

BI Norwegian Business School

Sustainability and responsible management report 2022

PRME Principles for Responsible Management Education

Sharing information on progress report (SIP) 2020–2022.

RESERVED

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About the report

Our reporting process

The data collection process was a collaborative process involving all parts of the organisation. Instead of just showcasing success stories, we want to share our learning and be transparent about our challenges. We find that the report serves as a catalyst for sparking new discussions across the organisation and speeds up ongoing processes.

Choice of publication format

To avoid turning precious trees into paper reports, we have deliberately created a digital report which is universally designed and can be easily read from various devices.

This is PRME

Launched in 2007, the Principles for Responsible Management Education (PRME) is a United Nations supported initiative aiming to transform business and management education and advancing the Sustainable Development Goals

Working through six main principles, PRME engages the schools to ensure they provide future leaders with the knowledge and skills needed to balance economic and sustainability goals and deliver positive societal change. More than 880 participating institutions have committed to work toward PRME principles. BI has been a proud signatory to PRME since 2016.

/// The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals. ///



António Guterres
United Nations Secretary-General



The six PRME principles

As an institution of higher education involved in the development of current and future managers we declare our willingness to progress in the implementation, within our institution, of the following



Principle 1 | Purpose

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



Principle 2 | Values

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



Principle 3 | Method

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



Principle 4 | Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.



Principle 5 | Partnership

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



Principle 6 | Dialogue

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

– 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, planning 80 years celebration in 2023.

Students: 21.650.

Employees: 478 full-time faculty & 510 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).

Full-time programmes include: 14 Bachelor of Science programmes, 11 Master of Science programmes, PhD programme with 6 specialisations.

Part-time programmes 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 1,8 billion (2021).

Partner schools: 200+.

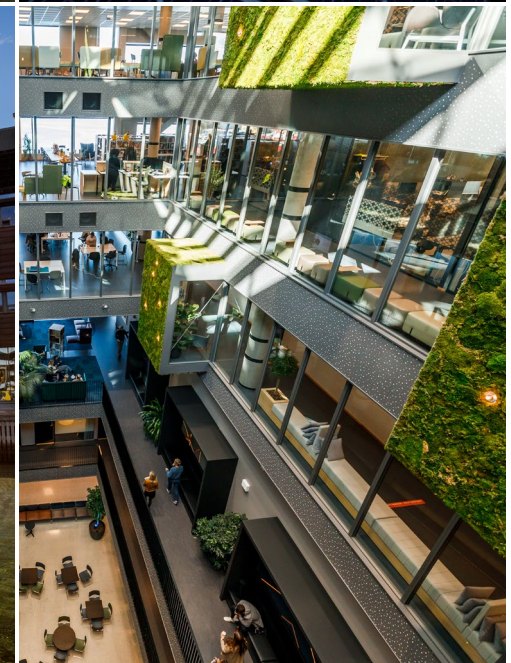
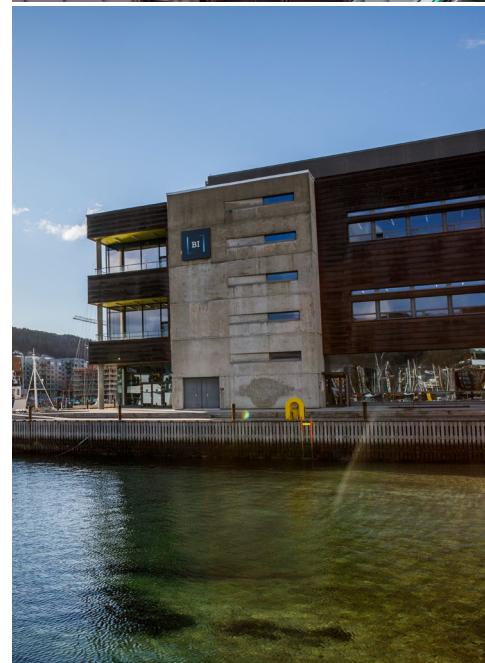
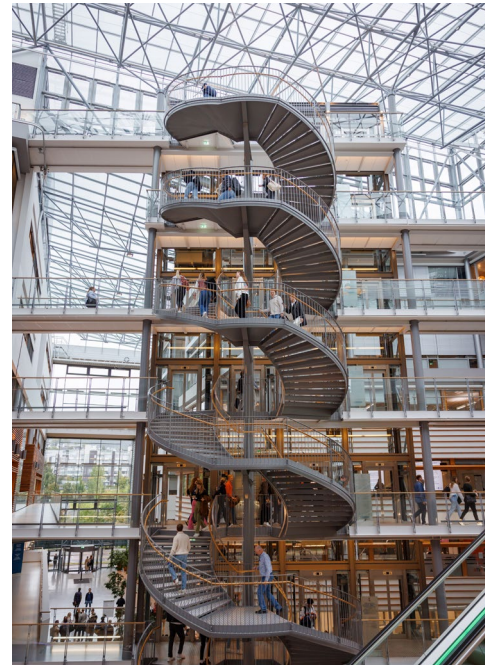
Impact: 1 in 3 senior executives in Norway are BI graduates.

Alumni: 250.000 in total, while 47.000 are active members.

Eco-Lighthouse Certified: Since 2010.

PRME member: Since July 2016.

More information is available in BI's [annual reports](#).



PRME highlights 2021–2022

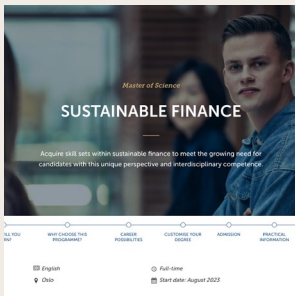
2021



BI wins PRME recognition for Excellence in SIP reporting for its Sustainability and Responsible Management Report 2018-2020.

BI committed to reaching the Paris Agreement goal of limiting global warming to 1.5 degrees. To reach this target, BI will need to reduce emissions by 50 percent by 2030.

-50%
by 2030



Successful launch of MSc in Sustainable Finance and MSc Business major in Sustainable Finance.

Established a cross department Sustainability Working Group that is officially anchored in BI Board of Trustees



Advancing our methods of how to map BIs SDG-research and societal impact of our research.

Launched many subject specific courses on sustainability for fulltime students, such as [Sustainable marketing](#), [Sustainable finance](#), [Distribution in the circular economy](#), [The crowd, the cloud and sustainable innovation](#), [Succeeding with sustainable growth](#), and [The sustainable career](#).



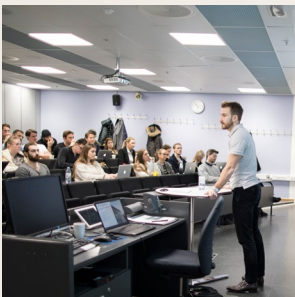
2022



BI decides that all events on all campuses should be certified as green events by 2023.



New President Karen Spens and new Provost team strengthens BI's commitment to PRME, sustainability and societal impact.



BI taskforce formed on Diversity, Equity, Inclusion and Belonging.



Organized a BI Alumni Advisory Board meeting to discuss BI's sustainability ambition level and candidates competence demand.

New Bachelor model approved, where the course Doing sustainable business will be mandatory and sustainability will be integrated in at least three subject specific courses in all bachelor programmes.



Decision to update all BI course descriptions and connect them to the SDGs.



Investing in artificial intelligence to monitor and control our ventilation systems in order to reduce energy consumption.



Eco-Lighthouse recertification on all campuses.



Eco-lighthouse®

Principle 1 – Purpose

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

Our Mission

Bring together students, academics and professionals from business and industry to create an international, digital and sustainable future. We fulfil our mission 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

To make sure BI continues to shape people and business for an international, digital and sustainable future, we revised our BI Strategy for 2025 in 2021.

Our strategic priorities are:

- Attractive programmes and talented candidates
- Research and teaching excellence
- Being connected to society and businesses
- Operational excellence

Word from the president

Shaping the leaders of tomorrow for an international, digital and sustainable future!

After becoming President of BI Norwegian Business School in August 2022, I spent my first 100 days observing, learning, and getting to know the school and important stakeholders within the Norwegian academic and business sector. I have been thoroughly impressed by all the different sustainability efforts and actions undertaken by employees and students across and beyond our campuses.

I firmly believe that sustainability is everyone's responsibility. Lasting impact can only be achieved when we all start pulling in the same direction. To do this, we need to work systematically to promote and support a responsible mindset throughout the organisation. This is something I have been passionate about throughout my career, both as a researcher and leader.

My goal for BI is that our school should be a frontrunner in driving sustainability through our teaching, our research, and our societal impact. To increase our chances of success, we aim to leverage BI's position to collaborate and engage with stakeholders.

While it has been a central part of BI's strategy for many years already, operationalising sustainability takes time. The pandemic definitely did its worst to slow down progress, but I can confidently say that our sustainability efforts are back at full-speed.

We are well aware of the fact that the 2030 deadline for the Sustainable Development Goals is fast approaching. In this report, we therefore highlight our progress, our goals and our most important priorities for the coming years.

With that said, I would hereby like to confirm BI's continued commitment to the Principles of Responsible Management Education.



A handwritten signature in black ink, appearing to read 'K. Spens'.

Karen Spens
President, BI Norwegian Business School

Principle 2 – Values

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

The Core Values of BI

We are unconditionally committed to our student's success

We deliver excellence in education that prepares our students for an international, digital, and sustainable future. Education is centred around student learning. We use cutting edge technologies to deliver effective and appropriate pedagogy. We engage our students in developing our research, programmes, teaching and learning environment.

We honour and promote academic values

We promote academic values, academic integrity and freedom, and responsible research assessment. We advance international research through international recruitment and research cooperation through publications in top international journals and excellent and relevant external research funding. We strive for societal impact by interacting with government, industry, and managers. The goal is to inspire evidence-based practices to advance towards a more sustainable future and to encourage and facilitate science-based knowledge and information to reach society through all our activities.

We nurture an entrepreneurial mindset

We collaborate for academic excellence and nurture a culture of innovation and improvement. We add value for students, businesses, and society.

We act responsibly

We act with responsibility, respect and ethical awareness. We contribute to sustainable development by working in alignment with the UN Sustainable Development Goals and the UN Principles for Responsible Management Education, and by integrating them into our research, teaching, operations and collaboration with stakeholders.

We act with collegiality

We demonstrate collegiality by contributing to an inclusive work environment where curiosity and interest in each other are valued. We are respectful of colleagues' time, contributions, and opinions. We collaborate while maintaining autonomy. We engage in constructive dialogue and contribute to an open, honest and friendly work environment.





Improving our guidelines

BI is currently updating our Ethical Guidelines, which will contribute to more ethical awareness and to clarify expectations for all BI's employees, on how to practice BI five Core Values in daily worklife. We have also revised our [Research Ethics' Guidelines](#), to better support and guide BI's researchers, their external partners, and BI procurement procedures, to better follow-up our suppliers on their environmental and social responsibilities.



Commitment to UN Sustainable Development Goals

In addition to our work on PRME, BI is also committed to advancing the UN Sustainable Development Goals. Of the 17 interconnected goals we are particularly devoted to SDG 4, SDG 5, SDG 13 and SDG 17 in our operations, while all SDGs are addressed in BI's teaching and research, where they are relevant.

Principle 3 – Methods

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



Sharing BI's overall progress

Sustainability became an explicit part of BI's strategy in 2018. Since BI has a strong tradition for academic freedom, only a few focused, mandatory courses were introduced at first to ensure baseline knowledge. Teaching faculty were encouraged to incorporate sustainability as opposed to mandating specific quotas. This allowed BI faculty to gradually integrate sustainability in their teaching, supported by the growth of associated research in each respective discipline.

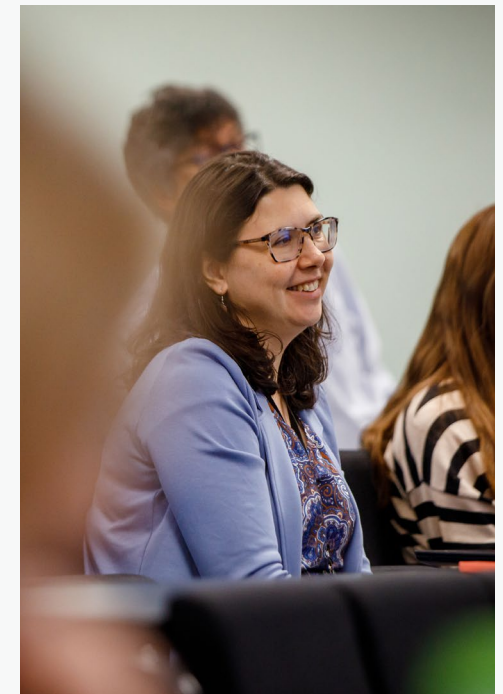
When life finally reverted back to normal after the global pandemic, BI welcomed a new President and new Provosts in August 2022, revitalizing BI's commitment with a more systematic approach toward integrating sustainability in everything we do. An extensive internal and external stakeholder consultation process was initiated to monitor and support progress. In teaching and research, this included inviting the Heads of

BI's nine departments to provide a self-diagnosis report, surveying all BI employees, pilot mappings, program reviews, and holding multiple general and custom-designed workshops across and within departments. This process is ongoing and will continue through 2023.

So far, these processes strongly indicate that sustainability and the SDGs receive wider coverage in core courses and core electives than what is officially communicated, and that BI faculty achieved a higher level of maturity. Since BI's sustainability-related research output increased in recent years, it is no surprise curriculums at BI have also moved in this direction. Going forward, BI will continue and finish mapping and curriculum reviews, followed by processes to ensure curriculums deliver explicit competencies. The overarching aim is that BI graduates should not only be relevant, but also capable of driving sustainability in business life and society.

BI's faculty are increasingly taking personal responsibility for developing

their own competences and revising their own courses, but they have also raised concerns about increasing reporting burdens, leaving less time for teaching, developing courses and doing research. This necessitates a more structured system, to further advance sustainability integration. The first effort for 2023 involves linking all BI courses to the SDGs in the official course database.



Working groups for sustainability

Over the last years, BI has had several sustainability working groups to spark collaborations and knowledge sharing across the organisation. The most recent group was established in Autumn 2021, approved by Board of Trustees, and both faculty and administrative staff were represented. Its objective was to get a better overview of BI's sustainability work and advise on how we make further progress. The group presented its findings and recommendations to BI's Top Management Team and Board of Trustees during Spring 2022. This work has also proved valuable for the PRME-report process.

Surveying sustainability among the BI employees

BI conducted its first sustainability-related employee survey during Autumn 2022. The purpose was to estimate sustainability literacy, gauge sentiment on BI's current sustainability efforts, track annual progress, and crowd-source ideas for BI's future sustainability work. The employees' suggestions were categorised and incorporated into BI's PRME goals for 2024. BI plans to continue such surveys and is considering expanding the reach to include both students and alumni.



Integrating sustainability into BI's course portfolio

It is through our courses and student learning experiences BI makes a major impact. As one out of three managers in Norway is trained at BI, our contribution to sustainable development can be substantial if our programmes and courses include required training. For the reporting period 2021-2022, we want to highlight several processes and projects for advancing our responsible management education.

Since 2020, BI has intertwined sustainability into annual academic programme processes, with tangible results. Several new sustainability specific programmes and courses are launched for full-time and executive students and inventory-mapping has started. Coming processes will strengthen integration into disciplinary courses and programmes, such as explicitly linking all courses to the SDGs.



Bendik Meling Samuelson
Provost for Academic Programmes

BI introduces a new bachelor model

The new BI model was approved in Spring of 2022. The next cohort of students welcomed at BI in the Fall of 2023 will take part in a modernized and redesigned bachelor programme. It will empower a new generation of students to take on sustainability and responsible business operations head-on, in a rapidly changing world.

From the Fall of 2023, sustainability and ethics will be integrated through-

out all bachelor programmes. Some examples of courses where there will be a particular emphasis include [Economics 1](#), [Marketing, and Strategy](#) and [Organisation](#). The program will culminate with a new capstone course [Doing Sustainable Business](#), a project-based course that directly addresses societal challenges and is designed to better prepare students for strategic business development in practice. Interdisciplinary teams will solve cases on major sustainability issues, such as those described by the UN's SDGs. Students will learn

to structure and analyze real-world problems, utilizing skills, methods, and knowledge across different disciplines and perspectives, and combine those insights to arrive at substantiated decisions to complex challenges.

This new bachelor programme structure also provides more opportunities for students to customize their BI experience and align it with their interests and goals.

/// The revised bachelor model increases flexibility for both internship and exchange semesters, providing varied learning experiences for our students. Moreover, BI's students acquire relevant knowledge and skills on sustainability, ethics, and responsibility through experiential and case-based learning. ///



Harald Øverby
Provost for student learning

Launching a new Sustainable Finance programme and a major

In 2021, BI [launched](#) a new [Master of Science in Sustainable Finance](#) and a [Master of Science Business Major in Sustainable Finance](#) to meet the demand of the financial sector that employs a substantial share of BI graduates. These degree programs provide graduates with the right skill

set and knowledge to implement sustainability while maintaining profitability. Further, the Dean for MSc programmes is currently initiating a renewal process for the whole MSc portfolio, to embed ethics, sustainability, and responsibility, as relevant for the various academic fields.

Course database linking all courses to SDGs

BI is also in an on-going process for 2022/23 to explicitly connect all courses to the SDGs. Each member of the teaching faculty will need to explain how sustainability is covered in their course(s). The course database will be modified for faculty to identify which of the 17 SDGs are addressed and if not, explain why it is not relevant to the course. This SDG-linking process will support multiple goals:

1. Provide an overview of existing teaching on sustainability.
2. Provide facts to credibly communicate sustainability competence to students and employers.
3. Supports faculty reflections and course revisions.
4. Enable automatic reporting on sustainability competence, for BI's annual programme quality reports and development processes.

Sparking good faculty discussions

To discuss how sustainability is reflected in BI's portfolios, teaching faculty at the Executive-levels gathered forces during Spring 2022. Several good questions were raised and discussed, and could even be explored further:

- » What is the best pedagogy to teach sustainability?
- » What skills and tools are the most useful for students to learn?
- » Sustainability should be in BIs DNA, but is the organisation proficiently rigged for the transition?



Mapping our courses

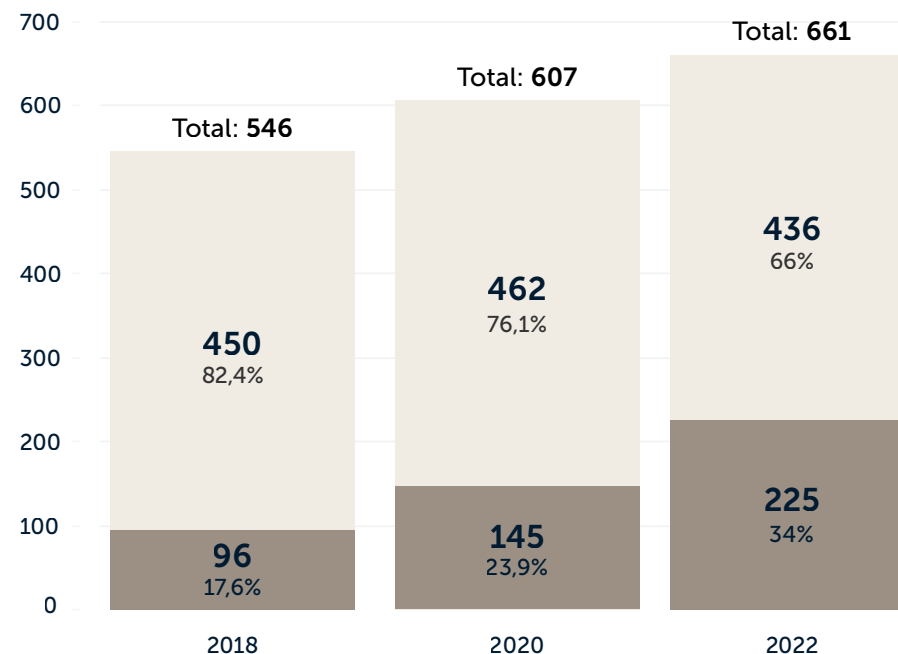
In Fall 2022, BI initiated a curriculum mapping project to understand how and to what degree sustainability, responsibility, ethics, and the SDGs are integrated into all majors in the MSc in Business programme. Both course descriptions (available to the public) and syllabuses (distributed in class) were collected and compared through a qualitative analysis.

BI has mapped half of the programme and each responsible faculty presented their findings in department workshops. The general finding from this process was that responsibility, ethics, sustainability and SDG's were widely covered across the course content, although not always clearly communicated in the course description. This pinpointed low-hanging fruits for the upcoming formal process of linking courses to SDGs, to make implicit learning explicit and visible. Further, the process provided faculty with inspiration on ways to deepen integration. Next year, BI will continue mapping the rest of the MSc business majors and other programmes.

Student focus on sustainability

Sustainability opinion essay competition

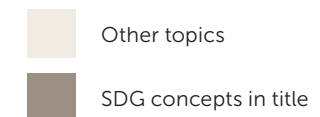
To encourage students to state their own opinions about sustainability, for the three last semesters the students of the master course Ethics and sustainability in organizations have been [invited to participate in an essay competition](#). Instead of writing another course assignment, the students get hands-on experience with writing for the media. The winners receive a cash prize, and their essay is published in BI business review. The first winner essay [Does H&M genuinely contribute to a sustainable future?](#) appears to have hit a nerve, reaching more than 10.000 readers, and counting.



Are students writing master theses about sustainability?

Yes, they are. BI's library has started mapping our students' master theses and has done a qualitative search of all theses submitted in 2018, 2020, and 2022.

◀ Total number of master theses including sustainability concepts in the title



Principle 4 – Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental, and economic value.

Mapping our research and its societal impact

BI has carried out different types of research evaluations and mappings over the last years.

The external BI Research Assessment (BIRA) evaluates our past and current research activities and recommends internal policies for improvement. The latest assessment from 2021 highlights that a healthy research ambition combines a focus on measurable research output and rankings with more qualitative targets such as academic visibility, long-term academic impact, and societal impact.

In 2021, our first [report on the academic and societal impact of BI's research](#) from 2012-2020 was published. Since impact is challenging to define, difficult to generate, and takes a long time to become evident,

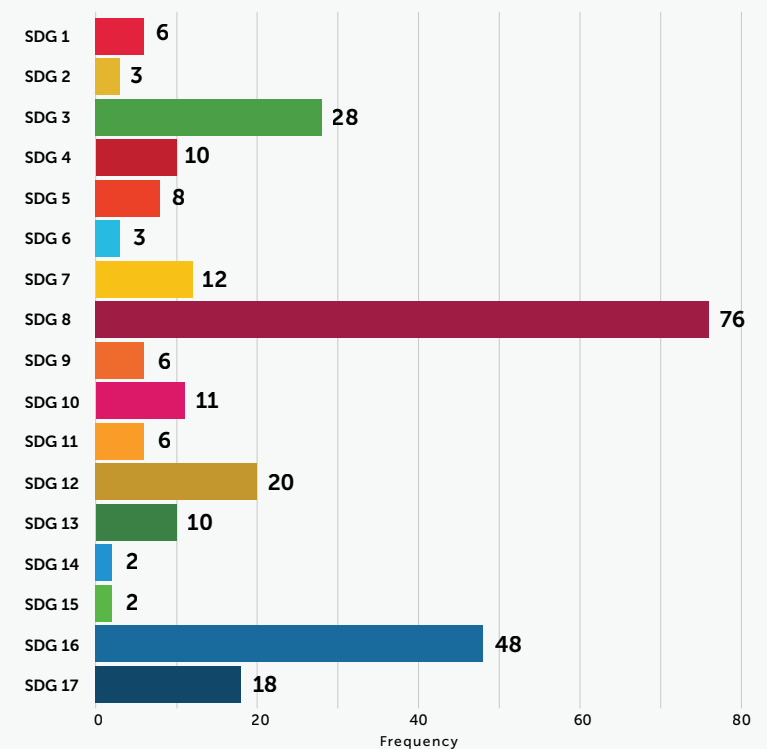
creating the report was part of our on-going learning process of measuring societal impact.

BI has also done a [SDG mapping of research published in 2021](#), which is aligned with the PRME Blueprint for SDG Integration methodology. After evaluating different approaches, we decided to map it qualitatively to specific SDG targets using the article abstract, because alternative approaches result in a high number of false positive and false negative results. Out of a total of 712 publications from 2021, 221, or 31%, are relevant to at least one SDG. This is a notable increase from the first 2019-report.

BI is well-positioned for contributing to the sustainability agenda through our research. We aspire to generate and disseminate research-based

knowledge and expertise that is recognized in the international academic community and has impact on practice in business and society..

Research related to the 17 UN Sustainable Development goals



Encouraging faculty reflections about sustainability

During Autumn 2022 all faculty departments participated in a process reflecting and sharing perspectives on how sustainability and responsible management education are relevant to their respective disciplines. During this process, faculty discussed an increasing focus on sustainability within journals and conferences, as an emerging topic, or naturally embedded, and this trend already called for a shift in

the focus of their research. Each department also created an overview of trends that are coalescing around sustainability in business practice, research, and impact on teaching. Some linked their current activities to PRME principles, while others identified relevant SDGs. To advance the discussions about sustainability, faculty called for further dialogue in departmental meetings and seminars.

“ Developing a sustainability plan with the potential to become seamlessly integrated into everything we do here at BI needs to be a bottom-up process. Understanding how each department defines sustainability was a crucial starting point in helping us find the right words and approaches to collaborate between departments. Working to make authentic sustainable impact can potentially bring us together in a way no other initiative has before at BI.”



Ingunn Myrtveit
Provost for academic resources

The SDG focus of BI's research centres

Four of the nine Research Centres at BI have an especially clear relevance to reaching the Sustainable Development Goals (SDGs).



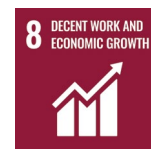
Centre for the Construction Industry works with sustainability and climate questions pertaining to the construction industry. This is relevant to SDG 9 Industry, Innovation and Infrastructure, and SDG 13 Climate Action.



Centre for Health Care Management is one of Norway's leading research communities on leadership, organization, innovation, interdisciplinary collaboration, learning and economics within the health care sector. Their research is relevant to SDG 3 Good Health and Wellbeing.



Centre for Applied Macroeconomics and Commodity Prices works with macroeconomic stability, forecasting and prevention of economics crises, and is relevant to SDG 17 Partnerships for the Goals.



Nordic Centre for Internet and Society works on questions related to digital inequality and social and labour characteristics of the sharing economy and is relevant to reaching SDG 10 Reduced Inequalities and SDG 8 Decent Work and Economic Growth.

Selected research projects



AFINO

BI is partner in [AFINO](#), a network and learning centre for responsible research and innovation in Norway. BI is responsible for two of the centre's work groups; Illustrative Nordic Cases on Sustainability and The Nordic Sustainable Innovation Dialogue series. Several additional research projects are connected to the centre, among them the BI-managed project called [Algorithmic Accountability](#), which offers the business ethics perspective on how social, commercial, and political actors on both a local and global scale can ensure accountability in algorithmic decision-making processes.



Klima 2050

BI is research partner of [Klima 2050](#) - a Centre for Research-based Innovation which has for the last 8 years worked to reduce the societal risks associated with climate changes and enhanced precipitation and flood water exposure within the built environment. The centre is a so-called SFI which aim is to increase the business sector ability to innovate and create value through a greater focus on long-term research. BI's research at the centre has especially focused on cross sector collaboration.



EarthresQue

The [Centre for Rescue of Earth Materials and Waste in the Circular Economy](#) (SFI) is developing technologies and systems for sustainable handling and treatment of waste and surplus masses. The researchers from BI are developing knowledge about existing barriers, and proposing new regulations, tax systems, value calculations and governance structures, that will contribute to a rapid transition to a sustainable management of earth materials.



Artsformation

[Artsformation](#) is an EU-funded research project that aims to understand and promote the ways in which the Arts can reinforce the social, cultural, economic, and political benefits of digital transformation. The project investigates how Arts can intervene in critical social issues, to remedy a range of abusive and exploitative aspects of digital technologies, such as labour politics, privacy and education.

SmartFood

SmartFood

Urban food consumption and production is the focus of the research project [SmartFood](#), where BI is partner. It explores a new way to co-create insect- and vege-based foods, without using any soil or land, by using locally available rainwater and solar energy for all year long food production in corridors of urban blocks of flats.

Principle 5 – Partnerships

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

BI has a long tradition and a strong strategic commitment to being [connected to business practice](#), bringing business experiences to our students, keeping in touch with our BI Alumni network and developing competence programmes for up-skilling and re-skilling the workforce in the corporate and public sector.

Almost 1/3 of BI revenue comes from life-long learning and corporate programmes, and the business school experiences an increasing competence demand on sustainability and green business transformation.



Listening systematically to our stakeholders

To ensure that BI receives good input and advice from important external stakeholders, BI has established and expanded our [advisory boards and councils](#). Since 2016, the [International Advisory Board](#) has met the BI President and Board of Trustees once a year. To foster business and practitioner feedback to all our Associate Deans, BI has since 2020 developed [Programme Advisory Councils](#) covering all BI's Master and Bachelor programmes.

Co-creating programmes for sustainability up-skilling

BI [collaborates closely with the corporate and public sector](#) in Norway to develop programmes. One example is the longstanding collaboration with the financial sector in Norway which is increasingly focused on sustainability and ESG competence. BI's [Financial Industry Advisory Council](#), with members from large financial companies, has recently co-developed a BI-course in [Sustainable Finance](#), with an ESG focus and flexible delivery formats based on industry needs.

In collaboration with SME Norway, Næringsshagene, CEMAsys and Bergen Chamber of Commerce and Industry, BI developed two sustainability courses for a wider range of industries and business sizes, and just launched the online non-credit courses [Sustainability in Daily Operations](#). For Maritime Bergen, a large regional shipping industry cluster, BI developed programmes based on key drivers for maritime change; Decarbonization, Digitalization and Diversity, including the module Transition to Green.



Challenging students to solve real-life problems



Sustainability on the internship agenda

Through our popular credit-bearing internships courses, both our bachelor and masters students get valuable work experience during their studies. We have actively encouraged the more than 400 participating com-

panies to give students sustainability projects and tasks, and we are working on finding good ways to evaluate how sustainability is incorporated in the different internships.



BI's case competitions

Since 2016, BI hosts the BI International Case Competition (BIIC), to expose our students to real-life business challenges and to international business. Teams comprised of students from different countries compete in giving the best consulting advice on real-life cases developed by BI business partners, who also sit in the jury. In both 2021 and 2022, BIIC was COVID-adapted, and to give the students opportunities to network and connect with each other, we put social activities on the online agenda.

In addition, BI hosted the [Nordic BIIC Edition](#) for the last two years, and sustainability were in focus in the business cases. For the Nordic BIIC Edition 2021, one of the cases was to

reposition, sell and market consumer loans with Sbanken's sustainability ESG policy in mind. EcoSpark Advisory from Lund University in Sweden won after suggesting that Sbanken should invest in an education platform, create incentive programmes, and adopt a new marketing strategy. Sbanken was so impressed that they invited the students to present their solution to the company's top management.

To support the UN Food Systems Summit in 2021, BI also hosted the [EAT Global Case Competition](#) in partnership the EAT Foundation and the consulting firm AT Kearney. The virtual competition gathered 84 student teams from around the world to come up with game changing ideas for re-designing the world's food systems.



Developing through international networks

Our PRME activity includes quarterly online meetings in PRME Nordic Chapter, creating book chapters, heading one project group and participating in PRME Global Online Forum, to learn from the best. The UN Global Compact Norway collaboration has continued with the Inspire2Impact student day 2020 and 2021, a seat in UNGCN Editorial Advisory Board and ongoing discussions on upscaling student

offers on applied thesis for and internships in GC companies and competence programmes.

In December 2022, BI is assessing prospect of joining the Global Business School Network, to grow engagement in the Global South as well as participating in the Positive Impact Rating together with BI Student Union (BISO), to increase student engagement and develop new joint student activities.



Talks of inspiration

In 2022, BI launched the Green Bag Lunch Series, which are short inspirational virtual talks with leading PRME schools and frontrunners of sustainability. So far, we have had Mette Morsing, Head of PRME Global, Jordi Diaz, Dean EADA Business School and [Nikodemus Solitander, Director CCR Hanken School of Economics](#) as guests. These digital talks will continue in 2023, to inspire faculty internationally.



Principle 6 – Dialogue

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

/// *Communication is key for creating societal impact. Since being connected is an important pillar in BIs strategy, dialogue with a variety of groups in society is a priority. To contribute to change, we share our research broadly, encourage faculty and students to take part in the public debate and create arenas for dialogue.* ///



Yngve Kveine
Executive Vice President Communication



In dialogue with our alumni

To ensure that the school receives good input and advice from important external stakeholder groups, BI established several advisory boards. One of them is the Alumni Advisory board which consists of 20 experienced alumni who work in a range of organisations. In November 2022, this [board was invited to give input on BI's sustainability efforts](#), and the members were clear, BI should have high ambitions, being a front-runner in sustainability.



Sharing our knowledge

BI faculty maintains a strong national media presence with frequent media statements and opinion pieces. [BI Business review](#), with 500.000 readers in 2022, frequently publish popularized articles related to sustainability, ethics and responsible management in both Norwegian and English. Over the last years, our school has also produced several podcasts that have episodes relating to the SDGs.



Our events and webinars

Every year, BI hosts hundreds of events and conferences for a wide range of audiences, and most of them are free to attend. Sustainability and responsibility are featured topics almost every month.

Dare to seize opportunities

To celebrate the 2021 International Women's day, BI and the BI Student Organisation (BISO), [hosted a digital event](#) highlighting ways female managers can rise to the top, supported by BI research. Four guest speakers, who are female top leaders shared what brought them onwards and upwards.

Inspire to do more

Annually, BISO IMPACT hosts a large sustainability conference in collaboration with BI, DNV and UNGCN. The fully digital event in 2021, [Inspire to Impact –What's Next](#) was about changing the game in business for a more sustainable future. While in 2022 the focus was [Inspire to impact – Lessons learned](#) from business, day-to-day life, work-structure, innovation, leadership, sustainability, and strategy during the pandemic.



5 extraordinary turnarounds to create an Earth4All

On United Nations Day 2022, the Prime Minister of Norway came to BI to discuss the main conclusions of the research collaboration Earth4all, which calls for an upgrade of the global economic system with five extraordinary turnarounds to avoid a world of increased inequality, social unrest, regional collapses, and climate catastrophe.

Exploring responsible artificial intelligence

How can we make sure that artificial intelligence is developed and used in a responsible way? This question was asked at a Futures Literacy Lab we organized together with NIFU in April 2022 with a broad range of people both from the public and private sector. This half day seminar was highly interactive, involving all participants in exploring potential futures for AI.

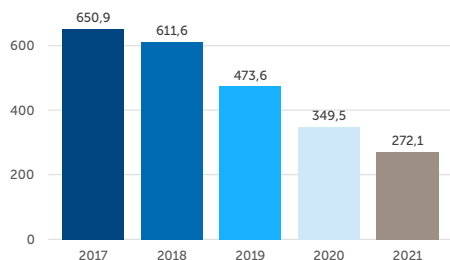


Our operations

Working towards greener campuses and operations

BI is continuously working to reduce our carbon footprint, making efficient waste management and saving energy prioritized tasks. We methodically measure our progress and [share all our results openly](#).

BI climate emissions (tCO₂) 2017-2021



When purchasing goods and services from suppliers, BI makes conscious choices. The environmental and social dimensions of our Procurement Guidelines were recently updated, focusing on eco-certifications and socially responsible operations in BI's value chains.

Naturally, the pandemic affected our footprint positively in 2021 with partially closed campuses, extensive use of home offices, digital meetings and teaching, and almost no travel activities. We aim to use these experiences to avoid returning to pre-pandemic emission levels.

BI has taken many long and important steps to establish greener campuses. Going forward, will to a greater extent experience dilemmas between different measures. As an example, how do we balance the value of physical meetings across borders versus reduced emissions from fewer travels?



Thomas Hvamstad
Chief Financial Officer



Commitment to the 1,5 degree Climate Goal

In 2021, BI committed to reaching the Paris Agreement target of limiting global warming to 1.5 degrees by 2030. We are trying to reduce our GHG emissions by:

- » Increasing the proportion of renewable energy on the campuses. Our newest campuses, Stavanger and Trondheim, already have a high proportion. We seek to increase the proportion on Campus Oslo by installing solar panels.
- » Supporting green mobility solutions where one measure is to reduce the budget for business travel with 33 % for 2023 compared to 2019.
- » Making our waste management more circular by reusing furniture, reducing unnecessary use of plastic, among many other initiatives.
- » New food policies on all campuses. Since 2021, BI offers no red meat, no plastics nor single-use items, and always vegetarian food.



Eco-Lighthouse



All BI's campuses and operations have been [Eco-Lighthouse](#) certified since 2010. This implies working systematically to improve our environmental performance in areas such as working environment, waste management, energy use, procurement and transportation. Every third year Eco-Lighthouse requires recertification, which BI obtained most recently in December 2022.

Hosting greener events

Every year, BI organises 500-600 events on our campuses, all of which contributes to BI's footprint. At the start of 2022, BI decided that all events at all campuses will be green certified according to the Eco-Lighthouse standard by the end of 2023. Since previous event routines have made it challenging to identify areas for potential improvement we will report the deviations from our standards.

Reusing cups and saving bucks

Is it possible to reduce waste, and also save money? Yes, it is! For the last two years, students and employees are offered a discount at the campuses coffee shops if they bring their own reusable cup. Over a year, this coffee deal saved 73.000 single-use cups, and the coffee-drinkers themselves saved 500.000 NOK.

The people of BI

BI aims for an inspiring environment that promotes well-being, health, learning and development for both the employees and students.

Coping with the pandemic

Undoubtedly, the pandemic affected both the psychosocial and physical working environment. To meet the needs of our employees, BI offered everything from digital support tools for teaching to digital workout sessions and access to psychosocial counselling. In 2021, the school introduced guidelines for the new hybrid workday, which offers employees more flexibility with combined in-office and home office work.

In 2021, BI also [increased investments in general mental health services and academic support for students.](#)

Several of these initiatives were continued after the pandemic since these demanding years brought into focus a need to prioritize our students' well-being.

To ensure that both all students and staff feel safe, secure and included in their learning and working environment, BI has the last years implemented [Speak-up](#) policies, through routines, communication and staff training.

Diversity, Equity, Inclusion and Belonging

BI's diversity policy was established already in 2007, and the initial focus was on gender and age, and specific goals, procedures, and indicators regarding gender and age was developed. Today however, BI's overall ambitions within the area of Diversity, Equity, Inclusion and Belonging remains fragmented and unclear to many employees. To develop a new more comprehensive framework for both employees and students, a [Diversity, Equity, Inclusion and Belonging taskforce](#) have been established and will suggest new plan and goals by Summer 2023.

// To tap the potential of diversity, it is vital that we nurture a culture of psychological safety, where everyone feels included and can speak up, regardless of their background, opinions and points of view. //



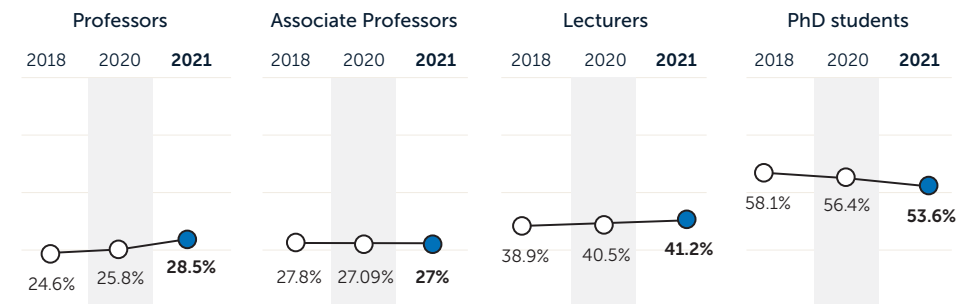
Wenche Nilsen
Executive Vice President Organization and HR

Encouraging gender balance

Based on an analysis of the main challenges to gender equality, our goal is to increase the share of female faculty and the share of males in administrative and managerial positions.

Regarding students, we deliver on the overall gender balance goal (with a 60-40 distribution), although there are some exceptions. The 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). New diversity scholarships were launched in 2022, and the new Women in Finance and Tech Bachelor Scholarship will support women to study in areas traditionally dominated by males.

Female ratio in academic positions at BI



Progress of Goals

This section summarizes BI's key progress per PRME Principle, lists BI's goals from the last report in 2020, progress and status today in 2022, and new ambitions and goals towards 2024. BI has developed a deeper leadership commitment to systematic implementation of sustainability in all activities, but has kept goals and ambitions going forward in a directional, inspirational, and qualitative style.

Principle 1 – Purpose

Goals 2020	Status 2022	Goals 2024
<ul style="list-style-type: none"> » BI strategy 2025 (from 2018), states that BI 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. » BI is committed to shaping the mindsets of tomorrow's leaders and publishing research that contributes to reach the SDGs. 	<ul style="list-style-type: none"> » Revised BI Strategy 2025, approved by BI Board of Trustees March 2022, reconfirming commitment to sustainability. » New BI President August 2022, strengthening BI commitment to sustainability. Ongoing leadership processes in Oct-Dec-22, to anchor and define concrete actions to increase sustainability integrations and ambitions to be continued during 2023. » Dedicated part-time PRME advisory roles (academic and non-academic) from 2021. » Established Sustainability Workgroup in 2021, with Board anchored mandate and members appointed by academic management, to advise and follow-up strategic ambitions. » Increased communication internally and externally on sustainability results. 	<ul style="list-style-type: none"> » Continue BI leadership processes to improve sustainability integration across BI » Define specific areas where BI can "stand out" on sustainability issues. » Increase collaboration with different internal and external stakeholders to increase societal impact. » Ensure allocated resources to strengthen and secure sustainability implementation, but also balance ambition levels with available financial and human resources in the next years. » Improve internal communications and training to grow awareness and ownership of BI's sustainability strategy and commitments

Principle 2 – Values

Goals 2020	Status 2022	Goals 2024
<ul style="list-style-type: none">» 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	<ul style="list-style-type: none">» BI is in process of updating Ethical Guidelines, specifying how BI Core Values should be interpreted by employees.» Sustainability module included in BIs onboarding programme for new employees in 2021.» Research ethics policies and guidelines revised and communicated to faculty.» Procurement policies and processes improved in 2022, strengthening focus on environmental and social responsibilities.	<ul style="list-style-type: none">» Introduce and implement Ethical Guidelines for employees in 2023.» Continue and expand follow-up of suppliers to monitor compliance to BI's social and environmental guidelines and requirements.

Principle 3 – Methods

Goals 2020	Status 2022	Goals 2024
<ul style="list-style-type: none">» 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.» 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.	<ul style="list-style-type: none">» Initiated multiple processes in 2021/22, to involve, engage and support faculty to integrate sustainability in curriculum, through workshops, pilot mappings on curriculum, thesis and internships, reflection reports from all academic departments, staff survey on sustainability competence and idea generation for BI actions, plus systems development to integrate into standard programme quality processes.» First mapping of all BI courses addressing sustainability, showed a need to develop common definitions on sustainability terms in 2021.» Pilot mapping of MSc Business in 2022 shows higher teaching delivery on SDGs than documented in formal course descriptions and a need for updating.» Assurance of Learning processes and Programme Quality Reports 2021 and 2022 include assessments of the sustainability in programmes and candidate profiles and point out a need to improve mapping and measurements.» All learning objectives for degree programmes updated to include sustainability in 2021/22.» Launched MSc Sustainable Finance and MSc Business major in Sustainable Finance programmes in 2021.» Circular Economy course started 2021.» Launched several sustainability courses for life-long/executive market, from small online non-credit courses to master programmes.» Revised full-time Bachelor model for 2023 launch, includes new mandatory course “Doing Sustainable Business” and sustainability integrated throughout core curriculum.» First mapping of MSc thesis on sustainability/ERS topics.» Mapping of internships on sustainability started 2021, documenting increase in both student interest and company offers.	<ul style="list-style-type: none">» Continue reviewing curriculum and courses in all programme portfolios to ensure that topics including e.g., sustainability, ethics, and re-sponsibility are covered and linked to the SDGs.» Integrate mapping of sustainability in courses and curriculum into existing programme quality reporting.» Launch the Revised Bachelor Model in 2023, and follow-up planned sustainability curriculum and new mandatory course “Doing Sustainable Business” covering all BSc programmes.» Revise “Assurance of Learning” Goals, to reflect sustainability competencies for all BI graduates.» Develop a “teaching resource library” for faculty on sustainability-related topics, such as teaching cases and books.» Explore, develop and implement more experiential learning methods on sustainability.» Encourage training in sustainability competence.» Provide department-specific faculty training and support, to assist the integration of sustainability-related topics in the course curriculums.» Conduct employee and student surveys on sustainability to track progress and collect feedback and ideas in developing sustainability plans.

Principle 4 – Research

Goals 2020	Status 2022	Goals 2024
<ul style="list-style-type: none"> » Publish annual Report on Sustainability Research plus exhibitions » Plan an annual event that highlights sustainability research at BI. » Plan to recruit 1-2 faculty that are relevant for developing new courses relevant for sustainability, such as the Master in Sustainable Finance » BI aims to increase external funding related to sustainability research. » Be on continuous lookout for new partnerships and initiatives where BI can contribute with relevant research » BI wants to further develop centres which focus on SDG related research 	<ul style="list-style-type: none"> » Published second (2021) and third (2022) annual report on BI research related to SDGs » Published 1st report on Societal impact of BI research in 2022. » BI is a partner in many external research projects about responsibility, ethics and sustainability. » BI has recruited faculty on sustainability in finance, to support new MSc programmes. Continuous processes to develop and recruit faculty with interest and/or affiliation into subject-specific sustainability topics. » BI Centre for Sustainability and Energy has grown and now represents faculty from all BI departments with subject-specific sustainability interest (eg. supply-chain, ESG-reporting, marketing, strategy, law and finance). » Sustainability is a success factor for research centers to obtain funding from NFR and EU. All such research funding must address sustainability issues and state research "missions" (health, equality, supply-chains etc) » BI Research Administration Office has increased information and support for faculty to apply for national and international funding and joint research programmes. These are long processes 	<ul style="list-style-type: none"> » Continue and improve BI reports on research output on SDGs and societal impact. » Organize internal research events to increase engagement with sustainability and build greater awareness of funding options. » Explore honorary chair positions associated with sustainability. » Provide department-specific faculty training and support, to deepen integration of sustainability-related topics in research and teaching activities.

Principle 5 – Partnerships

Goals 2020	Status 2022	Goals 2024
<ul style="list-style-type: none">» Organise more events with a sustainability focus, together with even more partners.» Involve public and private institutions in deeper collaboration that encompasses more of the portfolio of our school's activities.	<ul style="list-style-type: none">» Active membership in UN PRME Nordic Chapter since 2020 and member in UN Global Compact Norway in 2020, cooperating on various activities and events. Ongoing discussions to increase collaborations.» Cooperation with Econa and their Academic Journal "Magma", Issue editor for Sustainable Development and launch event at BI 2021.» Cooperation with S-Hub Norway, conference Feb 2022» Participation in debate part of Langs Akerselva (Local Music Festival in Oslo), on how Arts can foster sustainability engagement and change. Ongoing process to develop the partnership.» BISO Impact (student union) hosted Inspire to Impact Day as digital event in 2021, covid-cancelled in 2022.» Multiple research collaborations in 2021 and 2022.» Received external funding to develop several life-long learning courses and programmes on sustainability, with flexible and digital learning modules, some launched in 2022 and more to come in 2023.	<ul style="list-style-type: none">» Assess and join relevant sustainability related networks, ratings/rankings, awards, and other initiatives.» Expand formal collaborations with the business society and public sector» Establish stronger interaction with impact startup ecosystems in Norway.» Advance the use of BI's Advisory Boards and Councils, and other forums, to get insight of needed skills and competencies for BI's sustainability curriculum.» Strengthen collaboration with BI student union, BISO, to increase general student engagement for business transformation.» Consider expanding student services to support careers in sustainability.» Increase externally funded student scholarships, for sustainability and global diversity.» Continue applying for external funding for programme/course development.

Principle 6 – Dialogue

Goals 2020	Status 2022	Goals 2024
<ul style="list-style-type: none">» 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.» Actions to incorporate “connect- edness” engagement for faculty, in a new and revised workload and incentives model.» Implement new CRM system and innovative policies, to improve alum- ni communication and actions on sustainability and responsibility.	<ul style="list-style-type: none">» BI has hosted high numbers on sustainability-orient- ed events in 2021 and 2022; digital, hybrid and on all campuses. Mapped and reported on types of events on sustainability. High profile speakers, such as Norwegian Prime Minister and Ministry, CEO of NBIM and CEOs of large corporations like YARA and Finance Norway to SME CEOs and BI Alumni in sustainability positions.» Earth4All event and book launch October 2022 con- firmed BI as an important national debate arena for sustainability.» Participation at important debate arenas, such as Aren- dalsuka, ONS and Research Days in Oslo, Bergen and Trondheim.» Launched “Green Bag Lunch Talks on teaching Sustain- ability” in 2022, with three events.» Covid-years with digital and hybrid teaching have sup- ported dialogues for renewal of BI workload agreement and connectedness aspects, but without substantial changes. More focus is needed to support further inno- vation in teaching delivery models.» Alumni CRM project was delayed due to covid, re-started in 2022 to build on successful implementation of student sales and service system (BICX- Salesforce).	<ul style="list-style-type: none">» Continue to expand BI participation in important societal and business events.» Create and implement a specific communication plan for sustainabil- ity.» Increase insight in how BI’s alumni work with, and contribute to, sustain- ability in their workplaces’ business.» Develop new sustainability specific Alumni activities and utilize planned implementation of CRM system (BIAX - Salesforce) to increase dialogues, including exploring new ways to involve alumni.» Encourage BI faculty to increase engagement in public debates and media, for societal impact.» Continue and expand PRME ini- tiatives and collaboration like BI’s “Green Bag Lunch Talks on Teaching Sustainability” for a global contribu- tion.» Arrange new “Inspire to Action” events, with BISO and partners.

+ Additional aspects. Our operations

Goals 2020	Status 2022	Goals 2024
	<ul style="list-style-type: none"> » Increased web transparency and internal and external communication on sustainability in own operations. 	<ul style="list-style-type: none"> » Enhance communication about progress and results on sustainability, to relevant stakeholders.
<p>Environment:</p> <ul style="list-style-type: none"> » Discuss a revised climate action plan considering lessons from Covid-19 in 2021. » Procure new and more sustainable food & beverage contracts at three campuses. » Breeam in Use certify campus Oslo. » Improve material recycling rates at all campuses. Continue to remove plastic and single use packaging. » Conduct yearly climate reports and continue to strengthen our data. » Invest in climate friendly solutions. 	<p>Environment:</p> <ul style="list-style-type: none"> » Covid-pandemic reduced BI's activities and CO2 footprint, returning to pre-pandemic level in 2022. » Decided more ambitious Climate actions in 2022, need to reduce 50% in CO2 emissions by 2030 to support 1,5 Degree Paris goal. Climate accounts produced annually. » New greener canteen contracts on all campuses in 2021, no red meat, always vegetarian options and no plastics. » Decided stricter travel policies, 28% budget cuts in 2023. » Decided new energy investments; AI energy saving tools in 2022 and more solar panels in 2023. » Decided all BI events to be "Green Event" eco-certified by 2023. All campuses recertified Eco-Lighthouse December 2022. » Breeam-in-use certification of Oslo campus it put aside, due to heavy reporting burden and little added value, » "Green" campaign to new student in 2021/22, giving free reusable cups and discounts on coffee/tea on all campus canteens when re-using private cups. 	<p>Environment:</p> <ul style="list-style-type: none"> » Implement new and stricter travel policies to support CO2 cuts. » Continue to invest in greener campus solutions to reduce CO2 emissions. » Implement green events focus on all campuses and in BI student union. » Continue annual climate and eco-lighthouse reports and communicate progress and challenges.

The table continues on the next page

Goals 2020	Status 2022	Goals 2024
<p>Social / Our people:</p> <ul style="list-style-type: none"> » Increase share of female faculty through targeted recruitment in Finance and Economics. » Increase male share in administrative positions. » Pursue the Women in Finance initiative to increase the rate of female students. » Implement Gender Equality plan and new policies on sexual harassment, and train employees. 	<p>Social / Our people:</p> <ul style="list-style-type: none"> » Started work to broaden the scope of BI's Diversity work beyond gender and to establish a revised policy for Diversity, Equality, Inclusion and Belonging. » Conducted management training in 2022, on awareness about harassment and speak-up. » Status and progress on diversity and other HR measures are reported to Board of Trustees and included in BI annual reports. » BI enhanced mental and social student support during covid and has kept most needed offers post-pandemic. » Launched "Women in Finance & Tech Scholarship" in 2022, to improve student gender balance. 	<p>Social / Our people:</p> <ul style="list-style-type: none"> » Design and implement action plan to strengthen Diversity, Equity, Inclusion and Belonging. » Continue to measure to increase gender balance. » Continue social and mental student support » Continue annual progress reporting and communicate progress and challenges.



About the report

The editor of the report is Linn Meidell Dybdahl in close collaboration with Sustainability adviser Anna Czerwinska, Special Adviser Strategy Ann Kristin Calisch, Senior Adviser Greta Koch, Senior Communication Advisor Eivind L. Johansen, and Professor and PRME-contact Caroline D. Ditlev-Simonsen

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