

Strategy 2025

Sustainability @BI

*“Shaping people and business
for an international, digital and
sustainable future”*



Research-based
Learning-oriented
Connected



NORWEGIAN
BUSINESS SCHOOL

Sustainability @BI

This document outlines how we plan to operationalize and institutionalize sustainability at BI. It explains why BI has chosen to focus on sustainability, how we define sustainability, organizational responsibilities and goals, as well as measurement, follow-up, communicating and reporting.

1. Strategic motivation

BI's foundation is to be research-based, learning oriented and connected. Our strategy 2025 reflects our commitment to promote responsible business practises and sustainable value creation;

- BI's mission is to “engage students, academics and business professionals in co-creating a more sustainable future”.
- BI's vision is “shaping people and business for an international, digital and sustainable future”

Business leaders and politicians are paying increased attention to sustainability when developing businesses and society. BI candidates must understand how sustainability issues impact business practises, economic growth and consumption as well as policy-making and regulations. Businesses are increasingly incorporating sustainability goals and measures, and exploring new business opportunities and models that promote sustainable value creation.

BI candidates must have the knowledge and skills to contribute and succeed in this environment.

This requires programmes and curriculum that reflects on how sustainability issues will impact business models and value creation going forward. Faculty must explore the implications of sustainability for theoretical models, assumptions and research, and contribute to and transfer this knowledge to our students and society.

Finally, BI must run its operations in accordance with our mission to create a more sustainable future.

2. Defining “sustainability” at BI

Visit BI's website on [sustainability](#) for more information

One of BI's core values is to act with responsibility. In relation to sustainability, this means that:

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

UN Sustainability Goals (SDG) and the Principles for Responsible Management Education (PRME) will be the framework will be the framework for our research, teaching as well as in-house operations.

UN Sustainable Development Goals - Institutional priorities

For more information visit the [UN SDG website](#)

“1 January 2016, the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development — adopted by world leaders in September 2015 at an historic UN Summit — officially came into force. Over the next fifteen years, with these new Goals that universally apply to all, countries will mobilize efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind”.

In our research, curriculum development and teaching BI will consider the implications of UN sustainability goals.

SUSTAINABLE DEVELOPMENT GOALS



BI is committed to realizing UN sustainability goals through quality education. We will ensure inclusive and quality education for all and promote lifelong learning.



SDG goal # 4 - [Quality Education](#)

In our operations, including employment, running facilities, supply chain management and consumption, special focus will be on Goal 5: Gender equality and Goal 13: Climate Action.



SDG goal # 5 – [Gender Equality](#)



SDG goal # 13 – [Climate change](#)

PRME – Institutional commitment

For more information visit the [PRME website](#).

PRME's vision is: Realizing the sustainable development goals through responsible management education. BI formally joined the PRME initiative in 2016, when the first [PRME](#) report was submitted.

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

As a voluntary initiative with over 650 signatories worldwide, PRME has become the largest organised relationship between the United Nations and management-related higher education institutions.

Working through Six Principles, PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact.”

PRME – Six principles

As institutions of higher education involved in the development of current and future managers we declare our willingness to progress in the implementation, within our institution, of the following Principles, starting with those that are more relevant to our capacities and mission. We will report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions:

Principle 1 | Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Principle 2 | Values: We will incorporate into our 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 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.

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

Responsible: Provost Academic Programmes and Provost for Research and Academic Resources

Eco-lighthouse certification (Miljøfyrtårn) – sustainable operations

BI's campuses and operations are Eco-lighthouse certified. This implies working systematically to improve our environmental performance in the areas of working environment, waste management, energy use, purchasing and transportation.

The environmental lighthouse certification is Norway's most widely used certificate for businesses that must document their environmental efforts and show corporate social responsibility. Environmental lighthouse certification is recognized by the government in public procurement, and approved as environmental documentation in tender competitions.

The eco-lighthouse is the first national scheme in Europe that has been recognized by the EU. Certified companies may submit the Environmental Lighthouse Certificate as documentation when public contractors in other European countries conduct competitions, and EMAS or other environmental management systems are required.

Responsible: BI's chief financial officer (CFO)

3. Institutionalising sustainability

BI's strategy is a statement of BI's commitment to working systematically with sustainability. To move from ambition to action, we need to clarify roles and responsibilities in the organisation. We believe that the best way of institutionalising sustainability in the organisation is to integrate responsibilities in the existing governance and management structures.

Board of Trustees

The Board has supported and approved BI's commitment to sustainability, and is responsible for ensuring that BI's strategic ambitions are followed up by concrete action. The yearly Strategic Review will give the Board an update on this.

Top Management Team

BI's top management team (TMT) is responsible for communicating our commitment to sustainability and translating the implications for their areas of responsibility. TMT members are accountable for developing and/or documenting goals, measures and indicators. TMT can delegate responsibility for these activities, but remain accountable for securing the outcomes. EVP Organisation & Strategy is the TMT responsible for following up our efforts on sustainability.

Line-managers

Managers at all levels of the organisation are expected to familiarise themselves with BI's aspirations and activities related to sustainability and engage in discussing implications, goals and measures within their areas of responsibility.

BI employees

All employees at BI shall have basic knowledge of sustainability and understand the implications for their work.

Students

All students shall have basic knowledge of sustainability and understand the implications for education and future work. Relevant sustainability issues shall be integrated in the teaching and assignments.

Coordination, Tracking and Reporting

The Strategy Support Team and the Communication Department is responsible for coordinating efforts across BI, for tracking activities and progress and for documenting, reporting and communicating sustainability internally and externally.

Existing internal resources

Individuals or teams that can support and champion BI's activities related to sustainability.

- Centre for Corporate Responsibility
- Centre for Green Growth
- Eco-lighthouse responsible
- PRME reporting responsible

New - "Sustainability Support Team"

The main objective of this team will be to support and champion efforts to operationalise sustainability at BI, across the departments and within research, education, operations and external partners.

4. Goals and measures

- Develop knowledge of sustainability in general, what BIs ambitions are, and how we have chosen to work with sustainability in the organisation.
- Develop understanding of what implications BIs sustainability ambition has for research, programmes, operations and collaboration.
- Develop and document sustainability goals and measures for research, programmes, operations and collaboration.
 - Faculty, research and curriculum implications, goals and measures (Provost Research and Academic Resources)
 - Programme implications, goals and measures (Provost Academic Programmes)
 - Operational implications, goals and measures (Chief Financial Officer)
 - Partnership implications, goals and measures (Provost Innovation and Outreach)

5. Sustainability indicators

In order to measure and report in progress, BI shall develop and track indicators for main goals.

- Develop sustainability index/KPI (EVP Organisation and Strategy)
- Track and measure

6. Communicating and Reporting

Communications department is responsible for communicating BI's strategic ambitions, goals and activities on sustainability in internal and external communication channels.

BIs goals and activities related to shall be incorporated in all corporate documentation and reporting.

- a. Annual Report
- b. Strategic Review
- c. PRME
- d. Eco-lighthouse