

# SUSTAINABILITY AND RESPONSIBLE MANAGEMENT REPORT 2020

– Sharing information on progress (SIP) 2018-2020

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## FURTHER INFORMATION

For all PRME inquiries, please get in touch with us at [PRME@bi.no](mailto:PRME@bi.no).

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A massive thank you to all colleagues across BI who contributed to this report!

Paper doesn't grow on trees, so we purposely designed this report to be read on digital platforms. Please don't print this document.

### Our reporting methodology

In 2017, the European Commission published a set of non-binding guidelines for corporate non-financial reporting. This report has been produced with their key principles in mind, ensuring that all information is:

- Material
- Fair, balanced and understandable
- Comprehensive but concise
- Strategic and forward-looking
- Stakeholder-orientated
- Consistent and coherent



## What is PRME?

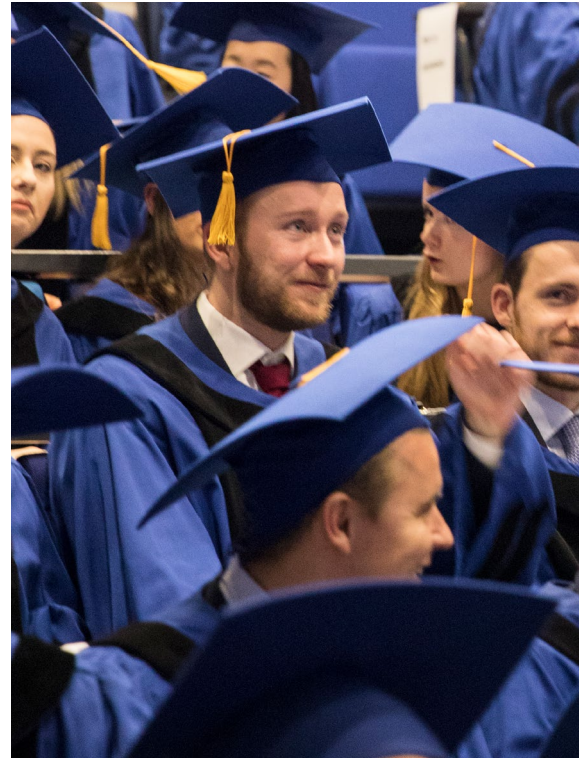
**PRME** is the leading global platform for open dialogues and collaborative learning on responsible management and leadership education. More than 800 participating institutions, like BI, have committed to work toward PRME's six principles.

Launched at the 2007 UN Global Compact Leaders' Summit in Geneva, the initiative is the first organised relationship between the United Nations and business schools.

PRME's **vision** is to "create a global movement and drive thought leadership on responsible management education". The **mission** is to "transform management education and develop the responsible decision-makers of tomorrow to advance sustainable development".

**PRME** Principles for Responsible Management Education

an initiative by the  United Nations Global Compact



## The six principles



### 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.



### 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.



### 3 – METHOD

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



### 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.



### 5 – PARTNERSHIP

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.



### 6 – DIALOGUE

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

## Facts and figures

BI Norwegian Business School is an independent, not-for-profit foundation and the main provider of research-based knowledge on business and management disciplines in Norway.

Established:	1943
Students:	20.000
Employees:	428 full-time faculty & 445 administrative staff
Located:	Oslo, Bergen, Stavanger & Trondheim. Since 1996, BI and School of Management Fudan University has also educated more than 2500 business leaders in China (BI-Fudan MBA Programme)
Partner schools:	200+
Full-time pro- grammes include:	13 Bachelor of Science programmes, 10 Master of Science programmes, PhD programme with 6 specialisations
Part-time pro- grammes include:	Bachelor of Management, Executive Master of Management, Executive MBA, Executive Master of Management in Energy
Research:	9 research departments, 8 research centres
Triple Crown- accreditation:	AMBA (since 2013), EQUIS (since 1999), AACSB (since 2014)
Revenue:	NOK 1.6 billion (2019)
Impact:	1 in 3 senior executives in Norway are BI graduates
Alumni network:	50.000 active members
PRME member since:	July 2016 (see our 2016 report <a href="#">here</a> , and our 2018 report <a href="#">here</a> )



# Key PRME highlights 2019-20

Campus Stavanger moves to new and eco-friendly facilities in Byfjordparken. Certified Breeam Nor Excellent, powered mainly by solar panels and sea water

Launch of the revised mandatory MSc course Ethics and Sustainability in Organizations

Action group formed to develop the organisation's new Gender Equality Plan

Hosted "The Importance of Bees" event, focusing on pollination, green infrastructure, and citizen science. BI's own biodiversity initiative, our rooftop beehives, were also highlighted

All campuses certified for Green Conferences and re-certified for Eco-Lighthouse



Research project "Measures for Improved Availability of Medicines and Vaccines" (MIA) awarded NOK 12 million by the Research Council of Norway

BISO Impact launched, empowering our student organization to focus on sustainability in practices and course development. Responsible for certifying BISO events as Green Conferences through the Eco-Lighthouse scheme

"ARTSFORMATION", the biggest EU-financed research project BI ever has coordinated, awarded NOK 30 million by the European Commission

Extensive mapping of events at BI, according to strategic goals and sustainability topics





Go Explorer Day 2020 and Inspire to Impact, a three-day event bringing together faculty, business professionals and students to discuss how to turn climate risks into climate opportunities. Co-organized by BI, BISO Impact, DNV GL and UN Global Compact

Introduced educational and inspirational SDG app for employees

An updated climate report, produced according to the GHG protocol (scope 1-3), shows that BI has reduced emissions by 21.6% since 2017

Mapped BI research related to reaching the 17 SDGs for 2017-2018 and for 2019

Decision to buy EU climate quotas for emissions from direct emissions, as well as energy and business/air travel. For 2019, BI compensated for 39% of our school's emissions

Successful launch of the Executive MBA: Sustainable Business specialization

Established formal PRME supporting roles. BI's PRME report for 2020 published



# 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”

## A WORD FROM THE PRESIDENT

### Shaping people for an international, digital and sustainable future

The UN Secretary General’s message from 2019 “to mobilize for a decade of action” was received loud and clear here at BI. We are committed to do our part by shaping the mindsets of tomorrow’s leaders and publishing research that contributes to reach the Sustainable Development Goals.

I believe our students show an inspiring and passionate drive to create lasting sustainable impact. Perhaps even more than any generation before them.

Over the last few years, our school has taken several leaps in our work to implement sustainability in all programmes and research departments, as well reducing our own organisation’s carbon footprint. We have also increased and improved the different ways we map our progress.

Becoming a signatory of the UN’s Principles of Responsible Management Education has been extremely valuable in this respect. By sharing experiences and best practice we are part of a network that is collaborating to reach a common goal, instead of competing to see who is best in class.

While Covid-19 will continue to have long-lasting effects on our society for the foreseeable future, I am also confident that there are vital lessons to be learned. For one, I think the pandemic has taught us that the future of work may entail less commuting, energy use and consumption.

This report highlights BI’s progress since our last PRME report was published in 2018 – and sets concrete goals for us moving forward. On that note, I would hereby like to confirm BI’s continued commitment to the Principles of Responsible Management Education.

**Inge Jan Henjesand**

President, BI Norwegian Business School





## Our mission & purpose

“At BI, students, academics and business professionals co-create a more sustainable future”

We do this by pursuing academic excellence and shaping future careers and businesses, through internationally acclaimed research, high quality education and close interaction with business and society.

## Strategy 2025

BI has been, and shall be, a research-based, learning-oriented and connected business school. Towards 2025, the most important focus areas for the institution are internationalisation, digitalisation and sustainability.

## More about BI's strategy

## Sustainability@BI strategy

To operationalise and institutionalise sustainability at BI, we launched the Sustainability@BI strategy in 2018, detailing how we will move forward to reach our prioritised goals, with an established organisational structure and clear top management responsibilities. BI has established an internal Sustainability Coordination Team with representatives from all action areas, to ensure drive and aligned focus across the organisation.

In March 2020, BI's Board of Trustees commented that BI has achieved several of the 2018 goals, but noted that concrete goals to benchmark development and improve coordination across departments, need more attention.

In November 2020, BI decided to develop more formal PRME roles, to further support integration and development actions across divisions, in close collaboration with BI's President and top line managers.

### Key features of the strategy include:

- » Special focus on three SDGs in the first stage of the strategy period (SDG 4, SDG 5 & SDG 13)
- » Offer more specialised lectures, courses and programmes within sustainability
- » Contribute to the sustainability agenda with relevant research-based knowledge

## More about Sustainability@BI



## 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.»

### Our core values



#### Student's success:

We will focus on students' learning and expect learning outcomes from our students



#### Entrepreneurial mindset:

We will nurture a culture of innovation and improvement



#### Collegiality:

We demonstrate collegiality by contributing to an inclusive work environment in which curiosity and interest in each other are valued.



#### Responsibility:

We honor academic values and promote academic integrity and freedom. We contribute to sustainable development and corporate responsibility by working in alignment with UN Sustainable Development Goals (SDG) and UN Principles for Responsible Management Education (PRME), and by integrating them into our research, teaching, operations and collaboration with stakeholders.

### UN Global Compact

[United Nations Global Compact](#) encourages global companies to implement sustainability and social responsibility into their operations. Known as the world's largest corporate sustainability initiative, it urges businesses to "align strategies and operations with universal principles on human rights, labour, environment and anti-corruption, and take actions that advance societal goals".

BI has collaborated with UN Global Compact Norway since the launch in 2019. Faculty, students and staff have actively contributed to joint events, such as Go Explorer Day 2019 and Inspire to Impact 2020. BI is currently formalising the membership and commitment to the Norwegian chapter for 2021, and will also become active in the UN GC Norway Editorial Board.

### UN Sustainable Development Goals (SDGs)

BI is committed to integrate sustainability in all our courses in alignment with the UN Sustainable Development Goals (SDGs) and the UN Principles for Responsible Management Education (PRME).

BI's Board of Trustees has approved the decision to emphasize three SDGs, including

making it our priority to offer quality education to all our full-time and life-long learning students (SDG 4: Quality Education). In our operations, including employment, running facilities, supply chain management and consumption, we will emphasize SDG 5: Gender Equality and SDG 13: Climate Action.

## Global and Nordic PRME network

We are an active member of the PRME Nordic chapter with annual meetings, including the PRME Nordics Annual Meeting and the **Responsible Management Education Research Conference** in 2019. At the annual **Nordic Chapter PRME Symposium** in 2020, BI professors Atle Midttun and Caroline Ditlev-Simonsen were guest speakers on topics including The Nordic sustainability model and sustainability activities in the higher education sector. In addition, BI also attended **the PRME Virtual Global Forum** in June 2020.

### Launched SDG app to increase employee awareness

In 2020, BI launched an app to educate employees about BI's strategic focus and measures on sustainability, as well inspiring them to adopt a more responsible mindset in their own actions and practices. The app featured interviews with internal and external stakeholders, including our student union (*see Appendix for links to video interviews*). However, the app was not broadly used, but we are planning new and improved initiatives to strengthen employee sustainability awareness and engagement.

### Mapping to determine student and staff knowledge

In 2019, we collaborated with three bachelor students who conducted a face-to-face interview survey among 196 students and staff at Campus Oslo, to gauge their knowledge on the UN SDGs. This will be used as a starting point to develop KPIs and benchmark student awareness and knowledge.

**54%** of the respondents claimed knowledge of the UN Sustainable Development Goals

**39%** of the respondents were able to name one or more SDGs

**SDG 13: Climate Action** was the top answer, followed by SDG 1: No Poverty

2018 goal	Status in 2020	Future objectives and 2022 goals
Establish initiatives that support our key SDGs	Updated academic learning outcomes to address sustainability, mapped SDG-relevant research, created a Gender Equality plan and produced annual climate reports showing emission reduction of 21.6% between 2017 and 2019.	Implement initiatives to support key SDGs and our core values, evaluate their progress and consider the need to add more concrete key objectives in line with strategic priorities.

### 3 | METHODS

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

#### CURRICULUM

Offering education that integrates responsibility, ethics and sustainability is one of BI's most impactful ways to address societal challenges. Since the last PRME report, BI has both developed new and revised existing courses and programmes at the BSc, MSc and Executive level, such as:

» **The Firm** *mandatory BSc course*

This is a first semester foundation course for all Bachelor students, introducing the history of business and the values and relevance of sustainability for business and society. Students acquire knowledge about CSR and ethical theories, as well as common challenges.

» **Ethics and Sustainability in Organizations** *mandatory MSc course*

All MSc students must choose between a variety of sustainability courses, in addition to the mandatory course Ethics and Sustainability in Organizations.

» **Sustainable Finance** *new MSc programme and MSc in Business major*

This MSc programme (first of its kind in the Nordics) and MSc in Business major are approved for launch Autumn 2021, providing students with a deeper understanding of sustainability issues in

the finance industry. The programmes will also provide more elective courses on sustainability for other MSc students.

» **Executive MBA: Sustainable Business** *Executive specialization*

New specialisation in 2020, focusing on green growth and sustainable change. From 2021, these courses will be offered as elective courses for both Executive MBA students in Norway and BI-Fudan MBA students in China.

» **Executive Master of Management in Energy** *Executive programme*

This practice-oriented programme, co-delivered by BI and IFP School in Paris, was completely revised to further address renewable energy, exemplified by the new course in "Business Models for Green Energy Transition". Aimed at managers who want to be change agents within the energy sector.



» **Doing Sustainable Business in Africa** *MSc elective course*

This MSc course provides knowledge about Africa, focusing on Tanzania and its economic development, from a sustainability point of view. Includes a one-week study tour to Tanzania and Mzumbe University, with visits to Norwegian companies and local NGOs.





### Student involvement

In the BI National Case Competition 2020, student teams were tasked to suggest how BI can engage students working for a sustainable future. The winning team got to present their solution for BI's top management. Some of their input on how BI can implement sustainability directly into our programmes inspired further work with our bachelor programmes.

The revision of BI's Programme Quality System in 2019-20 will ensure that student voices are more prominently heard in formal and informal feedback loops with the faculty responsible for revision of academic courses. For more student engagement initiatives, see chapters Partnership and Dialogue.

### Integrating sustainability at BI's Department of Marketing

After BI institutionalised our work on sustainability with the Sustainability@BI strategy in 2018, the department's academic staff gathered for workshops facilitated by the school's key CSR and sustainability experts. The main goal was to operationalise the strategy. The process led to revised and new courses, including the course Sustainable Marketing, and the pursuit of sustainability research in relevant disciplines which in turn can serve as curricula input in the future.

*«At BI, we continue our endeavors to include sustainability in our programme portfolio. Since the infancy in 2018, experience tells us that the issue needs to be intertwined with the academic development of disciplinary courses to obtain the necessary impact and influence. This comes in addition to singular courses in ethics, CSR and sustainability».*

### Bendik Meling Samuelsen

Professor & Provost for Academic Programmes

### Challenges for further integration into our curriculum

We experience that changing candidate profiles, learning outcomes and to operationalise this into specific courses take considerable time. It is a big puzzle and needs to be integrated into the discipline-based courses in the various programmes. Our mapping of research linked to the SDGs will be one way to increase SDG inclusion in research-based courses and programmes.



2018 goal	Status in 2020	Future objectives and 2022 goals
Include the UN Sustainable Development Goals in the learning objectives of our full-time programmes.	Sustainability is addressed in specific courses and integrated in others. A selection of elective courses have also been developed.	Intensify the work on including the SDGs in the learning objective of full-time programmes. Revisit the plan to include specific SDGs in Assurance of Learning for specific programmes.
<p>Aim to include the SDGs in our assurance of learning process and increase the number of courses on CSR.</p> <p>Develop existing goals further, including defining and finding ways to cultivate the attitudes and values that should be associated with a candidate from BI.</p>	First round with revised learning goals for full-time programmes was presented in 2019 and continues to be developed along with a new future bachelor model.	Narrow the gaps between learning outcomes on programme and course level. It might result in the need to re-focus sustainability from cutting across all courses, to become focused on fewer courses. We will document the progress in annual quality reports.

## OPERATIONS - Our work towards greener campuses and operations.

BI continuously works to reduce our carbon footprint and methodically measure our school's progress. Efficient waste management and energy saving are prioritised tasks. Our annual climate reports show increasingly positive results and pinpoint the areas where we need to improve.

In August 2019, a new BREEAM Nor Excellent-certified campus opened in Stavanger. The campus runs mainly on renewable energy (solar panels and sea water), with similar energy standards as our campus in Trondheim (opened in 2018). It is already recognised as one of the region's most future-oriented and eco-friendly buildings.







### Other measures to support greener campuses/lower emissions:

- » Investments in china, cutlery, new recycling systems and waste handling systems (improved material recycling rate)
- » Re-use and refurbish furniture and building materials (reducing costs and emissions)
- » Investments in more energy-efficient technical systems
- » New eco-certified canteen supplier delivers more green, vegetarian and local food

Campuses were closed for almost 5 months in 2020 due to Covid-19, resulting in an increased use of digital solutions and less travelling, energy use and consumption. Going forward, we want to bring these positive effects into more sustainable working, teaching, commuting and use of our campuses.



*"BI is on a positive journey when it comes to greener campuses and climate action in our operations. However, we still have a long way to go to achieve our overall ambitions to support the 1.5-degree goal. My hope is that we will learn from the pandemic and implement more sustainable operations in the years to come, continuously reducing our impact on the planet."*

**Wenche Dahl**  
Director, Facility



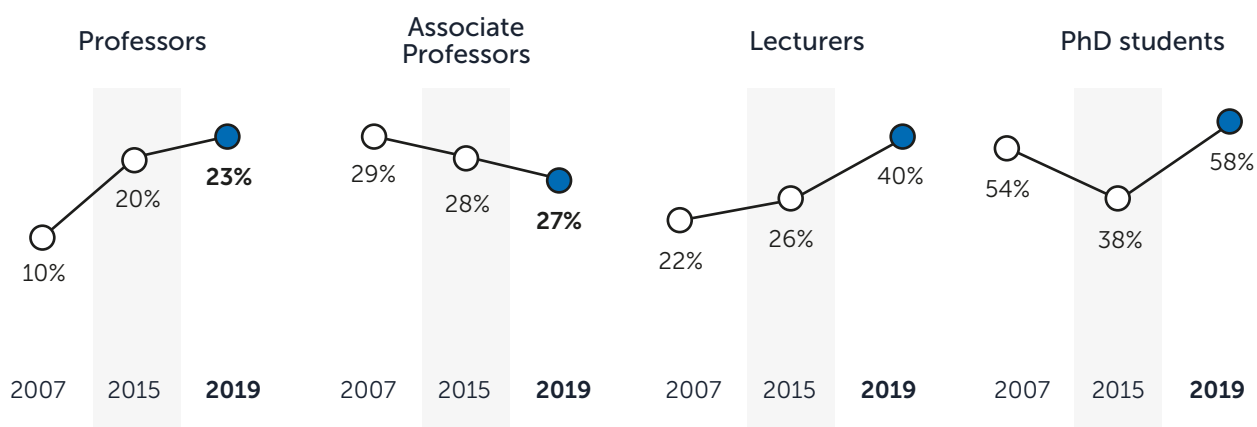
2018 goal	Status in 2020	Future objectives and 2022 goals
New and greener facilities for the Stavanger campus. Opening the BREEAM Nor Excellent certified buildings in August 2019 will be a significant milestone on the road to a more environmentally friendly BI.	<p>New Stavanger campus opened. All campuses Eco-Lighthouse certified. Reduced emissions by 21.6% from 2017 to 2019.</p> <p>Won prize from "Green Dot Norway" for reducing plastic and single use packaging.</p> <p>Material recycling rate at Campus Oslo doubled during 2019 (from 29% to 58%).</p> <p>Bought EU Climate quotas compensating for 39% of emissions in 2019.</p>	<ul style="list-style-type: none"> <li>» Discuss a revised climate action plan considering lessons from Covid-19 during first half of 2021.</li> <li>» Procure new and more sustainable food &amp; beverage contracts at three campuses.</li> <li>» Breeam in Use certify campus Oslo.</li> <li>» Improve material recycling rate at all campuses. Continue to remove plastic and single use packaging.</li> <li>» Conduct yearly climate reports and continue to strengthen our data.</li> <li>» Invest in climate friendly solutions.</li> </ul>

## GENDER EQUALITY – employees, management and governing bodies

BI is committed to obtaining equal gender distribution within each job category and in the different sections, units and departments. Among faculty, the gender distribution is 34% female to 66% male, while in the school's administration 66% are female and 34% are male. In the top management team 40% are female and 60% male. As for the Heads of Departments, the balance is 50% to 50%.



### Female ratio in academic positions



## BI Gender Equality Group - raising awareness of gender biases

The group's mandate is to analyse the current situation at BI and identify challenges related to gender equality with a particular focus on gender distribution, salary and work environment. Based on this, they will develop an action plan and goals to achieve within 2025.

They also organise the "Reading between the Lines" seminar series to raise awareness of hidden and open rules and norms in academia preventing faculty from having equal opportunities.

### Gender distribution – students

BI's goal is to work towards a 60-40 gender distribution in all programmes. Overall, the gender balance is within the 60-40 bracket. One exception are the Corporate programmes, where figures reflect the large offerings BI has for parts of the public sector with a high female ratio.

Most prominent variations are seen in the BSc programme in Human Relations (more female students) and in the BSc and MSc programmes in Finance (more male students).

2018 goal	Status in 2020	Future objectives and 2022 goals
Improve gender balance among students, staff and faculty	Gradual increase of female faculty (See table p.15) .  Developed a new action plan to promote gender equality.	<ul style="list-style-type: none"><li>- Increase share of female faculty through targeted recruitment in Finance and Economics.</li><li>- Increase male share in administrative positions.</li><li>- Pursue the Women in Finance initiative to increase the rate of female students.</li><li>- Implement Gender Equality plan and new policies on sexual harassment, and train employees.</li></ul>

## 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.»

### Mapping of SDG-relevant research

In 2019, BI Norwegian Business School began mapping how our research is relevant to reaching the UN Sustainable Development Goals (SDGs). We have continued this work in 2020, and aim to report on it annually.

Each SDG has a number of sub-goals. For example, goal 12 – Responsible consumption and production includes sub-goal 12.5 “By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse”. Thus, we define SDG-relevant research as research that is relevant to reaching at least one SDG sub-goal. This includes all BIs research, whether it is explicitly tied to an SDG or not.

### Some key statistics for 2019:

**20 percent** of publications at BI are relevant to reaching one or more SDGs.

**30 percent** of BI faculty have published on topics related to sustainability

**All eight departments** contributed with research relevant to the SDGs.

**80 percent** of the SDG-relevant publications are journal articles, and 40 percent of these are in highly ranked journals (ABS rank 3 or higher).

BI researchers have publications relevant to reaching **all 17 SDGs**.

### More about BI's sustainability research

### The top three SDGs BI research contributes to are:

**SDG 3 – Good health and wellbeing.**

Research topics include childhood heart problems, radiation, mental health literacy, education and mortality.

**SDG 16 – Peace, justice and strong institutions**

Research topics include tax and accounting, white-collar crime, political rents and voter information, corruption and political coups.

**SDG 17 – Partnership for the goals**

Research topics include civilizing business, ESG and socially responsible investment, bank lending rates and monetary policy.





*"BI contributes to the sustainability agenda with relevant research-based knowledge. By being a research-based business school, we are well-positioned for contributing to the sustainability agenda through research that improves our understanding of the vital role corporations, business and economics play in finding sustainable solutions for the future."*

**Hilde C. Bjørnland**

Professor & Provost for Research and Academic Resources

## Highlights of papers

ABS and the Financial Times journal list are two commonly used indicators of scientific quality in business studies. Papers published in journals with higher ABS-levels or on the FT list of journals are normally of very high scientific quality. For more information see [Chartered ABS](#) and [Financial Times](#)

### SDG 16

**Ethnically Biased?  
Experimental Evidence  
from Kenya**

**Johannes Mauritzen  
(BI), 2019**

**European Journal of  
Operational Research**

The authors employ a rich research design involving a large sample of 1300 participants from Nairobi, Kenya; the collection of multiple rounds of experimental data with varying proximity to national elections. The results of this paper serve to crystallize and generalize the finding that coethnic bias in preferences in African societies is often less pronounced than is widely believed

ABS level: 4

Tweeters: 35

Citations: 1

### SDG 3

**Who dies early?  
Education, mortality  
and causes of death in  
Norway**

**Rune Sørensen (BI) et al,  
2019**

**Social Science and  
Medicine**

The authors estimated the effects of education on mortality and causes of death in Norway. Some of their findings are that Education had a fairly strong causal effect on mortality and The effect of education on mortality was mainly for men. The results indicate that patients are treated equally, independent of their level of education. in Norway.

ABS level: 4

Blogs: 1

Citations: 1

Facebook: 1

Tweeters: 14

### SDG 7

**Are Solar Panels  
Commodities?  
Evidence of Quality  
Differences and  
Asymmetric  
Information**

**Simon Galle(BI) et al,  
2019**

**Journal of the European  
Economic Association**

The authors employ a rich research design involving a large sample of 1300 participants from Nairobi, Kenya; the collection of multiple rounds of experimental data with varying proximity to national elections. The results of this paper serve to crystallize and generalize the finding that coethnic bias in preferences in African societies is often less pronounced than is widely believed

ABS level: 4

## SDG 3

**Mental health literacy of maternal and paternal postnatal (postpartum) depression in British adults**

**Adrian Furnham (BI) et al (2019)**

**Journal of Mental Health**

The present study examined the mental health literacy of maternal and paternal postnatal depression in a sample of British adults, which was operationalised through the use of symptom recognition in case vignettes. The authors show that there is a gender binary in symptom recognition of postnatal depression, which highlights the need for greater awareness of paternal postnatal depression.

Non-ABS  
Tweeters: 19  
Blogs: 1

Facebook: 2  
News Outlets: 19

## SDG 3

**Emergent coordination and situated learning in a Hybrid OR: The mixed blessing of using radiation**

**Bjørn Erik Mørk (BI) et al, 2019**

**Social Science and Medicine**

In this study the authors address how learning occurs during the introduction of new technology requiring the expertise of several CoPs to coordinate their activities. Drawing upon a longitudinal, qualitative study of a Hybrid OR in Sweden, they illustrate how the staff with different expertise must coordinate their practices, and learn how to safely use the technology.

ABS level: 4  
Tweeters: 6

Facebook: 1

## SDG 5

**Women and multiple board memberships: Social capital and institutional pressure**

**Morten Huse (BI) et al, 2019**

**Journal of Business Ethics**

The authors show unintended consequences of quota regulations to get women on boards and argue that different types of societal pressure to get women on boards have an influence on the social capital characteristics of the women getting multiple board memberships. The study has implications for the ongoing international debate about women and diversity on boards, and we propose developing a pressure theory for getting women on boards

ABS level: 3  
Citations: 3  
Tweeters: 3

Facebook: 1

Financial Times publication

## All 17 SDGs

**Achieving the 17 Sustainable Development Goals within 9 planetary boundaries**

**Jorgen Randers (BI), Per-Espen Stoknes (BI), Ulrich Goluke (BI) et al, 2019**

In this paper the authors have created a simple model, Earth3, to measure how much environmental damage follows from achievement of the 14 socio-economic goals, and propose an index to track effects on people's wellbeing. The authors conclude that extraordinary efforts will be needed to achieve all SDGs within planetary boundaries.

Non-ABS  
Citations: 8

Tweeters: 24

2018 goal	Status in 2020	Future objectives and 2022 goals
Report on, evaluate and develop sustainability relevant research at BI	<p>First <a href="#">Report on Sustainability Research 2017-2018</a>, published May 2020</p> <p>Second <a href="#">Report on Sustainability Research 2019</a>, published November 2020</p> <p>Sustainability exhibition for students (March 2020)</p>	<p>Publish annual Report on Sustainability Research plus exhibitions</p> <p>Plan an annual event that highlight sustainability research at BI</p> <p>Plan to recruit 1-2 faculty that are relevant for developing new courses relevant for sustainability, such as the Master in Sustainable Finance</p>
Broader strategic partnerships with external scholars within the field of sustainability and attract external research funding	<p>BI has two research projects: <a href="#">MIA (Measures for Improved Availability of medicines and vaccines)</a> and <a href="#">COVID-19 Supply Chain Research Group</a>. The MIA project is set to run for 4 years, and has been granted NOK 12 million by the Helsevel programme, while the COVID-19 project will run for 2 years with funding from GLOBVAC.</p> <p>Previously, BI has also joined major externally funded research projects like <a href="#">Climate 2050</a>, and strategic initiatives such as The <a href="#">Nordic Alliance for Communication &amp; Management (#NORA)</a>.</p>	<p>BI aims to increase external funding related to sustainability research</p> <p>Be on continuous lookout for new partnerships and initiatives where BI can contribute with relevant research</p>
Develop Research Centres that continuously deliver excellent sustainability related research	<p>Four of BI's eight Research Centres are relevant to reaching the SDGs: <a href="#">Centre for Construction Industry</a> (SDG 9 and SDG 13), <a href="#">Centre for Health Care Management</a> (SDG 3), <a href="#">Centre for Applied Macroeconomics and Commodity Prices</a> (SDG 17), and <a href="#">Centre for Internet and Society</a> (SDG 10).</p> <p>BI also has a <a href="#">Centre for Sustainability and Energy</a> that promotes sustainable development through research, teaching and active cooperation with other institutions. In 2019, these centres contributed with six SDG-relevant publications, addressing SDG 8, SDG 9, SDG 10 and SDG 17.</p>	<p>BI wants to further develop centres which focus on SDG-related research.</p>



## 5 | PARTNERSHIP

«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.»

In 2018, BI changed its organisational structure and established the new division “Innovation and Outreach”, led by a new Provost, in line with the new strategy to co-create a more sustainable future. This division works to support BI’s mission by developing new frameworks for interaction and collaboration with important stakeholders, including alumni, companies, politicians and students.

### Oslo European Green Capital 2019

After the European Commission made Oslo the European Green Capital for 2019, BI became a proud partner and contributor in the work to engage the city on sustainability topics throughout the year.

We organised several relevant conferences and our faculty contributed to numerous external events. Together with IFE and the University of Oslo we organized the [Urban Green Growth](#) seminar at BI in May, 2019. Sustainability was emphasized in buddy week events and during the Open Day in Nydalen. We also hosted a conference called [The Importance of Bees](#), visited by HM King Harald, HRH Crown Prince Haakon and the Slovenian President Borut Pahor.



### Alumni engagement

Between 2018-2020, we have highlighted sustainability issues in our dialogue and collaborations with alumni and stakeholders. One such example is [our alumni magazine Advantage](#), where one of two editions in 2018 were solely dedicated to sustainability and responsible management. It featured several interviews with alumni, including Oslo’s climate director Heidi Sørensen.

### Offering free executive education during Covid-19

BI, in cooperation with 12 partners, were [awarded funds](#) from the Norwegian government in June 2020 to provide free online courses, aimed at people who had been temporarily or permanently laid off during the pandemic. More than 2600 new students benefitted from these online short learning modules, addressing topics such as sustainability, project management and digitalisation.



*"We depend on building a network of strategic relations with multiple competences to be able to address societal sustainability challenges and design education programs that substantially affect the future generation of business people and leaders"*

**Amir Sasson**

Professor & Provost for Innovation and Outreach

2018 goal	Status in 2020	Future objectives and 2022 goals
Strengthen our relationships with business and society to increase our impact and improve business practices	Collaborated with multiple leading firms advancing sustainability causes. As part of the Global Opportunity Explorer alliance, we organised the Go Explorer Day in February 2019 and Inspire to Impact in March 2020.	Organise more events with a sustainability focus, together with even more partners.
Continue to develop a close relationship with partners and to provide more opportunities to develop knowledge through research cooperation and executive education	Organised an international (sustainable) case competition with RENAS, Norway's leading WEEE compliance scheme, and co-developed a circular economy course as part of BI's life-long learning program.	Involve public and private institutions in deeper collaboration that encompasses more of the portfolio of our school's activities.

## Bringing companies and students together

Engaging our students through exposure to business practice on sustainability is an important ambition for BI. One such initiative is our case competitions. In the [BI International Case Competition 2019](#), our partner Equinor's main case tasked students with creating solutions for how their company can incentivize investment in transforming energy solutions.



Our collaboration with national waste management company RENAS is another example of our work to support business with solving major societal and environmental challenges, as well as use their competencies and experience to build a bridge between business, academia and our students.

Here is how we did it:

**Their challenge:**

How to create a safe and easy solution for consumers to recycle their expendable IT devices?

**What we did:**

RENAS became a sponsor, case provider and jury member of the [BI International Case Competition in 2020](#) and received creative solutions from 12 international student teams.



**The result?**

The student team from Queen's University, Canada, won after suggesting RENAS to partner up with the Norwegian postal service and the advertisement website finn.no to offer free shipping for recyclable devices and unsold electric products. [Read more.](#)



**Going forward:**

BI faculty partnered up with RENAS to develop and deliver a [circular economy course](#) in 2020. Low initial interest and Covid-19 has postponed the launch, but the collaboration continues, and BI remains hopeful about the programme's future.



## 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»



### The rise of BISO Impact

In 2018, our student union wrote a “Call to action” letter to BI’s management, calling for curriculum changes on sustainability topics and other initiatives to address societal challenges. In October 2019, BI strengthened its collaboration with student organisation BISO by supporting their efforts to launch BISO Impact – and their mission to “engage, inspire and empower students and young business leaders in accelerating a safe and sustainable future”.

By influencing curriculum development on sustainability, mainly through the established student feedback loops and course revision processes, BISO Impact aims to be a game changer in enhancing BI students’ sustainability mindset.

As a support function for other BISO units, they are responsible for issuing the BISO Environment Compliance Certificate (BISO ECC) to eligible units. BISO ECC-certified

units are awarded NOK 5 000 for their dedication and good work to promote sustainable initiatives in their operations.

In addition, BISO Impact may certify other BISO events as Green Conferences through the highly acknowledged Eco-Lighthouse certification scheme. In 2020, BISO Impact also co-organised the Go Explorer Day and joined forces with Inspire, one of Norway’s biggest academic student projects, to organize the [Inspire to Impact conference](#) at BI.

Looking ahead, some of their key strategic priorities for the future include integrating BISO on all campuses, facilitating a new Inspire to Impact conference in 2021 and ensuring that BI maintains a high standard on academic sustainability content in all courses.

[More about BISO Impact](#)



*"Being green is no longer just a cost of doing business; it is a catalyst for innovation, new market opportunity, and wealth creation. Together with BI, we have tried to integrate this mindset into the student organisation, by creating an arena that engages, inspires and enables young business leaders to develop the necessary skills to create a sustainable future. BISO Impact's long-term goal is that students from BI will be sought after in the job market, because recruiters know that sustainability issues are a top priority both academically and in social arenas such as the student organisation."*

**Sarah Noe Brogaard**

Founder & Leader of BISO Impact (2019-20)

Contact BISO Impact's incoming manager Pia Magdalene Steinhoff at [manager.impact.oslo@biso.no](mailto:manager.impact.oslo@biso.no).

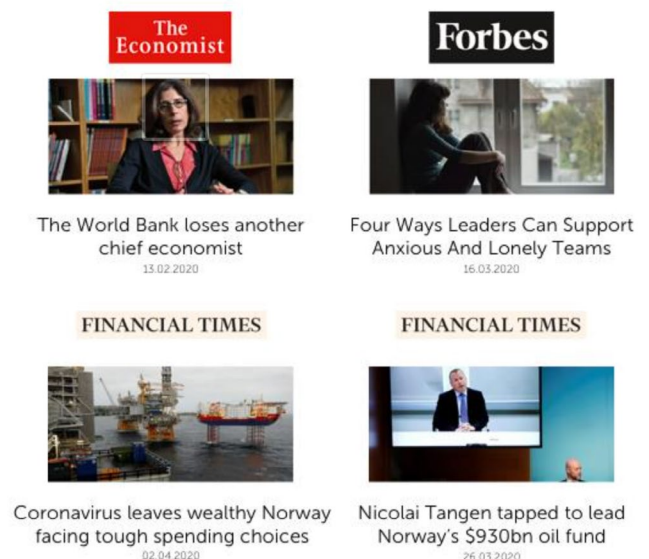
## Sustainability on the agenda

In BI's seminars and conferences, as well as in our collaborations with stakeholders, ethics and sustainability are ever-present themes. Notable examples include the Art of Framing Sustainability conference in 2019, the Gender Equality Conference in 2019, the Rethinking Accounting conference in 2020, and the Inspire to Impact conference in cooperation with DNV GL, UN Global Compact and BI students from BISO Impact in 2020.

In terms of challenges (see also 2018 and 2020 goals below), BI aims to increase the focus on multidisciplinary connections to the business community. Currently, this work is depending on increased faculty involvement and more concrete KPI's. Our goal is to learn from even more companies leading sustainable transitions, by integrating best practice cases and opportunities into our own operations.

## Mapping of media presence during Covid-19

BI faculty maintains a strong national media presence, exemplified during the Covid-19 pandemic with frequent media statements and opinion pieces. Our school conducted a mapping of the number of media articles where BI's name was mentioned during the initial and most hectic phase (1 February to 16 April 2020). The results showed that BI was mentioned 468 times during this period, versus other comparable schools like NHH (338) and Høyskolen Kristiania (91).



	2018 goal	Status in 2020	Future objectives and 2022 goals
	Keep our position as an active member of the public discourse, continue to offer high-quality conferences and seminars and to strive to become the most important arena for discussion on CSR, sustainability and business ethics in Norway.	Frequently organised events and partnered with students and other institutions (including the media) on responsible management topics. Regular faculty presence in debates and media. However, BI is still not the preferred institution for broader discussions on sustainability.	Work towards establishing BI as the preferred hub for societal discussions of the transformation required for sustainable living and responsible management, and find good measures to map progress.
	2020 goal	Status in 2020	Future objectives and 2022 goals
NEW	Increase faculty engagement for societal event contributions.	Our current workload model does not explicitly encourage faculty to engage in activities not directly related to research or teaching.	Actions to incorporate "connected to stakeholders" engagements in a new and revised workload and incentives model.
NEW	Utilize BI's alumni base more strategically on sustainability impact.	The utilization rate of BI's enormous alumni body is rather low due to lack of digital tools and support in work processes.	Implement new CRM system and innovative policies, to improve alumni communication and actions on sustainability and responsibility.



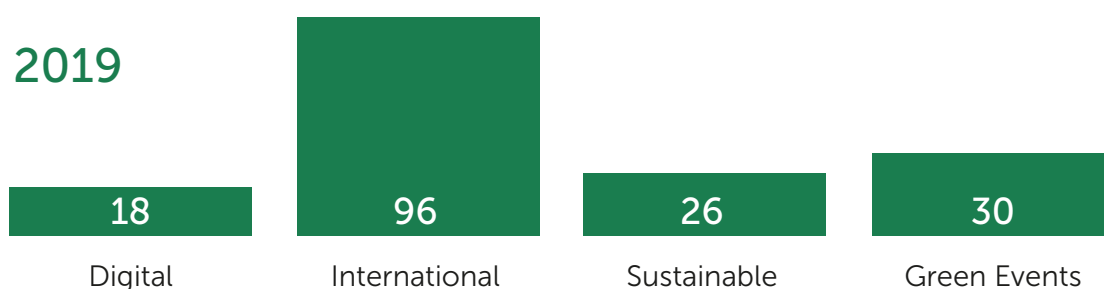
## BI's Norwegian Sustainability Index

In 2020, BI's Department of Marketing launched the Norwegian Sustainability Index ([Norsk Bærekraftbarometer](#)), a project that extensively maps the sustainability of Norwegian firms based on consumer evaluations. The launch attracted a fair amount of media attention and interest from a wide range of industries.

## Mapping of events

In 2020, we have extensively mapped all events at BI in the period 2019-2020 to observe how they correspond with our strategic goals (international, digital, sustainable), and whether they were certified as green events.

2019



2020\*



\*Stats based on our preliminary 2020 mapping, including some planned and/or cancelled events, per October 2020. 50+ events across all campuses have so far been cancelled due to Covid-19.



*"BI has taken major steps in the last two years alone. With 60 Green Conferences planned just in the Spring semester 2020, we are positioning ourselves as the biggest actor in Norway for certified eco-friendly events. The work has been so successful that BI's management decided that within a few years, all BI events will be certified as Green Conferences".*

**Henrik Thorsen**

Team Coordinator, BI Event

## APPENDIX

### **Selected peer-reviewed articles on sustainability topics:**

Galle, S. et al. (2019). "Ethnically biased? Experimental Evidence from Kenya". Journal of European Economic Association.

Huse, M. et al. (2019). "Women and multiple board memberships: Social capital and institutional pressure". Journal of Business Ethics.

Mauritzen, J. (2019). "Are Solar Panels Commodities? Evidence of Quality Differences and Asymmetric Information". European Journal of Operational Research.

Furnham, A. et al. (2019). "Mental health literacy of maternal and paternal postnatal (postpartum) depression in British adults". Journal of Mental Health.

Mørk, B.E. et al. (2019). "Emergent coordination and situated learning in a Hybrid OR: The mixed blessing of using radiation". Social Science and Medicine.

Randers, J. Stoknes, P-E. Goluke, U. et al. (2019). "Achieving the 17 Sustainable Development Goals within 9 planetary boundaries". Global Sustainability.

Sørensen, R. et al. (2020). "Who dies early? Education, mortality and causes of death in Norway". Social Science and Medicine.

Geys, B. Heggedal, T. Sørensen, R. (2020). "Popular Support for Environmental Protection: A Life-Cycle Perspective". British Journal of Political Science.

Huse, M. et al. (2020). "Broadening of the Field of Corporate Boards and Legitimate Capitals: An Investigation into the Use of Gender Quotas in Corporate Boards in Norway". Work, Employment & Society.

[Read more about BI's research on sustainability topics here.](#)

### **Selected PRME-relevant research projects:**

[Centre for Connected Care](#)

[Measures for Improved Availability of Medicines and Vaccines](#)

[Spatial Inference on Oil and Economic Development](#)

[ARTSFORMATION](#)

[Future Ways of Working in the Digital Economy](#)

[Climate 2050](#)

[Sustain](#)

[Algorithmic Accountability](#)

[AFINO](#)

## **Selected SDG-relevant seminars and conferences:**

**"Go Explorer Day"**, annual conference co-organized by BI, UN Global Compact, Sustainia and DNV GL, 6 February 2019

**"Gender Equality Conference"**, conference organized by BI, 8 March 2019

**"Urban Green Growth"**, annual seminar organized by BI, 24 May 2019

**"International Conference of Business and Management in Emerging Markets – ICBMEM"**, conference co-organized by BI, 18-19 October 2019

**"Inspire to Impact"**, conference co-organized by BI, BISO Impact, Inspire, DNV GL and UN Global Compact, 10 March 2020

**"Offshore renewable energy production: Conditions for generating a new export industry"**, webinar organized by BI, 19 March 2020

**"Responsible Research Virtual Summit"**, external webinar with BI faculty Anders Gustafsson participating, 29 June 2020

**"Sustainable Development and CSR as Long-Term Strategic Issues for Communications"**, webinar organized by BI, 21 August 2020

**"CEPR European Household Finance Conference 2020"**, external webinar with 10 participants from BI's Department of Finance, 9-11 September 2020

**"Sustainable Finance, Responsible Investments and ESG Related Risk"**, webinar organized by BI, 16 September 2020

**"Disruptive Food Tech for Circular Economy"**, external webinar with BI faculty Per-Espen Stoknes & Marit Sjøvåg as participants, 24 September 2020

**"Rethinking Accounting"**, webinar co-organized by BI, 25 September 2020

**"Board responsibility and sustainable corporate governance"**, webinar organized by BI, 30 September 2020

## **Selected SDG-relevant courses, specializations and programmes:**

**The Firm** (Bachelor – mandatory core course)

**Sustainable Marketing**  
(Bachelor – elective course, mandatory for marketing students)

**Market, Crises and Sustainability**  
(Bachelor – elective course)

**Ethics and Sustainability in Organizations**  
(Master – mandatory core course)

**Doing Sustainable Business in Africa**  
(Master – elective course)

**Anti-corruption: Development and Implementation**  
(Master – elective course, under development)

**Executive MBA: Sustainable Business**  
(Executive – specialization)

**Executive Master of Management in Energy**  
(Executive – programme)

**Green Growth as Competitive Advantage**  
(Executive – Master of Management programme)

**Sustainable Business**  
(Executive – special course)



## Video interviews with stakeholders

The following interviews were featured in BI's sustainability app.

This project is described further in Chapter 2: Values.

- » Interview with BI President Inge Jan Henjesand  
- part of the solution
- » Interview with student union SBIO (pre-merger to  
BISO) – academic expectations
- » Interview with the student union SBIO (pre-merger  
to BISO) – strategic actions
- » Interview with Executive student from the Green  
Growth programme
- » Interview with the Norwegian Research Council on  
expectations to BI
- » Interview with the Norwegian Ministry of Higher  
Education – expectations to BI
- » Interview with the CEO of YARA – business life
- » Interview with the CEO of industry organisation  
Finance Norway – finance sector



## Norwegian Business School

### Feedback or questions for us?

Want to collaborate on a PRME-related project?

Want to know more about BI's work on sustainability and responsible management?

Send us an e-mail at [PRME@bi.no](mailto:PRME@bi.no)!

or contact BI's PRME Team:



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