







# United Nations Principles of Responsible Management Education (PRME) INFORMATION ON PROGRESS REPORT

2021-2022

**KROK Business School** 

#### LAND ACKNOWLEDGEMENT

KROK Business School honors the land it occupies. This is the territory of the glorious ancient city of Kyiv, the cradle of Slavic nations, the historical center of Kyivan Rus-Ukraine. Once the area where the Business School is located served as a defensive outpost on the approaches to Kyiv in the princely era, and later as a place for country estates of wealthy townspeople seeking relaxation and recreation. Currently, right behind the business school building is Nyvky Park, a monument of park art of national importance, covering an area of 16.5 hectares, one of the largest parks in Ukraine. Enjoying this unique location, we do not forget to care for the environment in which we reside. KROK Business School, along with the KROK University to which it belongs, has regular programs to care for the park, expressing gratitude and supporting it.

#### **Sustainability and Military Aggression**

Military aggression of the Russian Federation and the full-scale invasion by the aggressor country, which began on February 24, 2022, in Ukraine, has further intensified our commitment to the values of the sustainability of the lands on which we live and work. In addition to environmental concerns, safety issues have now been added, and our desire to quickly heal the wounds inflicted on our land by Russian aggression. Each of the school's business - instructors and students feels a personal connection to the restoration of our lands. Sustainability and sustainable development - these words have gained even greater significance for us precisely because of the war. Now, we are even more committed to preserving jobs in our Business School, improving the quality of communication experience with the Business School as an employer and provider of business employees education. supporting and students. continuously improving the level of education provided by the Business School so that the knowledge acquired by students at KROK is truly useful in building a career path and developing the economy of Ukraine.





#### **ACKNOWLEDGEMENTS**

The PRME Initiative Team at KROK Business School extends gratitude to everyone involved in this report. We thank to KROK University, the leadership, faculty, and students of KROK Business School, partners and friends of the school, its alumni, and everyone who shares and contributes to the realization of sustainability projects! We express special thanks to UN PRME, which, in the challenging times that Ukraine and Ukrainian business education are going through, continues to support us in advancing sustainability principles and provides significant assistance, serving as a valuable guide. It's wonderful to see how our collective efforts come to the benefits. Let's continue working together towards sustainability goals!

For suggestions and inquiries, please contact kosovychl@krok.edu.ua

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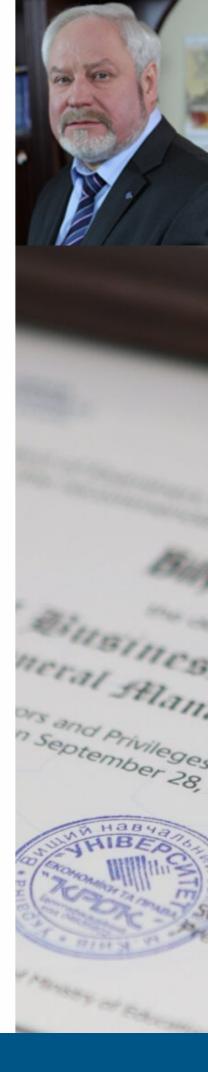
#### LETTER FROM THE PRESIDENT OF KROK UNIVERSITY

Dear colleagues,

I am pleased to introduce our University and KROK Business School in our first UN PRME report. First and foremost, I would like you to learn a bit about our University.

KROK University is one of the first private higher education institutions in Ukraine, founded in 1992, and holds the IVth level of accreditation according to the national classification. Today, the University is a part of a large educational corporation, ensuring quality educational services and the development of students as professionals in their chosen field. The mission of KROK University is to create a flexible, innovative educational system for the training of professionals, personal development, scientific research line with the requirements of the information society, the needs of international and national labor markets, integrated into the global educational space, and oriented towards democratic values. From its inception, the university, and later KROK Business School, has shared and adhered to the principles of sustainable development in its activities. Since 2012, KROK University has been a member of the United Nations Global Compact. In 2018, the University joined the CEEMAN International Association, representing a global network of management institutions interested in improving the quality of education. In 2023, KROK Business School became a part of the EFMD community. EFMD is a network for schools and companies aiming to develop socially responsible leaders and managers seeking opportunities to connect. Alongside our emphasis on educational standards for management education, we firmly believe in bringing companies and academic institutions together and working towards facilitating and strengthening exchanges between the two.

According to Article 1 of the World Declaration on Higher Education for the Twenty-First Century by UNESCO: "...the mission of higher education is to contribute to the sustainable development and improvement of society as a whole."



Therefore, KROK University actively implements various social projects aimed at building a responsible society and charitable projects that help in the socialization of youth with special needs. One of the principles of the University's social responsibility is its openness, providing the opportunity for public control over academic activities, participation, and influence of representatives of various interest groups: employers, parents, students, graduates, professional organizations, NGOs, foreign partners, and charitable foundations.

KROK University pays significant attention to achieving sustainable development goals, particularly in environmental conservation and protection. The University aims to cultivate environmentally conscious thinking among its staff, students, and partners, implementing efficient technologies for resource conservation.

In 2006, the Ecological Club of Like-Minded Individuals "Love Care Support Education of Students" or ECO "LOTOS" was established to promote a "green lifestyle."

The Center for International Projects at the Educational and Scientific Institute of International Education coordinates international initiatives of University staff and students. For instance, the CLIMAN project aims to assist universities in Georgia and Ukraine in becoming centers for climate management research. This facilitates integration into the global climate market and the fulfillment of worldwide climate regulations by implementing European best practices in climate change prevention, adaptation, and impact minimization.

The COOPERA project focuses on integrating dual higher education (DHE) in partner countries. It aims to develop workforce skills, enhance the relevance of student education to the needs of the professional world, achieve greater economic efficiency, and promote social integration.

KROK University imparts the principles of sustainable management education to its students from the lecture hallauditoriums. Collaborative projects include "Business Management Education in Ukraine" (USA – Poland – Ukraine), educational seminars on implementing management teaching standards for young faculty in the field of interactive teaching methods, in cooperation with ECTN, Hogeschool NOVI, Trust Fund (Netherlands). Additionally, the University participates in preparing highly qualified specialists in municipal management through a joint Dutch-Ukrainian educational project of administrative transfer, supported by the Association of Ukrainian Cities and Communities and the Ministry of Foreign Affairs of the Kingdom of the Netherlands (Newport Business Academy), among many others.

For us, it is crucial to instill in students not only the principles of sustainable development but also to teach them practical skills in implementing these principles to achieve global sustainable development goals. Sustainable approaches are integral to our University courses and educational programs, allowing each student the opportunity to realize their ideas and talents in this direction.

Despite challenging times and military aggression in Ukraine, University remains committed to implementing global sustainability principles. War poses a significant challenge to sustainability, but quality education and a strong community are essential factors in producing professionals and dedicated sustainability managers who can ensure the future well-being of countries and the planet. We are grateful that we are not alone in this endeavor and feel your support!

Sergiy Laptev,
President,
Founder of KROK University



#### LETTER FROM CEO OF KROK BUSINESS SCHOOL

This is an exciting moment for me and my colleagues at KROK Business School as we present our sustainability report for the first time to UN PRME. Throughout the existence of our business school, since its founding in 2011 in Kyiv, Ukraine, we have aligned ourselves with and shared the goals of global sustainable development, moving in tandem with the rest of the world.

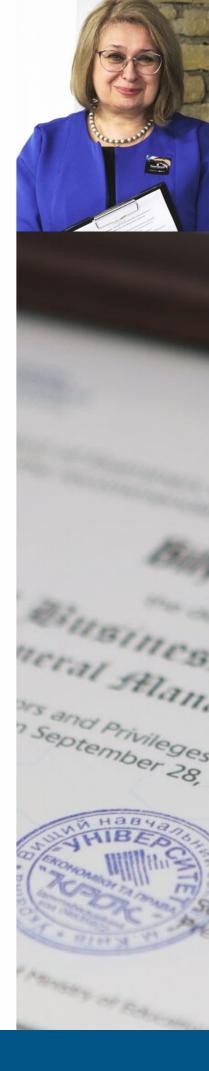
Today, we proudly present our KROK Business School as a committed adherent to the principles of UN PRME within this esteemed community. I would like to share a few words about us.

As an integral part of KROK University, BSK consistently implements the concept of continuous learning, the "3L" - Life-Long-Learning - "Learning throughout life." Our unique advantage lies in the fact that at KROK University, learning is a family affair – children in the lyceum, college, and University, and parents in the business school.

The mission of our business school is to we create the mindset of business leaders responsible for the future. KROK Business School joined and became a member of PRME in 2018, supporting the principles of responsible management education. Our programs and courses are developed in accordance with the requirements of global management education organizations, focusing on raising the level of corporate responsibility and implementing sustainability principles in business management.

Developing programs for adults, managers, professionals, entrepreneurs, and leaders at various levels, we take into account the ongoing transformative processes in the world, the implementation of new technologies, and the third important factor-the globalization of business. Considering the impact of these factors, we dedicate special attention in our teaching and business school activities to corporate social responsibility and the implementation of sustainability principles.

The Russian aggression in Ukraine has even intensified our focus on implementing sustainability principles and goals. The faculty team of the business school demonstrated exceptional resilience in challenging times, dedication to the cause of nurturing value-oriented business leaders, supported our students, and ensured the continuous quality of education and faculty engagement. We transformed our approaches, adapting our educational courses to the peculiarities specifics of the times in which the Ukrainian people live.



We offer solutions that help entrepreneurs and companies stay afloat and thrive, adapt to new conditions, enter new markets, and effectively retain their personnel.

Besides the faithful and dedicated team of faculty and partners of the Business School, I must mention the unwavering support of KROK University, of which we are a part of. We have consistently pursued a joint policy in implementing the principles of UN PRME and SDGs. We take pride in being a part of the sustainable and continuous process of promoting sustainable development at various levels, from the school desks in KROK College to University studies at KROK University and postgraduate education at KROK Business School.

We can genuinely be proud of our graduates as well. For instance, the NGO Center for Civil Liberties, where Oleksandra Romantsova, a graduate of the Mediation and Conflict Resolution master's program, works, has received the Nobel Peace Prize (2022).

We express sincere gratitude to the UN for actively supporting Ukrainian business education and KROK Business School, particularly for openness and cooperation in becoming one of the numerous implementers of PRME principles. I would like to express my gratitude for the strong support of our business school after the start of the war and solidarity with the Ukrainian people. This gives us great encouragement, strength, and enthusiasm to continue working on the implementation of global development goals.

This report is very important for us. We want not only to showcase the of our efforts towards sustainability to the world, but we also want it to be a regular communicator of our progress and sustainability within the business school, an indicator of the implementation of our strategy, and the effectiveness of our collective efforts.

Olga Karpova, CEO KROK Business School



# PRME Principles for Responsible Management Education

an initiative of the United Nations Global Compact

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Six Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic, environmental, and social goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow.

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

#### Principle 1: Purpose



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

#### Principle 3: Method



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

#### Principle 4: Research



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

#### Principle 5: Partnership



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

#### Principle 6: Dialogue



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



# ABOUT KROK BUSINESS SCHOOL

KROK Business School is a private, practice-oriented business school with the aim of preparing training leaders with a comprehensive vision and business understanding awareness of business through the development of key management competencies.

KROK Business School was founded in 2011 by one of the largest private Universities in Ukraine. Our approach to postgraduate education involves seeking synergy between the best global management practices and a profound knowledge of contemporary national business conduct.



The target audience of the business school is small and mediumsized businesses, the backbone of Ukraine's economy. This diverse, open, and extensive audience enables KROK Business School to fulfill its mission:

## We create mindset of business leaders, responsible for the future

Key Directions of KROK Business School's Activities:

- Masters Academic Programs
- Corporate Training
- Modular and Certificate Executive Development Programs
- Seminars and Workshops

During its existence KROK Business School has had more than 1500 graduates from master's and certificate programs, who are responsible business leaders.

As KROK Business School envisions itself as an effective member of the global management education community and actively engages in PRME implementation, the school's mission and values are structured to contribute to the achievement of global Sustainable Development Goals (SDGs).



#### SDGs AND KROK BUSINESS SCHOOL COMMITMENT

# What are the Sustainable Development Goals?

The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

The 17 SDGs are integrated—they recognize that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability.

Countries have committed to prioritize progress for those who're furthest behind. The SDGs are designed to end poverty, hunger, AIDS, and discrimination against women and girls.

The creativity, knowhow, technology and financial resources from all of society is necessary to achieve the SDGs in every context.

As a signature member of UN PRME, KROK Business School shares the principles of sustainability and pledges to implement them into the educational, enlightening, and entrepreneurial activities of the school. We believe that active engagement in educating leaders and entrepreneurs to achieve sustainable development goals will help make our contribution to globally overcoming climate change, poverty, hunger, inequality, ensuring equal access to education, gender equality, inclusivity, health support, and preserving our nature from destruction.

At KROK Business School, we embody and will continue to embody SDGs, relying on the fundamental pillars in management education:

- 1. Curriculum change
- 2. Skill set development
- 3. Practical relevance
- 4. Global impact





#### SUSTAINABILITY IN KROK BUSINESS SCHOOL

Commitment inspires action. Joining the UN PRME community, we decided to develop our own strategy for implementing sustainability principles and achieving global development goals.

Our main focuses include:

- 1. PRME TEAM Activity
- 2. STRATEGY
- 3. ACTIVITY PLAN

#### PRME KROK INITIATIVE TEAM

Forming the PRME team at KROK Business School, we adhered to the following 5 principles of a team member profile:

- 1. Dedication to the goals of building a sustainable society, particularly in Ukraine, and especially in constructing sustainable businesses.
- 2. Proactivity in advancing sustainability at professional and personal levels, serving as ambassadors of sustainability.
- 3. Understanding the global importance of building a sustainable society, fostering sustainable businesses, and recognizing the role of management education in these efforts.
- 4. Reputation in the educational and business communities to enhance the effective implementation of PRME principles.
- 5. Creativity thinking, the ability to inspire others with ideas, and unite around a common goals.

It was important for us that the PRME KROK BS team combines the values of the business school with PRME values.















#### Meet our Sustainable Team:



Olga Karpova,

Executive Director of KROK Business School, Master of Mediation and Conflict Resolution, member of the National Association of Mediators of Ukraine.



**Liudmyla Kosovych,**Coordinator of PRME KROK
Sustainable Team, instructor at
KROK Business School.



Tetiana Kravchenko,

PhD, Associate Professor at KROK Business School, economist, expert in startup creation, socially responsible and innovative businesses. Academic leader of the "Master of Global Business Management" program.



Oksana Sedashova,

PhD, Associate Professor and Head of Projects and Programs at KROK Business School, business instructor, organizational psychologist, International Creativity Ambassador in Ukraine (UN), TEDx speaker



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"At its core, the main goal of any business is profit. However, modern times present different challenges to both business and business education. In educational programs, the KROK Business School offers the mastery and assimilation of tools and ideas necessary for the development of strategies that create value for society and invest in a sustainable future. Sustainability, collaboration, and mission are effective instruments in achieving business goals, and education for managers and entrepreneurs becomes a key tool for success. At KROK Business School, we make our contribution to making the world a better place through educational efforts in business."

Olga Karpova, CEO KROK Business School



"Creative thinking is worth developing for anyone who strives to address issues related to Sustainable Development Goals and create innovations for a better, well-thought-out life on the planet." .

Oksana Sedashova, an International Creativity

Ambassador in Ukraine



#### **STRATEGY**

#### **Some History:**

Founded in 2011 in Kyiv, Ukraine, KROK Business School, as part of the private KROK University, had to work hard to gain credibility and recognition among other business schools in Ukraine. One of the focuses of this work was aligning education with the global challenges of today and nurturing modern business leaders competitive in the international market. Therefore, the orientation toward the goals of sustainable business and a sustainable society emerged in BSK almost from the beginning of these objectives entering the global agenda. We aim to provide quality education for all individuals, regardless of their country of residence.

#### **Focus Becomes Commitment:**

Since KROK Business School joined UN PRME as a Signature Member in 2018, the focus on sustainability in business and education has transformed into a commitment. Individual efforts of one business school have become part of a larger global initiative. Fulfilling this commitment turns KROK's efforts into a strategy for BSK to execute PRME and achieve SDGs.

## Key Points of the KROK Business School Strategy in PRME Implementation are Based on Main Pillars:

#### 1. CURRICULUM CHANGE

• Strengthening the presence of sustainability teachings, ideas, and initiatives in the business school's curriculum.

#### 2. SKILLSET DEVELOPMENT

- Self-Sustainability (implementation of sustainability initiatives in BSK).
- Integration of efforts between the University and Business School toward sustainability.

#### 3. PRACTICAL RELEVANCE

 Integration of the school's strengths and points of differentiation with global development goals and sustainability principles to achieve better results.

#### 4. GLOBAL IMPACT

 Utilizing global knowledge and resources in sustainability from UN PRME membership and collaboration with the regional office of UN PRME to exchange experiences for improving our own approaches and seeking partners for joint projects.



### RELEVANCE OF SUSTAINABILITY AND PRME PRINCIPLES DURING WAR IN UKRAINE

Despite the prolonged Russian aggression, sustainability remains a pressing issue for Ukrainian businesses. The relevance of these questions, queries, and needs has increased due to the war. New practices, queries, and approaches have emerged. For instance:

#### **Preservation of Businesses and Livelihoods**

- Following the full-scale invasion on February 24, 2022, most Ukrainian businesses went through shock and remained non-operational for nearly six months.
- The Business School took a one-month break at the onset of the invasion, stabilized the educational process, transitioned from in-person and modular training to online, revised curricula, created new programs and social initiatives, and continued educating businesses and entrepreneurs.
- The Business Check-Up Marathon, an informational support project for businesses and employees, was introduced in April. Faculty and invited experts conducted live sessions covering various topics, including psychological resilience during wartime, production and marketing strategies during a state of emergency, product output and export, effective communication and team management during war, relocation possibilities for IT businesses, and practices for emotional stabilization.

#### **Demand for Educational Programs Related to Sustainable Business Development**

- After a six-month hiatus, there has been a constant increase in requests for educational programs and courses related to sustainable business development from the autumn of 2022.
- Ukrainian entrepreneurs and businessmen are now seeking not only new knowledge
  to improve or diversify their businesses but also knowledge that will enable them to
  enter foreign markets with their goods and services, where questions of business
  sustainability and ethics are crucial for a successful start.

#### **Educational Support for Women in Business Leadership**

 Due to gender imbalances resulting from the mobilization of men, Ukrainian women have actively begun to take on entrepreneurial roles or lead businesses that were previously managed by men. In these and other pressing sustainability issues during wartime, BSK can support Ukrainian businesses with effective, time-adapted management education. We are especially grateful to UN PRME for their attentive focus on Ukraine, Ukrainian management education, and their support for BSK's membership in UN PRME during this challenging time for Ukraine.



# TIMELINE OF KEY ACTIVITIES OF 2021-2022

#### 2021

#### FEBRUARY 2021 -

Participation in the USAID initiative
"Entrepreneurial University." The main goal
of the project was to take university
entrepreneurship in Ukraine to a
qualitatively new level and initiate a trend
in startup creation among youth and
students. BSK developed disciplines
"Innovation Management" and
"Entrepreneurship," included in the
curriculum of the Master of Business
Administration and Master of Global
Business Management programs.

#### SEPTEMBER 2021 -

KROK Business School joined Project
"Enterprise Consulting on Energo
Efficiency" funded by German Agency for
International Cooperation (GIZ) and
organized the number of vebinars on Topic:
"Financial benefits of energy efficiency"

#### 2022

#### JANUARY 2022

Conference on disseminating the results of the EU Erasmus+ project MEDIATS "Mediation: Education and Society Transformation."

#### JUNE 2022 —

Business Check-Up Marathon – an informational support project for businesses and company employees.

#### OCTOBER 2022-

Launch of the new master's program
"Management of Projects and
Processes."

#### **APRIL 2021**

World Creativity and Innovation Week in Ukraine 2021.

#### **NOVEMBER 2021**

Online media MC.today, in collaboration with KROK Business School, the "Country of Successful Business" program from "PrivatBank," and Mastercard Ukraine, organized the "Top Brave Entrepreneurs" competition.

#### **APRIL 2022**

World Creativity and Innovation Week in Ukraine 2022 - an international initiative "Create for Ukraine" was held.

#### **JULY 2022**

Summer Mediation School 2022.



#### PRINCIPLE 1 PURPOSE



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

#### **STRATEGY**

In shaping our strategy at KROK Business School, we create educational programs for ambitious, free-thinking, pragmatic individuals who aspire to more, and whose ambitions extend beyond personal well-being alone. Our philosophy is that managers and leaders, armed with knowledge and connections acquired at business school, can make both business and the world around them better and more human.

KROK Business School is committed to develop opportunities for students to become future generators of sustainability and contribute to an inclusive and sustainable global economy. One of the reasons for joining UN PRME is to structure approaches to sustainability, clearly formulate the purpose, and derive synergy from learning and interacting with the community of participants and the main organization.

For a business to be successful in the future, it must align with global sustainable development goals, just as a business school that educates business professionals must feel the power and impact of PURPOSE if it shares global sustainability values.

#### PRACTICAL STEPS

We divided reporting period 2021-2022 into two parts:

2021 - deeper integration of PRME principles into the operation of the Business School.

2022 – test chosen PRME strategy of KROK Business School for resilience during full-scale russian invasion

#### Implementation of the PRINCIPLE OF PURPOSE at KROK BS in 2021:

- 1. Awareness of SDGs/PRME within KROK Business School and the KROK University.
- 2. Alignment of KROK BS programs/projects/initiatives aimed at sustainability with PRME/SDGs.
- 3. Gap analysis.
- 4. Implementation of strategic approaches in 2021.

We did a set of strategic sessions at BSK to understand the role, importance, and responsibility of supporting PRME and how this support will be implemented.



We did a set of strategic sessions at BSK to understand the role, importance, and responsibility of supporting PRME and how this support will be implemented.

It was crucial for us to ensure that all participants in the process understood the goals of sustainable development and PRME in the same way, and that all stakeholders realized the importance of their contribution to achieving these goals. Additionally, during the strategic sessions, we identified ambassadors for UN PRME and SDGs and developed an approach for regularly informing stakeholders about the principles implementation of the principles. It is also noteworthy that colleagues from KROK University were involved in some sessions, resulting in the harmonization of our vision, approaches, and synergy in our actions.

We have analyzed how the PRME principles are implemented in our educational programs. All Master's programs now incorporate a sustainability component, explained at the launch of each program. Sustainability has become an integral part of the course content, as reflected in the syllabi. The academic head of each master's program ensures the presence of sustainable business components in every course of the program.

An essential part of the syllabus is the description of the "Corporate Social Responsibility" component, which each instructor outlines according to the specifics of the course they teach. This section details the methods, approaches, and tools that enable corporate social responsibility in business. Reflecting this component in the master's thesis is a crucial aspect of understanding sustainability knowledge in business.

We have identified that BSK's points of differentiation among other business schools in Ukraine provide us with unique opportunities to implement PRME and adhere to sustainable development goals by educating responsible managers and business owners:

#### Lean Green and Black Belt Level:

 KROK Business School is a certified partner of IIBLC®for Lean certification – Lean Production. KROK Business School conducts Lean training aligned with international standards and provides preparation for international certification exams for Lean Green, Black, and Champion Belts.

International Independent Board for Lean Certification (IIBLC®) is an organization aiming to provide objective and independent certification of knowledge and expertise in the Lean methodology for companies and independent experts. It has become an international benchmark due to high standards of certification compliance.





#### **Mediation:**

Mediation is an excellent tool for alternative dispute resolution, emphasizing ethical and mutually beneficial agreements in commercial and labor disputes through non-violent communication. KROK Business School implements the "Master of Mediation and Conflict Resolution" program, made possible by KROK University's participation in the European Union project MEDIATS. Implementing this program is inspired by Global Goal #16 – "Peace, Justice, and Strong Institutions."

Desides education, the KROK Business School has established the International Mediation Center. Its purpose is to disseminate knowledge about mediation, alternative dispute resolution methods, conflict management effectiveness, and professional growth of mediators and conflict managers. The center serves as a platform for exchanging experiences, promoting innovative sustainable ideas, career development, conducting pre-diploma practice, and refining mediator skills.

In the implementation of educational corporate programs, components emphasizing the importance of achieving Sustainable Development Goals were incorporated. Blocks on sustainability were presented by Danone, entrepreneurs from Khmelnytskyi, and the Khmelnytskyi region as part of a business education program. Additionally, teams from industrial companies in Ukraine received training in lean production as part of an initiative on economic efficiency.

#### **Creativity:**

KROK Business School cultivates creativity as a key to achieving various goals, including those of sustainable development. Aligning with global demands and actively participating in the development of global initiatives, since 2019, BSK has supported the UN World Creativity and Innovation Week and Day (WCIW/WCID) initiative. Oksana Sedashova, an associate professor at KROK Business School, serves as the International Creativity Ambassador in Ukraine. She initiated the celebration of the World Creativity and Innovation Week in Ukraine (2020, 2021, 2022, 2023), along with numerous activities promoting the development of creative and innovative thinking among entrepreneurs, managers, and professionals in Ukrainian business organizations and the government sector. Oksana Sedyashova was selected to speak at the TEDx Irpin conference with the theme "Create! How Creative Thinking Changes the World," where she discussed why creative thinking is essential for achieving sustainable development goals and how to leverage it.





#### 2022

In 2022, due to the full-scale invasion and military actions, KROK Business School, with our students and partners, had to reassess its strategy in line with PRME principles and sustainable development goals. However, we remained faithful to PRME principles and the commitment to sustainable development, actively reorienting it from survival to resilience and seeking benefits from an orientation towards sustainability.

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It turns out that the COVID pandemic had prepared us for working in a time of crisis. During the pandemic, we had to stay at home and communicate by Internet, and we have been able to continue to work this way during the war.

We considered two scenarios: the first one was total suspension of our activities, which would have meant disappearance from the market, and the second option was to continue working and fight for our freedom.

This meant to fight to survive as a business school and be an island of support for our employees and the business community. We wanted to project the spirit of resilience and realistic optimism; that everything would be fine at the end of the day.

We resumed our activities at the beginning of April, 2022. Most of the foreign students of our Master of Global Business Management program had left Ukraine by then; most of them stayed in Germany, Spain, Poland, some returned to Nigeria, Ghana, or other countries of origin. We contacted them all and resumed our work online. This was a very positive signal to everybody; we showed them that we are alive and will continue our activities.



Olga Karpova, CEO of KROK Business School

How we implemented the PURPOSE principle during the invasion year:

#### 1. Resilience Act by KROK Business School

 KROK Business School underwent a strategic reevaluation and affirmed its role in the Ukrainian wartime economy, assuming responsibility for businesses and students. It served as a resilience hub, consistently executing its strategy during turbulent times.

#### 2. Business Check-up Marathon

 KROK Business School initiated an informational support project for entrepreneurs and business leaders during the war. KROK Business School faculty, renowned experts in management, finance, economics, business organization, legal aspects of business, organizational psychology, and resilience, provided live online consultations on managing businesses during times of military aggression. The project received positive feedback, offering valuable insights to Ukrainian businesses on preserving jobs, effective communication, stress management, uncertainty, and planning for the future.

#### 3. Creativity as a Superpower

- In 2022, KROK Business School launched the online educational program "Create for Ukraine," teaching creative thinking techniques for creating and implementing business projects in Ukraine. The program, conducted online with three cohorts, resulted in around 30 new sustainable business projects in Ukraine.
- Despite active military operations, the World Creativity and Innovation Week 2022 was conducted online, attracting over 150 participants to panel discussions and workshops with international and Ukrainian experts on creative thinking. The 2023 event, held in a hybrid format, gathered over 100 participants, focusing on Ukrainians inspiring creativity, featuring masterminds and a creativity championship.

#### 4. Participation in the International Mediation Month with NAMU

 Mediation emerged as an effective conflict resolution method in business. The topic of whether mediation becomes part of corporate culture was discussed in a panel discussion during the International Mediation Month in partnership with the National Association of Mediators of Ukraine. Experienced mediation professionals and graduates of the "Master of Mediation and Conflict Resolution" program explored the causes of conflicts in Ukrainian companies, conflict resolution methods, conditions for creating an anti-conflict climate in companies, and how mediation can become a significant part of Ukrainian corporate cultures.

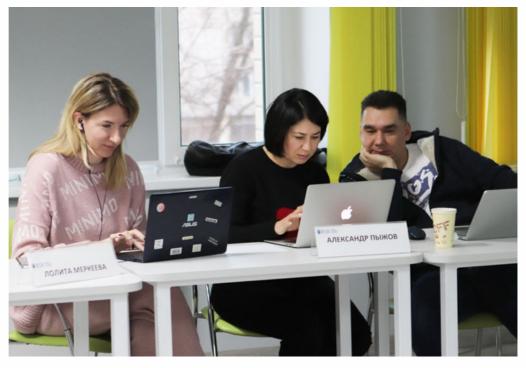




#### **GOALS 2024**

- Continue participating in the World Creativity Week to create and develop ideas for implementing sustainable approaches.
- Develop and conduct meetings/webinars with businesses dedicated to exploring sustainable approaches.
- Actively engage in professional community events such as EFMD, CEEMAN to gather useful information and share best practices.







#### **PRINCIPLE 2. VALUES**



Principle 2 | Values
We will incorporate into our activities, curricula,
and organisational practices the values of global social
responsibility as portrayed in international initiatives such as
the United Nations Global Compact.

#### **STRATEGY**

KROK Business School commits to integrating the principles of PRME and SDGs into the daily and strategic processes of the school, starting from the core faculty and extending to studying the impact of sustainability education on students, businesses, and approaches to implementing global sustainable development goals in our business environment.

KROK Business School aims to utilize its most effective practices and teaching methods, mentoring, and tutoring, as well as ways to study and research the effectiveness of the selected approaches to implement these principles.

One of the strategic goals set by the University Government is to create a single corporate information space and educational environment - E-KROK

#### Main Purpose of E-KROK Space:

- Creation of AMS-Automated Management System
- Improvement the quality of study process
- · Standardization of business processes

#### E-KROK Space based on following pillars:

- Official website www.krok.edu.ua
- Microsoft Office 365 capabilities
- MOODLE platform for distant learning
- Other internal information resources (KROK developed software, chat bots)

#### **Expected Outcome:**

- Professional development of Faculty Members and Administrative staff
- Easy Access to Information for all interested parties
- Easy Payment online
- Availability of E-schedule of classes
- Easy Access to Student office to sort out the problems fast
- Fast Communication, Paperless Technology



#### PRACTICAL STEPS

We developed a framework for implementing our strategy to embody these two principles. It consists of the following key pillars:

#### 1. Self-Sustainability

 Implementation, growth, and measurement of effectiveness the effectiveness of sustainable approaches at the KROK Business School level, aiming to achieve the value of "Integrity."

#### 2. Dissemination

• Curriculum upgrade, knowledge dissemination, and encouragement of curiosity and proactivity, as well as the growth of practical knowledge towards realizing SDGs.

#### 3. Progress Measurement:

· Self-sustainability.

#### **Ecolotos**

 KROK Business School and KROK University have been implementing the Ecolotos program since 2007. The program focuses on minimizing paper usage (transition to electronic media), paper recycling (special containers for collecting waste paper), and recycling non-renewable energy sources.

#### **Environmental Care:**

 Annual joint cleaning of Nyvky Park (Kyiv), near the KROK Business School, by students and faculty members of the Uuniversity and BSK.

#### **Energy Saving:**

 KROK University and Business School have completed the modernization of lighting lamps to LED in all educational institution buildings, achieving up to a 40% annual energy saving.

#### **GOALS 2024**

- 1. Upgrade the implementation of E-KROK Space to increase its capacity to serve all customers.
- 2. Integrate sustainability into an additional 20% of KROK Business School programs.
- 3. Introduce an annual sustainability week in KROK Business School and the university, focusing on:
- · Uniting around UN SDGs and PRME.
- Summarizing past results.
- · Setting goals for the next period.



#### **PRINCIPLE 3. METHOD**



Principle 3 | Method

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

#### **STRATEGY**

KROK Business School is creating an educational environment, materials and processes that enable an effective learning experience for responsible leadership.

In the methodological guidelines for writing master's thesis, a section dedicated to sustainable development goals is included.

#### PRACTICAL STEPS

Dissemination of values and sustainable development goals at KROK Business School. Communication through Education:

- Integration of SDGs into the business school's educational programs.
- Gradual upgrade of educational courses.
- Encouraging students to develop sustainability topics in their master's thesis.





#### **EXAMPLES OF STUDENT MASTERS THESIS DURING THE 2021-2022**

Student name	Title	Content
Elemeje Bright Oluwanishola	Innovative way of running an organization with limited funds	The global and interconnected nature of today's business environment poses serious risk of disruption of global supply chains that can result in significant loss of revenue and adversely impact global economies.  The thesis is based on a real company whose revenue has been cut short by the global pandemic and seek more innovative alternative that requires less funds.
Oladokun Olajide Solomon	The Role of Digital Marketing in Building Sustainable Businesses	In recent years digital marketing has transformed the way in which companies communicate with their customers around the world. The increase in the use of social networks and how users communicate with companies on the Internet has given rise to new business models online advertising campaigns, and other digital strategies.  The thesis is based on a real e-commerce platform whose revenue had a relatively low increase, and the operating cost increased as a result of the global pandemic and seek further marketing tools and techniques that will make the business visible and sustainable.
Ogunsakin Olorunfunmilayo Ajoke Joy	Fundraising methods for starting and growing business	Most companies start life funded by their founders, perhaps with a modest startup loan from a bank. However, there are still plenty of ways to raise some extra capital that can get off to a flying start to business.  Master's Thesis is dedicated to one of the most important problems facing startup businesses – problem of searching the right fundraising methods.



#### **Training for Corporations on Lean Production:**

Huavei Ukraine - DARE© to Learn Strategic Thinking for Turbulent Times

Alfa Bank Ukraine - Optimizing Business Processes Using Lean Approaches

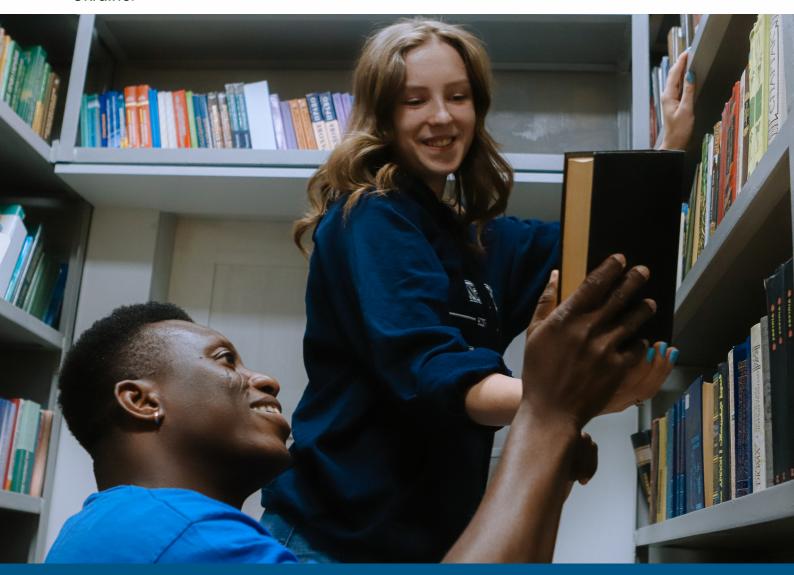
SERN JIA - Lean Production Program - Basic Level Training for "Green Belt" accommodates

SEBN UA - Lean Production Program - Basic Level Training for "Green Belt" according to IIBLC Standards

Feedback from the conducted training sessions highlighted qualitative outcomes, demonstrating a keen interest in the development of sustainable businesses, minimizing harmful environmental impacts, establishing Corporate Social Responsibility (CSR), and readiness to collaborate in the sustainability direction.

#### GOALS 2024:

- 1. Enhance metrics for measuring the progress of implementing values.
- 2. Establish an annual electronic survey on the relevance of sustainable development goals and their achievements among current and potential clients of the KROK Business School.
- 3. Create conditions for obtaining feedback on the implementation of sustainable approaches in companies run by graduates of the KROK Business School.
- 4. Develop a methodology for researching sustainability in the business environment of Ukraine.



#### **PRINCIPLE 4. RESEARCH**



#### 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.

#### **STRATEGY**

KROK Business School is dedicated to initiating and participating in both conceptual and empirical research to advance understanding of the impact of companies and corporations on creating a sustainable social environment and economic value.

#### PRACTICAL ACTIONS

KROK Business School's research activities focus on exploring opportunities for developing a sustainable economic environment in Ukraine through the activation of research within the following centers unified under Research HUB:

- 1. Creativity Research Center. Concentrates on studying the conditions fostering creative thinking for generating ideas to achieve sustainable development goals.
- 2. **Entrepreneurship Research Lab**. Investigates the experiences of responsible entrepreneurship in Ukraine.
- 3. International Mediation Center. Aims to create a resilient community uniting mediators and conflict resolution managers, promoting alternative dispute resolution methods, and providing opportunities for mediation development and partnerships.
- 4. Responsible Leadership and Corporate Culture Research Lab. Provides the opportunity to research, study, and describe new models of conscious leadership and corporate culture, grounded in people-oriented principles, inclusion, and diversity.
- 5. **Sustainability Center.** Consolidates knowledge and examples related to achieving sustainable development goals in the business environment of Ukraine.



#### Changes in 2022

Unfortunately, the Russian aggression significantly affected the initial plan for implementing the RESEARCH principle in 2022.

Most of the planned classical research projects by KROK BS were either suspended, canceled, or underwent significant transformations. Many corporations, previously open to collaboration and research, reduced their activities and budgets. However, we remain committed to this principle and have adjusted the focus of our research activities for the next period. Some goals remain unchanged, while new niches for research have emerged.

#### **GOALS 2024**

We have developed a framework for our future research activities in the development of this PRME principle:

- 1. Research on SMEs in Ukraine from a sustainability perspective.
- 2. Develop a research methodology for an in-depth study of the use of sustainability principles in companies where graduates of KROK Business School programs work.
- Contribute to the research of economic and social life in regional and district communities and the achievement of sustainability goals through businesses within communities. Collaboration with regional and district communities in Ukraine to explore the transformative potential of local SMEs in achieving global sustainable SDGs.
- 4. Research the potential of sustainable women's entrepreneurship, including changes in gender ratios during wartime.
- 5. Participate in state projects for regions aimed at researching the sustainability of regional businesses.
- 6. Create a team of teacher-researchers to develop concepts, frameworks, and approaches to incorporate sustainability and responsible entrepreneurship principles into corporate sector education.
- 7. Implementation of the Climate Fresk methodology in the curricula of educational programs.
- 8. Attract grant funding for research SDGs.



#### **PRINCIPLE 5: PARTNERSHIPS**



#### 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.

#### **STRATEGY**

KROK Business School will collaborate with business corporations to expand our knowledge of the challenges these corporations face in fulfilling social and environmental commitments. We will devise mutually effective approaches to address these challenges.

#### PRACTICAL ACTIONS

In implementing the Partnership principle, KROK Business School has focused on several key target groups:

- **Students**: The most cooperative and receptive audience to sustainability goals.
- Small and Medium-sized Entrepreneurs (SMEs): The main driving force of the economy and a focal audience for KROK Business School's education.
- Building effective relationships with organizations and associations:
   Enabling the development of interesting projects with corporations for further PRME implementation.

#### **Participation in National Projects**

KROK Business School contributes to the development of SMEs in Ukraine. Since September 2021, it has partnered with the MC.today competition "Top Brave Entrepreneurs" in three regions of Ukraine—Kyiv, Zaporizhia, and Ivano-Frankivsk. Unfortunately, due to the Russian military aggression in Ukraine, this project could not be completed.

#### Participation in the Entrepreneurial University Project

KROK Business School has actively participated in the "Entrepreneurial University" initiative, aiming to elevate university entrepreneurship in Ukraine. This involves implementing disciplines such as "Innovation Management" and "Entrepreneurship" in the Master's programs. All master's theses presented during their defense showcase new business initiatives built on sustainability principles.



#### **Collaboration with Professional Business Communities**

- KROK Business School continues active cooperation with the international CEEMAN
  Association, regularly featuring news about KROK Business School events in the
  CEEMAN Newsletter, and taking participant in CEEMAN activities for stuff and
  faculty.
- A Memorandum of Cooperation was signed with the National Association of Mediators of Ukraine and the Association of Mediators of Georgia. Representatives of these associations participated as speakers in International Summer and Winter Schools Mediation.

#### **GOALS 2024**

- Partnership with the Association of Sustainable Development Experts: A nongovernment organization formed in April 2020 to cultivate a culture of sustainability in society through advocacy, education, international collaboration, and quality business and public sector interaction.
- Utilize accumulated tools and contacts in partnerships and projects to achieve SDGs.
- Become a Top 5 choice platform for assessing sustainability projects for SMEs.
- Integration into the Association of Sustainable Business Experts: Joint promotion of sustainable development goals in Ukraine and seeking mutually beneficial solutions in the direction of CSR for corporations.
- Mediation Project as a Practical Solution for SME Sustainability Issues.





#### **PRINCIPLE 6: DIALOGUE**



#### 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 sustanability

#### **STRATEGY**

At KROK Business School, we will facilitate and support dialogues and debates among educators, students, businesses, government representees, society, organizations, and other stakeholders on critical issues related to global social responsibility and sustainability.

#### PRACTICAL ACTIONS

To implement this principle, we leverage our expertise in creativity and mediation, recognized as the best practices in the Ukrainian business education market.

**Creativity** is a superpower capable of finding solutions to complex problems, a powerful tool for achieving the Sustainable Development Goals.

**Mediation** is the best non-violent way to reach agreements in disputes and discussions, considering the interests of all parties and creating a fair, equal space for realizing human and business interests for better social and environmental progress.

#### Global Creativity and Innovation Week at KROK Business School-2021

In 2021, the Global Creativity and Innovation Week was dedicated to achieving the Sustainable Development Goals. Despite quarantine restrictions, we discussed innovations and creativity in business.

April 16, 2021 - Sustainability & Innovation Day, bringing together creators of ecological and innovative businesses in Ukraine aimed at achieving the Sustainable Development Goals. Speakers - Maya Proskurnya (Kajka), Yevhen Erik (SolarGaps), Maria Sorokina (Re-beau), Yevhen Vasylenko (PurePurr), and Olesia Vershyhora (OZERO). Anastasiia Spitsyna hosted a webinar titled "Creative Time Management".

April 17, 2021 - online streaming meetup StartUp & Innovation Day (moderator Petro Savych) about launching business creatively. Participants - inspirational leaders and organizers of creative communities, business accelerators, and crowdfunding platforms.

April 18, 2021 - Nadiia Karpliuk conducted women's entrepreneurship webinar "Creative Women."



May 18, 2021 -

KROK Business School hosted BSK Innovation Day, becoming the main platform for discussing the implementation of innovations in Ukraine. At PEREMOGA SPACE there took place an offline meetup and panel discussion.

The specially invited guests for BSK Innovation Day were Anton Melnyk, an expert in innovations, investments, and startups at the Ministry of Digital Transformation of Ukraine; Lidiia Pashchuk, President of K.Fund; and Serhii Koval, Head of Digital Transformation at a bank. The discussion was moderated by Olga Karpova, CEO of KROK Business School.

Anton Melnyk provided detailed insights into the innovations initiated and implemented by the Ministry of Digital Transformation of Ukraine, a young ministry making the lives of Ukrainian citizens easier and simpler with just one click. He discussed the ministry's work on ideas for future innovations, the challenges they face, and how they explore trends and issues.

One of the key insights from Lidiia Pashchuk during the discussion was that to foster innovation, it is essential to develop education by reorienting the educational process toward innovation. Both K.Fund and KROK Business School are engaged in this by focusing on educational outreach and professional business education, particularly in the fields of creative and innovative thinking for various target audiences.

Sergii Koval's presentation on digital transformation in the banking sector was interesting and informative. In the highly competitive banking environment, understanding and implementing innovations that enhance the customer experience and build loyalty are crucial. Digital innovations such as "bank in a smartphone" and customer supportrelated innovations are essential. The future of the banking sector is expected to involve innovations related to personalized customer experiences, cryptocurrencies, digital currencies, and a shift from branding to convenient services.

The event saw faced numerous questions from attendees and an ongoing discussion, indicating a lively interest among Ukrainians in the innovative development of Ukraine. Where there is interest, innovations will flourish in all areas! Let's be creative and proactive for the future – together with KROK Business School!

During the Global Creativity and Innovation Week 2021, we ensured and engaged:

- 4 events both offline and online
- 20 speakers
- 100 participants and viewers
- 10 hours of valuable content that inspired sustainable innovations, encouraged creative thinking, and motivated people to start their own unique businesses aligned with the Sustainable Development Goals.





#### **World Creativity and Innovation Week 2022**

In 2022, KROK Business School, the only organization in Ukraine continued the tradition and supported the official United Nations initiative to conduct the World Creativity and Innovation Week (#WCIW), which starts annually on April 15, Leonardo da Vinci's birthday. The school organized a series of educational events on creativity and innovation from April 15 to 22, 2022, during the World Creativity and Innovation Week.

Despite the state of war, KROK Business School spread ideas about the importance of developing creative thinking and the ability to create innovations. This year's theme, #CreateForUkraine, became a unifying force for the World Creativity and Innovation Week in Ukraine, with all events in Ukraine and beyond aimed at supporting Ukrainians and finding new solutions for the restoration of Ukraine.

#### The World Creativity and Innovation Week in Ukraine featured:

- Over 300 participants from Ukraine, France, Sweden, and Georgia
- 12 creativity experts from Ukraine, the United Kingdom, Germany, Denmark, Italy, Finland, and France.
- Online format, except for the creative festival Chtiiing! in France.

#### Speakers and topics for online panels included:

- Maren Baerman, Ambassador of Creativity in Germany (nline workshop with 8 German facilitators and concerned citizens of Germany to generate ideas for solving important problems faced by Ukrainian civilians and transform them into initiatives).
- British creativity coach Dave Birss (workshop on "How to get ideas that you wouldn't normally have")
- Irina Shevchuk, Senior Manager of the European Business Association's development center, discussed creativity as a skill for the future.
- Ambassador of Creativity in Italy Alessia Berti explored the creative IKIGAI.
- Anastasiia Spitsyna (useful habits for self-recovery in challenging life conditions).
- Ambassador of Creativity in Ukraine Oksana Sedashova/mediator Olena Fokina (workshop on real needs of the peaceful population of Ukraine – Challenging).
- International Ambassador of Creativity in Denmark Dorte Nielsen (seminar on "The secret of a super creative thinker.")
- Oksana Sedashova/business trainer Nataliia Kalinina (career building and job search in war time "Career Workshop: How to engage in your favorite activity when everything is falling apart."

#### Ideation Hackathon

- to develop projects on organizing quality psychological support for Ukrainians and providing housing for people whose homes were destroyed during the war

#### Creatiive Fest Chiiting! (France, University of Nantes)

• Ambassadors of Creativity Oksana Sedashova (Ukraine), Valérie Raynaud (France), and Sara Bengts (Finland) presented the European Council of WCIW and talked about its activities.



 The European ambassador team also conducted a Franco-Ukrainian workshop "Create For Ukraine," where Ukrainians temporarily residing in Nantes and French citizens came together to generate ideas to help Ukraine. The workshop resulted in three projects that will be developed in Nantes.

#### International Mediation Center of KROK Business School

We create an International Mediation Center. The mission to nurture peacemakers is challenging but very interesting and honorable for our Business School. We educate and foster professionals who will help create a healthy, effective, equal environment and resolve commercial, labor, and social disputes with benefits and perspectives for the parties involved. This is one of our contributions to the realization of global sustainable development goals.

To truly train international-level mediators, KROK Business School has already established a series of national and international partnerships for dialogue, collaboration, and exchange of experience in the field of mediation:

- Memorandum of Cooperation with the Association of Mediators of Georgia.
- Partnership with the Center for Mediation and Law "Parasat" (Kazakhstan).
- Memorandum of Cooperation with the National Association of Mediators of Ukraine.

As part of international cooperation, we have organized:

- An international online seminar on Ethics and International Mediation Standards in December 2021.
- A marathon of mediation workshops and conflict resolution in January 2021.
- International Mediation Summer School on July 5-10, 2021.
- International Mediation Winter School on February 5-10, 2022.
- International Mediation Summer School on July 11-15, 2022.
- Numerous webinars and discussions throughout the year.



- Organize a national discussion "Sustainable Development Goals in the context of war in Ukraine" in collaboration with the National Association of Mediators of Ukraine.
- Organize a national round table to discuss changes to the Law of Ukraine "On Mediation" with the National Association of Mediators of Ukraine.
- Develop cooperation with the Association of Sustainable Development Experts and participate in events organized by the Association.
- Disseminate the achievements of the Association of Sustainable Development Experts and inform stakeholders of KROK Business School about the "green strategy of Ukraine" and other initiatives.
- Conduct a discussions for SMEs on "Sustainability as a crucial component of success in external markets."
- Expand cooperation, train qualified mediators, and shape the market for quality mediation services through the International Mediation Center of KROK Business School.
- Provide training in creative thinking for the implementation of projects by CSOs and sustainable development.
- Seek partners for the development of creative projects and business education initiatives.





## Organization Practices Equality, Diversity, and Inclusion

At the level of the Business School and the KROK University, the principles of equality, diversity, and inclusion (EDI) are implemented.

Equality, Diversity, and Inclusion (EDI) have become key concepts in education, including business schools. Here's what they mean in this context:

#### 1. Equality

- Recognition of Rights and Opportunities. Equality in business schools means ensuring equal rights and opportunities for all students and staff regardless of their status, race, religion, gender, or other characteristics.
- Policies and Practices. This also includes developing policies and practices that help avoid discrimination and promote the inclusion of all community members.

#### 2. Diversity

- Recognition of Uniqueness. Diversity means recognizing and valuing the unique characteristics and perspectives that students and staff from different cultures, races, religions, gender identities, etc., bring.
- Enrichment of Learning Experience. Diversity in KROK Business School enriches the learning experience, as different perspectives contribute to a deeper understanding of issues and the resolution of complex tasks.

#### 3. Inclusion

- Creating a Sense of Belonging. Inclusion in KROK Business School involves creating an atmosphere where all students and staff feel important and accepted.
- **Promoting Participation.** Inclusion also includes policies and practices that promote active participation of students in the learning process and the business community.

To achieve these goals, we develop various initiatives, such as:

- · Loyalty programs for less privileged students
- Establishment of Business School Advisory Boards
- Development of courses and events focused on understanding and respecting different cultures
- Creation of a barrier-free learning environment
- Digital environment development for a modern and comfortable global learning space, providing opportunities for barrier-free learning

These efforts contribute to the creation of more diverse, tolerant, and inclusive business communities.



#### **Looking into the Future**

Now we can dream about the future of sustainability in Ukrainian business education and specifically in KROK Business School and make the plans.

We are confident that we can achieve significant changes in our educational programs, seize opportunities to enhance our initiatives, ensure sustainable development, and promote social responsibility among our students. We believe that implementing PRME principles and collaborating with other business schools in Ukraine and globally is a crucial step in our effort to develop best practices in business education and contribute to the United Nations' global initiative. Approaching this task with knowledge and enthusiasm, KROK Business School can serve as an example for other educational institutions and collectively help address complex societal challenges. Open dialogue and discussion about the steps in implementing PRME are also very important.

#### Our key steps towards further implementation of PRME in 2023-2024 are:

- **Step 1.** Commitment engaging all stakeholders administration, faculty, students, and other interested parties in discussions and commitments aligned with PRME.
- **Step 2.** Current State Analysis Further evaluating programs and educational materials for compliance with PRME.

#### Step 3. Clear Action Plan by 2024

- 1. Defining goals within the framework of PRME.
- 2. Establishing timelines and a schedule for achieving these goals.

#### Step 4. Implementation of Changes

- 1. Modifying Courses.
- 2. Creating New Programs.
- 3. Involving Students.
- 4. Launching Projects with Partners.
- 5. Facilitating Dialogue and Discussion.

#### Step 5. Monitoring and Evaluation

- Monitoring progress in achieving PRME goals.
- 2. Reporting and evaluation involving as many stakeholders as possible, assessing the effectiveness of implemented changes.

#### Step 6: Continuous Improvement

- 1. Encouraging innovations by faculty and students aimed at social responsibility and sustainable development.
- 2. Continuously improving KROK Business School's programs, considering changes in society and business to ensure the relevance of education in responsible management.

Implementing PRME principles in KROK Business School activities will require a systematic approach, the involvement of all community participants, and constant attention to these issues. This is what we do with full responsibility and for a common purpose.



Goal	Goal Actions	
1.PURPOSE	<ol> <li>Continue to engage in the World Creativity and Innovation Week in the context of developing ideas for the implementation of sustainable approaches.</li> <li>Foster the development of the Sustainable Development Goals Center at KROK Business School through active participation in professional community events such as EFMD, CEEMAN, PRME, to gather valuable information and share best practices.</li> </ol>	8 section and  1 man  4 man  5 man  6
2.VALUES	<ol> <li>Upgrade the implementation of the E-KROK Space to enhance its capacity to serve all customers.</li> <li>Integrate SDG issues into an additional 20% of courses in the master's programs at the KROK Business School.</li> <li>Introduce an annual Sustainability Week at KROK Business School and the University, where:</li> <li>All stakeholders will unite around UN SDGs and PRME.</li> <li>Past achievements will be summarized.</li> <li>Goals for the upcoming period will be established.</li> </ol>	1 Super 2 Marie 3 Metabation   7 STREET   13 METABATION   13 METABATION   14 METABATION   15 METABATION   16 METABATION   17 METABATION   17 METABATION   18 METABATION   18 METABATION   19 METABATION   19 METABATION   19 METABATION   19 METABATION   19 METABATION   10 METABATION   10 METABATION   11 METABATION   12 METABATION   12 METABATION   12 METABATION   13 METABATION   14 METABATION   16 METABATION   17 METABATION   17 METABATION   17 METABATION   18 METABATION   19 M
3. METHOD	<ol> <li>Enhance metrics for monitoring the progress of implementing values.</li> <li>Establish an annual electronic survey on the relevance of sustainable development goals and their achievement among current and potential clients of the KROK Business School.</li> <li>Develop a methodology for sustainability research in the business environment of Ukraine.</li> </ol>	10 minutes  11 minutes  12 minutes  13 minutes  14 minutes  17 minutes  18 minutes  19 minutes  10 minutes  10 minutes  11 minutes  12 minutes  13 minutes  14 minutes  15 minutes  17 minutes  18 minutes  19 minutes  10 minutes  10 minutes  10 minutes  10 minutes  11 minutes  12 minutes  13 minutes  14 minutes  15 minutes  16 minutes  17 minutes  18 minutes  19 minutes  10 min
4.RESEARCH	Framework for our future research activities in the development of the PRME principle:  1. Research on SMEs in Ukraine from a sustainability perspective.  2. Develop a research methodology to conduct in-depth studies on the implementation of sustainability principles in companies where graduates of the KROK Business School programs are employed.  3. Form a team of teacher-researchers to develop concepts, frameworks, and approaches for incorporating sustainability and responsible entrepreneurship principles into corporate sector education.  4. Implement the Climate Fresk methodology into the curricula of educational programs.  5. Seek for research initiatives grant funding in the field of sustainability.	1 5 mm 1 5 mm 1 5 mm 1 6 mm 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1

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	5. PARTNERSHIP	1.Partnership with the Association of Sustainable Development Experts 2.Utilize accumulated tools and contacts in partnerships with businesses and projects to achieve SDGs. 3.Continued collaboration with the European Business Association to disseminate best practices in implementing sustainable development goals in business companies. 4.Continued participation of KROK Business School leadership in the HR PRO AWARDS project – assessing business projects and identifying best practices. 5.Integration into the Association of Sustainable Business Experts to jointly promote sustainable development goals in Ukraine and explore mutually beneficial solutions in the direction of NGOs for corporations. 6.Mediation project as a practical solution for SMEs in the field of sustainability.	12 months of the control of the cont
	6. DIALOG	<ol> <li>Organization of a national discussion on "Sustainable Development Goals in the context of war in Ukraine" in collaboration with the National Mediators Association of Ukraine.</li> <li>Organization of a national roundtable on SDGs with the Ukrainian Association for Management Development and Business Education.</li> <li>Development of cooperation with the Association of Sustainable Development Experts and participation in events organized by the Association.</li> <li>Dissemination of the Association of Sustainable Development Experts' findings and informing stakeholders of KROK Business School about the "Green Strategy of Ukraine" and other initiatives.</li> <li>Webinar-discussion for SMEs on "Sustainability Orientation as a crucial component of success in external markets."</li> <li>Expand collaboration, provide training for qualified mediators, and shape the market for high-quality mediation services through the International Mediation Center of the KROK Business School.</li> <li>Organization of training in creative thinking for implementing projects of NGOs and sustainable development.</li> <li>Seek partners for the development of creative projects and business education initiatives.</li> </ol>	



