



2023  
**RESPONSIBLE  
MANAGEMENT  
REPORT**

**PRME** Principles for Responsible  
Management Education

*an initiative of the United Nations Global Compact*



COPENHAGEN BUSINESS SCHOOL  
HANDELSHØJSKOLEN



# EXECUTIVE SUMMARY

This report has been created by the Copenhagen Business School Office of Responsible Management Education (CBS PRME). It represents our seventh Sharing Information on Progress (SIP) for the United Nations supported initiative, Principles for Responsible Management Education (PRME). This report also functions as CBS' third Communication on Engagement (COE), demonstrating continued engagement with the United Nations Global Compact (UNGC).

## ABOUT PRME

The Principals of 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, PRME equips today's business students with the understanding and ability to deliver change tomorrow.

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.

As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organised relationship between the United Nations and management-related higher education institutions.

PRME aims to equip today's business students with the understanding and ability to deliver change as the next generation of managers, leaders, and business professionals, by developing their capabilities to be innovators of sustainable value for a more inclusive global economy.

## THE PRME VALUES

PRME requires signatory business schools to adhere to the six principles of purpose, values, method, research, partnerships and dialogue. Similar to the commitment of continuous improvement made by UNGC signatories, PRME signatory schools also commit to ongoing development and enhancement of their approach to responsible management education in their research, curricula and pedagogical innovation, community activities and campus operations.

## 2021 TO 2023

Since our report in 2021, CBS has undergone some major changes as well as embarked on some strategically significant initiatives. The Nordic Nine, which is an integral part of CBS' strategy for student capabilities is being rolled out to all departments. CBS has also seen some substantial changes in senior management with the creation of a Vice President position in 2021 as well as welcoming a new Campus Director and Dean of Education in 2022. A strong top management commitment to the action on current environmental and climate change, social and governance concerns is also reflected in the new appointment of the Vice Dean for Green Transition leading the Green Office and the Diversity, Equity, and Inclusion office which PRME is excited to support in the coming.

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# LETTER FROM NIKOLAJ MALCHOW-MØLLER

## PRESIDENT OF CBS

The past two years have seen many changes both globally and locally and we have experienced many of these changes not only as a nation but also as an institution. Our strategy seeks to support the transitions needed to reach the 2030 agenda through meeting the Sustainable Development Goals (SDGs). With CBS' strategy now in place, we are in a position to transform society through business, hereunder a green transition, addressing this transition collaboratively and with curiosity and creative new ideas.

CBS is committed in its support of Denmark's ambitious target of reducing CO2 emissions by 70% by 2030 and achieving climate-neutrality by 2050. We are dedicated to addressing societal challenges and the need for a green transition not only through the education we provide our students but also locally and on our campuses. In the spring of 2021, we made a commitment to address society's need for this green transformation with the introduction of our Green Transition Office and, in 2022, by establishing a new Vice Dean of Green Transition position. This office is dedicated to helping our stakeholders, both locally and globally, navigate this new, complex business terrain. To achieve this, we engage across disciplines, researchers, students and the greater community at large. To this end, Senior Management, in the autumn of 2022, decided to create another new Vice Dean position for Innovation and Impact at CBS' Copenhagen School of Entrepreneurship (CSE). The main impetus for this was to provide greater clarity and strengthen CBS in the field of innovation and entrepreneurship by drawing attention to CBS' societal impact in these fields.

CBS tackles societal challenges through partnerships and collaborations but also as a stand-alone institution. In Autumn 2022, the Danish Ministry of Education and Research decreed that all institutions should introduce energy saving measures from 1 October 2022 to address the current energy and supply crisis. During the fall of 2022 CBS lowered the temperature in all our buildings to a maximum of 19 degrees Celsius, reduced unnecessary indoor and outdoor lighting and adjusted our buildings cooling, heating, and ventilation periods. CBS also elected to design a permaculture garden at our Solbjerg Plads campus, to increase biodiversity and an understanding of its importance not only for students and staff but also within our local community. Our initiatives are naturally not confined to our exterior campus but also within CBS' walls. In line with CBS Campus Sustainability Strategy, a new waste sorting system was rolled out in October 2022. The goal is to 'improve overall waste diversion by 2025 to the extent i that general waste is reduced to 20% of the total weight', and 'implement waste reduction procedures for paper, food, single use plastics, and interior furnishings (20% reduction)'.

CBS' values are not only confined to our physical, on campus presence but also through our culture, norms, and strategy. We have a long tradition of promoting diversity and have actively pursued a policy of promoting inclusion and gender balance. We must move this vital area forward and that is why diversity and gender equality is one of 11 cross-cutting strategic initiatives that supports CBS' overall strategy. As such, we have established a new office for diversity, equity, and inclusion (DEI) and recruited a full-time DEI specialist. We will intensify efforts to promote diversity for everyone who works and studies at CBS.



I would like to thank CBS PRME (Principles of Responsible Management Education) for its support of our strategy and Nordic Nine through its adherence to, and promotion of, the PRME Principles which can be directly coupled to many of our Nordic Nine competencies and our mission of leveraging our Nordic heritage to take responsibility for societal challenges. Our PRME team also supports CBS' faculty and students in tackling the energy crisis through their Carbon Literacy Workshops and as members of the PRME Working Group on Climate Change and Environment.

# LETTER FROM ANNA THOMASSON

DEAN OF EDUCATION AT CBS

Education is a vital component for understanding both the opportunities and challenges in our society. But it is a nuanced education that is key in equipping students with the skills and competencies needed to be of true value in society. As such, CBS is dedicated to providing a responsible management education to all its graduates and this we do through our strategy, specifically through the Nordic Nine.

As part of CBS' overall strategy, The Nordic Nine consists of nine unique capabilities within knowledge, values and action that all CBS graduates must attain, and I am happy to report that CBS PRME supports many of the Nordic Nine strategic capabilities through their activities. This support is further reinforced through our adherence to the 6 PRME Principles that we are proud signatories of and have been so since 2008.

Since 2014, CBS PRME has consistently mapped and analysed CBS courses for responsible management education content, refining the process with every iteration. The purpose of this initiative is to promote greater understanding and awareness of where and when these topics are manifested in our curriculum, as well as identify the need for educational materials and actions in those areas where they are lacking for our stakeholders such as programme directors and study boards. In recent years, the focus has been further expanded to include green themes, the sustainable development goals (SDGs) and the Nordic Nine. Responsible education management also supports competency development in alignment with the forthcoming ESG reporting agenda that is expanded through the EU Corporate Social Responsibility Directive (CSRD) and associated European Sustainability Reporting Standards.

Currently CBS PRME is Chair of the PRME Nordic chapter, bringing together the knowledge and expertise from the Nordic region. One collaboration is the Nordic PhD course, led by Hanken School of Economics, where CBS hosted one of its modules. In 2019, Professor Jeremy Moon from the Department of Management, Society and Communication led a module, and I am pleased to see the continuation of this tradition with Associate Professor Attila Márton, from the Department of Digitalisation who is currently engaged in organizing one of the modules.

Education products such as Carbon Literacy training [Carbon Literacy](#) supports our green transition engagement and the upcoming PRME's [Impactful Five \(i5\)](#): Learning in Leadership Education Impactful Five (i5). CBS has held optional, extra-curricular Carbon Literacy training since 2019 with more than 450 students and other interested stakeholders sign ups.

It is also a pleasure to see the growth of the Nordic Case House and the continued success of the PRME Case collection on the UK's Case Centre. The Nordic Case House, headed by Professor Andrew Inkpen from the Department of International Economics, Politics and Business builds on the PRME Case collection in the development and teaching of cases at CBS. The aim is to support cases that address issues of sustainability, going green, diversity, equity, and the like, ergo to put a "Nordic lens" on these issues and issues impacting Nordic companies. Our goal is to create Scandinavian-centric cases not only for CBS but an international audience keen to learn "how and what we do here in the Nordics."



CBS PRME also leverages its knowledge and collaborates with other bodies here at CBS such as the Green Transition Office, headed by the Vice President, Hanne Harnsen. Among other things, PRME and the Green Transition office have collaborated on a request from the Ministry of Education and Science in 2021 to higher education institutions (HEIs) in Denmark. This collaboration led, in turn, to a PRME InFocus report [Green Themes in Higher Education: The EU, Denmark and CBS Green themes in higher education: The EU, Denmark and CBS](#). CBS is also greatly supported in its sustainability agenda through the research and activities of CBS Sustainability Centre.

CBS is continuing its great tradition of providing high quality, cutting-edge, and highly relevant education. We recognize the role we play in our fast moving, complex society together with PRME, and the many departments and centres throughout CBS that promote responsible management education, we can ensure that the education we provide is trustworthy and geared for business and our society of tomorrow.

# LETTER FROM CAROLINE AGGESTAM PONTOPPIDAN

*ACADEMIC DIRECTOR, CBS PRME*

Responsible management education has been part of CBS' educational agenda for the last fifteen years, supported by our active engagement with PRME. Supported by a new strategy, CBS continues and increases research and education that contribute to the welfare of society, our planet and humankind. In addition, our Nordic Nine (N9) competency framework is being embedded into CBS' educational programmes. N9 marks CBS' commitment to advancing the knowledge and transformational capabilities required to tackle big questions in the sustainability agenda.

At CBS, numerous initiatives are thriving regarding advancing sustainable development. One example is the CBS Sustainability Centre, a multi-disciplinary research centre, dedicated to studying sustainable practices and developments in organizations, markets, and society at large. The green agenda within the broader sustainability agenda is advanced through our Green Transition unit that brings together strong research environments, cross-disciplinary educational programmes and key external players in addressing the world's big challenges. They work to ensure that the right people are connected, such that both researchers, students and the public at large become part of the process of reshaping our common green future.

Our students will be required to tackle grand challenges in regard to sustainable development. This means that in addition to the content of students' respective studies, they will also need holistic understanding of sustainable development. UNESCO has referred to this as 'a responsible understanding of science, which includes sustainability aspects. For us educators, it requires that we think about which competencies students need to assess the impact of their actions on other world regions and forthcoming generations, thereby making responsible decisions for the future. At CBS PRME, we seek to advance this agenda in collaboration with the Nordic and global PRME community. With this SIP report, we are proud to bring forth key CBS achievements through the lens of the six PRME principles. PRME is about collaboration and teamwork, across borders and across disciplines, with the aim of strengthening responsible management education. At CBS, we thank every student, every researcher and every staff member who lends their support to advancing this agenda.

CBS PRME will devote its coming bi-annual work plan to the theme of biodiversity and organisations. In the light of standards such as the European Sustainability Reporting Standards E4 on Ecosystems and biodiversity becoming mandatory for larger European firms, understanding the multiple roles of organisations in preserving biodiversity is ever more critical. We are also continuing our focused work with carbon literacy, responsible management educational cases and importantly PRME's Impactful Five (i5): Learning in Leadership Education Impactful Five (i5)



I am grateful to the core PRME team, for their dedicated work with PRME at CBS: Thank you - Martiina Matharu Skroc, Lavinia-Cristina Iosif-Lazar, Isabel Denise Kannegiesser, Zoe Panagiota Kika and Erik John Gotthard Ehrnst for supporting the continuation of the PRME agenda. I am very much looking forward to our next cycle of PRME implementation at CBS.

*N9 marks CBS' commitment to advancing the knowledge and transformational capabilities required to tackle big questions in the sustainability agenda*

# THE CBS PRME OFFICE

It is a great pleasure for the CBS Office of Responsible Management Education to introduce its sixth Sharing In Progress report, which covers activities related to responsible management education at CBS in 2021-2023.



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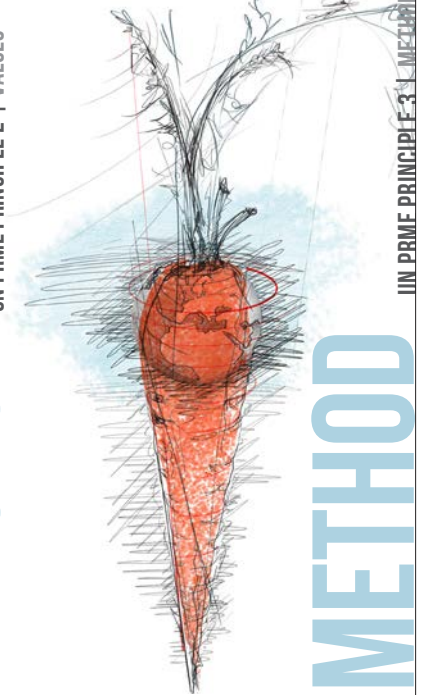
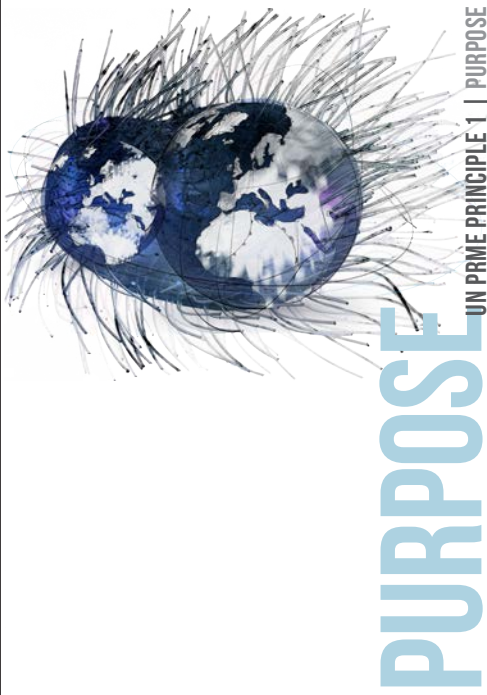


**Jens Riemer**  
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# THE SIX PRME PRINCIPLES

The six PRME principles constitute the foundation for the work CBS PRME carries out on responsible management education.



# UNGC PRINCIPLES



The United Nations Global Compact (UNGC) is an initiative for companies to engage in corporate sustainability by aligning with universal principles on human rights, labour, environment, and anti-corruption, as well as taking strategic action to advance the Sustainable Development Goals (SDGs). In May 2018, CBS became a member of the Global Compact. As a member of the UN Global Compact, CBS reports our engagement with the 10 UN Global Compact Principles, derived from the Universal Declaration of Human Rights, the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

## HUMAN RIGHTS

**PRINCIPLE 1** Businesses should support and respect the protection of internationally proclaimed human rights; and  
**PRINCIPLE 2** Make sure that they are not complicit in human rights abuses

## LABOUR

**PRINCIPLE 3** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

**PRINCIPLE 4** The elimination of all forms of forced and compulsory labour;

**PRINCIPLE 5** The effective abolition of child labour; and

**PRINCIPLE 6** The elimination of discrimination in respect of employment and occupation

## ENVIRONMENT

**PRINCIPLE 7** Businesses should support a precautionary approach to environmental challenges;

**PRINCIPLE 8** Undertake initiatives to promote greater environmental responsibility; and

**PRINCIPLE 9** Encourage the development and diffusion of environmentally friendly technologies.

## ANTI-CORRUPTION

**PRINCIPLE 10** Businesses should work against corruption in all its forms, including extortion and bribery.

# SUSTAINABLE DEVELOPMENT GOALS

**“The Sustainable Development Goals are a blueprint for fighting poverty and hunger, confronting the climate crisis, achieving gender equality and much more, within the next ten years. At a time of great uncertainty, the SDGs show the way forward to a strong recovery from COVID-19 and a better future for all on a safe and healthy planet.” United Nations, Agenda 2030**

In 2020, the world entered into the Decade of Action for achieving the United Nations Sustainable Development Goals (SDGs). This milestone also represents the five year mark from the launch of the 2030 Agenda, a span of time in which the SDGs have provided a platform for fighting inequalities, ending all forms of poverty, and tackling climate change.



# CBS AT A GLANCE

CBS is Denmark's largest educational and research institution within business administration and economics in a wide sense. The university is committed to providing business-related education programmes and continuing education for the public and, in particular, the private sector.

CBS is an international business university that combines elements from conventional business schools and the "full university" model. CBS strives to maintain a focus on how we can use our strong international standing to positively impact on and create value for society, both nationally and globally. In 2011 CBS received accreditation by AACSB (Association to Advance Collegiate Schools of Business) as the first school in Scandinavia. CBS has thus acquired the "Triple Crown" accreditation, an acknowledgement only shared by 59 schools worldwide. Over the 2021-2023 period, CBS has kept the "Triple Crown" accreditation.



## STUDENT POPULATION SPRING 2022:

**20,843** Students in total  
**3,673** International students

# CBS CAMPUS SUSTAINABILITY PROGRAMME

Building on our overarching vision, the approach to sustainability at CBS focuses on the potential to simultaneously improve both human and environmental wellbeing. This 'transformative' approach to sustainability is central to our Nordic philosophy.

The CBS Campus Sustainability Strategy embodies the university's commitment to mitigating climate change, improving building sustainability and promoting human well-being within the campus built environment and surrounding neighborhoods. The Strategy is aligned with our sustainability ambitions across our work in research and innovation, teaching, operations, and student life.

CBS has set up a Campus Sustainability Programme, which has the obligation to fulfill the CBS Campus Sustainability Strategy. The goals of this Strategy are described in a newly published CBS Campus Materiality Report. A Green Committee has also been set up to support these activities and to prioritize and discuss projects suggested by the programme before they are sent to the Campus Portfolio Management for approval and funding. **CBS Campus Sustainability Programme has an ambition to prioritise and ensure synergy between initiatives based on 'green cases' which evaluate potential projects as to their impact on the social, economic and environmental aspects of sustainability.**

The [CBS Campus Sustainability Profile and Goals for the 2020-2025](#) period are centred around three main aspects: social, environmental and economic. The social aspect takes into account the use of public areas, the development of learning and office spaces, improvements in indoor climate quality, support employee and student health and improving sustainability and quality in CBS's food system. The environmental goals focus on the sustainability of the university-wide procurement policy, the commitment to GHG emissions reduction, reduction of energy consumption, developing a Zero Waste action plan, implementing a water action plan to save and manage water use on and around campus. CBS has also committed to report on Scope 1, 2 and 3 emissions. The first outcomes of this commitment will be presented in upcoming reports. The economic aspects target improvement in space management and utilization, analysis and management of campus services life cycle costs of building and campus projects and establishing a long-term maintenance plan.



# OTHER INITIATIVES

*Sustainable initiatives on CBS campus*

## SUSTAINABLE EVENT GUIDE

In 2019 CBS published its Sustainable Event Guide. It offers concrete suggestions for sustainable initiatives that staff can incorporate into events at CBS in order to increase the sustainability of the event and reduce its' carbon and biodiversity footprint.

## VEGETARIAN DEFAULT POLICY

Selected departments at CBS have implemented the vegetarian policies at CBS. The vegetarian policy entails that whenever a colleague wishes to order food for an event, only vegetarian food will be served unless otherwise requested.

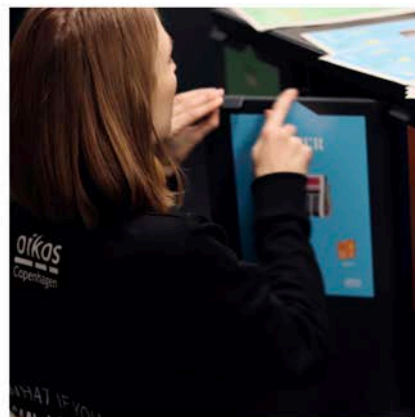
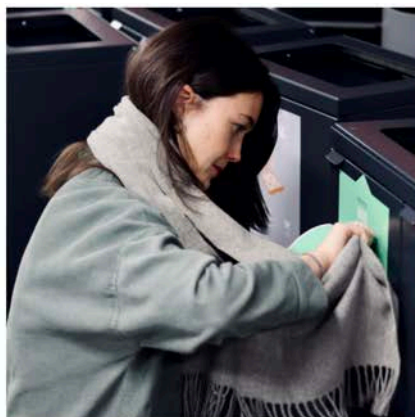
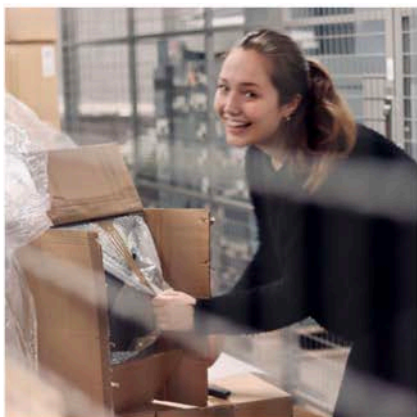
## DEPARTMENTAL SUSTAINABILITY POLICY

Some departments have also supplemented campus-wide policies by creating department specific policies focusing on, for example, the calculation of the CO2 footprint caused by travel, promoting train travel, providing vegetarian food by default at department events, and not using single-use plastics at events.

## SORTING WASTE ON CAMPUS

The student organization oikos Copenhagen initiated a waste sorting pilot project in 2019 that, with help from CBS, grew and became permanent, putting CBS one year ahead of the Danish government's waste sorting policy. Starting with 2021, students at CBS can sort their waste into five different categories: general waste, food, paper, cardboard and plastic, while employees have seven categories in their recycling systems: general waste, food, paper, cardboard, plastic, glass and metal.

This initiative is in line with CBS' goal that, by 2025, it will reduce its general waste to 20% of the total amount of waste.



*oikos Copenhagen installing the recycling bins  
Photo taken by Nicola Dottorini*

# PERMACULTURE GARDEN ON CBS CAMPUS

The Permahaven project is a CBS initiative to create a permaculture garden that will serve as a regenerative space for CBS students, faculty and Frederiksberg local residents, as well as a hub for learning and disseminating knowledge about biodiversity and regenerative social and environmental practices. The project consists of three main elements: lifelong learning, biodiversity and well-being. The idea is that the local community, side by side with CBS students and faculty, various local groups such as children's and elderly institutions, ethnic minorities, and the unemployed, can share their knowledge and contribute to increasing biodiversity and well-being in the municipality. Permahaven is located on the grounds of CBS campus' 'Klimahaven', next to the Water Tower opposite Nordre Fasanvej Metro Station. Permahaven.

Permahaven will also support Frederiksberg Municipality's Biodiversity Strategy. CBS Campus has great biodiversity potential, and through Permahaven our vision is to mobilise many more campus square meters for green purposes in line with the municipal Strategy. The Municipality has developed a set of clear and practical strategies specifically to enhance biodiversity on the CBS campus, and to thereby link CBS in a 'green corridor' with other green areas in the municipality – green corridors being crucial for biodiversity support. Permahaven will be integrating these strategies

within the garden area, thereby also hopefully inspiring initiatives to develop the rest of the campus in this direction as well.

Urban gardening is a growing movement worldwide, offering multiple environmental and social benefits. These include enhanced biodiversity in cities, greater energy efficiency in buildings, production of locally-grown, organic vegetables, integration of local community both as producers and consumers, enhanced wellbeing, and learning opportunities. Permaculture principles and tools are increasingly being used to support urban gardening projects in Denmark, and universities beyond Denmark, notably in the US and Canada, are also drawing on permaculture to design campus initiatives to increase sustainability, diversity and wellbeing. Permaculture offers an inspiring, accessible and effective environmental design framework to create this cutting-edge sustainability and biodiversity learning environment at CBS.

The term 'permaculture' stands for 'permanent agriculture', and was coined by Bill Mollison in 1978, who defined it as follows: "The conscious design and maintenance of agriculturally productive systems which have the diversity, stability, and resilience of natural ecosystems. It is the harmonious integration of the landscape with people providing their food, energy, shelter and other material and non-material needs in a sustainable way."

Permaculture offers a holistic framework for creating regenerative ways of living that are based on observing, imitating and working with nature rather than against it, in order to enhance resilience, diversity, productivity and stability (Hopkins 2020; Permaculturenews.org 2020). Although permaculture supports, and is often associated with, the term 'sustainability', permaculturists generally prefer the concept of regeneration, which captures the goal to give back to the ecosystem around us at the same time as taking care of our own needs; and on improving the current state of affairs, whether this be biodiversity, the quality of the soil or the degree of wellbeing in a community.

Permaculture advocates three overarching ethics: earth care, people care, and fair share. Ultimately, the goal is to foster responsible cultivation, production and consumption through a whole-systems approach that embraces technology and scientific experimentation and favours 'closed-loop' approaches that 'turn waste into resources and problems into solutions' (Barth 2016).

Permahaven provides hands-on learning opportunities with a wide range of permaculture perspectives, practices and tools that are scientifically proven to support biodiversity. We hope ultimately to train and engage student and local resident volunteers as teachers who disseminate knowledge about these issues more widely in their networks and communities.

The garden will also function as an integration/outreach hub that seeks to open the campus up and make it more 'porous' to local residents. In this spirit, CBS Permahaven is envisioned as a holistic means to support CBS educational innovation, notably in the area of transformative learning and the Nordic Nine principles. It also aims to further key goals outlined both in CBS Campus Sustainability goals 2020-25, notably improving well-being and performance both among faculty and students; sustainably managing CBS' food system, including supporting urban gardening, locally grown food, waste reduction, developing learning opportunities around food-related issues; and rethinking the campus as a 'living laboratory for sustainability to support greater knowledge sharing' and emissions reduction.

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From left to right: Maribel Blasco, Isabel Froes  
Photo: Anna Holte / Copyright: CBS Wire

## 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 AND CURRICULA THE VALUES OF GLOBAL SOCIAL RESPONSIBILITY AS PORTRAYED IN INTERNATIONAL INITIATIVES SUCH AS THE UNITED NATIONS GLOBAL COMPACT.

This section introduces the CBS strategic focus areas and Nordic Nine regarding developing students' capabilities to be promoters of sustainable and inclusive business practices. The section also highlights CBS's activities within curricula and organizational practices that align with international social responsibility initiatives.



# CBS STRATEGIC INITIATIVES

*"We transform society through business"*

CBS's new strategy launched in the summer of 2020 has spurred a number of notable initiatives one of which is the further embedding of the Nordic Nine competencies at CBS. To date, CBS has focused largely on establishing the structural framework for integrating Nordic Nine in study programmes.

The coming years will focus more heavily on fleshing and folding out Nordic Nine in the teaching activities together with study boards, lecturers, students and external stakeholders.

## THE NORDIC NINE

Copenhagen Business School develops disciplinary skills and transformational capabilities. Together we pursue knowledge that builds values, and values that prepare for action.



## NORDIC NINE

Copenhagen Business School develops disciplinary skills and transformational capabilities. Together we pursue knowledge that builds values, and values that prepare for action.

Graduating from CBS means that

### KNOWLEDGE

you have deep business knowledge placed in a broad context

you are analytical with data and curious about ambiguity

you recognise humanity's challenges and have the entrepreneurial knowledge to help resolve them

### VALUES

you are competitive in business and compassionate in society

you understand ethical dilemmas and have the leadership values to overcome them

you are critical when thinking and constructive when collaborating

### ACTION

you produce prosperity and protect the prosperity of next generations

you grow by relearning and by teaching others to do the same

you create value from global connections for local communities

## CBS AREA PRIORITIES

- Create opportunities for transformation of the self through both self-reflection and engagement in a diverse and dynamic learning community
- Diversify campus life to increase the inclusiveness of the CBS community and the level of well-being
- Redesign the inclusion of practice, e.g. by redeveloping our part-time faculty portfolio as well as our corporate and external partnerships
- Review the admissions system relative to the transformative aspiration of CBS

# KEY ACTIVITIES 2021

Month	Advancing RME	Drive and Facilitate RME research	Internal & external engagement	Other activities
JAN	CBS PRME team assists Dr. Petra Molthan-Hill in Yale Carbon Literacy facilitation workshop		CBS PRME assists in Responsibility Day Preparation meetings	
	CBS PRME Academic Director offers ESG Minor			
FEB	CBS PRME starts development of Responsibility Day case			CBS PRME staff attends Case Writing seminar
MAR	PRME organizes Carbon Literacy Training for Green Week participants			
APR	CBS PRME organizes Carbon Literacy Training for Global Compact Nordic companies	CBS PRME presents first results from Curriculum Development study	CBS PRME joins CBS Green Transition Strategic Initiative	CBS PRME staff attends Advance HE workshops
	CBS PRME presents first results of Curriculum Development study		CBS PRME joins 2nd Quarterly Nordic Chapter PRME meeting	
MAY	CBS PRME organizes Carbon Literacy workshop for Change 21 students			
JUNE	CBS PRME organizes SIGMA teaching case workshop	"Exploring Carbon Education for All: The Carbon Literacy Project" Book Chapter published		CBS PRME staff meeting
JULY		Article accepted for publication: "Sustainable Development in Higher Education in Nordic Countries: Exploring E-Learning Mechanisms and SDG Coverage in MOOCs"		
		CBS PRME team meets with WU Vienna University of Economics and Business students to contribute to Master thesis research		
AUG	CBS PRME Teaching Case Published: Partnering for Change (P4C): Novo Nordisk's Partnership with the International Committee of the Red Cross and the Danish Red Cross			
	Responsibility Day teaching case finalized by CBS PRME			
SEPT	CBS PRME organizes Carbon Literacy Workshop		CBS PRME provides input for Green Transformation and Climate Action report on SDG content in curriculum using the Curriculum Development method	
	CBS PRME Responsibility Day			
OCT	CBS PRME teaching cases invited to be submitted to FT Responsible Business Education Awards 2022			
	CBS PRME organizes Carbon Literacy Workshop			
NOV	CBS PRME organizes Carbon Literacy Workshop		CBS PRME Academic Director gives session to CSR Forum	
	CBS PRME assists in introduction to Carbon Literacy workshop for Aurora students			
	CBS PRME assists Dr. Petra Molthan-Hill in delivering the first online Carbon Literacy workshop for Chinese audience.			

# KEY ACTIVITIES 2022

Month	Advancing RME	Drive and Facilitate RME research	Internal & external engagement	Other activities
JAN	Data collection for Curriculum Development project	Nordic PhD course development: 3rd Module	CBS PRME chairs the Carbon Literacy Global workgroup	CBS PRME staff attends Case Writing seminar
	Circular Economy teaching cases development	Green Themes research findings integrated in programme draft reports	UN PRME Champion meeting	
	Cybersecurity teaching cases development			
	Carbon Literacy workshop delivered			

Month	Advancing RME	Drive and Facilitate RME research	Internal & external engagement	Other activities
FEB	Carbon Literacy workshop delivered for CBS mandatory course	Data analysis and coding for Curriculum Development project	Working group on Carbon Literacy	CBS PRME staff meeting
	En-Roads for Business Schools webinar	Nordic PhD course development: 3rd Module	CBS PRME assists in the delivery of the Carbon Literacy workshop for UNPRME	
			PRME KPI project meetings	
			UN PRME Champion meeting	
MAR	Carbon Literacy extra session delivered	Data analysis and coding for Curriculum Development project	CBS PRME assists in the delivery of the Carbon Literacy workshop for UNPRME	CBS PRME staff to apply for Advance HE Associate Fellowship programme
		Nordic Nine and Green Themes research findings integrated in programme reports	CBS PRME assists in the delivery of CL-ECOS workshop	
			UN PRME Champion meeting	
APR	CBS PRME presents first results of Curriculum Development study	CBS PRME presents first results from Curriculum Development study in draft reports	CBS PRME chairs PRME Nordic Chapter 1st meeting	CBS PRME staff attends Advance HE workshops
	CBS PRME starts collaboration on teaching case development with teachers from Ukraine universities	CBS PRME hosts NUAS webinar	CBS PRME assists in the delivery of the Future17: SDG 13 toolkit project	
		Nordic PhD course development: 3rd Module	UN PRME Champion meeting	
		InFocus report on Green Themes published		
MAY	Carbon Literacy workshop delivered	Nordic PhD course development: 3rd Module	CBS PRME assists in the delivery of the Future17: SDG 13 toolkit project	
		Curriculum Development results presented in draft reports	NUAS webinar: Universities carbon footprint	
			UN PRME Champion meeting	
JUNE		Nordic PhD course development: 3rd Module	CBS PRME assists in the delivery of the Future17: SDG 13 toolkit project	CBS PRME staff meeting
		CBS PRME attends ICED22 Sustainable Educational Development Conference	CBS PRME chairs PRME Nordic Chapter 2nd meeting	
		Development of reports on Curriculum Development research data for pilot programmes	UN PRME Global Forum	
		CBS PRME presents Green Themes report findings to NordSEnt conference		
JULY	Development and updating of Carbon Literacy workshop content		CBS PRME assists in the delivery of the Future17: SDG 13 toolkit project	
AUG	Development and updating of Carbon Literacy workshop content	Nordic PhD course development: 3rd Module		
SEPT	Development and updating of Carbon Literacy workshop content	Nordic PhD course development: 3rd Module	UN PRME Champion meeting	
	Delivery of CL workshop in CBS courses	CBS PhD students participate in Nordic PhD course module 1	CBS PRME presents paper at RMER conference Innsbruck	
		Data collection start for 2022-2023 Curriculum Development course overview	UN PRME Climate Change & Environment Working Group Meeting	
			CBS PRME assists in the delivery of CL-ECOS workshop	
OCT	Delivery of CL workshop in CBS courses	Methodology overview for Curriculum Development project 2022-2023	CBS PRME participates in Climate Literacy & Action Training	
			CBS PRME assists in the delivery of PRME CL workshop	
NOV	Delivery of CL workshop at CSE	Methodology overview for Curriculum Development project 2022-2023	Online UN PRME Champion meeting	CBS PRME attends Blended Learning course
	CBS PRME case published	Green themes and Nordic Nine CD results compiled	CBS application for PRME Champion	
			CBS PRME input to SDG Inspirational Guide	
			CBS PRME chairs PRME Nordic Chapter 3rd meeting	
			CBS PRME assists in the delivery of CL-ECOS workshop	
			CBS PRME hosts Nordic Chapter Steering Committee	
DEC	Carbon Literacy workshop redesign	Green themes and Nordic Nine CD results compiled	Online UN PRME Champion meeting	CBS Sustainability Centre celebrates 20 year anniversary
	SIGMA SDG case published		CBS nominated PRME Champion	
			CBS PRME assists in the delivery of CL-ECOS workshop	

# GREEN TRANSITION

## *Greening CBS from within*

The European New Green Deal and Denmark's very ambitious target of reducing CO2 emissions by 70% by 2030 and achieving climate-neutrality by 2050 calls for ambitious and bold research, novel education, innovation, action, and enhanced collaboration. Reaching these goals will be challenging and further complicated by an increased focus on scarce natural resources and biodiversity as well as the political ambitions of lowering emissions while maintaining economic growth.

Green Transition offers the Danish and international business community challenges as well as huge opportunities. Business as usual is not possible and issues range from navigating new and changing customer demands to the development and implementation of entirely new markets, business models, technologies, and products. Research based knowledge as well as business administration candidates with sharp green competence profiles are key to successful green transition.

In autumn 2020, the Danish government adopted its very first green research strategy. The ambition was for research to contribute to making Denmark a green pioneer country. In 2021, as part of this green research strategy, CBS established a Green Transition office and, in 2022, appointed Hanne Harmsen as CBS Vice Dean Green Transition.

[CBS Green Transition initiative](#) was established to put things in motion through interdisciplinary cooperation between researchers, students, campus and local, national and global environments. The initiative aims to ensure that the right people are connected, so that both researchers, students and the public at large become a part of the process

to reshape a common green future. The Green Transition initiative catalyses, facilitates and coordinates research and educational initiatives at CBS in order to address issues relevant to the green development of society. The initiative does this by bringing together capabilities from all levels of the organization to support projects that wish to address key problems of the green transition and development in a highly integrative manner.

The Green Transition Initiative facilitates access to high quality educational activities and cross-disciplinary research to a national and international audience including researchers, students and decision-makers in the public and private sectors and the community at large by providing webinars, podcasts, articles, and lectures on green transformation issues. Furthermore, it functions as a portal through which CBS' capabilities in various areas can be accessed and linked to green projects and missions.

Green Transition activities to date, include highlighting the work of researchers across CBS that address green issues. These include experts in green financing and accounting, sustainable consumption, green digitalization, policy making, and the energy sector to name but a few. It also brings together the many relevant platforms, offices, student organisations, websites and blogs. These include, among others, CBS PRME, Copenhagen School of Entrepreneurship, and green student organisations such as the CBS Sustainable Finance Club, oikos Copenhagen, and CBS Climate Club.



*Strategic Partnership between CBS, Nordic Alpha Partners and the CBS Climate Club  
From left to right: Hanne Harmsen (CBS), Laurits Bach Sørensen (NAP) and Malte Werner (CCC)  
Photo:*

# CSE IS GETTING EVEN GREENER

*Copenhagen School of Entrepreneurship contributing to the green transition*

Launched in 2007, the Copenhagen School of Entrepreneurship (CSE) is the largest university entrepreneurship community in Denmark. CSE helps student entrepreneurs develop their ideas into sustainable businesses through their incubator and accelerator programmes. Its goal is to become a part of a world-leading community of business practitioners and academics contributing to transformative change in society through business. As with many traditional businesses, CSE has also noted a growing trend towards entrepreneurs addressing global challenges such as pollution, sustainability and the like.

According to Ashlea Wallington, CSE Interim Director and Head of Educational Unit, CSE stemmed from academics within CBS who felt that there was a need for a space where students could take their entrepreneurial ideas further than the classroom. But the move from the more traditional entrepreneurs to ones looking to be part of green solutions started to take off in earnest around 2017. The types of entrepreneurs tend to be divided into two predominant groups – those developing green products and those delivering green services.

Another less usual form of entrepreneurship at CBS addresses how existing products or services are delivered. This replaces traditional products and services with green, sustainable alternatives. Here the end product is the same, but the process of creating or running the business has a sustainable edge. An example of this could be coffee whereby an entrepreneurship offers a company ethically sourced coffee beans to replace their current source. The solutions are not just restricted to Fairtrade and the like but also encompass other alternatives such as sourcing products locally and thus avoiding the environmental im-

pact of transportation. Other solutions also include green changes in supply chain management, business practices or how businesses can arrange for a percentage of their profits to go towards social projects.

An example of a successful green CBS entrepreneurship is VAER. This is a Copenhagen-based startup developing sustainable and scalable methods to upcycle substantial amounts of textile waste. Launched in 2019, this 3-women teamwork with unwanted textiles from manufacturers. The motivation behind this venture was a desire to achieve waste-free fashion. The idea came as a response to the heavy amount of textile waste generated by fast fashion, mass production and its impact on the environment. VAER uses unwanted denim off-cuts to make fashionable sneakers and is the first company in the world to produce up-cycled sneakers on scale. Scale and business models are very much areas of focus going forward at CSE. Entrepreneurs do not always see opportunities for creating positive impact that are within easy reach. An example could be that of changing a particular supplier and thereby making an entrepreneurship impact driven even if this was not the original intention. It is often in the upscaling process that the question of who and where things are supplied from becomes an opportunity for change and positive impact which goes beyond the impact of the business itself.

The importance of entrepreneurship at CBS was brought into focus when Senior Management, in the autumn of 2022, created a new Vice Dean position for Innovation and Impact at CSE. The impetus behind this initiative was to strengthen CBS' engagement in innovation and entrepreneurship and to develop a stronger integration with research.



Vaer team from their pitch at CBS Startup awards  
Photo: CSE



CSE team having a session  
Photo: CSE

# DIVERSITY, EQUALITY AND INCLUSION AT CBS

## *CBS efforts to increase gender balance*

Currently CBS is working to implement eleven strategic initiatives, one of which is in regard to diversity and gender equality. This is also echoed in CBS' strategic framework agreement for 2022-2025 with the Ministry for Education and Research whereby one of the five goals for this current framework agreement is diversity and staff. The aim is for a sixty-forty balance which is in keeping with other academic institutions' goals but where no subunits fall below a thirty-seventy balance.

To this end, a new office for diversity, equity, and inclusion (DEI) was established in 2022 with a full-time DEI specialist at the helm, leading the implementation of the university's Gender Equality Plan (GEP) which was launched at CBS in January 2022. This initiative is carried out in tandem with the work carried out by CBS' Equal Opportunities Officer, appointed in 2012.

The aim is not only to increase gender balance in academia but is also tied to EU legislation that requires all institutions wishing to apply for EU and Horizon Europe funding to have a gender equality plan in place. [Find the Gender Equality Plan here](#). EU funding is a major resource for many

faculty at CBS and, as such, plays a critical role in the quality and freedom of research developed.

One of the main goals of the plan is to build leadership capacity through training workshops and education with a view to deepening and broadening understanding of DEI issues.

Another focal area of the plan is an investigation of current staff and career opportunities through a DEI lens. The aim is to identify any potential "blind spots" in the recruitment and career paths of staff. A third focal area will look at gender in learning environments from a student perspective. This will not only address faculty that they encounter throughout their studies but also their curriculum. The latter is a bottom-up approach whereby students draw attention to material they perceive as having DEI issues.

The final focal area is countering sexism. The previous focus areas are very much based on developing overviews whereas this last area is more action-based and will encompass both structural and cultural sexism at CBS.



## PRINCIPLE 3 METHOD

WE WILL CREATE EDUCATIONAL FRAMEWORKS, MATERIALS, PROCESSES AND ENVIRONMENT THAT ENABLE EFFECTIVE LEARNING EXPERIENCES FOR RESPONSIBLE LEADERSHIP.

This section illustrates the frameworks, processes, initiatives and environments created at CBS in order to enable learning and teaching experiences for the development of responsible management and leadership. The section also focuses on the tools employed at CBS in order to evaluate and measure responsible management content in education.

# GREEN THEMES IN CBS EDUCATION

## CBS curriculum and green content

In November 2021, CBS via the PRME office conducted a green themes key word search and content analysis of all its courses, graduate and undergraduate levels as well as executive and continuing education. The seven research themes were nominated by the Danish Ministry of Education, and they referenced Green Transition in Higher Education. Results from the analysis were shared both internally with pilot programmes, as well as externally with ministry representatives as part of a wider research project. Examples from an undergraduate (Bachelor) programme and a graduate (Master) programme are presented below. The coding for Green Themes covers the academic year FALL2020/SPRING2021. An overview of the seven green themes is also presented in terms of curriculum coverage in mandatory and elective courses (Charts 4 and 5), as well as bachelor, master and diploma programmes (Charts 1,2 and 3). Through a long term analysis of the CBS educational content in terms of green themes, CBS PRME aims to both present consistent and faithful information regarding responsible management content in CBS education to both internal and external stakeholder, but also to identify, together with programme directors and managers potential areas of further curriculum development in the areas covered by the green themes.

Programme name	Data Source/Type	1: Theme 1 - Energi- og produktions		Theme 2		Theme 3		4: Theme 4 - Transport		5: Theme 5 - Miljø og cirkulær økonomi		6: Theme 6 - Natur og biodiversitet		Theme 7	
		Theme1	Theme1	Theme 2	Theme 3	Theme 4	Theme 4	Theme 5	Theme 5	Theme 6	Theme 6	Theme 7	Theme 7		
Studienævnet for BSc in International Shipping and Trade	A : Course Sections:Source Type = CD	0	0	0	0	4	4	1	1	2	0	0	0		
Studienævnet for BSc in International Shipping and Trade	B : Course Sections:Source Type = LO	0	0	0	0	3	3	1	1	1	0	0	0		
Studienævnet for BSc in International Shipping and Trade	C : Programme Competency Profiles:Source Type = Competency Profile	0	0	0	0	2	2	0	0	0	0	0	0		
Studienævnet for BSc in International Shipping and Trade	A : Course Sections:Type = Mandatory	0	0	0	0	4	4	1	1	2	0	0	0		
Studienævnet for BSc in International Shipping and Trade	B : Course Sections:Type = Elective	0	0	0	0	3	3	1	1	1	0	0	0		

Table 1: Green Themes content in Bachelor of International Shipping and Trade

Programme name	Data Source/Type	1: Theme 1 - Energi- og produktions		Theme 2		Theme 3		4: Theme 4 - Transport		5: Theme 5 - Miljø og cirkulær økonomi		6: Theme 6 - Natur og biodiversitet		Theme 7	
		Theme1	Theme1	Theme 2	Theme 3	Theme 4	Theme 4	Theme 5	Theme 5	Theme 6	Theme 6	Theme 7	Theme 7		
Studienævnet for BSc and MSc in Business, Language and Culture, MSc	A : Course Sections:Source Type = CD	4	4	2	2	2	2	9	9	4	4	19	19		
Studienævnet for BSc and MSc in Business, Language and Culture, MSc	B : Course Sections:Source Type = LO	1	1	1	0	0	0	5	5	1	1	13	13		
Studienævnet for BSc and MSc in Business, Language and Culture, MSc	C : Programme Competency Profiles:Source Type = Competency Profile	0	0	0	0	0	0	0	0	0	0	1	1		
Studienævnet for BSc and MSc in Business, Language and Culture, MSc	A : Course Sections:Type = Mandatory	0	0	0	0	0	0	7	7	2	2	11	11		
Studienævnet for BSc and MSc in Business, Language and Culture, MSc	B : Course Sections:Type = Elective	5	5	3	2	2	2	7	7	3	3	21	21		

Table 2: Green Themes content in Master of Business, Language and Culture

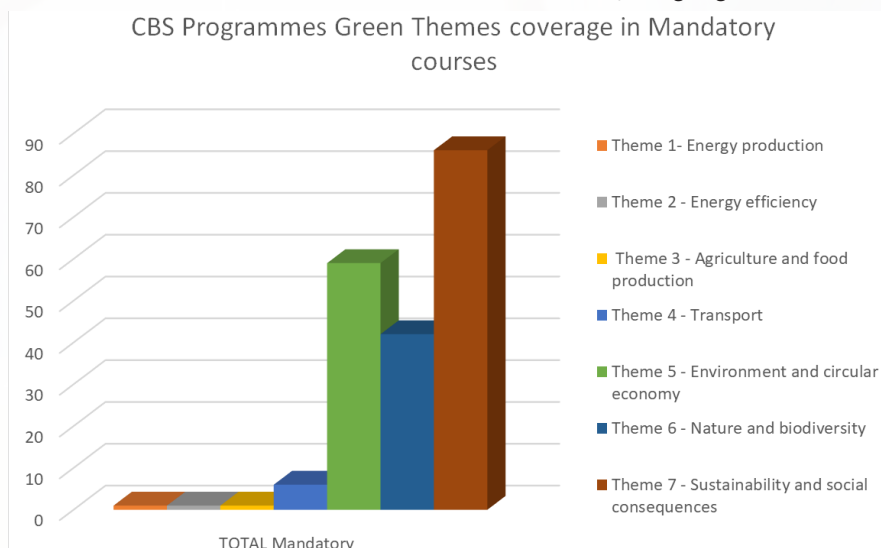


Chart 1: Green Themes coverage in CBS HD and diploma programmes



## CBS Bachelor Programmes Green Themes coverage

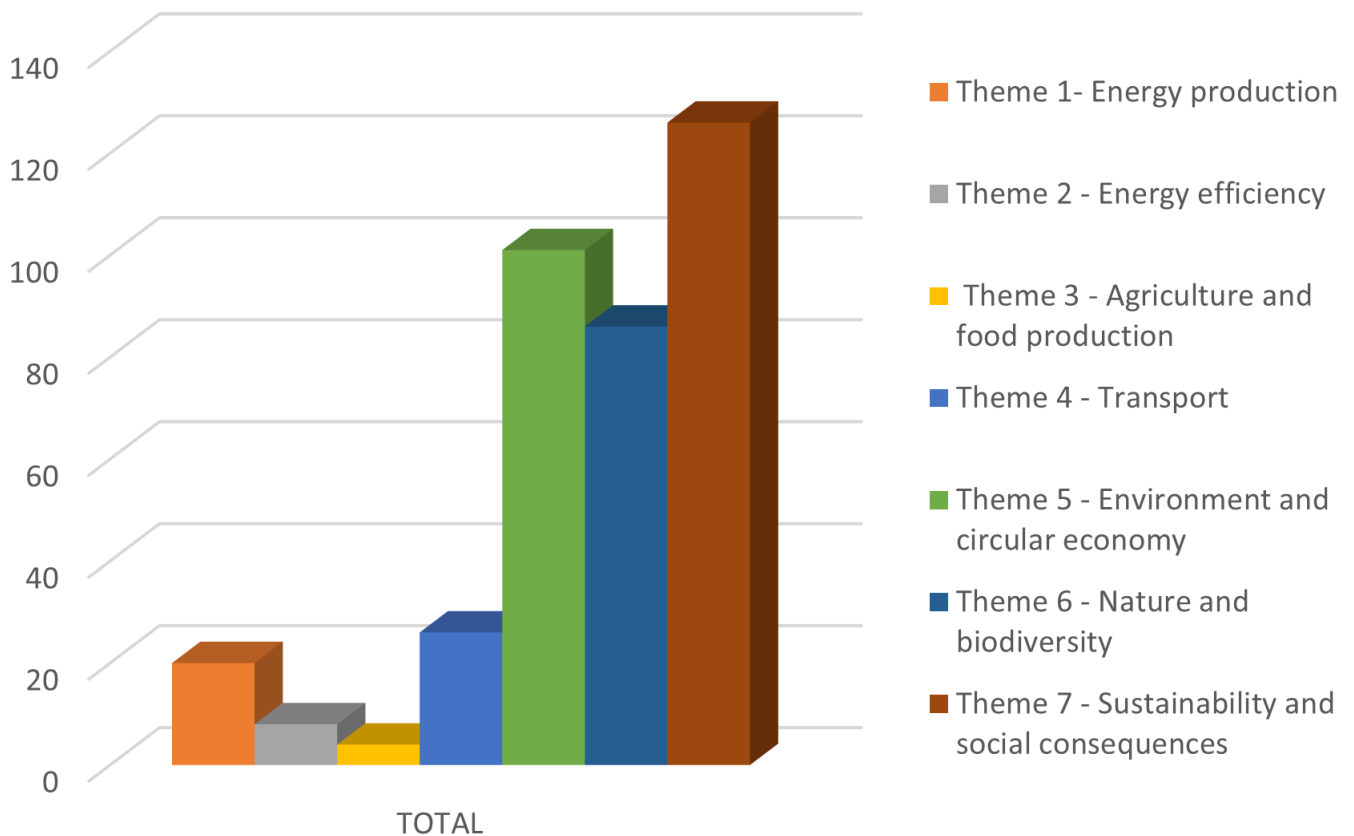


Chart 2: Green Themes Coverage in CBS Bachelor Programmes

## CBS Programmes Green Themes coverage in Mandatory courses

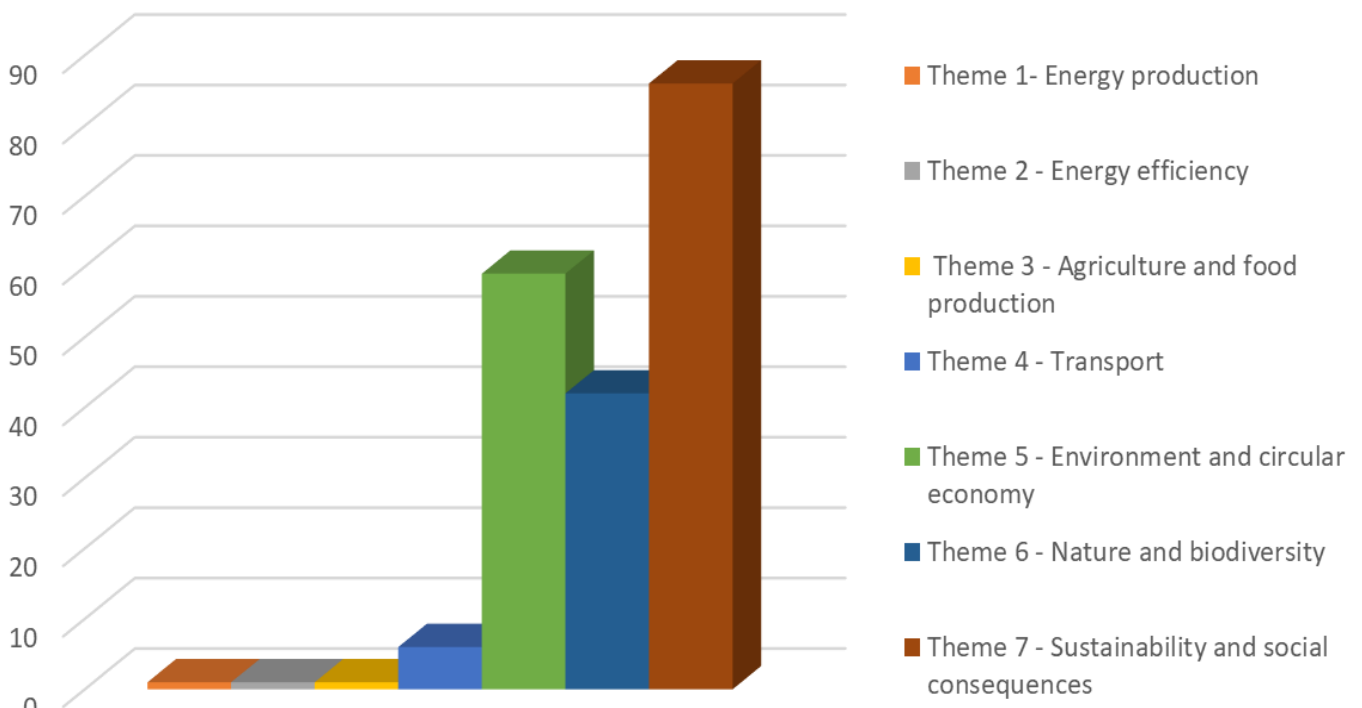


Chart 3: Green Themes Coverage in CBS Master Programmes

### CBS Programmes Green Themes coverage in Mandatory courses

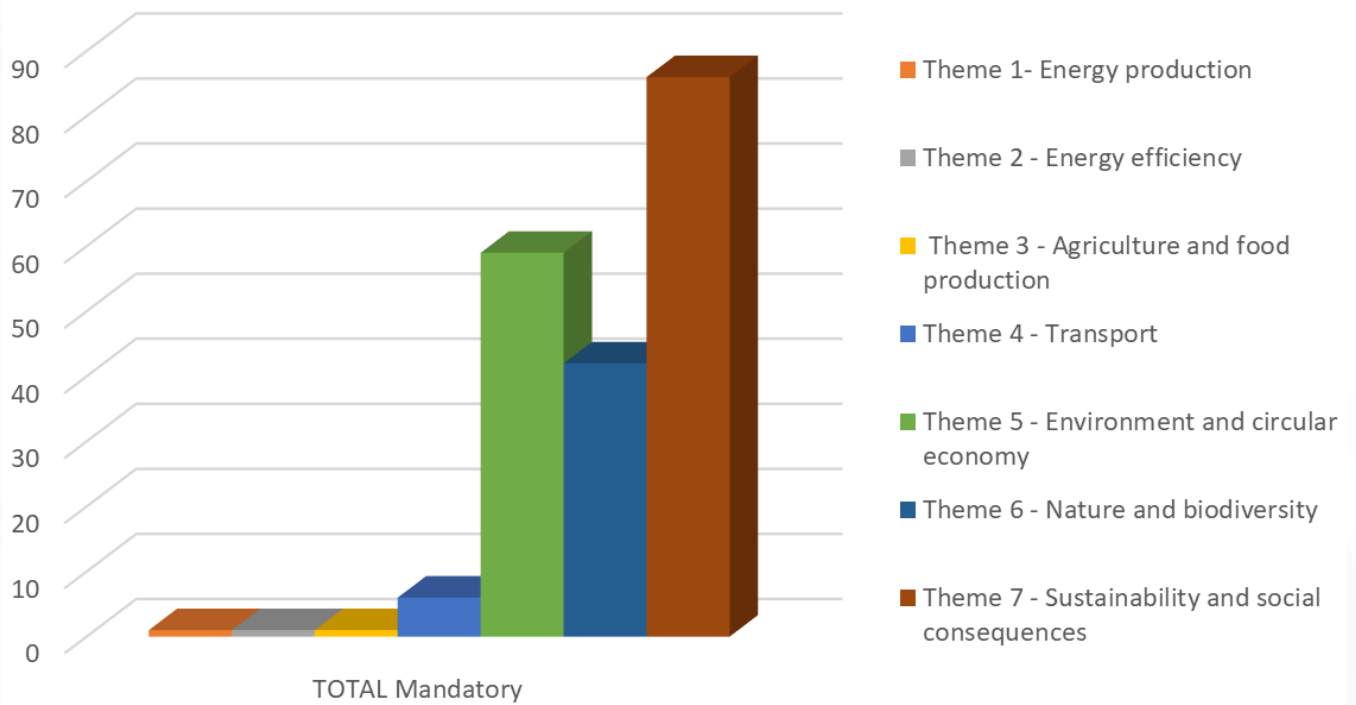


Chart 4: Green Themes coverage in CBS Mandatory courses

### CBS Programmes Green Themes coverage in Elective Courses

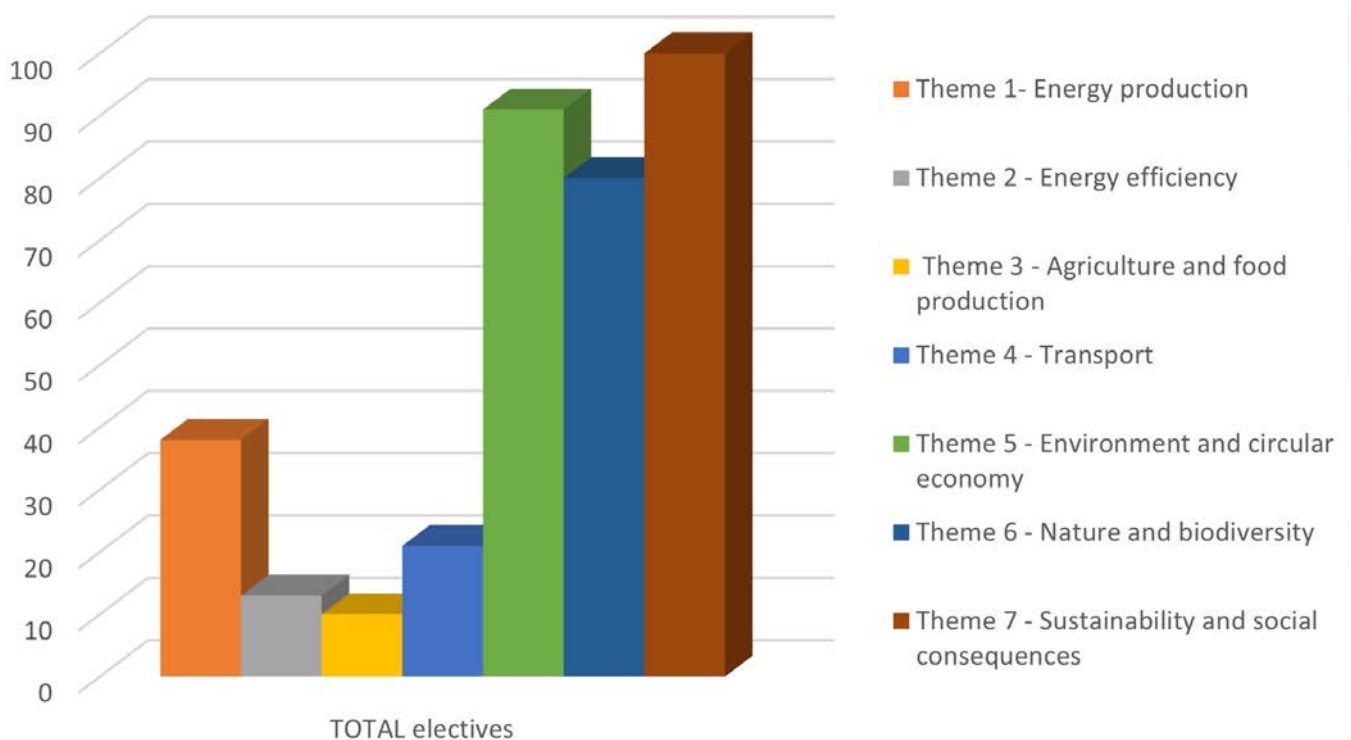


Chart 5: Green Themes Coverage in CBS Elective Courses

# SUSTAINABILITY FOCUSED COURSES AT CBS

*A selection by CBS Sustainability*

CBS Sustainability Centre offers an overview of courses at bachelor and master level which have a strong sustainability and responsible management component. The overview below presents a selection of such courses, whether they are mandatory or electives, along with the name of the coordinator of the course.

<b>Bachelor Level Courses</b>		
<b>Course title</b>	<b>Type</b>	<b>Course Coordinator</b>
Cross-Cultural Studies for Marketing	Mandatory	Fumiko Kano Glückstad
Introduction to Sustainable Business	Elective	Karin Buhmann
Scandinavian Sustainability & Corporate Social Responsibility	Elective	Sara Jespersen
The Corporation in Society: Managing Beyond Markets	Mandatory	Andreas Rasche
<b>Master Level Courses</b>		
<b>Course title</b>	<b>Type</b>	<b>Course Coordinator</b>
Achieving the SDGs: Environmental Sustainability for Organizations	Elective	Kristjan Jespersen
Achieving the SDGs: Feeding the Future of Sustainability	Elective	Kristjan Jespersen
Africa, Global Value Chains and Development	Mandatory offered as elective	Stefano Ponte
Blockchain and Sustainable Digital Infrastructures for Business	Elective	Kristjan Jespersen
Business & Human Rights: Governance, Leadership and Management	Elective	Karin Buhmann
Business Strategy in Developing Countries and Emerging Markets	Mandatory	Søren Jeppesen
Circular Economies and Sustainable Development Goals	Elective	Martin Skrydstrup
Consulting for Sustainability - Harnessing Business Models and Innovation	Elective	Kristjan Jespersen
Consumer Behaviour and Social Marketing	Elective	Kristian Roed Nielsen
Consumer Culture Communication: Segmenting, Targeting and Positioning across the Global Market	Elective	Fumiko Kano Glückstad
COSI Sustainability Challenges 1: Multi-disciplinary Approaches (SC1)	Elective	Maria Figueroa
COSI Sustainability Challenges 2: Specific Systems and Capstone Project (SC2)	Elective	Maria Figueroa
Corporate Citizenship: Political Responsibility in Theory and Practice	Elective	Jeremy Moon
Corporate Social Responsibility in Global Supply Chains	Elective	Esben Rahbek Gjerdrum Pedersen

# SUSTAINABILITY FOCUSED COURSES AT CBS (cont.)

*A selection by CBS Sustainability*

Critical Perspectives on Sustainability	Elective	Matthew Archer
CSR - A Path to Sustainable Development?	Mandatory	Peter Lund-Thomsen
CSR - Managing the Social Impact of Business	Mandatory	Steen Vallentin
Ethical Consumption, Celebrities and Development	Elective	Stefano Ponte
Field Study: Entrepreneurship and Private Sector Development in Uganda	Elective	Søren Jeppesen
Forbrugerindsigt i praksis: Case analyse	Mandatory	Kristian Roed Nielsen
Globalization: Practices, Perspectives and Ideologies	Mandatory offered as elective	Lisa Ann Richey
International Business, Responsibility and Communication	Mandatory offered as elective	Dennis Schoeneborn
Organizations and Society	Mandatory	Jeremy Moon
Organisational Change	Mandatory	Dennis Schoeneborn
Poverty, Sustainability and the Private Sector	Elective	Andrew Crabtree
Responsible Business - A SIGMA Virtual Team Work Elective	Elective	Kai Hockerts
Responsible Value Chains - A Path to Sustainable Development?	Mandatory	Jakob Lindahl
Social Entrepreneurship: Creating Social Change Using the Power of Entrepreneurship	Elective	Kai Hockerts
Societal Actors, Issues and Agendas	Mandatory offered as elective	Anne Vestergaard
Strategy and Communication	Mandatory offered as elective	Lars Thøger Christensen
What is Behind the Label? CSR and sustainability standards in developing countries	Elective	Peter Lund-Thomsen

# SELECTED EXAMPLES OF EDUCATIONAL INITIATIVES

*Teaching about sustainability challenges and solutions*

## MASTER-LEVEL COURSES ON SUSTAINABILITY CHALLENGES

Building on the success of its pilot courses on 2015, the CBS Sustainability Centre continued to offer 2 sessions of the multi-disciplinary MSc courses on sustainability.

Successful students are not only granted credits for passing, but also granted the Joint CBS-DTU-KU Certificate in Sustainability: Science, Technology and Business. This is a certified evidence of an academic involvement among the Copenhagen Sustainability Initiative (COSI).

The overall aim of these two courses is to develop a generation of specialist professionals (business administrators, engineers, scientists) who can work successfully in multi-disciplinary teams to solve the sustainability challenges society and business face.

Course participants apply hands-on and multi-disciplinary approaches to solving the complex and multi-level sustainability challenges that business, government and civil society currently face.

Students are exposed to a systems thinking in relation to sustainability, drawing from business studies, engineering and science approaches, such as earth systems and planetary boundaries, production systems, and business interaction systems.

### Contact details:

Maria Figueroa, Associate Professor, PhD  
Department of Management, Society and Communication,  
E-mail: mfi.msc@cbs.dk

## TRANSFORMATION OF CURRICULUM

Associate Professor Attila Márton has revised and transformed his course in Advanced Strategic Information Management in order to make students aware of the non-sustainable patterns existing in the digital ecosystem and turn them into digital ecologists.

Attila Márton, together with Matthias Trier, Professor MSO at the same department, teaches the course Advanced Strategic Information Management, and in 2021 has transformed the course to teach students how to take on a different approach to digitalization: the approach of an ecological thinker – a gardener rather than a general.

Ecological thinking regards humans as part of nature, and focuses on the realization that our actions affect the environment, including human ideas and thoughts and conversations.

The course is part of a local strategic initiative called 'Ecological Thinking and the Transformation of Business', which brought together five departments across CBS: Management, Politics and Philosophy; Operations Management; Digitalization; Marketing, and Teaching & Learning. The initiative proposed that ecological thinking should replace the first principle of business; profit maximization.

Attila Márton aims to teach his students to see digital businesses in an ecological setting as part of an ecosystem in which they can follow the wider patterns and effects of digitalization, information and data. To achieve this, a new mindset is needed, one that can change the language of strategists and how businesses view their competitors and foster a sustainable digital information environment in and outside businesses.

Attila encourages students in the course to be gardeners and to acknowledge that they cannot change the world individually, that they can influence, but not control the entire issue they are addressing. "You are responsible for the ecology of ideas that surround you. You must consider the social and environmental costs of your business. Just like biologists want rich biodiversity and flourishing ecosystems, businesses should want the same for their information environments."

Throughout the semester, Attila Márton has presented the students with several guest speakers who have different approaches to ecological thinking. For example, Joe Neft talked about the Foodstack community he is running, which involves hacking agriculture by learning how to build your own vertical farm in your flat.

The course ended with a case study in which the students had to pick a company and argue how that company either contributes to its ecosystem or how it can change its digital strategy to better support the ecosystem.

### Contact details:

Attila Márton, Associate Professor, PhD  
Department of Digitalization  
E-mail: am.digi@cbs.dk

# CBS MASSIVE ONLINE OPEN COURSES (MOOCs)

## *Responsible management and sustainability*

Over the course of 2021 and 2022, CBS faculty have continued to offer Massive Online Open Courses (MOOC) and Specializations through the online course platform coursera.org. From among the MOOCs offered, seven have responsible management and sustainability as a focus area. A complete list of MOOCs offered by CBS can be found by accessing the link: <https://www.coursera.org/cbs>.

Social Entrepreneurship Specialization	In this specialization you will learn how to create societal impact through Social Entrepreneurship. Social Entrepreneurship describes the discovery and sustainable exploitation of opportunities to create social change.	Kai Hockerts
Social Business Model and Planning for Social Innovation	In this course we will take the social business opportunity that you have identified in the first course to a higher level. Specifically, you will develop a business model using the Business Model Canvas.	Kai Hockerts
Unleashing the Impact of your Social Enterprise	In Course 3 of this Specialization you will first of all learn about Social Impact Assessment. Hence you will be able to develop a method to evaluate the social mission that you achieve while implementing your business plan.	Kai Hockerts
Identifying Social Entrepreneurship Opportunities	This Course will clarify the definition and meaning of Social Entrepreneurship and will focus on the need to learn about the source and root of a social problem. You will be introduced to different perspectives about Social Entrepreneurship and you will learn about complementary and opportunistic assets which will help you to detect an opportunity and develop an idea of how to create a business for social change.	Kai Hockerts
Sustainable Fashion	In this course, we provide an overview of business model theory and discuss business models as essential tools in the transformation towards more sustainable businesses. Throughout the course, we will use business model theory as a foundation to look at how real-world fashion brands are adopting more sustainable ways of doing business.	Kirsti Reitan Andersen Esben Rahbek Gjerdrum Pedersen Ana Lucia Diaz Schiavon
Sustainable Vikings: Sustainability & Corporate Social Responsibility in Scandinavia	This course gives you immediate access to the world leading sustainability and corporate social responsibility (CSR) practices.	Robert Strand
Business Models For Sustainability	This course was created by some of the leading researchers on business model theory and social entrepreneurship in Europe in collaboration with both small and large companies across various sectors investing in sustainable business model innovation. This course provides an overview of sustainable business model theory and innovation and discusses business models as essential tools in transforming to more sustainable businesses.	Esben Rahbek Gjerdrum Pedersen Kirsti Reitan Andersen Ana Lucia Diaz Schiavon David Murillo Lars Jacob Tynes Pedersen Sveinung Jørgensen Florian Lüdeke-Freund

# GREEN CONTENT IN MASTER THESES

*A sustainability content analysis of all public master theses from 2019-2022*

The master thesis is the most independent work students do during their studies. Over a period of four months, they structure an academic process to dive into a problem solely chosen based on their personal interest. For that reason, the master theses work out as a great dataset for studying student interests and application paths for the different disciplines at CBS.

With that in mind, the strategic project “CBS Green Transition” set out to investigate how big the share of master theses that can be categorized as a “green” master theses, meaning that the thesis addresses themes related to the green transition of business and society.

From the data we see an increasing development in the share of green theses from 2019 to 2022. Where 2022 marks an all time high with 24% of our public theses being green. That is 140 theses out of 584. The table below presents these findings.

Year	Public theses total	Public green theses	Share of total in %
2019	890	102	14
2020	978	175	18
2021	647	101	17
2022	584	140	24

## METHODOLOGY

The investigation was carried out in Microsoft Excel structured as a content analysis on abstracts and titles. To sort out “green” master theses we used the search string “climate, green, sustainab\*, energy, ESG, SDG, klima, grøn, bæredygtig\*, energi”. All hits were then screened manually to secure relevance.

## LIMITATIONS

Since many students choose to write their thesis in collaboration with a company that makes findings confidential, not all theses are publicly available. This investigation is conducted on the public accessible theses which ranges between being 20-25% of the total amount of theses each year. In the future we want to include all theses, and are in the process of making that possible.

# CBS MINORS

*CBS offers a number of minors at both undergraduate and graduate level*

A minor is a complete package of single courses or electives within a specific academic area. A minor typically consists of 3 to 4 courses. Taking a minor gives students a specialisation in the minor's academic area. Students achieve this specialisation because the minor consists of a number of interconnected courses in the same academic area. By taking a minor students can strengthen their competences within a specific area of their interest, and they can use it to qualify for specific jobs or branches.

## SELECTED RESPONSIBLE MANAGEMENT EDUCATION MASTER MINORS OFFERED IN 2020-2022: MINOR IN BUSINESS AND DEVELOPMENT STUDIES

Course	ECTS
Business Strategy in Developing Countries and Emerging Markets	7.5
International Business and Economic Development	7.5
Governance and Development	7.5
Responsible Value Chains - a Path to Sustainable Development?	7.5

## MINOR IN CIRCULAR ECONOMY

Course	ECTS
Circular Economic thinking in competitive businesses	7.5
Transitioning from linear to circular supply chains	7.5
Circular economies - towards a global shift? (Online course)	7.5

## MINOR IN ENERGY ECONOMICS AND POLICY

Course	ECTS
Energy Economics, Markets, and Policy	7.5
Energy System Economics and Modelling	7.5
The Energy Industry in Transition: Markets, Innovation and Strategies	7.5

## MINOR IN ENVIRONMENTAL SOCIAL GOVERNANCE (ESG): METRICS, REPORTING AND SUSTAINABLE INVESTMENTS

Course	ECTS
ESG, Sustainable and Impact Investments	7.5
Critical Cases in Environmental Social and Governance (ESG) and Sustainable Investments	7.5
Environmental Social and Governance (ESG): data, accounting and reporting	7.5

## MINOR IN SUSTAINABLE BUSINESS

Course	ECTS
Creating markets for sustainable products	7.5
Corporate Social Responsibility in Global Supply Chains	7.5
Corporate Citizenship: Political Responsibility in Theory and Practice	7.5

## MINOR IN TRANSFORMATIVE AND SUSTAINABLE ECONOMIES

Course	ECTS
Re-Imagining Capitalism. Towards Just and Sustainable Futures	7.5
The Political Corporation	7.5
Organizing for Social and Environmental Change. Theory and Practice of Alternative Organizations	7.5



# THE ESG MINOR

Understanding ESG reporting and its implications

## MINOR IN ENVIRONMENTAL SOCIAL GOVERNANCE (ESG)

Course	ECTS
Energy Economics, Markets, and Policy	7.5
Energy System Economics and Modelling	7.5
The Energy Industry in Transition: Markets, Innovation and Strategies	7.5

## CBS MINOR IN ESG RECEIVES AWARD

CBS has received 'Finansforeningens ESG Pris' (the ESG prize awarded by the Danish association Finansforeningen and sponsored by the association Dansif) in 2021.

MSC Associate Professor Kristjan Jespersen initiated the development of the ESG Minor, and coordinates the Minor together with Caroline Aggestam Pontoppidan, Associate Professor at the Department of Accounting. The ESG Minor 'Environmental Social and Governance (ESG): Metrics, Reporting and Sustainable Investments', enrolled its first students in 2020.

It consists of three courses, offered at the graduate level, which aim 'to immerse students into the global sustainability challenges embarked upon by institutional investors, investment firms and innovative companies, to develop strategy, management systems, metrics, data quality and ESG reporting'.

The award was motivated by the recognition that by offering the ESG Minor, CBS meets the increasing need for staff with competencies within the area of ESG. Kristjan Jespersen and Caroline Aggestam Pontoppidan received the prize on behalf of CBS.



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From left to right: Caroline Aggestam Pontoppidan (CBS), Kirstjan Jespersen (CBS) and Charloltte C. Mansson (BlackRock)

# DEI MASTER THESIS AWARD

*The first ever CBS award for DEI Master thesis*

On 13 October 2022, the first ever prize for a Master's thesis addressing DEI was awarded. The initiative was the result of a chance encounter between a student looking for a supervisor for her Master's thesis and Associate Professor, Magali Gravier from the Department of Management, Society and Communications (MSC). While this area was not core to her research, she had, for some time, tried to garner interest among her colleagues on the topic of diversity but to no avail. She had also co-authored a paper on representative bureaucracy in the EU and civil services, which earned her and her co-author an award in diversity. Her student's thesis addressed discrimination in a Finnish female soccer team. She had been looking for a supervisor but could not find anyone who was interested. However, when a colleague of Magali's brought the thesis to her attention, she knew it was something for her. The student was hardworking and ambitious, aiming for the top grade, a 12. CBS has a tradition of awarding prizes for thesis' however these were programme-wide and not subject specific. It was here that Magali thought that it could be great to have an award in excellence for a thesis addressing issues of diversity, so she reached out to her colleagues at the Diversity and Difference Platform at CBS to see if there was some form of reward on diversity already out there. She soon learned that there was not but was encouraged to develop something herself.

Originally, the plan was to give out an award but with the support of the Diversity and Difference platform. A one-off prize of 3,000 DKK was also provided and to be distributed as desired. The hope is to make this an annual event.

The three eligibility criteria were that the student(s) must have defended their thesis by the June 2022 (1st exam attempt), they must have received grade 12 (highest grade in Denmark) and that the thesis must be written in Danish or English.

The three-person jury awarded a prize of 2000 DKK to the winning thesis and a prize of 1000 DKK to one runner-up. An awarding ceremony took place on the occasion of a public platform dissemination event on 13 October 2022. Prizewinners also were given the possibility to present their theses the day before, on 12 October 2022, during the annual CBS Workshop on Diversity, Equality, and Inclusion.

Nominations were made by the supervisors. Each supervisor could nominate only one thesis and the nomination consisted of a 1-page document and a copy of the thesis. In the 1-page document, supervisors were asked to indicate the why they believed the thesis author(s) should receive the prize?

As spelled out on the webpage of the platform [Diversity and Difference](#) "The Diversity and Difference Platform works to advance and disseminate research on diversity and difference. Our research engages with themes such as diversity management, workplace diversity, migration, integration, gender and sexuality." There are plans to continue with this initiative in the future.

For more details please contact:  
Florence Villeséche and Sara Louise Muhr - Academic Directors for the Diversity Platform  
E-mail: [diveristyplatform@cbs.dk](mailto:diveristyplatform@cbs.dk)



# CBS' NORDIC CASE HOUSE

*Promoting case-based teaching at CBS*

In 2020, in an effort to centralize and boost case-based teaching and the development of teaching cases, all case related activities were placed in Teaching & Learning, headed by the Director, Jakob Ravn and under a newly formed initiative: Nordic Case House.

The aim of CBS' Nordic Case House is to create a Nordic based, globally inspired case house for case development and teaching excellence. In 2022, the Nordic Case House (NCH), came into a new era with the hiring of Professor Andrew Inkpen as Academic Director and Special Consultant Martiina Srkoc leading case support. With this also came a new goal for the House – to create a set of cases and teaching notes to be featured on Harvard Business Publishing under the CBS Nordic Case House Collection. The first collection would be launched in 2023 and will consist of ten cases and accompanying teaching notes. The collection would feature cases addressing Nordic companies and cases that take a “Nordic lens” to business dilemmas and challenges. The hope is to inspire global interest in our local, Nordic business perspective. Both Harvard Business Publishing and CBS believe there are valuable lessons to be learnt from our strong leadership values and approach to innovation, digitalization and sustainability. Teaching cases addressing big questions in society aligns well with CBS' strategic focus on transforming society with business

and equipping CBS students with transformational capabilities of the future. However, the aim of the NCH is not just reaching a global audience, it is also to promote quality education and teaching within our own walls.

As such, Nordic Case House provides services from ideation to publication. These include encouraging faculty to participate in Teaching & Learning's case writing and teaching courses. These courses are then followed up with workshops where, both through specialist and peer-to-peer mentoring, cases and teaching notes are developed, discussed, critiqued and prepared for publication. Cases that become part of the NCH collection are outsourced to professionals for editing and layout. There are also plans to develop case writing for students. Here students will hone their case writing skill under the supervision of their faculty.

In the future NCH would like to expand its offering to new, innovative and digitalized approaches to case development such as with multimedia and simulation cases.

For more details please contact:  
Martiina Miira Matharu Srkoc - Nordic Case House  
E-mail: [mmms.tl@cbs.dk](mailto:mmms.tl@cbs.dk)



# PRME TEACHING CASE COLLECTION

## Offering free teaching cases

Research and practice show that teaching with cases is a great way to activate inductive and problem-based learning while also leveraging students' previous experiences in class. With the support of The Case Centre, CBS PRME offers a free teaching case collection. CBS faculty and collaborators are invited to develop teaching cases relating to responsible management education and receive support from the CBS PRME office in publishing their work. Each case developed for publication has to be taught in class, which ensures both that students experience a case-based approach in class, as well as they get to discuss a responsibility related dilemma.

All cases under the CBS PRME collection are free to use, while some of the most notable ones in the collection are prize winners. The collection can be found on the Case Centre website: <https://www.thecasecentre.org/caseCollection/CopenhagenBusinessSchoolPRME>

In the course of 2021-2022, CBS faculty have published three new cases on the CBS PRME free case collection, with one additional case also being published by ESADE faculty as part of the SIGMA university collaboration. Four more standard length cases are pending publication as well as three short cases, which will be published in 2023.

The table below shows the published teaching cases in 2021-2022 under the CBS PRME collection (including the SIGMA teaching case).

Year	Title	Author(s)	Link
2021	The UN Global Compact: Advancing or Impeding Corporate Sustainability?	Andreas Rasche	<a href="#">Access here</a>
2021	Partnering for Change (P4C): Novo Nordisk's Partnership with the International Committee of the Red Cross and the Danish Red Cross	Verena Girschik Jasper Hotho Andreas Rasche	<a href="#">Access here</a>
2022	Trouble in the Congo - Glencore's Links to Artisanal Cobalt Mining	Francisco Felgueras Andreas Rasche	<a href="#">Access here</a>
	SIGMA case		
2022	ESADE: ENEL - DELIVERING A SUSTAINABLE IMPACT FROM INNOVATION TO THE BUSINESS	Ivanka Visnjic Angeliki Malizou	<a href="#">Access here</a>

# CARBON LITERACY

## *Carbon Literacy workshops offered by CBS PRME*

The Carbon Literacy training for business school students is a project initiated by the UN PRME Climate Change and Environment Working Group. In collaboration with the Carbon Literacy Organization in UK, the UN PRME Working Group is providing both trainings as well as mentorship for individuals and organizations wishing to become carbon and climate literate. The first Carbon Literacy workshop was held at CBS by Prof. Petra Moltan-Hill in 2019. In the same year, CBS became certified to hold trainings for students and stakeholders interested in understanding the impact of climate change and in taking action towards limiting the effects and meeting the climate targets.

Between 2019-2022, more than 450 students and interested stakeholders have registered for the free workshops and trainings in Carbon literacy offered by CBS PRME, with more than 146 of them being certified by the Carbon Literacy organization. Until the end of 2021, all workshops were optional, extra-curricular activities students were welcome to join in. In 2022, for the first time, the Carbon Literacy workshops and modules were offered and integrated into CBS mandatory or elective courses. Although not all students wish to receive the certification, the training is reaching an increased number of students by being part of the already established courses. At the same time, students benefit from the expertise of their respective subject matter coordinator regarding climate and carbon aspects alongside the intervention by the PRME instructors. During 2022, Carbon Literacy training was included in three CBS established courses. At the same time, in 2022, the Copenhagen School of Entrepreneurship offered the Carbon Literacy training as part of one of their start-up programmes.

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For the next period, the CBS PRME Carbon Literacy instructors are looking into the redesign and improvement of the workshop as well as creating the option for more experts to be involved and part of the training. At the same time, specialized modules are being developed that would make it more convenient for teachers to include in their courses.

Over the 2021 – 2022 period, the CBS PRME Carbon Literacy instructors have participated and assisted in the delivery of the online trainings offered by the UN PRME Working Group on Climate Change and Environment.

## 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.

In this section, we present the 2021 and 2022 research and publication output at CBS which relates to responsible management education and sustainability. A new methodology was used since last reporting in 2019 by taking into account a specific focus on ESG (Environment, Social and Governance) data.

# RESPONSIBILITY, ETHICS, AND SUSTAINABILITY

Research output at CBS

Since the last reporting cycle we have seen an increase in responsibility, ethics and sustainability (RES) themes in journal articles published, while we have taken a first in depth look at the 2021 and 2022 publications concerning ESG topics.

## RES METHODOLOGY

RESponsible Management topics (covering Responsibility, Ethics or Sustainability) were identified in either: title, subtitle, abstract or keyword from journal articles in PURE (peer-reviewed articles, submission year 2021-2022). This methodology was employed in our last reporting cycle. From 2020, we can see an increase in the overall number of RESponsible management related journal publications by 50.34 per cent, with Sustainability remaining the preferred topic of research, followed by Responsibility and Ethics. It should be noted that the methodology is being further advanced and any updates to the methodology are always treated retroactively so that the numbers presented are comparable over time.

**Responsibility** - Search terms: responsib\*; csr\*; Stakeholder management\* [and]; triple bottom line\* or TBL\*; human right\*; non-financial reporting\*

**Ethics** - Search terms: ethic\*; fraud\*

**Sustainability** - Search terms: Sustainab\*; Sustainable Development Goal\*; SDG\*; global goal\*; 2030 Agenda\*; ESG\*; Environ\*; "Environmental, Social, and Corporate Governance"; 'Environmental, social, and governance' impact investing; impact\*; climate\*; CO2\*; carbon\*; disaster\*; ocean\*; green\*

	2019	2020	2021	2022
<b>Total Number of Peer-reviewed Articles</b>	517	639	649	645
<b>Peer-reviewed articles covering RESponsible management content (RES - Responsibility, Ethics &amp; Sustainability)</b>	120	147	215	221
<b>Peer-reviewed articles covering responsible management topic - Responsibility</b>	37	32	40	44
<b>Peer-reviewed articles covering responsible management topic - Ethics</b>	26	22	15	17
<b>Peer-reviewed articles covering responsible management topic - Sustainability</b>	74	107	181	196

# ESG RELATED RESREACH

## ESG related content in CBS research output

Since the last reporting cycle, CBS PRME has worked with a new methodology focused on ESG content in publications by CBS faculty. For the 2021-2022 reporting period, we wanted to have a look at the number of published work which delves into environmental, social and governance topics.

### ESG METHODOLOGY

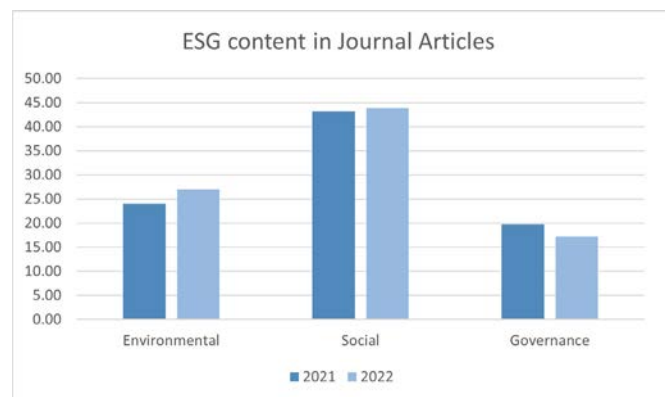
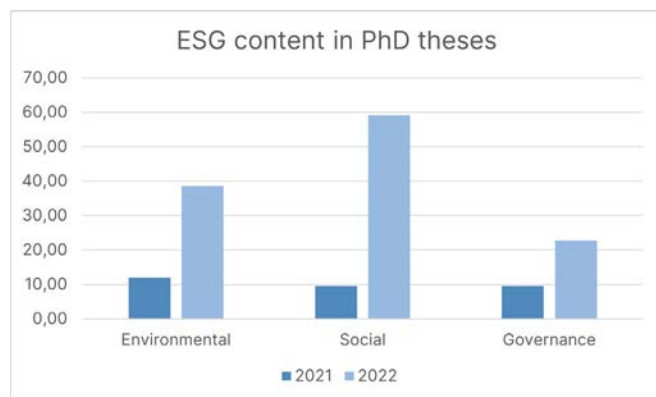
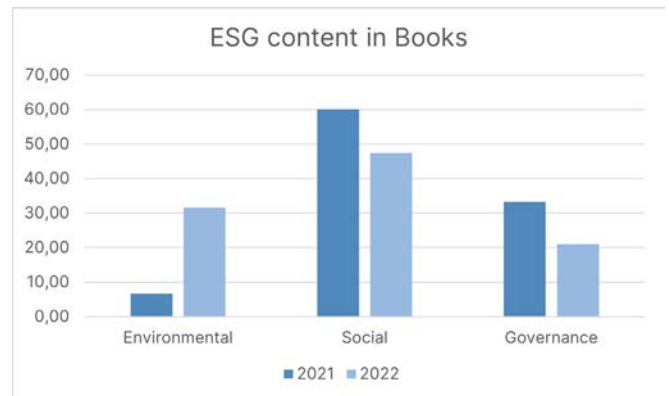
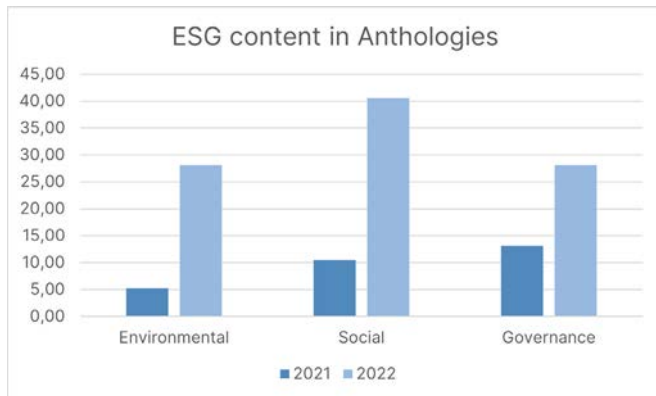
Environment, Social and Governance topics were identified in either: title, subtitle, abstract or keyword from journal articles, anthologies, books and PhD theses in PURE (peer-reviewed articles, submission year 2021-2022). This methodology was employed in our last and current reporting cycle when looking at RES topics. Publications can address more than one category in their content and they have been accounted for in each respective category.

We can see an increase across all ESG topics from 2021 to 2022 publications. Consistently, the Social aspect of ESG is found more predominantly in CBS publications, followed by Environmental and Governance topics. It should be noted that the methodology is being further advanced and any updates to the methodology are always treated retroactively so that the numbers presented are comparable over time.

**Environmental - Search terms:** sustain, environ, climate, carbon, ocean, wind, green, Co2, pollute, Greenhouse gas (GHG), emission, depletion, deplete, deforest, energy, waste, consumption, biodegradable, biodiversity, conserve, ecology, ecological.

**Social - Search terms:** Social, society, societal, employee, equal, inequality, diversity, gender, LGBTQI, LGBT, working condition, discriminat, bias, racist, child lab, slave lab, slavery, human right, community, communities, health and safety, conflict, skill, reskilling, train, training, competency, competencies, charity, charitable.

**Governance - Search terms:** govern, tax, remuneration, donat, corrupt, bribe, bribing, lobby, ethic.





# SELECTED RME AND ESG BOOKS

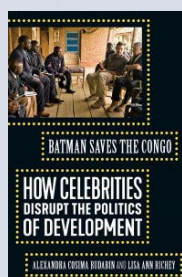
Books published by or in collaboration with CBS faculty



## DEPARTMENT OF ORGANIZATION

For Public Service – State, Office and Ethics (2022), written by Paul Du Gay; Thomas Lopdrup-Hjorth

This book explores the public service, indicating how early modern political concepts and theories of state, sovereignty, government, office, and reason of state can shed light on current problems, failings and ethical dilemmas in politics, government and political administration.



## DEPARTMENT OF MANAGEMENT, SOCIETY AND COMMUNICATIONS

Batman Saves the Congo: How Celebrities Dis-rupt the Politics of Development (2021), written by Alexandra Cosima Budabin; Lisa Ann Richey

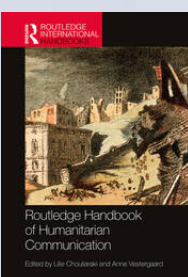
How celebrity strategic partnerships are dis-rupting humanitarian space. Can a celebrity be a “disrupter,” promoting strategic partnerships to foster ideas and funding to revitalize the development field—or are they just charismatic ambassadors for big business? Examining the role of the rich and famous in development and humanitarianism, this book argues that celebrities do both, and that understanding why and how yields insight into the realities of neo-liberal development.



## DEPARTMENT OF MANAGEMENT, SOCIETY AND COMMUNICATIONS

Rethinking Global Value Chains and Corporate Social Responsibility (2022), Peter Lund-Thomsen

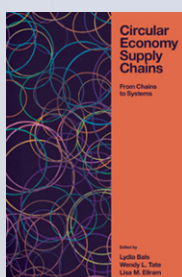
This innovative book considers how CSR is often framed and promoted by key actors in the Global North, the home of many large retailers and brands, in ways that overlook the unique challenges faced by suppliers and countries in the Global South. Instead, CSR must be understood as an evolving, context-dependent, and contested term and viewed through multiple perspectives. Developing an integrated analytical model of buyer, supplier, and worker perspectives on CSR in global value chains, the book draws out future research and policy implications.



## DEPARTMENT OF MANAGEMENT, SOCIETY AND COMMUNICATIONS

Routledge Handbook of Humanitarian Communication (2021), Lilie Chouliaraki (LSE) & Anne Vestergaard (CBS)

The Handbook is an authoritative and comprehensive guide to research in the academic sub-field of humanitarian communication. It is broadly focused on communication that presents human vulnerability as a cause for public concern and encompasses communication with respect to humanitarian aid and development as well as human rights and “humanitarian” wars.



## DEPARTMENT OF STRATEGY AND INNOVATION

Circular Economy Supply Chains: From Chains to Systems (2022), Lydia Bals (Editor), Wendy L. Tate (Editor), Lisa M. Ellram (Editor)

Circular Economy Supply Chains highlights the need for cross-industry flows and the need for different actors in circular value cycles. This book intends to move beyond a buyer-supplier view, embracing a holistic network or ecosystem view, to consider a cross-industry system perspective.

# RME PUBLICATIONS

## *CBS among the top schools in RME publications*

According to a 2022 article, CBS is the topmost contributing institution in terms of number of publications on responsible management education, followed by Nazareth College of Rochester and Babson College.

In the conceptual paper titled “Responsible management education: mapping the trends, influential sources and research themes”, the authors Ahmad Nisar, Sultan Qaboos University, Oman Muscat and Bibi Aqsa, Saibaan Development Organization, carried out a systematic literature review on RME and showed how three interrelated levels of analysis, conceptual, intellectual and social, allow researchers to “organize the data to produce rich content for RME”. When looking at institutions, the paper identified Copenhagen Business School (Denmark) as the top most contributing institution in terms of number of publications. [The full paper can be read on the Emerald Insight publication website.](#)

Maribel Blasco, Andreas Rasche, Kai Hockerts, Anne-Karen Hüske and Dennis Schoeneborn of the Department of Management, Society and Communication and Caroline Aggestam Pontoppidan of the Department of Accounting are among the CBS researchers who have published works on responsible management education and have RME as one of their research foci.

## SELECTED RESPONSIBLE MANAGEMENT RELATED RESEARCH PROJECTS

CBS researchers and faculty are continuously engaged or leading research projects which later on inform teaching and develop curriculum. Below is a selection of research projects in which CBS departments have been involved in during the 2021 and 2022 reporting period.

ACRONYM	TITLE	DEPARTMENT
<b>2021</b>		
	Att förstå diskriminering ved anställning	Department of International Economics, Government and Business
	Employment, investment, and inequality in the aftermath of the Covid-19 crisis	Department of Economics
	Exploration of hiring discrimination and possibilities for intervention through eye-tracking	Department of International Economics, Government and Business
<b>PACSMAC</b>	The paradoxes of climate-smart coffee	Department of Management, Society and Communication
	New Perspectives on Donor Lifetime Value	Department of Marketing
<b>PhD Ece Gürsoy, Danske bank</b>	Women in Management	Department of Management, Politics and Philosophy
<b>HOTSPOT 2</b>	HOTSPOT of multiple stressors: Research-based management in the Gulf of Guinea	Department of Management, Society and Communication
<b>CoDa</b>	Controversial Data and Algorithms: Digital solutions to crises of public trust	Department of Organization
	MAKING DISTANT FUTURES ACTIONABLE: Innovating for a zero-carbon future	Department of Organization
	Climate change and global value chains in Bangladesh	Department of Management, Society and Communication

<b>HUMAC</b>	Private-Sector Engagement in Humanitarian Action	Department of Management, Society and Communication
	Green transition through dynamics of problematizations: How forms of expertise influence the financial and social valuation of energy resources in Denmark	Green transition through dynamics of problematizations: How forms of expertise influence the financial and social valuation of energy resources in Denmark
<b>CAPACITOR</b>	Public Actors' Capacities in the Governance of Green Transitions	Department of Organization
	TIME MIRROR: Accounting for the Green Transition	Department of Accounting
<b>iBeauty</b>	Intercultural Personas of Beauty & Values	Department of Management, Society and Communication
	Behavioural Circular Society – a research programme in five propositions	Department of Management, Society and Communication
<b>INCULTUM</b>	Visiting the Margins. INnovative CULTural ToUrisM in European peripheries	Department of Management, Society and Communication
	Towards a socially just transition in the Arctic: Exploring, theorizing and disseminating best practice in meaningful stakeholder engagement for communities	Department of Management, Society and Communication
	Tax (dis)honesty in the digital economy: The case of Airbnb in Denmark	Department of Strategy and Innovation
	Learning Entrepreneurship From my Neighbors: Refugee Migration and Entrepreneurship in Denmark	Department of Strategy and Innovation
	Equality, diversity and inclusion as a moralized market	Department of Management, Politics and Philosophy
<b>TREEADS (former DRYADS)</b>	A Holistic Fire Management Ecosystem for Prevention, Detection and Restoration of Environmental Disasters	Department of Management, Society and Communication
	Plasten i det cirkulära samhället: Alternativ organisering bortom resurseffektivitet	Department of Organization
<b>2022</b>		
<b>STEERS</b>	Delivering a Decarbonised European Energy Sector: A Methodology for Implementing SmarT and Efficient EnERgy System Integration	Department of Economics
	Peace Positive Private Sector Development in Africa	Department of International Economics, Government and Business
	Nordic Network on Energy System Integration and Sustainable Transport	Department of Economics
	Balancing Boundary Tensions in Corporate Sustainability Work	Department of Management, Society and Communication
	Firm formalization and sustainable development	Department of Strategy and Innovation
<b>CIRCOP</b>	Circular Construction Platforms	Department of Management, Society and Communication
<b>Arctic Academy for Sustainability</b>	Arctic Academy for Sustainability: Creating Environmentally and Social Responsible Sustainable Energy and Ressource Development in the Arctic	Department of Management, Society and Communication
	Politics of the European Green Deal: What is the role of missions?	Department of Organization

<b>AnthroTax</b>	Tax evasion for market control: Predatory economies in practice	Tax evasion for market control: Predatory economies in practice
	Environmental Maritime Governance in Kenya (EMG-K): Policy, Practice and Prospects for the abatement of shipping air emissions	Department of Strategy and Innovation
<b>DICE</b>	Digital health in Circular Economy	Department of Digitalization
<b>VISIONARY</b>	Food Provision through Sustainable Farming Systems and Value Chains	Department of Management, Society and Communication
<b>PAINT</b>	Multilevel Pathways for Integrating Marginalized Groups	Department of Strategy and Innovation
<b>CF Future</b>	Unlocking the full potential of conservation finance	Department of Management, Society and Communication
	Post-pandemic Poverty: Debt and the Feminisation of Finance in Marginal Sites	Department of Organization
	What is Keeping Unemployed Workers from Finding Employment? The Role of Informations, Job Characteristics and Behavioral Biases	Department of Economics
	Circular Economy with a focus on Plastics and Textiles	Department of Digitalization
	PhD - Limited Diversity in Accounting Career Tracks	Department of Accounting
	Mitigating diversity barriers in growth potential and promotability of employees	Department of Strategy and Innovation
	WENDY	Multicriteria analysis of the technical, environmental and social factors triggering the PIMBY principle for Wind technologies
<b>TWINSEEDS</b>	Towards a World Integrated and Socio-economically Balanced European Economic Development Scenario	Department of Strategy and Innovation
<b>CREATE</b>	Circular Economy in Bangladesh's Apparel Industry	Department of Management, Society and Communication
<b>VCOMP</b>	Generating Voluntary Compliance Across Doctrines and Nations: Interlocking the Behavioral and Regulatory Aspects of Governments' Ability to Trust Public' Cooperation, Ethicality and Compliance	Department of Management, Society and Communication
	Mitigating diversity barriers in growth potential and promotability of employees	Department of Strategy and Innovation
	Accelerating the energy transition at sea and on land: Ports as Hubs	Department of Strategy and Innovation
<b>P2Green</b>	Permahaven: Læring om bæredygtighed i fællesskab	Department of Management, Society and Communication
	Permahaven: Læring om bæredygtighed i fællesskab	Department of Management, Society and Communication

# RESPONSIBLE MANAGEMENT RELATED EVENTS

*A selection of events organized by CBS departments*

Conferences, talks and other events take place regularly at CBS, with participation both from within CBS, staff, faculty and students, but also from external stakeholders and from the general public. Below is a selection of events held at CBS or in partnership with other universities and actors that have taken place in 2021 and 2022.

Title and date of event	CBS Contact	Short description
<b>DEPARTMENT OF ACCOUNTING</b>		
Stop Illicit Trafficking Can you help solve global natural resources crimes?  20-21 November, 2021	Tom Kirchmaier, Professor MSO E-mail: tk.ccg@cbs.dk	A major challenge in solving the illicit flow of illegal natural resources is the lack of a global supply chain that can intervene at the point of origin due of resources. Due to a lack of data there is insufficient insight making it hard to track illicit goods as they are mixed with legally produced, sustainable resources.  In this hackathon we bring together global banks and tech companies to co-create solutions to combat illegal natural resource exploitation.
<b>DEPARTMENT OF ECONOMICS</b>		
The CBS Inequality Platform's 2nd Workshop on Climate Change and Inequality  14 November, 2022	Birthe Larsen, Associate Professor E-mail: bl.eco@cbs.dk	The aim of the workshop is to bring together researchers analysing topics such as: The impact of environmental policy on inequality within or between countries The impact of climate changes on inequality within or between countries Efficient environmental policy Evaluations of environmental policy
ENERforsk 1st Sustained Conference: Energy & The Sea  9 September, 2022	N/A	ENERforsk is a network connecting energy researchers in Denmark (and neighboring countries). On September 9, the one day conference Sustained (Sustainable Energy Day) organised by ENERforsk took place. The conference is a platform for researchers, policy makers, and industry stakeholders to connect and discuss. The 2022 year's topic was Energy & The Sea.
<b>DEPARTMENT OF FINANCE</b>		
PeRCent Annual Conference 2022  6 September, 2022	Svend E. Hougaard Jensen, Professor E-mail: shj.eco@cbs.dk  Jesper Ragvid, Professor E-mail: jr.fi@cbs.dk	The 2022 PeRCent conference presented novel evidence on inequality in longevity and redistributive effects of the Danish pension system; theory and evidence on pensions reform and wealth inequality in Denmark; and a theoretical framework for how to think about the relationship between retirement saving and home ownership. The Conference is a joint initiative between Copenhagen Business School and the Danish pension industry and is organized by Professor Svend E. Hougaard Jensen from the Department of Economics and Professor Jesper Rangvid from the Department of Finance.
"Art as an Alternative Investment" - Finance Seminar with Roman Kräussl, University of Luxembourg  24 June, 2022	N/A	Roman Kräussl of University of Luxembourg presented: "Art as an Alternative Investment" The seminar discussed the key findings on art as an investment with a special focus on Roman Kräussl's recent work on art and gender.

<p>“Wealth Inequality: Opportunity or Un-fairness?” - Finance Seminar with Yigitcan Karabulut, Frankfurt School of Finance &amp; Management</p> <p>19 November, 2021</p>	<p>N/A</p>	<p>Yigitcan Karabulut presented evidence of a new propagation mechanism for wealth inequality, based on differential responses, by education, to greater inequality at the start of economic life.</p>
<p><b>DEPARTMENT OF INTERNATIONAL ECONOMICS, GOVERNMENT AND BUSINESS</b></p>		
<p>Public Debate: The EU's work-life balance directive in comparative perspective</p> <p>1 September, 2022</p>	<p>Caroline de la Porte, Professor MSO</p> <p>E-mail: cdlp.egb@cbs.dk</p>	<p>The event included a presentation on Enhancing take-up rates of father-specific leave through formal social rights and instrumental resources ? Preliminary Findings from 6 countries by Professor MSO Caroline de la Porte, Department of International Economics, Government and Business, CBS and a presentation on Learning from the Icelandic case: Fathers and gender equality By Professor Herdis Steingrimsdottir, Department of Economics, CBS</p>
<p><b>DEPARTMENT OF MANAGEMENT, SOCIETY AND COMMUNICATION</b></p>		
<p>How can we make oceans count in financial decision-making?</p> <p>15 December, 2022</p>	<p>CBS Sustainability Centre</p> <p>E-mail: sustainability@cbs.dk</p>	<p>The event was co-hosted by CBS &amp; DANSIF. Oceans are under significant pressure, such as climate change, biodiversity loss or habitat destruction. Through its capital allocation, finance has not only a significant impact on the oceans, but is also highly dependent on healthy ocean ecosystems. A panel reuniting key actors of the ecosystem focused on discussing the need and challenges of implementing blue metrics for the shipping industry.</p>
<p>Celebrating 20 Years of Sustainability at CBS!</p> <p>7 December, 2022</p>	<p>CBS Sustainability Centre</p> <p>E-mail: sustainability@cbs.dk</p>	<p>On 7 December, the CBS Sustainability centre hosted an Anniversary Celebration and took a look back at the history and accomplishments of CBS Sustainability, and discussed current and future opportunities and challenges in the field of sustainability.</p>
<p>Making Sense of Sustainable Finance and ESG - - Views from Inside and Outside the Discipline of Corporate Finance</p> <p>21 November, 2022</p>	<p>CBS Sustainability Centre</p> <p>E-mail: sustainability@cbs.dk</p>	<p>This seminar provided a forum for discussing how developments in sustainable finance and ESG can be approached from inside the discipline of corporate finance and from the outside. Rather than aiming to provide any final answers, the purpose of this seminar was to more tentatively present different approaches to increased mutual/joint/common understanding of the developments and some possible bridging themes.</p>
<p>Responsible lobbying - Hopeless oxymoron, essential ambition, or both?</p> <p>2 November, 2022</p>	<p>CBS Sustainability Centre</p> <p>E-mail: sustainability@cbs.dk</p>	<p>A workshop on what responsibilities do and should attach to businesses when it comes to their lobbying and broader political engagement in a world of politicisation and populism, purpose and various crises dynamics.</p>
<p>Indigenous Peoples' Views on Sustainable Palm Oil in Malaysia</p> <p>13 October, 2022</p>	<p>Sarah Netter, Centre Manager CBS Sustainability Centre</p> <p>E-mail: sn.msc@cbs.dk</p>	<p>Oil palm production is vital to Southeast Asian economies and livelihoods. However, there are no rigorous and reproducible tests of how well the Roundtable on Sustainable Palm Oil (RSPO) certification guarantees indigenous peoples' freedom, livelihoods, and outcomes in palm-growing regions. Is the Global North ensuring the sustainability of the products it consumes, or is it glossing over the full consequences and impact of our consumption habits? This event examined how the RSPO can improve to protect indigenous rights. Event organized by the International Work Group for Indigenous Affairs (IWGIA) and the Centre for Business and Development Studies (CBDS)</p>

Roundtable: Can African Countries leapfrog to a Green Industrial Economy?  9 June, 2022	Sarah Netter, Centre Manager CBS Sustainability Centre  E-mail: sn.msc@cbs.dk	The Centre for Business and Development Studies and the Inequality Platform at Copenhagen Business School organized a roundtable on the potential for African countries to leapfrog to a green industrial economy. Speakers included Yunnan Chen, Charles Odoom, Tilman Altenburg, Gaylor Montmasson-Clair, Elvis Avenyo, and Hazel Gray.
African Futures: Digitalization, Jobs and New Business Opportunities Conference  8 June, 2022	Sarah Netter, Centre Manager CBS Sustainability Centre  E-mail: sn.msc@cbs.dk	Jobs and employment have been at the center of many debates on African futurity with the potential of digitalization playing an ever more prominent role in recent times. But what is actually happening on the ground? How do African entrepreneurs use digital tools and create new business models? And what are the implications of digitalisation for workers' livelihoods? The CBS Africa Initiative — a cross-departmental network of researchers working on Africa — and the Inequality Platform invited academics and practitioners interested in engaging with these questions during a 1 day conference.
Copenhagen Impact Investing Days 2021  10 June, 2021	Kai Hockerts, Professor  E-mail: kho.msc@cbs.dk	The event aimed at connecting impact investing practitioners and academics to discuss research needs related to impact investing. Sessions were focused on e.g. climate finance, social impact bonds, and gender-lens investing.

#### DEPARTMENT OF OPERATIONS MANAGEMENT

Sustainable Procurement Observatory Workshop On Due Diligence  21 November, 2022	Thomas Johnsen, Professor  E-mail: tjo.om@cbs.dk	The second Sustainable Procurement Observatory workshop. The objectives of the workshop were to share the results from the second survey focused on supply chain due diligence, learn about due diligence developments, and meet likeminded procurement professionals with shared interests in sustainable procurement. The Sustainable Procurement Observatory is part of the wider CBS Sustainable Procurement Initiative.
Transitioning Towards Sustainable Procurement Workshop  31 October, 2022	Thomas Johnsen, Professor  E-mail: tjo.om@cbs.dk	The workshop was an opportunity to discuss sustainable procurement practices in the participating companies. This includes strategies, tools and challenges in transitioning towards sustainable procurement. The workshop included: working with Scope 3 mapping: Case by Kasper Herluf Østlund, VP, Global Customer Supply Chain CO-RO, what is maturity in sustainable procurement?, testing of maturity model and discussion among participating companies and meeting likeminded procurement professionals.
The 11th Supply Chain Leaders Forum at CBS  15 September, 2022	Juliana Hsuan, Professor  E-mail: jh.om@cbs.dk  Kim Sundtoft Hald, Professor MSO  E-mail: ksh.om@cbs.dk	Over the recent years, supply chains and supply chain management have come into the center of management and even in public debates. This development took its departure in three megatrends: Digitalisation – The need to digitalise supply chains; Sustainability – The impact of global supply chains on sustainability issues; Resilience – The need to develop resilient supply chains in the aftermath of Covid19. The event was hosted by CBS, Department of Operations Management, together with AAASCM, DTU Management and IDA OM.
Launch of Sustainable Procurement Initiative  17 November, 2021	Christina Merolli Poulsen, Special Consultant  E-mail: cmp.om@cbs.dk	Sustainable procurement has become a strategic priority for companies in their transition towards more sustainable supply chains. CBS therefore decided to establish a focused research initiative on the topic: the Sustainable Procurement Initiative (SPI). The purpose of this initiative was to make a positive impact on sustainable procurement practices in Denmark by studying and assisting Danish companies in their implementation of sustainable procurement projects.

<p>Webinar: Supply Chain Transformation for a Sustainable Future</p> <p>8 September, 2021</p>	<p>Andreas Wieland, Associate Professor</p> <p>E-mail: awi.om@cbs.dk</p>	<p>The first in a series of webinars as part of a collaborative initiative on Reimagining Supply Chains. This discussion explored how innovation and new business models can transform global supply chains in the transition to a sustainable economy. Drawing on examples in the areas of climate, biodiversity, and worker conditions, the speakers shared academic and practitioner insights on current challenges and opportunities, as well as identifying levers to create the necessary step change.</p>
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**DEPARTMENT OF STRATEGY AND INNOVATION**

<p>SI Strategy and Innovation Summit 2022</p> <p>3 May, 2022</p>	<p>Department of Strategy and Innovation</p> <p>E-mail: si@cbs.dk</p>	<p>What are the strategic and innovation challenges facing Danish firms in the contemporary global economy, and how should these challenges be addressed? These questions formed the theme of an afternoon event organized by Department of Strategy and Innovation.</p>
<p>SI Seminar with Abhinav Gupta - Stakeholder Ideological Incongruence and Diffusion of Controversial Practices: Evidence from LGBT Domestic Partner Benefits Adoptions by U.S. public universities</p>	<p>Department of Strategy and Innovation</p> <p>E-mail: si@cbs.dk</p>	<p>Prior research has shown that organizations tend to adopt contentious practices that align with their stakeholders' values and resist practices that do not. In this study, the concept of stakeholder ideological (in)congruence is introduced, which refers to the degree to which key organizational stakeholders are ideologically (mis)aligned with a practice, and theorized its relevance for how organizations adopt – and justify their adoption of – contentious practices.</p>





# 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.

This section presents the multiple ways in which CBS and CBS faculty and students engage in partnerships and collaborations with diverse stakeholders in order to advance responsible management, sustainability and green transformation in business education. The main areas of collaboration within the PRME Chapter Nordic and UNGC networks are presented, followed by selected examples of partnerships for curriculum development through the Aurora programme and the participation of the CBS students in the Model United Nations conference.

# PRME NORDIC CHAPTER ACTIVITIES

## *CBS engagement with Nordic Chapter*

One of many ways of collaboration and partnership within the large PRME community is through involvement in the multiple PRME Chapters and Working Groups. CBS is part of the PRME Chapter Nordic, which consists of PRME signatories from Denmark, Finland, Iceland, Norway and Sweden and which had the first informal meeting in 2013 at CBS. The PRME Chapter Nordic serves as a focal point of coordination and communication for signatories based in Denmark, Finland, Iceland, Norway and Sweden. The purpose of the chapter is to provide a platform for the Nordic PRME Signatories that enables collaboration and communication within the field of sustainability and responsible management among business schools and universities in the Nordic Region.

The PRME Chapter Nordic has the aim to build a network based on further promoting the “cooperative advantage” of the Nordic business context and 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.

### **Facts and Figures**

- 50 faculty members on mailing list representing 24 schools
- 28 PRME signatory schools in the region
- 13 SIP reports submitted in 2022
- 5 PRME Champion schools will be joining the 2023 cycle

### **Nordic Chapter Organization**

In 2022, CBS has taken over the Chapter leadership from Jönköping International Business School. The Head of the PRME Chapter Nordic for 2022 and 2023 will be Caroline Aggestam Pontoppidan, CBS PRME Academic Director.

The PRME Chapter Nordic formed a Steering Committee (SC Nordic) in the first quarter of 2022. Each of the Nordic countries is represented in the Steering Committee which meets twice per year and on an ad-hoc as needed basis. The first meeting of SC Nordic took place in November 2022.

## **MAIN AREAS OF COLLABORATION**

In 2022, PRME Chapter Nordic had four main collaboration foci. Communicating with our UNGC national representatives to enhance collaboration was one of the main areas of collaboration. Several Nordic PRME members have initiated a dialogue with their national UNGC representatives and a report was produced based on research initiated and conducted by partner Nordic members.

Another area of partnership was the Collaborative Online International Learning (COIL), Initiative initiated by BI Norway, under which a collaboration to build RME related courses is under development. The third collaboration project in 2022 was the PhD Doctoral course. A re-activated past collaboration to co-design an RME PhD doctoral course was lead by Hanken School of Economics, with the participation of five other PRME Chapter Nordic members.

Finally, PRME Chapter Nordic has planned for quarterly online meetings to invite Nordic members to share news and information about their own School's transition and how they are transforming their education.

## **MAIN FOCUS AREAS FOR 2023**

For the upcoming year, PRME Chapter Nordic has planned a Chapter meeting in Copenhagen, hosted at CBS. During the meeting, the Chapter will host an i5 workshop which Karlstad University has taken the lead on. Another area of focus will be the development of Carbon Literacy in a Nordic context with expanding the scope of the workshop to theory and adding a separate certificate on Biodiversity.

Anchoring of UN Global Compact in the Nordics and strengthening of the UNGC and PRME collaboration will be continued, with one purpose being to integrate real ESG challenges from UNGC members into education. Mapping regulatory initiatives for Responsible Management Education (RME) in the respective Nordic countries and understanding how these regulatory initiatives correlate to the PRME SDG Blueprint is another focus area for the PRME Chapter Nordic in the coming years.

Following the example and success of the partnering members to seek funding for the “Sustainability and CSR in the Nordic Context” PhD doctoral course, another focus area for the PRME Chapter Nordic will be to map and access funding opportunities in the Nordic region to support and boost the Chapter initiatives and projects.

# PRME NORDIC CHAPTER STEERING COMMITTEE

*Leading the Nordic Chapter with purpose*



**Anders Sandoff Ph.D**  
Business Administration  
Senior Lecturer



**Samuel Petros Sebhatu Ph.D**  
Humanities and Social Sciences  
Associate Professor



**Caroline Ditlev-Simonsen Ph.D**  
Law and Governance  
Professor



**Nikodemus Solitander Ph.D**  
Supply Chain Management and  
Social Responsibility  
Postdoctoral Researcher/Director



**Jan Hermes D.Sc**  
Marketing, Management and  
International Business  
Assistant Professor



**Karin Alm**  
**Econ. Lic., Ph.D Candidate**  
Business Administration  
Accomplished Lecturer



**Guénola Abord-Hugon  
Nonet Ph.D**  
Business Administration  
Lecturer



**Caroline Aggestam Pont-  
oppidan**  
Academic Director,  
CBS PRME



**Stefan Wendt**  
Dean of the Department of  
Business  
Bifröst University

# NORDIC PHD COURSE

## *Teaching sustainability and CSR in a Nordic context*

The Nordic PhD doctoral course “Sustainability and CSR in the Nordic Context” has been a collaborative project previously in the PRME Chapter Nordic member community. In 2022, six member universities, lead by Hanken School of Economics organised the most recent iteration of the doctoral course. The project group has successfully attained external funding for the organization and faculty and student travel for the course.

The aim of the course is to give an in-depth understanding and overview of the current state and contribution of Nordic CSR and Sustainability research. The course brings together Nordic faculty from different business fields and wider disciplines to emphasize the cross-disciplinary nature of the subject. The course is split into three modules given conjointly by six different Nordic business schools; Jönköping International Business School, Hanken School of Economics, Stockholm School of Economics, Copenhagen Business School, Oulu Business School, Umeå School of Business, Economics and Statistics. Two modules are organised on location in Stockholm and Oulu, and one module is held online. CBS is part of the 3rd module, together with Oulu Business School and is setting up the module for end April 2023. Attila Márton, Associate Professor, PhD is the CBS faculty involved in the delivery of the 3rd module, with a lecture on ecological and systemic thinking.

The course asks the question: what is the state of Nordic Sustainability research – and where should we be going? The question is approached through some key themes within Nordic CSR and sustainability research.

Module 1: Introduction to global challenges and Nordic research on sustainability.

Module 2: Critical perspectives on sustainability in business and organisation research

Module 3: Ecological philosophy, postmodern ethics and the circular economy

External funding for the course was attained through the following foundations: Marcus Wallenberg’s Foundation for Research in Business Administration; Peter Wallenberg Foundation; Kulturfonden för Sverige och Finland; and The Joint Committee for Nordic research councils in the Humanities and Social Sciences (NOS-HS); HS-DP funding by the University of Oulu.



Picture credit: Stockholm School of Economics

# NORDIC COLLABORATIONS

*Cross-collaboration and knowledge sharing*

## NUAS SEMINARS

As part of the Nordic Association of University Administrators (NUAS) collaboration, CBS and PRME Chapter Nordic have assisted in the organisation of the Universities and the Green Transition webinar series. Over the course of March to September 2022, a series of three webinars was held with online participation from multiple Nordic universities. The main focus of the webinars has been the university carbon footprint, looking at the baseline on sustainability actions and how to reduce and compensate carbon emissions.

Addressing the total carbon footprint of university activities is paramount if they are to achieve the globally needed CO<sub>2</sub>-reductions. Universities we must walk the talk on this challenging agenda.

### NUAS Universities and Green Transition Webinars

- 17th March 2022  
Online event: "Base-line on sustainability actions and the next step among the universities in the Nordic countries"
- 19th May 2022  
Online Event: Universities climate footprint
- 15th September 2022  
Online Event: How should emissions be reduced and compensated?

## PRME - UNGC COLLABORATION

One of the main focus areas for 2022, which will continue to be for 2023 as well, has been the collaboration between CBS PRME office and the UN Global Compact network Denmark. Building on previous collaborative efforts which included the first delivery of the CBS PRME Carbon Literacy workshop to the Global Compact Network Denmark members, in 2022, the GC Network Denmark has been invited to sit on the CBS PRME Advisory Board.

From 2022, Global Compact Network Denmark is represented in the CBS PRME Advisory Board, which will strengthen collaboration on projects as well as cross-pollination of initiatives in the two member organizations.

## PRME - GNC COLLABORATION REPORT

Within the PRME Chapter Nordic, BI Norwegian Business School has been key to deliver a report that reviews how and to what degree Nordic UN PRME business schools engage and collaborate with their "sister" organization UN Global Compact at a local level, through their respective Global Compact Local Networks (GCLNs), understand the potential of engagement and collaboration as well as breadth and scope of best practices, in line with SDG 17: Partnership for the Goals.

The report is anchored in the Q2 2022 PRME Chapter Nordic meeting. It is the first step in the PRME Nordic Chapter's effort to potentially initiate a structured collaboration based on best practices with GCLNs at local and/or regional levels. The first part focuses on providing a comprehensive list of collaborations taking place in the Nordics and the latter part looks at some global examples of PRME and GCLN collaborations. UN GCLNs and UN PRME business schools both work with students and businesses to educate present and future leaders on responsible business for a more sustainable future. The report documents numerous examples of local collaborations between PRME signatory business schools and their respective GCLNs without the PRME affiliation, but there are generally few examples of structured and systematic.

The report ends with a list of suggested actions for discussion, in a non-prioritized order and grouped here in different levels of decision formats to move forward.

The Working Group developing the report consists of Ann Kristin H. Calisch, BI Norwegian Business School, Norway, Caroline Ditlev-Simonsen, BI Norwegian Business School, Norway, Anja Carolina Czerwinska, BI Norwegian Business School, Norway, Caroline Aggestam Pontoppidan, Copenhagen Business School, Denmark, Karin Alm, HKR, Sweden, and Nicodemus Solitander, Hanken Business School, Finland.

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# CBS AND THE UNITED NATIONS

## *Experiencing the United Nations in action*

CBS has had a long-standing relationship with the United Nations not only through its engagement with PRME and UNGC, but also through our student organisation, CBS United Nations (formally CBS Model United Nations).

Model United Nations (MUN) is an educational simulation in which the work of the United Nations is re-enacted. This gives students the chance to learn about diplomacy, international relations, and the United Nations.

Participants in MUN conferences, so-called delegates, must slip into the role of a diplomat from one of the member states and represent the opinion of the respective country. CBS United Nations has been a member since 2012 and one of the greatest highlights for the participating students and all members of MUN, is to take part in the annual re-enactment of the United Nations in New York at the United Nations headquarters.

### LETTER FROM PARTICIPANTS

And suddenly we were boarding an airplane. For the next 11 days, we would be in New York City, in the United States. 21 students from CBS were accompanied by two Head Delegates. Over the course of a 10-week "Academy", we had learned about the United Nations, the Sustainable Development Goals, diplomacy, the country we were to represent, namely Ukraine, and engaged in practical exercises to improve our public speaking and debating skills. Even though the Academy prepared us well for the trip, the thought of being part of the MUN conference was a little scary for most of us. However, all those worries were quickly swept away.

We had a day to explore the city and try to get over our jetlag before the start of the MUN Conference. The CBS delegation, although honoured to be representing Ukraine also felt under pressure to perform well as the war had broken out only two months earlier.

We were divided into different committee pairs where we spent the next five days debating issues from sustainable development, to nuclear proliferation, to gender equality. Many of us plucked up the courage and held speeches in front of the committee groups and engaged in fruitful discussions with delegates from all over the world. Friendships were formed, and often, we sat together in central park over dinner. On Monday, we had the morning off, which we decided to use to visit the UN Global Compact/PRME Office in New York. We were introduced to the work of UN Global Compact and PRME and how they support the UN's agenda. On Thursday, the conference ended with resolutions being passed. It was incredible to see that, despite differences in the political standpoints we had represented during the week, suddenly we were all friends. The conference was an amazing experience, but also a challenge and a great learning experience on how to make compromises. Our delegation was then awarded an "Honourable Mention" Award for our performance during the conference days. Our two delegates from the ECOSOC committee also won a "Peer Award". After the closing ceremony, we joined the Delegate Dance, a party for all conference participants. The following days were filled with meetings and activities. Then, another highlight followed: we were able to visit the United Na-

tions Headquarters, including the rooms of the Security Council, the General Assembly, and the ECOSOC Plenary forum. This was remarkable, as the United Nations only opened to the public again that week. Even though we had to split into two groups, this visit was very inspirational for each one of us. Finally, it was time to leave again for home where we arrived on Tuesday, exhausted from many new impressions, but also incredibly happy and blessed to have been a part of the experience and have made so many new friends, both within the CBS delegation but also from across the globe.

In retrospective, the past year has been incredibly exciting for us at CBS United Nations. During Covid we rebranded our student organization and even changed our name from CBS MUN (Model United Nations) to CBS United Nations. We managed to take an incredibly diverse delegation, consisting of 23 delegates from 11 different nationalities on a memorable trip to New York.

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*CBS United Nations students at the PRME Headquarters and The Edge in New York City.  
Picture credit: CBS United Nations*

# INNOMISSIONS - START

## *Danish cross-disciplinary mission-oriented research programmes*

In line with CBS' strategic focus on engaging in solving societal grand challenges, in 2021, CBS has been dedicated to the Danish initiative of cross-disciplinary mission-driven green research programs. This followed the governments green research strategy and the aim to initiate research that can contribute to reaching 2030 and 2050 goals of CO2 reductions. During 2021 CBS engaged in developing cross-disciplinary research road-maps for a carbon neutral 2050 within the areas carbon capture, power-t-x, agrofood systems, and plastics/textiles. After that, CBS engaged actively in the call for large-scale cross-university research programmes for InnoMissions and specifically coordinated the application process for sustainable agrofood systems.

CBS is currently partner in all four InnoMissions, actively involved in the governance of the InnoMissions with two seats in InnoMission Boards in 2022, and also has active research projects within the power-t-x InnoMission.

In 2022, START (Center for Sustainable Agrifood Systems) which is a new cross-university initiative, focusing on stimulating cross-disciplinary strategic research at lower TRL levels for greener agrifood and placing Danish research at the forefront of EU-research was launched. CBS faculty is engaged in one of the cross-disciplinary research hubs on 'people and practices'. The center involves all Danish universities and has a focus on creating cross-disciplinary research groups, developing tools for integrated, interdisciplinary, and involved research and on attracting EU-funds. START also lobbies actively in EU for innovative approaches to solving the transition of the agrifood sectors to more sustainable approaches.



# AURORA – ACADEMIC PARTNERSHIP

*Partnership for societal change*

In November 2020, CBS joined the Erasmus+ European University Network “Aurora Alliance with 9 European universities, forming a partnership of like-minded and closely collaborating research intense universities, that use their academic excellence to drive societal change and contribute to the Sustainable Development Goals.



© Kai Hokcerts

From left to right: Martin Jes Iversen (Vice Dean of International Education), Catherine Layolle Busch (International Programs Manager, International Office), Anne-Karen Hueske (Institutional Coordinators, Academic Co-lead), Kai Hockerts (Institutional Coordinator, Academic Co-Lead)

The Aurora Alliance strives for equipping a diverse student population with the mindset and skills needed to contribute to addressing societal challenges as social entrepreneurs and innovators.

Aurora offers a wide variety of exchange options. The CBS led task team facilitates the creation of future social entrepreneurs and innovators who are able and willing to tackle the most challenging issues of today’s societies by offering short-term exchange and mobility options for their students within the fields of innovation and social entrepreneurship at the Aurora partner universities. These short-term mobility courses aim to bring together students from all over Europe with very different academic backgrounds to offer a truly interdisciplinary perspective on societal challenges, creating a diverse and inclusive international environment, providing a strong theoretical and practical introduction to social entrepreneurship. The map below shows which courses have been offered across the Aurora partner Universities.



#impaktWISE

Likewise, Copenhagen Business School offers two Aurora courses during the International Summer University Programme (Bachelor: “An Introduction to Social Entrepreneurship”, Master: “Social Entrepreneurship and Business Model Innovation”) with 54 students from Aurora partner universities in Summer 2022. Guest speakers from the Aurora partner universities, Michèle Kuschel (Universität Duisburg-Essen) and Ramon Rispoli (the Università degli Studi di Napoli Federico II), Copenhagen School of Entrepreneurship, and practitioners inspired the students with their research findings and practical experiences. Working in international and interdisciplinary teams, the students developed their own social business models and pitched them at the end of the three weeks.



ISUP Master Course Summer 2022 with Michèle Kuschel from Aurora partner Universität Duisburg-Essen

Another Aurora course was offered by University of Innsbruck in cooperation with the European Forum Alpbach “Social Entrepreneurship for Sustainability and Climate Change”. Beyond the course the students participated in the European Forum Alpbach with about 600 scholarship holders from around the world. Striving for ideas for an empowered and democratic Europe, the European Forum Alpbach brings together the next generation of European leaders with decision makers and experts from business, politics, and society.



# AURORA – ACADEMIC PARTNERSHIP (cont.)

Partnership for societal change

Experiential learning through social business model development is facilitated by the free learning platform Social Business Model Panorama provided by Babele. The platform invites students to interact with their peers at other Aurora universities. The developed projects can compete in the #impaktWise Award competition. #impaktWise is a competition for students and social entrepreneurs who create innovative social business models. The Awards are split in two categories: The Ideation Award and the Pitch Award. The autumn 2022's winners of the Pitch Award with 20.000 DKK for first and 5.000 DKK each for second place were: Goofy Meal (1.), Impact Artists (2.), and BeeHome (2.).

Goofy Meals aims to provide affordable, healthy, and convenient home-cooked meals made from imperfect and surplus vegetables and fruits. BeeHome takes antagonistic assets such as grandparents or migrants to connect them with parents in need of childcare through their online platform. Impact Artists aim to create awareness and open discussion regarding menstruation through art in India. All three winning projects either came from Aurora universities or have team members from one of the Aurora universities.

Copenhagen Business School leads two task teams. One task team focuses on identifying and measuring these competencies, which translated in the development of the Social Entrepreneurship and Innovation Scales to Measure Impact Competency (SEISMIC). Beside evaluating study programs, SEISMIC can be used by both students and teachers. Students can evaluate and identify areas in which they want to improve themselves. And teachers can use SEISMIC to evaluate both "knowledge income" and assess "knowledge outcome".

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## Winners of the Pitch Awards

Runner Up  
**BeeHome**



Taking antagonistic assets as grandparents, migrants etc. and connecting them with parents, who are in desperate need of childcare through our online-Plattform

Winner of  
5000 DKK

**Winner!**  
**Goofy Meals**



Affordable, healthy, and convenient home-cooked meals made from imperfect and surplus fruits and vegetables.

Winner of  
20.000 DKK

Runner Up  
**Impact Artists**



Creating more awareness and open discussion regarding menstruation through the medium of art in India.

Winner of  
5000 DKK

# CBS PRME INFOCUS REPORTS

*Highlighting RME activities at CBS*

In March 2020, CBS PRME launched a series of short reports to highlight the RME related activities taking place at CBS to provide our stakeholders, both internal and external, with concise, abridged reports of relevant activities, research and curricula.

To date, there are six InFocus reports published. The latest two reports have looked at [CBS student organizations and their ESG related activities](#) and at the [Green Themes present in CBS educational offer and in Higher Education in relation to the European Green Deal](#).

## PRME INFOCUS REPORT NO. 5: CBS STUDENT ORGANIZATIONS: AN OVERVIEW OF THEIR ESG-RELATED ACTIVITIES

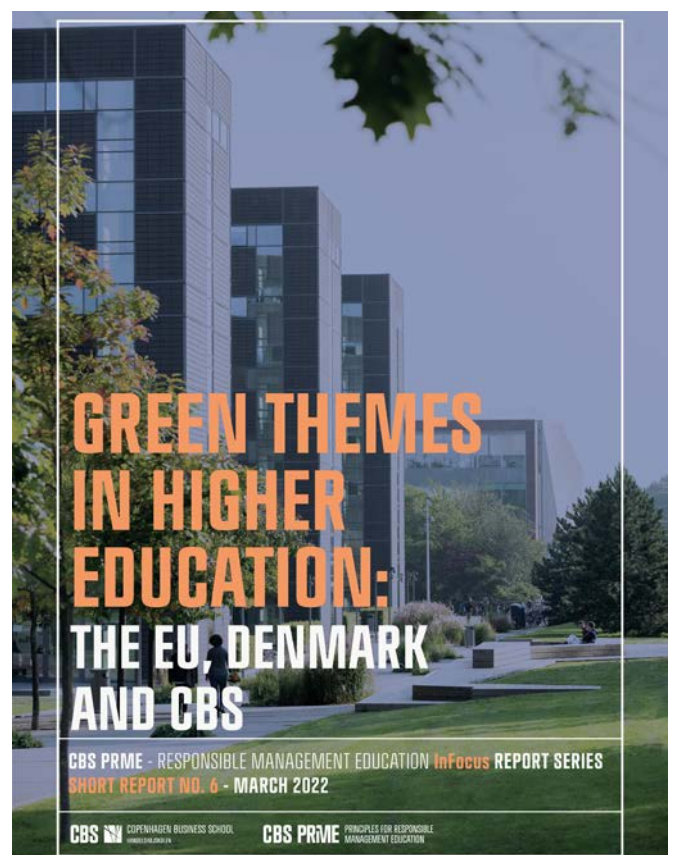
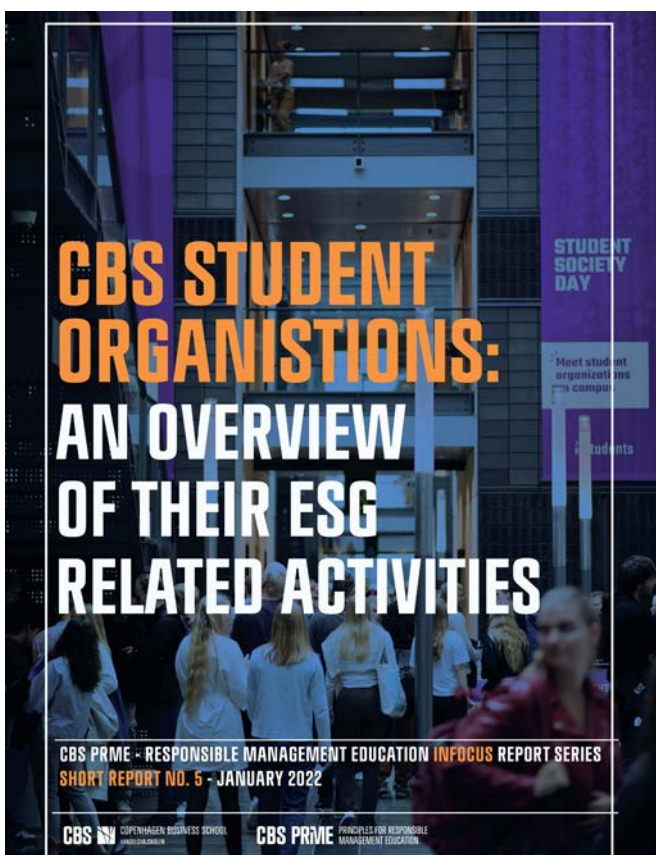
Given that CBS has over 20.000 students, it is no wonder that it also has over 100 student-driven organisations. These cover a vast array of interest areas spanning from body and mind, culture, diversity and leisure through to business-oriented organisations and unions. The style and nature of these organisations span from the more traditional organization forms such as CBS Debating Society to the quite eclectic CBS Surf and range from homegrown initiatives to local branches of international student organisations. CBS PRME has, throughout its history stretching back to it becoming a PRME signatory in 2008, monitored and reported on all responsible management education activities in not only curricula, teaching, research, and events but also student-led initiatives. What follows is a short introduction to some CBS student organisations that explicitly address responsible management education, the Sustainable Development Goals (SDGs), sustainability and/or ethics and the like. The activities have been categorised into three pillars (ESG): Environmental (E), Social (S), and Governance (G).


## PRME INFOCUS REPORT NO. 6: GREEN THEMES IN HIGHER EDUCATION: THE EU, DENMARK AND CBS

Higher Education Institutions (HEIs) have, during the last two decades, been incorporating sustainability into their systems at varying paces and using numerous methods. Growing efforts to integrate sustainability into education and curricula at HEIs, across disciplines, has been observed in research studies.

This InFocus report takes an interest in the interdisciplinary advancement of sustainability competences in higher education. More specifically, strengthening students' learning on environmental sustainability is a key policy action area within the European Union, as set out in the European Green Deal. In Denmark, initiatives are set in motion to support the agenda of the European Green Deal, also in the area of higher education.

There are currently three InFocus reports forthcoming. Themes for these include a look at the Nordic Nine capabilities in published teaching cases, a review of Nordic PRME collaborations on specific projects. Other areas covered are biodiversity and ecosystem knowledge in Higher Education and learning.





## 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.

In this section, a selection of the multiple ways in which CBS faculty, staff and students communicate internally and externally on responsible management are presented. The latest CBS PRME InFocus reports are introduced as tool for dialogue, as well as the ways in which the diverse student organizations are communicating and encouraging debate on environmental, society and governance topics. The various blogs and podcasts developed and published by different research departments at CBS are also briefly presented along with their responsible management and sustainability content.

# STUDENT ORGANIZATIONS AND ESG

## Voluntary student engagement with an ESG focus

CBS has over 100 student-lead organizations. These cover a vast array of interest areas spanning from body and mind, culture, diversity, and leisure through to business-oriented organizations and unions. The style and nature of these organizations span from the more traditional organization forms such as Copenhagen Debating Society to the quite eclectic CBS Surf, and range from homegrown initiatives to local branches of international student organizations.

CBS PRME office keeps a continuous dialogue with student organizations and, through the InFocus report dedicated to their activities, CBS PRME has mapped and presented their Environment, Society and Governance related actions and initiatives.

All student organizations whose activities could potentially touch upon ESG, sustainability etc. were contacted via email. This initial stage of contact was based on descriptions of activities from the CBS Student Network Book and social media sources. Student organizations with ESG as their core focus were asked for details about relevant events and activities as well as attendee numbers. Additionally, phone interviews were conducted to gather more in-depth information. As reported in the CBS PRME InFocus report, an overview of activities from 2020 and 2021 can be found below.

Organization/ ESG classification	2020 activity	2021 activity
180 Degrees Consulting	All activities postponed due to Covid-19	(E) (G) 29 March Sustainability - An Imperative for Businesses. A talk by Deloitte and Reach for change <i>Participants: 30</i>
Aiesec	Information on event(s) unavailable	(E) (S) Summer 2021, 5 people sent abroad to countries needing volunteers. (Numbers were low due to Covid-19 restrictions) <i>Participants: 5</i> (S) April - Trash hunt <i>Participants: 10</i>
Dansic	Information on event(s) unavailable	(E) May A series of 6 seminars (upstream innovation, the circularity in achieving a net-zero economy, circular business models/ talks by circular organizations on their journey, products or services) culminating in case competition on circular economy. <i>Participants: 140 for 1st webinar followed by an average of 60 per seminar</i> (E) (S) May 2021 Nordic and African students invited to participate in creating a circular business. <i>Participants: 6 groups with approx. 4 participants per group</i>
CBS Model United Nations (MUN)	All activities postponed due to Covid-19	(G) Online seminar with UN Women and IBP Union Description: An online talk from representatives of UN Women in collaboration with IBP Union. <i>Participants: 20</i> (G) 1 November An introduction to what CBS UN is alongside a talk by a representative from the UNEP. <i>Participants: Unknown</i>
oikos Copenhagen	All activities postponed due to Covid-19	(E) (S) 16-19. March 2021 Green Week: A platform for diverse stakeholders to engage in sustainability related topics through lectures, workshops, debates, talks, fairs, etc. 2021 was the first virtual Green Week with 14 featured events <i>Participants: 1500</i> (G) 29 April oikos Academy guest lecture: How the Coffee Industry was Influenced by the Palm Oil Sector <i>Participants: 25</i> (G) 20 April oikos Academy guest lecture: Sustainable Business Model Design <i>Participants: 30</i> (E) (G) 2 February oikos Academy guest lecture: Achieving Sustainable Development for All <i>Participants: 45</i>
CBS Blockchain Society	All activities postponed due to Covid-19	(S) Academic Workshops on Blockchain updates - learn from experts at Blockchain academy. <i>Participants: 800-1000</i>

# STUDENT ORGANIZATIONS AND ESG (cont.)

*Voluntary student engagement with an ESG focus*

CBS Sustainable Finance Club	(G) 3 webinars on how sustainable finance is impacting finance with Nordea, Mærsk Drilling and Axcel <i>Participants: 144 sign-ups, 92 unique session ID's and max 52 people in the event at the same time</i>	Information on event(s) unavailable
Business Unusual	Information on event(s) unavailable	(G) 11 November Birthe Larsen on Thomas Piketty's works on economics and inequality. <i>Participants: Unknown</i>
CBS Diversity & Inclusion	(S) Drag Bingo sold out event held at CBS Cafe Nexus <i>Participants: 100</i>	Information on event(s) unavailable
CBS Climate Club	(E) A panel debate on how businesses and other institutions can implement solutions that will help mitigate climate change. <i>Participants: 150</i>	(E) Green Week x CBS Climate Club: Online event with Oikos during Green Week. A panel of important stakeholders on the future of education. (E) Online event promoting and informing about CBS sustainability electives. (E) Event by CA consulting X CBS Climate Club: A Career in Sustainability. (E) Promoting and participating in the climate march in Copenhagen. (E) CBS Climate President Malte Werner in two panel debates. (E) Annual award event with Sustainary to celebrate businesses that pioneer the green transition. The 2021 awards were given to leaders in the categories: Start-ups, SMEs and Corporations. (E) Why Plastic event <i>Participants: 750</i>
CBS Aid	(E) (G) Planning three events for September and November on 1) Sustainable investment 2) the future of food and 3) social entrepreneurship	(G) 18 May Semi-virtual roundtable discussion with Djaffar Shalchi, Mogens Lykketoft, Hannah Morrison Brejnholt Tranberg, and Lars Koch on "Financing the SDGs through a wealth tax" and organised in collaboration with Human Act and Millionaires for Humanity. <i>Participants: 75</i>
CBS Feminist Society	Information on event(s) unavailable	(E) Webinar on leadership and equality with Stine Bosse. A talk about leadership and equality, with a focus on potential challenges. Stine Bosse shared valuable advice <i>Participants: 35</i>

# THE BUSINESS OF SOCIETY

*Discussing CSR and inspiring others to join in*

The Business of Society - or BOS - blog and podcast provide platforms to discuss and inspire people to reflect and take part in the discussion on issues related to corporate social responsibility (CSR), corporate sustainability, sustainable consumption, and government's impact on corporations, to name a few. BOS is run by CBS academics at the CBS Sustainability Centre at the Department of Management, Society and Communication. The scholars regularly invite guest bloggers to share their knowledge in order to secure a dynamic environment focusing on the latest research in the sustainability sphere. Specifically, scholars are interested in how business and society interrelate, especially considering businesses' responsibilities towards society.

## THE BOS BLOG

The Business of Society blog (BOS) editors-in-chief are Verena Girschik and Andreas Rasche from CBS Sustainability Centre. It features guest bloggers who are invited to share their take on the latest sustainability related research.

Among themes discussed in 2021 and 2022 were the EU taxonomy, the case of Sulfur Hexafluoride (SF6) in offshore wind energy, nudging in organizations and the links between corporate social responsibility and societal governance, key findings from an exploratory study on the science based targets initiative (SBTi), boycotting the FIFA World Cup in Qatar, the challenge of sustainability getting lost in the iron triangle and governments' greenwashing and the meaning of "Fossil of the Day" awards.

[Read all BOS Blog articles here](#)

## THE BOS PODCAST

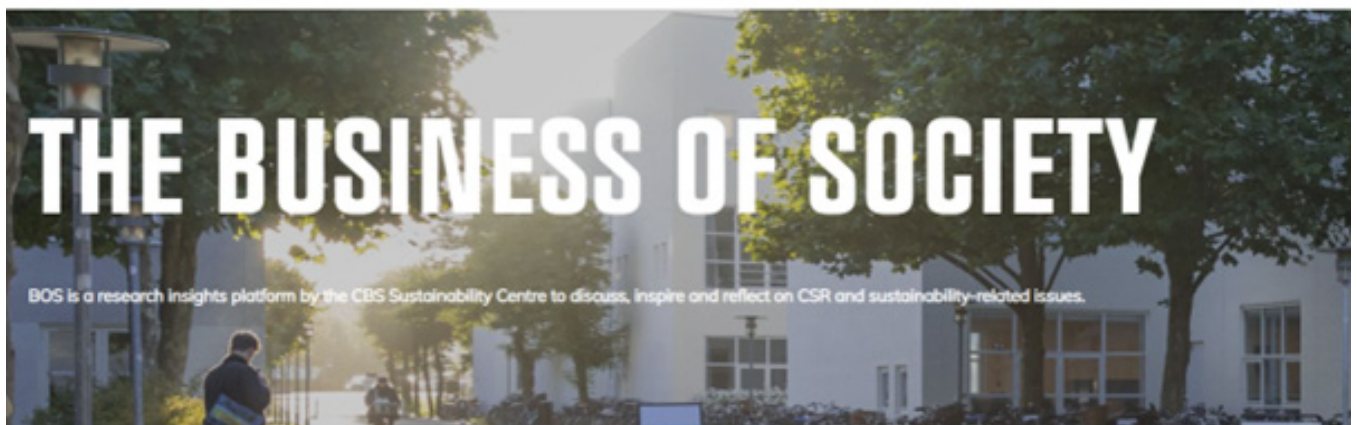
This podcast, follows a similar mission as the BOS blog, where CBS researchers share, discuss, and reflect on sustainable practices, developments in organizations, markets and society, CSR and sustainability-related issues through conversations with colleagues and practitioners.

In each episode, podcast host and Centre Manager Sarah Netter, leads the conversations with leading researchers and expert practitioners to discuss CSR and sustainability-related issues and to inspire business practitioners, researchers, and anyone interested in the intersection of business and society, how to transition towards more sustainable practices.

In the first episode of the podcast, which was published in October 2022, Sara Netter and PhD Rikke Rønholm Albertsen talk about paradoxes, tensions, and the gap between the espoused sustainability objectives of corporate companies, and their actual contribution to sustainability in absolute terms. Since then, six more episodes were published which you can [access here](#).



**CBS** **SUSTAINABILITY CENTRE** **THE BUSINESS OF SOCIETY**

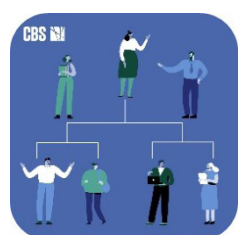


# SELECTED PODCASTS

*Examples of CBS podcast series from 2021 and 2022*

At CBS, researchers are embarking on alternative ways of disseminating knowledge and getting great ideas out to stakeholders and the larger community. One way to do so is through podcasts, which connect the research community to a global audience of peers and the public, raising visibility and impact of research. Over the last years, podcasts have become a popular platform for communication, discussion and promotion of content globally. At CBS, researchers from different departments have published series of podcasts spanning themes from unpacking organization and management theory to circular economy, green transition and even current topics raised at department level.

## WORLD OF ORGANIZATIONS (ORGANISATIONERS VERDEN)



World of Organizations is a Danish series that centres on key contributions to organization and management theory. The starting point for the series is the realization that we live in a world of organizations; throughout most people's lives, they are surrounded by organizations that help, educate, employ, sell goods and in the end put people to their graves. The series takes the listener on a journey through the classics of organizational theory. Departing in theories that are over 100 years old and move up through history, ending with more contemporary discussions on culture, learning, decision-making, entrepreneurship, power and resistance in organizations.

[Dive into the ten World Of Organizations episodes \(in Danish\)](#)

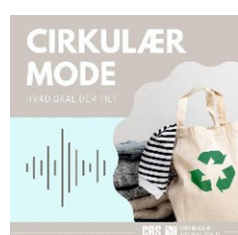
## CBS SUSTAIN



CBS Sustain is a series concerned with sustainability and green transformation. The podcast series has been developed and recorded in collaboration with researchers and a podcast host at The Department of Organization at CBS. The idea is to consider these themes from different perspectives and figure out how research conducted at CBS might help us advance the green agenda. In each episode the featured researchers focus on sectors important to the green transition and then dive into the specific managerial and governmental challenges that arise from translating abstract climate goals into tangible solutions.

[Listen to all five CBS Sustain episodes \(in English\)](#)

## CIRCULAR FASHION (CIRKULÆR MODE - HVAD SKAL DER TIL?)



Circular Fashion is a research podcast about clothing consumption and how the circular transition in this sector can succeed. Many people are becoming increasingly aware that the circular economy is the way forward if we want to move away from our use-and-throw-away patterns. By means of conversations with researchers, practitioners and ordinary consumers, the podcast tackles a number of topics which are essential links in the circular machine room, such as consumer behaviour, digitalisation, business models etc. The podcast is financed by the CBS Circularity initiative at Copenhagen Business School.

[Hear the seven episodes on Circular Fashion \(in Danish\)](#)

## BIG QUESTIONS LITTLE TIME - CONVERSATIONS ON SUSTAINABLE DEVELOPMENT



The Centre for Business and Development Studies and the CBS Sustainability Centre have joined forces to bring in international thought leaders, from a wide variety of fields and disciplines to critically explore if, how, and under which conditions any given approach can bring about change and sustainable development. Big Questions Little Time tackles the urgency for us to find possible solutions to the challenges we are facing, in a 20-30 minute time frame for each episode.

[Explore the three Big Questions – Little Time podcast episodes \(in English\)](#)

# KEY PERFORMANCE INDICATORS

A large, leafy indoor tree stands in a white circular planter filled with light-colored pebbles. The tree is the central focus of a modern office space with pink walls and a checkered floor. Several people are seated at tables around the tree, working on laptops. The room has large windows and modern lighting fixtures.






An overview of the status of the aims set in the previous reporting period as well as the CBS and PRME goals set for the coming period are presented in this section. Key performance indicators are also measured and an overview of UNGC principles is also given.



# 2021-2022 OBJECTIVES

Reporting on previously set targets

The 2022 SIP report presented five targets for the following SIP reporting cycle. Estimates on reaching targets are expressed in % (limited 25%, partly 50%, to a large extent 75% and in full 100%).

2022 Objective met	
 <p>To a large extent (75%)</p>	<p><b>Responsible Management Teaching Materials</b></p> <p>Increase amount and subject scope of teaching materials. This will be done in collaboration with faculty and CBS Teaching &amp; Learning</p> <p>We have continued delivery of PRME products, such as Carbon Literacy, and we have been able to advance our range of responsible management-related teaching materials through the continuous support of RME case development for the CBS PRME Free Case Collection on the Case Centre. In 2021, we have mapped the Green Themes present in all courses offered at CBS and plan to continuously update this overview in order to monitor the development of green themes as well as the necessity for teaching and learning materials.</p>
 <p>Partially (50%)</p>	<p><b>Engagement with PRME Champions Group</b></p> <p>Maintain engagement and support in the global PRME Champions group. Participate, support and lead PRME projects on an as-needed basis.</p> <p>In the 2021-2022 Champions cycle, CBS has engaged in the newly established i5 project. We have also continuously assisted in the delivery of the PRME Working Group on Climate Change and Environment Carbon Literacy seminars.</p>
 <p>Partially (50%)</p>	<p><b>Strengthened Ties with Nordic Partners Further collaboration across Nordic PRME partners.</b></p> <p>Focus is on collaboration in regards to; 1) research on responsible Management Education; 2) Producing Nordic teaching cases; 3) producing other RME related teaching materials and tools and 4) support the strengthening of cross-Nordic collaborations among students.</p> <p>In 2022, CBS has participated in the delivery of the Nordic PhD course on Corporate Social Responsibility, while also holding the chair function of the PRME Nordic Chapter. CBS has also collaborated in producing the first Nordic report on PRME-GCN collaboration.</p>
 <p>Partially (50%)</p>	<p><b>Further develop student engagement</b></p> <p>Maintain strong engagement across our student clubs and organisations. Continue and increase collaborations with students to advance Carbon Literacy.</p> <p>In 2021 and 2022, we have continued delivery of the Carbon Literacy workshop to students, while also mapping the activities of CBS student organizations in relation to ESG. The president of oikos Copenhagen chapter organization has also been invited to sit on the CBS PRME Advisory Board.</p>
 <p>To a large extent (75%)</p>	<p><b>Engage in PRME Related Research</b></p> <p>Further increase research and the scope of research in the area of Responsible Management Education.</p> <p>Over 2021 and 2022, CBS has seen an increase in the number of publications with an RME content as presented in the Research Section of this report. At the same time, the CBS RME research output has also been recognized by external stakeholders, with CBS being regarded as the top university with respect to number of RME publications.</p>

# 2023-2024 OBJECTIVES

*Set objectives for the coming reporting period*

## **CBS PRME**

1. Develop and increase delivery of RME products (examples are Climate and Biodiversity Literacy workshops/seminars)
2. Continue and increase amount and subject scope of RME teaching materials.
3. Strengthened ties with Nordic Partners, Working Groups and PRME Champions.
4. Further increase research and the scope of research in the area of Responsible Management Education.

## **CBS**

1. Strengthen the green transition and ESG focus and create a new Green Office, which also comprises PRME-activities
2. Engage in innovative approaches to debating current sustainability issues between students, faculty and external stakeholders by introducing 'Green Business Forum' a two-day conference-style open event in cooperation with CBS green student organisations
3. Finalize its first scope 3 base-line and address emission challenges in our own behavior
4. Finalize and introduce a 'CBS Green Dashboard' giving CBS faculty, staff and students insight into CBS status and development of green activities
5. Launch a cross-university sustainability strategy aligning goals across research, education and campus
6. Have a distinct focus on sustainability in entrepreneurship activities in CSE, Copenhagen School of Entrepreneurship
7. Strategically review sustainability content in programmes and decide on changes, involving an increased focus on in-career offers.
8. Have the chairmanship of START, with emphasis on further developing interdisciplinary cross-university research hubs

# KPIs

## Key performance indicators for 2021-2022

Higher education, and more specifically management education, plays a critical role in ensuring that the next generation of graduates is equipped to respond to global societal and environmental needs. Achieving Sustainable Development means that sustainability and sustainability education needs to be diffused throughout the entire university system. We structure our KPIs into these key pillars of a higher education institution: (1) Governance (including strategic direction), (2) Education, (3) Research, (4) OutreachCampus operations. Note that CBS reports on sustainability targets for its campus operations in its Annual Report.

Sustainability and responsibility need to be embedded in each of the pillars. The governance and strategic aspects of embracing responsibility and sustainability are covered in the narrative part of this SIP report.

### EDUCATION KPI'S

	Education Focused KPIs	Metric	CBS Data for reporting period 2021-2022
KPI 1	Minor programmes are sustainability (RES) focused or are sustainability (RES)- inclusive	# of programmes	6
KPI 2	Master theses that have a green focus or related content	% of total published theses	%17 in 2021; %24 in 2022

### RESEARCH KPI'S

	Research Focused KPIs	Metric	CBS Data for reporting period 2021-2022
KPI 3	Number of sustainability (RES) research articles published in peer reviewed journals	# of research articles	215+
KPI 4	Number of sustainability (RES) related research projects	# of research projects	50

### OUTREACH KPI'S

	Outreach Focused KPIs	Metric	CBS Data for reporting period 2021-2022
KPI 5	Institution addresses sustainability challenges in the broader community by engaging in community partnerships that are: 1) financially or materially supported by the institution, 2) multi-year or ongoing, 3) sustainability-focused and 4) inclusive and participatory (can select 2 or more that are relevant for your institution).	# of community partnerships	1. DTU Partnership 2. Global Compact Network Denmark Partnership 3. SDG Forum Partnership 4. InnoMissions START
KPI 6	Institution is a member of national or international higher education sustainability network, and actively participates in the network	# of networks	1. PRME 2. Global Compact 3. Nordic University Alliance (NUAS) 4. AURORA 5. SIGMA Alliance 6. Intergovernmental Platform on Biodiversity and Ecosystem Services
KPI 7	Institution has employees or students serving as peer reviews of another institution's sustainability data.	# of peer reviews	SIP Reviews
KPI 8	Institution has employees or students serving as peer reviews of another institution's sustainability data.	# of continuing education courses	1. Carbon Literacy 2. MBA 3. CBS Kontinuum – continuing education

# REPORTING ON UN GLOBAL COMPACT

## Assessing CBS outcomes

Academic institutions play an important role in shaping business practices. Business schools can, through education, advance responsible, sustainable management and leadership. Below we report on selected initiatives through CBS support the UN Global Compact

### 1: CONDUCTING APPLIED RESEARCH AND THOUGHT LEADERSHIP TO ADVANCE BEST PRACTICES

Below are examples of CBS applied research that advances best practices in the broader fields of responsibility and sustainability:

- CBS organized a PhD course titled Perspectives on governance and sustainable development. The course aimed at enabling critical consideration of different theoretical and policy approaches to governing sustainable development through a mix of theoretical and empirical engagements.
- Associate Professor Maria Figueroa has been invited to become a member of the International Advisory Board for the UN Habitat World Cities Report 2024 themed Cities and Climate Action. Maria joined an interdisciplinary team of highly experienced human settlements researchers, academicians, practitioners, and policymakers from various regions of the world with the purpose of advising UN-Habitat on the substantive content and organization of its Flagship Report to enhance and uphold its validity and quality. The report will be published in 2024.
- CBS faculty engage in sustainability practices outside classrooms and offices through the newly established permaculture project.
- According to a 2022 article, CBS is the topmost contributing institution in terms of number of publications on responsible management education, followed by Nazareth College of Rochester and Babson College.

### 2: PROMOTING THE UN GLOBAL COMPACT TEN PRINCIPLES AND EDUCATING A VARIETY OF AUDIENCES ABOUT SUSTAINABILITY

As illustrated in this SIP report, CBS's strategy and Nordic Nine student competencies allude to advancing responsible and sustainable business life. A cornerstone is CBS' commitment to the Green Transition, set up as a sub-mechanism to implement the new strategy.

### 3: SUPPORTING UN GLOBAL COMPACT BUSINESS PARTICIPANTS IN IMPLEMENTING AND REPORTING ON THEIR SUSTAINABILITY EFFORT

CBS PRME acts as the repository of UN Global Compact initiatives at CBS. CBS PRME supports colleagues at CBS, as well as our partners in business in implementing and reporting on their sustainability efforts through collecting information for our Responsible Management reports, published every two years. In addition, CBS PRME continued to develop and publish the InFocus reports, to allow for more frequent updates on matters pertaining to responsible and sustainable business.

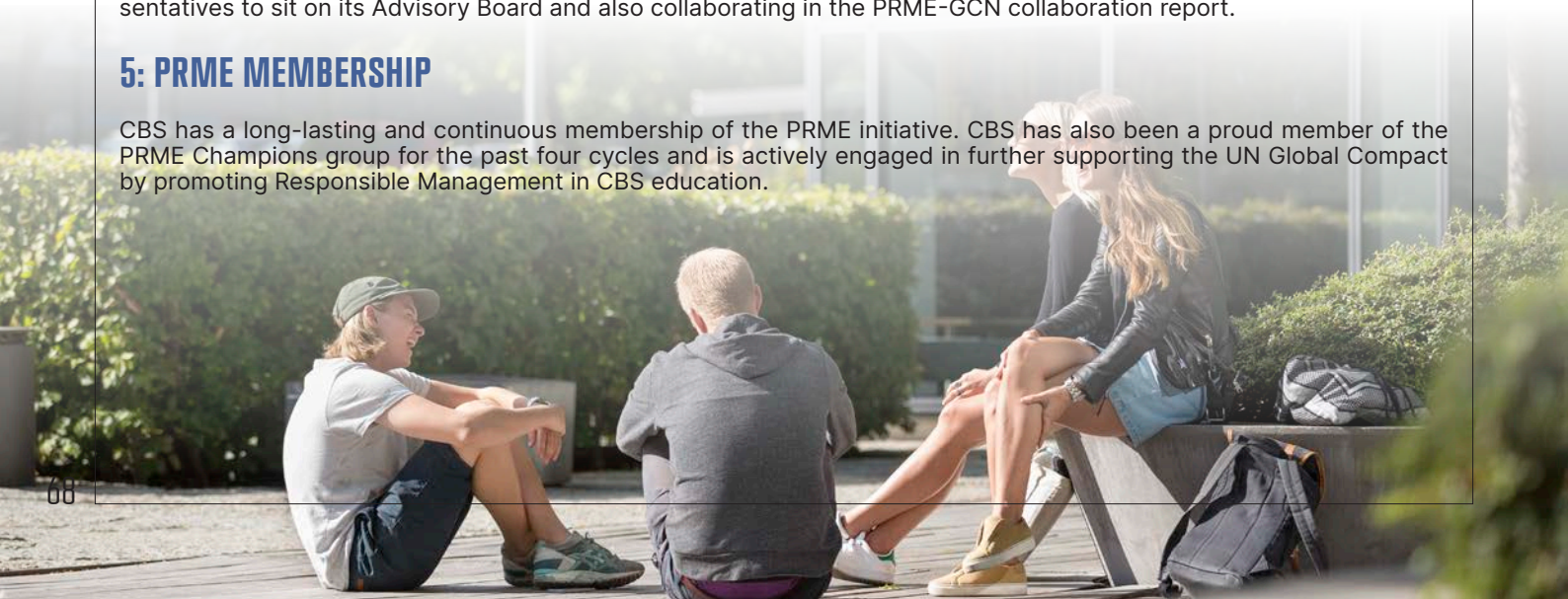
This benefits both CBS PRME, as well as our colleagues and external partners, not only in reporting on the sustainability efforts, but also serves as a regular reminder of the focus on sustainability and responsible management here at CBS.

### 4: LENDING CAPACITY TO GLOBAL COMPACT LOCAL NETWORKS

In 2022, CBS (CBS-PRME) advanced collaboration with UN Global Compact in Denmark by inviting GC Denmark representatives to sit on its Advisory Board and also collaborating in the PRME-GCN collaboration report.

### 5: PRME MEMBERSHIP

CBS has a long-lasting and continuous membership of the PRME initiative. CBS has also been a proud member of the PRME Champions group for the past four cycles and is actively engaged in further supporting the UN Global Compact by promoting Responsible Management in CBS education.



# CONTACT INFORMATION

*If you would like more information about CBS PRME Office*

CBS PRME would like to thank all those who have contributed to this report.

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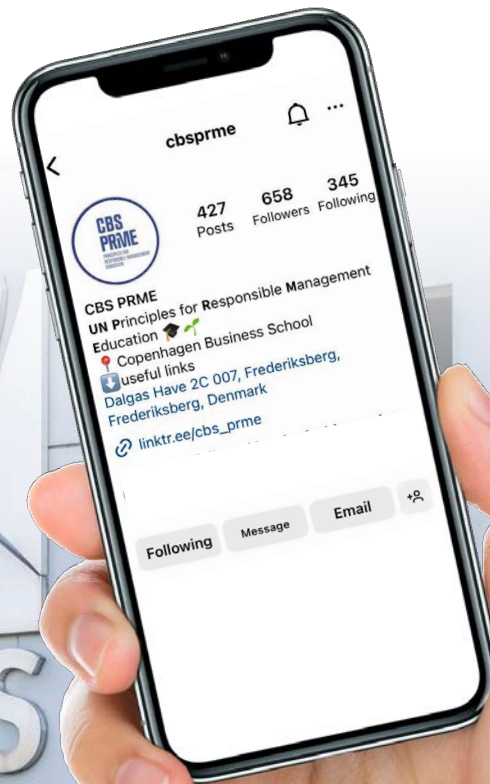
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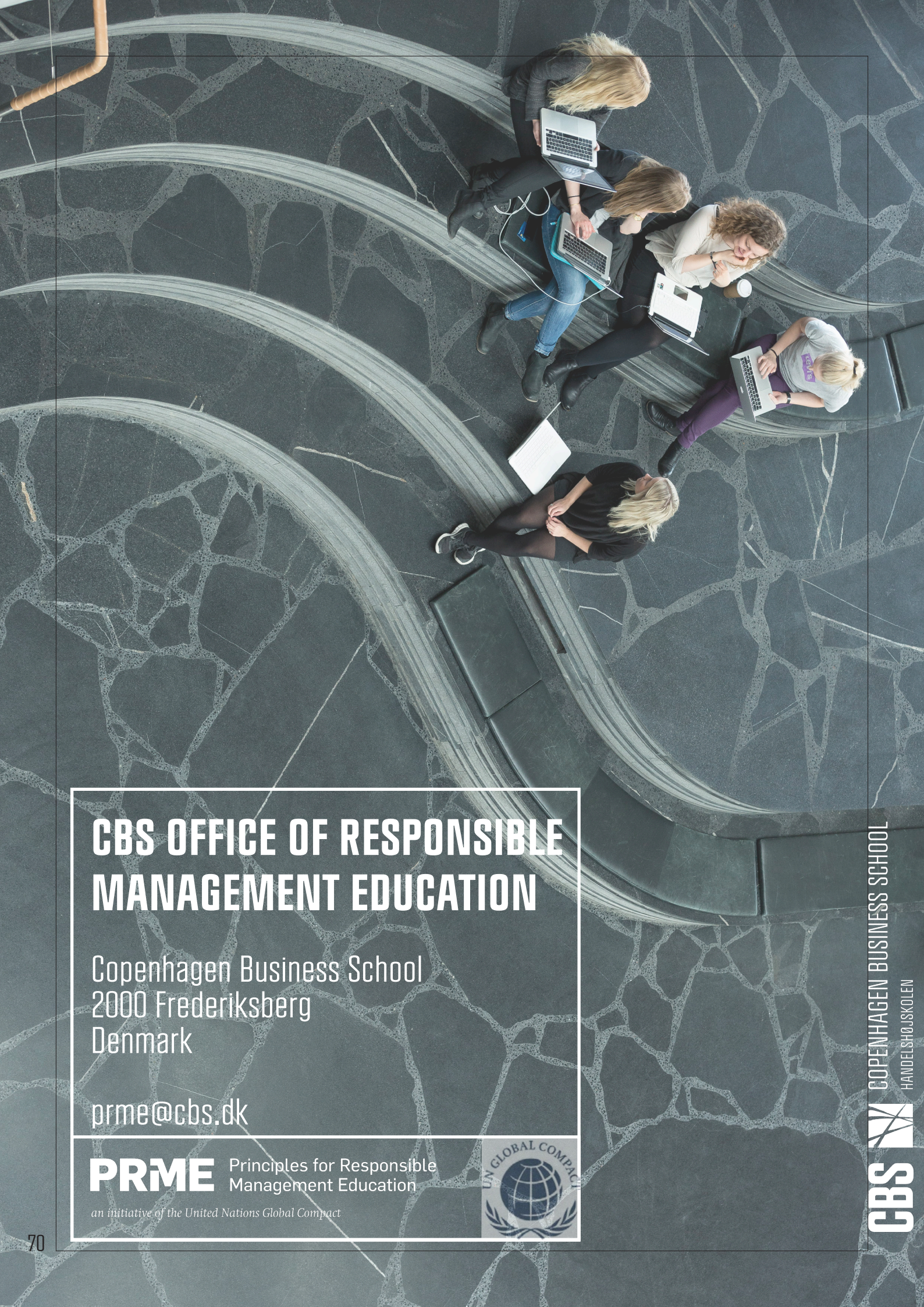
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**PRME** Principles for Responsible  
Management Education

*an initiative of the United Nations Global Compact*



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