



FIVE IDEAS that can change your life – and the world

5

BE A TORCH- BEARER



Many people now tend to obtain their news from social media and non-professional channels, generating a proliferation of sectarian views that see the world in distorted ways, often filled with imaginary stories and conspiracy theories. This makes people gullible and vulnerable to demagogues.

The ideal society would treat media information more as a public good than as a commercial product, providing free access to good quality news.

We are not yet in such an ideal world, and therefore everyone must make an effort to stay informed in a responsible way, which involves contributing to the financial survival of professional journalism and selecting the sources of news in a careful way, seeking to simultaneously avoid state control, corporate influence, and sectarian sirens. **Just staying reasonably well informed is now an act of militancy.**

A new development with the spread of new technologies of communication:

People now become contributors to the media in various ways. In particular, everyone equipped with a smart phone can watch out for events and record them on the spot in order to report them to suitable media outlets. This has been transformative in the way of undermining the impunity of abusive people such as brutal policemen or rapists. The simple fact of a greater possibility of video proofs of misdeeds has been changing social norms. Of course, some people complain that this is a form of big brother surveillance, but overall we, and especially the most vulnerable among us, seem better off with a multiplication of graphical proofs of reprehensible acts.

+ More basically and importantly, one can also be a torch-bearer by choosing the type and contents of education for oneself and one's children, making sure that it is not limited to fulfilling job qualifications, but also endows the student with the civic and cultural competences that responsible citizens need in order to be able to understand the world is going and the common good.



CELEBRATING 10 YEARS OF RESPONSIBLE MANAGEMENT EDUCATION





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HANKEN SCHOOL OF ECONOMICS


**CELEBRATING 10 YEARS OF
RESPONSIBLE MANAGEMENT
EDUCATION**

Sharing Information on Progress Report 2016–2018

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What is PRME?

The Principles for Responsible Management Education (PRME) is a United Nations supported initiative founded at the 2007 UN Global Compact Leaders' Summit in Geneva. PRME is a global platform and network designed to encourage and inspire responsible management education by creating dialogue between its members and supporting collaborative learning experiences for stakeholders. PRME helps to realise the UN Sustainable Development Goals (SDGs) through responsible management education. Its mission is to transform management education and develop responsible leaders.

PRME works through six principles, plus one addendum principle (represented in Figure 1), to ensure that business schools adequately equip future leaders with the skills needed to balance economic and sustainability goals. Signatory institutions commit to operationalising the PRME principles in their work and to report on their progress.

As a voluntary initiative with over 700 signatories worldwide, PRME has become the largest organised relationship between the United Nations and management-related institutions of higher education.



Figure 1: Principles of Responsible Management Education

Hanken in a nutshell

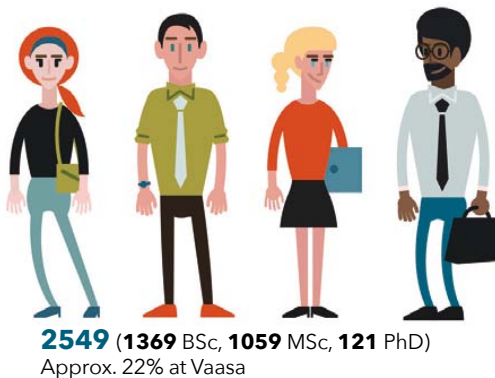
Founded in 1909, Hanken is one of the oldest business schools in the Nordic countries and it received the university status in 1927. Today, Hanken is the only stand-alone business school in Finland, operating in Helsinki and in Vaasa. It is internationally accredited by EQUIS, AACSB, and AMBA and is internationally ranked by FT Rankings and U-Multirank. Most of the school's funding comes from the Ministry of Education and Culture in Finland.

Hanken consists of five departments and one language centre. In 2018, it offered the following programmes:

- Integrated Bachelor's and Master's degree programmes (3+2 years)
 - Swedish main language
 - 60% of courses at the Master's level are in English
- Master's degree programmes (2 years), 5 specialisations
- PhD programmes (4 years)
 - Within all Hanken's majors
- A part-time Executive MBA Programme



NUMBER OF STUDENTS (AS OF 2017)

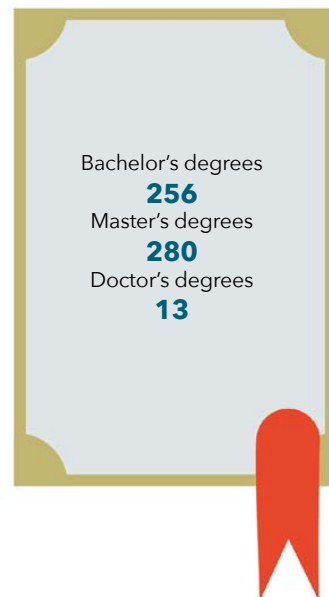


122 faculty



107 staff

NUMBER OF DEGREES 2017



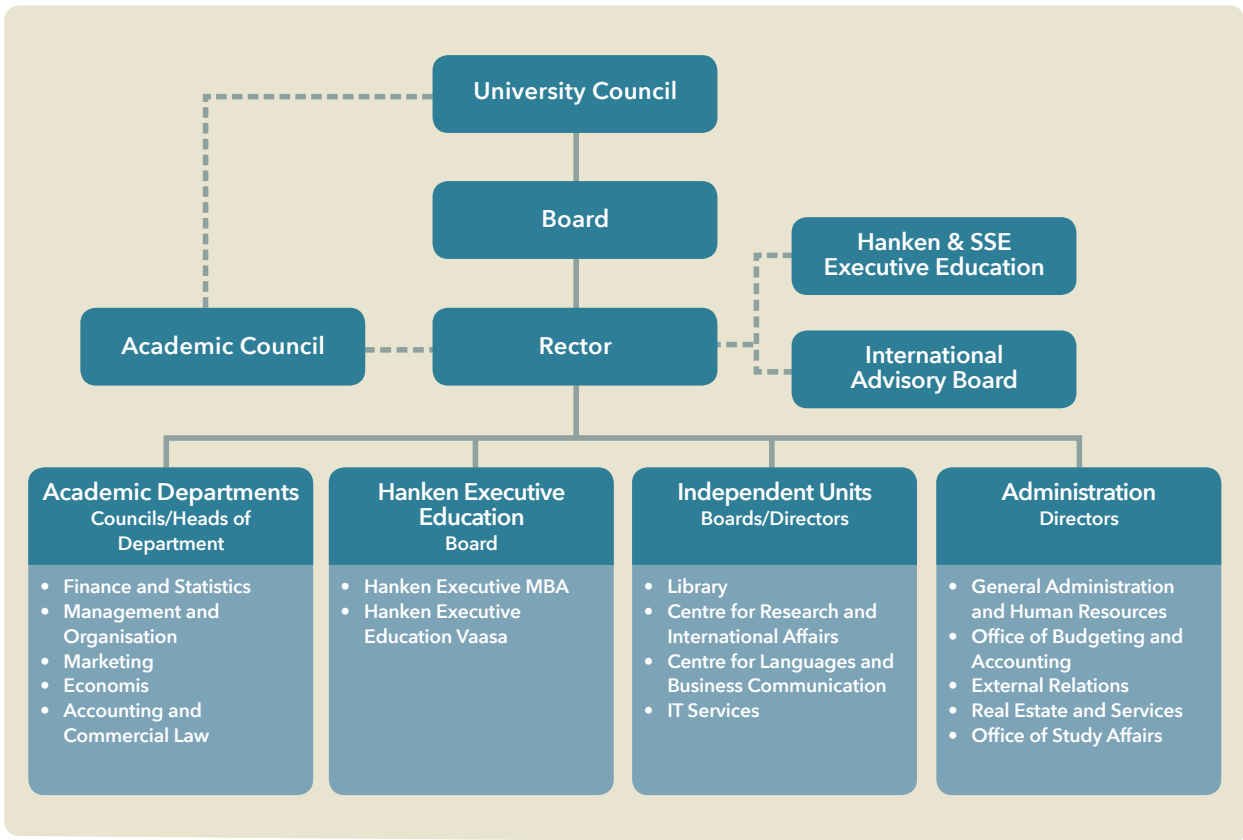


Figure 2. Hanken's Organisational Chart

Introduction



As a trailblazer in responsible management education, Hanken's success has depended on traversing a long path of continuous improvement. Hanken became a signatory to the principles in 2008, thus marking this year as its 10th year anniversary of Hanken's journey in PRME implementation.

In this report, we highlight the landmark events of our ten-year journey in responsible management education (page 9) and we present our progress from the Autumn of 2016 to the Summer of 2018.

In our previous report (2014–2016), the main theme was the Sustainable Development Goals. We had just begun our efforts with respect to the SDGs in 2016. Since then, we have made tangible progress at both the strategic and operational levels. This progress is represented in all spheres of our impact as a Higher Educational Institution (HEI), in teaching, in research, and in our partnerships.

We continue the thematic focus on the Sustainable Development Goals for this report and highlight our SDG initiatives under the Achievements section of each Principle.

Foreword from our Rector



The PRME initiative recently celebrated its 10-year anniversary and next year, 2019, we at Hanken School of Economics will be celebrating our 110-year anniversary, so we feel more than ever that PRME's and Hanken's future are intertwined.

Hanken became a PRME signatory in 2008, in fact only one year after PRME was founded, and we are proud to say that we were the first university in Finland to sign the principles. Since this time we have won awards for PRME Excellence in Reporting twice, and we have also been part of the select group of PRME Champion Schools since its launch.

The prizes awarded as well as the recognition we have received in terms of becoming a champion school, provide us with confidence that we can be of help in this joint endeavour of spreading

the responsible management agenda and working towards the PRME goals.

We are also committed to playing a key role in educating business leaders of the future to take on the challenges addressed in the Sustainable Development Goals (SDGs). In addition, through our dedicated research and continued work and cooperation with the surrounding society; rest assured that we as a business school can make a difference, now and in the future.

In conclusion, I hereby, confirm that Hanken School of Economics is deeply committed to the Principles of Responsible Management Education and that we are proud to submit this report.

Karen Spens
Rector, Hanken School of Economics

Recounting milestones in 10 years of Responsible Management Education at Hanken

2008: Hanken signed the Principles for Responsible Management Education and became the first business school in Finland to commit to the principles. The very same year, the Humanitarian Logistics and Supply Chain Research institute (HUMLOG) was founded. It is a joint institute between Hanken and the National Defence University of Finland.

2010: The Study Module in Corporate Responsibility (CR) was launched to provide anyone residing in Finland with in-depth knowledge on issues related to CR. The CR minor for internal degree students was also introduced. On 29 October, Hanken received the Green Office designation and the right to use the Green Office Logo by successfully completing the inspection and auditing process.

2012: The second CR3+ conference was held at Audencia, in Nantes, France, in conjunction with the French national CSR conference, RIODD.

2014: "Social Responsibility" was designated as one of the four key strategic institutional themes, Professor R. Edward Freeman was conferred Hanken's honorary doctoral degree for his continued advancement of stakeholder theory, and the third CR3+ conference was held at La Trobe in Melbourne, Australia.

2016: Launch of two research Institutes-Centre for Corporate Responsibility (CCR) and Gender, Organisation, Diversity, Equality, and Social Sustainability in transnational times (GODESS) institute. Hanken Business Lab-an incubator to promote start-ups also open its doors.

2018: Preparations started for the launch of the 5ECTS global competency module (which includes a course on social responsibility) as a compulsory study module for all Masters' students from 2019 who began their studies in Autumn 2018 or later. The sixth CR3+ conference was held, at Audencia.

2009: The CR3 network was founded in Nantes, France, involving Audencia Business School, Hanken School of Economics, and Instituto Superior de Administração e Economia (ISAE/FGV) from Curitiba, Brazil.

2011: The first CR3 conference was held at Hanken on 8 and 9 April. The conference was organised by the CR3 network consisting of Hanken, Audencia, and ISAE/FGV. At the end of the conference, La Trobe University Business School (Melbourne, Australia) officially joined the network to make it CR3+. Social Responsibility was also added to the Assurance of Learning Rubrics at the Hanken institutional level.

2013: Hanken was selected as a PRME Champion School, select institutions chosen from the PRME community to undertake advance tasks and provide thought leadership. Hanken was also awarded the prestigious 'Recognition of Excellence in Reporting' for its PRME report. Hanken continues to be a member of the PRME Champions group in the 2018-19 cycle.

2015: Hanken committed to the United Nation's Global Compact Business Action Pledge in Response to the Refugee Crisis. A Finnish Business Culture course for asylum seekers and migrants was organised as a part of that commitment. Hanken and SSE Executive Education launched the Business LEAD integration programme for educated asylum seekers. The fourth CR3+ conference was held at ISAE/FGV in Curitiba, Brazil. Hanken was again awarded, the prestigious 'Recognition of Excellence in Reporting' for its PRME report. Hanken launched its capstone course in CSR for Bachelors' students.

2017: The revised strategy, HANKEN 2025, was launched, which elevates Hanken's commitment to social responsibility and SDGs more explicitly and unequivocally. The fifth CR3+ conference was held, at Hanken. Hanken's Green Office designation was renewed in January 2017

Key highlights of the reporting Period 2016-18

September 2016:

The Centre for Corporate Responsibility (CCR) was launched!

The Hanken School of Economics and the University of Helsinki co-founded a joint research and development institute, to enhance collaborative and cross-disciplinary research on the interactions between business, politics, and society.



November 2016:

The GODESS Institute was launched!

GODESS stands for Gender, Organisation, Diversity, Equality, and Social Sustainability in Transnational Times. The institute endeavours to combine research within the fields of sustainability and gender to support, nationally and internationally, greater sustainability and equality.



April 2017:

Hanken partners with its first non-profit, DROPP

Hanken has created a new partner category, Hanken non-profit partners, to enable long-term cooperation with non-profits. DROPP is a Finnish social enterprise that sells domestic and sustainable spring water for Finnish consumers. DROPP donates one hundred percent of its profits to rehabilitating the Baltic Sea with the Baltic Sea Action Group.



October 2016:

The Hanken Business Lab opened its doors!

The Hanken Business Lab is a new form of incubator that aims to help start-ups, scale-ups, non-profit organizations, and individuals achieve significant growth. The lab can be found in *Torget*, in Helsinki, and *Stugan*, in Vaasa.

DROPP-Hanken's first non-profit partner is one of the very many community members of the Hanken Business Lab.

January 2017:

Our Green Office designation was renewed.

WWF Green Office is an environmental management system to help organisations reduce their ecological footprint. Organisations that meet the criteria gain the right to use the WWF Green Office label. Hanken gained this right in 2010 and renewed its label in both Hanken location, Helsinki and Vaasa, following a Green Office inspection and audit.



CR3

Making Corporate Responsibility Useful



April 2017:

The Fifth CR3+ Conference was held and hosted by Hanken!

Hanken organised the Fifth CR3+ conference under the theme, "Making corporate responsibility useful." The topic of the opening plenary was corporate responsibility and the topic of the closing plenary was the SDGs. Both plenaries consisted of panel discussions featuring leading experts from many fields and sectors. The panels were comprised of representatives from each of the four CR3+ co-organizing schools: Audencia, La Trobe, ISAE/FGV, and Hanken.



August 2017:

The renewed strategy - HANKEN 2025 came into force.

Hanken's revised strategy sets out the school's strategic objectives and unequivocally articulates social responsibility as an important strategic responsibility running through all of its activities.



November 2017:

The Responsible Organising conference was organized.

Three institutes at Hanken, -the Centre for Corporate Responsibility (CCR), the GODESS institute, and the Humanitarian Logistics Institute (HUMLOG) co-organised a stakeholder conference on 13 November. The Responsible Organising conference mobilised societal actors to discuss methods and means for organising responsibly to achieve maximum social impact. The boards of all three institutes decided to hold the conference annually.



December 2017:

Hanken initiated the process for redefining its" areas of strength" within research.

Hanken called for applications for areas of strength from researchers at Hanken, which were then evaluated by a high-level panel of international experts. Three of main criteria which the panel used were multi-disciplinarity, innovative power, and impact. The process will be over with the Board's decision in October 2018



PRME CHAMPIONS 2018-2019

January 2018:

Hanken continues as a PRME Champions for 2018-19 cycle

The PRME Champions group is dedicated to undertaking advanced tasks and game changing projects that respond to the systemic challenges faced by the PRME community. These include key issues and areas identified by the United Nations and the UN Global Compact, specifically the SDGs of the 2030 Agenda for Sustainable Development.



March 2018:

Preparations for the global competency module and capstone course in social responsibility began.

As part of its commitment to SDG 4.7 (Education for sustainable development and global citizenship), Hanken started preparing to offer a pilot 5 ECTS global competency module. This module includes a 3 ECTS capstone course in social responsibility and will be mandatory for all Masters Students from Autumn 2019 forward.



April 2018:

Hanken completed ten years of involvement in PRME!

Hanken completed ten years of its responsible management education journey. To mark this occasion, Hanken PRME organised a workshop on the relevance of, and implementation of, the SDGs with the personnel, involving teaching staff, researchers, and relevant administrative staff.



April 2018:

The HUMLOG Institute celebrated its 10th anniversary.

The HUMLOG Institute at Hanken School of Economics hosted a seminar on 25 April 2018 on current humanitarian challenges and the state of humanitarian logistics in conjunction with the celebration of the institute's 10th anniversary. The institute is by now the largest research centre in humanitarian logistics in the world.

June 2018:

The Sixth CR3+ conference was held at Audencia.

The very engaging sixth iteration of the CR3+ conference had plenary panel discussions on 'navigating the plural voices in CR', 'theoretical voices in CR', and, in reaction to a provocative article by Martin Parker, 'why not bulldoze the business school.' Representatives from each of the four CR3+ co-organizing schools found plenty of reasons as to why not.

Principles 1 & 2: Purpose and Values



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.*

In this section Hanken's institutional strategies and related facilitation systems are introduced. These imbue meaning to the values of responsible management education by dividing our role as a higher educational institution (HEI) into four spheres: 1) Teaching & learning, 2) Research, 3) Employer and 4) Civil society actor. We also highlight some institutional and strategic initiatives that have been undertaken to integrate Sustainable Development Goals into our activities. We then present some challenges we face. Finally, we look to the future and throw light on key areas for improvement.

Following the tradition as we started almost 10 years ago, to understand where we stand in terms of PRME implementation, leadership group, faculty, and administrative staff interviews were conducted in addition to regular data collection by Hanken's PRME Team over a period of four months from March to June 2018.

Interviews

4 interviews with school leadership

1 interview with the MBA programme director

16 interviews with faculty representing all the departments and subjects at Hanken

1 interview with Green Office Team representative

1 interview with Research Services manager

The core theme of the interview questionnaire was Hanken's new strategy *HANKEN 2025* and the strength of its implementation at the institutional level (from school leadership) and at the departmental/individual level. We also introduced the theme of Sustainable Development Goals in the questionnaire, aiming to raise awareness among faculty and to gain insight into how the SDG's are integrated in teaching, research, and partnerships.

The main objective of the interviews is to encourage leadership group and faculty to look at strategic implementation with respect to their own role/department/subject in a reflective, progressive, and prospective manner. These discussions raised some critical and important questions, incite reflection, and fuel innovation.

Surveys as part of Global Rating Initiative prototype testing and SDG Dashboard

During the spring of 2018, Hanken also participated in the prototype testing of the Global Rating Initiative—an initiative supported by PRME that rates business school on social impact measures. As part of this testing, a survey was sent to students, faculty, school leadership, career services, and alumni. We also participated, over the course of one year, in two SDG Dashboard pilots – a PRME inspired and supported tool for measuring and understanding the implementation of SDGs. It is still too early to analyse the results of these exciting developments, but they will be included in future reports.

Strategic framework and facilitation

Although the values of social responsibility and responsible management education were previously reflected in the programme’s guiding strategy previously, they have never been so explicitly and unequivocally articulated as they are in the revised strategy, *HANKEN 2025*. The updated strategy came into effect in August 2017 and makes these values an integral part of our organisational ethos. The process for designing the new strategy was inclusive, with active involvement of both academic and administrative personnel at Hanken and included a combina-

tion of top-down and bottom-up approaches.

Hanken’s strategic focus on responsibility and sustainability has been inspired by its involvement with PRME and PRME’s wider community. The focus will ensure that the PRME’s implementation at Hanken will be carried out in a much more integrated and inclusive manner in coming years, creating a virtuous quality loop.

Hanken’s current strategic framework consist of four main elements (as represented in Figure 3):

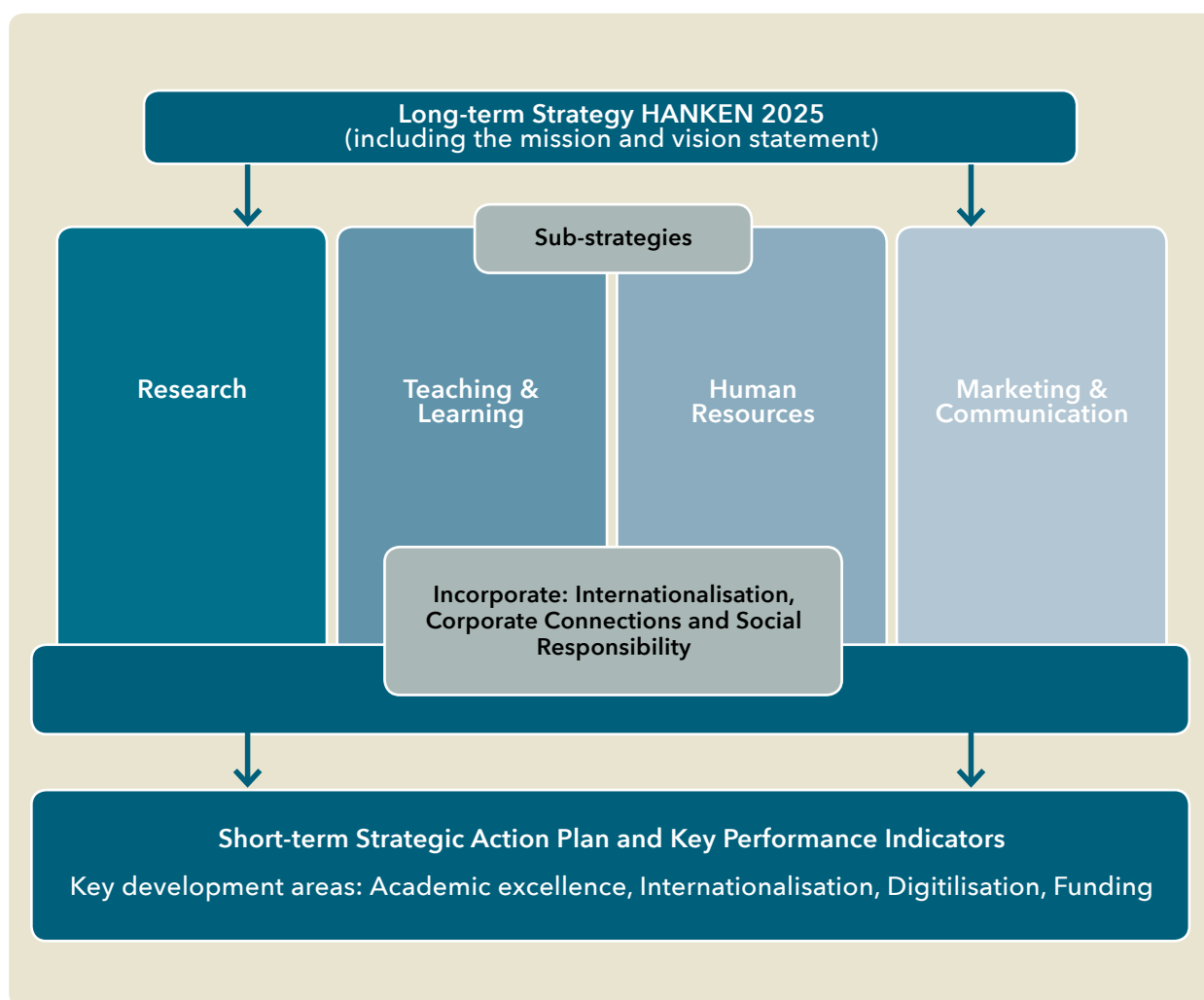


Figure 3: Hanken’s Strategic Framework



Mission Statement of Hanken

Hanken's mission is to create cutting-edge knowledge and educate responsible professionals for the global economy and changing society through

- research activities characterised by academic excellence and corporate world relevance. In the areas of strength, in particular, the research conducted is cutting-edge.
- research-based education that provides Hanken graduates and executive education participants with an ability to think analytically and critically and to act in a global environment characterised by continuous change
- embracing the statutory responsibility for educating business graduates fluent in Swedish, while simultaneously offering programmes for international students
- integrating social responsibility and sustainability in all activities

- embracing a high degree of internationalisation in spirit, content and actions

All activities are characterised by



Equality



Integration



Responsibility



Openness



Sustainability

These values are at the very core of Hanken and guide us in all our activities and initiatives.

Vision Statement of Hanken

Hanken is acknowledged as a Nordic business school with a distinctive research, teaching and learning environment promoting cutting-edge research, effective research-based education and the *development of*

global competences for the benefit of its graduates, of the corporate world and of society at large, i.e. a Nordic benchmark for business schools world-wide, attracting top academics, students and business partners.

Responsibility and Sustainability as part of the strategic objectives

The strategic objectives, established to fulfil Hanken's vision for 2025, are to pursue an established role of responsibility and sustainability, and to that end:

- Consolidate social responsibility and sustainability as an integral part of all activities
- Educate responsible graduates as future generators of sustainable value

Overarching principles and values to PRME work at Hanken

Overall, Hanken's work towards integrating PRME within all spheres of its impact, is based on:



Cross-disciplinarity



Tangible action



Creation of synergies and forging new partnerships, locally, regionally, and internationally



Knowledge-sharing and open science



e-learning and digitalisation.

Hanken's Involvement in PRME related or inspired networks

Since first signing the PRME principles in April 2008, Hanken has come a long way in its journey of implementing and integrating responsible management education throughout its programmes and institutions. Specific progress has been made on Hanken's engagement with thought leadership and its mobilisation and vocalization of responsible management issues and challenges.

Hanken has contributed spiritedly to the development of responsible management education (RME) at a local, national, regional, and global level by engaging with the PRME community formally through its work in the Champions group, PRME Nordic Chapter, and other networks. These networks include the Finnish section of Scholars at Risk, an international network of more than four hundred and sixty higher education institutions working to promote academic freedom.

In 2009, Hanken, together with other PRME signatories and current PRME Champions, established the [CR3+ network](#) and organized the founding [CR3+ conference](#) held at Hanken in 2011.

As stated, one of the overarching principles of Hanken's PRME work is knowledge-sharing and open science. Involvement in the PRME community and other related networks at different levels is one of the ways knowledge-sharing manifests in Hanken's PRME activities. This engagement seeks to inspire, and to be inspired, and bring about tangible change at our institutions and within the wider business-school community.

See table on next page for a list of PRME-related networks that Hanken has been involved with during the reporting period.



Hanken's involvement with PRME related and/or inspired networks

PRME RELATED NETWORKS	ACTIVE MEMBER SINCE	NOTES
PRME Signatory	2008	Actively integrating the principles and reporting on them since 2008.
CR3+ Network	2011	Together with Audencia, ISAE/FGV, and La Trobe.
PRME Champions	2013	Renewed in 2018 for another two-year cycle.
PRME Chapter Nordic	2013	Hanken held the Secretariat from September 2014 to October 2016.
PRME Champions Project on SDG online course	2016-2018	Hanken was a leader of the project along with ISAE/FGV.
PRME Champions Project on Improving Dialogue: PRME Institutions and Global Compact members with focus on SDGs	2016-2018	Together with CR3+ members, Hanken was an active engager and contributor.
Finnish section of Scholars-at-Risk (an international network of more than 460 higher education institutions working to promote academic freedom)	2017	Founding member together with nine other universities in Finland.
PRME Champions Group on creating a SDG blueprint for educational institutions	2018	Together with Copenhagen Business School, Audencia Business School, and Glasgow Caledonian University.
PRME Champions Group on SDG curriculum	2018	Together with CR3+ members. Hanken is the leader of the Project.
Global Business School Network	2018	A network of around seventy business schools that improves access to quality, locally-relevant management education for the developing world.



PRME Nordic Chapter Meeting held at Hanken in April 2017



Panel discussion on SDGs and their implementation in business schools at the 5th CR3+ Conference held at Hanken in April 2017.

Resources dedicated to PRME at Hanken

Human capital and budgetary resources have been allocated to facilitate and carry-out PRME implementation at Hanken. During the reporting period, the PRME team at Hanken was comprised of Dr. Martin Fougère (Associate Professor in Politics and Business), Dr. Nikodemus Solitander (Director of CCR), and Sanchi Maheshwari (PRME



From the left: Nikodemus Solitander, Sanchi Maheshwari, Martin Fougère

Coordinator). The PRME team is responsible for both internal and external engagement on PRME-related matters. The team has, over the years, driven some important developments through formal and informal discussions and surveys. These engagements are usually initiated during the PRME data collection stage and involve faculty, staff, and students.

Thus, the data collection and reporting process is not only an administrative process, which helps us keep track of developments, but it is also instrumental in driving PRME-implementation at the institutional and operational level. Additionally, the team has organised and co-organised events throughout the year and mobilised internal stakeholders to discuss RME and/or SDG implementation. We have engaged more broadly on sustainability and responsible organising with external societal actors. More information on events can be found on pages 47–49.

Achievements

The achievements of the reporting period are outlined in this section. It is always important to reflect on what we have done right in past years and to celebrate key milestones.

Institutional Level Commitment to Sustainable Development Goals

In the text of Hanken’s vision, it is stated that,

*“high-quality research and university graduates that are able manage increasing global complexity are needed in order to increase welfare in society and reach the **sustainable development goals**.”*

The vision statement also acknowledges that the current sustainability challenges our planet faces call for an innovative and attractive research, teaching, and learning environment.

Hanken aspires to further its pedagogical approach to deliver research-based education with state-of-the-art technological solutions and provide its graduates with a scholarly mind-set, profound academic skills, and **global competencies**. Global competence embraces the knowledge and understanding of global issues, analytical and critical thinking skills, and attitudes of openness, respect, global-mindedness, and responsibility.

As an educational institution, SDG 4: Quality Education is the most relevant and important SDG for Hanken as depicted in Figure 4 on next page. Our goal is to educate responsible professionals and to conduct high-quality research on all of the 17 SDGs, while ensuring that SDG 3: Good Health, SDG 5: Gender Equality, SDG 17: Partnerships for the Goals, SDG 13: Climate Action, SDG 8: Decent Work and Economic Growth, SDG 12: Responsible Consumption and Production, SDG 9: Innovation and Infrastructure, SDG 10: Reduced Inequalities are overarching goals that drive all our activities. Awareness and intention with respect to the SDGs is woven into our role as an educator, research institute, employer, and civil-society actor.

Measurement of PRME Implementation

Our previous PRME report identified, as a major challenge, the monitoring and measuring of progress concerning the overall Hanken strategy, specifically in relation to PRME implementation. The key performance indicators (KPIs) listed in the short-term strategic action plan were suggested by the Ministry of Education and Culture, Finland. These did not include a KPI to measure performance and progress on Hanken’s central theme of social responsibility. This has been amended in the new strategy, Hanken 2025.

As illustrated in Figure 3 on page 14, Hanken has identified four key development areas during the time-period 2017–20, namely academic excellence, internationalisation, digitalisation, and funding.

Within academic excellence, Hanken has further identified “pursuing an established role of responsibility and sustainability” as one of the strategic priority areas. We have also set some KPIs for all the strategic priorities, and particularly for the strategic priority related to sustainability.

TARGET 4-7

Imparting global competencies to our graduates has been inspired by SDG 4 Target 7 which states:

“by 2030 ensure all learners acquire knowledge and skills needed to promote sustainable development, including among others through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship, and appreciation of cultural diversity and of culture’s contribution to sustainable development”

EDUCATION FOR SUSTAINABLE DEVELOPMENT AND GLOBAL CITIZENSHIP



Figure 4: Hanke's commitment to SDGs

The following targets/goals have been set at the institutional level:

- Offer a mandatory course in social responsibility for Masters' students and assess student learning.
- Include and assess global competencies in education.
- Increase the number of faculty members (levels 2-4) annually completing training/courses related to PRME (AACSB/EFMD).
- Increase the involvement of companies with strong focuses on CSR/sustainability in Hanke's activities.

Capstone course in social responsibility and revising the Assurance of Learning (AoL) rubrics

One of the learning goals in Hanke's Assurance of Learning has been that graduates from Hanke have an international perspective and an understanding of social responsibility in a global context. This goal is in alignment with the institutional strategic objective of educating responsible professionals for the global economy and the established roles of responsibility and sustainability promotion.

Figure 5 below throws light on the key skills we hope to impart to our graduates, so they go on to become responsible professionals for the global economy.

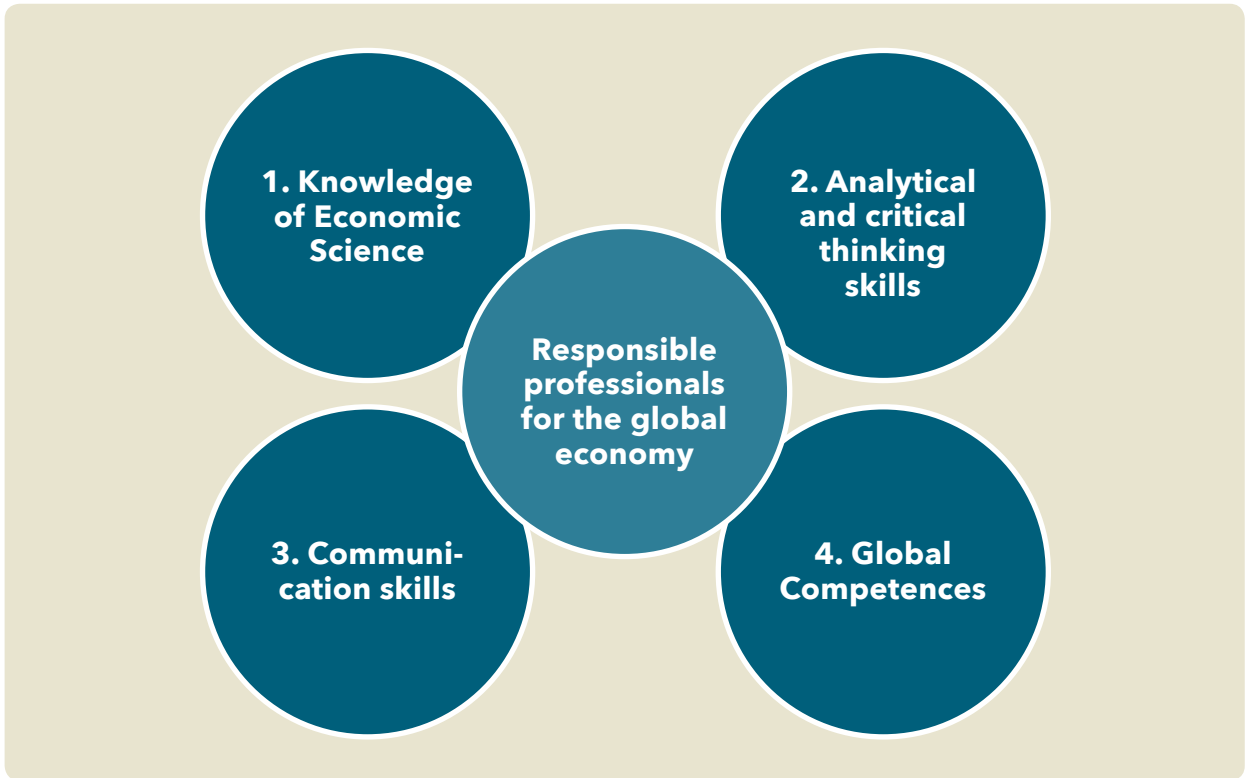


Figure 5: Hanken’s approach to ensuring responsible professionals for the global economy (part of AoL)

To ensure that graduates from Hanken are equipped with global competencies and that the learning goals are achieved, we are currently working on a study module Global Competency, which will be a mandatory module for all the Masters’ students from Autumn 2019 forward (to be taken in the second year of the Master’s program). The Global Competency Module will subsequently entail revising the AoL rubrics.

One of the constituent courses of the module is Social Responsibility Across Business Studies. This capstone course hopes to solve the challenges we have faced regarding assessing the social responsibility mastery of our graduate students. One of the key learning goals of this course is to connect social responsibility challenges and opportunities to the SDGs in the context of discipline that the students is pursuing.



The assessment of social responsibility uptake had become a box-ticking exercise. In almost 20% of assessments, “not applicable” was checked. The new module and its constituent courses will act in two capacities, improving uptake of social responsibility education and providing meaningful assessment tools.

Challenges and Looking Forward

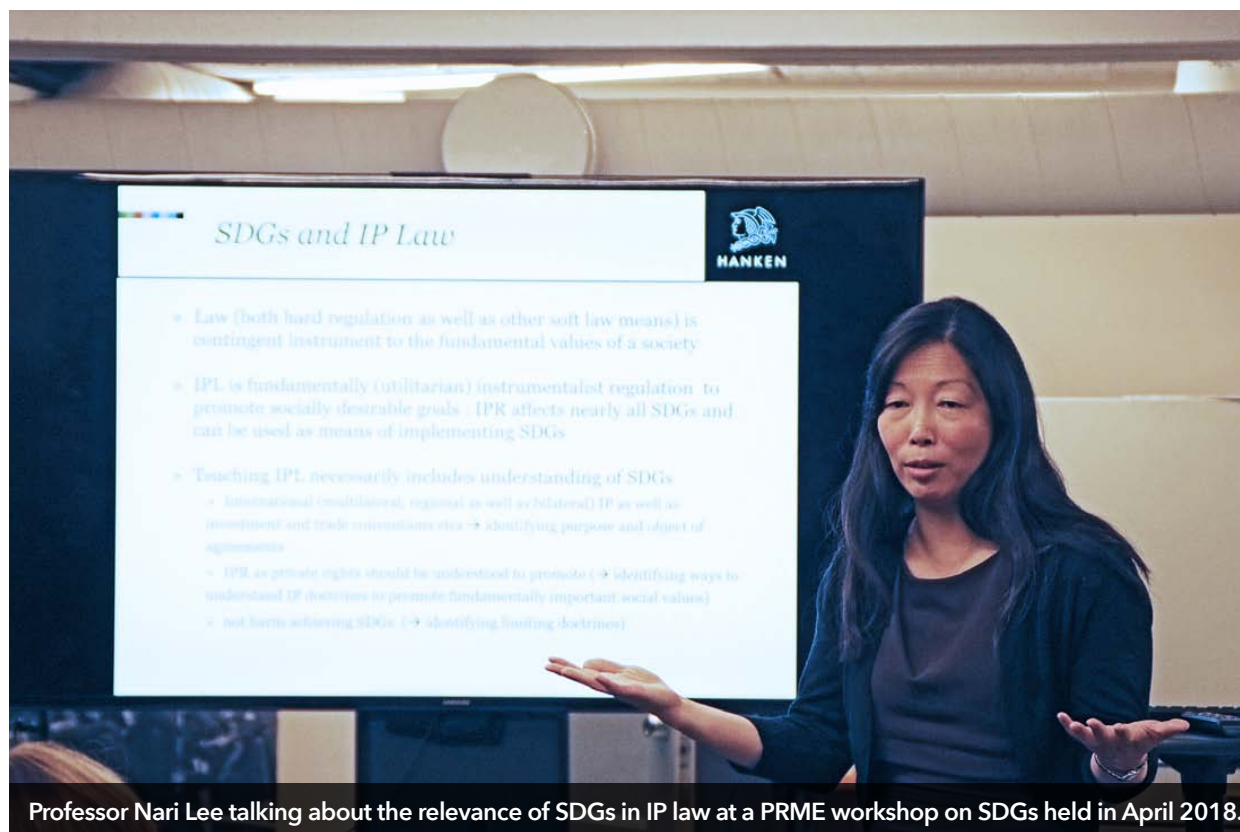
Having set the strategic and institutional priorities so clearly and explicitly, the next step is implementing and achieving the mission and the vision. One roadblock is that not all the faculty and personnel realise the value and importance of social responsibility and the SDGs. Thus, the next step is to spread awareness through different institutional channels and across platforms to increase buy-in from faculty and personnel. To this end, we are encouraging faculty to come together to learn from each other, exchange ideas, and collectively undertake action to realise the strategic objectives.

One step in relation to this is the organization of SDGs Week. The SDGs Week kicks off in November 2018 with the Responsible Organising Conference, an exhibition on the SDGs, and some focus sessions about the social impact of SDG integration in teaching, research and within our organisation as whole with Hanken faculty and staff members.

It will also be imperative to review and analyse the results of the inclusion of the global competency module in the student's curriculum and to subsequently amend the AoL rubrics to understand how well we are achieving and accomplishing the learning goals of our programmes.


Hanken is currently undergoing organizational change which includes the introduction of the Hanken Professional Services. This will entail a reorganisation of the existing administrative units. It is expected that the resultant structure will be more in line with the current strategic objectives and that it will facilitate our achievement of them.

Talks are also currently underway to reorganise the PRME office itself in the direction of greater centralization, to improve PRME and SDG integration at Hanken.



Professor Nari Lee talking about the relevance of SDGs in IP law at a PRME workshop on SDGs held in April 2018.

Progress and Goals on Principle 1 and 2

GOALS IN PREVIOUS REPORT	ACHIEVEMENTS AND PROGRESS		FUTURE PLAN & GOALS
The goal of the revised strategy, HANKEN 2025, is to have more focus on how to implement and institutionalise social responsibility at Hanken and to have key performance indicators (KPIs) to measure progress on the goals.	The revised strategy HANKEN 2025 (as of August 2017) outlines the integration of sustainability and SDGs in all activities as one of our strategic objectives (see page 14). KPIs have been included in the short-term strategic action plan to measure progress on social responsibility (see page 20).		With the strategy and KPIs in place, focus and efforts are needed to implement and achieve them. One of the first steps is to organise the SDGs Week in November 2018 and engage and mobilise as many faculty as possible.
The decision was made to arrange the Sixth CR3+ conference at the governance meeting of the Fifth CR3+ conference. The conference will most likely take place at Audencia Business School, in France.	The 5 th CR3+ conference was organised at Hanken on 28-29 April 2017. The overall theme of the conference was 'Making Corporate Responsibility Useful'. The Sixth CR3+ conference was held at Audencia in June 2018 with the overall theme of 'Navigating the Plural Voices of Corporate Responsibility'.		Organising the Seventh CR3+ Conference at La Trobe Business School in October 2019.
Find a solution to the lack of student adoption of RME themes. Making the course on Corporate Responsibility mandatory across business studies master's students was recommended.	The Global Competency Module was introduced. More departments are also offering courses related to sustainability and CSR. The number of courses offered as part of the CR module has risen this year and is well represented in all the disciplines.		The Global competency module will run in 2018-19. Next steps will be to track the results of the module and to, subsequently, amend the AoL rubrics to monitor student learning on sustainability themes.
Continue to improve information sharing by strengthening institutionalisation, including the institutionalisation of the Centre for Corporate Responsibility (CCR) and the GODESS institute.	The research institutes at Hanken which are working on sustainability have been engaged in creating dialogue with both internal and external stakeholders, which has certainly improved information sharing at the institutional level.		To continue increasing information sharing through different institutional channels, events, and seminars to mobilise internal stakeholders. The SDGs Week will be organised in November 2018 to share and exchange information on sustainability.
Collect and analyse more data of RME inclusion and integration into doctoral level studies. Determine the relation between doctoral level studies and existing strategic RME goals.	This time the Director of the PhD Programme was interviewed to get a sense of how RME is being included in doctoral studies. The state of current integration is elaborated in the Principle 3 - Methods section (see page 29).		The next step is to include the voice of doctoral students in future data collection process, either through surveys or through face-to-face interviews.
Oikos Helsinki is nearing accession to full chapter status and we have set the goal of involving as many students in the Helsinki region as possible through its various events.	Oikos Helsinki organized various events through 2016 and the first half of 2017. Since then, it has been dormant due to gaps in its succession plan, constraints in funding and sponsorship, and lack of institutional support.		Provide more institutional support to ensure student organisations focussing on sustainability themes can prosper. Forge collaborations at the institutional level with other student organisations.
To understand our role as an HEI in fulfilling the SDGs, and to undertake more initiatives and projects that contribute to the advancement of the SDGs.	The SDGs have now been included in Hanken's vision. An SDGs-based lens is being increasingly used in curricula and research (See page 26 and 38). The PRME office also organised a workshop to mobilise faculty and staff in this process.		Provide more institutional support and guidance on implementing the SDGs in teaching, research, and partnerships. One more workshop will be organised as a part of the SDGs Week in November 2018.

Empty = not started/new goal, One Quarter = 25% complete, Half = 50% complete, Three Quarters = 75% complete, Full = completed

Principle 3: Method



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

Hanken has worked extensively on creating an appropriate framework and infrastructure to ensure that the graduates from Hanken are equipped with the skillsets that make them the responsible leaders of tomorrow. In this section,

we highlight different methods and frameworks, at the strategic level, that facilitate the implementation of the PRME in learning, teaching, and curriculum.

Strategic Framework and Facilitation

Hanken's sub-strategy on Teaching and Learning articulates one of the key strategic objectives of the PRME, to *pursue an established role of responsibility and sustainability*. This objective is further broken down into following action points:

Enhancing **global competencies** and fostering openness towards people from other cultures. Respect for cultural otherness, globalmindedness, and **responsibility**

Developing the evaluation methods for student learning in **social responsibility issues**, especially at the **Masters' level**.

Highlighting the values of **responsibility and sustainability** throughout all programmes by supporting **cross-departmental** and **cross-disciplinary cooperation**.

Facilitating and supporting **dialogue and debate** among stakeholders on critical issues related to **global social responsibility and sustainability**.

Promoting **ethical conduct** in teaching and learning.

Graduating students with the capabilities needed to **apply responsible management practices**.

Complementing the focus on social responsibility in teaching and learning are Hanken's strategic objectives related to internationalization and digital learning environments. All these strategic objectives aim to foster an analytical mindset,

critical thinking, intercultural knowledge and understanding, and a global worldview among Hanken graduates. The scope of the sub-strategy is broad and flexible, allowing faculty members and their disciplines to integrate the RME themes according to the method they deem best. Based on the faculty interviews, some of the learning methods and pedagogical techniques that facilitate and enhance learning on RME themes at Hanken are:

- ✓ *Appreciative inquiry approach*
- ✓ *Blend of face-to-face and online learning*
- ✓ *Case-based learning*
- ✓ *Guest lectures to include practitioner views*
- ✓ *Including cross-disciplinary voices*
- ✓ *Including team work and encouraging cross-cultural exchange*
- ✓ *Principle-based learning*
- ✓ *Problem-based learning*
- ✓ *Project courses involving close connection with industry*
- ✓ *Reflective learning, e.g. learning diaries*
- ✓ *Student-led production of learning material*
- ✓ *Use of technology and digital tools, e.g. for collaboration and/or discussion*
- ✓ *Video assignments to foster creativity and iterative conceptual learning*



2016 Nobel Prize winner in Economics Bengt Holmström attended the workshop as an expert in the case Nokia in the course Nordic Corporate Governance, in which varied cases were discussed.



Students working in small groups in the course: Gender, Management and Organisation. Both these courses are prime of case-based and problem-based learning.

Hanken recently launched a **digital learning policy** that connects directly with the goals and targets of the teaching and learning sub-strategy. In order to encourage and support innovative pedagogical techniques, Hanken has launched the Teaching Lab to provide support of all kinds to the teachers. The lab supports the proper delivery of courses. This is especially useful in the context of increasing digitalisation and the growing importance of e-learning and helps teachers redesign courses, modify their approach to teaching, and learn to use new technologies. Hanken's increased focus on digitalisation supports and facilitates teaching on sustainability.

To support sustainability education, Hanken has integrated PRME-inspired online tools, such as the **Sustainability Literacy Test (SULITEST)**, for its basic course in CSR at the bachelor's Level. SULITEST is an online multiple-choice question assessment that assesses the minimum level of knowledge in economic, social, and environmental responsibility to ensure that future graduates have basic proficiency in sustainable development. In the fall of 2018, we will be using the **AIM2FLOURISH** platform for the Strategy and Sustainability course. Students in this course will interview business leaders involved in sustainable innovation using appreciative inquiry; and then, subsequently write an innovation story around it.



The findings from previous years' interviews and student surveys were again confirmed this year. Most of the faculty expressed that the best method to integrate RME is to include elements related to it in the foundational courses of each discipline. They also felt it important to provide advanced stand-alone courses for students who are more interested in RME and wish to enhance and deepen their knowledge in it. This way, we can impart basic knowledge and understanding to all the students and, at the same time, offer courses on sustainability topics from different academic angles.

To incentivize teachers to innovate and adopt new pedagogical techniques, Hanken has launched **teaching awards** since 2015. The following criteria are emphasized in selecting awardees: improving interaction, involvement and learning, utilizing digital learning methods and tools, increasing co-operation and internationalization, and spreading methods, material and best practice. In 2017, one of the projects that received a teaching award was related to the CSR course (CSR: From Principles to Practice), as highlighted on page 27.

Hanken's **lifelong learning policy** enables it to provide access to the latest knowledge for its alumni through executive education, partnerships with research institutes, the Hanken library, and the open university. This ensures that we can impart values of sustainability and responsibility to the current crop of professionals.

Achievements

Over the course of ten years, Hanken has undertaken various efforts to integrate RME into its course offerings and teaching. Hanken has offered, for almost eight years, a module and minor in corporate responsibility. The number of students who have taken CR as their minor has increased. **In total, 33 students completed the CR minor from Autumn, 2014 to Summer, 2018.** Not only does this represent higher student interest in the themes of sustainability and responsibility, but also that Hanken has been able to offer a wide variety of courses, representing the different disciplines, in these themes. These courses cater to the needs and interests of the students very well.

The number of courses offered, as part of the CR minor, has consistently increased. Hanken's CR course offering currently consists of forty-five courses, thirty-five courses at the Helsinki campus and ten courses at the Vaasa campus. This is an increase from thirty-four courses in 2017–18 and twenty-six courses in 2016–17 respectively. The total has increased significantly, from nineteen courses in 2015–16 (as depicted in Figure 6). The courses, which are currently part of the CR minor are listed in Appendix 1 of this report.

At the bachelor's level, a mandatory introductory course in Corporate Responsibility has been included in the program offering since 2015. At the masters' level (within the English program) Hanken offers a track in International Strategy and Sustainability and Humanitarian Logistics in its Business and Management Specialization and a track in Governance and Commercial Law in its Financial Analysis and Business Development Specialization.

As stated, Hanken started using some PRME inspired tools during the reporting period, one of which is SULITEST. It was used in the capstone course in CSR, at the bachelor's level. SULITEST results are presented in Figure 6, which shows that Hanken students' performance is slightly below the average in Finland and the world.

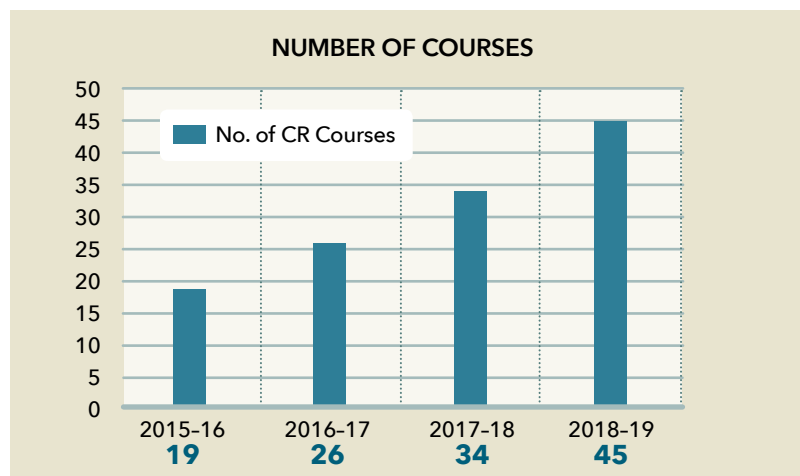


Figure 6: Increase in the number of courses offered as part of the CR module.

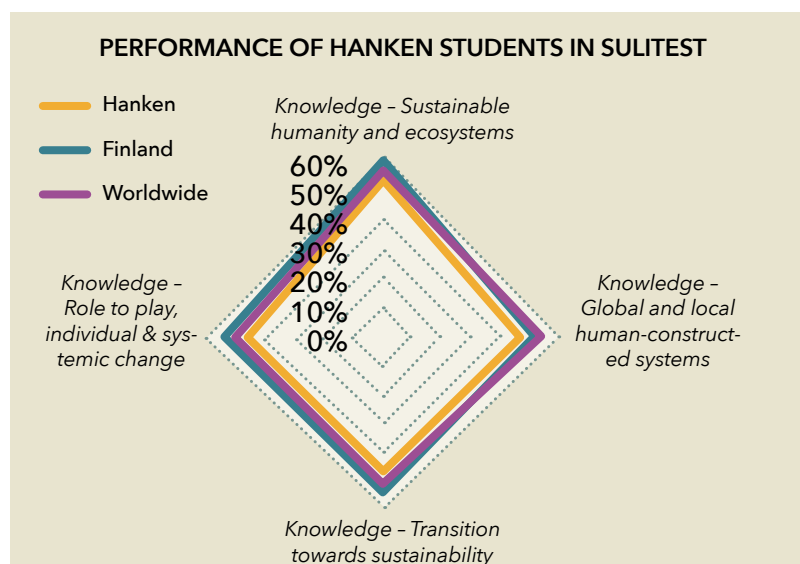


Figure 7: Performance of Hanken students in SULITEST vis-à-vis Finland and World

Implementing the SDGs in the curriculum - Courses in focus!

Four courses in the Masters' programme, one of which is a special course, independently challenged our thinking on how responsible management education can contribute to the implementation of the SDGs. The four courses outlined below took different approaches to engaging with the SDGs but had the common aim of encouraging students to produce something

tangible, lasting, and socially useful. Additionally, Hanken's efforts to make education accessible to a wide variety of student population from different walks of life is also highlighted.

Corporate Social Responsibility: from Principles to Practice



The overall goal of this course is to provide students with the knowledge and tools to put the principles of corporate responsibility into practice, in relation to the SDGs. The course involves the production of student-sourced, open-access online modules on SDGs-related concepts and corporate praxis in different geographical contexts.

The course applies a highly student-centric model of learning, ensuring students attain in-depth knowledge on a specific topic or issue. Additionally, the outcomes of this course can be used as input for future courses, thus saving time and resources.

The course was developed as a part of a PRME Champions pilot project in 2016-17 that investigated how the learning method could be used as a collaborative, crowd-sourced knowledge platform between PRME schools and students. The pilot expanded the scope for international collaboration. One of the wikis was presented by a course participant at the PRME Global Forum in 2017, in New York.



Mari Vesikivi (sitting second from the right), one of the course participants, presents her group's wiki entry at the PRME Global Forum in 2017.



Students from the course: Corporate Social Responsibility: From Principles to Practice, presenting their group's wiki-entry on SDG 2: Zero Hunger, at the 5th CR3+ Conference held at Hanken in April 2017.

World in the making course - Tackling World Challenges



This course is organised in collaboration with Hanken, the Stockholm School of Economics, and the University of Lugano. In it, students tackle a global challenge – an issue that has the character of a tough problem and a transformative opportunity – in partnership with a company or an organization that has a stake in the change. The student teams develop solutions and present their ideas in the virtual Summit Conference at the end of the course. The course has thus far focused on the problem of food waste (SDG 2) with the International Food Waste Coalition, Ikea, Sodexo France, and Sodexo Sweden. The course emphasises real-world experimentation with the course's partner organisations, so that students gain real-world experience in addressing a sustainability challenge. The findings and thoughts of the participating students are published in the World Challenges Blog: <https://worldchallengesblog.wordpress.com/category/food-waste/>

Strategic Growth Investing



This course focuses on start-ups and companies which are in the scale-up phase. It develops a framework for understanding growth from (i) a

strategic management perspective, and (ii) an investor perspective. Strategic concepts, as well as the role of industry and nonmarket environments, are dealt with. The course also explores the role of financial statements as a channel for information from companies to investors and capital markets. Students apply the frameworks by doing investment analysis of business ventures presented at the **Slush mega event** in Helsinki. The course focuses on three growing business areas: **mobility, fintech, and climate change**.

“The course is a unique combination of perspectives from strategy, innovation, accounting and finance. We think that this cross disciplinary approach well reflects the reality our students meet after they finish their studies”, says Benjamin Maury (Wahlroos Professor in Finance), who is the instructor of the course.

Project Course in CSR and Humanitarian Logistics



In this course, students produce a range of tangible and creative ideas which aspire to solve a sustainability problem at a case organization. Over the last two years, students in the course have worked with companies like Fazer and UPM (both being the largest corporations in the food and forest industry, respectively). The students that worked with Fazer and one its corporate customers, Tokmanni, developed a collection of practical and innovative ideas for the establishment of a closed-loop Fazer restaurant at Tokmanni’s corporate HQ. The students that teamed up with UPM helped the company with SDG-impact assessments throughout their value chain.

Mandatory course (M.Sc.) in social responsibility introduced from 2018-19

The course called Social Responsibility across Business Studies provides Masters’ students with an introduction to key concepts and per-

spectives that describe the challenges, opportunities, and risks that companies, governments, other organizations, and, more broadly, societies face regarding social and environmental responsibilities and the SDGs. In the course, students have the opportunity to learn about perspectives on social responsibility from many subjects at Hanken. This course is part of the Global Competency Module which is a 5 ECTS module mandatory in the second year of the Masters’ programme.

This course was initially introduced as a pilot in the academic year 2016-17 and owing to its successful implementation, it has been made mandatory. It addresses the challenge of ensuring, standardizing, and measuring learning for the Masters-level graduates from Hanken on the topics of sustainability and responsibility.

Previously, the assessment rubrics in the Assurance of Learning (AoL) included a Master’s Thesis to assess and measure learning on RME themes at the programme level. However, if the thesis does not relate to the topic of sustainability, or CSR, or other related themes, then it is selected as being not applicable. This rubric had thus become a mere box-ticking exercise, with no real use for assessing student knowledge and understanding the extent to which accomplishment of the student learning goals had been achieved. The introduction of this course now ensures that all students are assessed with respect to their knowledge of sustainability, enabling us to understand how well we are imparting these skills to our graduates.

Making Education Accessible



Hanken offers a course titled **Finnish Business Culture** to educated asylum seekers, refugees, and migrants and to provide a general overview of the factors influencing business operations in Finland. The course has completed three annual rounds. Additionally, Hanken & SSE (in which Hanken

is a partner), offers a program called **Business Lead** for educated refugees and migrants consisting of seven days of live learning and a two-month internship in a company in Finland.



Graduates from Hanken Business Lead 2017 at the graduation ceremony.



Course attendees in the course Finnish Business Culture held in 2018 Spring.

Hanken offers a **free of charge study module in Corporate Responsibility** to a group of thirty students each year. The aim of the module is to provide students with an opportunity to learn about CR regardless of their major subject and educational background. The study module takes a cross-disciplinary approach combining courses from different subjects. The courses which are currently part of the CR minor/module are stated in Appendix 1 of this report on page 60.

Courses at the doctoral level

Hanken provides access to a wide range of doctoral courses, seminars, and workshops on topics relat-

ed to sustainability. Hanken strongly emphasizes research ethics and integrity and offers a course in research ethics which focusses on ethical research practices and sharing results in an ethical manner. Doctoral students, apart from taking courses offered at Hanken, can also take courses offered by other universities and doctoral programmes in Finland and abroad.

Hanken has hosted a KATAJA doctoral course called CSR and Politics – Corporate power, legitimacy and global governance in 2015 and 2018. The course was delivered by CSR experts from different universities in Finland. Additionally, Hanken, in collaboration with other schools in the PRME Chapter Nordic (Stockholm School of Economics, Copenhagen Business School, and BI Norwegian Business School) offered a joint PhD course on CSR in the Nordic Context, in 2017.

The doctoral students who partook in the course valued the combination of academic and practitioner perspectives and the possibility to interact, network, forge life-long associations with other PhD students from different Nordic schools, and to present their final paper in an academic conference (CR3+). The next iteration of the course will run in 2018-19 and will be called “Developments in Corporate Social Responsibility and Sustainability- Innovation, organization and governance”. It will be co-hosted by Aalto School of Business, Stockholm University (Feb-April 2019), and the Copenhagen Business School (June 2019).

Executive MBA program

Hanken’s triple crown accredited MBA programme offers a one-day module in corporate social responsibility as one of its core elements, Business in a Global Context. The module is taught by Hanken faculty and external experts. Over the past two years, the programme has taken a holistic approach towards integration of social responsibility in line with Hanken’s strategic vision. In addition to offering a specific module on CSR, other courses have also featured aspects related sustainability: examples are Macroeconomics and Making Sense of Market Disruptions.

Hanken's EMBA programme posits itself a facilitator, in addition to an educator, to enable rich and diverse discussions on contemporary and topical issues like CSR and social impact. The programme has admitted two refugees and couple of representatives from non-governmental organisations.

Going forward, the Programme Director plans a course/module on the role of lobbyist organisations and their impact on business. The director also plans to include more sustainability elements in the aforementioned courses to promote a more coherent and holistic learning on sustainability issues.

Challenges and Looking Forward

Based on the interviews conducted, most of the faculty believe that the ideal way to implement RME and sustainable development goals within the curriculum is to have specific stand-alone courses. Then, to also include these themes in all, or most, of the courses offered in order to enable students to connect CSR to their main field of study. However, there is a challenge in overemphasising CSR learning at the expense of the basic tool box of a particular field. According to faculty, it is already a challenge to teach the curriculum without including CSR and related elements.

Despite finding it extremely relevant to implement PRME and teaching on the SDGs, most of the faculty express that they either do not have sufficient expertise to connect their curriculum to the SDGs, and/or that the theoretical grounding is not sufficiently established to implement SDGs in the curriculum. This demonstrates a misunderstanding because connecting CSR and the SDGs to coursework need not be complex. Real world framing to key global issues, which need the attention of everyone, is all that is needed.

This above finding highlights the need to increase discussion and dialogue around SDG implementation among the teaching faculty. One of the ideas put forth in the interviews is to systematically include these discussions in the Research Day and Teaching Day, both of which are organised annually at Hanken and are attended by most faculty.

Another challenge concerns collaboration across departments. Although there are courses delivered at Hanken that are cross-departmental, or jointly offered by two or more departments, the system discourages collaborative efforts generally. This is because departmental funding is tied to the specific courses offered, which creates difficult ques-

tions about how credit for the course should be distributed. This is a tangible hindrance to making sustainability studies cross-departmental. We expect some of the challenge has been solved with the introduction of the new mandatory course in social responsibility, which requires that all the departments come together and work collaboratively to deliver the course successfully, but this remains to be seen.

In terms of Hanken's strategy, a continuing challenge is to communicate our strategic priorities effectively and, then, to create a system with sufficient resources for their implementation. Going forward, the focus should also be on finding interlinkages and synergies between strategic priorities. This will help to ensure that solutions to one priority advance other strategic priorities as well. For example, understanding how to effectively link progress on digitalization to the strategic goals of imparting sustainability skills to all Hanken graduates.

As stated, Hanken is creating online learning material on the SDGs, with the CR3+ network. The resultant videos will be used as part of the capstone course on Social Responsibility Across Business Studies. The plan is to convert this package of videos into a full-fledged course in the future, which will then be offered as a Massive Open Online Course (MOOC).

In the Autumn of 2018, Hanken's Executive MBA will become part of the Hanken & SSE Executive Education programme. This integration will enable a wider offering of world-class executive education to customers and create synergies with different partners in utilising digital solutions and resources. This could positively impact the integration of social responsibility topics within executive education.

Progress and Goals on Principle 3

GOALS IN PREVIOUS REPORT	ACHIEVEMENTS AND PROGRESS		FUTURE PLANS & GOALS
To arrange workshops or discussion groups on RME-related teaching/learning.	Hanken PRME office organised a work shop on implementing the SDGs in teaching in April 2018.		To organize such workshops/ events more frequently, to involve more people in the discussion and to have themes on sustainability systematically included in events which are attended by almost all the faculty such as the Teaching Day or Research Day.
Working together with select PRME partners and other partners to increase international cooperation in teaching and collaborate on synergistic projects.	<ul style="list-style-type: none"> ✓ Common PhD course in CSR with PRME Nordic Chapter ran in 2016-2017 with second iteration in 2018-19. More info on page 45. ✓ Successful collaboration with ISAE/FGV on a scalable model of student-led learning on the SDGs. More info on page 27. ✓ SDG curriculum project is underway, with the CR3+ network, in which we are collaboratively creating online learning material on all the 17 SDGs. ✓ Courses as outlined on pages 27-28 & 45-46, involve collaboration with international partners. 		<ul style="list-style-type: none"> ✓ To strengthen collaboration at the Nordic level, potentially in the form of one tangible project in the coming year. ✓ To complete the SDG curriculum project by December 2018.
To ensure that digitalisation and e-learning leads to better diffusion of RME at Hanken.	<ul style="list-style-type: none"> ✓ Hanken has been promoting a blended learning model (combination of online and face-to-face learning). Hanken has also set up a Teaching Lab to provide support to faculty in different digital mediums. ✓ The new mandatory course in social responsibility is going to be delivered online. 		<ul style="list-style-type: none"> ✓ To find the interlinkages and synergies between different strategic priorities to produce overall better outcomes, particularly related to RME implementation in teaching. ✓ Launch a MOOC on SDGs in 2019.
To make AoL more robust, so that it assesses student social responsibility learning at all levels.	A mandatory course in social responsibility has been introduced at the Masters' level for the students who begin their studies in 2018 autumn.,		To modify the AoL rubrics to ensure fair and proper assessment of student learning on responsibility and sustainability topics.
Strategically, to make RME and SDG implementation more systematic and formalized. Not to forget that top-down commitment will inspire bottom-up commitment.	Hanken has rolled out a new strategy with an increased and more explicit focus on social responsibility and the SDGs. The sub-strategy on teaching outlines the establishment of sustainability and responsibility as key strategic objectives.		<p>Undertake some specific steps at the top to reiterate leadership's commitment to sustainability and the SDGs and to inspire bottom-up implementation.</p> <p>For example, to add the requirement of discussing societal relevance of topics through the lens of the SDGs in teaching.</p>
To continue developing our existing partnerships through further and deeper cooperation and to increase the amount of learning-oriented partnerships with businesses, NGOs, and other organisations.	<p>Hanken has, through various project courses, collaborated with various business and non-business partners (see pages 45-46).</p> <p>As for internal collaboration, there are some cross-departmental courses offered.</p>		<p>Hanken's partnership program can be used to systematically forge more collaborative efforts for teaching and learning.</p> <p>At the institutional level, encourage and incentivise internal and cross-departmental collaboration.</p>

Empty = not started/new goal, One Quarter = 25% complete, Half = 50% complete, Three Quarters = 75% complete, Full = completed

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.

Strategic Framework and Facilitation

At the strategic level, Hanken emphasizes the role of responsibility and sustainability in its research agenda and activities. Hanken's guidelines are:

- *Complying with national and international guidelines for **responsible conduct of research** and requiring all Hanken researchers to follow those guidelines.*
- *Promoting **societal impact** through open science and research.*
- ***Encouraging co-operation** between Hanken's competence centres on projects with **social impact**.*
- ***Actively disseminating research findings** to the academic and corporate world and society at large.*

Ethical conduct is central to Hanken's research activities. Hanken has endorsed the **European Charter for Researchers** and the related **Code of Conduct for the Recruitment of Researchers**. The former outlines a number of recommendations for researchers and employers. The general principles concern issues such as non-discrimination, work safety, work conditions, gender balance, career development, access to training, intellectual property rights, and complaints and appeal processes. The principles of the charter are integrated into Hanken's instructions, rules, and regulations regarding employment and personnel issues and are also applicable to doc-

toral students. Hanken has also committed to the **Responsible conduct of research and procedures for handling allegations of misconduct in Finland guidelines** produced by the Finnish Advisory Board on Research Integrity.

The above provisions set the confines within which research is to be conducted. Within these confines and overarching guidelines, academic autonomy and independence is of paramount importance and researchers are free to choose their research topics and research design. Hanken's policies in this regard are motivated by promoting **alignment** rather than dictating what an individual researcher should do or should not do.

Hanken encourages researchers to collaborate both nationally and internationally with other academics or organisations on topics related to sustainability. As a result, there are many collaborative research projects that Hanken is currently involved with (more info on pages 37–38). Research seminars and conferences are arranged regularly on topics related to sustainability and responsibility (more info on events on pages 47–49). In order to enable knowledge sharing and discussions, especially across departments, Hanken organises an annual **Hanken Research Day**. During this all-Hanken event, researchers are encouraged to present their ongoing research. The concept is generally to combine presentations from different departments into a single session in order to ensure wider dissemination of information and encour-

age cross-departmental and cross-disciplinary collaboration.

Hanken's **Areas of Strength Policy** gives priority in resource allocation to well-defined and focused research areas which are aligned with Hanken's overall strategic objectives. It is recognized that the current areas of strength (Management, Marketing, Finance, and Economics) are too general to be a tool for promoting tangible, cutting edge, social impact. Thus, Hanken has initiated the process of defining new areas of strength, inviting applications from across Hanken, within and between disciplines, at the end of 2017. The new areas of strength hope to break out of traditional academic boxes and define truly focused and cutting-edge areas of strength.

In total, nine applications were filed, five of them being cross-departmental. These applications were externally evaluated by a high-level panel of international experts who used the following criteria in making their decisions: past performance, vision for the future, innovative power, international standing, multi-disciplinarity, stability and continuity, impact, and degree of internationalization. On the basis of the report of the panel, Hanken's Board will decide in December 2018 the areas of Strength for the period 2019–2023.

Hanken also **measures the societal impact of research and its dissemination** through the following indicators (in addition to traditional indicators which are based on academic publications):

- Articles, reviews, and editorials in publications targeted at the general public
- Published non-scientific popularised monograph
- Published development report publicly available
- Article in a professional manual or guide or professional information system, or textbook material intended for professional use

- Article in trade journal intended for professional communities
- Chairperson/President/Member of the Board of recognised professional organisation
- Active service on Board of Directors of public or private limited companies and registered non-profit foundation
- Major consulting/auditing activities
- Lectures for the general public and invited talks
- Participation in executive education activities.

Research Institutes and Groups at Hanken

Hanken is home to various research institutes which focus on topics related to sustainability, ethics, and related themes and facilitate research, collaboration, and discussions on these topics.



Centre for Corporate Responsibility (CCR):

The CCR was jointly founded with the University of Helsinki on September 30th, 2016. The research centre is based at Hanken. CCR's mission is to enhance understanding of the interactions between business, politics, and society – particularly in relation to the societal impacts and responsibilities of business. It builds on research on (1) the societal responsibilities of business firms in specific communities, nationally and globally, and (2) the interactions between business firms and various governmental and

non-governmental actors. CCR fosters cross-disciplinarity and multi-stakeholder cooperation in all its activities. Additionally, it aims to promote and develop research with high societal impact, relevance, and accessibility to its stakeholders (for more information please visit www.ccr-helsinki.fi). Over the last two years, CCR has been organising cross-discipline and collaborative seminars and conferences.



Gender, Organisation, Diversity, Equality and Social Sustainability in Transnational Times (GODESS):

The GODESS Institute was founded on 25th November 2016 and is based at the Department of Management and Organization at Hanken and collaborates with the Departments of Accounting and Commercial Law and Marketing. Its institutional partners are the School of Business and Economics, Jyväskylä University, and the Department of Industrial Economics and Management at KTH Royal Institute of Technology in Stockholm, Sweden. For more information about the institute, please visit: www.godessinstitute.org.

“We are now living in a world where equality has to give way whereas xenophobia, nationalism, and racism are gaining ground. In a time like this, research has to step up and ensure that issues like equality and diversity are given proper attention. I am delighted that several institutions within Hanken have decided to cooperate in this international manner within a new organizational framework. GODESS is a good initiative and deserves all possible support”, says professor Niklas Bruun (Professor Emeritus at Hanken and GODESS Board Member)

Research group on well-being and a sustainable working life:

The research group is within the Department of Management and Organisation and focusses on Organisational Behaviour (OB) and Human Resource Management (HRM), with a special emphasis on well-being and a sustainable working life. It consists of thirteen faculty members and post-doctoral and doctoral students. The research group is interested in how leadership, HRM practices, ways of organizing, work group dynamics, inclusion versus exclusion, and personality impact employee well-being, attitudes, perceptions of justice, and employee and organisational performance. They are also interested in how these factors influence career choices and career paths. The group is currently home to two Academy of Finland projects: Perspectives on and reactions to workplace bullying; Implications for human resource management and Preventing workplace bullying and mitigating its consequences: The role of human resource practices.

Research group on gender:

The research group was formed in 1999–2000 and is based at the Department of Management and Organisation. The group has monthly meetings in which ongoing research, papers, and project ideas are discussed to facilitate research on gender relations in organisations, management, and society.



Humanitarian Logistics and Supply Chain Research Institute (HUMLOG Institute):

The institute acts as a focal point for researchers and practitioners in Humanitarian Logistics

to conduct high-quality research on logistics and supply chain management in humanitarian and development contexts. It is a joint institute between the Hanken School of Economics and the National Defence University of Finland. The institute's mission is to conduct empirically grounded research in the area of humanitarian logistics. They focus specifically on disaster preparedness, response, and recovery to measurably improve service delivery to persons requiring assistance. HUMLOG also publishes the Journal of Humanitarian Logistics and Supply Chain Management. The institute celebrated its tenth anniversary in April 2018. For more information, please visit: www.hanken.fi/humlog



Hanken Centre for Corporate Governance (HCCG):

The research centre has been established to promote systematic research on corporate management. It works to eliminate arrangements that increase administrative costs without corresponding increases in benefits. The centre provides a platform for discussions between academic researchers and practitioners by organizing seminars and events about current issues in corporate governance.



Katja Vozian, a doctoral student at Hanken (economics department) presenting her research in the joint seminars, co-organised by CCR, GODESS and HUMLOG.

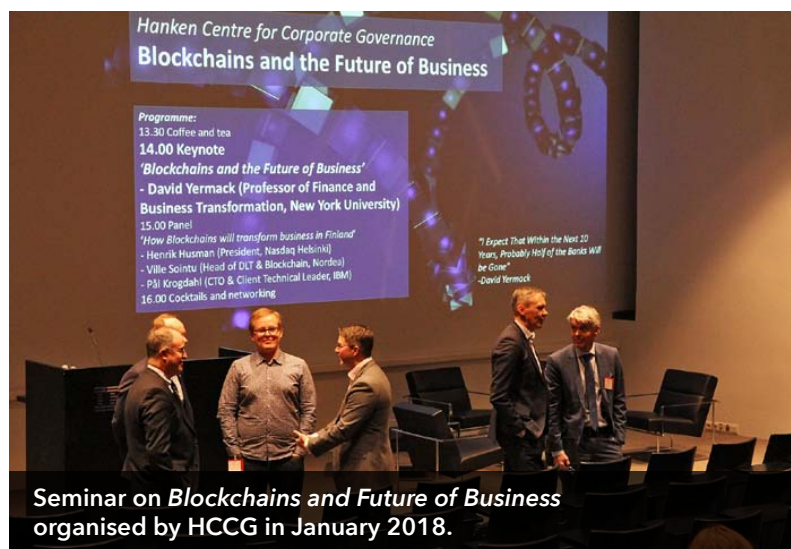
Erling-Persson Centre for Entrepreneurship (EPCE):

The centre conducts research within the field of entrepreneurship and family businesses. The key resources of EPCE are the faculty from the subject Entrepreneurship, Management, and Organisation at the Helsinki and Vaasa campuses of the Hanken School of Economics. Current research topics include, but are not limited to, the role of high-impact Small and Medium-sized Enterprises (SMEs) in ecosystems, entrepreneurial start-up processes, and the value from emotions in business.



IPR University Center:

IPR is a joint institute of four Finnish universities: the University of Helsinki, Aalto University, the University of Turku, and the Hanken School of Economics. The institute's function is to coordinate and promote education and research connected to intellectual property rights. It also offers information services and edits the magazine IPRinfo which is published by the IPR University Center Association. IPR publishes research papers and reports connected to its activities. For more information, please visit: <https://iprinfo.fi/>



Seminar on *Blockchains and Future of Business* organised by HCCG in January 2018.

Achievements

The researchers at Hanken, both those working on core CSR and sustainability issues and those working in traditional fields such as finance and economics, have been continuously producing high-quality research on topics of responsible management education and sustainability. Over the last two years, there has been an increase in the number of publications on these themes. **In the previous reporting period, there were 133 publications and in the current period there**

have been 148 publications. The publications of the reporting period can be found in Appendix 2.

Bachelors' and Masters' Theses

There has also been high interest among Bachelors' and Masters' students to write their theses on sustainability themes. **In the year 2016–17, twenty-four theses related to sustainability were written** (arranged alphabetically):

Thesis title	Year
Capability building as a source of competitive advantage for the fashion retailer in sustainable design and product development: case Gina Tricot	2016
Corporate social responsibility and firm value in Europe: a quantitative study on public companies	2017
Corporate social responsibility in professional football: how do the Finnish football organizations formalize their CSR based on the communication from governing bodies?	2016
Corporate social responsibility reporting, corporate governance and firm performance: a study of Finnish firms	2016
Corporate sustainability and board characteristics: a Dow Jones sustainability index study	2017
Do investors value corporate sustainability and what firm characteristics determine the reaction? : evidence from Europe	2017
Does the auditor gender affect the type of audit opinions issued to Finnish SMEs?	2017
Doing well by doing good? Performance of sustainable and socially responsible ETFs	2017
Exploring the relationship between Corporate Governance mechanisms and CSR performance in Indian listed firms	2017
Family ownership and Corporate Social Responsibility	2016
Finnish retailer implementation of CSR in the challenging fashion industry and Finnish fashion consumer behavior	2017
Företags samhällsansvar inom finansbranschen: ISO 26000 som vägledare inom socialt ansvarstagande	2017

Thesis title	Year
Gender diversity in independent audit committees and earnings management in Nordic countries	2017
Gender diversity of corporate boards: a registry-based analysis of Nordic startups and larger companies	2016
How do women in top management affect firms' performance?	2016
Impact of gender mainstreaming on business performance of renewable energy projects in Southern and East Africa	2018
Negative electronic word-of-mouth in corporate social responsibility online communication: a case study of a cosmetics company	2018
Responsibility-thinking and the dynamics of organizational identity: a case study of two Finnish SME's	2016
Rhetoric or reality? Contracts in aid chains and their impact on gender outcomes	
Role of sustainability in the positioning of Finnish local brands: an exploration of FMCG companies	2017
"Shopping för ett hälsosamt liv och en bättre värld" : en undersökning om överlappningen mellan etiska och hälsomedvetna konsumenter	2016
Social innovation based on the information asymmetry perspective: two case studies in mobility	2018
Successful implementation of corporate sustainability into practice	2017
The relationship between CSR disclosure and corporate governance characteristics in Russian public listed companies	2017

Doctoral Theses

In the reporting period, **the following ten doctoral theses on topics related to sus-**

tainability and/or responsible management education were defended. They represent all the departments at Hanken (arranged alphabetically):

Author and Thesis Title	Department/Subject
Alimov, N 2016, Institutional investors as shareholders: The case of pension funds.	Economics
Cleland Silva, T 2016, Packaging Nurses: Mapping the Social Worlds of Transnational Human Resource Management.	Management and Organisation
Ehrnström-Fuentes, M 2016, Legitimacy in the Pluriverse: Towards an Expanded View on Corporate-Community Relations in the Global Forestry Industry.	Supply Chain Management and Social Responsibility
John, S 2017, From the Employee Perspective: Understanding the Antecedents of Employees' Perceptions and Identification in the MNC Context.	Management and Organisation
Koskinen Sandberg, PH 2016, The Politics of Gender Pay Equity: Policy Mechanisms, Institutionalised Undervaluation, and Non-Decision Making.	Management and Organisation
Larson, KL 2017, The Exploitation and Enforcement of Patents By Non-practicing Entities: Practices, Developments, and Future Challenges.	Commercial Law
Lindeman, S. U. B. 2017 Early-Phase Market Organizing in Subsistence Settings	Marketing
Sundvik, DK 2016, Earnings Management in Response to Corporate Tax Rate Changes: Essays on Private Firms	Accounting
Tabaklar, T 2017, Scalability and Resilience in Humanitarian Supply Chains.	Supply Chain Management and Social Responsibility
Xie, Y 2016, Essays on Corporate Finance and Governance.	Finance and Statistics

Research Projects

During the 2016–18 period, many projects on gender, CSR, and sustainability have been initi-

ated and/or carried out. **Of the twenty-eight externally funded projects at Hanken, twelve are related to the topics of RME. The details can be found in the table below (arranged alphabetically).**

Project	Researcher in charge with affiliation at Hanken	Funding organisation	Duration
Cascading Innovation Upstream the Supply Chain through Procurement Processes	Gyöngyi Kovacs, Subject of Supply chain Management and Social Responsibility	Jane ja Aatos Erkon Säätiö	01.01.2015 → 31.12.2016
Chile - Finland Network on Socio-environmental Studies for Forested Territories	Maria Ehrnström-Fuentes, affiliated to CCR and Management and Organisation	CONICYT (Comisión Nacional de Investigación Científica y Tecnológica)	01.01.2018 → 31.12.2018
Collaborative remedies for fragmented societies - facilitating the collaborative turn in environmental decision-making (CORE-Project)	Pia Polsa, Department of Marketing	Strategic Research Council at the Academy of Finland	01.09.2017 → 31.08.2021
Integrated system for real-time TRACKing and collective intelligence in civilian humanitarian missions (iTrack)	Gyöngyi Kovacs, Subject of Supply chain Management and Social Responsibility	European Union's Horizon 2020 research and innovation programme under grant agreement No 700510	01.05.2016 → 01.06.2019
Knowledge transfer in organizational renewal and transition towards digital services: What can public and private organizations learn from each other?	David Grant, Subject of Supply Chain Management and Social Responsibility	Liikesivistysrahasto	01.01.2017 → 31.12.2017

Perspectives on and reactions to workplace bullying: Implications for human resource management	Denise Salin, Department of Management and Organisation	Academy of Finland	01.01.2014 → 31.08.2018
Preventing workplace bullying and mitigating its consequences: The role of human resource practices	Denise Salin, Department of Management and Organisation	Academy of Finland	01.09.2017 → 31.08.2021
Public sector renewal and the strategification of cities	Janne Tienari, Management and Organisation	Academy of Finland	01.09.2017 → 31.08.2021
Smart Energy Systems Research Platform (SESP)	Peter Björk, Department of Marketing	Regional Council of Ostrobothnia	01.01.2017 → 31.12.2018
Social and Economic Sustainability of Future Working life: Policies, Equalities and Intersectionalities in Finland (WEALL)	Charlotta Niemistö, GODESS Institute and Management and Organisation	Strategic Research Council (SRC) at Academy of Finland	01.10.2015 → 31.12.2020
Sustainable mining in the Nordic countries: tackling sustainability challenges in business, politics and society (SUSMINO)	Ville-Pekka Sorsa, Management and Organisation	Ekon. dr Peter Wallenbergs Stiftelse för Ekonomi och Teknik	01.01.2018 → 31.12.2019
UNHCR Supply Chain Certification Programme	Ira Haavisto, Subject of Supply Chain Management and Social Responsibility	Ekon. dr Peter Wallenbergs Stiftelse för Ekonomi och Teknik	01.08.2016 → 31.12.2017



24 Masters' Theses



10 Doctoral Theses



12 Research Projects



148 research papers

Hanken's researchers redefining the reach and impact of their research

In addition to the research conducted on different sustainability topics and the SDGs, Hanken's researchers continuously disseminate their research through various open channels; for example, social media, blog posts, stakeholder events, board seats at different companies and/or non-profit organisations, magazine articles, academic and non-academic conferences, and seminars, etc.

SDGs in Research - examples

We All Finland - Social and Economic Sustainability of Future Working Life



This project, funded by the Strategic Research Council at the Academy of Finland, explores factors which support and, on the other hand, restrict opportunities for a diversity of people in working life. Demographic change, regional differences, the reconciliation of work with private life, as well as organisational and management practices, all affect these opportunities. The project studies how age, gender, class, ethnicity, sexuality, and location have an impact on working life. The We All consortium brings together a multi-disciplinary research team at the University of Helsinki, Hanken School of Economics, and Jyväskylä University School of Business and Economics.

The research produced as a part of this project will form a foundation to support future political decisions about how long and how much we should be working. Charlotta Niemestö (project researcher from Hanken) clarifies, “*We do not work for politicians. We conduct research to generate knowledge and information and hope that it will benefit society.*” This is an example of how Hanken researchers are redefining the impact of research by combining traditional academic research with social engagement.

For more information, please visit:
<http://weallfinland.fi/en/>



Collaborative remedies for fragmented societies (CORE)



The CORE project, funded by the Strategic Research Council at the Academy of Finland, studies and develops collaborative action in environmental planning and decision making. The University of Eastern Finland, University of Jyväskylä, Tampere University of Technology, and Hanken are collaborating with the Finnish Environment Institute for this project.

CORE builds on the ideas of interdependence and collaborative governance as a response to complex societal problems. The key question that drives CORE is: how it is possible to engage a broad range of societal actors in the co-cre-

ation of fair, efficient, legitimate, and wise solutions for environmental and natural resource policy problems. CORE’s focus is on creating models for joint problem solving in the Finnish context and on supporting the capacity of different actors to use these models.

“We look forward to collaborating with many universities and organisations, both in Finland and abroad, to find a solution to environmental issues through cooperation. This opens opportunities for new ways of collaboration, and we hope that the results will impact society”, says Pia Polsa (Associate Professor in Marketing and project researcher from Hanken in this project)

For more information, please visit:
<http://www.collaboration.fi/>



Sanne Bor (post -doctoral researcher at Hanken and a CORE researcher) attending one of the CORE events

Challenges and Looking Forward

Although Hanken is progressing smoothly on the path of impactful research, many challenges remain. The biggest challenge is related to finding a balance between academic autonomy and societal impact. Finnish law grants academic independence to each researcher, yet there is a common goal we have set collectively pertaining to research and its social impact. We, at the same time, need to acknowledge, and take in stride, that progress on this issue occurs rather slowly. Progress is a combination of a lot of internal and external factors that drive change. What Hanken can, and should, clearly do, to achieve this fine balance, is to carefully conduct its recruitment processes to ensure alignment with institutional objectives.

The other crucial step is to communicate the message loud and clear to all the faculty. Hanken has already begun to do that by adopting the new strategy HANKEN 2025 and, subsequently, articulating its goals at all major Hanken events. We also organised a work shop in April 2018 around the integration of the SDGs in research, which has led to some interesting discussions. Most importantly, this event marked the first formal step towards engaging the academic and administrative staff in issues surrounding the SDGs.

As a part of the SDGs week, in November, we are again organising a follow-up workshop to come up with more concrete steps towards SDG and PRME implementation.

Another big challenge is related to designing proper incentive and facilitation systems, that might support the new strategy in its implementation. This includes systems that encourage researchers to undertake projects that relate to solving the sustainability challenges of our time. Hanken has introduced new metrics for measuring the social impact of research according to the degree of its dissemination to the wider public. These act in addition to traditional metrics, which are a combination of the impact metrics, Journal Citations Reports and the Publication Forum System (JUFO), that capture the dissemination of, and quality of, research.

(Publication Forum-JUFO is a classification of publication channels created by the Finnish scientific community to support the quality assessment of academic research)



IP scholars at the 37th Annual Congress of Advancement of Teaching and Research in IP (ATRIP) hosted by Hanken and IPR University Center in August 2018.

Progress and Goals on Principle 4

GOALS IN PREVIOUS REPORT	ACHIEVEMENTS AND PROGRESS		FUTURE PLANS AND GOALS
Engender top-down and bottom-up commitment in initiatives that create social impact through research activities	<ul style="list-style-type: none"> ✓ Hanken has committed to ensuring the societal impact of research in HANKEN 2025. ✓ Applications for defining new areas of strength were initiated this year and an evaluation was carried out by external evaluators. The aim was to have more focused and cross-disciplinary research areas as designated focus areas at the institutional level. More info on page 33. 		<ul style="list-style-type: none"> ✓ Improve facilitation and incentive structures in order to drive the creation of impactful content in research that goes beyond traditional incentives. ✓ Institutionally, ensure that the new areas of strength become a driver of innovative and socially beneficial research initiatives at Hanken, by attracting the funding required.
Make the connection to social responsibility explicit and fruitful in research activities and ensure that the impact of the research is not confined to academia, but to society at large.	<ul style="list-style-type: none"> ✓ Increased number of publications in high-ranked international journals on topics related to sustainability. More info n Appendix 2 on page 61. ✓ Hanken researchers continue to disseminate their research to a wider public through different channels. ✓ There are currently twelve research projects on topics of sustainability that are currently running at Hanken and they include frequent practitioner seminars. More info on pages 37-38. 		<ul style="list-style-type: none"> ✓ To continue publishing high-quality research on sustainability and the SDGs ✓ To encourage researchers to disseminate their research to a broader public ✓ To organize workshops that engage more faculty and staff around sustainability themes, particularly as a part of the SDGs week in November 2018.
Secure external funding for CCR's and GODESS's research activities, projects, events, and seminars.	CCR and GODESS were founded in 2016 and have since organised various research seminars, many of them in collaboration with other departments and research centres. Its researchers are currently involved in six projects, all of which are externally funded. More info on pages 37-38.		Continue collaboration with other research institutes at Hanken and expand funding for research activities in order to fulfil its objective of producing critical and ground-breaking research that engages a broad swath of societal actors.
To create platforms for cross-disciplinary exchange of ideas relating to sustainability research	CCR, GODESS, and HUMLOG have set up email lists and research groups wherein research on sustainability and responsible organising is exchanged. Responsible organising conference is organised annually to facilitate the cross-disciplinary exchange of ideas.		To ensure that existing pan-Hanken platforms like Research Day act as spaces for cross-disciplinary exchange around sustainability.

Empty = not started/new goal, One Quarter = 25% complete, Half = 50% complete, Three Quarters = 75% complete, Full = completed

Principle 5 & 6: Partnership and Dialogue



Principle 5 | Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.



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

Strategic Framework and Facilitation

Corporate connections, internationalisation, and collaboration are three key strategic pillars which drive all the activities and initiatives at Hanken. Hanken strives to be a business school with a strong and diverse set of corporate connections by:

- Conducting research and providing education that is relevant to the business community and society at large.
- Providing executive education and possibilities for lifelong learning that influence management practice.
- Involving the business community in governance, research, and education.

The strategic importance of corporate connections, internationalization, and collaboration strongly supports our synergistic, collaborative, and cross-disciplinary approach to PRME work and implementation at Hanken.

In addition, our commitment to PRME and related networks (as outlined on page 17) are of vital importance to Hanken's responsible management education and sustainability journey, which has provided a platform for dialogue, exchange of ideas, knowledge-sharing, and col-

laboration. Through the PRME network, both at the community level and at the Champions level, Hanken has forged rewarding partnerships with other business schools around the world. Moreover, Hanken has also been an active contributor to dialogue on themes pertaining to RME with the wider PRME community. Hanken has also continued to learn through this journey, which has yielded some important strategic and course-level changes. These changes have not only advanced responsible management education at the school level but have helped us contribute to tackling the pressing global sustainability challenges targeted by the SDGs.

Hanken has a systematic approach to corporate and non-corporate partnerships through the **Hanken Partner Programme**. The partners of Hanken (Deloitte, Dermosil, DROPP, Eilakaisla, Ekonomföreningen Niord, Elo, EY, Fazer, Fennia, Handelsbanken, Jam advisors, KPMG, Marketing Clinic, PwC, Naava, Wärtsilä,) have all been involved in RME related processes and/or events during the reporting period.

Beyond institutional corporate partnerships, each department and the research centres at Hanken have their own networks and collaborations with the business and NGO community,

through project courses, guest lectures/faculty on courses, research seminars, research projects, academic conferences, stakeholder events and conferences.

At an individual level, Hanken faculty members and researchers work in close collaboration with a large number of different stakeholders from civil society, business, public institutions, NGOs, etc. Dialogue, for instance, is created through research projects and their dissemina-

tion efforts, through participation in academic consultations, seminars, workshops, and events, and through media appearances or through sitting on the boards of different organisations. Dialogue is also created through various courses, which involve stakeholder participation, such as the project course in Corporate Social Responsibility and Humanitarian Logistics, the course in Developing Sustainable Brands, and the course on World in the Making – Tackling World Challenges.

Achievements

Hanken launched an incubator called Hanken Business Lab

The aim of Hanken Business Lab is to help start-ups, scale-ups, non-profit organizations, and individuals to achieve significant growth at Hanken. Hanken Business Lab can be found in the so called ‘Torget’ in Helsinki and ‘Stugan’ in Vaasa, which is a brand new co-working space where

Hanken students, alumni, and faculty can meet up, any time of day.

Social enterprises like DROPP, are part of the Business Lab Community. The Business Lab offers a physical space which is frequently used to organise events/seminars/dialogue around topics related to sustainability.



Karen Spens (Hanken's Rector) with Markus Wartiovaara (Business Lab Director) at the launch of Business Lab.



The physical space at Hanken's Business Lab

Hanken's first non-profit partner - DROPP

Hanken forged a new collaborative partnership with DROPP under its new non-profit partner

category. The new partner category has been created to enable and highlight long-term cooperation with non-profit organisations. DROPP is a Finnish social enterprise founded by Amanda Sundell in 2014. DROPP offers domestic and sustainable

spring water for Finnish consumers and donates one hundred percent of its profits to support the rehabilitation of the Baltic Sea through the Baltic Sea Action Group.

The first tangible collaboration between DROPP and Hanken happened during the CR3+ con-

ference Making Corporate Responsibility Useful, which was organised on 28–29 April 2017. DROPP was also included as a case company in the course *Introduction to Corporate Responsibility* in 2017 and in the capstone course *Social Responsibility across Business Studies* in 2018.



“We are proud of having been chosen as Hanken’s first non-profit partner, says Amanda Sundell, founder and board member of DROPP. I hope that, together, we can highlight opportunities to influence change in the world that social enterprises have. We are looking forward to sharing our experiences and knowledge with other partners and learning from them at the same time.”

Hanken continues as a PRME Champions

Initially in 2013, Hanken was selected as a part of the PRME Champions Leadership group in the pilot phase and has been again selected as part of the formal phase of PRME Champions 2016–17 and 2018–19. Hanken in collaboration with other PRME champion schools has already started the journey towards integration of the SDGs within its curriculum. Hanken was involved in two PRME Champions Projects in 2016–17: 1) Pedagogical method of student-

led production on open access SDGs modules (along with ISAE/FGV) and 2) Improving Dialogue: PRME Institutions and Global Compact members with focus on SDGs (along with the CR3+ network).

In the current cycle, Hanken is again involved with two projects: 1) on SDG curriculum (involves creating online learning material on all SDGs) along with the CR3+ network and 2) on creating a blueprint for SDG implementation in Universities (along with Audencia Business School, Copenhagen Business School, and Glasgow Caledonian University).



PRME Nordic common PhD Course on CSR and Sustainability

At the regional level, Hanken is a member of the PRME Nordic Chapter which currently consists of seventeen business schools. Hanken held the position of the secretariat of the chapter until 8 October 2016. The Nordic Chapter forms an important platform for the collaboration of and sharing of experiences, best practices, and learning on activities and initiatives related to PRME Principles in the Nordic context.

One tangible achievement of the chapter has recently been the organisation of the PhD course, “Corporate Social Responsibility and Sustainability in the Nordic Context”. The course started in 2016–17 academic year (autumn) and was organised and co-hosted by the Stockholm School of Economics (Sept 2016), BI Norwegian (Feb 2017), and the Hanken School of Economics (April 2017). The course was highly appreciated by doctoral students representing many

different universities/schools across the Nordic region. The students particularly valued the combination of academic and practitioner perspectives. And, they valued the possibility to interact, network, and forge life-long associations with other PhD students. Students presented their final paper in the CR3+ academic conference.

The 2018–19 course will in addition to providing in-depth understanding of the current state of sustainability/CSR research from angles of Innovation, Organisation and Governance will also focus on several aspects of career development as a researcher such as writing articles and grant proposals; positioning for employment markets; networking; publishing strategies; acting as a reviewer; crafting research proposals. The course, divided in three modules, will kick off in November 2018 and be hosted by Aalto School of Business, Stockholm University (Feb–April 2019) and Copenhagen Business School (June 2019).



One of the faculty from the PRME Nordic Phd Course, Nikodemus Solitander (left) and course participants (right) during the module held at Hanken in April 2017.

Collaboration with different stakeholders in courses and events

The ***Project Course in Corporate Social Responsibility and Humanitarian Logistics*** at Masters level which Hanken has offered since spring 2013 provides hand-on experience to students on CSR and humanitarian logistics issues by working on real-world projects. Based on the feedback we received, the course has

proved to be fruitful for the students who have taken part in the course as they have been able to form an understanding of how concepts related to social and environmental responsibility are put into practice and how to work in projects and with teams effectively. Some of the projects in both 2016–17 and 2017–18 were directly related to SDGs, e.g. Fazer and UPM. The organisations with which we collaborated in 2016–17 and 2017–18 are:



More information on Hanken and UPM’s collaboration can be found here: <https://studio.kauppalehti.fi/studiovieras/hanken-championing-the-sustainable-development-goals>

“The project filled a gap for us in our knowledge and was something concrete and which could be practically used. The results were used in different management meeting, sparking discussions and curiosity. Overall, being involved in the Project Course helped us along the way in building our own understanding of sustainability issues”

- Mentor from Danske Bank

tainability and marketing. The companies which participated in the course in 2017–18 have been **Alko, Finnair, Kesko, Neste, and Wärtsilä.**

“Through the course students gained a deeper understanding of the challenges and opportunities related to the development of sustainable brands, as well as how a company’s sustainability strategy and branding are interlinked, by working on a real-life case”, says Johanna Gummerus, Associate Professor in marketing and course instructor

The course **Developing Sustainable Brands** brings students together with companies that have sustainability at the core of their brand. The overall aim of the course is to impart tomorrow’s professionals with a broad expertise in sustainability, communication, and branding.

The course is planned and delivered in collaboration with the communications group **Milton**. With support from Hanken’s faculty, students work with companies to build their brands. Milton contributes with their long experience in sus-

Intra-organisation partnerships and collaboration

Within Hanken, departments/subjects/research institutes collaborate with other research institutes on RME themes ensuring knowledge sharing within Hanken and institutionalising cross-disciplinarity. Last year, the research centres CCR, HUMLOG, and GODESS collaborated on “Responsible Organising”, a stakeholder conference, and a series of collaborative and cross-disciplinary research seminars called “What do you think?”.



Panel discussion in full swing at the 1st Responsible Organising Conference held in November 2017 (left) and one of the workshops held during the conference on ‘Master Suppression Techniques’ (right).

New exchange cooperation with Università della Svizzera italiana

- Hanken and USI Lugano have recently started an interesting exchange studies program for bachelors' students called *Intercultural Communications and Economics (ICE)*. The program is designed to: increase student insight into global challenges
- develop leadership skills and awareness of the impact of economic, social, and environmental decisions

- integrate multidisciplinary and cross-cultural studies at both universities

Successful completion of studies at USI leads to an ICE-certificate signed by the Rector of USI.

Some events related to sustainability, organised by Hanken, during the reporting period

Hanken has organised various events focusing on aspects of sustainability and corporate responsibility. In Table 6 below, there is listed a series of events, seminars, and conferences organised in the reporting period:

DATE	EVENT TITLE AND OTHER DETAILS
7th October 2017	A CCR seminar with Dr. Jeroen Merk on 'A Strategic interaction analysis of an urgent appeal system and its outcomes for garment workers'.
15th November 2017	A HCCG guest lecture by Professor Alan Crane on 'Institutional investor engagement'.
17th November 2017	A HUMLOG-organised seminar on the topic "Public procurement for innovation and preparedness". The seminar was part of the research project Cascading Innovation Upstream the Supply Chain through Procurement Processes (CAIUS), which focuses on public procurement for innovation in the health care, energy, and water services sectors in Finland.
24th November 2017	A WeAll research project seminar on "Pressure as a catalyst for increasing and deepening equality and anti-discrimination in working life?".
13th December 2016	An IPR university centre seminar on big data called, 'Do you know what big data is? Is it just a hype or something really big?'
11th January 2017	A HCCG guest lecture by PhD and partner at Hannes Snellman Attorneys Ltd., Klaus Ilmonen, 'Who gets to control the company: creditors or shareholders?'
12th January 2017	A GODESS Institute introduction seminar by Charlotta Niemistö and Annamari Tuori was held on the topic 'Work and non-work boundaries, inequalities and silences in work organisations'.
23rd January 2017	A secondhand sale at Hanken; the proceeds of the sale went to WWF.
31st January 2017	The opening of Hanken Business Lab, a new form of incubator that helps start-ups, scale-ups, non-profit organizations, and individuals to achieve significant growth at Hanken.
2nd February 2017	A GODESS Institute seminar with Charlotte Holgersson (KTH Stockholm) on the topic, 'Diversity has its challenges - reflections on work for change in Swedish organizations'.
15th February 2017	An HCCG guest lecture by Mr. Philip Aminoff from the Directors' Institute of Finland on the topic 'Facilitating peer-to-peer learning among board members'.
23rd February 2017	A GODESS Institute seminar with Anna-Maija Lämsä (University of Jyväskylä) on the topic- Father managers (un)doing traditional masculinity
16th March 2017	A GODESS Institute seminar by Jeff Hearn (Hanken and the University of Örebro) on 'The pros and cons of synthesising gender, diversity, intersectionality, equality, organisations, sustainability, and transnationalisation'.
22nd March 2017	An HCCG guest lecture by Berndt Brunow (Chairman of Karl Fazer Oy, Lemminkäinen Oyj) on the topic 'Experience of governance with emphasis on family-held firms'.
6th April 2017	A GODESS Institute seminar with Pia Polsa (Hanken) on the topic of the 'Role of marketing in diversity and sustainability'.

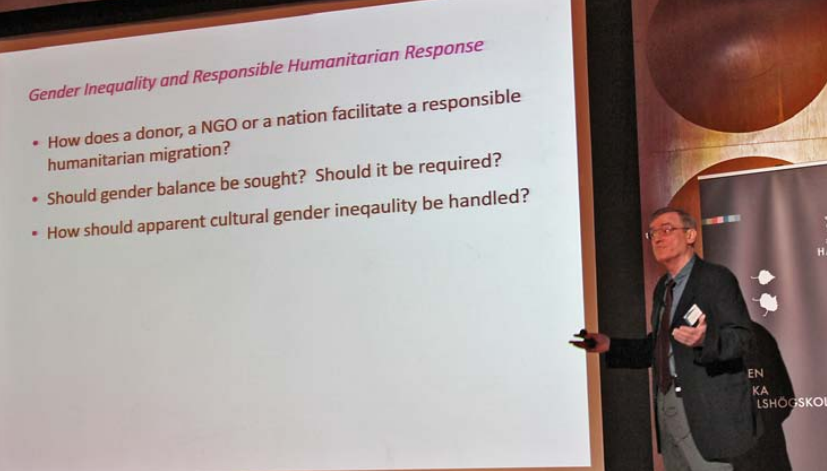
20th April 2017	An open seminar by Monica Worline from the Center for Compassion and Altruism Research and Education (CCARE) at Stanford University on the topic 'Awakening compassion at work'.
26th April 2017	A HCCG guest lecture by Dr. Tuomas Pöysti, Under-Secretary of State at the Ministry of Social Affairs and Health on 'The Public healthcare reform – Saving or draining public money'.
27th April 2017	A GODESS Institute seminar with Beata Segercrantz, Elina Oinas, Jonita Siivonen, and Harry Lunabba on the topic 'Gender studies in local contexts – Societal and institutional challenges?'.
27th April 2017	A CCR seminar with Professor Jeremy Moon, where he presented Chapters Two and Seven from his forthcoming book, 'Visible hands: national government and international corporate social responsibility'.
28th and 29th April 2017	The fifth CR3+ conference 'Making corporate responsibility useful'.
9th May 2017	An HCCG guest lecture by Ulrika Hasselgren (Global Head of Sustainability at Danske Bank) on 'Doing well while doing good – Socially responsible investing'.
17th May 2017	An HCCG research seminar by Wei-Ling Song on the topic 'Does reciprocity affect information production?'.
18th May 2017	A GODESS Institute seminar with Paula Koskinen-Sandberg on the topic 'The Politics of gender pay equity'.
23rd May 2017	An open seminar, 'The Hanken Assurance of Learning process in quality management of education'.
6th June 2017	Castrén & Snellman, CCR, Opinio Juris, and HCCG co-organised a breakfast seminar on the topic, 'Does corporate responsibility and SDGs necessitate a restructuring of incentive-compensation systems?'.
8th June 2017	The GODESS Institute seminar by Marta Calás & Linda Smircich (University of Massachusetts Amherst) on the topic 'Feminist theorizing and organization studies: What has it been? Where is it going?'.
31st August and 1st September 2017	Two CCR and Department of Marketing (Hanken) open research seminars with visiting researcher Farzad Khan: 'Recoupling institutional logics through institutional work: the case study of the Pakistani judiciary's struggle for independence' and 'Epistemic healing: a critical ethical response to epistemic violence in business ethics'.
18th September 2017	A Fulbright seminar with visiting Professor Srinivas Talluri (Michigan State University) on the topic 'Risk and sustainability in supply chains: a review and future research directions'.
27th September 2017	An accounting research seminar with Leon Wong (UNSW Sydney) on the topic of 'Audit pricing and price discrimination by big auditors'.
28th September 2017	A GODESS Institute seminar by Professor Eva Maria Blazquez Agudo (Universidad Carlos III De Madrid) on 'Women and the Sustainable Development Goals'.
16th October 11th December, (2017) & 5th March 7th May (2018)	A CCR, HUMLOG, and GODESS joint seminar, 'What do you think?'.
25th October 2017	A breakfast seminar with Fulbright professor James Stock on the topic 'Supply chain sustainability in manufacturing and service companies, with emphasis on Finnish and Scandinavian countries'.
13th November 2017	A CCR, GODESS, and HUMLOG organised stakeholder conference on 'Responsible organising'. More information can be found at www.hanken.fi/responsibleorganising
16th November 2017	A documentary screening of Red Forest Hotel. The movie focuses on Chinese climate policy and tree planting campaigns. It also shows how StoraEnso's eucalyptus plantations affect the local society in Guangxi.
24th November 2017	A HCCG, Sitra, and Hanasaari Culture Centre seminar on, 'Competition in health care – threat or possibility?'.
24th November 2017	Open seminar by Anand Stickney (meditation teacher) on the topic 'Intuitive entrepreneurship – from stillness to action'.
28th November 2017	A seminar on, 'Cyber challenges of energy systems', organised by the University of Vaasa and the Hanken project, Smart Energy Systems Research Platform (SESP).
29th November 2017	A Hanken alumni and HCCG organised seminar on 'Corporate boards – How do good boards create value? And how are we different in the Nordics?'.
30th November 2017	A GODESS Institute seminar by Professor Robbin Derry on, 'What does intersectional thinking contribute to organizational ethics?'.
14th December 2017	A CCR and Department of Accounting and Commercial Law (Hanken) organised seminar with Dr Henning Grosse Ruse-Khan (King's College), on his paper, 'The concept of sustainable development in international IP law – new approaches from EU economic partnership agreements?'.

15th December 2017	A CCR organised Christmas research get-together to discuss possibilities for cooperation in a relaxed and informal atmosphere.
12th January 2017	An HCCG seminar on, 'Blockchains and the future of business'.
17th January 2018	An HCCG guest lecture by Professor Rüdiger Fahlenbrach from the Swiss Finance Institute on the topic, 'Passive investing: friend or foe?'.
30th January 2018	A Hanken Business Forum, organised with a focus on value creation, innovation, and exponential technology and their impact on business and society.
2nd February 2018	A Hanken, Finnish Society for Health Economics, and National Institute for Health and Welfare Health Economics Day discussing 'Patient choice and competition'.
28th February 2018	An open seminar by Linus Nyman (Hanken) on 'Digital mayhem and you', focussing on information security, privacy, and the internet of things.
8th March 2018	An HCCG guest lecture by Kirsi Varhila, Director General at the Ministry of Social Affairs and Health on the topic, 'The Finnish SOTE reform: Will it stand or fall?'.
20th March 2018	A CCR Seminar on the topic "Responsible meta-organisations"
17th April 2018	A Hanken PRME work shop on, 'Relevance and implementation of UN Sustainable Development Goals in the context of higher educational institutions'.
24th April 2018	The Tenth Anniversary celebration of the HUMLOG Institute, an open seminar to discuss current challenges in the humanitarian logistics field.
22nd May 2018	An HCCG and UN Youth of Finland co-hosted event, 'How to be a winner in the sustainability race?'.
24th May 2018	An open seminar by Christopher Evatt (architect) on the topic, 'Fit for the future, next generation leadership'.
12th June 2018	A brown bag research seminar by A. Can Inci (Bryant University) on, 'Gender equality, access to information, firm performance'.



Collaborating and forging partnerships with different stakeholders to implement SDGs

- Project courses – CSR & Humaitarian logistics, Developing Sustainable Brands and World in the Making: Tackling Wold Challenges addresses SDG 17 (partnership for the goals) and deals many other SDGs depending on the topic of engagement with the participating organizations and schools in the course.
- Guest lectures, seminars, and conferences organised by different departments and subjects. And, research centres at Hanken involve dialogue and discussion around various SDGs, e.g. Responsible Organsing.
- Being a part of the PRME network and the PRME champions group, Hanken has been able to collaborate with other PRME members, which directly addresses SDG 17 and also other SDGs depending on the theme of the project. For example, Hanken is working with CR3+ network schools to produce online learning material on the SDGs.
- Hanken has added a new category to its partner programme called, 'non-profit partners'. Under this new category, Hanken has collaborated with DROPP, a Finnish social enterprise donating 100% of its profits to support rehabilitation of the Baltic Sea. This contributes to SDG 14, 'Life under water'.



A collage of different events organised on themes related to sustainability, during the reporting period.

Challenges and Looking Forward

As most schools would have experienced, the most challenging part about forging partnerships is finding partners who share the same values and are as motivated and inspired. Trust is the key for long-term association with partners and it develops over time. As for the intra-organizational partnerships, one of the main challenges concerns the willingness to forge such relationships in the first place. Universities are known to be insular as different department/disciplines are competing for resources.

Another challenge, at the implementation stage, requires coordination. In some cases, there are enough resources for coordination, or project management, but in other cases, there are not. In the end, resource allocations can make the difference between a successful project and an unsuccessful project. Limitations on time and budgetary resources are a huge challenge. However, this will always be the case, so that idea should always to understand clearly how resources are to be utilized efficiently, with biggest impact and synergies for all the parties and partners involved.

The goal for the upcoming years is to overcome these challenges and to forge more fruitful partnerships with stakeholders, alumni, business, civil society, academia, and the PRME community. At the same time, we will be wary of forging partnerships for solely for the sake of forging partnerships. Rather, to understand the goals, synergies, and organicity of the partnership.

Another goal is to leverage our existing Hanken Partner Program by keeping partners abreast of

what we are doing in terms of sustainability and the SDGs to forge meaningful associations and collaborations to fulfil our mission and to make our vision a reality. Our aim is also to understand what they are doing in terms of SDGs, in order to find out where potential exists for synergistic collaborations.





In this regard, it is central that there is a system that allows for enough flexibility at the individual research and teaching level to enter into alliances without many restrictions. We are at the moment revising our partner programme and hope to make it more streamlined with respect to our strategic objectives around sustainability.

Other goals concern the creation of partnerships for teaching. Hanken has, over the past couple of years, been involved in creating either joint content or joint courses with other universities and business schools around the world. Hanken aims to continue such joint initiatives in the future.

Hanken has earmarked the year 2018–19 as a **year for innovation and collaboration**. The idea is to organize seminars and workshops around collaboration. This is expected to increase both intra and inter collaboration in the long-run, some of which will address social responsibility and SDG themes. One of the events already planned is the SDG Week in November 2017.

Most of the specific goals have been outlined in the table on next page.

Progress and Goals on Principles 5 & 6

GOALS IN PREVIOUS REPORT	ACHIEVEMENTS AND PROGRESS		FUTURE PLANS & GOALS
Continuing to engage with different stakeholders on social responsibility issues, with a key role for all research institutes (through projects and/or events involving different stakeholders and emphasizing impact)	<ul style="list-style-type: none"> ✓ Engagement and collaboration with different organisations through teaching, courses (e.g. in Project Courses), or research initiatives and projects on sustainability topics. (More info on pages 37-39, 45-46, and 48-49.) ✓ CCR, HUMLOG, and GODESS organised the Responsible Organising Conference and joint research seminars, which bring together different actors to co-ideate around topics related to sustainability. 		<ul style="list-style-type: none"> ✓ Strengthen such engagement and involve more stakeholders in discussion and dialogue with a strong focus on the SDGs and aiming for positive societal impact. ✓ To increase intra-collaboration either through joint courses or research projects or the organisation of seminars and stakeholder conferences.
Continue involving more companies in/through project course(s).	Based on student feedback more corporations have been included as case organisations in the project courses of CSR and Humanitarian Logistics, which have been organised in 2016-17 and 2017-18. Both years, seven out of twelve partner organisations were corporations. More info on pages 45-46.		<ul style="list-style-type: none"> ✓ Continue to involve companies in/through project course(s) at the same levels. ✓ Hanken's Partnership program can be more structured and streamlined to enable and facilitate smooth partnerships.
Continue developing other partnerships (through PRME Nordic Chapter, CR3+ network, Research centres, with their partners, and internally, with other departments and institutes, etc.)	<ul style="list-style-type: none"> ✓ We are involved with two PRME Champions Projects. More info on page 44. ✓ Increased collaboration with PRME Nordic chapter, e.g. a common PhD course. ✓ More collaboration at Hanken between department and Research Centres through courses, seminars, etc. 		<ul style="list-style-type: none"> ✓ Successfully finish the two PRME Champions Projects. ✓ Continue developing synergies and collaborations at different levels and through different platforms, both internally and externally, in order to break the insular model of work.
Developing further links with other universities in Finland and abroad.	<ul style="list-style-type: none"> ✓ Hanken and USI Lugano have recently started an interesting exchange studies program at the bachelors' level called Intercultural Communications and Economics (ICE). More info on page 47. ✓ Hanken, SSE and USI Lugano joined forces in a MSc course to tackle world challenges, such as food waste, by utilising digital tools for bringing students together. More info on page 27. 		<ul style="list-style-type: none"> ✓ To leverage existing partnerships and to find synergies and potential areas of collaboration. ✓ To create more joint courses or content with schools and universities around the world.

Empty = not started/new goal, One Quarter = 25% complete, Half = 50% complete, Three Quarters = 75% complete, Full = completed

Addendum Principle: Organisational Sustainability



Addendum Principle I Organisational sustainability: *We understand that our own organizational practices should serve as an example of the values and attitudes we convey to our students.*

Hanken has committed to integrating social responsibility into all its activities. In addition to integrating the six PRME principles institutionally, in teaching, research, and partnerships, Hanken continuously strives to improve its organizational sustainability, be it the *social aspect* (like employee welfare, health and well-being of students and staff) or *the environmental aspect* (like waste reduction, reducing its carbon footprint, etc.). Hanken considers it important to function as a role model, as allegiance and attention to these issues could aid in inculcating

these values in our students, who will be ambassadors of these values in their future managerial and leadership positions.

In order to ensure occupational safety, well-being (both physical and mental), and motivation, Hanken has rolled out an **action plan for occupational safety** and has also provided guidelines on early support and intervention. To implement occupational safety, there a **committee for occupational safety**, composed of occupational safety managers and delegates, has been formed.

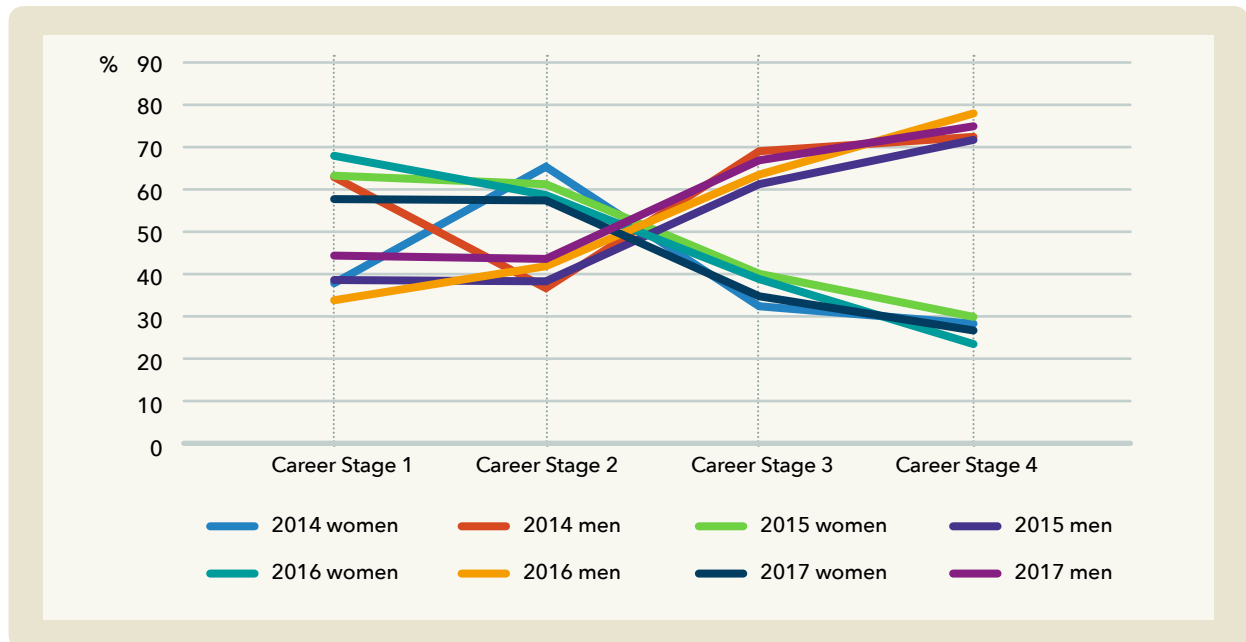


Figure 8: Share of women/men in academic staff 2014-2017

Diversity and gender equality are values that Hanken strongly upholds. Hanken recognizes the need for more to be done on gender equality. As Figure 8 illustrates, although women account

for a larger share of PhD students, as they progress along the career path, they lose out to men. This clearly demonstrates that we have miles to go before we achieve gender balance.



In this context, to ensure gender equality in the personnel and student population, Hanken has rolled out an **action plan for gender equality and equal treatment in 2016–18**. There is also an Equality Ombudsman, who chairs the Equality Committee, assist members of staff or students in specific cases concerning equality issues, and promotes gender equality, in general, at Hanken.

Hanken has also put in place procedures and processes to address harassment of any kind. The **harassment policy** deals with harassment or inappropriate behavior at the workplace. In addition, there is an **alcohol policy**, which outlines how problems arising from staff misuse of alcohol should be dealt with, and to provide direction about available treatments.

As an employer, Hanken provides many opportunities for **flexibility in work**. These opportunities facilitate the combination of work and family duties and for working from home and reducing working hours.

Hanken has continued its collaboration with ‘**Naava**’ **green walls** which was started in 2015. These “Naava” green walls are developed by Hanken’s premium partner Naava and are built on advanced technology, the internet of things, and active investments in research and development.

This has vastly improved the indoor air quality at Hanken, thereby making the work and study environment more productive. Hanken has also joined the Naava family which brings together all those breathing in Naava air and companies through events and encourages staff members to become a part of the Naava family.

Hanken also collaborates with **UniSport** (University gym) to offer staff members a discounted gym membership fee. In addition, Hanken organised an awareness session with UniSport in the Spring and Autumn of 2018. Moreover, throughout the spring of 2018, break exercises were organised every month and staff members were welcomed to attend. These fifteen-minute classes focused on the back and shoulder region, freeing up those stiff muscles which staff are prone to because of the stationary work they perform.

Hanken outlines its pledge to promote sustainable development in all its work and operations in the national strategy for sustainable development Society’s Commitment to Sustainability” (Sitoumus 2050), launched in 2014. One such example is the communication, both internal and external, in which Hanken commits to abiding by the principles of sustainability and PRME. Hanken’s **marketing and communications sub-strategy** outlines its connection to the PRME principles as follows:

“Hanken has an established role of responsibility and sustainability - All communication activities consolidate Hanken’s profile as a business school with strong emphasis on responsibility and sustainability across its activities.”

The Green Office at Hanken

Hanken actively strives to reduce and separate waste, energy, and water consumption and to minimize the use of non-reusable and plastic products. In the Autumn of 2009, Hanken signed a contract with WWF and initiated the process of becoming a Green Office. Hanken received the designation and the right to use the Green Office logo on October 29th, 2010, which has now been renewed as of January, 2017. Currently, the Green Office team at Hanken is headed by the Vice-Rector Timo Korkeamäki and consists of volunteers from the Hanken staff.

Due to resources and funding constraints, the Green Office at Hanken has not been able to work on many of its planned initiatives and activities. As reported previously, the Green Office team wants to install solar panels at the Helsinki campus. Unfortunately, not a lot of progress has been made since the last report. During the Autumn of 2018, the Green Office team will prepare a report on different offers available in the market and present it to Hanken's Board.

Some important Green Office developments implemented at Hanken during the reporting period:

- Hanken renewed its Green Office certificate in 2017.
- A secondhand sale was organised at Hanken in January 2017 and the proceeds were donated to WWF.
- Light and audio-visual fixtures have been upgraded in the main auditoriums in both Helsinki and Vaasa, ensuring less energy consumption.
- Water usage has been minimised, e.g. there is no water flushing now in the men's urinals on the Helsinki campus
- In order to lower paper usage in toilets, roller towels have been installed in toilets in the main buildings of the Helsinki and Vaasa campuses.
- The Departments of Marketing and Management and Organisation moved to Arkadia Building in Helsinki in 2015. Afterwards, there has been no waste separation due to some technical issues relating to lease of the building. In Spring 2018 separation for bio-waste was re-introduced.
- Waste sorting was organised during the corporate marathon relay to encourage people to be responsible during big events that produce a significant amount of waste.
- A box has been allocated within each office unit to collect batteries which are then carried to battery collection containers located across the city.
- Some awareness sessions with students by the Green Office team in the masters' course, Strategic and Sustainable Organisations.
- To check the viability of solar panels on the roof, the roof has been checked and different universities who have implemented solar panels have been contacted. Moreover, students in a finance course were involved in determining the investment viability of solar panels and preparing a business plan.
- The cleaning company at Hanken was changed in Spring, 2018 to promote broader use of green cleaning products.
- The Green Office also conducted a survey (in collaboration with WWF) in order to understand the green activities and behavior of Hanken staff. The results can be found below in Figure 9:



Figure 9: Results of green office survey conducted in Spring 2018

Future Green Office Goals

- To involve a student representative in Green Office initiatives.
- To install energy-efficient and sensor-enabled lighting fixtures in both the buildings of Helsinki campus and Vaasa campus.
- To install solar panels on the roof. To that end, to put forward a proposal to the Han-ken Board and secure internal funding.
- To set up a bicycle service station before Car Free Day (organised by the city of Helsinki) in September 2018 as a part of European Mobility Week. On the Car Free Day, people are encouraged to give their car a day off and get around by public transport, try ride pooling, or hop on a bike.
- Hanken bikes were introduced in the last reporting period. Now, Hanken is looking into creating a bike parking space. The green office team is currently liaising with the municipality to get the permission.
- To start some awareness campaigns/ses-sions and send out some information regu-larly in the form of newsletters, blogs, or website updates to both staff and students in collaboration with the Hanken PRME of- fice. One such event is planned in Autumn, 2018 during the SDG week.
- To have waste segregation systems in place on each floor in Helsinki and Vaasa cam-puses.
- To start sorting of carton and metal along with bio-waste and mixed waste.
- To move Hanken's server in one place be- fore the end of the year, which will save en- ergy and lower emissions.
- To organize a "meatless day" in collab- oration with our food catering company.
- To achieve a 45% response rate and average score of 75% in the Green Office survey.

Investing in Student Housing

Hanken and Arkada University of Applied Forces have joined forces to set up a student house in Arabianranta. The building project will accommodate apartments on the lower levels and a sports centre, including a fitness gym and a test laboratory, on floors 6–8. The building will consist of 103 student apartments of which 40% are owned by Hanken. The project is expected to be completed in January 2019.

Hanken has also invested in another student house, in another district of Hanken, and the project is expected to finish by 2021 and will be available 100% for Hanken students.

Both these housing projects will ensure that students have enough housing options and do not have to spend a lot of time and effort to find housing, giving them proper opportunity to focus on their studies and other extra-curricular activities.



Hanken's Rector Karen Spens and Arkada's President Henrik Wolff laid the foundation stone in January 2018.

SDGs and organisational sustainability at Hanken



SDG 5 & 8: Hanken tracks gender equality across different functions and roles and has drawn up an action plan to achieve gender equality. Hanken has a zero-tolerance policy for harassment of any kind.



SDG 3: Hanken has undertaken investment to provide housing to students.

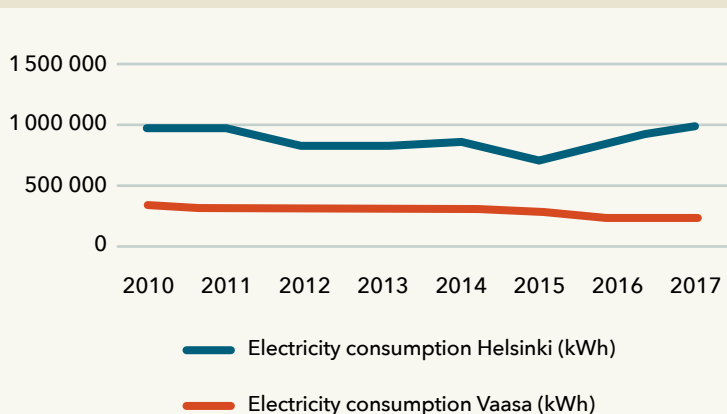


SDG 13: Hanken and the Green Office have undertaken some measures which directly tackle SDG 13 by, for example, updating lighting fixtures to lower energy consumption and promoting the use of bicycles.

Hanken's sustainability dashboard

HELSINKI									Targets
	2010	2011	2012	2013	2014	2015	2016	2017	2020
Paper (pages)	2 175 000	1 609 708	1 731 921	1 318 799	1 251 506	1 072 240	957 998	643 000	862 198,2
Mixed Waste (kg)	48 010	42 230	20 980	18 540	10 130	11 670	16 132		
Electricity (kWh)	987 264	958 786	820 764	833 733	838 909	707 333	880 744	984 116	707 333
VAASA									Targets
	2010	2011	2012	2013	2014	2015	2016	2017	2019
Paper (kg)	1 792	1 789	1 707	1 050	1 010	988	982	724	982
Mixed Waste (kg)					10 074	10 143	8 832	9 798	865 5,36
Electricity (kWh)	330 530	316 445	302 916	305 995	310 108	287 040	223 405	223 001	223 405

ELECTRICITY CONSUMPTION FROM 2010-2017



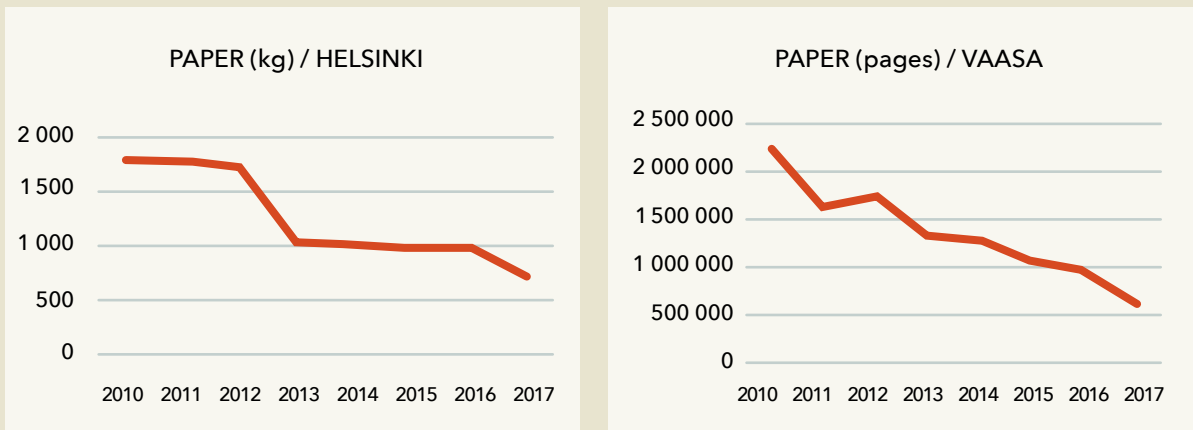
Targets for electricity consumption:

Helsinki: The purchased electricity consumption should be reduced to the same level as 2015 by the year 2020. The consumption went up in the last couple of years due to renovation.

Vaasa: Keep electricity consumption at least as low as 2016 (until 2019)

Electricity consumption increased by 17% in Helsinki and reduced by 28% in Vaasa as compared to 2014.

PAPER CONSUMPTION 2010-2017



Targets for paper consumption:

Helsinki to reduce paper consumption by 10% by 2020 (as of 2016)

Vaasa: Keep the amount of paper waste at least as low as 2016 (until 2019)

Paper consumption reduced by 48% in Helsinki and 28% in Vaasa as compared to 2014.

Progress Report on Addendum Principle

GOALS IN PREVIOUS REPORT	ACHEIVEMENTS AND PROGRESS		FUTURE PLANS & GOALS
<i>Green office:</i> Continuing to raise awareness through different events and dissemination activities and to be more active with tangible initiatives in the coming years.	<ul style="list-style-type: none"> ✓ The Green Office organised a flea market and undertook some initiatives, most notably on solar panels, as outlined on page 55. ✓ Going forward, the team has made a comprehensive list of initiatives which it would like to work on for the coming two years, some of which are in collaboration with the PRME team at Hanken. 		<ul style="list-style-type: none"> ✓ To start awareness campaigns and information sharing through different channels and events. ✓ To organise a Green office session during the SDGs week in November 2018. ✓ To work on the solar panels project.
Set new targets for key impact areas such as electricity and paper consumption.	<ul style="list-style-type: none"> ✓ Hanken has been able to reduce its paper consumption, but not its electricity consumption as outlined on pages 58-59. ✓ The green office team has set new targets for the year 2020 for electricity and paper consumption and also a response rate target for the Green Office questionnaire. 		To implement initiatives to meet the new targets.
To lower the decline in the proportion of women represented in later academic career stages.	Hanken has rolled out gender equality and equal treatment plan 2016-18, which lists out some measures to tackle inequality at workplace.		To roll out a new plan with focussed action points to ensure that the decline of women population can be reduced with the progress of career within academia.

Empty = not started/new goal, One Quarter = 25% complete, Half = 50% complete, Three Quarters = 75% complete, Full = complete

List of courses – Corporate Responsibility Module and Minor

HELSINKI

Corporate Sustainability

Business and World Politics

Business, Government and Society

Literature Course: Business and Society

Firms and Business Environments

Digital Economy and Society

Business Ethics

Social Responsibility across Business Studies

Literature Course in Management and Organisation I

Literature course in Management and Organisation II

The Corporation and its Employees

Strategy Work: People, Culture and Gender

Strategy and Sustainability

Supply Chain Risk and Resilience

Developing Sustainable Brands, Project Course

Gender, Management and Organisation

International and Comparative IP Law

International Trade and Intellectual Property Rights

Supply Chain Strategy for Sustainability

Business Development and Internationalisation

Entrepreneurial Business Creativity

Literature Course: Business and Society

Work and Industrial Relations

Introduction to Intellectual property law

Financial Aspects of Sustainability

Contemporary Branding

Humanitarian Logistics

Project Course in Corporate Social Responsibility and Humanitarian Logistics

World in the Making: Tackling World Challenges

Literature course in Marketing (Specialisation Sustainable Marketing)

Corporate Governance and Innovation

Managing a Sustainable Development Project

Economics of Development

Sustainable Logistics

Marketing Metrics and Performance Measurement

VAASA

Innovation and creativity

Trends in Tourism

Corporate Governance and Innovation

The Board and the Ethics

Introduction to Intellectual Property

International Trade: The law of world trade organisation

Electricity Trade Law

Digital Economy and Society

Literature course in Marketing (Specialisation Sustainable Marketing)

Social Responsibility across Business Studies

Publications in the reporting period

This appendix lists out the publications (conference papers, book chapters, journal articles) authored by Hanken's researchers during the academic years 2016–2017 and 2017–2018 on the themes linked to sustainability and RME. The publications presented in the appendix are derived from the Hanken Research Information System (HARIS) using keywords, such as 'sus-

tainability', 'responsibility', 'sustainable development', 'SDGs', 'governance', 'open access', 'gender', 'learning', 'corruption', 'fraud', 'NGO', 'non-governmental', 'society' and 'social'.

The whole list can be found online:

<https://www.hanken.fi/PRMEpublications2016-18>





PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for
Responsible Management Education**

Connect with us!

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