PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

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2020 is the perfect time to be renewing our commitment to sustainability. Despite growing efforts over recent years, it has become apparent that certain legacy systems are locked into old, unsustainable habits. The weaknesses of these systems have been exposed as Covid-19 has brought the biggest exogenous shock to the economy in a lifetime. While destructive, it has provided a window of creative opportunity. In response to the coronavirus, companies are rebuilding procedures, automating, re-skilling and improving efficiency with leaner business models. This affords a perfect opening to build stronger enterprises with sustainability at heart.

Business schools are having a crucial impact on that regeneration. Our science is informing what is possible; executive education is broadening the knowledge of current leadership, degree programmes are educating the next generation and International Advisory Services is designing and implementing innovative coping mechanisms for financial institutions and micro, small and medium-sized enterprises in emerging markets.

Sustainability, technology, efficiency and success are not opposing concepts, but rather intrinsically linked. At Frankfurt School, we believe these are essential elements of excellence. Active evaluation of systems and processes require identification of unsustainable and inefficient practices. We have pushed to integrate not just more technology, but the right technology into our operations to accelerate online offerings and blended learning. We are taking advantage of the newfound insight generated by this accelerated transition to digital in developed and emerging markets alike. This virtuous circle of improvement is making us more efficient, sustainable and opening new avenues for growth.

With this renewed commitment, we look forward to advancing the science, practice and education of sustainability. We hope sharing this information on progress in implementing PRME will help facilitate the exchange of effective practices and, likewise, foster a learning community with other participating institutions. We will continue to report on progress to our stakeholders and other academic institutions and, thereby, contribute to promoting and delivering more responsible management education throughout the world.

Prof Dr Nils Stieglitz
President and CEO
Frankfurt School of Finance & Management is pleased to submit its 2020 Sharing Information on Progress (SIP) Report to the United Nations initiative, Principles for Responsible Management Education (PRME). As one of the original signatories of PRME in 2008, this report functions as our sixth SIP Report for the PRME community and confirms our status as an Advanced Signatory.

**EXECUTIVE SUMMARY**

What is PRME?
The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 as a platform to raise the profile of sustainability in schools around the world, and to equip today’s business students with the understanding and ability to deliver change tomorrow.

As a voluntary initiative with over 650 signatories worldwide, PRME has become the largest organised relationship between the United Nations and management-related higher education institutions. Working through Six Principles, PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact, to which Frankfurt School is also a signatory.

**PRME’s Vision and Mission**

Business and management schools as well as other management-related higher education institutions play a key role in shaping the mind-sets and skills of future leaders, and can be powerful drivers of corporate sustainability.

**Vision:** to realise the Sustainable Development Goals through responsible management education.

**Mission:** to transform business and management education, and develop the responsible leaders of tomorrow.
As an institute of higher education involved in the development of current and future managers, we declare our willingness to progress in the implementation, within our institution, of the following Principles, starting with those that are most relevant to our capacities and mission. We will report on progress to all of our stakeholders and exchange effective practices related to these principles with other academic institutions.

**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.

**Principle 2: Values**
We will incorporate into our activities, curricula, and organisational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

**Principle 3: Method**
We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

**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.

**Principle 5: Partnership**
We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

**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.

We understand that our organisational practices should serve as an example of the values and attitudes we convey to our students.
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.

About Frankfurt School

Frankfurt School of Finance & Management is a private, independent, non-profit business school with university status. The School was initially established as a banking institute (Bankakademie) in 1957, providing professional education for the German financial sector. Today, it has one of the largest faculties for business administration in Germany and ranks among the most prominent business schools in Europe for its research, degree programmes and executive education. A number of prestigious international awards and accreditations (including “Triple Crown” via AACSB, EQUIS and AMBA) attests to the quality of the institution.

Frankfurt School's scope and structure set it apart from many other business schools. Its business model rests on four main pillars of activity: (1) academia (research and degree programmes — bachelor’s, master’s, MBA, doctoral); (2) professional and executive education; (3) banking institute programmes and (4) international advisory services, providing education, training, policy advice and technical assistance to developing and emerging countries worldwide.

The success of this integrated multi-level approach to business education has resulted in continuous growth and innovative solutions, allowing the School to invest in research, the expansion of its faculty as well as to build a new campus.

Frankfurt School’s Guiding Principles

Frankfurt School’s guiding principles are reflected in its mission, vision and values. The School’s mission reflects the institution’s integrated approach towards education and research. It states that all activities of the School, be it degree programmes, research, continuous education or advisory services, act under one roof and share common goals to deliver sustainable, high-quality education and advice in finance, management and beyond.

Frankfurt School provides education for students who aim to contribute to the development of international business. It does this by integrating theory and practice. Both in national and international settings, Frankfurt School students are presented with research results and their practical relevance. Moreover, Frankfurt School students are educated to act responsibly and competently. They are provided with the skills to make responsible decisions for which they are accountable, be it as an expert in a particular business field or an executive leader.

The mission and vision of Frankfurt School are as follows:

Mission

We advance and disseminate sustainable international business practices in finance and management through education, research, training and advisory services. Across industries, our students become responsible experts and executives through the application of scientific knowledge and practical experience.

Vision

We aim to be one of the top five business schools in Europe and the premier choice for education in finance. Our graduates will act responsibly and will be recognised for their first-class analytical skills as well as cutting edge practical and conceptual knowledge. Both our research and advisory services will enhance business and society, and contribute to the advancement of scientific knowledge.
Guiding Principles and Responsible Management Education

Frankfurt School’s mission explicitly emphasises responsibility. The mission statement supports, encourages and provides for the development of students to become responsible managers capable of contributing to the international business community in the areas of finance and management. Furthermore, the promotion of sustainability is incorporated into the School’s operations as a specific goal in the School’s Strategic Current Plan. In this way, in line with the School’s mission to advance sustainable business practices and generate responsible experts and executives through the educational services it provides, the School aims to lead by example and further develop aspects of sustainability in all its activities.

Parallel to that, the School’s Core Values delineate expectations for behaviour in the School’s internal and external relations. “Integrity” is one of the core values expressing the School’s commitment to honest dealings in good faith in all its activities. Likewise, non-discriminating behaviour is an integral part of the expected ethical conduct. This is anchored in Frankfurt School’s Codex of Cooperation which gives guidance on how groups of varying interests at Frankfurt School – including clients and partners – are to work together to create a professional environment based on trust and mutual respect. The Codex, issued to every new employee as an attachment to their contract, defines and shapes how Frankfurt School’s staff work together with a sense of responsibility towards each other and the workplace regardless of age, sex, ethnicity, disability, sexual orientation, religion, social or cultural background and lifestyle. It is expected that all staff adhere to the Codex of Cooperation. Moreover, the School puts great emphasis on data protection and complies with GDPR data protection principles. All employees have been trained on data protection and new staff members receive a training within their first month at the School.

The School does not accept any form of harassment and exclusionary behaviour. This includes, but is not limited to threats of violence, discriminatory jokes and language, sharing sexually explicit or violent material via electronic devices or other means, personal insults (especially those using racist or sexist terms), unwelcome sexual attention or advocating for, or encouraging, any of the above behaviour.

The Values and Codex of Cooperation of Frankfurt School are as follows:

Values
- Entrepreneurial – We work independently, innovatively and responsibly.
- Cooperative – We act on a basis of trust, reliability and fairness.
- Integrity – We show mutual respect for each other in our work and pursue our common goals faithfully and honestly.
- Passion for Excellence – We are motivated by a constant pursuit of excellence across all areas of business.

Codex of Cooperation
Tasks and Goals
- We work in a methodical and progressive manner and are guided by current and future needs.
- We encourage and expect both continuous improvement and an innovative approach to our products, services and working processes.
- We work together with other people regardless of age, sex, ethnic origin, disabilities, sexual preferences, religion, social or cultural background and lifestyle.

Customers and Partners
- We work together with our business and project partners on a basis of mutual trust and confidentiality. All agreements and contracts are concluded in a reliable and fair way, and in accordance with the law.
- Whether internally or externally, we act with competence, reliability, punctuality and courtesy. This is built on a foundation of honesty, sincerity, trust and mutual respect.

Products and Services
- Competence, creativity and quality are the hallmarks of our service.
- Every employee is familiar with Frankfurt School’s product portfolio and proactively relays all relevant information.

Employees
- We think and act to in a solution-oriented way.
- Our commercial approach underpins the solidity of our business and provides sustainable employment.
- Our business success depends on a positive attitude towards work, a high level of commitment, loyal, fair and cooperative behaviour with one other as well as mutual trust. Constructive criticism helps to guarantee this in the long term.
- We look out for each other and have a sense of responsibility towards our workplace.
- We expect every employee to develop their professional and personal skills and encourage this whenever possible and necessary.
Infrastructure and Support for PRME

In line with the School’s guiding principles, Frankfurt School views sustainability as a shared task and urges all members of the Frankfurt School community to heed to its significance. Personnel in all areas of the School thus address issues related to PRME. As will be detailed throughout the SIP Report, this means, for example, that sustainability is integrated into the day-to-day operations of the School, its research, teaching and learning (curricular and extra-curricular), executive education and, not least, our business co-operations. Moreover, the School’s unit, International Advisory Services (IAS), directly focuses on building sustainable capabilities via its mission to improve financial markets and increase access to finance for low-income populations. On a more personal level, everyone in the Frankfurt School community is called upon to be mindful of waste, energy conservation and individual carbon footprint.

In order to further encourage and raise awareness about the breadth of activities related to sustainability at the School, in 2019 several employees from different units at the School (i.e. faculty, management, IAS, programmes, etc.) joined forces to establish the FS Sustainability Initiative. Aside from a review of the School’s activities in the area of sustainability, the Initiative aims to highlight the importance, benefits and impact of these activities vis-à-vis the FS community. The Initiative has also been called upon to assist the President’s office in determining goals and indicators related to sustainability in the School’s forthcoming Strategic Plan starting 2021. What remains open is whether the Sustainability Initiative will take on a more formal monitoring and reporting role on sustainability-related topics for Frankfurt School or whether this will be placed elsewhere at the School.

Frankfurt School nominates an employee with the appropriate experience, interest and skill-set to serve as the School’s Representative to PRME. The School’s current representative is a founding member of the Sustainability Initiative and has been active in promoting sustainability at the School. She is also responsible for representing the School at PRME events (RME Research Conference, PRME Global Conferences, DACH Chapter meetings), reporting on PRME initiatives to the School as well as compiling information on the School’s sustainability activities for the SIP and other reports (e.g. accreditation). She has also successfully completed the Carbon Literacy Training and recently joined the PRME Working Group on Climate Change & Environment.
Goals from 2018 SIP Report

In its 2018 SIP report, Frankfurt School identified two goals for the ensuing SIP reporting period:

Health & Wellness

In 2018, the School reported on the implementation of a Health & Wellness Initiative and, with that, its aim to create greater awareness amongst the Frankfurt School community of individual impact on the world and the environment. As such, one of the objectives for this SIP was to report on the progress and reception of this initiative.

Since then, the initial concept was somewhat modified to address the needs of two different stakeholder groups, students and employees. In this way, FS Life embraces concepts that support the physical and mental well-being of Frankfurt School students, while FS Move focuses on the health and wellness of the School’s employees. Via FS Life, students have access to the School’s FS Life Fitness Studio, the opportunity to participate in a variety of sports-related activities (student initiatives), as well as support from Life Coaching, a service providing help with personal challenges a student may encounter during his or her studies. Via the FS Move programme, Frankfurt School employees receive discounted access to the FS Life Fitness Studio, as well as free courses (e.g. yoga) offered exclusively to employees. The School’s FS Move sub-site offers information on nutrition along with recipes and tips for relaxation. During the Corona pandemic, FS Move has also been running a free online fitness programme. Other concepts in development include social cooking as well as an expanded online platform for healthy eating and other related content.

CSR Strategy

In its SIP Report from 2018, Frankfurt School set the objective to develop a new CSR strategy, building on positions taken in the Strategic Plan 2016-2020. This was to include a strategic review of CSR at the School, including research and programme curricula.

As a first step, in late 2018, Frankfurt School engaged one of its Executive MBA students as a consultant to create a roadmap for transforming the landscape of CSR at the School. With the aim towards expanding and strengthening the School’s impact in the local, national and global community in the areas of environmental and social impact, a Sustainability and Diversity Strategy was developed based on interviews with key stakeholders including management, professors, staff and students along with a comparative analysis of existing sustainability and diversity strategies.

Many elements of the strategy are being taken up by management, and are expected to be integrated into the new Strategic Plan starting 2021, as mentioned above. In the meantime, the School’s current Strategic Plan remains in effect, whereby as mentioned, one strategic goal is dedicated to the promotion of sustainability in the School’s operations.
We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

**Institutional Values**

Frankfurt School incorporates its values of ethics and global social responsibility into its activities. Aside from expectations for student conduct (Academic Code of Conduct) and ethical research (Principles of Good Scientific Practice), the School also relies on institutional functions such as an ombudsperson, an Ethics Commission, a Commission to Investigate Charges of Scientific Misconduct and an Examination Board and an Improvement and Complaints Management System to either mediate, investigate or reinforce ethical conduct.

Over the past two years, the School has introduced several new initiatives that reflect this commitment. Below is an overview.

**UN Global Compact**

In March 2018, Frankfurt School of Finance & Management officially joined the United Nations Global Compact. This network between businesses and the UN supports more social and sustainable globalisation. The School thus proclaims to do business responsibly by aligning its strategies and operations with Ten Principles on human rights, labour, environment and anti-corruption, and take strategic actions to advance broader societal goals such as the UN Sustainable Development Goals with an emphasis on collaboration and innovation.

**International Advisory Services**

As mentioned, Frankfurt School’s unit, International Advisory Services (IAS), is dedicated to advising those who, as public or private decision-makers, aim to promote sustainable development and job creation in emerging markets. IAS plays a major role in acting as a catalyst for sustainable development of both business and society by providing expertise on entrepreneurship finance, human resource alignment, green investment, climate smart agriculture, financial literacy as well as entrepreneurship coaching. Its mandates adhere to sustainable business practices by, for example, ensuring that local staff are empowered. Projects in support of PRME goals over the past two years include the EBRD’s Tajikistan Green Economy Financing Facility (GEFF), the Technical Assistance Programme to EIB Financial Sector Operations in the Southern African Region and the Myanmar SME Lending Programme (SELP) via the Kreditanstalt für Wiederaufbau (KfW).
Frankfurt School-UNEP Collaborating Centre for Climate and Sustainable Energy Finance

The Frankfurt School-UNEP Collaborating Centre for Climate and Sustainable Energy Finance continues to be a mainstay of the School’s activities in the field of sustainable finance. The Centre combines project implementation on the ground with think tank activities. The primary objective is to mobilise increased levels of sustainable energy and climate finance, bridging the public-private sector gap and thereby contributing to the development of a global green economy. The Centre conducts research, develops tools, carries out projects and offers training to equip leaders with skills to improve access to clean energy and climate finance in developing and emerging economies.

Some examples of projects in the period under review include Establishing the Solar PV Sector through Quality in Pakistan via the Bundesverband Solarwirtschaft through funding from Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Sustainable Climate Finance and its Impact (SUFI) via the Bundesministerium für Bildung und Forschung (BMBF) and frankly.green, a new crowdinvesting platform for retail investors to finance green projects and SMEs in developing countries via the International Climate Initiative (IKI) and the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU).

That aside, the Centre’s Global Trends in Renewable Energy Investment, an annual publication published by the UN Environment Programme, the FS-UNEP Collaborating Centre and Bloomberg New Energy Finance, provides comprehensive information about global investments in renewable energy. The 2020 Global Trends Report shows that as COVID-19 hits the fossil fuel industry, renewable energy is more cost-effective than ever – providing an opportunity to prioritize clean energy in economic recovery packages and bring the world closer to meeting the Paris Agreement goals.

Frankfurt School Sustainable World Academy

In 2019, Frankfurt School established the FS Sustainable World Academy. The Academy offers professional and executive courses dedicated to the advancement of the UN Sustainable Development Goals (SDGs). The Academy’s value proposition is to educate bankers, microfinance professionals, policymakers, students and businesses dedicated to sustainability about concrete techniques that can be put to use to achieve equitable and environmentally conscientious growth.

Courses within the Academy are clustered around the topics MSME Finance, Green Finance, Risk and Treasury, Agricultural Finance, Leadership & Management and Digital Transformation. Participants have opportunities to become certified or gain a diploma in speciality areas. The ca. 20 programmes, some of which are offered in several languages, include the Certified Expert in Sustainable Finance, Certified Expert in Climate & Renewable Energy Finance and the Diploma in Green Finance. In addition, academies are held several times each year addressing specific subject areas such as the Women’s Leadership Academy, the Inclusive Finance Summer Academy and the Climate & Sustainable Energy Finance Summer Academy. The FS Sustainable World Academy also offers customised programs based on specific needs in order to build an advanced skillset with sustainability in the foreground.

The Academy currently addresses 13 SDGs in its portfolio. Its vision and commitment are to cover all 17 SDGs through relevant, excellent, and interesting professional education programmes by 2021. In its first year alone, the Academy shaped the knowledge and skills of more than 3,000 participants from over 120 countries.
Faculty and Research Centres
In addition to research conducted within the realm of the FS-UNEP Collaborating Centre, Frankfurt School maintains several other centres researching PRME-related activities. In 2019, The Sino-German Center of Finance and Economics was relocated to Frankfurt School under the leadership of Frankfurt School faculty member, Prof Dr Horst Löchel. The mission of the Center is to be a leading platform for economic and financial affairs between Germany and China by enhancing expertise, knowledge and network opportunities. The Center has been particularly active in covering health and economic themes related to China and the Corona pandemic, with webinars such as “The Corona Crisis and the China Experience” and “Current Situation of German Companies in China”. Other research covers inclusive finance in rural areas of China.

The Institute for International Health Management (IIHM) is an internationally established centre of excellence for international health management. The research activities of the scientists at the IIHM focus on international aspects of conditions, structures and management approaches in the healthcare systems and the healthcare business.


Bachelor of Science in Management, Philosophy & Economics
Starting 2021, the School has committed to offer a stand-alone Bachelor of Science in Management, Philosophy & Economics (MPE) which, hitherto, has been a concentration within the bachelor’s programme. The School has seen great appeal and demand for this programme, which is particularly designed to combine business studies with the critical, philosophical and moral assessment of societal, political, technological and economic developments.

Master of Leadership in Sustainable Finance (Online)
In 2020, Frankfurt School took the decision to align its online academic programme, the Master of Leadership in Development Finance, more closely with the UN Sustainable Development Goals (SDGs) and provide a more flexible approach for students interested in studying green finance. The programme was thus revised to cover two tracks, development finance and green finance, and renamed the Master of Leadership in Sustainable Finance. It is designed for (emerging) leaders who are passionate about finance and the role finance plays as a catalyst for sustainable economic development as well as equitable and environmentally conscientious growth in economies worldwide.
Green Campus – What’s New
As mentioned in the School’s 2018 SIP Report, Frankfurt School’s new campus building obtained the highest possible certification, i.e. platinum, by the German Sustainable Building Council (DGNB). Its facilities continue to comply with the criteria and demands for environmental protection by taking ecological concerns, e.g. energy efficiency, recycling, origin of materials, into consideration. The School also continues to host several colonies of bees, and has recently cultivated a bee pasture with ca. 300 square meters of vegetation from a special seed mix for Frankfurt bees. One major development since the last SIP Report has been the contracting of a new facility service firm that advocates green cleaning. The company is a first-mover in sustainable office cleaning, and has banned all products harmful to animals, nature or humans. For that, due to advances in biotechnology, only products that are safe for users, surfaces and the environment are used. The products are hypoallergenic, biodegradable within a minimum of time and serve the highest environmental standards. Based on a component system, only three cleaning products are used, and thereby mixed and dosed according to task. The method results not only in higher product efficiency, but also minimal packing materials and thus less stress for the environment. Moreover, the company is committed to saving water (by using I-Mops and recycling water, saving around 400,000 litres of water each year). Their “clean goes green” ideology fits well to Frankfurt School’s objectives in the area of sustainability.

Diversity Scholarship Programme
In 2020, in response to growing challenges surrounding the Corona pandemic, Frankfurt School launched a new scholarship programme for first-year undergraduate students. The Diversity Scholarship Programme offers a suite of scholarships to help ensure that talented students from a wide range of backgrounds can focus on their future without worrying about their finances. The scholarships promote diversity in terms of origin, background, gender and skills, consisting of either a 25% or 50% reduction in tuition.
PRINCIPLE 3: METHOD

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

Topics related to responsibility and sustainability are integrated across the Frankfurt School curriculum. Whether as a core topic, embedded in a core course or as an elective, programme management and faculty design and develop curricula that address the principles of responsible management. The School has seen a definitive increase in the amount of content dedicated to sustainability in its academic programmes. Many faculty have revised their courses and teaching materials to integrate responsible management competencies. In this way, Frankfurt School graduates are best prepared for the challenges required to manage and lead the business community, and to create a better future for all. The following provides an overview.

Undergraduate Programmes

Corporate social responsibility is a cross-sector topic in the School’s Bachelor of Science programme and addressed in a variety of modules between the first and seventh semester. This includes both more general approaches such as questions of leadership, philosophy/ethics, or norms and values in academic and business contexts, as well as specific topics such as environmental economics or diversity management. Typical modules covering aspects of CSR include Principles of Management, Science, Norms and Values, Practical Philosophy - Ethics, Action and Decision, Leadership and Environmental Economics.

Likewise, corporate social responsibility plays a major role in the School’s Bachelor of Arts curriculum. These values are conveyed in various personality development workshops and a specific ethics module, Global Business Environment & Ethics. Here, there is a strong link to global economic issues, i.e. the special challenges for CSR that globalisation brings.
Graduate Programmes

The School’s flagship Master of Finance programme covers specific CSR topics in a core module, Responsible Management in Finance. The module includes an offsite in Luxembourg with the Head of Corporate Responsibility and Civil Society at the European Investment Bank as well as lectures and group work on sustainable finance. That aside, several electives (shared with other pre-experience master’s programmes) cover sustainability such as ESG Investing and Renewable Energy Finance.

Two further electives afford students opportunities to apply their knowledge of sustainability to their coursework. The final deliverable in the Entrepreneurship module, for example, is a sustainable consulting project with the local community. This past year, students helped a group of engineers on a project that provides systems to grow insect larvae as a food protein source. Another group worked on a project that provided tutoring for children with problems learning how to read and write in German.

Several core courses in the School’s Master in Management programme embed elements of PRME-related topics. In the module Leadership and Organisational Behaviour, for example, students visit the European Commission in Brussels and learn about the challenges the EU faces when it comes to misinformation. One session on the Dark Side of Agility covers aspects of sustainable development such as flying empty planes around the world and the negative impact of the clothing industry on the environment. A further session on Leading Change is about ethics and how values are integrated into organizational culture.

Another core module, Business Economics, deals with sustainable development, whereby externalities and social dilemmas are discussed. In Strategic Management, a section is dedicated to ethics and corporate social responsibility and reviews cases on ethics in the workplace, technology strategy and substitutability. An elective on Supply Chain Strategy analyses the fast fashion business model and its implications on both supply chain profits and the environment. Other electives such as Strategic Management Control discuss strategic disruptions and sustainable development, looking at the development of solar energy and the consequences of over-fishing.

In the School’s Master in Applied Data Science, modules such as AI & Humanity – the Ethics of Data explore the ethical and legal questions that information technologies raise for issues such as privacy, responsibility or fairness. Moreover, in the Strategy and Performance Management module, students learn to reflect the impact of their decisions in the context of strategic advantages, profitability and customers. In Guided Studies in Financial Management, many important purposes of fundamental (accounting) data are highlighted, adopting either the perspective of a firm’s management, its banks/creditors, or its investors as decision-makers. ESG reporting is part of the fundamentals analysis.

As mentioned earlier, the Master of Leadership in Sustainable Finance is an online, post-experience master’s programme fully dedicated to advancing the UN Sustainable Development Goals. It focuses on the qualification needs of a very specific target group, i.e. professionals working in or aspiring to work in the sustainable finance industry (an NGO, a green bank, a small microfinance institution, an international donor agency, an engineer involved with renewable energy, etc.). Consequently, the entire curriculum of the programme embraces PRME-related topics. Examples include the core courses in Development Finance & Growth, Economics of Climate Change, Risk, Leadership & Change Management, Corporate Governance and Compliance (with special focus emerging markets), Strategy & Innovation (with special focus sustainable business growth) and electives in Microfinance, Financial Inclusion Policy, Climate & Renewable Energy Finance and Digital Finance.

Finally, in the School’s Master in Auditing programme, CSR is a covered in a variety of different modules in subjects such as taxation, controlling, auditing, annual reporting (including ESG), taxation law, IT and invoicing.
MBA Programmes
Sustainability, corporate social responsibility and ethics are also feature prominently in the School’s MBA programmes. The Full-time and Part-time MBA programmes include core modules in Business in Society and Ethical Leadership. Green Finance is amongst the choice of electives, and Intercultural Management one of the offered skills courses.

The Executive MBA core module Ethics in Business focuses on applied managerial ethics and CSR. Two core modules in the MBA in International Healthcare Management – USA Healthcare System: Innovation, Strategy and Project Management and Leadership Intercultural Management & Ethics address social determinants of health, inequities in access to healthcare as well as ethics in healthcare management. And the curriculum of the School’s Kinshasa MBA fosters entrepreneurship and best practices of international management (modules Managing in Africa and Management Made in Germany) and ethical leadership (modules Ethical Leadership and Leadership and Change Management), thereby contributing to sustainable economic growth in the Democratic Republic of Congo.

Doctoral Programme
Within the doctoral programme, several modules include content on corporate social responsibility, responsible investing, accounting methods and ethical research practices. Examples include Empirical Methods in Accounting Research, Advanced Topics in Finance, Judgement and Decision Making. Furthermore, in the module Independent Study Courses, candidates are introduced to high-quality research in accounting, finance, and management by top researchers from the world’s leading business schools, who also present their current work on CSR across the fields.
We will engage in conceptual and empirical research that advances our understanding of the role, dynamics, and impact of corporations in the creation of sustainable social environmental and economic value.

Frankfurt School’s research output is responsive to questions arising from internal debate, academic discussion and practical problems. The School does not follow a “managed research agenda” in the sense that topics or research methods are set. The School believes that, in order for research to flourish, topics should reflect the interests of individual researchers.

It follows that Frankfurt School faculty members publish widely on a variety of issues related to finance and management. This also includes topics linked to ethics, global responsibility and sustainability. Professors are dedicated to research in areas such as development finance, environmental economics, healthcare and sustainable energy finance, providing insights into how, in a world of scarce resources, ethical aims can be pursued in sustainable ways. In other areas, ethical concerns such as sustainable supply chain management, technology and the Non-Financial Reporting Directive (NFRD) are high on the agenda.

The following is a sampling of research conducted at Frankfurt School during the period under review related to advancing an understanding about the role, dynamics and impact of business and finance in the creation of sustainable social, environmental and economic value. Much is the result of joint work; Frankfurt School faculty members are underlined.
Faculty Research

Student Research

Faculty also support students in PRME-related research, and theses covering topics such as green investing, ethical leadership, health and gender issues have become more prominent at all levels of programmes. The following is a sampling of student theses conducted at Frankfurt School these past years.

Undergraduate Programmes
- Germany and the Women’s Quota on the Path Towards Gender Equality in Management Positions
- Forced Migration Towards Germany in 2015: Ethical Aspirations and Economic Interests
- Doping on the Job – Is Health a Management Issue?
- Green Marketing in the Automobile Industry
- Clean Energy Investing: Renewable Energy as Investment Opportunity for Private Equity Investors
- Sustainability Aspects in Quantitative Portfolio Management
- Ethical-Sustainable Investments – A Comparative Analysis of the Performance of Ethical-Sustainable and Conventional Investment Funds
- Sustainability – Simply a Trend or a New Strategic Direction for Financial Institutes?
- Economic Success and Sustainably Operating Companies
- Ethical Consumption
- Moral Dimensions of Climate Change
- The Concept and Value of Privacy
- The Ethics of Human Genetic Enhancement
- Responsibility and Autonomous Cars

Graduate Programmes
- Local Charitable Organization Entrepreneurship - An Opportunity for a More Sustainable Funding Situation?
- Review of Diversity Management Theory
- Does Authentic Leadership Help Females to Become Successful Leaders?
- Digital Start-Up Success: The Impact of the Founders’ Academic Background and Academic Diversity
- Can Leadership be Ethical?
- Sustainable Business Models in the Biopharmaceutical Industry
- Women in Leadership: Why Gender Diversity is a Strategic Investment
- The Impact of Gender on Financial Behaviour
- An Ethical Performance Development Tool: How to Efficiently Introduce Ethical Measurements into a Performance Development Tool.
- Climate Financing for Bottom of the Pyramid Agribusiness Enterprises in the Context of Small Island Developing States
- Board Masculinity CEO Compensation
- Financial Inclusion and the Blockchain
- Climate Change Policies and Their Impact on Corporate Performance
- Analysis of the Sustainability of Forest Assets
- Sustainable Investing and Abnormal Returns
- Climate Change: Risks for Banks and How Climate related Information can Affect Firm Value
- The Significance of Supply Chain Transparency in Attaining Sustainable Supply Chains
- Financing in Renewable Energy

MBA Programmes
- Creating a Trustful and Transparent Solution for the Impact Investment Industry on Crossroad of Developed and Developing World
- Sustainable Shareholder Engagement in a Corporate Governance Context
- The Impact of Energy Efficiency on the Market Value of Buildings
- Corporate Sustainability in a Bank: Development of a Framework and First Recommendations
- Characterizing Sustainable Financial Products
- Sustainability Plan At LSG
- Improving Quality of Working Conditions in Hospitals
- Personalized Nutrition: A Cost Effective Approach
- Empathy-Based Marketing in Hospitals
- Cultural Diversity and Team Performance in Healthcare
- Possibilities and Challenges of Developing a Strategy to Maintain Professional Skills in Refugee Healthcare Workers in Europe
- Elderly Care in Saudi Arabia
- International Approaches to Improve the Quality of Maternal Healthcare
- The Power of Socio-Economic Status: Stereotypes and Employee Perception on the Cultural Integration in M&As
- Marketing in Healthcare: How to Reach Out to Obese Patients?

Doctoral Programme
- Selected Essays on the Sustainability of Microfinance Institutions
- Carbon Emission Levels and Downside Risk

Through these and many more publications, Frankfurt School’s research both impacts and fosters a dialogue in the academic and professional community on a variety of issues related to ethics, responsibility and sustainability.
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.

UNEP
As mentioned above, Frankfurt School continues to partner with the United Nations Environment Programme via the Frankfurt School-UNEP Collaborating Centre for Climate and Sustainable Energy Finance. The Centre contributes to the field of sustainable finance by offering expertise on many levels: academic programmes, executive education, academic research as well as in consultancy activities.

Green and Sustainable Finance Cluster Germany
Based at Frankfurt School since 2018, this project, as part of the Integrated Climate Protection Plan Hessen 2025, is an initiative emerging from the fusion of the Accelerating Sustainable Finance Initiative (Deutsche Börse) and the Green Finance Cluster Frankfurt (Hessian Ministry of Economics). The Cluster aims to bundle activities in the field of sustainable finance to achieve greater use of financial market expertise in the area of sustainability. Its primary ambition is to formulate and implement solid approaches to fostering the sustainability of national and international financial markets. Projects are dedicated to the search for methods to better understand the correlations and associated risks between financial ventures and climate goals.

Futury
In 2020, Frankfurt School entered into a partnership with Futury to support young talent with entrepreneurial spirit. Futury runs The Mission, a three-year initiative for a sustainable future supported by Bain & Company, Deutsche Bank, GreenCycle and Handelsblatt. Frankfurt School hosted Banking – Be Green, the second of twelve topics within the initiative. With support from corporate partners such as Daimler, Kaufland and DWS, over a three-month competition, twenty students from various universities developed and presented ideas on how to make the financial sector more sustainable. Some outcomes included: GreEnFin (an education platform to help students learn more about sustainable finance), Drive N’Save (an app that aims to motivate drivers to drive more sustainably), Your Choice (an app to help consumers make sustainable purchasing decisions), Budge (an app to help people stick to their goals of a more sustainable lifestyle) and Impact4Real (a gamified app that guides young investors concerned about the future of our planet through the investment journey).

WWF Germany
In 2018, Frankfurt School and the World Wildlife Fund Germany developed and launched the Finance Fit for Paris Tracker (3fP). The tracker screens and assesses existing financial market regulation and policies on a country level to evaluate where national financial regulations stand against the imperative of the <2-degree target in the Paris Agreement. Furthermore, it provides guidance where the evolution of the regulatory framework may develop in the future. The tracker screens and assesses the areas of “Transparency & Disclosure”, “Supervision, Risk Management, System Stability” and “Enabling Environment”. The result is a score between 0 and 10 and the classification of the gap to meeting the requirements of the Paris Agreement. The tracker assessment currently encompasses assessments for the EU, France, the Netherlands, Italy, Spain and Germany.

Sustainable Finance Research Platform
The Sustainable Finance Research Platform, a project of the German Institute for Economic Research (DIW) is a network of five German institutions – including Frankfurt School – that have been conducting research on sustainable finance. The aim of the platform is to provide scientific support in answering key social, political and private sector questions, to provide established and emerging knowledge and to play an advisory role in the political and public discourse, for example by providing input and feedback to the Sustainable Finance Advisory Board of the German Federal Government. Aside from research and advisory, the Platform produces a newsletter and organises workshops on a plethora of topics related to sustainable finance.
African Centre for Technology Studies (ACTS)

In 2020, Frankfurt School and the African Centre for Technology Studies (ACTS) announced the start of a 12-month bilingual NDC Financing Fellowship Programme (NDC – FFP) for policymakers and researchers from Sub-Saharan Africa. NDC-FFP, funded by the International Development Research Institute (IDRC), supports, promotes and trains exceptional individuals from policy and research who are interested in further enhancing their knowledge and skills on financing NDCs, building leadership in NDC finance, contributing to publications and reports on NDC finance, and promoting dialogue and peer learning among researchers and policymakers. Fellows are offered on-site and online training in Frankfurt (Germany) and Nairobi (Kenya). The programme aims to empower the participants to learn about different ways to finance commitments mentioned in the NDCs, to meet and exchange with other fellows and policy experts and researchers working in the field of NDC finance.

Kreditanstalt für Wiederaufbau

In 2019, Frankfurt School and KfW signed a contract for the roll-out of climate risk insurance for poor and vulnerable people, the InsuResilience Solutions Fund (ISF). The mission of the ISF is to support innovative solutions to mitigate the negative impacts of climate change. Therefore, ISF fosters the development of needs-based and financially sustainable climate risk insurance products in developing and emerging countries, increasing the resilience of poor and vulnerable households against extreme weather and natural catastrophes. Frankfurt School is the implementing partner of ISF, and thereby commissioned by KfW to manage the ISF and to accompany its research activities. In cooperation with high-capacity partners, the School will account for analysis and research within the framework of ISF, as well as promote the development and launch of selected climate risk insurances, chosen through competitive processes, and supported by funds of BMZ through KfW.

Robert Bosch Foundation

The Robert Bosch Foundation sponsors the Assistant Professorship for the Sustainable Use of Renewable Natural Resources at Frankfurt School, held by environmental economist Dr Oliver Schenker. The Foundation provides €1 million over five years for his research, which focuses on models that give developing countries the opportunity to establish sustainable energy systems. In particular, Dr Schenker investigates the reciprocal effects between policy instruments and their resilience to external shocks. The goal is to identify options for shaping energy and climate policies that can guide and control the necessary development of the energy systems in emerging and developing countries to becoming sustainable and low-carbon societies.
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.

Events at FS
Frankfurt School runs a variety of conferences and seminars on sustainable finance, renewable energy and other topics related to PRME. The following gives a selected overview for the period under review:

- Innovate 4 Climate: in 2018, Frankfurt School hosted the renowned annual World Bank conference on climate finance, climate investment and climate markets. The topic for the year was Financing Climate Solutions, and included panels on Policy and Finance for NDC Implementation, Innovation for Resilience, Climate Markets and Metrics.
- Annual Conference on Sustainable Investing. In 2018 and 2019, Frankfurt School also hosted its 11th and 12th Annual Conference on Sustainable Investing. The event and networking forum covered aspects such as ESG in financial investments, integrating sustainability into investment strategies, current regulations, etc. In autumn 2020, the 13th Annual Conference will be held as a hybrid event.
- Global Climate Change Week: in October 2019, Frankfurt School participated in the Global Climate Change Week, an initiative that encourages academic communities to raise awareness about climate change actions and its solutions. During the course of a week, the School held a series of brown-bag seminars, demonstrating the institution’s activities in the field of sustainable finance. The initiative was founded by the University of Wollongong in 2015.
- Sustainable Management Summit: Frankfurt School is organising a new conference in September 2020 on sustainability, management and corporate strategy. The event will bring together leading corporate managers, politicians, investors, students and researchers to discuss the influence of CSR on financial and human resources, business models and processes.
- The Future of Work: this series, launched by Frankfurt School in 2017 and now in its 4th year, discusses change, strategy and innovation in the workplace. Topics considered include agile teams and new leadership, work models, work-life-flow and successful corporate culture.

Executive Education
Frankfurt School’s executive education provides professionals and corporations opportunities to advance their skills in a variety of PRME-related topics. Aside from the certificate and diploma courses offered through the School’s Sustainable World Academy, courses such as Risk Management, Banking and Supervision in Times of Covid-19, Leadership and Coaching, are also a core part of the School’s executive education portfolio.

FS Website and Blog
Frankfurt School hosts a sub-site on its homepage dedicated to sustainability at the School. Entitled “Sustainability@FS”, the site informs the public about a variety of new and on-going projects, conferences, education opportunities and research focused on sustainability. That aside, the FS Blog informs the public about current and pertinent themes from the perspective of professors, students and staff. Topics related to PRME also feature prominently such as Working in Times of Covid-19, the Effects of Corona Crisis on Blockchain Systems, Renewable Energy Investing, etc.
Extra-Curricular Activities

Frankfurt School continues to support student initiatives, many of which aim to improve social awareness and responsibility. Below is a list of some such initiatives at Frankfurt School:

- **FS Student Buddy**: current students are matched with incoming exchange students to help make their time in Frankfurt and the transition into Frankfurt School a positive experience possible. Students make friends from across the globe and learn about different cultures.
- **FS Chance**: here students become a mentor to a child in Frankfurt. They meet and spend time with the child every two weeks to help them develop and show them their full potential.
- **FS Charity**: hosts events whereby the profits go to a charitable organisation. One example of a charity supported includes the “Mädchenbüro” a regional, intercultural institution that helps girls of migrant backgrounds.
- **Enactus**: ENtrepreneurship, ACtion, US – ENACTUS – focuses on helping build sustainable business with the motto that one can thereby change the world for the better.
- **FS Economy & Politics**: the goal of FS Economy & Politics is to make students at the School more aware of how political decisions can impact business. Politicians, central bankers and corporate managers are invited to the School to discuss economic and political topics. The initiative also organises the conference “Business Forum” and visits local businesses and political organisations.
- **FS Model United Nations**: through the Model UN, students not only learn rhetoric and negotiations, but also politics and debate as they travel each year to New York to compete with other Model UN delegations from around the world.
- **FS Podcast**: a student initiative that discusses diverse business and social topics. On each topic, experts or leader in the field are invited to discuss their experiences, successes and challenges. The goal is to inspire students and young professionals to pursue their goals and to follow their dreams despite the hurdles. The podcasts are broadcast to Frankfurt School students.
- **FS Unity**: a community at Frankfurt School focused on raising awareness of LGBT+ issues and providing professional networking opportunities in various fields of business. Apart from regular monthly meetings among members, FS Unity organises campus events, career fair visits, and guest speeches, all of which aim at connecting LGBT+ students and professionals.
- **FS Women in Business**: a platform of female students within Frankfurt School. Once a semester, a panel discussion is organised whereby female students are able to discuss and network with women professionals in fields such as consulting, start-ups, banking or asset management. Alumnae are also invited to talk about their experiences and inspire others with their stories.

That aside, some programme classes have undertaken charitable causes. The Executive MBA Class of 2020, for example, participated in the 2019 Frankfurt Marathon, raising awareness and funds for the Bärenherz-Stiftung and their important, life-changing work for critically ill children and their families.

Student Internships

All Bachelor of Science students at Frankfurt School are required to spend at least one semester abroad, which includes an internship to apply their skills. Numerous internships focus on development and social responsibility. Examples over the past two years include the Grameen Bank in Bangladesh, the KfW in Mexico, the Mining & Mineral Resources division of the German-Brazilian Chamber of Commerce & Industry in Brazil, HCBN in Kazakhstan, Angel Ventures in Mexico, Solar Grid in Tanzania, the European Bank for Reconstruction and Development in the UK and the United Nations in the USA.

Alumni Engagement

Further to alumni engagement, graduates of the Frankfurt School’s programmes contribute actively to society and value creation. Examples include Christian Hassel, (EMBA class of 2012), who is Member of the Board of a non-profit association “Startup Teens” which aims to introduce young people to the world of entrepreneurship and give impulse for a career outside the corporate world. Another example is Sebastian Leicht (EMBA Class of 2014), co-founder of easy2cool GmbH, which developed a new packaging system based on sustainable materials for the transportation of temperature-sensible products like medicine or food.
As already mentioned in this report, the School is currently undergoing a review of its strategic priorities as part of its process to develop a new Strategic Plan for the period starting 2021. As future objectives for the School in the area of sustainability will be linked to the new cycle of strategic planning, definitive new commitments will be decided this autumn. Meanwhile, the School will stay on its trajectory regarding PRME-related activities via such recognised pursuits as the FS-UNEP Centre, the Sustainable World Academy, International Advisory Services and strengths in research and teaching in sustainable finance and health management.

In the meantime, for the next PRME reporting period, the School commits to developing a Diversity Strategy to incorporate an annual review of indicators – as appropriate for the German market – in the areas of gender equality and internationalism. The Strategy should help the School uncover and understand differences, promote acceptance and the value in differences, and find ways to appeal to a broader set of employees and customers.

Moreover, as it has done in its executive education, the School will oblige to map its academic curriculum against the SDGs to better assess and highlight its commitment to responsible management education as well as raise awareness amongst faculty and programme management about further integrating sustainability into programmes and teaching. In this way – and in line with its mission – the School will respond to and best prepare its students to act responsibly when faced with the challenges of this unpredictable and diverse world.
For questions or additional information on Frankfurt School’s UN PRME initiatives and/or the 2020 Sharing Information on Progress Report, please contact:

Ms Pamela Gerla  
Head of Talent Management  
Tel: +49 69-154008-364  
p.gerla@fs.de  

October 2020