



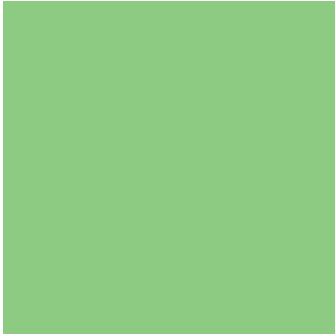
HAAGA-HELIA
University of Applied Sciences



PRME

Sharing Information on Progress:
United Nations Principles for Responsible
Management Education

President's message



HAAGA-HELIA University of Applied Sciences was the first university of applied sciences in Finland to sign the Principles of Responsible Management Education roughly two years ago. Today, I am proud to present this first progress report, demonstrating the journey we have taken to fulfill this commitment.

As a university, HAAGA-HELIA has taken a strong strategic focus on creating and fostering sales and service skills as well as instilling the principles of responsible leadership in all our students and staff. Our strategic intent is demonstrated in everyday actions, of which living the PRME principles is only one manifestation.

One of the starting points for our journey was a closer examination and re-working of our ethical principles, which all our students and staff can relate to and have accepted as their own. Our ethical principles are grounded in the value that we aim to function as a top team committed to mutual renewal – promoting successful and responsible business operations. Our key ethical principles are fairness, respect, responsibility, openness and community; of which fairness has been identified as being of utmost importance for all stakeholders.

We take environmental responsibility seriously, having adopted or in the process of building environmental management systems across all our campuses. These programs offer a way for students and staff alike to participate in building a better future and also taking responsibility at work. HAAGA-HELIA has made relatively significant investments in sustainability, especially in energy and waste management, also including a continuous search for solutions to decrease work-related travel, such as virtual and online meeting rooms, e-learning platforms and other novel technology-enabled approaches.

Our value basis forms the foundation for our involvement with the principles for responsible management education. We strongly believe that the adoption of this mindset will create a competitive advantage for us, separating us from other universities. It will also help us in attracting the best talent to further reinforce our team of committed professionals.

We look forward to the coming years when we can further build on the work we have already accomplished and to start seeing the concrete changes the adoption of the PRME principles has had on our staff, our students, our graduates and our community.

Ritva Laakso-Mannila
President

Message from the Head of Business Programs



While corporate responsibility or responsible leadership might have been mere buzzwords a decade ago, they are hard, concrete requirements in today's competitive global market that simply cannot be overlooked. Any business graduate who does not realize this fact is ill-equipped to step into the business arena.

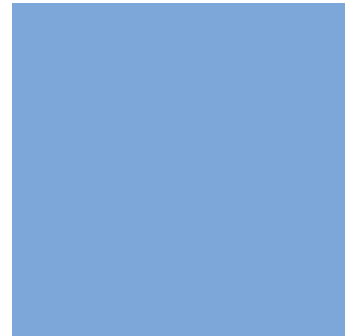
Corporate responsibility and business ethics have been clearly cited as crucial by the next generation of business leaders. They are valuable both as determinants of consumer preferences - but more importantly - as a determinant of a company's attractiveness as an employer or business partner. The way the company generates financial, social and environmental value throughout its value chain and in its sphere of influence becomes a critical measure of success.

Through our commitment of incorporating the principles of responsible leadership into our business curricula, we aim to equip our graduates with the knowledge, skills and tools to navigate successfully in international business. As the first university of applied sciences in Finland, we are proud to offer our students the possibility to specialize in corporate responsibility as an optional minor. This track has been very well received and attracts a significant number of our exchange students as well. We believe this is an indicator of its importance.

Our community involvement through dialogue facilitation and joint development projects with companies in the area of corporate responsibility puts us in a unique position to advance the PRME principles further. Our intention is to continue this involvement and strengthen our academic and business engagements in the area of responsible leadership.

I am proud to head our business school in its progressive agenda and look forward to further integrating the principles into our everyday actions.

Teemu Kokko
Vice President

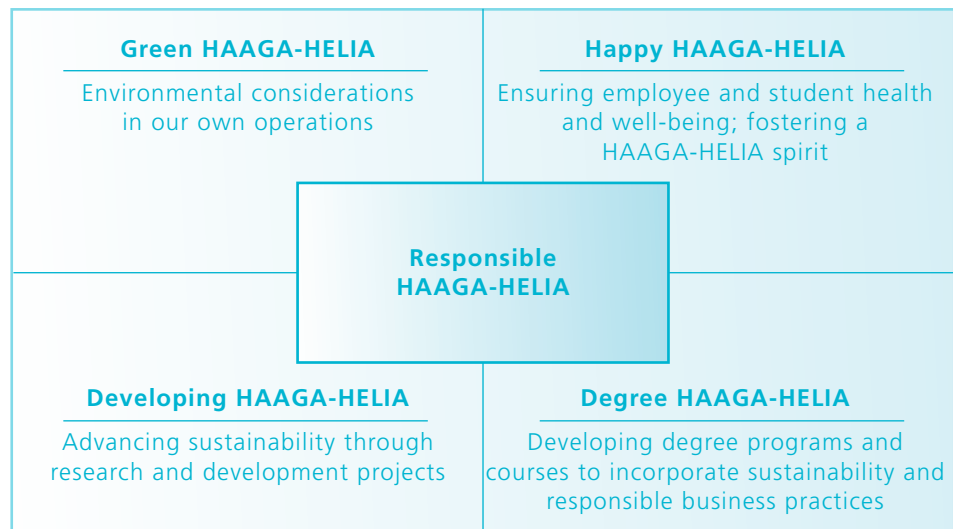




Principle 1 | Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Our work in this area is covered under the umbrella of Responsible HAAGA-HELIA. It has four parts; Happy HAAGA-HELIA ensures the well-being of staff and students, Green HAAGA-HELIA advances sustainable practices throughout all our campuses, Degree HAAGA-HELIA ensures that sustainability and PRME principles are integrated into all degree programs and Developing HAAGA-HELIA aims at integrating sustainability into the school's RDI activities. These areas, together with our School's mission and values, provide the background and common denominator for all our activities in the CSR arena. Our progress and the concrete steps we have taken towards our PRME and CSR goals are described separately for each principle.

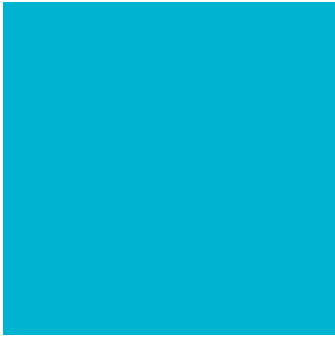
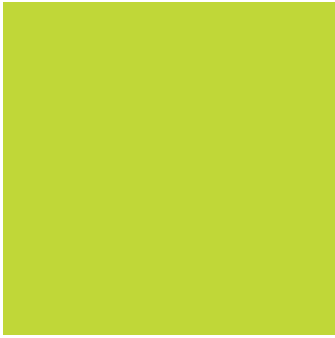
We have developed our internal practices to also reflect our commitment to sustainability. All of our six campus sites either have an environmental management system in place or are in the process of creating one. In four cases we have worked together with the World Wildlife Fund WWF to create a management system suitable for our needs. We are also steadily increasing the amount of information we publish on sustainability in our annual report.







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



We take great pride in being the first, and so far, the only university of applied sciences in Finland offering our BA students the possibility to specialize in Corporate Social Responsibility. This is a minor specialization offered alongside traditional management topics. The specialization includes such courses as Strategic CSR, CSR Communication and Marketing, Business Ethics and Social Responsibility and Environmental Management. This elective module, as well as individual courses, have been very well received and are enjoying high enrollment numbers.

The specialization module is offered in Finnish and English, which provides our numerous exchange students the opportunity to enroll in the courses as well. This has proved to be a very welcome opportunity as many students say such an option was not available in their home institutions.

In an internal benchmark study we explored the study programs and practices at some of the leading sustainability-oriented business schools, such as the Beyond Grey Pinstripes listing. Our intention is to take this study further and look at the possibilities for joint curriculum development with interested business schools.

During the past years we have also transformed our formerly environmentally focused basic course in sustainability to a truly all-encompassing Corporate Responsibility course with a specific focus on sustainability management and leadership. This is a compulsory course for all our roughly 6,000 business degree students.

A Responsible Leadership module is offered in our Master level business programs, which is more specifically aimed at professionals already in business. This module is also one of the first modules to have been included in our Export of Education package aiming to spread this expertise globally.

Our next area of development is to look into the role of sustainability in our other programs such as hotel and restaurant management and wellness management. While we know sustainability topics are widely discussed in these programs, we would like to get a better grip on how widely and in what way global responsible business initiatives, such as the Global Compact, are manifested in these programs.

Principle 3 | Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

HAAGA-HELIA stresses a very practical approach throughout the students' studies. All our educational frameworks have a close affiliation to current business practices and aim to provide a fruitful engagement with practice and the business community. In our CSR curriculum, students undertake a challenging management project in which they develop a real-life business situation while reflecting on the theory learnt in class. In most cases, students work with the same company throughout their CSR specialization studies to enable a real in-depth understanding of the CSR challenges the company is facing and cooperation that also bears substantial benefit for the businesses involved.

We have recently stressed the importance of learning with businesses even further and taken part in projects that have this focus. For example, our students are taking part in a three-year project on ports and sustainability, together with four other international partners and local companies operating in the port area.

Two of HAAGA-HELIA's lecturers have also published a new textbook on CSR especially designed for the Bachelor's level. This is a significant improvement as earlier there was no up-to-date book on the topic available in Finnish and suitable for this level.

HAAGA-HELIA has taken part for two consecutive years in the CSR Report of the Year competition in Finland by sending a group of students to form a part of the student jury for the competition. This competition and the "jury duty" is an excellent learning experience for the students while at the same time provides useful opportunities for networking and further learning through cooperation with other institutes of higher learning.

HAAGA-HELIA is strongly committed to new learning methods and they are continually being developed. Problem-based learning, action learning, role plays and simulation games and others are employed in CSR teaching and are under constant development. The main goal is to engage the students and immerse them in the studies.





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.

Many of our research projects have a sustainability dimension to them, which is ensured by having strategic fit as one of the key selection criteria for research initiatives; and having sustainability in our strategy. Our research has a clear emphasis on applied empirical research, which has a close connection to our role as a university of applied sciences.

One of our biggest research projects is EnSaCo. Oil transportation and other traffic in the Central Baltic Sea is growing steadily, increasing the risk of pollution from ships. The project aims to reduce negative environmental and socio-economic impacts of an oil spill through a rapid and efficient shoreline oil spill response. Authorities responsible for shoreline oil spill responses recognize that their readiness to act is not at an adequate level and have launched

an initiative, the EnSaCo Oil Spill project. The project is of great importance as it can substantially contribute to improving the preparedness of Estonia, Finland, Sweden and Russia to respond to pollution from ships in the Central Baltic Sea.

Another comprehensive research and academic project is Eco-SUP-Ports, a joint initiative between five different European universities investigating the sustainability challenges and drivers faced by companies operating in port environments. Annually five to ten students take part in the project, including a two-week intensive period in one of the partner universities. The project has given our students an excellent understanding of international ports and the related challenges as well as providing a truly multinational learning environment.

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.

HAAGA-HELIA makes extensive efforts towards serving the business community. This happens on a day-to-day basis through courses integrated with corporate projects. In the past year, for example, our students have been creating sustainability-related communications campaigns for various companies, evaluated sustainability reports of different sectors, investigated the potential for recyclable packaging in e-commerce and the market outlook for the ride sharing of goods - just to name a few. This cooperation gives our students valuable insights into the real world of corporate re-

sponsibility, and on the other hand, benefits business leaders with the latest trends and novel ideas.

Our staff makes an effort to act as seminar chairs, keynote speakers and in other roles in business practitioner seminars to create yet another platform for interaction and exchanging ideas. This works the other way as well; we are happy to host several prominent business speakers throughout the year in our classes, but also in events that are open to all, such as the Studia Generalia series.



Principle 6 | Dialogue: We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

HAAGA-HELIA has initiated a National Sustainability Forum to enhance the dialogue between CSR professionals and academia in Finland. The forum has periodic meetings that have been well attended. We are also proud to say that we introduced the concept of Shared Value by hosting the first seminar on the topic in Finland in May 2012. Our keynote speaker was Mr. Marc Pfitzer from FSG. Other speakers included researchers,

opinion leaders and business professionals. The seminar attracted a large crowd of CSR and other business practitioners.

Our dialogue with the business community is on-going and we aim to keep up our efforts, if not increase them. This means hosting events periodically, in the form of both formal, but also informal seminars.

Looking ahead

The Principles for Responsible Management Education, through its six specific principles, have provided a structured framework with which we can analyse and develop our own approach towards sustainability. This has helped us step up and integrate our efforts in both teaching and research. They have also enabled us to develop our own practices to serve as an example of the values and attitudes we wish to convey and instill in our students.

While we feel we have accomplished a great deal, we understand that this is only the beginning of a long and interesting journey, which we can't wait to discover more of.



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