

WHU Sustainability Report 2021/2022

Sharing Information on Progress

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Message from the Dean

With the effects of global warming becoming increasingly evident and severe all over the world, politicians, organizations, and the general public now see a pressing need for real change—in the way we conduct business and in our daily lives. This is why sustainability is among the primary topics of focus for us at WHU – Otto Beisheim School of Management.

It goes without saying that WHU has long been aware of the importance of sustainability—and that has led us to now publishing our sixth Sustainability Report. It will give you, the reader, an overview of the relevant activities undertaken by the WHU community. To underscore our commitment to strengthening our focus on sustainability even further in the future, we have appointed Professor Nadine Kammerlander as our newly established Associate Dean for Diversity, Equity, Inclusion & Sustainability. In her new role, she has set up the “Sustainability Working Group,” where representatives of WHU’s Core Leadership Team, faculty, students, and staff work together to collect relevant data and develop a roadmap for the school to contribute to a more sustainable world.

As you browse through this edition of the Sustainability Report, you will learn about a great variety of activities and projects across various fields. Our strongest lever to change the world for the better, however, will always be our original field of expertise: education. Since the inception of WHU in 1984, we have been educating highly talented young people and preparing them to go out into the world and be responsible business leaders and entrepreneurs. During their time on campus, they develop a strong entrepreneurial mindset guided by WHU’s core values. What sets them apart from many others who are passionate about sustainability are the skills they acquire at WHU. They learn how to lead and motivate people, and how to advance creative ideas and turn them into successful and scalable businesses that effectuate real positive change.

For quite a few years, our students, alumni, and entrepreneurs have been voicing their concerns about the environment. Several of WHU’s very active student clubs focus on sustainability-related subjects, and many of the start-ups founded by WHU alumni offer solutions in this field—some of them with resounding success.

At WHU, we are committed to developing an environment where our students can realize their full potential and have an impact. This requires our faculty members to incorporate sustainability aspects even more deeply into their research—research which, in turn, serves as a basis for their teaching. We are very proud that, in a comparison with other business schools, the Financial Times ranked WHU’s research as #1 in Germany and #11 worldwide for its intense focus on the United Nations Sustainable Development Goals. Following the Principles of Responsible Management Education according to the UN Global Compact initiative, we are now, more than ever before, dedicated to weaving sustainability throughout all our curricula. Naturally, this extends to WHU as an institution, which will take all reasonable measures to reduce the carbon footprint of its own premises and operations.

I am convinced the wonderful WHU community will be a powerful force in the fight for a more sustainable future. This new edition of the Sustainability Report perfectly lays the foundation for our next steps.

Yours sincerely,



Professor Christian Andres, Dean

Message from the Associate Dean for Diversity, Equity, Inclusion & Sustainability



Sustainability Vision Statement

At WHU, we aspire to be at the forefront of sustainable entrepreneurship and management and to drive positive change in the world. Our vision is to create a community of leaders who are deeply committed to economic, social, and environmental sustainability, and who possess the knowledge, skills, and values needed to create a lasting impact. We believe that sustainability should be a core focus of all our activities—from research and teaching to transfer to management practice and beyond. We strive to generate new insights, approaches, and solutions to address the most pressing challenges society is facing today. As a community, we commit ourselves to establishing an environment at WHU that allows us to reach these goals.

In pursuit of this mission, we are thoroughly reviewing our operations, our research activities, teaching, and communications. This allows us to assess how aligned these efforts are with our sustainability goals and determine where we need to improve. In recording our carbon footprint (scopes 1 and 2) in an official Carbon Footprint Report—prepared in accordance with the Corporate Accounting and Reporting Standard established by the World Resources Institute and the World Business Council for Sustainable Development—we have taken the first step toward carbon neutrality. We have further set

the target for WHU to reach net-zero emissions by 2035 at latest and are working hard to identify measures to reach this goal even at an earlier point in time.

Next, we will find new ways of making the results of our research in the field of sustainability more accessible to a greater audience, thereby increasing their impact. We will also encourage our faculty members to further intensify their focus on sustainability in their future research. The insights born of their work will be integrated in our curricula so that sustainability-related topics and use cases are addressed wherever possible.

In my role as Associate Dean for Diversity, Equity, Inclusion & Sustainability, I have set up a working group dedicated to the cause, and, together, we are currently elaborating a roadmap for WHU to reach its sustainability goals. This new edition of the Sustainability Report will help us understand the status quo at WHU and specify the next steps we have to take.

Yours sincerely,



Professor Nadine Kammerlander
Associate Dean DEI & Sustainability

Professor Nadine Kammerlander

In May of 2023, Nadine Kammerlander assumed the role of Associate Dean for Diversity, Equity, Inclusion & Sustainability. Nadine Kammerlander has been an active professor at WHU – Otto Beisheim School of Management since 2015. With a diploma in physics, a doctorate in business administration, and a successful career in consulting and in the private sector under her belt, she is now head of WHU's Chair of Family Business and Institute of Family Business and Mittelstand. The scientific contributions she has made to her field have garnered prestige and research awards. From 2019 to 2023, in her role as the Director Diversity, Professor Kammerlander saw to a higher degree of inclusion for all students and colleagues at WHU—regardless of their ethnic origins, background, sex, or gender.

Over the past few years, sustainability has increasingly become a topic of focus in Professor Kammerlander's research. She analyzes the challenges that sustainability poses to family business specifically, also researching the approaches those businesses take to create solutions and the stock market's reaction to their implementation. Nadine Kammerlander has created a doctoral spot at her chair that is dedicated to sustainable matters within the context of the family business.

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Principle 1: Purpose

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



WHU at a Glance

WHU – Otto Beisheim School of Management is a leading German business school with an exceptional national and international reputation. WHU offers academic programs and continuing education for executives throughout their career. Founded in 1984 on the initiative of the Koblenz Chamber of Commerce and Industry, WHU has become a model for future-oriented research and teaching in business economics. WHU means ‘Excellence in Management Education’ and pursues this goal in its three core areas of activity: academic programs, research, and knowledge transfer in general management. WHU’s graduates, research and profitable collaboration with business partners demonstrates the School’s success in achieving its mission.

WHU in Figures

(as of September 2023)

1,989 total enrolled students

716
BSc students

461
MSc students



443
MBA students

144
EMBA students

225
Doctoral students

1,372
Executive Education participants (per year)

121
international short-term program participants (per year)

220
partner universities worldwide

59
faculty members

246
non-academic staff members

57
external lecturers (per academic year)



6,700
In Praxi members

65
different countries

110
donors/supporters



4 QUALITY EDUCATION



Mission Statement

At WHU – Otto Beisheim School of Management, we shape personalities and business by delivering excellence in research, teaching, and corporate connections. Our core values are:

- excellence in management education by focusing on ambitious goals and performance,
- a cosmopolitan sensibility cultivated by promoting diversity and the internationality of the school's stakeholders – we are curious about diverse people, cultures and new ways of doing things,
- a caring community characterized by a family atmosphere and mutual trust, and
- our entrepreneurial spirit fostered by passion and innovation among all members of the WHU community.

Our core values underpin our positioning: Show courage and commitment always!

WHU Vision

WHU is respected as an excellent player among the top European Business Schools with thought-leading impact on four target groups:

- 1) researchers,
- 2) students,
- 3) managers, and
- 4) policymakers.

WHU generates knowledge from independent, high-quality research and from close connections between academics and the business community.

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Quality Education is the core of what WHU represents and is the purpose of its existence. The School strives to provide the best education possible to all students and is continuously expanding its offerings to promote lifelong learning for alumni as well as new students. The School is committed to ensuring inclusion and equality, spearheaded by the introduction of our new Associate Dean of Diversity, Equality and Inclusion and Sustainability.

WHU is planning to formally integrate SDGs further into the curriculum and will begin with a tagging system to assess the status quo of current publications and teachings. More information can be found in the future objectives section.



WHU Brand House

Brand name

Who are we?

WHU – Otto Beisheim School of Management

Vision

Where do we want to go?

Respected as top European school and as a thought leader

Mission

How do we get there?

Excellence in management education

Strategy

What are our steps?

The WHU strategy pentagon and four focus topics:

Diversity & inclusion

Development of teaching

Individualization

Personal & digital learning

Offer

What do we offer?

Research

Teaching

Corporate connections

We shape personalities and business

Target group

Who do we serve?

Researchers

Students

incl. participants, prospective students, and alumni

Business partners

Values

What do we stand for?

Entrepreneurship

Passion & Innovation

Community

Family & Trust

Cosmopolitaness

Diversity & Internationality

Excellence

Ambition & Performance

Core

Why especially us?

Courage & Commitment

BSIS Certification

In 2022, WHU became the first German Business School to complete the Business School Impact System (BSIS) certification. The BSIS process is designed to determine the extent of a school's impact upon different predefined impact zones on both a local and an international level. The impact of the business school is analyzed based on seven areas of impact: financial, educational, business development, intellectual, societal image, and impact within the regional ecosystem.

Through the BSIS certificate, WHU has been able to demonstrate that it has had a considerable impact on life and society within Germany, with WHU's activities generating an income of 147 million euros for various suppliers and service providers. This encompasses not only WHU's own expenditures, but also those from conferences and other events held by WHU and

its student clubs, the students themselves, and their families. Apart from its financial successes, the school's social and societal commitment within the WHU community are also noteworthy. All students attend lectures in corporate social responsibility, and many of the student clubs are involved in social issues and welfare projects, raising considerable sums in donations every year.

The experts, who visited WHU over two days in March 2022, found that "WHU is undeniably a high impact school. [...] Its intellectual, educational, financial, and business impacts are at the highest levels of what one may expect from a privately funded business school of this size in Europe."



Professor Michael Frenkel, Professor of Macroeconomics and International Economics at WHU, receiving the BSIS certificate at the award ceremony in Prague; next to him: Dr. Eric Cornuel (left), Director General & CEO of EMFD; Dr. Michel Kalika (right), former Director of BSIS; and Dr. François Bonvalet, the new Director of BSIS





Principle 2: Values

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.



Core Values

COURAGE AND COMMITMENT

The four values: Community, Cosmopolitanism, Entrepreneurship, and Excellence lead to the core of the WHU brand: Courage and Commitment. In short, this means having the courage to think in a new way whilst staying committed to the wellbeing of society. Being part of the WHU family also means taking on responsibility. Being part of a student club and therefore getting involved in voluntary work is one way to show commitment to society while studying. The academic body continuously provides expertise applicable to socio-economic policy-making, as well as the business world. Likewise, WHU as an institution undertakes to foster courage and commitment always!

Cosmopolitanism Diversity & Internationality

Be curious about other people, cultures, and approaches. Listen to understand. Treat everybody equally, show acceptance and respect.

Community Family & Trust

Rich in differences, inspire each other in a family atmosphere of mutual trust. Look to each other for support as heading towards excellence. Build lifelong bonds with your peers and Alma Mater.

Entrepreneurship Passion & Innovation

Act courageously, be responsible, think differently. Value failure and learn from it. Innovate to better our communities and foster entrepreneurial spirit in all members of the WHU community.

Excellence Ambition & Performance

Strive for the best while reaching for ambitious goals and realizing your potential. Have courage to be an excellent leader. Commit to lifelong learning.



Code of Conduct

In 2010, WHU introduced an institution-wide Code of Conduct that constitutes a set of concrete standards of good behavior. This code complements the School's existing Mission Statement and Vision, its commitment to 'Excellence in Management Education', and pledges to foster motivation and enthusiasm, exhibit social responsibility, and to strive for achievement. The standards of good behavior articulated in the Code of Conduct apply to all members of the WHU community and each of those members voluntarily pledges to follow them. The code was developed by a committee of representatives from each stakeholder group

at WHU. The code is communicated and implemented in several ways. For example, new WHU members are introduced to the Code of Conduct during their initial weeks at the School and receive a flyer in their starter kits. The Code of Conduct is also displayed in every WHU building and is made available during fairs and information days at WHU. The Code of Conduct Committee also advises the School in case members of the WHU community feel that the Code of Conduct has been violated.



“The Code of Conduct summarizes our common understanding of good behavior, ensures a decent and continuous dialogue, and strengthens the relationship between all our stakeholders.”

– Professor Lukas Löhlein,
Director Code of Conduct

Diversity, Equity & Inclusion Policies

Gender diversity at WHU is both a top-down strategic priority and a value advanced by all of WHU's members and stakeholders. Firstly, the new core leadership team of the school now includes an associate Dean of Diversity, Equality and Inclusion and Sustainability which is held by Professor Nadine Kammerlander. Furthermore, in January 2023, the School issued its first Gender Equality Plan (GEP), uniting and expanding upon these individual measures already undertaken. The GEP specifically looks at the School's current gender balance in leadership and decision-making. The mid-term goal listed in the GEP is to raise the numbers of female professors in leadership and decision-making bodies to at least 30%, with a long-term goal of raising this to 40 – 60% by 2027. In governing bodies, this shall be achieved by creating awareness, as state law specifically omits corresponding quotas to not place a heavy administrative burden

on female faculty members. It is important to note that a significant increase in the number of female full professors is a crucial prerequisite to reaching these goals. The [GEP](#) lays out a series of measures to reach these goals. Additionally, as a signatory of the 'Diversity Charta,' the School remains committed to creating a working environment free of prejudice.

Regarding the student population, a climate of openness, diversity, and equal opportunity is of the utmost importance to WHU. The School offers a variety of financing options and scholarships to assure that students are selected based on their qualifications and performance, not their financial background. Over the last five years three new opportunities for female candidates and two new opportunities for students from outside the European Union have been added.



Campus Management Overview

Beyond the classroom teachings, WHU is constantly working on our campus infrastructure and facilities to ensure that we embody sustainability in this aspect as well.

100% Green Energy

All WHU-owned buildings are supplied with 100% green electricity from renewable sources. In addition, our photovoltaic system supplies around 60,000 kWh of electricity, 100% of which is also used for our own consumption on the Vallendar campus.

Updated Ventilation System

For example, the cooling and heating system in one of WHU's largest buildings, IPC, was recently upgraded to a system that uses the modern instrumentation and controlled engineering techniques, which ultimately optimizes the circulation of both hot and cold air resulting in energy savings of around 30%.

“We consider it one of WHU's tasks to instill in our students a degree of social and environmental awareness and a sense of responsibility. As an organization, we try to be a role model for them.”

– Peter Christ,
Head of Administration

Completion of Scope 1 and 2 Carbon Footprint Report

Further, as a first important step towards climate neutrality, we recorded our carbon footprint (Scope 1 and 2) in 2022 in an official Carbon Footprint Report verified by TÜV NORD CERT GmbH. This greenhouse gas report complies with the reporting standard for companies of the Greenhouse Gas Protocol (GHG Protocol), which was prepared by the World Resource Institute (WRI) and the World Business Council for Sustainable Development (WBCSD).

Regular Energy Audits

Energy audits are carried out at WHU on a regular basis not only to meet legal requirements but to also create a basis for optimizing the energy efficiency of campus operations. A comprehensive inventory through the audit creates the necessary transparency to reduce energy consumption and costs. These findings often result in implementing new measures, such as the replacement of conventional light sources with modern LED technology.





Sustainable Mobility Offerings

In 2020, WHU launched a sustainable mobility incentive package for its employees, expanding WHU's contribution to environmentally friendly mobility. Staff members are able to choose between four mobility modules supported by WHU with a monthly allowance:

- **Monthly Tickets for Public transport**
- **JobRad (bike leasing service)**
- **Car-charging devices installed on Campus Vallendar in cooperation with the city of Vallendar and evm**
- **E-carsharing in Vallendar (run until July 2023)**

With the program running now for just over two years, the School has received very positive feedback and uptake numbers. Most recently, the School reached 100 participants in the monthly program meaning 1 in 4 staff members are actively contributing to sustainable mobility each month.

Center of Digitalization

With its aim of initiating, driving and supporting digital innovation at WHU, the Center of Digitalization (CoD) is the partner for students, staff and faculty regarding learning innovation, digital innovation projects, online sales, video and customer relationship management. The department led the School swiftly during the pandemic by establishing top digital processes allowing for a rapid transition to online teaching and has been continually building out our digital infrastructure since. Recent projects include the implementation of VitalSource as the main e-literature provider which enabled most literature to be completely digital instead of hard-copy, enormously reducing the number of books that are being purchased and second, improvements to the e-exam setup, leading to almost all exams in the BSc/MSc programs to be handled digitally instead of in printing (reducing paper/ink usage). Lastly, the School recognizes that digitalization goes hand in hand with sustainability and the department will continue to be of critical importance to our growth in this direction going forward.

Principle 3: Method

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



All programs at WHU are designed to foster personal growth and prepare our students for positions as responsible leaders in the business world- and an entrepreneurial attitude. Ethics, responsibility and sustainability have been integrated into the curricula and program designs, courses and other learning formats since the School's foundation. Each program comprises courses covering topics in this field, including Creating Social Value, Sustainability in the food supply chain, Sustainable Mega sports events: Oxymoron or reality?, Sustainable Urban Transport, Health Economics and Policy Management. All WHU programs allow for semesters or modules abroad, which sharpens the students' intercultural competence and raises awareness about global economic, environmental, and social issues.

31% of the MBA core teaching hours focus on **ESG topics**

and **23%** in the joint Kellogg-WHU EMBA program.

WHU's MBA was ranked

#1 in Germany
(#23 Worldwide)

for a Sustainability Focus in the 2021 Corporate Knights Better World MBA ranking.



Courses

Asset Management

Taught by Professor Nic Schaub
in the Bachelor of Science Program

The course Asset Management provides an overview of the asset management industry. Among other things, the course looks at socially responsible investing (SRI). Socially responsible investing seeks to consider both traditional financial criteria and environmental, social, and governance criteria. Socially responsible investment strategies have existed for many years. However, only recently, assets under management have increased substantially in light of investors' increased focus on environmental, social, and governance criteria. The course sheds light on different investment strategies, the recent development of socially responsible investing, the performance of socially responsible investment strategies, the motives of investors to invest in a socially responsible way, and the impact of socially responsible investing on companies.

Innovation and Transformation in a Digital Age

Taught by Professor Dries Faems
in the MBA Program

In the course, Innovation and Transformation in a Digital Age, the intricate connection between sustainability and ecosystems is emphasized through the lens of the circular economy. This concept is demonstrated using specific real-world examples, notably the innovative practices of the specialty chemistry company, Lanxess. The course illustrates how Lanxess employs ecosystems, conceptualized as a complex network of interconnected elements, to leverage digital technologies for promoting circular business models. They do so by integrating their resources and processes to reuse, recycle, and repurpose their waste and by-products. In this way, Lanxess demonstrates the synergy between digital transformation and sustainability, epitomizing the utilization of digital technologies to optimize resource management, enhance process efficiency, reduce waste, and ultimately support sustainable growth, thereby providing a clear example of the crucial role of ecosystems in realizing the objectives of a circular economy.





Sustainability in the Textile Industry

Taught by Assistant Professor
Nicole Gottschalck in the Bachelor
of Science Program

What do we actually mean when we talk about “sustainability”? What kind of understanding of the relationship between society, economy, and the environment is the concept of sustainability based on? What is the idea of a circular economy all about? These and other questions are discussed in Junior Professor Nicole Gottschalck’s course titled Sustainability in the Textile Industry. The course looks at sustainability issues in the textile industry from a holistic perspective, covering economic, social, and ecological aspects. A particular focus is set on negative externalities in the value chain of the textiles and how they can be recognized and avoided. Further, the course comprises frameworks and concepts to consider different approaches towards sustainability, to understand them, and to align them for reaching sustainable solutions. Such competencies are not limited to the textile industry though, as the topics discussed in class and the skills that acquired are applicable to other industrial contexts, too. The ability to balance economic, social, ecological, and cultural aspects of today while taking responsibility for future generations into account is indispensable in every business context. Therefore, this course helps to prepare students for relevant careers across various industries.



Future Leaders Fundraising Challenge

Teaching leadership through experience.

One noteworthy example of a CSR-focused project is the Future Leaders Fundraising Challenge led by Professor Jane Lê, Professor of Strategic Management. This outstanding charity event is a one-week leadership course at the outset of WHU's MBA program that is designed to teach leadership through experience, to preview topics covered throughout the MBA program, and instill in students a lasting sense of leaders' social responsibility beyond their organizations. The students work in teams on a different challenge every day. The ideas produced during the week and the funds that the students raise benefit two reputable charities: Save the Children Germany and Deutsche Welthungerhilfe. Since April 2016, WHU MBA students have raised around €600,000 in donations and time and time again the students manage to outdo themselves – with the highest donation amount in the history of the challenge being achieved in September 2021: 86.239,97€.

In April 2021, under the continuing pandemic conditions, students worked virtually and to further emphasizing the challenge of leading in uncertain times, a parallel “Negotiation challenge” was included. This was supported by three important corporate donors – FTI-Andersch, UPS, and Zoom. Each of these corporate donors pledged €2,000 to the cause and virtually invited our students onto their premises to negotiate with them for a share of these donations. This specific cohort managed to raise the highest donations from a Spring intake, despite COVID restrictions.

In September 2022, 110 Full-Time and Part-Time MBA students competed in 22 teams. The teams were divided into two cohorts to encourage competition: “Team Blue” was led by Professor Jane Lê, Professor of Strategic Management. “Team White” was led by Pisitta Vongswasdi, Assistant Professor of Diversity. “I was absolutely blown away by the level of energy, motivation, and commitment that these students bring to their first week and to the cause. The money they managed to raise this year speaks for itself! The competition between the teams was friendly but fierce. It was great to see how everyone was so open to the experience and willing to learn from the challenge,” Vongswasdi remarks.



“The Future Leaders Fundraising Challenge is a very exciting module because it brings the experimental learning component to life – actually getting people to do leadership in the real world with a focus on goodness.”

– Professor Jane Lê,
Academic Director of the Future Leaders Fundraising Challenge

Why was the Future Leaders Fundraising Challenge developed?

The Future Leaders Fundraising Challenge was launched in 2016 as an innovative way of teaching leadership in the MBA Program. The key drivers of this initiative were to:

1. Provide leadership experience.

We were dissatisfied with the way that leadership was taught. We felt that theoretical discussions and hypothetical case studies helped students to analyze and cognitively understand leadership challenges, but that they were removed from the emotional and relational reality of leadership in organizations. We believe that this problem contributes to the knowing-doing gap: business school graduates may know how they should act as a leader, and yet when they have to do it, they often fail. Under pressure they draw on long-standing habitual behavioral responses rather than on the effective leadership behaviors that we teach them in the classroom.

2. Motivate the learning of leadership skills.

We felt that we needed to more strongly motivate our students to invest time and effort into building their leadership skills and take to heart the contents delivered across the MBA program. We therefore wanted our students to learn early on in the program how difficult leadership really is and what they lack in knowledge with respect to the contents of the MBA program.

3. Raise awareness of social responsibility.

Given the frequent moral and ethical failures of business leaders in today's organizations, we wanted to find a more effective and lasting way of imbuing our students with a sense of social responsibility.



How does the Future Leaders Fundraising Challenge work?

The five-day leadership course takes place at the beginning of the MBA program. Working in teams of 4-5 students and accompanied by an MBA alumni mentor, the students face a new real-life challenge each day.

A new leader is chosen for every challenge, ensuring that each student steps up as leader once over the course of the week. After completing the challenge, students first take time to reflect on the leadership and team process. Then, facilitated by their mentor, they meet to discuss the learnings of the day in order to improve leadership and team dynamics.

The challenges feature core topics of the MBA program: product development, marketing, strategy, negotiations, and logistics/product distribution. All challenges are extremely demanding – students work under enormous time pressure, in fierce competition with the other student teams, and in collaboration with team members that have diverse experiences, strong personalities, and differing cultural backgrounds. Each morning, the students receive input for that day's challenge from industry leaders, and they are judged on their performance by a panel of experts in the evening. One team is declared the winner of each challenge.

The Future Leaders Fundraising Challenge supports the work of children's rights organizations, such as Save the Children and Welthungerhilfe. As part of their challenges, the students create brands, prototypes and raise funds for these organizations.

What are the results of the Future Leaders Fundraising Challenge?

The Future Leaders Fundraising Challenge has a profound impact on students. They experience what it means to be a leader within their first week of our MBA program. They realize that leadership is as much about structure and careful analysis as it is about making relationships work, handling team dynamics, and setting the right emotional tone for the team to succeed. Through experience, guided reflection, and mentoring, the students learn first-hand how to lead a team effectively.

In their reflections, students have described how difficult leadership is, and that they wish to expand their expertise in core areas taught in the MBA Program. These insights give them a motivational boost to build their leadership skills and develop business acumen from the very beginning of the program. As a result, we expect the students to be more successful leaders in the future.

By supporting a charitable cause for an entire week, students also develop an understanding of societal challenges and the responsibility they bear as business leaders. Through their work on the challenges, they make a tangible difference to the lives of children across the globe by raising awareness and funds that support our most vulnerable members of society.

Total Numbers:

April 2021:

25.000€

September 2021:

86.240€

April 2022:

17.183€

September 2022:

71.200€



Bachelor in Business Psychology (BBP)

WHU launched a new bachelor program in 2022 which sought out to meet current industry needs and attract students who may not have considered WHU previously.

When working within a team, how can we make the most out of diversity and the great potential it holds? How should we select candidates who, to a large extent, will now be working from home? Demand for the skills of business psychologists had already existed before the pandemic first struck, however, since then, the corporate world has undergone a transformation that has revealed new potential ways of applying such skills. With the new Bachelor of Science in Business Psychology, offered exclusively in

English, WHU has further diversified its program portfolio. Business psychologists must be able to understand human behavior, offer professional support when problem-solving, fully integrate themselves into a company's business model, structures, and corporate goals and meet eye-to-eye with both managers and employees across all departments and areas of expertise. This requires both a solid education in psychology and a broad knowledge of the world of business. Students of this new program benefit from personal support provided by the faculty, a semester abroad at one of WHU's renowned partner schools and access to WHU's highly active alumni network.



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.



High quality and groundbreaking research in the fields of management, economics, and business administration is one of the key pillars of excellence at WHU. The school places particular emphasis on creating a stimulating environment for independent research in business and economics topics, coupled with attracting and supporting high-profile researchers with the ultimate aim of delivering first-class research outcomes. WHU further pursues its mission by combining academic rigor with tangible, practical relevance in all its research activities. WHU is home to 59 professors who are currently engaged in research and have received significant academic acclaim through their involvement in numerous research projects both at home and abroad.



“Societies, regulators, and investors around the world are increasingly pushing firms to act as responsible citizens within society. Environmental, Social, and Governance (ESG) topics as well as answering the questions of how companies can deliver both purpose and profit and how individuals can contribute through ethical leadership, are all integral parts of research at WHU.”

– Professor Martin Jacob
Associate Dean Research

Sustainability Research Ranking

WHU received an impressive result for its Sustainability Research according to a study conducted by the Rotterdam School of Management (RSM) published by the Financial Times in January 2023. In a comparison of global research, it was proven that WHU is viewed as an important contributor to a more sustainable economy. RSM analyzed how intensely business schools focus on the United Nation’s Sustainable Development Goals (SDGs) in their research, and WHU was ranked #1 in Germany and #11 worldwide. The Financial Times published the results

of this analysis as part of a special report on responsible business education, evincing how important contributions made by business schools such as WHU can help realize higher levels of sustainability—not only for the economy, but also for the environment and the whole of society.

**#1 in Germany,
#11 worldwide**

Research Highlights

Mercator Endowed Chair of Demand Management & Sustainable Transport

Professor Arne Strauss, Chairholder

Professor Strauss had been awarded a Horizon 2020 grant to support a research project on air traffic management that, among other objectives, looks into ways to reduce GHG emissions in aviation through re-designing European air traffic management. This research project concluded in 2022, and its methodological developments published in top journals like Transportation Science, Transportation Research Part B: Methodological and others. Emissions savings potential was assessed, and the corresponding research article was published in Transportation Research Part A: Policy.

Moreover, Prof. Strauss (jointly with other consortium members) won a subsequent competitive call for tenders in 2023 to further develop

and implement these decision support algorithms in a major project over the next three years at EUROCONTROL, Europe's central air traffic management organization and air traffic network manager. As such, the academic progress made on capacity planning and optimizing European air traffic will have a tangible impact on flights across Europe, with significant cost and emission savings expected to materialize.

In collaboration with the University of Mannheim, Prof. Strauss also contributed to work on lastmile delivery solutions, with a paper related to fairness published in Service Science. As part of an on-going collaboration with the University of Magdeburg, Prof. Strauss contributes to work on improving last-mile operations for meal deliveries.

Since early 2023, team members at the Mercator Chair also investigate operational planning problems for last mile delivery robots and on-demand mobility, circular economy challenges in the context of re-usable packaging logistics, and first-mile logistics. The latter domain is tackled in collaboration with a large logistics company, and we have been able to demonstrate significant improvement potential of the current parcel collection operations using appropriate optimization approaches. All these projects are still on-going.



Henkel Center for Consumer Goods

Assistant Professor Anna-Karina Schmitz, Center Director

Assistant Professor Anna-Karina Schmitz and her team at the Henkel Center for Consumer Goods (HCCG) are dedicated to marketing research with a primary focus on sustainability, which is explored from multiple angles. Our research areas encompass sustainable consumer behavior, examining the trade-offs involved in sustainability management (such as finding a balance between profit and sustainability), understanding the connection between sustainability, brands, and price management, and investigating sustainability communication.

Presently, we are engaged in two sustainability research projects in collaboration with Henkel. The first project centers on how companies can transform their brands and brand portfolios to align with sustainability principles. We particularly emphasize the role of sustainability-oriented brands in driving the overall sustainability transformation of companies and industries. The second project focuses on reducing scope 3 emissions during the use phase of products, which significantly contribute to a product's overall carbon footprint, particularly in the FMCG industry. We are introducing a product stewardship process framework to identify factors and initiatives that can effectively reduce emissions during the product use phase for companies. Additionally, our research extends to examining sustainability communication and addressing greenwashing concerns. We also explore the potential of price management in encouraging sustainable consumer behavior.

Assistant Professor Anna-Karina Schmitz actively incorporates sustainability into the courses she teaches. The Master course “Sustainability & Marketing,” the Bachelor seminar “Sustainable Marketing,” and the MBA workshop “Sustainability & Profit” are thoughtfully designed to help students tackle the comprehensive topic of sustainability from a business perspective. Students learn how businesses can leverage sustainability management to their advantage and transform the perceived trade-off between sustainability and profit into a mutually beneficial synergy. In our courses we explore how marketing can contribute to solving current environmental, social, and economic challenges, thus enabling businesses to flourish in a more challenging, uncertain, and carbon-constrained world.





Center for Sports and Management

Professor Sascha L. Schmidt, Chairholder

As the academic partner for leaders in the sports business, the Center for Sports and Management, chaired by Professor Sascha L. Schmidt, aims to positively impact the future of sports by inspiring, developing, and connecting excellent people. The chair's research and teaching activities center around future readiness, corporate diversification strategies, the impact of technologies on sports, and stadium economics. In practical future studies, the chair tries to sharpen the image of the future of sports.

The football industry faces a critical examination of its model and global role in addressing challenges like corruption, human rights, inclusion, racism, gender equality, and environmental change. To safeguard game reputation and value, clubs must swiftly intensify efforts and investments to drive sustainable change. Collaborating with Common Goal and other leading sport, business, and society entities, the CSM

is therefore co-creating the “Index for Football Sustainability and Beyond.” This index evaluates clubs’ capacity to recognize and manage non-financial challenges, enhance performance, foster transparency, and trust, showcase commitments to positive environmental and social impact, and distinguish the industry as a force for good. Ultimately, this index aims to establish a fresh industry narrative benefiting all stakeholders – from clubs and competitions to sponsors, investors, regulators, and fans.”



Institute of Management Accounting & Control

**Professor Lukas Löhlein,
Professor Marko Reimer,
Professor Utz Schäffer, Chairholders**

With the goals of research, teaching and business engagement, the Institute of Management Accounting and Control (IMC) is run under the joint directorship of Professor Lukas Löhlein, Professor Marko Reimer and Professor Utz Schäffer. Amongst their many activities, the IMC produces a sustainability survey every two years in order to benchmark industry trends and provide useful insights to management leaders. The last survey was conducted in the summer of 2021 and 974 CFO's and controllers were invited to participate in the study. 291 responses were collected, and all participants received a results report. In addition, an interactive webinar was organized in which Prof. Utz Schäffer discussed the key findings with interested panelists. The findings of the survey were also presented in the latest edition of the center's book 'Controlling – Trends & Benchmarks', which is distributed to controllers and managers of partner companies and professors at universities and business schools. The next survey is taking place in Summer 2023.

WHU Knowledge

WHU Knowledge is an online knowledge platform created by the School and administered by its public relations department. It provides hands-on insights for business executives, journalists, politicians, associations, and fellow researchers on numerous economic and managerial subjects. WHU Knowledge bundles the expertise of the various academic chairs and invites for a lively exchange. Visitors can search for specific topics in one of ten fields of interest, including sustainability, or browse through the newest articles, getting exciting new insights. All articles have been selected for their practical relevance, are to the point and quick to read, and have a strong foundation in research. All articles are authored by a member of one of Europe's most relevant faculties when it comes to economic sciences or renowned guest authors. Lastly, visitors can also sign up for a newsletter to be informed of new articles as they appear. Get inspired!

WHU KN--WLEDGE

Get inspired!



In Praxi Outstanding Thesis Award

With the In Praxi Outstanding Thesis Awards, the alumni network of WHU recognize final theses of WHU graduates that are exceptional in a number of ways: They stand out academically, they address a question that is relevant beyond business and to society as a whole, and they generate novel insights and have a clear potential for impact. By publicizing the awards, In Praxi increases the visibility of the school's social impact beyond the WHU community.

The awards are presented after the jury meeting at WHU's graduation ceremony held every year in September. Each award includes a prize of EUR 1,000. Furthermore, In Praxi offers to connect awardees with a mentor from the In Praxi network who will support them to develop the thinking and ideas of their thesis further and put them into practice. All past winners of the In Praxi Outstanding Thesis Awards are showcased on the information boards in the Zalando Lounge in the In Praxi Learning Center.



Interview with 2022 MBA Winner Patience Nyasha Saungweme with her thesis titled 'A systems perspective of key levers for change in response to conflict-induced shock to the global food system'

Can you provide a short summary of your thesis?

Throughout the year 2022, the focus of the world shifted between the war that began in Ukraine to threats of a looming food catastrophe. Despite countless narratives in the media, for most people, there were open questions concerning how the two were related and why ordinary people like you and I should care. My thesis served as a first attempt to understand the connection and causal relationships that exist between man-made shocks such as those from war and conflict, and the delayed observed effects on people's ability to feed themselves, sometimes in places far removed from the conflict itself. I wanted to clarify the nature of interconnectivity existing between various entities in political and economic institutions, and how their decisions and actions can have far reaching consequences that affect the resilience and sustainability of food systems and the societies they are meant to serve.

What was the inspiration behind your thesis (topic)?

I would like to believe that I have always been an advocate for sustainability and am always looking for means and ways to make sustainability second nature to humanity. But the glue that linked that passion to a specific cause, I must say, came from Stefan Spinler. This followed from our conversations during and after his operations management course as well as from him listening to the ideas that I had concerning pursuing work more intricately linked to sustainability and improving livelihoods of impoverished communities post my MBA. It was then that he suggested how understanding and addressing some of the challenges food systems were facing would be a great starting place. This in turn would have meant addressing SDG2 – Zero Hunger, from the lens of SDG16 – Peace, Justice, and Strong Institutions.



Were there any results that surprised you or intrigued you?

Yes, indeed. The first surprise was how understated the importance of the food system seemed to be unless scarcity reared its head. That perspective quickly changed when I started understanding that the history of food and our history as humanity cannot be separated. The state of our food system is partly dependent on the historical path that led us here, where the world's food supply and demand flows are not equitably balanced, as well as on the decisions we continue to make today to address that imbalance. The most food-starved populations reside in nations that depend on food imports. Unfortunately, some of the major food exporters they depend on are the ones presently at war.

The second observation that challenged me was how there is no simple solution to this problem. There are no clear-cut answers, especially if we do not take on a systems view of the world. This requires consciously acknowledging interdependencies and how our decisions and their effects are without a doubt, far reaching beyond our own backyards, demanding us therefore to care about spillover effects to those beyond our immediate decision spheres.

How did the MBA program influence your research and/or inspire you?

The MBA program gave me a better economic understanding of the world, coupled with a sensitivity to the opportunities we face that often-times appear to us as crises to overcome. Climate related shocks, debates over the extent to which globalization is desirable post a Covid-19 torn world, the role of technology in all its forms for the hurriedly unfolding future, and the kind of leadership required to charter the way through

these complexities where all points of interrogation and discussion throughout the different lectures, seminars and events organized as part of the program. Amidst all this was always a looming question of how sustainability fit into any of it. I suppose at the end of the day it was up to each one of us to choose the areas where we felt we could make the biggest difference, and all this along with serendipitous conversations led me to choose this cause.

Where are you now, post-graduation?

I am now over half a year into my PhD journey still at the WHU working with Professor Stefan Spinler, further diving into the topic of how to build resilient and sustainable food systems amidst shocks from war and conflict. I do believe, like most people working in humanitarian operations and towards peace building efforts, that we cannot ever achieve sustainable development without first achieving peace. Understanding how the two sides are linked in relation to food systems, as well as helping to identify the policies that would truly shift the needle towards our aspiration to build resilient, sustainable, and equitable food systems for those most affected is what I hope to be my small contribution to the colossal issue we face.



In Praxi – WHU's Alumni Association

In Praxi, the WHU Alumni Association, was founded in 1988 by the first graduating class and is an independent, self-funded organization run by its members (WHU Alumni). Today the association has more than 6,000 members who live and work in over 65 countries and it maintains around 35 regional groups. In Praxi is responsible for maintaining and fostering this network

and does so through hosting various alumni events, offering alumni career services, maintaining a member directory and portal as well as publishing a quarterly magazine.



WHU
Otto Beisheim School of Management

In Praxi Learning Center



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.



Linking Education and the Corporate World

The School's academic programmes are closely linked to practice through guest lectures, case studies, company visits, etc. Students appreciate the high practical relevance of WHU's degree programmes, as evidenced by students' satisfaction in this regard of 1.8/2 (2 being the highest) in the trendence Graduate Barometer. Similarly, faculty's research is conducted and analysed in close cooperation with the corporate world, with subsequent practical application of said research by these corporate partners. Regular interaction between faculty and the corporate world provide an opportunity for an in-depth exchange of information and the coordination of practice related issues. Many initiatives are developed in close cooperation with the WHU Foundation. WHU is linked to the corporate world in the following ways: Research centers enabling close integration of theory and practice and often financed via external funds; Company sponsorships and other forms of support through the WHU Foundation; Company recruiters working in cooperation with the WHU Career Center (e.g., offering internships or jobs); Active alumni network via In Praxi, the School's independent alumni organization; the School's network of over 160 different corporate partners.

Enhancing Thought Leadership

As always, WHU is committed to thought leadership and always seeks to enter and contribute positively to the discourse surrounding business, managerial style, diversity, politics and research. WHU's faculty is part of the conversation, whether that be at an external event, on a podcast, in a television interview, or through their own publications. Further, the School takes their important research and makes it accessible to a wider audience through its online expertise platform, WHU KNOWLEDGE.



External Events: 50 German Leaders Summit

Fifty companies and institutions from across Germany were selected to come together at a special conference held in Berlin. Notably, WHU was the only business school represented. José Manuel Barroso, former President of the European Commission spoke at the event and WHU's Professor Christina Günther participated in a panel discussion. Here she placed significant emphasis on the both the role of education for the future of Germany's national economy and the reasons for a lack of political interest in this area. The conference is linked to 50 German Leaders, a series of documentaries profiling the most forward-thinking companies in Germany-including WHU. The films are scheduled to premiere in 2023.

On Campus Events: WHU Campus for Controlling

After two years of online gatherings, the WHU Campus for Controlling was able to take place again in-person this year. A robust panel of experts — from Hapag-Lloyd AG CFO Mark Frese to Nico Hoffman, who heads the Digital and Analytics Transformation Program at Telekom Deutschland GmbH—spoke on three central challenges currently driving the controlling community: sustainability, digitization, and Beyond Budgeting.

Regional Engagement: Sustainability Council

WHU members also strive to impact sustainability discussions beyond campus and in their regional environment. Since 2023, Professor Nadine Kammerlander is chairing the Rhineland-Palatinate Council for Sustainable Development, set up by the provincial leader with the purpose of providing recommendations to the government regarding sustainability. The council consists of 21 professors, managers, association chairs and other decision makers.





Executive Education

In today's business world, transformation and change are inevitable and challenge businesses daily. With topics ranging from digitization to new business models and increased intercultural challenges, organizations need to be constantly developing employees to successfully adapt. The range of seminars offered by WHU on reflection-oriented personality development, strategy development models, sustainability marketing, etc. are therefore to be seen as opportunities for positive, open and goal- and solution-oriented action within a group and a company. WHU's Executive Education Customized Programs are tailor-made for companies that would like to train their executives and managers in either general management or specific

management topics. Both topics and methodology will be adjusted to the individual needs of program participants and the company's culture and strategy. This approach generates a measurable, relevant, and long-term learning experience.

In addition to the customized programs, WHU's Executive Education runs several open enrollment programs.

Since 2018, WHU has been offering a Management Program for Non-Profit Executives in cooperation with Deutsche Stiftungsakademie GmbH (DSA). The five-day program systematically expands participants' strategic toolkit, offering them fresh ideas and exposing them to new networks to set them up for professional development in the non-profit setting. The team of lecturers has been specifically recruited from academia, experienced coaches from the non-profit sector, and selected practitioners in the foundation sector.

Another noteworthy example of a CSR-focused Executive Education program is WHU's General Management Plus Program, which combines general management with social entrepreneurship. Since 2013, the program is offered in partnership with the award-winning non-profit organization and social enterprise BOOKBRIDGE, which was founded by a WHU alumna in 2009. In addition to interactive lectures at WHU on leadership, strategy, and financial literacy, participants co-create a social enterprise in an emerging economy. Working in virtual teams with fellow participants and partners from the local community, participants step up and take responsibility as entrepreneurs in countries like Cambodia, Sri Lanka, Mongolia or Jordan. The social enterprises turn profitable, and they are run by local community members after the program. Participants are challenged to assess the true needs of the local community, develop ideas to transform these needs into a viable business model, and pitch the idea in front of real investors for funding. In the eight-day on-site module, the participants get to know the

needs of the local community and assess the market potential. As a result of this cooperation, over the last ten years, around 1,000 managers from 115 organizations have taken part in programs offered by BOOKBRIDGE. Participants have developed a new way of looking at resources, they conduct business in a more entrepreneurial way, and they lead differently. And in doing so, they're directly contributing to a more future-ready corporate culture.

In 2022, a new program for young adults who work on voluntary basis for associations or non-profit-organizations, was launched. The "FutureE" program supports volunteers who want to further develop as leaders and thus support the growth of their organizations. The program facilitates networking and best-practice sharing and it will equip young adults with the tools and skills to keep up with changes and act in a future-oriented manner. The program is offered in cooperation with the German foundation "Deutsche Stiftung für Engagement und Ehrenamt" (DSEE).



Other Partners

E-carsharing Partnership in Vallendar

In the spirit of innovation, WHU lead a project in partnership with the car rental company KM, by placing an e-car in the heart of Vallendar for the whole community to enjoy. Since its inception in 2018, users have been able to enjoy a flexible and environmentally friendly mode of transport

charged by 100% green electricity. Booked easily via an app, the car is available for local journeys and is cost-effective as users only pay for the time used ultimately promoting sustainable mobility within the community.



WHU x Ecosia

In cooperation with SensAbility – The WHU Impact Summit, the WHU Community launched the joint WHUxEcosia campaign. Ecosia is a search engine that uses profits earned from search queries to “plant trees where they are needed.” After one year, the WHU Community was able to ensure the planting of over 600 trees through 31,000 search queries.

Turn your internet searches into trees

WHU on Ecosia at ECOSIA.CO/WHU



Search...



Principle 6: Dialogue

We will facilitate and support dialogue 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.



Student Clubs at WHU

Student life at WHU is not just about studying – in their free time, students enthusiastically pursue a wide range of extracurricular activities, making campus an exciting place to be. Whether you love sports, the theater, music, entrepreneurship, the community, or debating, there is definitely a match between one of the 39 student clubs offered at WHU.

Diversity at WHU

Diversity at WHU is a student-network aimed at fostering diversity-related topics within the WHU Community. The group provides information and guidance for navigating diversity and, thereby, supports students' understanding of the topic and the university's measures for becoming more diverse. The group organizes an annual WHU Diversity Week, which provides the WHU community with various opportunities to learn about all dimensions of diversity, discuss current approaches, and get in touch



with each other. In 2022, the WHU Diversity Week took place with the motto 'Diversity as an accelerator for success' and featured a panel on 'How diversity became my accelerator' moderated by Professor Jane Lê.



“Diversity at WHU” is a proactive initiative shaping our future. By engaging with a rich mosaic of cultures and viewpoints, we fortify an inclusive community, fostering collaboration and global insight. Committed to educating and guiding WHU’s trajectory on diversity-related matters, this initiative empowers students to become compassionate leaders in an interconnected world.’

– Oskar Schoetschel,
General Manager Diversity at WHU, BSc 2023



SensAbility – The WHU Impact Summit

Interview with Florian Kozikowski, (BSc 2023),
General Manager in 2022 of SensAbility – The
WHU Impact Summit

With so many student club options, what drew you into joining SensAbility: The WHU Impact Summit?

Initiatives at WHU are quite diverse and cover many interesting facets of the business world. They are also an integral part of the student life in Vallendar, which led to a strong desire to also engage beyond the curriculum. Before joining WHU, I was already concerned and passionate about sustainability-related topics. Through SensAbility, I was intrigued by the opportunity to merge business with impactful solutions.

Convinced that environmental and social issues can be effectively addressed with the involvement of the business sector, this led to the choice of SensAbility as the ideal platform to gain experience and network. Further, the business sector's commitment is essential to address environmental and social challenges effectively; SensAbility at WHU provided the ideal platform for me to explore this interplay and drive positive change.

The conference has seen significant growth over the past few years- welcoming 90 participants in 2019 and over 400 in 2022 – what do you attribute this to?

Increased awareness of sustainability issues, in particular climate change, has led to a surge in interest in platforms that address these concerns. SensAbility consistently brings in respected speakers and sponsors from the business sector, which appeals to a lot of students. The hard work of the SensAbility team in promoting the event and offering networking opportunities has expanded its popularity, drawing in students curious about sustainable business careers. "As WHU students become increasingly focused on

sustainability, SensAbility, with its knowledgeable speakers and diverse career opportunities, has become one of the largest events on campus and a key event for those wanting to blend business with meaningful impact. While there is still a long way ahead regarding awareness and action for sustainability-related topics at WHU and in the business world, the strong growth of the initiative and the rising interest in such topics among business students fills me with joy," notes Florian.

How did SensAbility further your business education and what will you take away from this experience?

SensAbility provided a unique lens to view the business world, emphasizing the integration of sustainable practices in the traditional business world. Interactions with professionals and thought leaders during the preparation of the conference enriched my understanding of the current business landscape and its future trajectory on sustainability-related topics. Organizing and participating in the event honed my leadership, networking, and organizational skills, preparing me for real-world business challenges. In particular, it was tasks like acquiring speakers, negotiating with sponsors or working on marketing our conference that gave practical experience and was a significant complement to the curriculum. Florian stated that "SensAbility not only deepened my understanding of sustainable business practices but also equipped me with invaluable skills, insights and a network that I'll carry forward in my future endeavors."

Favorite Moment with the team:

Besides my sustainability learnings, what was truly special for me was definitely how we worked together as a team. In particular, a trip with the team to the Alps prior to conference not only prepared us for the upcoming organizationally challenging weeks, but also provided a great opportunity to truly bond as a team. With many of my team members I am still in regular contact even after having graduated.



Fashion Revolution Düsseldorf: The Supply Chain Edition

Hosted by WHU Alumna Dr. Monika Hauck in May 2021, this event focused on Supply Chain Transparency and Accountability and the implications of the introduction of the German 'Lieferkettengesetz' (supply chain law). Professor Stefan Spinler, Chair of Logistics Management, was featured as a panelist as well as Anosha Wahidi, Head of Division and Commissary for Sustainability Standards at German Ministry for Economic Cooperation and Development. The event raised awareness of the topic amongst students as well as the greater population.



People Planet Profit



People Planet Profit

Established through WHU's alumni organization In Praxi, the People Planet Profit initiative operates with the purpose of bringing Kellogg & WHU students as well as alumni together on ESG and impact topics, to provide networking opportunities, as well as foster knowledge exchange all while promoting WHU's research, projects and ventures. The organization operates under the following mission:

As a group, we believe we can drive sustainability for businesses, leveraging the transition to a circular economy as a competitive advantage. Our focus lies in closing the gap on innovative business models that combine the 3 Ps, creating shared value. We also recognize the importance of sharing knowledge and expertise in the circular economy.

The organization aims to host six plus virtual events per year and past events include talks with Patagonia and Siemens Energy. Further, the group plans to support the School in the establishment of its own Sustainability Center.



Guest Lectures

Renowned leaders from business and society come to WHU on a regular basis to give WHU-wide guest lectures, addressing current issues of responsibility in economy and society. To highlight a few, in October 2021, Dr. Tobias Meyer, Member of the Board of Management, Post & Parcel Germany and Member of the Corporate Board of Deutsche Post DHL Group, addressed Master students in the course 'Transportation Management' discussing how the Post & Parcel Germany division is positioning itself

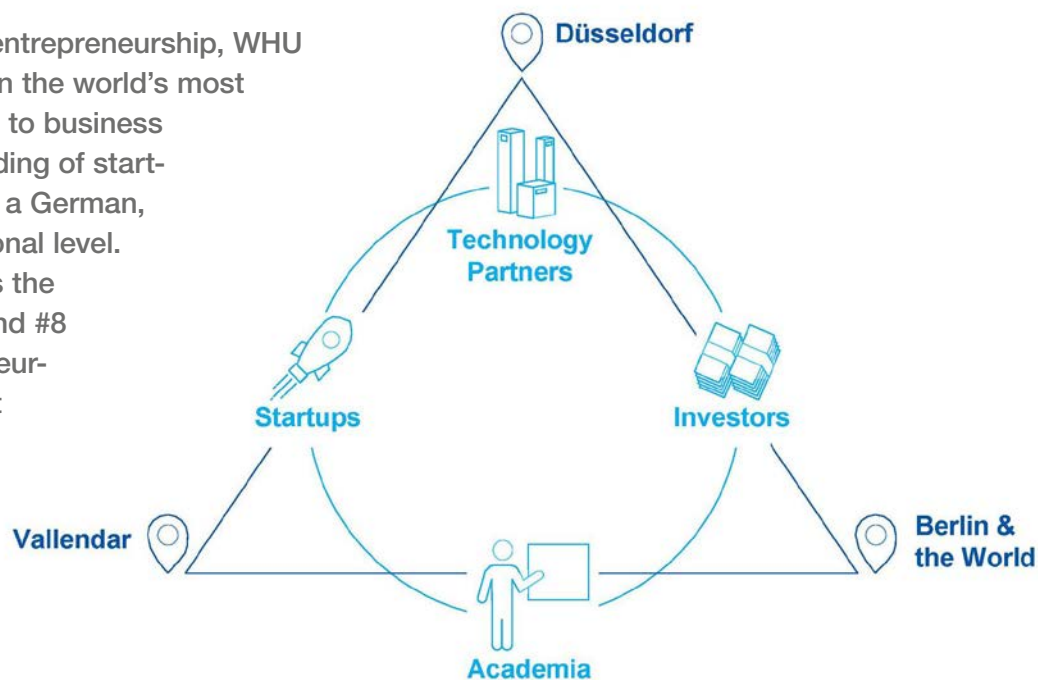
with regard to sustainability issues. In January 2022, as a part of the course Behavioral Ethics, Professor Guido Palazzo of the University of Lausanne, addressed students under the headline 'From Yale to Jail. Why good managers make unethical decisions'. In March 2022, Tim Schumacher, Managing Director of TS Ventures, held a lecture on 'Building and investing into sustainable startups: Learnings from Ecosia.org and Climate-VC World Fund' as part of the Bachelor of Science course Creating Social Value.



WHU Entrepreneurship Center



With a strong focus on entrepreneurship, WHU continually places high in the world's most salient rankings relevant to business administration, the founding of start-ups, and research — on a German, European, and international level. The Financial Times lists the school #1 in Germany and #8 worldwide for entrepreneurship teaching in its most recent MBA ranking. As a result, many of Europe's most successful entrepreneurs and investors call the WHU community their home.



According to the report "Europe's New Tech Founders 2023", published by the venture capital firm Antler, WHU has the second most unicorn founders out of all European universities, second to only Oxford University. Further, we are especially proud that WHU achieved this result, considering WHU's short 40-year history and small student body of only around 2,000 selected students.

Over the course of 2022, German companies (co-)founded by students and alumni of WHU collectively raised a staggering US\$846M in venture capital funds. Those funds account for 8% of all venture capital funds raised in Germany and reflect 5% of all German-based venture transactions. These numbers give a glimpse to how essential entrepreneurship is to WHU and its community.

Enabling WHU's Startup Community

The WHU Entrepreneurship Center has taken on the task of building and nurturing its startup network that consists of alumni, students, staff, and partners because they are convinced that the community is the WHU's biggest asset. We help WHU members navigate our community more easily and benefit from the network by monitoring the actors and activities of our community, maintaining lively relationships with all stakeholders, and facilitating the exchange of information, resources, and know-how.

In addition to the network, the Center provides reports and statistics, public relations activities, coaching, the 9-week Accelerator Program, meet-up events, guest lectures, a founder's podcast, and much more.

A Green Start-up Culture

With over 18 active 'green' start-ups, it is evident that this topic is vital to WHU students. Amongst these companies, there are those focused on solar energy ([Enpal](#)), reusable food containers ([Vytal](#)), chemical-free skincare products ([JUNGLÜCK](#)) as well as plant-based protein ingredient, [Protein Distillery](#).

Profile: ProteinDistillery

ProteinDistillery, co-founded by Marco Ries (BSc, 2019; MSc, 2022), won the Next Economy Award (NEA 2.0) 2023, which lauds green start-ups, at the 15th German Sustainability Day in Düsseldorf. In attendance was German Chancellor Olaf Scholz. "We feel honored to receive Germany's most significant sustainability award less than 12 months after founding our company. This is a huge compliment for the whole team and shows that our hard work to contribute to more sustainable nutrition in the future is paying off. We are also excited to see the increased public attention on food innovation and alternative proteins, as this will be one of the future's hottest topics," says Mr. Ries.

Receiving the Next Economy Award is quite the accomplishment on many levels for Protein Distillery, founded by Marco Ries, Christoph Pitter, Professor Tomas Kurz, and Michael Baunach and this made them the second WHU-affiliated start-up to win this award (following Enpal in 2021). ProteinDistillery was also able to win the Sustainability Award at Stage Two, Europe's largest start-up competition, garnering even more attention and recognition—both nationally and across the globe.

ProteinDistillery was first founded at the end of 2021. By replacing animal proteins with the protein that it sources, the start-up has created the first true competitors to animal-sourced foods—competitors that are healthy, vegan, sustainable, and do not compromise on texture and taste.



Photo: Bundesregierung

Additionally, manufacturing ProteinDistillery's products is friendlier to the environment: Use of their protein would help drastically reduce worldwide water and land consumption and CO₂ emissions. The final product that will land on the market—whether in the form of burger patties or egg and dairy alternatives—is currently in development for larger food manufacturers and is scheduled for release in Norway next year. To the judges at the German Sustainability Day ceremony, the company's eco-friendly and sustainable process was worthy of awarding them the prize. And with that, the founders WHU educates have left their mark alongside other start-ups with a sustainable business model.

Political Debate on Campus

In order to provide the students of WHU and local citizens with the opportunity to get a first-hand impression of the candidates and their respective parties' plans for the future, WHU invited four Bundestag candidates to a political debate – including a live connection from Berlin. It was an exciting evening at WHU when four Rhineland-Palatinate Bundestag candidates – Verena Hubertz (SPD, Trier), Julian Joswig

(B'90/Die Grünen, Mosel/Rhein-Hunsrück), Dr. Andreas Nick (CDU, Montabaur) and Sandra Weeser (FDP, Neuwied/Altenkirchen) – argued in a panel discussion entitled “A new awakening or more of the same? What Germany needs in the next four years”. The politicians, three of whom are WHU alumni, focused on topics such as digitization, education, climate protection, and finance.



Evaluation of Past Objectives

WHU is committed to improving our standing regarding sustainability and the PRME principles going forward over the next 24-month period. Before creating our forward-looking goals, we reflected on the progress made since the last report, over the period of 2021–2022:

Continue fundraising in the Future Leader’s Fundraising Challenge to donate another 100,000€ by 2023.

Students raised a total of 199,622€ during the two-year period, almost double our goal. Going forward, as this module has been mainstreamed into the program, our fundraising efforts will be maintained and hopefully continue to increase in upcoming years.



Increase participation numbers in community outreach projects therefore begin to track participation in order to have a basis for this measure.

While this has not yet been implemented, the planned Sustainability Center will serve as a hub to exchange insights and knowledge across the broader WHU community, including faculty members, students, staff, alumni and corporate partners. The Center will track and actively push the level of engagement across these groups.

Increase the number of female and international students in every program year after year. Support this initiative by increasing scholarship opportunities.

While there has been some fluctuation in female and international student enrollment, there were two new relevant scholarships implemented: the Stand with Ukraine Scholarships for qualified Ukrainian citizens displaced by the war, offered in conjunction with a few WHU-affiliated organisations; and the Generation CEO Young Talent Award, a joint effort with the Generation CEO network, which aims to promote young female talents and give them visibility as role models; a 50% scholarship for the School’s OMBA programme is awarded to one finalist annually.



Grow the impact of CSR research to 10 relevant papers (5 per year) until 2023.

15 CSR-related publications were made between the period 2021–2022. A full list can be found [here](#). In addition to the papers published, WHU was recognized as a top institution for its extensive research in the field (see section 4: Research).



Collect feedback on the School's current CSR related strategies to gather insights and new ideas organically from the WHU community.

Through the anonymous 'Idea Mailbox' available on the School's intranet platform, community members are able to share feedback as well as new ideas. Multiple ideas have been shared this way and are in discussion. Key elements of the School's CSR strategies are currently being mainstreamed into school operations (e.g. path to net zero, complaints desk and culture change initiative). These activities will continue to include ample opportunities for faculty, staff and students to share ideas and input.



Host more sustainable events on Campus: minimum of 1-2 per year plus encouraging all event holders to consider the option.

We continue to encourage all events hosted on campus to be sustainable in as many ways as possible. Unfortunately, without a way to track this systematically yet, we can only go based on feedback and say that there were 2 events hosted that were consciously planned to offset the emissions created by their events, contributing to climate protection. Going forward, we encourage all those planning and hosting events to consider their footprint and ensure that they are contributing to a more sustainable world by aiming to offset their CO₂e emissions.

CO₂e

Continue to keep the school a place of open dialogue for the greater community. For example, to host political debates.

WHU hosted a talk for the Koblenz Week of Democracy on campus both in 2021 and in 2022. Moreover, in 2021, WHU hosted four candidates for the German Bundestag, thereof three WHU alumni, on campus for a [political debate](#). The annual forumWHU conference has been explicitly addressing the role of business in society and hosting speakers and panelists from the public sector and it will continue to do so. Many other conferences explicitly engage stakeholders from the public sector and NGOs, e.g., Member of the European Parliament Jutta Paulus and Barbara Wittenberg from 1KOMMA5° speaking at SensAbility: The WHU Impact Summit.



Continue to network and feature alumni active in supporting any SDG goals.

The School is in close contact with many alumni active in this space and we regularly feature their stories on our website, social media accounts and invite them to participate in on campus events. A few examples include the interview with [Adrián García](#), the story of alumna Monika Hauck's company [Repair Rebels](#) and Mario Kohle, CEO of renewable energy unicorn Enpal, who has been holding a yearly alumni talk for new bachelor students as part of the Welcome Week since 2020. An overview of even more stories can be found in the news section of our social impact site.

Future Objectives

Going forward, WHU hopes to achieve the following during the remainder of 2023 and 2024:

Creation of a WHU Sustainability Center



To increase awareness and consolidate efforts across the community of faculty members, students, staff, alumni and corporate partners, we plan to set up a WHU Sustainability Center. The Center will serve as a hub for exchanging ideas and insights, foster connections between community members and increase the visibility of WHU's sustainability-related thought leadership and impact.

Path to Net-Zero by 2035 or sooner



Develop a detailed plan of how to achieve net zero as soon as possible. Further, we wish to complete the Scope 3 carbon emission certification.

Curriculum Development



Review the sustainability content in all courses and further embed the SDG goals as well as other relevant sustainability topics into all courses amongst all programs.

Sustainability Events



Sustainability Content: Host at least 5 events per year on campus or digitally that cover and promote topics related to sustainability, such as SensAbility – The WHU Impact Summit or keynotes hosted by the WHU MBA Sustainability Club. Increase sustainability-related content in other events.

Sustainable Event Management: For the current academic year, all university and student run events will be encouraged to consciously consider and try to reduce their carbon footprint and resource consumption when planning and running events i.e. no single use packaging, organizing carpools for participants etc. For the following academic year, we will aim for a minimum of 50% of all university events and 25% of all student events to make meaningful investments in climate protection in line with their CO2e emissions while planning and when hosting events.

Knowledge Transfer



Support the transfer of sustainability knowledge from research publications to management practice by increasing the number of publications on the topic:

- 30 WHU Knowledge articles
- 20 scientific research papers
- 20% of all case study publications

In conclusion, the latest on sustainability and social impact at WHU can be found on the newly established [WHU Social Impact site](#). Here you can find a compilation of news, publications, events and programs that all feature sustainable content. It is regularly updated so check back often!

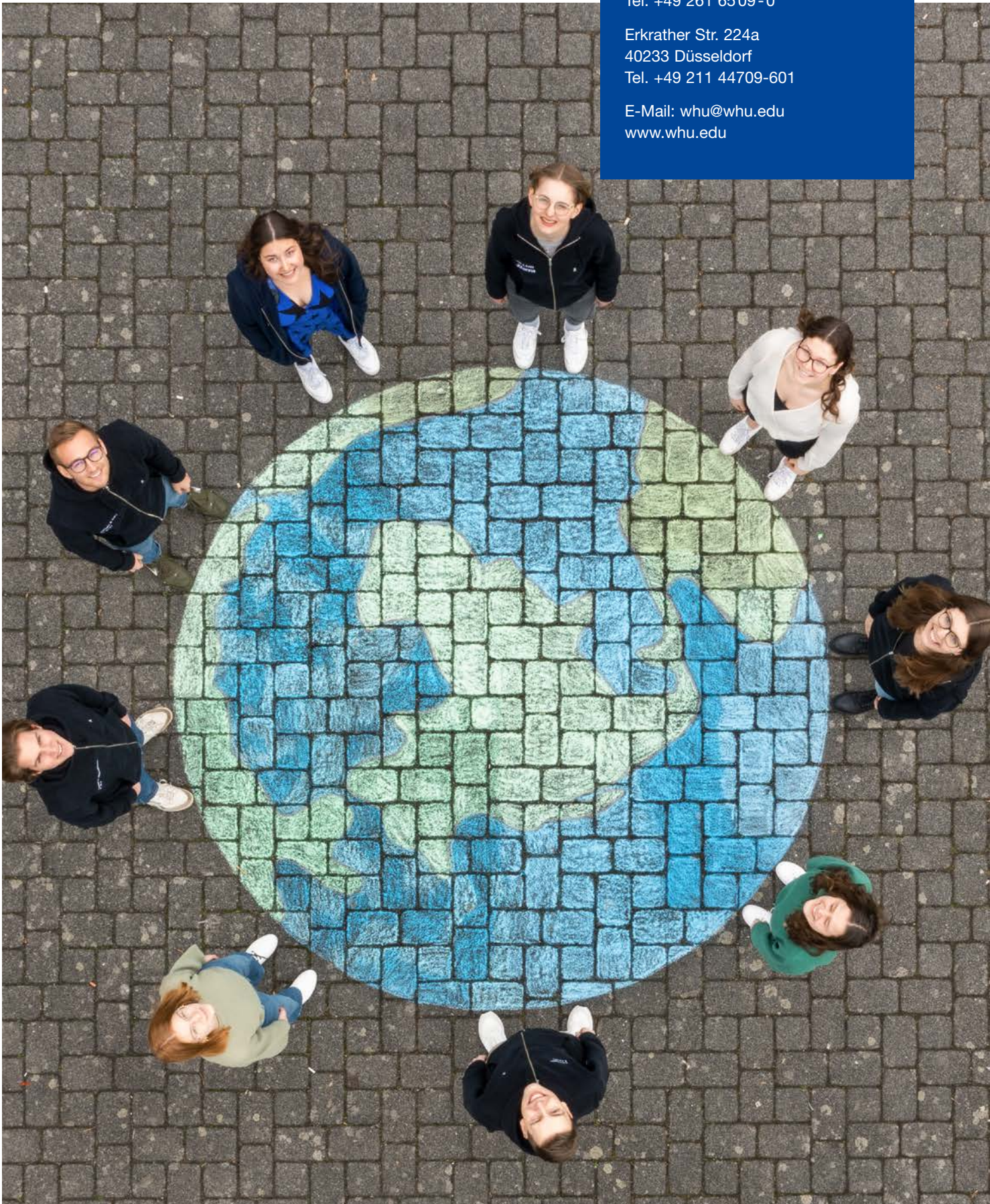


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