







**BUSINESS SCHOOL LAUSANNE**

# COMMUNICATION ON ENGAGEMENT **UN Global Compact**

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*March 2020*

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# AT A GLANCE

*Business School Lausanne*



Business School Lausanne (BSL) is a leading innovator in business education.

Business School Lausanne (BSL) is located in Switzerland where it ranks #2 for its Master in International Business and #4 for its MBA in the QS Global Business Masters and MBA Rankings 2019. Our ACBSP-accredited degree programs include BBA, Master, MBA, Executive MBA, and DBA programs. BSL also provides Executive Training. At BSL, students of sixty nationalities and diverse backgrounds join our experienced and practice-oriented faculty. Established in 1987, BSL is a member of EFMD and AACSB and a champion of the Principles of Responsible Management Education (U.N. backed PRME).

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

**Rishab Thakrar,**  
**Master’s Student**



# HISTORY

## *of Business School Lausanne*



1987: Foundation by Dr. John Hobbs

1993: Appointment of Dr. Trevor J. Johnson as Dean

1996: Award of accreditation by ACBSP (Accreditation Council for Business Schools and Programs) for BBA and MBA programs

1996: Launch of the Executive MBA program

1997: BSL becomes member of the Lemania Swiss Group of Schools

2004: ISO 9001 Certification

2006: Reaffirmation of ACBSP accreditation for BBA, MBA and DBA

2006: Commitment to UN Global Compact ten principles

2008: Appointment of Dr. Katrin Muff as Dean

2008: Membership of Delta Mu Delta

2009: BSL restructures the MBA programs, begins online collaboration with Harvard Business Publishing, offers seminars for business professionals

2009: BSL's MBA program is ranked 40 among top European Business Schools

2010: BSL becomes a member of EFMD (European Foundation for Management Development)

2010: BSL launches new Master's programs

2010: BSL joins PRME

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

# HISTORY

## *of Business School Lausanne*



2011: In collaboration with the University of St. Gallen, BSL launches a post-graduate Diploma program in Sustainable Business

2012: Restructuring of the BBA program to include sustainability in each module

2012: BSL is elected to the Swiss business school in the exclusive business school network of the Kofi Annan Business School Foundation

2012: Award of accreditation by ACBSP for Master's programs

2014: BSL goes through the evaluation process of Gemeinwohlökonomie (Economy for the Common Good)

2014: BSL becomes partner of Swiss Sustainable Finance

2015: BSL adopts Holacracy as an advanced organizational form of distributed power and self-organization

2016: BSL introduces the GAPFRAME innovation weeks (four times a year)

2017: Reaffirmation of ACBSP accreditation for all programs

2018: Appointment of Dr. David Claivaz as Acting Dean

2018: BSL moves from Holacracy to an entrepreneurial-oriented management structure

2018: End of the collaboration with the University of St. Gallen

2019: Development of BSL Doctoral School

# COMMITMENT

*to the 10 principles of  
the UN Global Compact*



**Philippe Du Pasquier**  
President of the Board

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

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

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

For that reason, we have also integrated the United Nations SDG's in our curricula.

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

Obviously, as an educational institution, the biggest impact we can have is in educating future responsible leaders who are able to understand the key challenges faced by our planet and its people and are able to implement through their leadership and communication skills the necessary changes to create a sustainable environment, where future generations can thrive.

We have recently revised our programs by focusing on the current mega-trends (big data, AI, etc.). This allows us to give students the concrete tools and skills, necessary to be able to have a positive impact on their companies, on society and on the environment. In that way, we enhanced our commitment to sustainability by moving from a clear definition of the targets to reach to a focus on how to reach them.

As an example, our doctoral school is now clearly focused on business transformation and entrepreneurship and helps doctoral candidates to identify the means to obtain measurable results in favour of a more sustainable world.

For all these reasons, this report mainly focusses on our teaching activities.

# VISION, MISSION AND VALUES



Due to the recent evolution of the school and the changes introduced in our programs and our management structure, the Vision, Mission and Values of Business School Lausanne will be redefined in 2020 to reflect this recent evolution.

As most part of it remains valid, we decided to keep in this report our Vision, Mission and Values, as they have been lived by BSL's community in the last decade and how they still appear in our communication.

## OUR VISION

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

### Our Vision

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

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

## OUR MISSION

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

This mission has emerged as a result of many planted seeds at BSL over the past years and continues to develop and evolve in new commitments and projects that each

# VISION, MISSION AND VALUES



and every stakeholder of BSL generates, contributes to and engages in. As the story of our vision continues to grow, so will additional elements contribute to reshaping BSL. The intention, behavior and actions of all of us represent the emerging story of who we are becoming as a BSL community.

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

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

## RESPONSIBILITY

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

## SUSTAINABILITY

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

## ENTREPRENEURSHIP

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



# VISION, MISSION AND VALUES



## OUR VALUES

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

### PROFESSIONAL ENGAGEMENT

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

### A FORCE FOR GOOD

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

### COLLABORATIVE INNOVATION

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

### SOLUTION-ORIENTED PARTNERSHIP

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

### LIFELONG LEARNING

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

### COURAGEOUS LEADERSHIP

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

# INTEGRATION OF SUSTAINABILITY AND RESPONSIBILITY INTO ALL OF OUR BUSINESS PROGRAMS



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

These competencies are threefold:

1. A global, holistic, long-term and visionary perspective, which will allow students to question the current dominant business paradigm, such as the exclusive focus on shareholder value.
2. The ability to communicate, to motivate people and to align all efforts of a company towards new goals. These are mostly soft skills, which students can only develop if they regularly practice them during their studies. These soft skills are necessary to allow our students to implement their learning in their future companies thus enabling them to become change leaders.
3. The hard skills necessary to lead in business and a deep understanding of the new mega-trends (AI, big data, etc.), which radically change the world nowadays.

“Studying at BSL makes you feel that you belong to a community that aims for a better change, rather than being just another student”

**Grace Tan,  
MBA student  
2014**

In 2018 and 2019, we mainly focused on reinforcing the competencies mentioned under point 3.

# PRINCIPLES 1 & 2: HUMAN RIGHTS



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

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

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

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

With its multicultural student body and its interactive approach to teaching, BSL community provides a safe space where students have the opportunity to work together, even if their countries are fighting against each other. Mutual respect is a key value in BSL's philosophy.

In addition, the topic of human rights is part of the curriculum of the different programs and students are sensitized to this important topic.

Extracurricular activities enhance the positive atmosphere of friendship and peace we enjoy at BSL. Culture Days are regularly organized by the Student council during which students prepare food from their country for a party, which gives everyone the opportunity to know better their classmates.

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

## PRINCIPLES 3, 4, 5 & 6: LABOUR STANDARDS



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

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

Empowerment is in force and development of employees is a permanent concern of the management. This resulted in the adoption of Holacracy on September 30, 2015. Holacracy was abandoned de facto in August 2018 when a change in management of BSL occurred (see History above). Nevertheless, the positive elements of Holacracy, such as the encouragement of personal initiative were kept in the new system. Our new system aims to develop further the entrepreneurial mind-set of each employee.

The current Acting Dean of BSL and the Head of the BSL Doctoral School are the co-authors of a book entitled “Edupreneurial Pivot”, which describes how to implement an entrepreneurial spirit in the education field.

<https://edupreneurialpivot.com>

“I like the consulting project offered at BSL. I was working with it previously but not with a true business perspective.”

**Vrushali Kagde,  
MBA student  
2020**

## PRINCIPLES 3, 4, 5 & 6: LABOUR STANDARDS



To sensitize our students to the importance of an entrepreneurial mind-set to be able to have an impact on business and on society, BSL organized a session with a famous Swiss entrepreneur, Michel Jordi, on February 15, 2019.

During the Business Innovation Week of the Winter Term 2018-19, we invited him to give his feedback on the students' projects and make a conference in which he shared his personal experience as an entrepreneur in the watch industry. More info on this event under the following link: <https://bsl-blog.org/2019/03/12/michel-jordi-ignites-that-spark-in-the-students-of-bsl-on-the-occasion-of-their-business-innovation-week/>

An entrepreneurial mind-set is also crucial inside companies and can contribute to a positive impact as explained by our alumna Marina Eirich in the following blog: <https://bsl-blog.org/2018/10/31/how-business-and-the-world-benefit-from-intrapreneurship/>

Principles 4 and 5 are not real issues in the Swiss labour market. As most of our suppliers are Swiss or European companies, it is not a major issue for us as an employer, even indirectly.

Regarding principle 6, BSL refrains from any discrimination with respect to employment and occupation and pays equal salaries to male and female employees and faculty members. Even if not certified by an external organization, due to the small size of the school, BSL strictly respect gender equality in terms of salary, promotion opportunities, etc.

More than 30 % of  
our faculty members  
are women.

## PRINCIPLES 7, 8 & 9: ENVIRONMENT



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

As an educational institution, BSL has to be a role model for all its stakeholders by reducing as much as possible its impact on the environment.

Our responsible environmental behaviour has always been a concern for us and we have embedded this in different ways during the last decade:

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

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

## PRINCIPLES 7, 8 & 9: ENVIRONMENT



All these measures represent a positive diminution of our environmental impact. Nevertheless, as a small-sized business school, most of our positive impact results from the awareness we create among our students. For that reason, environmental concerns are regularly dealt with in many courses throughout all our programs.

To reinforce our message about the environment, we chose as speaker for our last Graduation Ceremony in July 2019 Mr Marc Ehrlich, the president and CEO of VIPA (international trading of secondary raw materials, issued from recycling, for paper industry) and RETRIPA (global treatment of waste and recycling in French-speaking Switzerland). Mr Ehrlich concluded his speech with a vibrant appeal to replace as soon as possible all plastic in the packaging industry.

Here is an example of the positive impact our alumni can have on the planet by applying to their businesses the lessons learned at BSL: <https://bsl-blog.org/2019/10/08/bsl-alumnae-ola-kayal-keeps-it-cool-with-nabati-a-plant-based-ice-cream-startup/>



**Marc Ehrlich**

CEO of Vipa Lausanne & Chairman of Retripa SA

*Addressing the BSL Graduating Class of 2019*

# PRINCIPLE 10: ANTI-CORRUPTION



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

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





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