



SHARING INFORMATION ON PROGRESS REPORT 2018

Educating responsible leaders and developing
knowledge for a sustainable society

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INTRODUCTION

The mission of PRME is to inspire and champion responsible management education, research and thought leadership globally.

ABOUT PRME

PRME is the leading global platform for open dialogues and collaborative learning on responsible management and leadership education. Participating institutions of higher education commit to working towards PRME's six principles.

Launched at the 2007 UN Global Compact Leaders' Summit in Geneva, the Principles for Responsible Management Education (PRME) initiative is the first organised relationship between the United Nations and business schools.

The mission of PRME is to inspire and champion responsible management education, research and thought

leadership globally.

The six principles of PRME draw inspiration from values accepted internationally, such as the United Nations Global Compact's Ten Principles, and provide an engagement structure for academic institutions to advance social responsibility through incorporating universal values into curriculum and research.

They seek to establish a process of continuous improvement among institutions of management education in order to develop a new generation of business leaders capable of managing the complex challenges faced by business and society in the 21st century.



ABOUT BI

Role: 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. This year, we celebrate the 75th anniversary. Since 1943 BI has created a strong bridge between academia and business practice. Focused on the future, we have composed a strategy for BI 2018-2025 stating that we will shape people and businesses towards an international, digital and sustainable future.

Education: BI Norwegian Business School is by far the largest contributor of economics and business/administrative education in Norway. With 20 000 students, BI is one of the largest academic environments among European business schools. BI holds a 45% market share among undergraduates in Norway.

BI is committed to engage alumni in the life and support of BI and foster relations that last a lifetime. One of four senior executives in Norway are graduates of BI, and more than 75 000 alumni worldwide engage in networks, events and giving back to students every year. This entails a profound responsibility. Therefore, we have decided to include sustainability in all programmes at BI.

Research: BI has organised its academic activities into eleven separate research departments covering all disciplines that should be found in a modern European business school. Part of BI's research activity is organised in individual research centres. These are organised under BI's eight departments. To go from strategy to reality, each Head of Department has been tasked to map out how sustainability will be integrated into their department. While we are eager to implement sustainability in all parts of BI, we must also take our time in order to make lasting changes and to secure academic freedom.

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

TIME FOR CHANGE

Shaping people and business for an international, digital and sustainable future. That is our overarching goal and our main motivation at BI going forward.

Our commitment as a signatory of PRME provides a framework as well as a network. It has a disciplinary effect and is a source of inspiration. We value the openness and willingness to share ideas and best practice between fellow signatories.

Over the past 75 years, BI has given thousands of graduates the possibility to pursue attractive careers. The key factor has always been educational programmes that are up to date and relevant for the actual needs in business. BI is an institution with significant impact on societal development. This implies a responsibility to push agendas and spearhead important changes in society.

Sustainability is an important topic of interest. Our students approach this with inspiring curiosity and an open mind for the emerging business opportunities.

Over the next few years, BI will focus on updating and renewing our programme portfolio and developing new programmes for the future. Feedback from both students and employers recruiting business graduates indicates a clear expectation of students gaining knowledge and developing skills needed to operate in a sustainable, international and digital context.

BI's ambition is to contribute to sustainable societal development, both through the content of the education we offer and the choices we make. We are working on finding ways to integrate the UN sustainability goals (SDGs) in all our endeavours, and in our research. We invest in resources for more environmentally friendly campuses and practices.

As a business school, with a significant impact on society, we are committed to take on the challenges of our time.

INGE JAN HENJESAND,
PRESIDENT OF 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.



As of 2018, we are working to include the UN Sustainable Development Goals in the learning objectives of our full-time programmes.

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

Our mission is to be an arena where students, academics and business professionals co-create a more sustainable future.

*"Corporate social responsibility (CSR) and sustainability are terms that have been somewhat hard to define and take action on. When the good intentions are organised as 17 Sustainable-Development Goals, our mission becomes more concrete and user-friendly. **As of 2018, we are working to include the UN Sustainable Development Goals in the learning objectives of our full-time programmes. All our Bachelor of Science and Master of Science programmes will be connected to one or more of the SDGs.** To secure a formal commitment across BI, we aim to include the SDGs in our assurance of learning process. This gives us a formal framework and a set of tools to follow up on how the learning objectives are met.*

Sustainability is not something only politicians and business executives should attend to. It is a natural part of the work we do and the choices we make as an educational institution. For our students, it relates to the ability to reflect on dilemmas as part of the learning process. It is about developing knowledge and skills that future leaders will need in order to bring business and society forward."

**BENDIK MELING SAMUELSEN,
PROVOST, PROFESSOR,
ACADEMIC PROGRAMMES STAFF**

BI'S CORE VALUES

Student success: We focus on student learning and expect good learning outcomes.

Entrepreneurial mindset: We nurture a culture of innovation and improvement.

Responsibility: We honour 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.

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



SUSTAINABILITY IN ALL PROGRAMMES

BI is committed to shaping a sustainable future through our research and close interaction with business and society. Moreover, we are determined to leverage our position in moulding future careers and businesses. Therefore, we have made integrating sustainability, digitalisation and internationalisation into all programs a strategic priority.

We are working to increase the number of courses on CSR, adding new programmes continuously. Two relevant courses are "Green growth as competitive advantage" and "Public procurements – innovation and sustainability".

In the course "Green growth as competitive advantage", Per Espen Stoknes and Jørgen Randers teach green business models and strategy, accounting and measurements, innovation and leadership. Participants are provided with the tools necessary to succeed with implementing the practices of green economics for growth and profitability.

Through "Public procurements – innovation and sustainability", we aim to spread a mindset and techniques that enhance innovation and sustainability. The participants are equipped with tools and methods for sustainability evaluation and life-cycle analysis.

Courses like these are meant to increase the overall CSR competence among our staff and our students in the long run.

Another example is "The Firm", a mandatory course for all first-year students pursuing a Bachelor of Science programme. The course introduces the main features of the role of firms in society and in the economy. In this course, students learn about corporate social responsibility, ethical theories and related challenges in business. Students are expected to be able to understand, discuss and reflect on the main features of the ethical and moral dimensions relating to firms.

Taking this course, students develop a recognition of their personal responsibility as members of society, and of the individual moral responsibility of both firms and employees.

"Applied Business Ethics" is a mandatory core course in all Master of Science programmes and specialisations. In this course, students become familiar with the basic concepts of business ethics and how they relate to core business objectives and strategies. They learn about the triple bottom line of business, the responsibility towards owners, society and the environment.

During the course, students are exposed to genuine dilemmas from the real world of business. In recent years, the course has focused on sustainability, with researchers, business leaders and consultants working directly with sustainability as guest lecturers. The course lecturers use the UN Global Compact Guidelines as a common thread to define dilemmas and topics for discussion.

Students pursuing BI's EMBA program are invited to reflect on ethical aspects of automation and artificial intelligence. They write memos on their own experiences and expectations in this field, providing input to further develop the program, and also for a research project on the ethics of automation, conducted by associate professor Øyvind Kvalnes and professor Miha Skerlavaj. A similar exercise is part of an EMBA program at Reykjavik University, where Kvalnes collaborates with Ketill Berg Magnusson in teaching and research.

BI firmly believes that business leaders must be able to identify ethical issues in advance, and to make morally and financially viable decisions.

Courses in CSR-related topics are thus integrated in most of the programmes on Executive level. The Executive MBA courses have a two-day ethical learning module on ethics, leadership and corporate accountability. All participants are asked to describe

a dilemma from their own work experience and to share it with the group. The goal is to strengthen the participants' ability to understand, analyse and respond to a variety of real-life ethical dilemmas in business. For the BI-Fudan MBA programme, "Corporate Social Responsibility (CSR)" has been an elective course since 2011.

BI has developed a CSR teaching tool pilot. This teaching method is based on film and simulation. The pilot case "Implementing CSR" follows the new CEO of Norsk Gjenvinning's daily efforts to develop and implement CSR. Norsk Gjenvinning is one of the largest Norwegian companies in the waste management sector.

BI has more than 30 programmes in the Executive Master of Management(EMM) portfolio. Many of them introduce PRME-related topics as part of the curriculum, **the most prominent being the EMM programme in Green Growth.**

The programme offers knowledge about restructuring green organisation and policies, and training in using strategies for green growth. We also offer these subjects as a three-day executive short programme, Green Growth in Strategy and Management. Faculty responsible for the programmes and courses in green growth are Professor Emeritus Jørgen Randers and Associate Professor Per Espen Stoknes, both internationally acclaimed key agents of change in their respective fields.



Figure 1: The core element in the conceptual toolbox we apply in dilemma training is "The Navigation Wheel". It presents six main areas of inquiry when considering the options available to a decision maker.

BI SUMMER PROGRAMME TEACHING SCANDINAVIAN VALUES

BI Norwegian Business School offers a four-week summer course in Oslo, Norway, from late June to late July. The objectives of the course are to provide students with an overview of research on intercultural marketing and management, and to apply this knowledge creatively in a Scandinavian/Norwegian context. Students participating in the summer programme are expected to reflect on the ethical and sustainable long-term implications of the Scandinavian Management Model and culture in marketing and communication.



BI IS COMMITTED TO THE SDGs

In addition to the specific goals and principles for business schools in PRME, BI works in line with the SDGs.

The goals relating to quality education and access to lifelong learning (Goal 4), gender equality (Goal 5), sustainable economic growth and employment and decent work for all (goal 8), innovation (Goal 9), sustainable cities and communities (Goal 11), responsible consumption and production (Goal 12), as well as combatting climate change (Goal 13) are particularly relevant to BI. In cooperation with other domestic and international players, BI can contribute to developing new knowledge and practice for responsible and sustainable development (Goal 17).

As an educational establishment, research institution and arena for co-creation and debate, we acknowledge that we are part of a wider and ever-changing societal, cultural and political context. While BI has established itself as a top-tier European Business School, we are committed to our heritage, and recognize how the Nordic Model has greatly influenced the context in which we operate, especially related to equality, working conditions and equal wages.

We will continue our efforts to educate responsible leaders and equip our students with the right skillset to contribute to a sustainable society. This means supporting our students to reflect and discuss issues related to sustainability and ethics. We believe that this, combined with a high level of learning, will create leaders and employees that will make sustainable decisions.





NEXT STEP

We will continue our mission to be an arena where students, academics and business professionals co-create a more sustainable future.

We have made integrating sustainability, digitalisation and internationalisation into all programs a strategic priority. We will review all programmes and assess how and to what degree we can integrate them with sustainability.

Having outlined key SDGs especially relevant for BI, a natural action point is to establish initiatives that support these goals.

3 METHOD

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

Vital elements in this include integrating sustainability in our courses and tools, reducing our carbon footprint, providing a healthy working environment and a good student life.

PRME RELATED TOPICS IN COURSES, PROGRAMMES, AND RELEVANT PEDAGOGICAL TOOLS

BI sets high benchmarks regarding values for those who pursue a BI education. To educate responsible leaders, who understand that businesses must abide to ethical standards and contribute to an environmentally sustainable society, is a key goal.

Courses targeting ethics, responsibility and sustainability are integrated in programmes across the portfolio. The ability to reflect on ethics and social responsibility is now a dimension of the learning goals system (assurance of learning) that we have worked on continuously since 2010. We monitor students on their achievements within ethics, responsibility and sustainability as part of their overall learning process.

A GREENER BI - ONE CAMPUS AT A TIME

At BI, we continuously work on implementing measures to ensure that our carbon footprint is as small as possible.

Making BI a greener educational institution is part of our everyday efforts. Priority is given to efficient waste management and energy saving. We also make sure to meet the needs of students, faculty and staff with disabilities. All our campuses have an Eco-Lighthouse certification. Eco-Lighthouse is the most widely used certification scheme for enterprises seeking to document their environmental efforts and demonstrate social responsibility in Norway.

Our goal is to become a climate-neutral organisation. Every year we produce a climate report, and for each report the results are becoming more and more positive.

We make the most of every chance that presents itself in order to take more comprehensive measures. In August 2018, 1500 students entered new and state-of-the-art facilities at the campus in Trondheim. Utilising the building and the construction for environmentally friendly measures has been at the core of the construction process.

The campus is filled with environmental technology, making the 8500 square meter facilities one of the most energy-efficient educational establishments in world. There are 600 solar panels on the roof of the building. Combined with the use of seawater, the clean energy powers all heating and cooling for the entire campus. In certain seasons of the year, the building will produce more energy than needed.



FACILITY

The department consists of property management and support and service functions for the entire BI group. Facility ensures a good working and learning environment on BI campuses, while also taking responsibility for the environment at large through in-house actions and initiatives.



- One perhaps curious example is the two beehives we have on the roof of the campus in Oslo. Together they make a small contribution to biodiversity and a more sustainable city. Overall, we take all small and large measures seriously to contribute to a better and more sustainable society.

WENCHE DAHL, DIRECTOR FACILITY



The energy surplus will, amongst other things, power charging stations for public transportation. It was a proud moment when the campus was BREEAM NOR Excellent certified.

We will open yet another new campus in Stavanger in August 2019. This campus will have the same energy-efficient standards as the campus in Trondheim. The new building will be one of the most future-oriented and environmentally friendly buildings in its region of Norway. This campus will also become BREEAM Nor Excellent certified.

We aim to use our influence to make a positive impact on both our own business practices and in

collaboration with our internal and external partners. We try to make sure that our suppliers take responsible sustainable choices and have stricter requirements for sustainable procurements.

In order to reduce the need for business travels between campuses we have introduced a policy to primarily have meetings via skype. When our staff need to travel buy plane in relation to work we buy emission quotas.

By 2022, we will eliminate the use of all disposable plastic. We have also set a target of obtaining a material re-cycling degree of 65% by 2022. We are also concerned with providing sound, safe, nutritious and short-travelled food for our students and staff.

WORKING TO PROVIDE A HEALTHY AND DIVERSE WORK ENVIRONMENT

BI's primary job-related health risks are stress and interaction challenges, as well as musculoskeletal strain. BI's offer of psychosocial counselling for all employees has contributed towards reducing absence due to illness and conflicts, and has helped reinforce conflict handling, stress management and a more rapid return to the workplace in the event of illness.

The concept of diversity is a broad one, since in addition to gender, age, ethnicity and national origins it also covers functional ability, language, outlook on life and sexual orientation. BI first focused on goals and initiatives that relate to gender, ethnicity and age. Consequently, BI's Plan for Diversity and Equality states that: "All BI employees must have the same rights, obligations and opportunities, regardless of their gender, age or national/ethnic origin.

BI has emphasised to increase the percentage of female professors and the share of women in management and governing bodies. By the end of 2017, BI had 26 female professors, an increase from the year before, resulting in a percentage of women among professors in full-time positions just over 28%. The percentage of women in faculty is stable at 31%. Women constituted 33% of the executive management (three out of nine), 50% of the department heads and 50% of the deans were women. Nine of 12 directors at management level 3 are women. The percentage of women in BI's Board of Trustees is 50%, while it is 40% in the Senate. The percentage of men in administrative positions was just over 32%.

PROVIDING A GOOD STUDENT LIFE

In collaboration with the students, BI focuses on creating a safe psychosocial environment on campus. BI has initiated new measures for a better first year experience for new students, including activities for socialising and preventing loneliness and isolation.

All campuses are member of the regional welfare organisations for students. They are the main providers of student welfare services for students in Norway, for example health services, counselling, sports and student housing.

STUDENTS OF BI MAKE THEIR VOICES HEARD

"The green shift" is no longer merely a political project. It is gradually becoming a reality in business and society. Combining sustainability and profitability is on the agenda for companies worldwide. The students of BI have made themselves heard by voicing clear expectations on how the issue of climate change should be addressed in their business education.

Åsne N. Dale is part of the management team of the student's union at BI's campus in Oslo (SBIO). She has spearheaded the students' efforts on sustainability over the past year, efforts that have proved crucial in shaping BI's new strategic plan.

- In order to stay relevant as candidates in the labour market of the future, BI students need sustainability as an integral part of their business degree. We need expertise on how to work with and manage sustainable business and trade, says Dale.

She calls for a cooperation between BI and the student union, aimed at realizing the potential found in the engagement and the passion students and BI as an institution have for a sustainable future. In Dale's view, BI and its students can take a leadership position on sustainability in research and in education. She envisions a national cooperation, springing from a BI initiative.

- The proof is in the pudding, we need to prove that we are able to change the programme content at BI according to our ambitions. The green campus profile is well established by now. The real challenge is to make changes in the curriculum, Dale says, leaving a clear call to action for students and faculty alike.

In order to stay relevant as candidates in the labour market of the future, BI students need sustainability as an integral part of their business degree. We need expertise on how to work with and manage sustainable business and trade

ÅSNE N. DALE

M.Sc. in Business
Leadership and Change, (24)

Head of Academic Relations

Head of Academics in SBIO is liaison between the students of BI's campus in Oslo, the student union and the faculty on matters relating to quality assurance and control of the academic offer at BI.

NEXT STEP

We will make efforts to further develop existing goals, including defining and finding ways to cultivate the attitudes and values that should be associated with a candidate from BI.

As mentioned, new and greener facilities for the Stavanger campus is on the way. Opening the BREEAM Nor Excellent certified buildings in August 2019 will be a significant milestone on the road to a greener and more environmentally friendly BI.

4

RESEARCH

04 RESEARCH

Donating money to charities and causes is all well and good, but it does not necessarily make corporations take more responsibility when it comes to their own actions

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.

In May 2018, Professor Caroline Dale Ditlev-Simonsen held a TED talk introducing a new step-by-step process in how to succeed in CSR. Dale Ditlev-Simonsen has been a long-time pioneer within the field of CSR in Norway and can give a first-hand account of how Norwegian businesses have traditionally understood and worked with sustainability over the years. Her insight led to her defining five steps needed to succeed in corporate social responsibility.

Limited resources have always been an issue. But, for a long time, the necessary attention and vocabulary was not present. The UN World Commission on Environment and Development, led by former Norwegian prime minister Gro Harlem Brundtland, coined the modern term «Sustainable development» in their report from 1987 – and the book *Our Common Future*. Even though limited resources and environmental challenges have been highly debated topics for more than a century, the new vocabulary undoubtedly served as a catalyst increasing the focus on sustainable development.

According to Dale Ditlev-Simonsen, industrialisation and the introduction of mass media have made the need for corporate social responsibility more evident and harder to ignore. With the emergence of social media and the 24-hour news cycle, oil spills and child labour are instantly visible across the world. These constant disclosures of wrongdoing have resulted in an increased scepticism and criticism towards corporations.

To a large degree, corporations have already changed their own behaviour and approach when it comes to sustainability and responsibility. There has been a shift from corporate philanthropy to corporate social responsibility.

Donating money to charities and causes is all well and good, but it does not necessarily make corporations take more responsibility when it comes to their own actions, Dale Ditlev-Simonsen points out. She advocates for an approach that makes corporations act responsible every day and figure

out ways to make those actions profitable. With this approach, corporations can act responsible in the long run and make sustainable profit.

Many have tried and failed to implement corporate social responsibility programs. However, the number of successful CSR stories are increasing. Most of them have one common feature – a systematic approach. One of them is the five-step model, suggested by Dale Ditlev-Simonsen.

Map, test, launch, implement, and report. Those are the recommended steps. First the engagement must be anchored in top management. Then the corporation needs to identify its key societal impact. The SDGs is a good checklist. A representative group from the company should be assembled to develop a plan to address the key issues and defined targets. The next step is testing the plan by presenting it to employees, customers, suppliers, environmental organisations and other stakeholders. As Dale Ditlev-Simonsen points out, asking for input and revise the plan accordingly are crucial steps in the test phase.

After the plans has been tested, reviewed and revised, it is time for the launch and to make sure the employees across the company are onboard with the project. When implementing the plan, actions and results can be promoted by making it a part of employees' day-to-day work life. The final step, reporting, comes with three recommendations: Be accountable, be transparent and be honest. Last but not least, continue the work for a responsible corporation.



FACULTY PROFILE: CAROLINE DALE DITLEV-SIMONSEN

Caroline Dale Ditlev-Simonsen holds a PhD in Leadership and Organisation from BI Norwegian Business School and was appointed professor in Corporate Social Responsibility in 2017. Ditlev-Simonsen is also Co-Director at the BI Centre for Corporate Responsibility.

Ditlev-Simonsen has international and comprehensive business and organisational experience in the areas of corporate responsibility, corporate citizenship and environmental and ethical issues. Previous work experience includes Project Manager at World Industry Council for the Environment in New York; Executive Officer at Norwegian Pollution Control Authority; Advisor at Kværner ASA and Vice President and Head of Community Contact in Storebrand ASA. She has varied board experience and was a board member of WWF-Norway (World Wide Fund for Nature) from 2002 – 2008, is head of BI Centre for Foundations, member of Appeal Board for Norwegian Foundations (Stiftelsesklagenemda) and member of the Board of Trustees (Styremedlem) of BI Norwegian Business School and appointed by the Government as member of the Committee on information on ethics in the supply chain. She collaborates with corporations both through research and by giving lectures and courses in CSR and sustainability for corporations and organisations.

Examples of current research, projects and teaching

Article: Beyond sponsorship – exploring the impact of cooperation between corporations and NGOs

Article: Public Support for Ethical Pension Funds in Norway

Article: The Gap Between Attitude and Behaviour in Environmental Protection – the Case of Norway

Master's level courses in CSR: "Innovation and strategy for sustainable business", "Doing sustainable business in Africa and Ethics", "Governance and Responsibility for Auditors"

Responsible for the EMBA course Ocean Sustainability and Business

Responsible for the Corporate Social Responsibility module of the BI-Fudan University MBA program in Shanghai, China

SUSTAIN - Mobility and capacity exchange project Jimma University, Mzumbe, BI, 2019-2023 (with Marianne Jahre)

FACULTY PROFILE: MARIANNE JAHRE



Humanitarian logistics is about preparedness, response and recovery. Research based on experience from disasters is clear on this: The potential for improving humanitarian logistics is immense.

Marianne Jahre is Professor of Logistics at BI Norwegian Business School and at Lund University. Her current research and teaching relate to the role of supply chain management in sustainable development. After completing her PhD on the pioneering subject of environmental and reverse logistics in 1995, she has built her academic profile on combining environmental logistics, supply chain risk management and humanitarian logistics and operations.

"Humanitarian logistics is about preparedness, response and recovery. Research based on experience from disasters is clear on this: The potential for improving humanitarian logistics is immense."

Professor Jahre has worked with humanitarian logistics research and teaching since 2007, heading projects and supervising students in cooperation with the International Federation Red Cross Red Crescent, the United Nations High Commissioner Refugees, UNFPA, UNICEF, the Norwegian Red Cross, and the Norwegian Refugee Council. She is an international delegate to the Norwegian Red Cross.

Examples of current research, projects and teaching:

Integrating supply chains for emergencies and ongoing operations in UNHCR (Jahre, Kembro, Rezvanian, Ergun, Håpnes, and Berling, 2016)

Integrating supply chain and epidemic models based on evidence from the 2014 Ebola outbreak to show the effect of supply chains on epidemic spread (Gooding, Besiou, Jahre, Goenzel, 2019)

SUSTAIN - Mobility and capacity exchange project Jimma University, Mzumbe, BI, 2019-2023 (with Caroline Dale Ditlev-Simonsen)

Supply Chain Risk Management in Project based Industries, MSc-course BI since 2015 (with Lena Bygballe)

Crisis Management and Logistics, Executive course BI since 2017

FACULTY PROFILE: CHRISTIAN FIESELER



After positions at the University of St. Gallen, and as visiting researcher and faculty associate at the Universities of Harvard and Stanford, Fiesler currently serves as professor for Communication and Management at the Department of Communication and Culture at BI in Oslo. The last four years he has dedicated to building an interdisciplinary research group (the Nordic Centre for Internet and Society) and a solid curriculum at the intersection of New Media, Digital Technologies and Society.

The work of Fiesler and his colleagues in the Centre is focused on social issues in the digital environment and ties in closely with computer-mediated communication, labour and industrial relations, as well as organisational social responsibility and ethics research. Together, they strive to create knowledge and advice on current topics of particularly high and cross-disciplinary relevance such as fairness perceptions and alienation in digital spheres, AI-mediated labour, power inequalities, authenticity and emotion regulation in the sharing economy, skills and capabilities, as well as leadership concepts for digital labourers.

With support from the Norwegian Research Council and the European Union, Fiesler is investigating the increasing digitisation of labour, and the experience of working for new forms of organisations. He approaches this topic from the perspective of industrial relations, sociology of work, organisation and social responsibility studies. Fiesler and his team are looking at technology's effect on good labour practices with the goal of identifying relevant trends that shape future labour markets as well as characteristics of desirable forms of labour, and social responsibilities tied to good forms of work in an increasingly digital labour market.

FROM THE HORSE'S MOUTH

"A business school is about more than conducting business, it is also about understanding good business. And to understand the changes and the implications brought to business contexts by digital technologies, we need to understand people – their behaviours, their desires, how they are embedded in organisations and in culture, and what they perceive as a good social contract with and on technology. We consider it our mission to research technology, not just from a business model perspective, but also as embedded in and enabled through society."

EXAMPLES OF CURRENT RESEARCH, PROJECTS AND TEACHING:

"Fair Labour in the Digital Economy", a research project funded by the Norwegian Research Council as part of their SAMANVAR programme, on good labour practices on digital platforms.

"Power, Privacy and Participation in the Sharing Economy", one of the European Union's H2020 research and innovation projects on building a more inclusive sharing economy.

"Future Ways of Working", a research project funded by the Norwegian Research Council as part of their Toppforsk programme on responsible ways of working together with artificial intelligence.

"AI, Algorithms and Society", a new MSC course since 2018 on designing fair, transparent and accountable autonomous systems.

INNOVATION AND VALUE CREATION THROUGH RESEARCH

BI conducts research of relevance to CSR, sustainability and ethics across disciplines under most of its eight research departments, yet some of the 20 affiliated research centres stand out with activities and projects of particular relevance.

The Centre for Corporate Responsibility was created in 2001 to promote sustainable development. It is headed by Atle Midttun and Caroline Dale Ditlev-Simonsen. It engages in research, teaching and active cooperation with other academic institutions, the business community, governmental bodies and NGOs.

The Centre for Green Growth is headed by Per Espen Stoknes, and works on climate issues in a holistic, multidisciplinary and long-term perspective. The centre focuses on the possibilities to reduce climate gas emissions at the global, national, corporate and individual level. Its vision is to contribute towards the reduction of global greenhouse gas emissions on a 5 to 15-year horizon.

Centre for Corporate Communication was established in 2007 in order to serve as an arena where research in corporate communication is developed and where practitioners, scholars and students share their knowledge and ideas. It is headed by Peggy Simcic Brønn and Alexander Buhmann. The centre has put CSR and communication on the agenda through multiple events, research projects and publications.

The Nordic Centre for Internet and Society, headed by Associate Professors Christian Fieseler and Sut I Wong, was founded in 2016. This think-and-do tank brings together leading scholars and practitioners from Norway, Scandinavia, and the rest of the world to explore and understand the growing influence of digital technologies on the work force as well as on society as a whole. Prominent topics include new markets and business models, virtual collaboration, micro-work, stakeholder engagement, and shifting work-life patterns.



NEXT STEP

Going forward, we will enable the talented scholars we have within the field of sustainability to grow, while also inviting more parties to the field. As our new strategy defines sustainability as one of three pillars, we will work to implement this in all our fields of research.

5

PARTNERSHIP

BI aims to strengthen the quality of interaction with the business society and to structure a beneficial collaboration between attractive national and international businesses and BI. The goal is to explore and create new and sustainable business opportunities.



At BI, we believe it is essential to contribute to the continued enhancement of organisations and business operations through professional and specialised candidates. Close cooperation with the private sector and the community we are a part of has always been our strength.

BI Norwegian Business School's cutting edge for success is our ability to interact with the international research arena, students and alumni, as well as the business world and society. The quality of BI's activities depends on the quality of the interaction between faculty and staff, between BI and students, and between BI and the business community and society.

BI interact with business and society through a wide variety of outreach activities, from traditional scholarly engagements such as editorials and peer reviews to more profession-oriented such as consulting and media contributions. A few examples are listed below.

THE GLOBAL OPPORTUNITY EXPLORER

The Global Opportunity Explorer is a joint project of Sustainia, DNV GL and the UN Global Compact, created on the conviction that the SDGs offer a myriad of business opportunities with great value to companies, society and the environment. Aside from mapping a world of cutting-edge innovation and new markets, the Explorer aims to help business leaders, entrepreneurs and investors connect with new partners, projects and markets to foster more partnerships for the SDGs and a greener and fairer world by 2030.

Being the first academic institution to join The Global Opportunity Explorer, BI has taken a decisive step towards becoming the world's leading business school within sustainable business. The Global Opportunity Explorer has stated that "BI has integrated the platform in its work on sustainable business, and now paves the way for other ambitious

universities, business schools, and learning institutions across the globe by bridging the gap between the knowing and the doing within sustainability."

PRME NORDIC CHAPTER

We are an active member of the PRME Nordic chapter with annual meetings, and work steadily towards building a network focused on further promoting the "cooperative advantage" of the Nordic business context. The PRME Nordic chapter has determined the following next steps and commitments:

To help translate and implement PRME in the local context

To leverage the strength of the existing UN Global Compact Nordic Network and to build a communication forum where the members of the network can share information on their projects

To help and inspire other Nordic business and management schools to sign up for PRME

EUROPEAN GREEN CAPITAL 2019

The European Commission awarded Oslo the prestigious European Green Capital title for 2019. BI is a proud partner in and will contribute while Oslo will host more than 350 sustainability events, ranging from big conferences for a professional international audience, to smaller events for

the locals. The aim is to engage the entire city by putting sustainability on the agenda.

GOODIFY

Goodify is a platform for kindness, an app that matches people in need of help with those who offer to help. The app, created by BI alumni, lets you post a task that you need help with or something that you would like to contribute with. We are a proud partner of the app, extol its mission and are looking forward to being a part of its growth.

NEXT STEP

BI's ambition to have an impact on and improve business practices demands strengthening our relationships with business communities and civil society. We will continue to develop a close relationship with partners and to provide more opportunities to develop knowledge through research cooperation and executive education.

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DIALOGUE

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



In 2017, BI established a dedicated outreach department securing our position as a partner for dialogue and cooperation for our stakeholders.

Since 2010, BI faculty has published an increasing number of chronicles and comments in mass media. BI research on sustainable oil economy and economic crime has also set the agenda in the public debate the past few years. Overall, BI faculty have a strong presence in Norwegian media with at least ten articles or comments on average every day.

The faculty participates in public debates on a broad scale. In addition, BI has set up an open access infrastructure which makes BI faculty publications easily accessible to society.

SHARING KNOWLEDGE AND INSIGHT

Key members of the Norwegian government, representatives from business and industry visit BI on a regular basis, either to participate in conferences or to share their insight by giving lectures. Over the past years, several official governmental reports have been presented to the public using BI as the arena for their presentation.

Ethics and sustainability are ever-present themes in our seminar and conference activities. For example, we hosted The Global Corporate Governance Forum together with the World Bank back in 2002 and a seminar about CSR in a global perspective in 2008. The Centre for Climate Strategy has been hosting annual seminars on climate psychology since 2012, as well as green economics seminars since 2013.



NEXT STEP

BI will keep its position as an active member of the public discourse and keep providing the public with relevant knowledge, facts and expert opinions.

We will continue to offer high-quality conferences and seminars that are open to the public. Collaborating with corporations and relevant organisations will continue to be important going forward. In the long run, BI will strive to become the most important arena for discussion on CSR, sustainability and business ethics in Norway.



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