, the lower the environmental impact, resources consumption and costs. Therefore, a high density and intensity of use is sought. The buildings should have an efficient internal organisation (few circulation, functional and construction areas). All buildings will be designed with a high degree of flexibility in mind, utilising a supporting structure, room proportions and room design that promote a long life cycle. A cleverly chosen static grid ensures that the structures can be used for both teaching and research, while generous ceiling heights create good conditions for a variety of room uses. It also allows ample natural lighting and a pleasant indoor climate. By consistent separation of building components with different usage times (system separation), subsequent adaptations can be made without the need for unnecessary demolition.

Light and climate

Good daylight conditions are important for high absorption and performance. In principle, it should be possible to work with daylight. The use of artificial light will be kept to a minimum, thus also reducing the energy footprint of the university. The innovative design means that the rooms should not heat up excessively in summer and maintain pleasant temperatures even without active cooling. Care has been taken to ensure that the window surfaces will be exposed to direct sunlight for no more than one hour in summer by finding an optimal balance between structural shading of the facades and the use of daylight, thus making use of the natural environment for climate control.

Building technology

Sustainability must be at the forefront of design considerations. The development of the last decades has shown that a complete reliance on technical solutions for indoor climate control can undermine the idea of long-term use. High-tech solutions for controlling the indoor climate are resource-intensive and usually lead

to a very large financial burden in operation and maintenance. For this reason, the project must demonstrate how a good indoor climate can be ensured with the lowest possible technical and energy expenditure. The ventilation concept has been designed to include natural ventilation and night cooling that is protected from the weather as far as possible. The spatial arrangements of the ventilation concept with corresponding space requirements and room heights are to be included in the volumetric considerations (e.g. atriums, inner courtyards, shafts, etc.). Active cooling with refrigeration machines should be avoided as far as possible. The installation concept is being designed in such a way that it can respond to changing usage requirements. Accordingly, attention must be paid to an optimal arrangement and accessibility of the horizontal and vertical distribution as well as system separation. For this reason, no heating, ventilation or waste-water pipes may be inserted into the ceilings.

Outdoor rooms

Outdoor rooms must also have good climatic and acoustic conditions. Accordingly, the location and proportions of the occupied areas in the outdoor space are being considered and adapted to the expected wind conditions and noise pollution. Well-ventilated courtyards or squares can support the natural ventilation of the buildings. Attention is also being paid to the heat island effect. To enable a high level of biodiversity, the largest possible green spaces are planned, and sealed surfaces avoided. Medium-sized to large trees will provide shade in the summer months and support a pleasant climate. Roof areas that cannot be walked on will be greened. Further, we are working to find an optimal balance between green roofs and photovoltaic use.

Noise protection

The site of the new centre is considerably affected by road noise. This problem has been addressed in the design through a suitable arrangement of uses and floor plan design.



Equal Opportunities and Diversity



Sara Dolf-Metzler, Head of Division and Higher Staff Function Diversity

Andrea Zeller, Project Leader Diversity

Since gaining independence and transitioning to become a self-governing public university, the parameters for work carried out in the area of diversity and equal opportunities at the UAS Grisons have changed. As of 2021, UAS Grisons is responsible for producing, implementing and reporting on its own action plan. Developed by the Diversity specialist unit, the FHGR Equal Opportunities Action Plan for 2021–2024 replaces the old FHO Equal Opportunities Action Plan for 2017–2020. The new action plan focuses on three key areas. These are A) Organisational development: equal opportunities, diversity and inclusion as a resource, B) Awareness and training on equal opportunities and diversity for all members of the university, and C) Frameworks and opportunities for working and studying at the UAS Grisons that are inclusive and encourage diversity. The fact that work to ensure equal opportunities has been embedded across the university as a cross-departmental governance matter has a direct bearing on how such efforts are organised. This has become more important since the university gained independence and, in the coming years, is sure to be reflected in its organisational development and quality assurance system. As well as this, a heightened understanding of diversity has emerged in recent years. Today, this term encompasses various aspects of potential inequality such as social background, migration, age and physical or psychological impairments, and sexual orientation or identity, alongside the sex dimension – that is, equality between men and women.

A broad understanding of equal opportunities, diversity and inclusion is set to become a general operational principle at organisation and management level, as well as across the entire university culture. This means a broad spectrum of factors and topics will be covered alongside the aspect of sex, the issue of work/life balance and compatibility between career, studies and family. What's more, various measures have been set out as part of the three aforementioned key focus areas for the 2021–2024 action plan, many of which have already been successfully implemented, including, amongst others:

- Participation in swissuniversities P7 cooperation projects on diversity benchmarking and academic management/third space
- further results for 2023 based on 2022 surveys
- #diversityFHGR_meinBeitrag [my contribution]: input and statements from various members of the university on the topics of diversity, inclusion and equal opportunities published on social media and the Diversity specialist unit's website
- Targeted support for non-professional teaching staff via a workshop on self-confidence and media training in collaboration with RTR Radiotelevision Svizra Rumantscha
- Involvement in planning and implementing the 'Diversity in Leadership and Tech' event in collaboration with CSEM, the Equal Opportunities Unit, womenintech, academia raetica, among others

Other measures include promoting mixed teams, treating all members of the university and external partners with respect and affording them equal opportunities, and appreciating and championing diverse personalities as a strength for a modern university, as well as considering the issue of disability and creating a university without barriers. UAS Grisons is aiming to take the first important steps towards creating a university without barriers through various measures. One such measure is establishing an Assistance Measures Office, which has been based in the Diversity specialist unit since the autumn of 2022. The aim of this is to promote inclusion within the institution as set out in UAS Grisons' Diversity Policy. In concrete terms, this means that, within our community, all members of UAS Grisons should be able to actively participate in the university's activities on an equal footing and in a manner that allows them to exercise self-determination. The university has also set a target of increasing diversity amongst managers and lecturers. The proportion of women in these positions is currently 26.3%; the objective is to raise this to at least 30% by 2026. Mixed teams that foster innovation should become the norm. Equal opportunities, equality and diversity are wide-ranging, current and multi-dimensional topics that are constantly posing new challenges and require a proactive and collaborative approach within the framework of an educational organisation to achieve sustainable results.

Further information:
fhgr.ch/diversity



Climate Neutrality at UAS Grisons



Livia Somerville, Research Associate
Alpine Region Development
and Head of the Surselva Lab

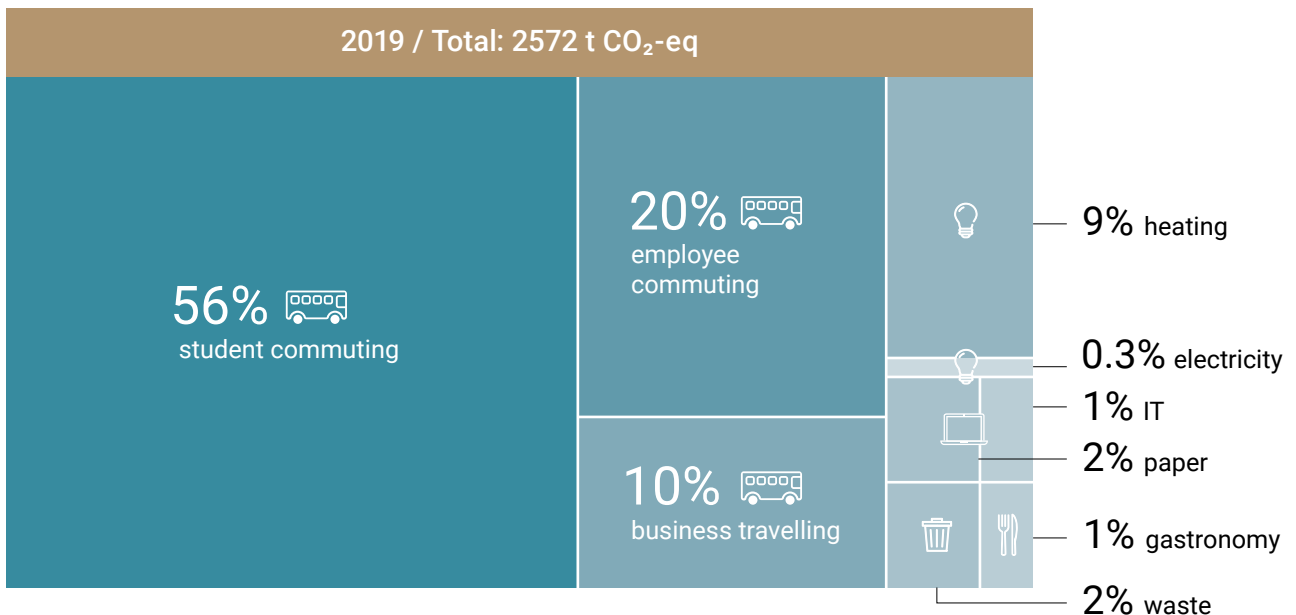
How far away is UAS Grisons from reaching climate neutrality? Which environmental aspects are relevant and which are not (initially)? With around 300 employees and 2,500 students, the day-to-day operation of a university generates harmful emissions, for example through general travel activity, energy consumption, food, water and paper consumption, as well as through different types of waste. The Sustainable Development Space set a goal of carrying out a comprehensive ecological audit at certain environmental hotspots across the university – in other words, areas with a relatively high environmental impact. After all, collecting baseline data is the first important step towards shaping a climate-neutral future.

As part of the first step (and one of the most important ones), I analysed the make-up of the system in place at UAS Grisons. Despite recommendations from the literature and global standards such as the Greenhouse Gas Protocol, grey areas remain. These chiefly refer to pollutive activities that are not directly part of everyday operations but make up upstream supply chains for products,

infrastructure and services procured by the university. One example is catering, which is supplied by an external provider. All told, these scope 3 emissions account for over 90% of UAS Grisons' entire environmental impact! Gathering data on direct environmental impact, such as the release of greenhouse gasses through burning fossil fuels (as is done when heat is generated in gas-powered combined heat and power plants, for example), is a much simpler task.

For each activity area, I found suitable emissions data in the literature (mainly via the ecoinvent database) and, using the software 'SimaPro', integrated the data into a model. The results are plain and simple: making up 60% of all emissions, mobility – particularly commuter traffic involving staff and students – is the area with the greatest environmental impact. Within this segment, cars cause the greatest environmental impact and are used by around half of employees and a fifth of students. Business trips make up 10% of all emissions. After this comes the heat supply at UAS Grisons, which is responsible for 9% of total climate-damaging gases emitted. This is the result of using fossil fuels, with gas being the main offender. There is great potential in the proposed new university of applied science hub. In the future, this will relieve the university of this kind of environmental burden thanks to technological advancements and renewable energies.

Which activity categories have the greatest environmental relevance at the UAS Grisons?



Shares of the University of Applied Sciences of the Grisons' environmentally relevant activity categories on the total carbon footprint in tons of CO₂ equivalents. Carbon footprint is assessed with the method suggested by the IPCC (2013) on a 100 year horizon.

At less than 5%, waste, IT, catering and electricity make up a surprisingly small proportion of emissions. Catering has such a small impact on the environment because only the canteens are taken into account, whereas many members of the university prepare their own food off-campus. Furthermore, UAS Grisons sources its electricity from a local hydropower plant via certificates, meaning this area of activity is particularly low in emissions.

Alongside all the advantages and disadvantages of home working, one element that has come to the fore at UAS Grisons is its positive effect on the environment. With the advantages of working from home having been determined – partly involuntarily – during the pandemic, an opportunity arises to reduce the amount of motorised individual traffic on the roads. Once these optimum conditions are achieved, a review can be carried out to

assess whether the university is setting the right incentives regarding low-emission mobility. A further element which needs to be scrutinised is floor space. Digitalisation provides the opportunity to increase the utilisation of floor space so that less space is required in the long run.

By establishing how far is left to go in the journey towards climate neutrality, we have laid the first foundations. Now it is up to the university community – supported by the PRME community – to navigate the rest of the way, not to mention all the conflicting goals that arise along the way.



Sustainability Committee: a Student's Perspective



Riaan Kämpfer, Student Assistant

The Sustainability Committee at the UAS Grisons has set a target of promoting and improving sustainability practices at the university. It is made up of representatives from the student body, teaching staff, University Executive Board and UAS Grisons employees.

Over the past few years, the committee has adopted definitive, target-driven measures such as introducing recycling systems for paper, plastic and other waste in all UAS Grisons buildings.

These actions have resulted in quantifiable changes at UAS Grisons in terms of sustainability. Amongst these changes are savings in paper usage and a reduction in CO₂ emissions.

As a student representative for the committee, you get a sense of what your cohort would like to see and what they are concerned about. Below is a brief insight into the areas that are particularly close to students' heart

and that illustrate clear potential for sustainable development at UAS Grisons from students' perspectives:

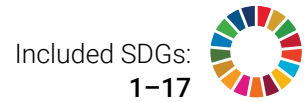
- Students in technical study classes suggest investigating the use of materials in labs, in particular reusing, processing and properly disposing of 3D printing materials and other synthetic materials.
- Greater consideration of room temperatures and other sources of energy consumption.
- It is recommended that UAS Grisons takes responsibility to review the current methods used by university staff for travel. Sustainable guidelines and support measures should be introduced to ensure that staff are encouraged and assisted in adopting more eco-friendly travel practices.
- Students suggest that the principles of the circular economy and post-growth economics, which are essential for a sustainable future, could, even at this stage, become an integral part of many modules that are fundamental to industry practices; this is to make sure the next generation of skilled workers and hence industry as a whole are equipped to deal with the impending changes.

By addressing these and other concerns put forward by students via the student body representatives and considering them when making decisions, the committee

is supporting UAS Grisons in making the most out of its values regarding sustainable development, and its position as a forward-looking, sustainability-driven institution working closely with industry, so that future generations can look ahead to a future built on trust and social justice.

Students also have the opportunity to present and implement their own projects to make a contribution towards promoting sustainability at UAS Grisons; this

takes the form of various activities, workshops and discussions on the topic of sustainability as part of the annual Sustainability Week, for example.



Cambiela



Aline Moser, (Former) Student

Cambiela is a non-profit association run by current and former students at the University of Applied Sciences of the Grisons. Together, we aim to play our part in making the world a better place – one characterised by solidarity, peace and justice. A commitment to collaborative international development efforts lies at the heart of what we do. Cambiela raises funds to support the association COERESO.

This group of partners guides and supports various communities in Rwanda in dealing with their individual challenges and facilitates education and job creation ventures, as well as pottery, shoemaking, tailoring, baking and fabric dyeing projects. Support is also offered to nurseries, primary schools and vocational colleges, which enables the team to help people lead an independent life from the earliest stage possible. There is also the opportunity to take part in study trips to Rwanda, allowing students from Rwanda and Switzerland to come together, work collaboratively on various issues and experience a foreign culture. Those who make the journey visit the people who set up and support the projects. The mutual insights they gain into the social and economic conditions affecting all those involved are intended to help build a more multi-dimensional picture of the world.

Cambiela implements various measures to provide financial support to COERESO for these activities. Event fundraising is key to this. It also gives members the chance to gain practical event management experience, develop their leadership skills and take on responsibility. In the past two years, Cambiela has organised a poetry slam, a charity dance, a badminton tournament and a stand at a Christmas market, as well as taking part in a local sustainability week event.

On top of the activities organised by the association members, Cambiela also offers other students the opportunity to lend a hand with education and job creation schemes in Rwanda. In doing so, Cambiela assists students who are required to provide proof of their practical skills for various modules.

At the heart of this is the community, whose members are determined to play their part in helping to create a more just world together. 'For me, Cambiela stands for being able to make a meaningful difference through collective commitment,' said one member, 'Supporting real projects brings us closer to the dream of a more just world'. Cambiela enables everyone to make their own personal contribution, take responsibility and even gain a personal insight into the work being done by taking part in a study trip with COERESO.



Scholars at Risk (SAR)



Prof. Andreas Deuber, Ph.D, Higher Staff Function Rectorate
Sam Noshadha, Scientific Associate at SIFE

The freedom of teaching and research is a central pillar of fundamental university attitudes. In Switzerland, so-called academic freedom is even a constitutionally guaranteed fundamental right. The canton of Grisons, the location of our university of applied sciences, explicitly recognises academic freedom in the law on universities and research. But not everywhere can scientists develop as freely as they do here. On the contrary, academic freedom is under pressure worldwide. Certain states and political systems systematically disregard academic freedom or deliberately restrict it. Academics are actively hindered in the free exercise of their profession, threatened, dismissed, imprisoned, or even murdered. Recent examples include Syria, Afghanistan and, since the beginning of 2022, Ukraine.

In light of this sad reality, it was imperative for the UAS Grisons to make an active contribution to the protection of research and teaching staff whose academic freedom is restricted at the place where they work. We therefore joined the organisation SAR (Scholars at risk) in the spring of 2022 with Prof. Andreas Deuber. SAR is an international network of approximately 500 higher education institutions worldwide whose shared mission is to protect researchers and educators and promote academic freedom. SAR is active in three areas: protection, advocacy and learning.

However, we did not just stick to the membership, but followed up with concrete action in the year of joining. The initiative was to provide Mr Sam Noshadha with the possibility of employment as an academic/researcher from Ukraine at the UAS Grisons. The researcher is working in the Anti-Corruption Team under the leadership of Prof. Christian Hauser and is internally funded. The expert has in-depth theoretical and practical knowledge in the field of anti-corruption in funding and providing opportunities for the economy, sports, and education sectors. This results in a distinct win-win situation, enabling the expert to continue research while our university benefits from the know-how and network of the researcher and expert from Ukraine.

The common goal is the development of frameworks for the systematic prevention and detection of corruption in national and international organisations, particularly in financing activities. Establishing innovative and robust anti-corruption mechanisms to protect the interests of European countries, as well as the reputation of organisations that provide funds is necessary and highly desirable to ensure sustainable recovery and development of the economy in Ukraine. In doing so, we want to contribute to the reconstruction of mid- and post-war Ukraine, in which the Swiss Confederation wants to actively participate.

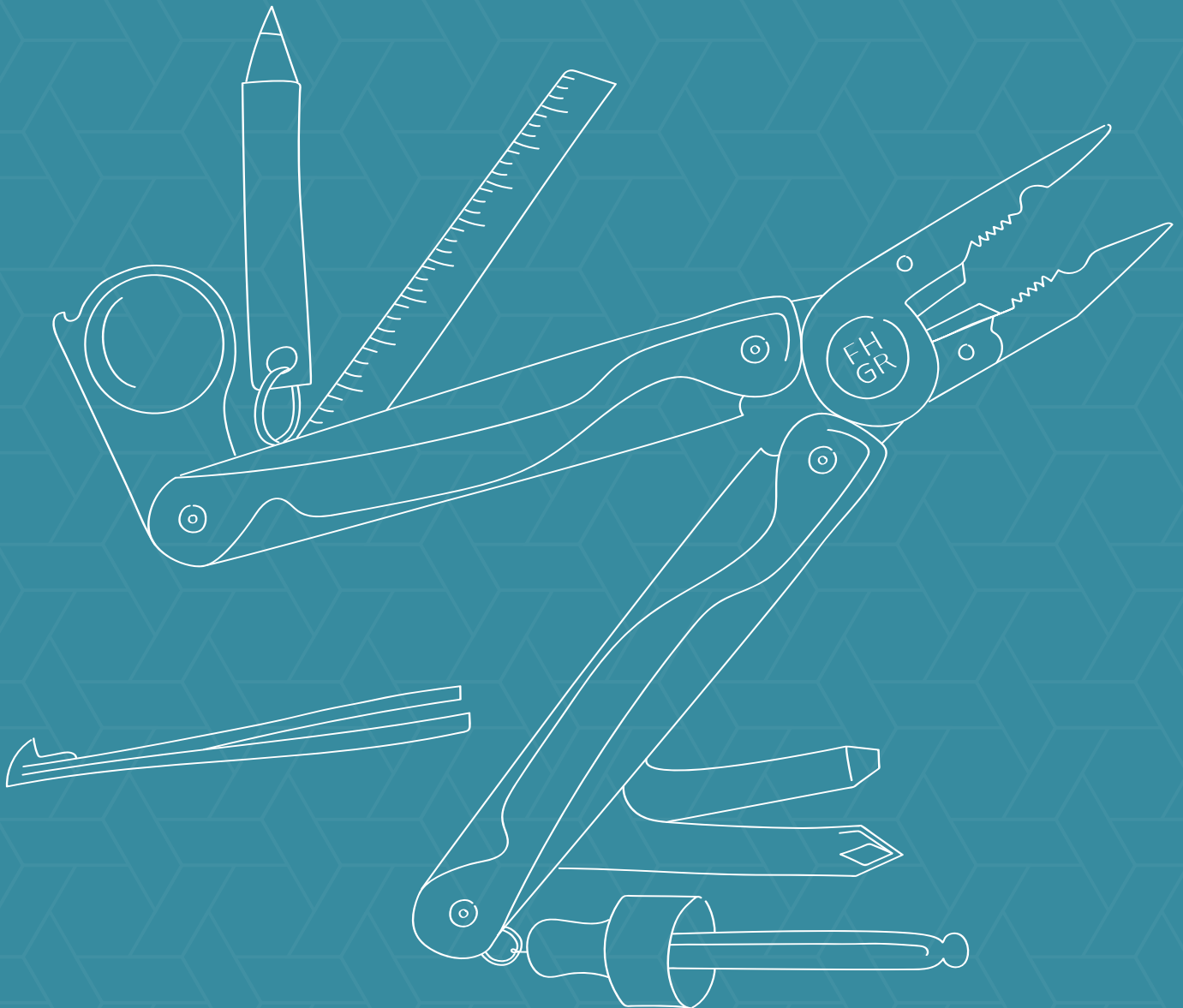




Principle 3

Method

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



Master's Sustainable Business Development



Dieter Conzelmann, Director of Studies at SIFE
Larissa Biechler, (Former) Scientific Associate at SIFE
Oksana Crameri, Scientific Associate at SIFE

As a university of applied sciences, we decided in 2021 to launch a new consecutive master's programme in Sustainable Business Development. The programme was brought about by the need for companies to have future managers, that is, today's students, with the knowledge and competencies to drive sustainable transformations within companies, as well as the desire of the FHGR to develop a new master's programme in this direction. The first semester started in September 2022.

The Sustainable Business Development master's programme trains future managers who can contribute to the sustainable transformation of companies. The focus is on developing and anchoring sustainable business models and strategies that consider the environment, society and the economy. The programme also covers global fields of action of sustainable development, sustainable communication, and the shift in thinking and acting towards a sustainable mindset. Throughout the master's programme, students learn how companies see sustainable development as an opportunity and how they can benefit from these newly created prospects. This new master's offer fits in perfectly with the UAS Grisons' long-term sustainability strategy (for more information, see the article on page 6).

Further, as a university, we have been conducting research around sustainability and responsible corporate management in different disciplines for years. Thanks to the design of the master's programme, research findings from the institutes can be incorporated into our teaching, providing students with access to current sustainability-related developments and gain a deeper understanding of the topics they are studying. Additionally, students can be involved in research projects, which can provide them with hands-on experience and a deeper understanding of the research process. Conversely, research can benefit from the master's students as they bring fresh perspectives and new ideas to the table.

It came to our attention that local businesses were faced with the challenge of not having the specific competencies to develop their businesses sustainably. It was therefore important for us to include these local and regional actors when designing the curricula. The consortium of experts and industry partners met regularly throughout the development to ensure a holistic design, as well as to provide inputs from industry into the modules. We have made a breakdown in three modules as shown below. The goal is that our partners later have access to a talent pool of professionals trained in the area of sustainable business development.

Fundamentals of Sustainable Business Development

module: students learn the fundamentals of sustainable development. How do the economy, environment and society contribute to sustainable development? How do business models emerge that contribute to sustainable development?

Strategies for Sustainable Business Development

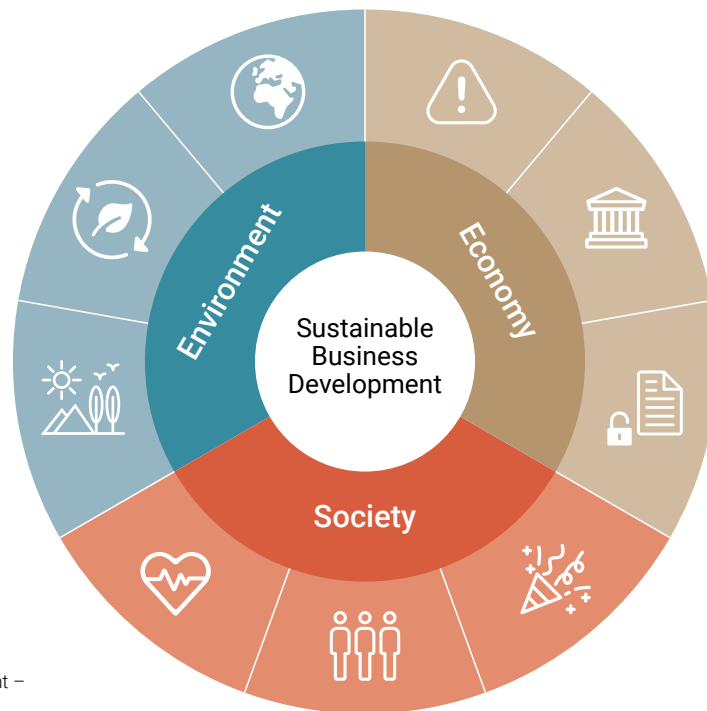
module: students learn about how strategies can be developed to promote sustainable development in companies. Which global fields of action play a driving role in the sustainable development of companies? Which business models are likely to offer opportunities for more sustainable management in harmony with society and the environment?

Leadership for Sustainable Business Development

module: students learn how organisations need to adapt so that new ways of thinking and behaving in relation to sustainable development can emerge, and how sustainably thinking and acting managers are able to deal with complexity and morality. The module also touches the inner development goals of each individual student.

In all the modules, we worked to ensure that all three dimensions were considered with content as shown in the picture (see next page).

Collaborating with industry partners to develop the new master's programme means that we can add greater value for students as our partners can provide unique inputs such as cases from their companies, or specific challenges which students can work on. In this regard, the companies involved in the partnership help to deliver the pains and gains in relation to sustainability that they have on a daily basis, such as writing corporate sustainability reports, or specific projects with a focus



Sustainable Business Development – Environment, Economy, Society

on sustainability. Furthermore, upon the launch of the consecutive master's in Sustainable Business Development, some of the partners are willing to play an active role in the study programme, providing talks and speeches, guest lectures and teaching in the modules.

Throughout the course of the degree programme, partners also benefit from the consultancy projects and the master's theses. Our partners are able to provide challenging real-life topics on which they would like research to be done. There are unlimited possibilities, therefore the challenges could be market, project or research-driven. Students then work on these topics to find novel solutions tailored to the case, and the partnering companies can use the results. This is beneficial for the partnering companies as they receive a new outlook through having the students' perspective. A further benefit that our partners gain from our sustainable community is the participation on financed projects from the Swiss government. They are always able to stay on the top level of innovation.

As for our university, we can become a major pillar of education across Switzerland, because no other university has a master's programme with such a balanced content. Especially in the Grisons region, where nature is the most important part of the business, we will benefit most if companies start with their sustainable transformation strategy.


After the first semester, one student gave the following feedback:

Why did you decide to study for a Master's degree in Sustainable Business Development at UAS Grisons?

Alina Vogel: 'Because of the economics-based approach. That's why I chose this study programme. I previously studied international management, but I'm passionate about the topic of sustainability. This programme allows me to combine my background in economics with sustainability. I also enjoy the practical element.'

How is practical work integrated into the programme?

Alina Vogel: 'The study programme has more than 15 partner organisations. I am really looking forward to working with them in areas related to sustainability. The practical element is very important to me, so I appreciate having the chance to attend conventions and other events to do with sustainability as part of the programme. This enables us to gain a deeper understanding of the topic and to explore different perspectives. Through this programme, I want to pick up the tools needed to consolidate sustainable thinking within a business organisation.'

Included SDGs: 1-17 

Master's Tourism and Change



Prof. Jan Mosedale, Ph.D, Lecturer and Head of Research at ITF
Natalie Riesen-Sanabria, Research Associate at ITF

Tourism is vulnerable to change (e.g., climate change, political decisions, recessions, new technologies disrupting conventional ways of doing business) but also contributes to it (e.g. overtourism, pro-poor tourism). Socio-cultural, environmental, technological and political-economic changes require a strategic approach to the future development of tourism. In the Master's Tourism and Change students learn to identify, interpret and provide solutions for strategic challenges faced by tourism businesses as well as destinations and to make strategic judgements under uncertainty by relying on an in-depth understanding of change processes.

The mission of the master's programme is to contribute to a forward-looking and sustainable tourism sector through developing reflective practitioners, who are able to anticipate and manage long-term changes and who are adept at applying multi-disciplinary knowledge and skills in order to become change-makers in their organisations.

Understanding the changes in society and in the business environment is a basic prerequisite for thinking about future strategies and actions. Building on a foundation of business administration, the programme concept is set around a change framework consisting of an iterative process of analysing, managing and designing change in tourism. Analysing the different drivers of change and evaluating their consequences for the tourism sector will allow you to devise a plan for managing change in your organisation and will allow you to design

progressive solutions for social, natural or political-economic challenges at an early stage. As society, the environment and the economy constantly change, managers need to continuously consider and adapt to the changing circumstances. Tourism, as an inherently social and globally connected phenomenon, is probably most in need of such a forward-looking and recurrent process. Future change-makers need interdisciplinary knowledge, but will also need the skills to put the change framework into practice.



Change Framework used in the Master's Tourism and Change

With its particular focus on facilitating and designing change, the master's programme can contribute to all SDGs in relation to tourism depending on the thematic foci of the students.

Included SDGs: 
1–17

Restless – the Live Cooking Show without Leftovers



Flavia Bernold, Lecturer at MMP

Some 2.8 million tonnes of food are wasted in Switzerland every year – and more than a third of this comes from private households alone. This accounts for 25% of the environmental impact of our food system. Food waste and sustainable nutrition are hot topics in more than a few student 'Wohngemeinschaften' (WGs, residential communities). So much so that the students in one WG decided to host their own cooking show.

It came about as part of the Live Communication major, which required students to plan and put together a digital event during the first semester. Instead of sticking to pre-set event ideas, one group decided to develop their own event concept on the subject of food waste. I then offered them my services to help plan and implement their ideas.

They developed a pilot episode of 'Restless – the non-stop cooking show', which took the form of a one-hour, interactive and sustainable live cooking show in a competition format. Three teams of two were pitted against each other and tasked with conjuring up a recipe using a randomly assembled basket of food items. The products weren't completely random, though; all the

ingredients were locally-sourced and vegan. Afterwards, a panel judged the meals based on taste and presentation. Points were deducted for any ingredients not used. The students streamed the cooking show on YouTube, allowing the audience to get in on the action and take part in an interactive survey. The programme is still available to watch on YouTube and has so far garnered 780 views. (www.youtube.com/watch?v=lixgU-9MMmo)

The aim of the pilot episode was to show the audience how, with a bit of creativity and determination, you can incorporate any ingredient lying around in your fridge into a meal and help reduce food waste in the process.

The focus on food sustainability practices didn't stop there – the planning and organisation of the production behind the scenes had a similar flavour. All ingredients were bought locally, no unnecessary plastic bags were used and the meals cooked were made available to take home after being judged by the panel.

At UAS Grisons, there is a lot of support for projects related to sustainability. Such schemes enable students to use their initiative and devote their efforts to curating their own, sustainable projects as opposed to pre-existing concepts.



SDG Design Jam



Prof. Christian Baumgartner,
Ph.D, Lecturer at ITF


A Design Jam is an event where people come together to work on a solution to a challenge using a design thinking process, similar to jam sessions in music. In the Global Goals Design Jam, the challenges relate to the implementation of the SDGs in the participants' respective realities of life or work.

As part of the 9th Responsible Management Education Research Conference (RMERC), the first SDG Design Jam for the PRME Student Community took place in Innsbruck, Austria in September 2022, with participating students mainly from Switzerland and Austria.

For one day, students worked together interactively and bridged the gap from knowing to doing. Colleagues from different fields of study developed co-creative ideas with which the participants and their universities can contribute to the achievement of the SDGs.

After a short keynote, a World Café provided an opportunity to engage with experts on selected SDGs and what they mean for everyone.

Afterwards, students considered challenges they would like to tackle in order to make the UAS or life in general a bit more sustainable. In teams, ideas about a Sustainability Points currency for tourism destinations, SDGs as course content for Society Development Courses and community integration meeting points for women with a migration background were developed and turned into first prototypes, which were tested and presented at the end in the plenary of RMERC.

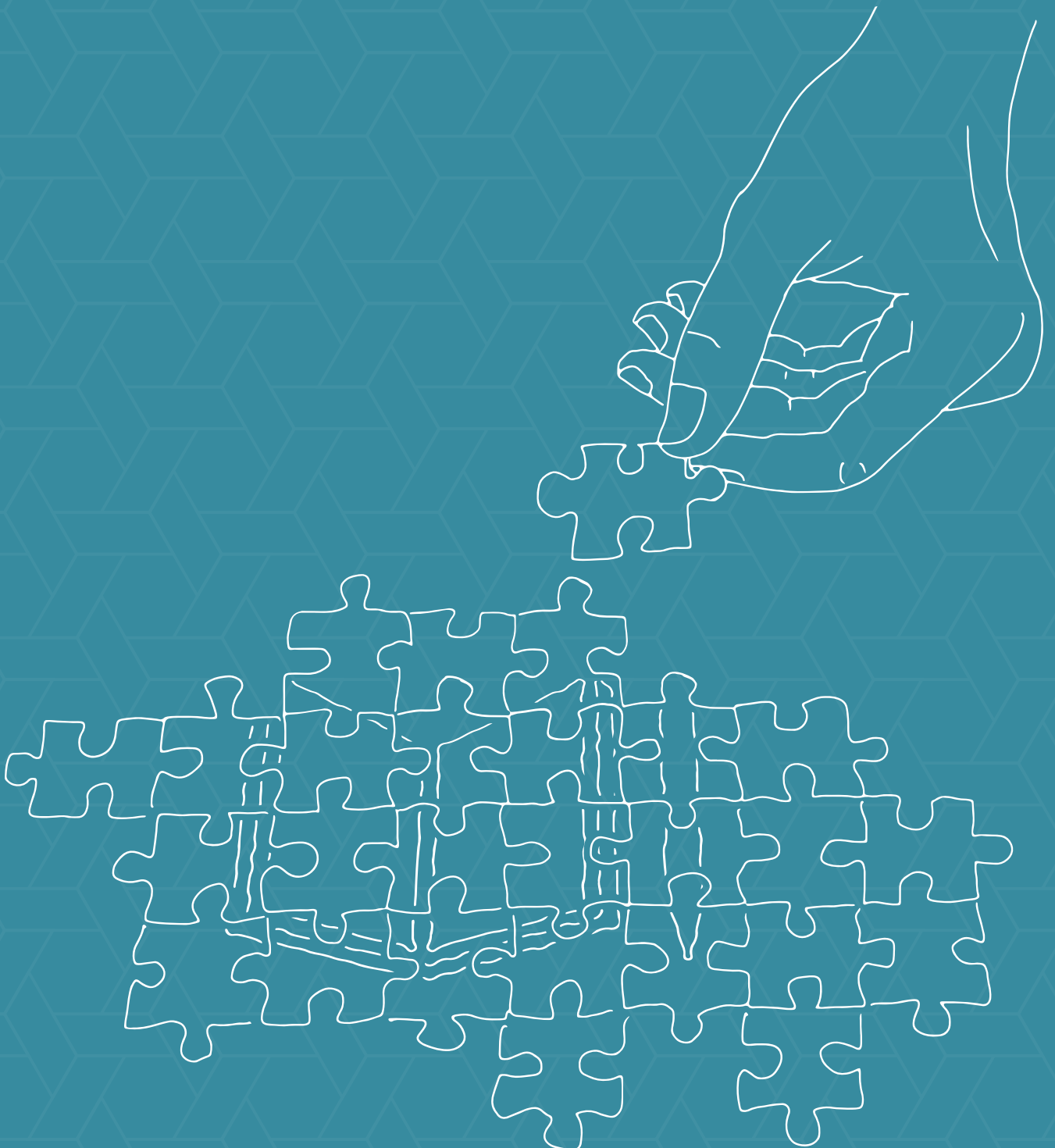
Included SDGs: 
1-17



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.



PRME Business Integrity Action Center



Prof. Christian Hauser, Ph.D,
Project Leader at SIFE

Established in 2016, the PRME Business Integrity Action Center (BIAC) at UAS Grisons deals with questions relevant to sustainable development. Its objective is to develop application-oriented solutions to these issues through interdisciplinary cooperation. Whereas both of the previous two progress reports focused on BIAC's research and partnership activities, this report concentrates on interdisciplinary cooperation. The three specific examples described below show how interdisciplinary teams within BIAC have joined forces to help achieve sustainability goals.

The first example is the 'Promoting Partnerships for Sustainable Development (P4SD) in the Principality of Liechtenstein and in the Alpine Rhine Valley' project. As part of this initiative, innovative regional flagship projects are developed to encourage SDG-oriented collaboration between universities and businesses in order to create success stories that set an example for other companies. The aim is to unlock the full potential of the academic and private sectors for the purposes of attaining SDGs. During the course of the interdisciplinary cooperation, business managers and multimedia producers with pilot partners from various sectors – such

as the hospitality industry, the food industry and manufacturing – all work together.

The second interdisciplinary collaboration project is all about anti-corruption. It involves integrating existing findings from quantitative and qualitative empirical research into an agent-based simulation model. The project team is made up of ethics and compliance experts, as well as social science computer simulation specialists from the Swiss Institute for Entrepreneurship (SIFE). They work with agent and machine learning experts and concurrent computing and high-performance simulation technicians from the Competence Centre for Data Analysis, Visualisation and Simulation.

Finally, the 'Internal Integrity Risk Warning System (IIR-WiS)' project helps illustrate how interdisciplinary teams within the BIAC can join forces. This project is designed to speed up integrity management processes. To do this, methods developed for deep learning and natural language processing have been adopted for the integrity research domain. Building on the foundation of text-based data sources (internal documents and digital communications), the project team – comprising business economists and data scientists – is developing machine learning models capable of recognising integrity-related behaviours.



Whistleblowing Panel Study and Whistleblowing Report 2021



Prof. Christian Hauser, Ph.D, Project Leader at SIFE
Jeanine Bretti-Rainalter, Research Associate at SIFE

In order to uncover illegal and unethical behaviour in a timely manner, information from stakeholders, such as employees, plays an important role. As companies are well aware of this, many of them have implemented internal reporting mechanisms. Nevertheless, many companies are still uncertain about the effective establishment and design of such reporting mechanisms.

In 2021 the Whistleblowing Report was conducted for the third time as a cooperation between the UAS Grisons and the EQS Group. More than 1,200 companies in

Germany, France, the United Kingdom and Switzerland were surveyed on the topic of whistleblowing and reporting mechanisms in companies.

More than 60% of the companies surveyed have already set up reporting mechanisms and receive an average of 34 reports per year, with large companies and internationally active companies tending to receive more reports. Companies that had to lay off employees due to the pandemic or where a majority of employees worked from home offices also received more notifications in 2020. A good 52% of the reports received were relevant. Thanks to these reports, more than one in four Swiss companies was able to identify more than 80% of the total damage. Reporting mechanisms are thus an effective instrument for identifying illegal and unethical behaviour.

Therefore, the design of a reporting mechanism is essential for its successful operation. Persons providing information are usually offered two to three different channels through which they can contact the reporting office. General reporting mechanisms (e.g. e-mail, telephone, letter/fax or personal visit) are preferred to specialised ones (e.g. hotline/call centre, mobile app, social media and web-based whistleblowing systems). On average, Swiss companies address a single target

group, with employees being the most important. Opening up whistleblowing channels to customers or suppliers, for example, helps to strengthen the trust of these stakeholder groups on the one hand, and on the other increases the understanding of compliance along the supply chain. However, this is not yet very common.

Concerning the EU Whistleblowing Directive, the study uncovered that only 1 in 20 companies in Switzerland affected by it is already fully prepared.

The Whistleblowing Report is a panel study that is planned to be conducted every few years. Currently, the UAS Grisons is negotiating the next edition for 2024. This project is linked to the PRME principal research. The goal is an advanced understanding of whistleblowing mechanisms in companies and how they can be used to alleviate malpractice and corporate wrongdoing.

The complete Whistleblowing Report 2021 can be downloaded at www.whistleblowingreport.de.



Climate-neutral Destinations



Prof. Christian Baumgartner,
Ph.D, Lecturer at ITF

Climate change affects everyone. That makes it one of the biggest challenges facing society, and one which requires a concerted effort to find solutions. The Swiss government is aiming to reach net zero by 2050. But what does that mean for travel?

Net zero means that, by 2050 at the latest, Switzerland will not emit more greenhouse gasses than it is able to absorb using natural or technical storage systems. This poses significant challenges both for the tourism sector and for travellers. Not only does accommodation need to be supplied exclusively with renewable energy, but entire transport networks – for food and goods as well as travellers – need to be climate-neutral. The increasing awareness of climate protection

amongst the general public has reached Switzerland too, with 'flight shame' being a particular catchword. More and more travellers want to enjoy their holidays, as well as their home life, without any climate guilt on their conscience. However, Switzerland's long-term climate strategy does not yet contain any concrete concepts for tourism. Structured climate measures are currently mostly found at corporate level, such as the 'ibex fairstay' certification for hotels or the myclimate 'Cause We Care' programme. Entire regions and destinations still do not have a precise idea of their carbon footprint and have no schemes in place to achieve climate neutrality. Now is the time to change this.

Arosa, Davos and Valposchiavo are working with the ITF at UAS Grisons and myclimate to make their destinations climate-neutral and, before 2050 at that. These regions already have experience in responsible planning as part of the 'Arosa 2030' integrated destination strategy and the '100% Valposchiavo' project respectively. Now, attention is turning towards concrete action for climate protection. Current concepts for 'climate-neutral

destinations' fall short. Most concentrate solely on corporate emissions, ignoring mobility and food consumption and their respective carbon footprints.

The 'KlimDest' project is different: together with myclimate, UAS Grisons is calculating the full environmental impact of a tourist destination for the first time. The idea is to use this precise carbon footprint to work out targeted measures for avoiding, reducing and offsetting residual emissions with the ultimate aim of achieving net zero. Not only will these measures contribute towards implementing SDGs 8, 12 and 13, but they will also support local and regional sustainable development efforts, thus directly benefiting the local community.

However, communicating this to guests is a major challenge. This will involve highlighting the concrete advantages of environmentally friendly actions, such as much less stressful arrivals that even become part of the holiday experience itself, or the high quality and health benefits associated with the local produce served in restaurants.

It is important to get guests on board on the journey towards climate neutrality, to make sure that the behavioural changes needed to get there can be made. Guests are a significant part of the solution. After all, climate change affects everyone!



Applied Tourism Intelligence



Dominik Knaus, Director of Studies at ITF

Lena Pescia, Ph.D, Lecturer at ITF

Christopher Jacobson, Project Leader at ITF

The quality of the experience offered by a tourism product is influenced by guest numbers and capacities at relevant contact points, attractions and activity sites. Due to typical fluctuations in demand, service providers at tourist destinations face the challenge of coordinating capacity and demand in order to guarantee that they can not only provide a quality experience, but also run a profitable business and keep their staff happy.

The Applied Tourism Intelligence project aims to optimise capacity management procedures for tourist destinations using data collection, analysis and customer behaviour visualisation. The idea behind the project is to identify and analyse overcapacity and undercapacity situations at certain times and at different locations within the destination, as well as in relation to tourist service providers, and then to use this information to forecast future 'footfalls'. Using data-based predictions of expected guest numbers, a targeted capacity management system can be put in place, which will have a positive impact on capacity utilisation, general operations and the development of tourist services and

products. The prediction model is applied at strategic, operational and guest levels. This involves capturing and visualising the actual and time-dependent number of people at tourist locations (e.g., swimming pool, cross country ski track). Pressure and overload are presented in relation to maximum capacity, whilst a live forecast of future tourist activity is also generated. Service providers can use these forecasts to optimise their staff planning, for example, and destination organisations can use them to help with matters such as long-term planning and management decisions.

The project was launched in autumn 2021, which is when the first live data was collected in the model region of Davos. Sensors were installed at strategically relevant points, such as the cross-country ski track, swimming pool, car parks, location entrances and exits. These sensors measured the number of guests in real time and were linked up to the prediction model dashboard. The initial plan was to collect live data until autumn 2022 in order to create a reliable prediction model based on this data, supplemented by historical data (e.g., overnight stays, weather conditions). The first prototypes for presenting the live data have been implemented and are currently being tested. It is therefore not possible to provide any concrete results at the time of writing. The project will run until summer 2023.

The project supports SDGs 8 (decent work and economic growth) and 11 (sustainable cities and communities). With regard to SDG 8, the project can, for example, help with achieving higher economic productivity through

diversification, technological modernisation and innovation (8.2) by supplying businesses with an advanced technological tool in the form of the prediction models developed by UAS Grisons. In addition, the project also supports efforts to improve resource efficiency (8.4) which can, for example, help with optimising staff planning. In this way, and in line with SDG 8, the project supports sustainable tourism. By gaining access to forecasting tools, businesses can manage their capacities more effectively and can organise their services in a more targeted way. In relation to SDG 11, providing prediction models at the destination level facilitates the development of regional development strategies (e.g., infrastructure and traffic planning) (11a). The project also

represents a commitment to practice-oriented research which supports businesses and destinations in creating sustainable social, ecological and economic structures. The project was set up as a partnership between companies (ASE AG, destination service provider), the destination organisation Davos and researchers (UAS Grisons) aimed at finding joint solutions to the challenges described above, and to put these into practice.



Technology-based Staff Allocation and Planning in Tourism



Christopher Jacobson, Project Leader at ITF
Prof. Corsin Capol, Director of Studies at IPR

Making sure rented holiday homes are clean presents major challenges for property management teams in the tourism sector. There are 30,109 properties available to rent in Switzerland and, before every new arrival (1.12 million in 2019), they need to be cleaned within a short time frame. Planning cleaning operations involves taking into account booking, staff, property and geographical information. The planning process is cumbersome and prone to error; it is often carried out manually and is subject to change at short notice. Insufficient planning can lead to inefficient staff scheduling, meaning employees have to take on work without prior notice in order for a holiday home to be ready for the next guests on time. If this cannot be guaranteed, either the guests are unhappy or financial losses are incurred since bookings cannot be honoured.

Together with the Weisse Arena Group and LAAX Homes, UAS Grisons has developed a research prototype for staff allocation and planning for property management operations within the tourism sector. Data-based approaches are combined with tourism-specific expertise from research and practice to make

this a unique research and innovation project. After modelling overnight accommodation services and staff structure information, the first phase of the project saw artificial intelligence developed for the purposes of staff allocation. At the same time, influencing factors for guest booking, arrival and departure times were investigated, allowing patterns of behaviour to be identified. Using machine learning methods and data analysis, a model designed to predict guest departures was then developed. This was based on findings from tourism research. Using an agile approach made it possible to test the research prototype early on and integrate it into the Weisse Arena Group's system landscape.

Thanks to the forecast departure numbers, a medium-term staffing plan can now be drawn up. Shortages of cleaning staff can be flagged up in good time and personnel resources can be allocated accordingly. This has a direct impact on planning certainty for cleaning staff and boosts employee productivity. In turn, this means that, even days before an assignment, employees can view the (preliminary) work plan for a specific day. This helps to establish a better work/life balance and improves working conditions as a result. Communication between staff has been simplified, whilst having a standardised process means that new staff members can be incorporated quickly. Managers can therefore respond to seasonal fluctuations and relieve workers accordingly without suffering financial losses due to fewer bookings. Moreover, this efficient and forward-looking approach to personnel resource management ensures that guests will always be greeted by a clean property,

that the property will be ready for their planned arrival time and that, as a result, nothing will prevent them from enjoying a positive guest experience.

The prediction model also demonstrates the extent to which further holiday properties can be rented and cleaned over the upcoming months. By integrating this model, companies can improve their technological infrastructure. UAS Grisons is therefore playing its part in helping to enhance domestic technological development in line with SDG 9. All in all, the research prototype

that has been developed paves the way for a boost in economic productivity, as the improvement in working conditions for cleaning staff combined with a greater guarantee of satisfied guests creates scope for more bookings (particularly at peak times). As a result, and in keeping with SDG 8, tourism is being supported in a sustainable way which has a positive effect on the tourism region as a whole.



Preparing Colleagues for the Digital Transformation



Prof. Peter Moser, Ph.D, Project Leader at ZWF

Prof. Frank Bau, Ph.D, Lecturer at ZBW

All manner of professions are undergoing change as part of the digital transformation (DT). An interdisciplinary team from UAS Grisons has developed a tool which shows which activities will be required within certain professions in the future, how well workers are already prepared for these new requirements and in which areas there are shortfalls.

What impact is the DT having on employment? A number of studies warn that many jobs may fall victim to digitalisation. On the other hand, companies need specialist staff to navigate the DT successfully. Relying solely on recruiting new staff is a very risky strategy in the face of the labour shortage. Businesses are therefore faced with the challenge of preparing their employees for the future requirements of the DT in good time. In doing so, they can contribute towards combining economic growth with full employment and decent work in the sense of SDG 8. This project tackles the issue from the bottom up. Together with businesses from across the region, and with support from the Förderverein der Fachhochschule Graubünden (Friends of the University of Applied Sciences of the Grisons Association), we investigated specific ways in which the DT is having an impact on professions within the service sector. We are assuming that there is some differentiation in the way that activity portfolios or job descriptions are evolving. In many professions, digitalisation means that whole

areas of responsibility are disappearing to be replaced by new ones, whilst others are becoming more complex and demanding. The findings are the result of an intense partnership with HR managers at companies experiencing this. As well as offering new insights into the influence that the DT has on service industry professions, this project has produced a methodology which companies can use to enable them to determine their needs for individual roles as well as the strategic direction of their personnel development. They can therefore prepare their staff for the changes caused by the DT in good time and thus boost their competitiveness in the long term. Companies therefore have access to a tool that makes it easier for them to take their social responsibility towards their staff into consideration and, in turn, help them contribute towards SDG 4 (lifelong learning). Estimates of employees' ability to adapt and need for support create a picture of all team members that helps managers to evaluate the situation with regard to the roles and responsibilities in question. All evaluations can be discussed at team level in outcome workshops, as is also the case with traditional staff surveys. This establishes transparency and understanding amongst the team, laying the foundation for ensuring that development gaps within the team are closed as far as possible through mutual support. It also provides starting points for distributing tasks within the group.

The UAS Grisons team has now had the opportunity to present the tool in various business circles and to discuss the personnel development challenges posed by the DT with business leaders.



Integrated Healthcare



Prof. Monika Engler Busa, Ph.D.
Lecturer and Project Leader at ZWF

The Centre for Economic Policy Research (ZWF) at UAS Grisons is supporting the Plessur Region, which is made up of the city of Chur and the municipalities of Arosa, Churwalden and Tschierschen-Praden, in organising the newly established Plessur healthcare region (Gesundheitsversorgungsregion, GVR). The aim of this, according to the objectives set out by the Canton of Grisons and the Presidents' Conference of Plessur, is to speed up healthcare integration so that nursing homes and outpatient nursing and home care providers that operate in the region can coordinate their primary care and specialist services and work together to adjust them according to demand. Where possible, the project also aims to facilitate useful cooperation with other upstream and downstream healthcare providers.

UAS Grisons conducted a comprehensive situation analysis of the care landscape of the Plessur GVR, focusing on the range of services, demand, use of resources, the financial situation and existing forms of cooperation between institutions. The extensive interviews carried out with all care institutions operating in the region were particularly important in this first stage. Not only did they ensure that the information on the current situation generated from desk research and data analysis was interpreted correctly, but they also opened a dialogue between the Plessur GVR and the service providers. This proved crucial, although it also revealed that the service providers were not convinced by the objectives regarding the Plessur GVR – or by separate considerations going on at the same time within the city of Chur relating to the number of care places available in future, including any reductions – and some of them were irritated by previous communications. The discussions provided an opportunity to address this mood, and the associated expectations, directly, which helped to build trust for the stages to come.

As part of the second step, findings from the situation analysis were combined with information from relevant studies to produce a SWOT analysis as at the end of 2022. This shows, for example, the strength of the largely financially sound, professional, and enterprising individual institutions with high occupancy rates and

demand. However, the difference between the need for action in the city of Chur and in the peripheral municipalities presents a disadvantage. Whilst in Chur healthcare is guaranteed by a variety of institutions and the profitability of the services provided is the main priority, the outlying municipalities are required to maintain healthcare provision despite their decreasing potential to attract their own customers and specialist staff, and at a high financial cost. Across the region, a problem has emerged: the existing range of care services is not sufficiently geared towards increasing demand for specific services. Specialist care places for people with mental illnesses, dementia, addiction or learning disabilities, for example, are in short supply. There are also not enough places for temporary admissions of people needing care after a hospital stay, or to provide relief for friends and family providing care. The lack of services is not due to a lack of awareness of the need for this amongst service providers, but it is, crucially, connected with the current pricing system, which makes services that fall outside of 'normal' (old-age) care financially unattractive or causes financial losses. One advantage is that, at the same time, the lack of specific services offers the chance for the care landscape to re-align itself without resorting to a – potentially necessary – reduction in care places.

With the SWOT analysis, the foundations are now in place to determine and map out the strategic focus and the next step to be taken in organising and developing the Plessur GVR by the middle of 2023 (the third stage of the project) in collaboration with decision makers. During this stage, UAS Grisons will campaign for services providers to be included in discussions related to this. It is also important to continue making use of the existing, generally excellent, structures and resources and the great commitment of the care providers as far as possible in the future and for the Plessur GVR to create scope to provide institutions with the best possible support for their activities.



Alpine Health Tourism (HEALPS2)



Prof. Jan Mosedale, Ph.D, Lecturer and Head of Research at ITF
Prof. Frank Bau, Ph.D, Lecturer at ZBW
Anina Havelka, Research Associate at SIFE
Andrea Zeller, Project Leader Diversity

Tourism is a major engine for job creation and a driving force for economic growth and development in the Alpine Space. Yet Alpine tourism is currently experiencing challenges such as climate change and is often only focussed on specific regions or destinations. After the COVID-19 pandemic, global trends such as a thirst for nature-based experiences and increased health consciousness hold considerable opportunities for developing innovative nature-based health tourism value chains.

The aim of the project was to improve framework conditions for utilising Alpine natural health resources by developing health tourism products and service chains. Lessons learnt from existing innovative, but fragmented cases will be elevated to a transnational level. Supported by the combination of the latest research results with digital solutions, the nature-based health tourism approach was implemented and evaluated in pilot regions

and the experiences then translated into relevant tools for Alpine regional development. By engaging quadruple helix stakeholders, cross fertilisation between tourism, health and other relevant sectors and co-learning was stimulated at transnational level. This shared knowledge at various scales facilitates framework conditions for value generation based on location-bound Alpine assets.

The project contributed to the positioning of the Alpine Space as a globally attractive health- promoting place.

The project outputs included:

- a tool that helps destination managers to analyse and optimise the health tourism potential of their region with regard to evidence-based products,
- a comprehensive booklet featuring 21 evidence-based natural health resources common in the European Alps,
- a schematic model that provides an easy-to-follow framework, strategies and techniques to enhance the capacity of Alpine regions to develop and implement innovative health tourism value chains with an integrated transnational approach,
- a practical tool for the development of nature-based and health tourism products with high product quality and
- policy recommendations and strategies for the positioning of the Alpine Space as a health tourism destination at regional, national and transnational levels.





Principle 5

Partnerships

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.



RME Research Conferences



Prof. Christian Baumgartner, Ph.D, Lecturer at ITF

Prof. Christian Hauser, Ph.D, Project Leader at SIFE

Livia Somerville, Research Associate Alpine Region Development

Eleanor Jehan, Research Associate at SIFE

A quintessential part of PRME is the partnerships that it affords and the valuable work which is fostered through its unique network of highly motivated schools, faculties and students. The UAS Grisons is proud to be one of the founding partners of the Responsible Management Education (RME) Research Conference and are grateful to be a part of the long-standing and successful partnerships which has since ensued. The UAS Grisons is serving in the Organising Committee alongside the

PRME Chapter DACH and the PRME Anti-Poverty Working Group. Over the past eight years, we have taken an active role in the conferences; from hosting the very first RME Research Conference in 2014, then again in 2020, to participating at the last two conferences in this reporting cycle in China and Austria.

In 2021 at the conference hosted by Xi'an Jiaotong-Liverpool University in Suzhou, China, a member of the PRME Team at the UAS Grisons was invited to give a speech at the closing ceremony. A delegation from the university also participated virtually in China, as well as in person at the 2022 conference hosted by the MCI Innsbruck. Here, both faculty and students attended for the paper presentations as well as the SDG Design Jam (see the article on page 21).

We would like to thank the local hosts for two excellent conferences, as well as our partners for a successful partnership. We are looking forward to the 10th RME Research Conference in Lisbon hosted by ISTECH in 2023.

Included SDGs:  1-17

Surselva Lab



Livia Somerville, Research Associate in the Department of Alpine Region Development and Head of the Surselva Lab

The UAS Grisons wants to work more closely with and for the regions within the canton. To this end, in 2021 the university set up a living laboratory in the Surselva region. The lab is headed by the Department of Alpine Region Development and was created with the aim of further strengthening cooperation between research and practice (see article on page 6). The Surselva living laboratory is designed to support regional development through participatory, applied scientific

methods and act as an interface between science and practice – for researchers and students at UAS Grisons and in the Surselva region, the local population, businesses and politicians. In doing so, it opens up opportunities to work with local stakeholders to develop future-proof solutions for the Surselva living environment and economic area. The aim is to create sustainable social, economic and environmental added value for the region through real experiments and find future-proof solutions.

The core objective of the Surselva Lab is to implement transdisciplinary research projects. The results of these projects should, amongst other benefits, help to trigger tangible transformation processes within the economy (e.g. from a linear to a circular economy, innovations

and alternatives for water and energy management), in society (e.g. changes in consumer and mobility-related behaviour) and in regional planning and development. The physical presence of the university at the site and the close exchange of information with target groups this facilitates means that the Lab's offerings are continually adapted to the needs of the local area and changing conditions in the region.

For example, the Surselva Lab is currently working with a local municipality on a mobility concept to make the first and last mile and mobility at off-peak times more reliable. Because, like many other mountainous regions, Surselva faces challenges with respect to the accessibility of municipalities and villages. If the distance between their home, holiday destination, place of work or any other destination is too great and there is no public transport option close enough, local residents, visitors

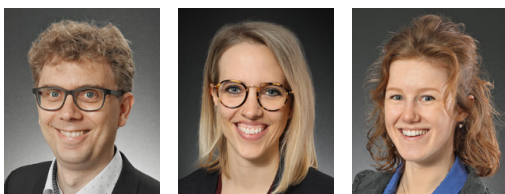
and second home-owners will use their own motorised personal transport. But this is not an option for everyone, is often impractical, and harms the environment.

The Surselva Lab also organises events in the region to discuss scientific topics relevant to the local area with stakeholders from around the region. For example, at one event, the Surselva Lab discussed producing hydrogen locally using water and solar power, and explained the scientific, economic, technological and sustainable regional development aspects of this.

Included SDGs:
1–17



Integrity Collaboration in the International Supply Chain



Prof. Christian Hauser, Ph.D, Project Leader at SIFE
Jeanine Bretti-Rainalter, Research Associate at SIFE
Eleanor Jehan, Research Associate at SIFE

Building on the network of the PRME Anti-Corruption Working Group, the PRME Business Integrity Action Centre (BIAC) at the UAS Grisons, in association with 'South-South 17: Education Alliance for Sustainable Development (SS17-EASD)' organised a series of workshops in hybrid mode in knowledge partnership with other EASD partner institutions on the theme 'Responsible Business Conduct in International Supply Chains' during February/March 2022. In India the partner institutions were Atmiya University, Rajkot; Blitz India Media, SDG Choupal and Nagrik Foundation; Regional College of Management, Bengaluru; and Mohan Lal Sukhadia University, Udaipur.

In addition, two hybrid workshops were organised in China, where the partner institutions were the three PRME signatories Xi'an Jiaotong-Liverpool University, Suzhou, Sino-British College, Shanghai and Nottingham University Business School China, Ningbo.

The focus of the above workshops was to understand the practical issues in ensuring responsible business conduct in international supply chains with special emphasis on the supply chain partners operating in developing and emerging economy contexts. The challenges faced by the small and medium-sized enterprises (SMEs) were also identified through the brainstorming sessions. More than 100 different stakeholders including CEOs, entrepreneurs, ethics and compliance officers, consultants, journalists, academic leaders and researchers participated in in-depth focus group discussions around the main theme of the workshop. The outcome of the workshops was documented and presented during an international conference in October 2022.

This was a unique cross-border knowledge initiative which helped in developing new perspectives on the

capacity-building efforts needed for responsible business practices in international supply chains. In India, the workshops were moderated by PRME Anti-Corruption Working Group experts Prof. Shiv K. Tripathi and Prof. Christian Hauser in collaboration with Ms Eleanor Jehan and Ms Jeanine Bretti Rainalter.

In China, Prof. Xuanwei Cao, Prof. Michal Lemanski, and Prof. Jürgen Seufert served as moderators.



Learning by Going – Gaining International Perspectives and New Insights on Sustainability through Academic Exchanges



Anne-Marie Jäger-Stevenson, Project Leader
Student Services Team, International Office and Career Centre
Prof. Christian Hauser, Ph.D, Project Leader at SIFE

In the Autumn Semester 2022 Prof. Christian Hauser was invited by Copenhagen Business School (CBS) to spend two months as an academic guest in Copenhagen. Thanks to the Swiss-European Mobility Programme, which funds exchanges between Swiss higher education institutions and their European counterparts, the PRME Champions Copenhagen Business School and University of Applied Sciences of the Grisons were able to strengthen their bilateral relations and share best practices in the fields of sustainable development and responsible management education.

For the UAS Grisons, staff and student exchange opportunities are highly valued. Not only do they provide staff with the opportunity to deepen their professional knowledge and expand their network, but the experience also gives them an insight into various aspects of university life in a different country.

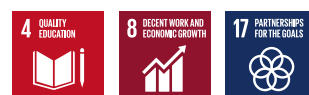
Christian Hauser's main research areas focus on corporate responsibility, corruption and sustainability. He also is a lecturer in UAS Grisons' new master's programme Sustainable Business Development. His goal as an academic guest at Copenhagen Business School was to exchange best practices with colleagues in the fields of responsibility and sustainability-related research, to explore new project ideas and develop ideas for joint

future publications. Furthermore, he also wanted to gain a broader knowledge and understanding of responsibility and sustainability-related topics and learn how these topics are addressed in a different academic environment.

A particular highlight of the training was undoubtedly his participation in the roundtable discussion with UN Assistant Secretary-General Sanda Ojiambo on the topic of 'Next Steps for Business'. In a select circle of about a dozen participants, Christian was given the opportunity to briefly exchange views with the Executive Director and CEO of the UN Global Compact.

On a personal level, Christian has had several experiences in living and working abroad, so he particularly appreciated the experience and the opportunity to meet and collaborate with renowned colleagues from CBS and other European universities: 'Thanks to the numerous colleagues who research and teach on issues of sustainable development and responsible corporate governance at the Center for Sustainability, the Center for Business and Development Studies or the CBS PRME Office, among others, I was able to significantly expand my international network and gain a broader understanding of the Scandinavian approach to sustainability in numerous personal conversations and meetings.'

The UAS Grisons will continue fostering this valued cooperation with Copenhagen Business School and other PRME Champions in the network and is planning further exchanges and collaborations in the future.



Partnerships for Sustainable Development (P4SD)



Prof. Christian Hauser, Ph.D, Project Leader at SIFE

Eleanor Jehan, Research Associate at SIFE

Sebastian Früh, Lecturer and Research Associate at SIFE

With less than ten years to implement the UN Agenda 2030, innovative solutions must be found to attain the Sustainable Development Goals (SDGs). Both the academic community and the private sector have a great responsibility towards realising the goals set by the SDGs. Principle 5 (Partnerships) and SDG 17 (Partnerships for the goals) are central to this achievement.


In previous PRME Champion Cycles, the PRME Team at the UAS Grisons was a part of the group of PRME Champion signatories which developed the PRME Blueprint to support the integration of the SDGs into the business process of higher education institutions (HEIs), namely into their curriculum, research and partnership activities. Building on these previous efforts, in the last reporting cycle, the PRME team at the UAS Grisons has taken steps to initiate the implementation of the conceptual PRME Blueprint in practice.

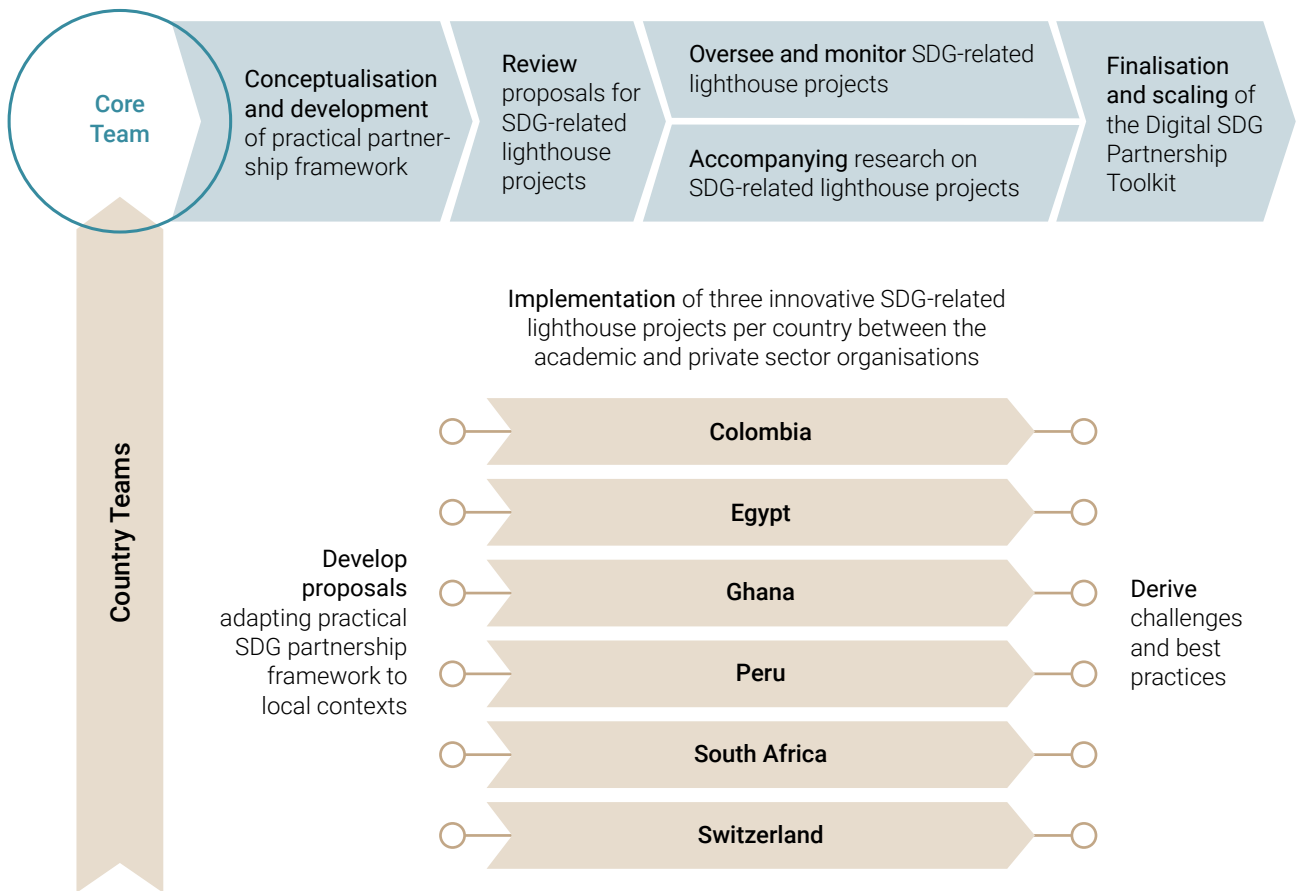
Companies increasingly want to take a proactive stance towards sustainable development and are keen to grasp the opportunities afforded by the SDGs. Complimenting this, HEIs are in an excellent position to co-develop the innovative solutions needed to achieve the SDGs, as they have unique expertise in research and development as well as education and training on all

aspects of the SDGs. The goal of the project and partnerships is to develop innovative solutions to pressing global challenges through the means of strong SDG-related academia-private sector partnerships. These partnerships will address urgent challenges of sustainable development in the areas of economic development, environment, human development, and governance in the participating countries. Highly engaged HEIs from the PRME network partner at a country level with private sector organisations that are committed to and want to foster sustainable development and responsible business practices, and therefore view sustainability as an investment rather than a cost.

The HEIs partnering for this project are the University of Ghana Business School (Ghana), German University in Cairo (Egypt), University of Cape Town, Graduate School of Business (South Africa), Universidad Externado de Colombia (Colombia), Pontificia Universidad Católica del Perú (Peru), and Gordon Institute of Business Science (South Africa). Each HEI in turn has their own partnerships with private sector institutions.

There will be approximately 15 academia-private sector partnerships within the scope of the overarching partnership. Using learnings from the academia-private sector partnerships, an enabling digital platform to facilitate further SDG-related partnerships between academic and private sector institutions will be developed. The PRME Team at the UAS Grisons are currently applying for funding.

Included SDGs: 
1–17



Academia-private sector partnerships for sustainable development concept.



Principle 6

Dialogue

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



European Latin America Forum



Prof. Christian Hauser, Ph.D,
Project Leader at SIFE

With regard to PRME Principle 6 (Dialogue), one significant development since the last progress report is the establishment of the European Latin America Forum (ELAF). The ELAF has taken place twice so far as a joint venture between BIAC at UAS Grisons, congnosco e.V. and the Konrad Adenauer Foundation and as a platform for dialogue between various stakeholders. The forum demonstrates the activities being developed in the thought processes and action relating to sustainable development at UAS Grisons. The scope provided for thought and action is intended to enable mutual discussion – both internally amongst staff and students and externally with partners. Within this framework, the aim is to work towards interdisciplinary solutions and promote mutual learning – with the ultimate goal of driving forward sustainable development.

In 2021, the ELAF was held for the first time under the heading 'European Business in Latin America – on the way to sustainable value chains'. The forum brought together representatives from science, business and civil society, with participants from economiesuisse, UN Global Compact Network Switzerland & Liechtenstein and EY Switzerland attending the 2021 event. Debates surrounding how international companies can meet environmental, social and human rights standards more effectively and the problems and opportunities of the

movement towards increasing responsibility in value chains with Latin America were staged in the form of talks, panel discussions featuring some controversial standpoints and workshops. This was all set against the backdrop of laws relating to the responsibility of businesses within international value chains, which have been brought in by various European countries along the way.

2022 saw the second edition of the ELAF, this time on the theme of 'Resilience and sustainability in (Economic) relations between Europe and Latin America'. The topics of resilience and sustainability were examined in light of current geopolitical events. Particularly pertinent were the war in Ukraine and the discernible dualism between China and western nations. As in the previous event, various actors were once again invited to the forum in 2022 to offer their knowledge, present their points of view and engage with controversial issues. Representatives from international organisations, various universities across the globe, civil society and multinational corporations and SMEs all took part.

The ELAF is set to take place once again in 2023, with the aim of further strengthening the dialogue between various stakeholders. ELAF 2023 will tackle the topic of 'Strengthening the (economic) partnerships between Europe and Latin America to achieve sustainable development'.



UN Global Compact ‘Taking the Hospitality Sector on the Climate Journey’



Prof. Jan Mosedale, Ph.D, Lecturer and Head of Research at ITF
Bianca Schenk, Research Associate at ITF

In 2021, together with the UN Global Compact Network Switzerland & Liechtenstein, the Swiss State Secretariat for Economic Affairs, the UN World Tourism Organization and the World Economic Forum, UAS Grisons delivered the ‘Tourism Recovery and Resilience Dialogue’.

After this initial event, five local organisations (the UN Global Compact organisations for Mauritius and Indian Ocean, Mexico, Indonesia, Portugal and Switzerland & Liechtenstein) joined forces to establish tourism as a driving force for sustainable and responsible economic management. With help from UAS Grisons, a webinar series was organised to demonstrate to small and medium-sized enterprises in the tourism sector how sustainability practices can be incorporated into business. As part of this, selected companies offering examples of best practice outlined concepts that they have found successful.

The webinars thus promoted discussion between the UN Global Compact initiative and the businesses, as well as encouraging collaboration amongst the companies themselves by providing them with platforms for sharing information and experiences and allowing the participants to continue to benefit even after the events. The events also offered an opportunity to establish a mutual goal: the aim is for the UN Global Compact tourism task force to be recognised as an active driver for sustainable transformation in the tourism industry by 2025. To reach this goal, the task force is offering members institutionalised and practical support. The event summaries produced by UAS Grisons have a pivotal role to play in this respect in terms of transferring the knowledge gained from the shared insights.

As such, UAS Grisons has made an important contribution towards strengthening alliances between various global actors in the tourism sector and incorporating the values of global social responsibility.



'Tourism, Mobility, Climate Protection'

Panel Discussion



Prof. Christian Baumgartner,
Ph.D, Lecturer at ITF

On 3 June 2021, as part of the 'Climate Traces' and 'Swiss SDG Tourism-Dialogue' projects, UAS Grisons teamed up with the SDG Tourism Dialogue and the UAS Grisons StudentHUB to hold a panel discussion on one of the hottest topics relating to Switzerland's journey towards carbon neutrality by 2050: how can the tourism sector – and above all travel – be carbon neutral by 2050?

(How) can further shifts to the railways, compensation and CO₂ taxation succeed? Where does voluntary participation end and is there a need for prescribed framework conditions? What can a current initiative like Swisstainable from Switzerland Tourism (www.stnet.ch/de/swisstainable/) contribute to this?

In the year of the Swiss presidency of the Alpine Convention, representatives from tourism, mobility, politics and NGOs discussed how to actually implement this objective and thus help to achieve SDGs 8, 12 and 13.

The 'Klimaspuren' ('Climate Traces') project

In June 2021, a colourful group of hikers journeyed along climate trails from Grisons to Lake Constance and, from there, through the Mittelland region and along the Jura Mountains towards Geneva. The group inspected traces of climate change and visited places that show what can be done to help the climate. Several dozen site visits, activities and events on the various climate topics were planned: what is being done to achieve net zero? Where? How? Everyone was invited to walk along the climate trails, for one day or for several at a time. The hikers came and went, bringing their own picnics and arranging their own accommodation, and they took part in the numerous climate events along the way. The Climate Traces project makes use of intensive public relations activities, mediation, demonstrations and preaching, as well as networking between activists.

www.klimaspuren.ch

The Swiss SDG Tourism-Dialogue

The Swiss SDG Tourism-Dialogue (SwissTourism4SDGs) is a broad-based initiative financed by the Swiss Secretariat for Economic Affairs to anchor the 2030 Agenda with its 17 SDGs more firmly in the tourism industry. Switzerland is committed to implementing the 2030 Agenda both on the national and international level, tourism as a cross-cutting sector can make an important contribution towards achieving these goals. The Swiss SDG Tourism-Dialogue brings together all stakeholders in Swiss incoming and outgoing tourism with the vision that, thanks to knowledge exchange and broad-based projects, the SDGs can be achieved more quickly and in a more effective and targeted manner. The project aims to encourage exchanges about real-world experiences, to contribute towards the achievement of the 17 SDGs and to make Swiss tourism more sustainable in the long term.

The UAS Grisons is a consortium partner in the project. www.linkedin.com/groups/13847119/

In cooperation with StudentHUB

StudentHUB is a student organisation which deals with the topic of sustainability in depth and aims to create a more sustainable university and society. Through various projects and events within and outside of the university, StudentHUB draws attention to various topics related to ecological, social and economic sustainability, creating a platform for active exchange in the process. StudentHUB organises various events to promote a more sustainable lifestyle. In this way, it aims to raise awareness of the context surrounding the topic of sustainability, share information and, ideally, support efforts to scrutinise and transform consumer behaviour.



Integrity Talk Series



Eleanor Jehan, Research Associate at SIFE
Prof. Christian Hauser, Ph.D, Project Leader at SIFE

In addition to educating our students on topics related to anti-corruption and conducting novel research on the topic, the UAS Grisons also seeks to foster the discussion with current professionals and leaders. The Integrity Talk Series, a joint initiative of the PRME Working Group on Anti-Corruption, and the PRME Business Integrity Action Center (BIAC) at the UAS Grisons, seeks to highlight the relevance of integrity in practice by extending the discussion on topics related to anti-corruption and integrity between academic, private and public sector actors.

The Integrity Talk Series is a live quarterly webinar event which invites speakers from different disciplines to provide a talk which is followed by an open discussion with the audience. The webinars seek to provide access to quality dialogue and raise the awareness and

drive towards fighting corruption. In February 2022, the founder and former chairman of Transparency International Peter Eigen gave a talk on multi-stakeholder approaches to good governance. In June 2022, Olajobi Makinwa used experiences from the UN Global Compact local networks to illustrate how corruption can be fought through collective action. In November 2022, Philip Whiteley discussed six retaliatory tactics which are used to silence and discredit whistleblowers. Alison McDermott and Peter Duffy who have blown the whistle on their own employers, shared their experiences with being silenced.

On average, about 40 people attended the events, who came from the PRME community, members of the UN Global Compact, other practitioners, and students. Part of the success of the Integrity Talk Series can be attributed to the excellent network provided by PRME, as well as our valued partnerships with key actors working strenuously to ensure the ethics and integrity of business today.



Energy Research Talks Disentis



Prof. Werner Hediger, Ph.D, Head of ZWF

Every year at the end of January, UAS Grisons, in partnership with the Alpine Energy Research Center, organises the Energy Research Talks Disentis. These talks provide a platform for knowledge transfer and qualified exchange between representatives from the worlds of science, practice, politics and associations on current issues relating to energy in the Alpine region. The objective is to create, coordinate and disseminate knowledge for the benefit of the mountain cantons and other alpine regions. The focus is on specific challenges that arise in connection with the energy transition and the

associated reconfiguration of our energy systems. The perspectives presented through individual contributions and discussion forums range from views on technical aspects to business and socio-economic concerns, and right through to shaping the future of energy policy and the role that the energy system can play in sustainable development in alpine regions.

In previous years, the main topics explored were complex issues that the staff at UAS Grisons were dealing with in depth. These included energy and tourism, hydrogen and the energy transition, the future of Swiss hydropower and the multiple uses of water infrastructure in the mountains. The topics were covered across all kinds of different formats, such as traditional talks as part of academic sessions, short presentations in practical sessions, discussion forums for interested experts ('labs') and panel discussions for broader audiences.

Some of the highlights from the previous four years are summarised below.

Since the end of the 19th Century, the energy sector and the tourism industry have developed into two important mainstays in alpine economic regions. This is also the case in Grisons, where the introduction of hydropower as a means of generating electricity immediately paved the way for the development of alpine winter tourism, along with the accompanying infrastructure, thanks to the inexpensive energy supply. Now, however, both industries are facing serious challenges, not least due to global climate change. Nevertheless, together they offer potential for synergies. It therefore makes sense for energy and tourism to be considered in combination

with one another in mountain regions. Even now, the two sectors are already connected by shared interests. More opportunities for cooperation may arise through funding for additional tourism offerings with help from the energy sector, or by pooling seasonal workers. Infrastructure and regional development projects financed by profits generated from hydropower also has a key role to play, as do the use of wind and solar energy in future and the use of hydropower to both store and generate energy.



Revisiting Objectives: Past and Future Outlook

Direction of impact

In a space for thought and action at the UAS Grisons, we will discuss, further develop, flesh out and implement topics at the intersections of the three dimensions of sustainability (ecological responsibility, social solidarity and economic performance) and their interactions.

The Sustainable Development Space assures mutual discussion can take place, both internally amongst staff and students at UAS Grisons, and externally with partners. Within this framework, the aim is to work towards interdisciplinary solutions and the integration of the Digital Transformation and Innovation Spaces. As well as this, mutual learning will be promoted (by students too) and a culture of academic discourse established.

Looking back

The Sustainable Development Space (DHR-NE) was launched in collaboration with the Sustainability Committee. Working with an interdisciplinary project team, three members of the committee successfully developed the new Sustainable Business Development (SBD) Master's programme. What's more, a series of events aimed at audiences both inside and outside the university was set in motion via the PRME Business Integrity Action Center (BIAC). Due to ongoing Corona-virus-related measures, the public event on the Green Deal could not go ahead as scheduled. The sixth progress report on responsible training at UAS Grisons published in the first quarter demonstrated how various institutes, competence centres, the organisation and the committee can contribute towards overcoming the multi-faceted and complex challenges associated with sustainable development. For the first time, the development of UAS Grisons' sustainability processes were rated as good – the top category – by WWF's university rating study (link to study [in German]: www.wwf.ch/hochschulen2021).

M1 Involvement in developing the Master's programme in Sustainable Development (Sustainable Business Development) → fulfilled

M2 Establishing the Sustainable Development Space: a series of internal events (topics and organisation based on the 'bottom-up method') and a public event on the Green Deal (spring 2021) → partially fulfilled (COVID-19 measures prevented the public event)

Looking forward

The aim is for the Sustainable Development Space (DHR-NE) to establish itself as a driving force for sustainability at UAS Grisons. The DHR-NE facilitates multi-dimensional sustainability projects and acts as mediator between internal stakeholders. It provides a point of contact for those on the outside to direct their queries and it can also put them in contact with internal sustainability experts. Weaknesses highlighted by the WWF's rating study are discussed in the DHR-NE and suggestions for improvement are mapped out (PDCA cycle). The Sustainability Committee monitors the measures, ensuring staff and students at UAS Grisons are involved in its sustainable development in the process.

M1 Events on relevant and locally significant issues related to sustainable development are held at UAS Grisons (indicator: a minimum of two events held)

M2 The way in which findings from internal (impact evaluation training for sustainable development) and external (WWF, Federal Office for the Environment BAFU) studies are implemented is reviewed (indicator: three to four measures implemented)

M3 Together with the University of Teacher Education Graubünden and the ibW Höhere Fachschule Südostschweiz (Professional Education Institution of Southeast Switzerland), efforts are made to develop a collaborative platform on the topic of sustainable development.

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