Sharing Information on Progress Report 2016

Educating responsible leaders and developing knowledge for a sustainable society
## Disposition

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INTRODUCTION

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 Seven Principles.

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

The Seven Principles of PRME draw inspiration from internationally accepted values, 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. Since its founding in 1943, BI has focused on bridging academia with practice. Today, BI nurtures close collaborations with business, industry and society in Norway and abroad.

Education: BI Norwegian Business School is by far the largest provider of economics and business/administrative education in Norway. With 20,000 students every year, BI is recognized as one of the largest academic environments among the business schools of Europe. In the undergraduate segment, BI holds a 45% market share in Norway.

During the past decade, BI has developed into a large provider of post-experience education. BI offers a wide range of programs on Executive level, and a number of open and customised programs.

BI is committed to engage alumni in the life and support of BI and foster relations that last a lifetime. Every fourth senior executive in Norway is a graduate of BI, and more than 75,000 alumni worldwide engage in networks, events and giving back to students every year.

Research: BI has organised its academic activities into nine separate research departments covering all of the disciplines that should be found in a modern European business school. Part of BI’s research activity is organised in individual research centers. These are organised under BI’s nine departments.
**BI’s History with CSR and PRME**

When the Norwegian School of Management in 1990 launched its own postgraduate and experience-based “European MBA” programme, it was decided that all the functional areas in the entire programme should be taught with a predominant perspective on leadership. With this in mind, Professor Heidi von Weltzien Høivik designed the first elective course on “Ethics in Management” to be taught in the programme. After three runs as an elective with integrated ethical dilemma training, the students demanded that to make the course mandatory for all, thus moving it into the core course portfolio where it has been since 1994.

In 1995, BI launched the Centre for Ethics and Leadership in order to pursue the goal of further developing the curriculum for teaching about ethical challenges and to do research of the rapidly growing field. By then, BI was in the forefront in Norway in integrating ethical responsibility at work and accountability, including environment protection, in the curricula on all levels. Initiatives within business ethics had an outreach beyond the Norwegian borders, and Professor Høivik served eight years as president of EBEN. She is awarded an Honorary Doctorate by the Estonian Business School for her outstanding work in promoting the field of business ethics teaching and research in Europe.

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In 2005, the Department of Banking launched a new Bachelor programme for financial advisors and a separate course dealing with ethical dilemmas became a mandatory part.

BI’s Centre for Corporate Social Responsibility (CSR) promotes sustainable development. It engages in research, teaching and active cooperation with other academic institutions, the business community, governmental bodies and NGOs.

Professor emeritus Jørgen Randers and Professor Atle Midttun started the centre in 2001, and they later recruited Associate Professor Caroline Dale Ditlev-Simonsen to its management team.

The centre soon established itself as a resource hub for CSR in Norway, financed through partnerships with leading Norwegian companies. The funding subsequently came to be more research based as the centre led several major projects funded by the Norwegian Research Council, and participated in EU-funded research. The centre has been an impetus in establishing CSR and ethics as a compulsory subject at BI’s master’s degree. In addition, it continues to hold open seminars with various industry partners, NGOs and public authorities on topics related about the corporate social responsibility.

In 2008, the Center for Green Growth (f. Center for Climate Strategy) was established. The vision was to contribute towards the reduction of global greenhouse gas emissions on a 5 – 15 year horizon. Today the centre continues its works on climate issues in a holistic, multidisciplinary and long-term perspective.

BI engaged with PRME at an early stage after the founding in 2007. BI faculty have been actively collaborating with the network during these years, but BI as an institution has yet to submit a Sharing Information on Progress report (SIP). Until now.

In 2014, Inge Jan Henjesand was appointed President of BI, and institutional CSR was put on the agenda. To advance the work on CSR and PRME-related subjects, BI Sustainability Council was established in 2015. The same year the first academic position in Corporate Social Responsibility was announced, and an Associate Professor was appointed. Since then, we have made efforts to collect information, to get an overview of BI’s plethora of activities within the field, and to define the school’s new ambitions.
Our Commitment to PRME

PRME represents an international framework in line with BI’s ambitions to produce responsible leaders, which in turn will push the world in a sustainable direction. In addition to being of great importance to our institution and nation from a domestic viewpoint, it will also help aggregate our international impact in this endeavour.

PRME provides a network and a system that will make quantifying our implementation, progress and results easier, as well as facilitating sharing of ideas between the member-institutions.

The world will never be less complex and advanced and the development will never progress slower than in this very moment. With this increased complexity, a certain level of fragility follows both environmentally and economically. In accordance with the PRME, we are committed to meet this future in the most responsible way.

Inge Jan Henjesand
BI President
At BI, we aim to educate responsible leaders and develop knowledge for a sustainable society. Combined with our own contribution to reduce carbon footprints, we aim to be a part of the solution rather than the problem.

// PRESIDENT, BI NORWEGIAN BUSINESS SCHOOL, INGE JAN HENJESAND
Bi’s Purpose is to build the knowledge economy and to improve business by empowering people through:

- Developing and disseminating research-based knowledge to students within the business school disciplines
- Impacting innovation, value creation and competitiveness in business and society
- Placing the business school disciplines in a wider societal, cultural, and political context

Bi’s main activities are education and research within the business school disciplines. At Bi, we aim to educate responsible leaders and develop knowledge for a sustainable society. By stating our potential for impact, on students as individuals, on business practice in a global perspective and on the development of the frameworks of society in general, we also acknowledge the inherent responsibility.

We must ensure that our organizational practices, the contents of our teaching, the messages we convey and the expectations we have of both staff and students all are in line with fulfilling this responsibility. The bottom line is: It matters what we do, and we aim to be part of the solution rather than part of the problem.

The balance in the contract between business and traditional capitalism, and society, democracy and social considerations, depend on trust. The trust is fragile in nature, and Bi must be a school that takes its responsibility for maintaining this trust in society. Bi is in position to influence the values and practices on which current students and alumni base their everyday business decisions. Bi aims to be a frontrunner in developing and advocating values and practices that support trust in society. Ethics and social responsibility must be an integral part of a business school. This must reflect in all of Bi’s activities.

**THE NORWEGIAN CONTEXT AND GLOBAL COMPACT**

How Bi Norwegian Business School relates to the principles of UN Global Compact is highly correlated with the current economic situation in Norway and Norwegian legislation.

The term “sustainable development” is about taking care of the needs of the people living today without compromising the ability of future generations to meet their needs. The concept of sustainable development was developed under the auspices of an international commission headed by former Norwegian Prime Minister Gro Harlem Brundtland. The report was later published as the famous book “Our Common Future” in 1987. In many ways, this book was the beginning of the work on sustainable development.

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

Since 2012, reporting on CSR has been a mandatory part of the Norwegian Accounting Act.

Current issues on the agenda in a Norwegian context:

- Radical restructuring of the Norwegian business landscape, from an oil based economy to a sustainable green economy. Environment is very much on the agenda for Norwegian companies, and thus naturally on the agenda in business education. Bi has potential for becoming a main provider in Europe on green business knowledge, and a key international arena on the subject of combining sustainability with profitability, ultimately having an impact on a lasting change in society.

- Bi aims to take its fair share of the total task facing the global climate crisis. We also see we are in position to reach even further. There is still potential in our own actions in-house, and including students, alumni, employees and partners in these efforts, thus influencing business practice and the habits of individuals.

- A strong welfare state with strict labour laws, the principles of which is practiced in the BI organization and an inherent part of the management education curricula.

- Human rights and democratic principles have a strong and clear place in the juridical systems and practices, and are actively promoted and celebrated through events such as the Nobel Peace Prize and Oslo Freedom Forum. A challenge for BI is to integrate issues relating to Human Rights more explicitly into our teaching.

- A strong stance against corruption, and Bi scores high on anti-corruption rankings. Yet, there are grey areas, dilemmas and issues that must be addressed as part of a responsible management education.
BI SUSTAINABILITY COUNCIL

One of our main ambitions is to have an impact on social development, both nationally and internationally. Such an ambition requires motivation to exceed expectations, also within ethics and corporate social responsibility. By founding the BI Sustainability Council in 2015, we will develop, refine and evaluate BI’s efforts in corporate social responsibility.

The Council has a broad mandate, the goal of which is to help prepare BI’s organisation for ethical dilemmas before potential situations arise. This preparation will help BI’s employees make wise decisions at the right time, while the ongoing discussions will continuously challenge our own organization. All main stakeholders are represented in the council, which counts nine members: four members from the top management group, two members from the student organizations, two members from the trade unions and one external member from the business community and the BI alumni community. The council actively draws from the knowledge and competence in BI’s faculty.

In the mandate of the council, corporate social responsibility is defined as taking environmental concerns and prudent working conditions into consideration, adhering to sound ethical practices in our relationships with students, customers, suppliers and partners. Corporate social responsibility is also part of the programme portfolio and desired candidate profile, along with research ethics, academic freedom and social responsibility in a broad perspective.

// Next step

BI is committed both to doing things right, and to doing the right thing. The council has recommended three issues BI should give priority to putting its weight behind aiming to create a lasting change by the end of 2017. These issues relate to the current social, political and economic situation, BI’s purpose as a business school, what it is realistic to impact within a reasonable timeframe, and what BI employees and students are engaged in.

1) Candidate profile

Developing a distinct BI graduate profile that combines academic strength, skills and values is a priority “must win” in BI’s strategic plan. We will cultivate the attitudes and values that help our candidates make a positive impact on business and society. We will identify the relevant values and attitudes, identify the structures and actions that cultivate such attitudes and values, and nurture them. We will make sure the relevant subjects are integrated in all programs, make sure BI’s activities in general are aligned with this ambition and use BI as an arena to put this on the agenda where people meet and interact.

2) Environment

BI has implemented many actions towards becoming an environmentally friendly institution, and has come a long way. Now, it is time to reach further and upscale. The three main environmental challenges are waste management, emissions from commuting and staff travels, and ability to set the agenda through communication and impact actions and attitudes with employees, students and alumni. In the immediate future, BI will consider and implement measures addressing these challenges.

3) Making a difference

BI is a long-time member of Scholars at Risk, and recently engaged in Blue Rose Compass (BRC) foundation. BRC is a non-profit organization dedicated to giving gifted young refugees the opportunity to develop their talents and become agents of change in the world. In a global situation marked by a fragile stability, ever-emerging conflicts and large flows of migration initiatives such as these are crucial in shaping the world of tomorrow and ensuring the safety and security of our fellow academics. BI will target our efforts to making a difference through these networks, starting with welcoming a group of students through the Blue Rose Compass Initiative in the fall semester 2016.
Values

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

**BI’s core values**

- **Student oriented:** BI employees put students first
- **Academic freedom and integrity:** BI employees honour academic values
- **Respect, responsibility and ethical awareness:** BI employees manage power in a responsible manner
- **Excellence in research, teaching and support services:** BI employees nurture a culture of continuous improvement

**RULES AND REGULATIONS**

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

**THE COMMITTEE HAS THREE AREAS OF PRIORITY:**

1 **Awareness-raising:**
   The committee will inform the governing bodies, departments and employees at BI on issues related to research ethics. Working together with relevant program committees and other bodies, the committee will help ensure that research ethics becomes an integral part of the tuition at BI.

2 **Preventative measures:**
   The committee will propose measures to promote heightened awareness about research integrity issues among our research staff, students and candidates.

3 **Advisory function:**
   The committee will review and arbitrate on specific research-ethical cases that are raised as a result of conflicts or complaints related to breaches of scientific integrity and sound scientific practice at BI. The committee will give their statements on a case in writing, with a substantiated assessment and a conclusion.

Rules relating to applicants’ and students’ behavior and conduct, including sanctions and form of procedure, are laid down in the Norwegian Act relating to Universities and University Colleges, and made known to all students in BI’s regulations relating to admissions, studies and examinations. The rules target professional secrecy, cheating or plagiarism in connection with exams and misconduct. These rules further state that students are to be met with respect and care, and will treat each other and the staff in the same manner.

Students must confirm that all use of results, data, etc. is in accordance with relevant legislation, applicable ethical guidelines, signed agreements, conditions established by committees on research ethics and other relevant bodies and must be in keeping with good research practice. The common introduction course of the PhD program includes a refresher on the use of available research material and good reference practice.

The Act on Ethics and Integrity in Research entered into force on 1 July 2007. BI has appointed an internal advisory committee on research ethics that monitors the adherence to ethical standards in the ongoing research activities. The committee shall work to ensure that the research activities at BI conform to existing legislation and guidelines concerning research ethics and are in accordance with BI’s fundamental values.
BI IS A STRONG SUPPORTER OF NORWEGIAN WORK VALUES

Our purpose is to build the knowledge economy, to empower people and to improve business. In doing this, it is instrumental to place the business school disciplines in a wider societal, cultural and political context. The Nordic Model has greatly influenced this context, especially related to equality, working conditions and compensation. BI strongly advocates equal pay for men and women, over-time provisions and anti-discrimination.

BAMU is BI’s working environment committee. BAMU shall work for the implementation of a fully satisfactory working environment in all our activities. The committee is to participate in the planning of safety and environmental work, and must carefully monitor developments in matters that affect the safety, health and welfare of the employees. BAMU shall ensure that BI’s safety and working environment efforts, as well as HSE measures, are handled properly.

BI has rules for deviation handling that gives detailed instructions to BI employees on how to act should a situation of breach of the ethical standards occur. This applies to all of BI’s activities.

CODE OF CONDUCT PROJECT

In the fall of 2015, BI launched a Code of Conduct initiative for all BI employees. The goal is to shape a common and constructive culture of interaction and to develop an organizational culture that strengthens BI’s strategic goal attainment.

By March 2016, all employees have participated in workshops where employees themselves have identified and come to agreement on a common and local set of expectations for good citizenship at BI. All “local codes” are being reviewed to highlight the most important common ground rules that characterise citizenship at BI. BI will continue its focus on defining and implementing the Code of Conduct in the organisation.

// Next step

We intend to strengthen the work done by our research ethics committee by preparing and implementing an internal communication plan on research ethics. This is a measure in our continuous efforts to communicate the importance of ethical research value to our employees and students.

The next step in the Code of Conduct process, is finding good ways to put the expectations and codes into action all across the organization. BI’s values may be subject to revision as a consequence of the Code of Conduct implementation.
We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

PRME-related topics in courses, programs, and relevant pedagogical tools

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

Courses targeting ethics, responsibility and sustainability are integrated in programs all 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 ERS as part of their overall learning process.

Method

BI is working to increase its courses on CSR, and the following two new courses are developed:

Energy and Society addresses the core CSR and sustainability issues that face energy industry today. It provides tools to approach them and methods to align sustainability considerations with overall business strategy. Some of the issues that will be addressed are climate and environment, human rights, ethics, corruption, supplier relations, community involvement, relevant international laws and regulations, interaction with stakeholders (e.g., government and non-governmental organizations (NGOs) and media), as well as reputation and branding.

CSR, Innovation and Strategy for Sustainable Business is a course specialisation that addresses how to approach CSR and sustainability issues in day-to-day business – and align these considerations with overall business strategy. Some of the issues that the course addresses are climate and environment, human rights, ethics, sustainability, corruption, supplier relations, community involvement, relevant international laws and regulations, interaction with stakeholders like government and non-governmental organizations (NGOs) and media, as well as reputation and branding. Innovation, implementation and communication issues related to CSR will have a central role in the course.

BI has several courses focusing on the balance between ethical codes, statutory rules and anti-corruption. Within areas such as Marketing Law, Competition Law and Intellectual Property Law ethical standards are discussed to a great extent when interpreting “good business practice” and “good faith and fear dealing”. The course Labor Legislation focuses on ethical issues involved in the interaction between Human Rights and regulations in Labour Law. The course Criminal Law and Corruption addresses the 10. Principle of UN Global Compact: Businesses should work against corruption in all its forms, including extortion and bribery. Another example of a new course is the PhD module “Innovation and Entrepreneurship for Sustainability”. The module is part of a Nordic PhD Course: “Corporate Social Responsibility and Sustainability in the Nordic Context” jointly hosted by Stockholm School of Economics (September 14-16, 2016), BI Norwegian Business School (February 2017), and Hanken School of Economics (April 2017).

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 on first semester on all Bachelor of Science programs. The course introduces the main features of the role of firms in society and in the economy. In this course, students acquire knowledge of corporate social responsibility, about ethical theories and related challenges in business. Students are expected to be able to understand and reflect on the main features of the ethical and moral dimensions relating to firms, and be able to discuss and try to solve moral dilemmas in business.
Through the course, students develop a recognition of their personal responsibility as members of society, and of the individual moral responsibility of both firms and employees.

On Master of Science, “Applied Business Ethics” is a mandatory core course on all programs and specialisations. In this course, students become familiar with the basic concepts of business ethics and their links to core business objectives and strategies. They will learn about the triple-bottom line of business, the responsibility towards owners, society and the environment.

An important focus in the course is exposing the students to genuine dilemmas from the real world of business. The recent years, the course has had a focus 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 red thread to define dilemmas and topics for discussion.

Dilemma training is a core activity in the course. The purpose of the training is to prepare the students for the dilemmas they will encounter in future employment situations. Students learn to provide justification for their choices, and to analyse disagreement about moral issues.

Twice during the course, students team up in groups and are given an ethical dilemma to discuss and conclude on. This method uses role play as a pedagogical tool. The intention of the role play is to give students the experience of representing different perspectives and defending different positions in the discussion.

The use of role play in ethical dilemma training is also a pedagogical research project in itself. Associate Professor Øyvind Kvalnes and Professor Johannes Brinkmann collect feedback from the students after the exercise as part of a research project in business ethics education. Students submit memos on how they experienced the situation and the role they played, e.g. the experience of defending a position they themselves do not believe in. We use this insight for further development of the course.

BI firmly believes that business leaders must be able to identify ethical issues in advance, and to present morally and financially viable decisions. Courses in ERS-related topics are thus integrated in most of the programs on Executive level. In the Executive MBA courses, there is 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 with the group. The goal is to strengthen participants’ ability to understand, analyse and respond to a variety of real life ethical dilemmas in business. On the BI-Fudan MBA programme, the course Corporate Social Responsibility (CSR) has been an elective since 2011.

BI has developed a CSR teaching tool pilot. This teaching method is based on film and simulation. In the pilot case “Implementing CSR” new CEO of Norsk Gjenvinning day-to-day work on developing and implementing CSR is followed. Norsk Gjenvinning is one of the largest Norwegian companies in the waste management sector.

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 PROGRAM TEACHES 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 the Scandinavian/Norwegian context. Students 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.

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### OUR KEY COURSES ON ETHICS AND SUSTAINABILITY

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<td>International Business Ethics (M.Sc.)</td>
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<td>Integrity and Ethics in Management (MBA)</td>
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<td>Ethics in Negotiations and Logistics (Master of Management, MM)</td>
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<tr>
<td>Ethics in Project Management (MM)</td>
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<td>Business and Society (MM)</td>
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<td>Ethics and Consulting (MM)</td>
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<td>Ethics and Strategy (MM)</td>
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<td>Ethics in Financial Management (MM)</td>
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<tr>
<td>Labor Legislation (BSc / MSc)</td>
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<td>Criminal Code and Corruption (BSc)</td>
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<tr>
<td>International Negotiations, Culture and Ethics (MM China)</td>
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<td>Managing Cultural Diversity and Value Systems (MBA China)</td>
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<td>Integrity and Corporate Responsibility (EMBA)</td>
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<td>Energy and society (Master module)</td>
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We will make efforts in further development of existing reflection related goals, including defining and finding ways to cultivate the attitudes and values that should be associated with a candidate from BI.

We will evaluate the way ethics can be integrated in courses and programs, and continue to develop pedagogical methodology to advance learning outcome in this field.
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.

**INNOVATION AND VALUE CREATION THROUGH RESEARCH**

BI undertakes research of relevance to CSR, sustainability and ethics across disciplines under most of its nine research Departments, yet some of the 20-affiliated research centers stand out with activities and projects of particular relevance:

**The Centre for Corporate Responsibility**, headed by Atle Midttun and Caroline Dale Ditlev-Simonsen, was created in 2001 to promote sustainable development. It engages in research, teaching and active cooperation with other academic institutions, the business community, governmental bodies and NGOs. Some of its major recent research projects have been:

- What do investors request included in non-financial reporting (Financed by Finance Market Fund/The Research Council of Norway, EY and KLP (2014))
- CERES21 - Creative Responses to Sustainability - an international research project exploring cultural, political and economic innovation for a sustainable future (Financed by The Research Council of Norway - 2008-2012)
- CSR as a Strategic Tool for Sustainability-Focused Innovation in Small and Medium Sized Enterprises
- A study that explored how CSR relates to growth and innovation and focuses on specific challenges in integrating CSR and innovation in SMEs. Financed by the Research Council of Norway - 2010-2012
- Profitable CSR – Cased based on theory of Appreciative Inquiry. 2015/16

**The Centre for Green Growth**, headed by Per Espen Stoknes, 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. Among its recent projects are:

- Jørgen Randers’ assistance to the Shanghai city government with the planning of the city’s socio-economic and environmental development as part of the urban plan for the next 35 years.
- Proposed climate strategies (for different actors, suited to their objectives)
- Suggested implementation strategies (in light of implementation barriers)
- Identified industrial opportunities
- Created scenarios for the economic, regulatory and climatic environment in which future climate strategies will have to be implemented
- Written summaries and analyses of past developments from climate policy
Centre for Risk and Insurance research, headed by Johannes Brinkmann, aims at initiating, coordinating and strengthening national and Nordic research within the fields of risk and insurance. The centre focuses on interdisciplinary risk research and has done research, teaching and R&D on topics such as: Insurance customer ethics, insurance marketing ethics and insurance broker ethics. Risk participation and governance.

Seminars and pilot projects on insurance fraud and abuse, investigating interdependencies between customer satisfaction and inclination towards insurance fraud and abuse. (2014-2015)

An eight-seminar international networking project sponsored by the SAMRISK programme under the Research council of Norway, with the title “Risk, Insurance, Security and Responsibility” (2009-2011; inter alia with a special issue of the FT-listed Journal of Business Ethics).

Centre for corporate communication was established in 2007 in order to serve as an arena for both business and society. Enterprises to help create actionable research on platforms, and formed an advisory board of Internet practitioners, hailing from NGOs and developing countries: Findings from Norway, China and Ghana.

Comparing media framings of climate change in developed, rapid growth and developing countries: Findings from Norway, China and Ghana. Energy and Environment 2015

Midttun, Atle; Coulter, Paddy; Gadzekpo, Audrey; Wang, Jin. Comparing media framings of climate change in developed, rapid growth and developing countries: Findings from Norway, China and Ghana. Energy and Environment 2015

Midttun, Atle; Gjølberg, Maria; Kourula, Arno; Sweet, Susanne; Valla, Monica. Electrifying solutions: Can power sector aid boost economic growth and development? Energy for Sustainable Development 2012

Recent articles:

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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 knowledge and ideas. The centre has put CSR and communication on the agenda through multiple events, research projects and publications. Examples of open events:

Open discussion event on the research project “Reputation, Responsibility and Stakeholder Support in Scandinavian firms: Developing a Scandinavian CSR index and introducing the Norwegian CSR index” (2013).

Seminar on CSR & Communication with invited guest speakers on subjects such as “Green Rhetoric” and “Materiality Matrices for CSR Reporting” (2012).

The Nordic Centre for Internet and Society, headed by Associate Professors Christian Fieseler and Sue I Wong, was founded in 2016. This think-and-do-centre 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 that the centre researches, under a mandate by the Norwegian Research Council SAMANSVAR project “Fair Labor in the Digitized Economy”, include new markets and business models (such as the sharing economy), virtual collaboration, micro-work, stakeholder engagement, and shifting work-life patterns.

The centre has also initiated a string of seminars highlighting the issue of digital rights, ranging from the right to privacy, to participation in the online sphere, to civil interaction norms on platforms, and formed an advisory board of Internet practitioners, hailing from NGOs to large Internet and telecommunications enterprises to help create actionable research for both business and society.

BI has also other research centers that have indirect focus on sustainability, on example being BI’s Centre for the Construction Industry, an academic partner in Klima 2020, BI is also a Centre for Research-based Innovation, that focuses on strategic change for climate adaptation of buildings and infrastructure.

OUR CORE FACULTY ON SUSTAINABILITY AND ETHICS

ANNE WELLE-STRAND
Professor teaching sustainable development and poverty reduction, evaluation, education and development. anne.welle-strand@bi.no

Recent articles:

Welle-Strand, Anne; Vlaicu, Monica. Business and State Balancing International Development Agendas . The Case of Norwegian CSR. Journal of Politics and Law 2013

Welle-Strand, Anne; Ball, Graeme; Hval, Mariann Viksaas; Vlaicu, Monica. Electrifying solutions: Can power sector aid boost economic growth and development?. Energy for Sustainable Development 2012

ATLE MIDTTUN, professor teaching within energy and environment, corporate social responsibility and innovation. atle.midttun@bi.no

Recent articles:

Midttun, Atle; Coulter, Paddy; Gadzekpo, Audrey; Wang, Jin. Comparing media framings of climate change in developed, rapid growth and developing countries: Findings from Norway, China and Ghana. Energy and Environment 2015

Midttun, Atle; Gjølberg, Maria; Kourula, Arno; Sweet, Susanne; Valla, Monica. Electrifying solutions: Can power sector aid boost economic growth and development? Energy for Sustainable Development 2012

Recent articles:

CAROLINE DALE DITLEV-SIMONSEN, associate professor teaches corporate responsibility, corporate citizenship, environmental and ethical issues, behavior, change and leadership caroline.d.ditlev-simonsen@bi.no

Recent articles:


Ditlev-Simonsen, Caroline Dale; Wenstaed, Fred Erling, How stakeholders view stakeholders as CSR motivators. Social Responsibility Journal 2013
HEIDI HØIVIK, professor emeritus, teaching within ethics, corporate social responsibility, morality and corporate governance. heidi.hoivik@bi.no

Recent articles:
Fassin, Yves; Werner, Andrea; Van Rossem, Annick; Signori, Silvana; Garriga, Elisabeth; Høivik, Heidi von Weltzien; Schlierer, Hans-Jörg. CSR and Related Terms in SME Owner-Managers’ Mental Models in Six European Countries: National Context matters. Journal of Business Ethics 2015

HAAVARD KOPPANG, associate professor teaching within morality, social influence and value conflicts. haavard.koppang@bi.no

Recent articles:
Haug, Magne Martin; Koppang, Haavard; Svennevig, Jan. Moderator bias in television coverage of an election campaign with no political advertising. Nordicom Review 2010

JØRGEN RANDERS, professor emeritus, teaching climate and energy issues, growth and development. jorgen.randers@bi.no

Recent article:

JOHANNES BRINKMANN, professor teaching industry and business-professional ethics, marketing and consumer ethics, comparative social science and insurance industry ethics. johannes.brinkmann@bi.no

Recent articles:

KRISTIAN ALM, associate professor teaching ethics, values, international climatic investments, food safety, trust and responsible investments. kristian.alm@bi.no

Recent articles:

LINE LERVIK-OLSEN associate professor teaching within innovation, economic psychology, customer satisfaction and consumer trends. line.lervik-olsen@bi.no

Recent article:
Lervik-Olsen, Line; Andreassen, Tor W.; Streukens, Sandra. What drives the Intention to Complain?. Journal of service theory and practice 2016
Gjerde, Karin; Midbøe, Christine Helgeland; Olsen, Line Lervik. Are customers affected by companies that take on a social responsibility? Magma - Tidsskrift for økonomi og ledelse 2008
MORTEN HUSE, professor with a focus on value creation, strategic and entrepreneurial management and the human side of corporate governance, including women directors and governance in SMEs and family firms morten.huse@bi.no

Recent articles:
Iannotta, Michela; Gatti, Mauro; Huse, Morten. Institutional complementarities and gender diversity on boards: A configuration approach. Corporate governance: An International Review 2015
Seierstad, Cathrine; Warner-Søderholm, Gillian; Mariateresa, Torchia; Huse, Morten. Increasing the number of women on boards: The role of actors and processes. Journal of Business Ethics 2015

PEGGY BRØNN, professor teaching within corporate branding and ethics, corporate social responsibility and reputation. peggy.bronn@bi.no

Recent articles:

PETTER GOTTSCHALK, professor, teaching within financial crime investigation, characteristics of white-collar criminals, and fraud examinations. petter.gottschalk@bi.no

Recent articles:

PER ESPEN STOKNES, researcher teaching within climate and environmental strategies, economic psychology, energy systems and behavioral economics per.e.stoknes@bi.no

Recent articles:
Stoknes, Per Espen. Rethinking climate communications and the “psychological climate paradox”. Energy Research & Social Science 2014
Greker, Mads; Stoknes, Per Espen; Alfsen, Knut H.; Ericson, Torgeir. A Kantian approach to sustainable development indicators for climate change. Ecological Economics 2013

STIG BERGE MATTHIESEN, professor teaching within security, work life, conflicts, culture, whistleblowing and discrimination. stig.b.matthiesen@bi.no

Recent articles:
Nielsen, Morten Birkeland; Skogstad, Anders; Matthiesen, Stig Berge; Einansen, Ståle. The importance of a multidimensional and temporal design in research on leadership and workplace safety. Leadership Quarterly 2016
Nielsen, Morten Birkeland; Tangen, Tone; Æde, Thormod; Matthiesen, Stig Berge; Magery, Nils. Post-traumatic stress disorder as a consequence of bullying at work and at school. A literature review and meta-analysis. Aggression and Violent Behavior 2015

SVERRE AUGUST CHRISTENSEN, associate professor teaching globalization, energy and environment. sverre.christensen@bi.no

Recent articles:
Christensen, Sverre August. Liberal values and state ownership. Magma - Tidsskrift for økonomi og ledelse 2015
ØYVIND KVALNES, associate professor, teaches business ethics, communication, personal integrity, organizational identity, self-determination and autonomy, wisdom in leadership. oyvind.kvalnes@bi.no

Recent articles:

ØYVIND HAGEN, associate professor, teaches organizational change, culture and identity, as well as corporate social responsibility. oivind.hagen@bi.no

Recent articles:
Carson, Siri Granum; Hagen, Øivind. Loosening or tightening the bindings? Renegotiating the social contract through deregulation and organizational expressiveness. Focus Journal 2014
Carson, Siri Granum; Hagen, Øivind; Sethi, Prakash S. From Implicit to Explicit CSR in a Scandinavian Context: The Cases of HÅG and Hydro. Journal of Business Ethics 2013

TORE BRÅTHEN, professor dr juris, teaching company law, contract law and criminal law. tore.brathen@bi.no

Recent articles:

Going forward, BI will work on creating better arenas for interaction between faculties. Which have an academic interest in CSR and business ethics. This is one of the areas with obvious potential uncovered through the PRME SIP process.
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.

At BI, we view it essential to contribute to the continued enhancement of organizations and business’ operations, through professional and specialized candidates. Close cooperation with private sector and with the community has always been our strength.

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

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

PROFITABLE CORPORATE SOCIAL RESPONSIBILITY

At BI we teach corporate social responsibility as a profitable opportunity rather than a cost. More than 30 cases were developed in cooperation with among others leading Norwegian corporations in the merchandising industry (Norgesgruppen, Rema, Bunnpris etc.).

A purpose of these cases is to increase inspiration and innovation in the field of profitable CSR. One case was based on IKEA and the sustainable cotton initiative.

Since the production of regular cotton requires a lot of water, and is often combined with a high use of fertilizers and pesticides, IKEA was looking to find a more sustainable production method. The answer became to establish an NGO (Better Cotton Initiative (BCI)), supported by IKEA and WFF, that worked to improve standards in cotton production.

Through the work of BCI IKEA’s cotton suppliers have reduced the use of water, pesticides and fertilizers, and also increased earnings and improved working conditions. Some farms in India have increased their profits by 44%, and reduced water consumption by 14%. In addition, the use of certain chemicals have decreased by 23%.

Indian farmers, who grow cotton by BCI standards, increased their return with 14% in 2014 compared with farmers who cultivate regular cotton.

PARTNER FORUM

Partner forum is a collaboration between the University of Oslo, BI Norwegian Business School and 20 partners within government and public administration. We are working together to create professional arenas for sharing and developing research based knowledge. Last year, 78 keynote speakers shared insights for 2,000 participants on our 21 events. Themes such as democracy, ethics, climate change, freedom of speech and diversity are recurring subjects.

PRIME NORDIC CHAPTER

We are an active member of the PRME Nordic chapter where we meet annually and work steadily aimed at building a network based 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

SUPPORTING GOOD CAUSES

Owing to a shared belief in education as the key, charity organization Save the Children has been our partner since 2006. The organization fights for children’s right to education, health and enough to eat, and to live in peace and with hope for the future, a cause we support in spirit, financially and organizationally.

BI’s commitment to support charity is spearheaded by our students. The student organizations has been supporting Save the Children through an annual fundraising event Studentaksjonen. Joining forces with BDO, one of the largest companies for professional services in Norway, the students raised over 300 000 NOK for a school and education project in Cambodia in 2016.

The annual Christmas gift on behalf of BI employees in 2015 was a NOK 200,000 donation to The Norwegian Refugee Council and their efforts to put in place school and education for children and young people in conflict areas.

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SHARING INFORMATION ON PROGRESS REPORT 2016

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

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 every day on average.

The faculty participates in public debates on a broad scale. In addition, BI has set-up Open Access-infrastructure which implies that BI faculty’s publications are 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 participating in conferences or sharing their insight in lectures. Over the past years, several official governmental reports have been presented to the public choosing BI as the arena to do so.

Ethics and sustainability has been two steadily continuous themes for our seminar and conference activity. 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. Centre for Climate Strategy has been holding annual seminars on climate psychology since 2012, as well as green economics seminars since 2013.

BI’s 2016 seminar on smart green growth serves to exemplify how we use events to bring together key players and to share knowledge. The seminar aimed at inducing the green growth within economics, innovation and policymaking. The programme included central business figures, such as the CEO of Scatec Solar, thought leaders like the leader of the Green Competitiveness Commision and key decision makers such as the leader of the Liberal Party of Norway and the leader of the Green Party.

Relevant seminars from the past two years

23.02.2016 Open research seminar: “How to account for tax compliance”
04.02.2016 Profitable CSR (CSR) – Success cases
05.10.2015 The Darwin Economy - Guest Lecture with Robert Frank
17.03.2015 What has Gro Harlem Brundtland learned about leadership?
02.03.2015 Impact Investment, in cooperation with Ministry of Foreign Affairs, Norad and The Inter-American Development Bank

COMMUNITY OUTREACH

Community outreach from faculty and staff is also delivered through an array of other activities such as committee appointments to professional associations, editor/reviewer duties, keynote/invited speeches, and moderator/discussant/panelist services at conferences, service rendered to the public.
The part-time researcher in economics and psychology at BI and entrepreneur, Per Espen Stoknes, wrote an article in CNN together with Arnold Schwarzenegger, former Governor of California and founder of R20: Regions of Climate Action. The topic of the article was that Republicans should take ownership of clean energy. Stoknes has been a solid contributor to the issue of global warming. His latest book is “What We Think About When We Try Not To Think About Global Warming.”

Philosopher and Professor Øyvind Kvalnes assigned BI award for outstanding research communications 2015. He received the prize for his research and dissemination of ethics and philosophy at work. Kvalnes holds between 30 and 40 lectures annually for different audiences. The jury underlined that the winner often use current events in public debate to highlight his discipline.

Professor Petter Gottschalk teaches experienced police investigators from the FBI. The BI professor is one of the main contributors in the field of white-collar crime. This spring he teaches PhD students in the United States about its latest research on the subject. The PhD students are experienced police investigators form the FBI and other law enforcement agencies in the United States, Saudi Arabia and other countries.

Professor Atle Midttun is part of the Norwegian government’s Climate Council. The council’s tasks are among others providing advice and input on how climate agreement can be amplified, and how Norway can be put on the track towards a low-emission society within in 2050.

In 2014 BI hosted the first Scandinavian Triple Bottom Line conference, which puts forward the notion that a truly sound investment is one that provides, not just financial rewards, but social and environmental ones, too.

Bi is a proud member of both the European Business Ethics Network (EBEN) and The Academy of Business in Society (ABIS)

// Next step

BI will continue to offer high quality of 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.

In October 2016, BI will host a conference on Günter Wallraff’s whistle-blower journalism. The objective of the conference is to give players in the media and academia the possibility to discuss ethical, philosophical, political issues, and organization theory aspects, of Günter Wallraff’s investigative journalism.
Organisational Practices

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

WORKING TO ESTABLISH A GREEN CAMPUS
At BI, we have a common understanding of everyone’s responsibility when it comes to supporting environment-friendly solutions. Hence, we strive to implement measures that ensure that our carbon footprint is as small as possible. Priority is given to efficient waste management and energy saving and to the needs of individuals with various disabilities. All four campuses provide good parking facilities to vehicles and bicycles, and excellent access to public transportation.

Since 2011, we have managed to cut our greenhouse gases emissions by 11%. Moreover, in 2014 all BI campuses got 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.

BI’s operation is now climate neutral. Every second year BI calculates the carbon footprint and compensates equivalent emission with accredited EU climate quotas. All four of BI’s campuses are accredited according to the standards of the Eco-Lighthouse organisation.

BI’s commitment to ensure a sustainable future is also a key communication task in order to create the same awareness among our students.

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 counseling for all employees has contributed towards preventing absence due to illness and conflicts, and has helped reinforce conflict handling, stress management and a more rapid return to active work 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 elected in the first instance to focus 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 placed particular emphasis on increasing the percentage of female professors and the share of women in management and governing bodies. At year-end 2015, BI had 22 female professors, the same as in 2014, and the percentage is stable at 20%. The total share of female faculty was 28.5%. Women currently make up 25% of the senior management team and 38% of department heads/deans, down from 42% in 2014. Women currently constitute 50% of all directors at BI. The proportion of men in administrative positions was 32%. The Board of Trustees currently comprises 50% women, whereas the share of women in the Senate is 36%.

BI IS A “INCLUSIVE WORKING LIFE” (IA) ORGANIZATION
The Norwegian Labour and Welfare Service has a programme named “Inclusive Working Life. The goal of the programme is to improve the working environment, enhance presence at work, prevent and reduce sick leave and prevent exclusion and withdrawal from working life.

Being part of this programme means that employers, union representatives, safety delegates, and other employees in the enterprise will have a purposeful collaboration to achieve a more inclusive workplace. An important condition for achieving the goals of the IA Agreement is that the enterprise carries out systematic preventive HSE work and that the enterprise’s IA work is an integral part of this work.

PROVIDING A GOOD STUDENT LIFE
In collaboration with the students, BI focuses on creating a safe psychosocial environment on campus. From 2016, BI has initiated new measures for a better first year experience for new students, including activities for socializing and preventing loneliness and isolation.

All campuses are members of the regional welfare organizations for students. They are the main providers of student welfare services for students in Norway, for example health services, counseling, sports and student housing.
7 ORGANISATIONAL PRACTICES

// Next step
BI has targeted three main environmentally related challenges that we will confront in the coming year:

- waste management
- emissions from commuting and staff travels
- our ability to set the agenda through communication and impact actions and attitudes with employees, students and alumni.

In the immediate future, BI will consider and implement measures addressing these challenges. We will develop a waste value chain analysis and implement awareness campaigns for sorting and recycling waste on campus. We will consider new initiatives to encourage more environmentally friendly travel and alternatives to reduce travels between our four campuses. We will set the agenda and involve our main stakeholders in our initiatives: the employees, students and alumni. We will integrate environmental consideration in all projects, purchases and leases, and by actively motivating and informing all of our students, employees and contractors to do their work in an eco-friendly manner.

An overall goal for BI going forward will be increase the percentage of women in management positions and governing bodies in the organization, and to increase the number of female professors.
Our ambition is to give tomorrow’s leaders the necessary tools to handle ethical dilemmas.

// ASSOCIATE PROFESSOR ØYVIND KVALNES