

HANKEN SCHOOL OF ECONOMICS

SUSTAINABILITY REPORT 2018–2020



HANKEN



SHARING INFORMATION
ON PROGRESS REPORT
AS PART OF UN PRME



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PRME Principles for Responsible
Management Education
an initiative of the United Nations Global Compact



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SUSTAINABILITY REPORT 2018–2020

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Published:

April 2021
Hanken School of Economics
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ISBN (printed) 978-952-232-423-8
ISBN (pdf) ISBN 978-952-232-424-5

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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 800 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

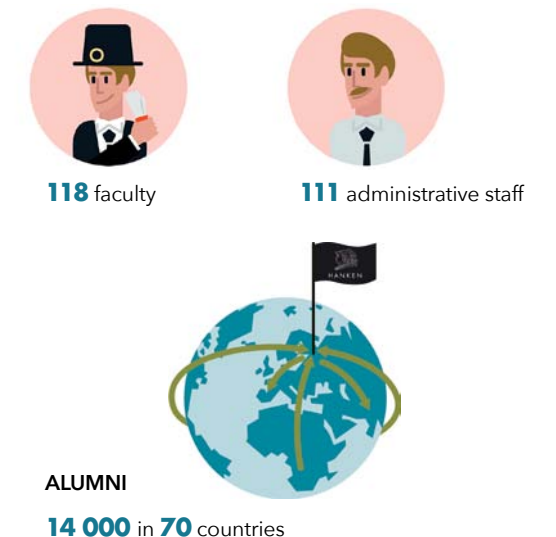
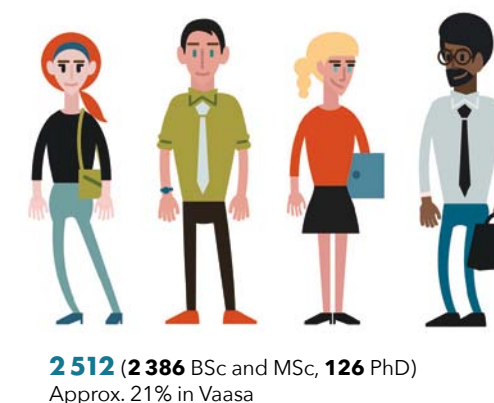
Founded in 1909, Hanken is one of the oldest business schools in the Nordic countries and it received the university status in 1927. Today, Hanken is the only stand-alone business school in Finland, operating in Helsinki and in Vaasa. Hanken has around 110 years of experience in research and education in economics and business administration. 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 four departments, one language centre, nine competence centres and four areas of strength in research. In 2020, Hanken 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), 4 specialisations
- PhD programmes (4 years)
 - Within all Hanken's majors
- Executive MBA Programme



NUMBER OF STUDENTS (AS OF 2019)



Rector's foreword

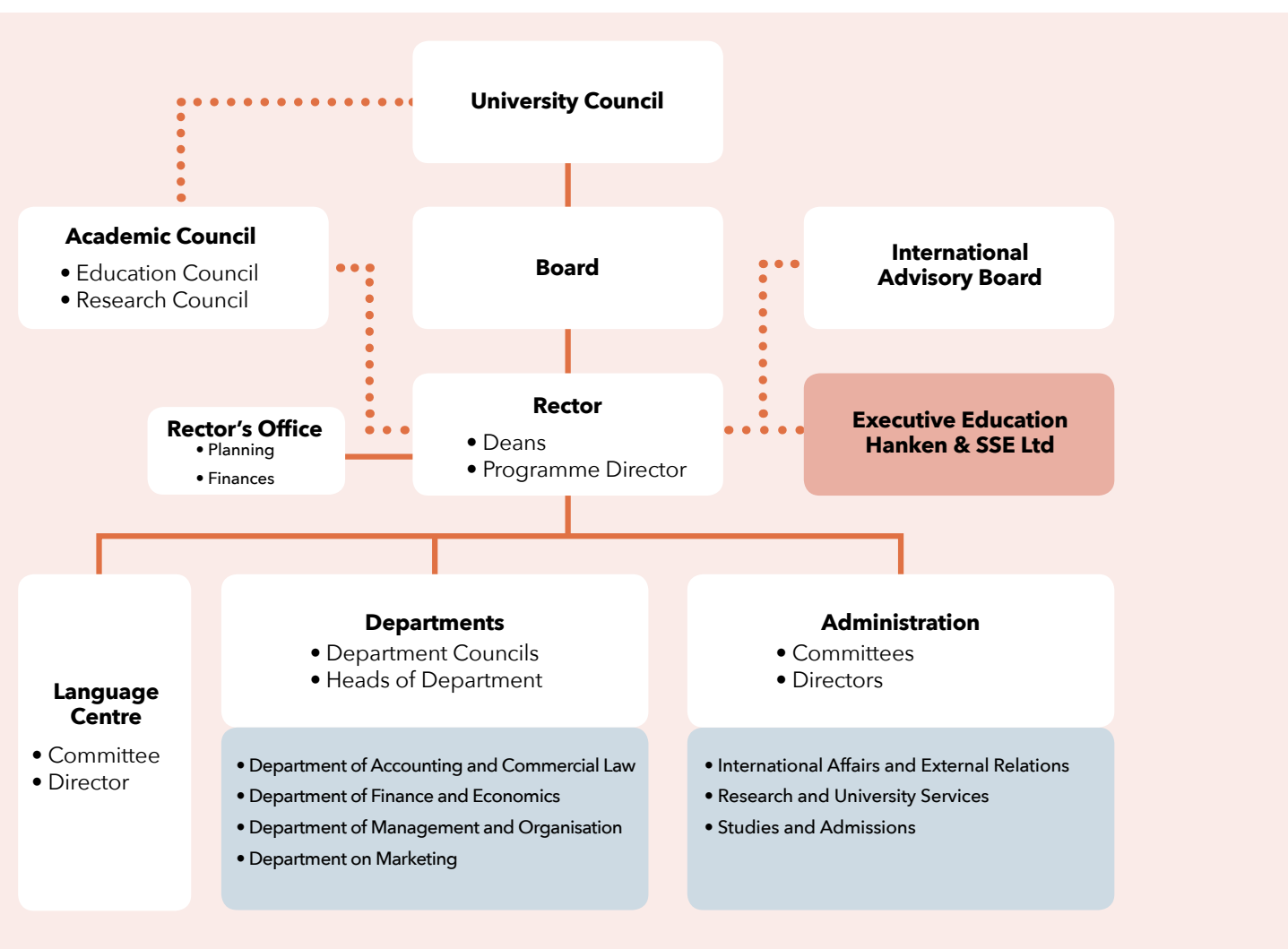


Figure 2. Hanken's Organisational Chart

Hanken was established in 1909 and thereby we celebrated our 110th anniversary in 2019. The celebration was extended until February of 2020 when we had the opportunity and honor to hold festivities in which the President of Estonia, Kersti Kaljulaid, received an honorary doctorate from Hanken. The timing could not have been better as we could finish our celebration just when the COVID pandemic was already around the corner.

During its 110 year journey, Hanken has grown to be a full scale international business school providing high-quality research-based education as well as providing equal opportunities to students of different societal status as well as gender. As education is for free in Finland, this has proven to be a major step toward gender equality in terms of student numbers, which was definitely not the case in the beginning when Hanken was only attended by male students, and run by a male director. Hanken nowadays has both a female chair of the board as well as uniquely enough, the third female Rector in a row. Thereby, Hanken can in some ways be seen as a forerunner, and there has been attention drawn to this fact even internationally.

This is not to say that the situation cannot be improved and that we need to work hard on improving things that need to be corrected. Hanken is, and has for a long time already been committed to continuous improvement in all aspects, education, research and administration, and certainly, in all aspects concerning how to improve on the SDGs.

The appointment of a new Dean of Research and Societal Impact has been one way of establishing the importance of integrating and advocating responsibility and sustainability. In addition, the leadership commitment is shown on both the board level and in the strategy, as well as by the operational level through promoting a strong focus on these aspects in our every day work. I think Hanken has come a long way during the last decades, but there is no time to rest, as this important work needs to be done now even in the challenging times of COVID, for our sake, and for the sake of our future generations of responsible leaders.

Karen Spens
Rector, Hanken School of Economics

Key Sustainable Highlights of the reporting period 2018-20

October 2018:

Hanken was accepted into the Global Business School Network, a leading network of over 70 top business schools around the world working to strengthen management education for the developing world.



May 2019:

Figures in open access publication were published, establishing Hanken as one of the leading open access institutions in Finland.



September 2019:

The mandatory global competency module at master's level was launched. It consists of two online courses, 'Social Responsibility across business studies' (3 ECTS) and 'Data Analytics' (2 ECTS).



October 2019:

Hanken turned 110 years old, with creativity as the theme for the festivities. Around Hanken's main building in Helsinki, the walls were decorated with artworks from the Nordic Contemporary Art Collection NoCo.



November 2019:

The 2nd SDG week was organised from the 19th to 26th November. Around 8 events along with 5 exhibitions were organised in both Helsinki and Vaasa. The week kicked off with the 3rd Responsible Organising Conference.



January 2020:

Hanken students participated in the Positive Impact Ratings Survey in which they assessed Hanken's positive impact on the world. According to the students, Hanken is well on its way towards achieving positive societal impact. This was announced on 22 January at the World Economic Forum in Davos with the launch of the first edition of the Positive Impact Ratings. Hanken was the only Finnish business school to be featured in the ratings.

November 2019:

Hanken was selected as one of the 21 universities globally, and the only Nordic university, to participate in the Aiming higher series, made by BBC StoryWorks. The focus of the documentary was on the Business Lead integration programme organised by Hanken & SSE, where educated refugees and immigrants are given an opportunity to take part and find their place in business life in Finland.

October 2019:

The 7th CR3+ Conference was co-organised by C3+ network (Hanken, Audencia Business School, ISAE/FGV and La Trobe). The Conference with the theme *Using dialogue to build partnerships for sustainability* was hosted by La Trobe Business School in Melbourne on 24th-25th October.



November 2018:

First ever Sustainable Development Goals week was organised from 13th to 21st November. Around ten events took place in Helsinki and Vaasa including the 2nd annual responsible organising conference.



June 2019:

Hanken hosted the 2019 EurOMA Conference from 17th-19th June, together with Aalto University Business School. EurOMA is an international network for those who have interest in the development of Operations Management. The theme extended the previous themes beyond manufacturing and services to wider societal and community implications and impact.



September 2019:

The two-month Sustainability-In-Action challenge was launched with the aim to engage Hanken's staff, faculty and students to showcase how they integrate sustainability in their day-to-day working life.



January 2020:

WWF Finland conducted the Green office audit in Vaasa in November 2019 and in Helsinki in January 2020, after which Hanken's Green Office designation continues.

November 2019:

Hanken committed to being carbon neutral by 2030.



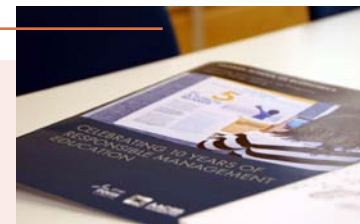
February 2020:

Hanken continues to be a PRME Champions School for the fourth time in a row.



April 2020:

Hanken released a list of researchers with valuable expertise for the media for any questions related to COVID-19's societal impact.



June 2020:

Hanken was one of three business schools (besides CBS and Deakin) awarded for excellence in reporting for its PRME report 2016-18 among 500 competitors at the PRME Global Forum. Hanken was especially recognised for its reporting on the Sustainable Development Goals (SDGs). This was the third time that Hanken received the award for excellence in reporting.

January-February 2020:

Hanken launched two new MOOCs: Introduction to Humanitarian Logistics and Organising for the Sustainable Development Goals, both on Future Learn.



March 2020:

The HUMLOG Institute at Hanken was granted the coordination of a EU Horizon 2020 research project called HERoS, where the researchers are investigating how different countries have handled the Covid-19 pandemic, the economic impact and how to tackle social media disinformation.



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 Strategy and institutional standpoint on responsible management education and sustainability are highlighted. These bring life to the values of responsible management education across Hanken's four main functions: 1) Teaching & learning, 2) Conducting research, 3) Being an employer and 4) being a civil society actor. First, the data collection process for this report is discussed. Then, some institutional and strategic initiatives, which integrate the Sustainable Development Goals (SDGs) into our activities are highlighted. Thereafter, some challenges and a peep into the future, improvement areas along with some metrics are presented.

Data collection for the report and beyond

To take forward the tradition that was started almost a decade ago to conduct interviews with the faculty and staff, this time a survey on sustainability and social responsibility at Hanken was sent out to employees, faculty and doctoral students, and a number of follow-up interviews were also conducted. In addition, courtesy Hanken's participation in the first ever Positive Impact Rating, we were able to include more insights into student thinking. In addition, data from the well-being survey that is conducted by Finnish universities and Varma Mutual Pension Insurance Company is also included.

Surveys and Interviews

86 survey responses from staff, faculty and doctoral students on integration of sustainability

72 surveys responses from students as part of positive impact rating

201 survey responses from staff. Faculty and doctoral students on well-being

1 interview with School's Leadership

1 interview with Research Services Team

Innumerable email conversations with different stakeholders

The objective with these surveys and interviews is not just to collect data, but more so to engage in a dialogue with our most important internal stakeholders, provide them a platform to voice their opinions and concerns and overall, exchange ideas for improvement pertaining to our sustainability efforts.

Strategic framework and facilitation

The purpose and values of responsible management education are incorporated in our revised strategy HANKEN 2030 as sustainability is one of the core foundations of it. Previously, Hanken strategies have incorporated the value of social responsibility and by including the term “sustainability” in the new strategy, the aim is to further broaden the scope of being a responsible business school.

Hanken’s strategic framework consists of three main elements:

1. HANKEN 2030 is the long-term strategy and defines directions for decision-making. The

mission defines Hanken’s core purpose and the vision defines Hanken’s long-term goals. The long-term strategy also defines the key long-term strategic goals for Hanken, which need to be pursued in order to reach the vision by 2030.

2. THE SUB-STRATEGIES define the long-term strategy and the strategic goals more explicitly in the selected areas of Research, Teaching and Learning, and Human Resources.

3. THE SHORT-TERM STRATEGIC ACTION PLAN operationalises the long-term strategy and includes key performance indicators by which development is measured.

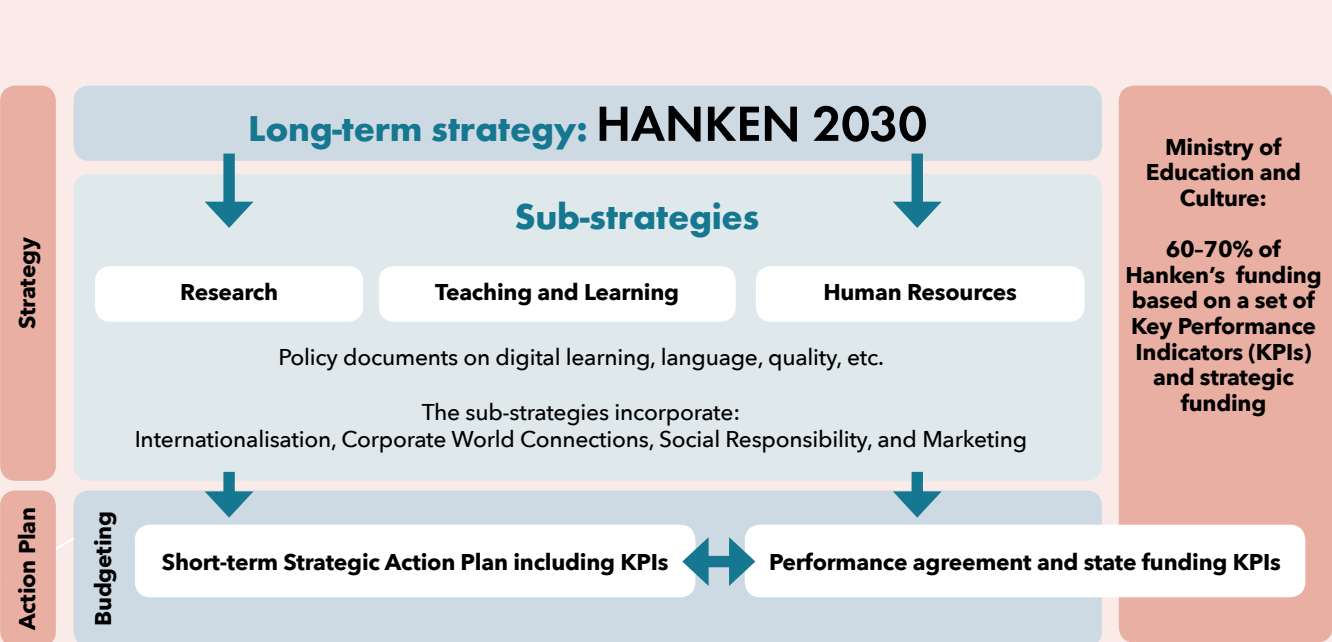


Figure 3: Hanken’s Strategic Framework



Figure 4: Hanken 2030

Hanken’s Mission and Vision

The *mission* of Hanken is to create new knowledge and educate responsible professionals for the global economy and changing society through

- research characterised by high academic quality and corporate-world relevance
- research-based education providing graduates and executive education participants with an ability to think analytically and critically in order to act in the continually changing global environment
- both embracing the national responsibility for educating business graduates fluent in Swedish and offering programmes for international students
- integrating ethics, responsibility, and sustainability in all its activities
- a high degree of internationalisation in spirit, content, and actions.

All activities are characterised by the Nordic values of

- equality,
- openness and integrity,
- and a commitment to high quality and continuous improvement.

The *vision* of Hanken is to be an internationally highly regarded research-driven, stand-alone business school responding to global business and societal challenges innovatively and responsibly.

Hanken's strategic goals

The strategic goals set for Hanken to fulfil its vision for 2030, are to:

1. Strengthen academic excellence
2. Strengthen corporate world connections
3. Strengthen internationalisation
4. Advocate responsibility and sustainability
5. Increase funding from diverse sources

The strategic goals are further specified in each sub-strategy (Teaching, Research and Human Resources) and a separate table including the main development objectives is included in each sub-strategy. A separate short-term strategic action plan operationalises the long-term strategy and includes Key Performance Indicators (KPIs) by which development is measured. These are further elaborated in other sections of the report.

Commitment to SDGs

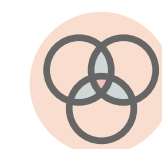


As an educational institution, SDG 4: Quality Education, is the most relevant and important SDG for Hanken as depicted in Figure 5. Our goal is to educate responsible professionals and to conduct high-quality research on all the 17 SDGs. However, SDG 3: Good Health, SDG 4: Quality Education, SDG 5: Gender Equality, SDG 8: Decent Work and Economic Growth, SDG 9: Innovation and Infrastructure, SDG 10: Reduced Inequalities, SDG 13: Climate Action, SDG 12: Responsible Consumption and Production, SDG 17: Partnerships for the Goals are the goals that are identified as our key goals in terms of impact. The strategic priority of the aforementioned SDGs was also reiterated in the survey conducted with the faculty and staff in the autumn 2020.



Figure 5: Hanken's commitment to SDGs

Fundamental values driving Hanken's Sustainability activities



Cross-disciplinary



Tangible action



Synergistic partnerships



Knowledge sharing



Open science



Life-long learning



E-learning and digitilisation



Equality, diversity and inclusion



Thought leadership

Overall, Hanken's work towards integrating sustainability within all spheres of its impact, is driven by following principles and values:

Hanken's commitment to sustainability related networks

Hanken's principles of creation of synergies, building partnerships, knowledge sharing, open science, and thought leadership have been brought to life through Hanken's involvement and commitment to various sustainability related networks as listed in Table 1 on next page.

This aim is to inspire, and to be inspired, and bring about tangible change at our institutions and within the wider business-school and in general higher education community.



NETWORKS	MEMBER SINCE	COMMENTS
CR3+ Network	2011	Together with Audencia Business School, ISAE/ FGV, and La Trobe Business School.
Finnish Business and Society (FiBS)	2010	FiBS is the leading non-profit corporate responsibility network in Finland. The network works to promote financially, socially and ecologically sustainable business in Finland
Finnish section of Scholars-at-Risk (SAR)	2017	SAR is an international network of more than 460 higher education institutions working to promote academic freedom.
Global Business School Network	2019	A network of around seventy business schools that improves access to quality, locally relevant management education for the developing world.
Keke Forum	2009	The Forum for the Promotion of Sustainable Development of Finnish Higher Education Institutions (Keke Forum) has been established in co-operation between two projects funded by the Ministry of Education.
Nordic Sustainability Campus Network	2012	NSCN is a network for employees and teachers working on sustainable development in Nordic universities.
PRME	2008	Actively integrating the principles and reporting on them since 2008.
PRME Champions	2013	Renewed in 2020 for another two-year cycle.
PRME Chapter Nordic	2013	Hanken held the Secretariat from September 2014 to October 2016 and is now an active member
SDSN Northern Europe	2020	Norther Europe network of SDSN
Sustainable Development Solutions Network (SDSN)	2020	SDSN mobilizes global scientific and technological expertise to promote practical solutions for sustainable development.
Universities Finland's Sustainability working group	2019	Universities Finland is a co-operational organisation for Finnish universities.
WWF Green Office	2010	The WWF Green Office serves as a tool for the environmental management of a company or organisation

Table 1: Hanken's commitment to Sustainability networks



Resources and personnel dedicated to implementing sustainability at Hanken

Human capital and financial resources have been allocated to implement the sustainability work at Hanken. During the reporting period (autumn 2018-summer 2020), the team was comprised of Dr. Martin Fougère (Associate Professor in Management and Organisation), Dr. Nikodemus Solitander (Director of Centre for Corporate Responsibility), Sanchi Maheshwari (Social Responsibility Coordinator) and Marie-Lou Manca (Project Coordinator).

The team manages key sustainability networks, stakeholder relationships, reporting, driving internal engagement and strategic changes, as well as campus sustainability, and organising events.

In the future, there will be a person(s) at the top management level who will be responsible for implementation of sustainability in different aspects of Hanken. More info on this in 'Challenges and Looking forward' sub-section on page 21.



From the left: Martin Fougère, Sanchi Maheshwari, Nikodemus Solitander, Marie-Lou Manca

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 the key milestones.

During the reporting period, revised strategy HANKEN 2030 was implemented which reinforces the importance of sustainability and social responsibility at Hanken. Questions related to sustainability are now a regular at the board level.

"We don't think about sustainability! it is natural and so it is integrated. It is not anymore just few of us at Hanken working on it, but all the subjects/departments are now thinking and doing a lot. Even though previously it has been discussed at the board level, it has never been discussed as much as it now. Awareness, engagement, the thoughts are much more integrated into Hanken board and the overall governance."

- Rector Karen Spens

The other achievement of the reporting period concerns the holistic thinking towards sustainability integration. Now, sustainability does extend to all the areas of our operations, especially

our own operations and campus. More information on this can be found in the Principle 7: Organisational Sustainability on page 56. In relation to this, the scope of responsibility of Hanken's erstwhile PRME office has been extended to include social responsibility and sustainability in general.

Hanken also implemented the new areas of strength in research for the period of 2019-23. Three out of four areas of strength are focussed in their entirety or partly on themes related to sustainability and/or sustainable development goals. These are: Responsible Organising, Leading for Growth and Well-being, Financial Management, Accounting and Governance. We have also undertaken extensive research projects on sustainability themes. More information on this on page 37.

During the reporting period, Hanken expanded its open access education portfolio by offering three Massive open online courses, two of which are related to Sustainability: Organising for the Sustainable Development Goals and Introduction to Humanitarian Logistics. More information on this on page 29.

Challenges and looking ahead

As always, there are some challenges we face. However, we are on the path of dealing with some of them and some of them remain to be dealt with and with that we peep in the what the future holds for us.

What do the faculty and staff of Hanken think?

66% strongly agree or agree that Hanken's mission of integrating sustainability and social responsibility is being implemented well within education and research

50% strongly agree or agree Hanken's mission of integrating sustainability and social responsibility is being implemented well within the organisational processes.

However, there were people who felt that although the mission is implemented well, there is still huge potential for improvement - in both external and internal communication.

"It is not really transparent on how Hanken is implementing the mission."

"Organisational processes should be more transparent and openly communicated."

This shows that although there are things we are doing well, there is also a need to do many things better, especially in making our actions and processes more transparent and communicating efficiently around it.




In the near future, we plan to work on improving the communication sharing channels both internally and externally. One plan is to send out the sustainability newsletter that already exists for a smaller group of researchers and staff at Hanken to all the staff, faculty and doctoral students. This is also related to knowledge sharing internally as gained through different networks as listed out on page 18 and driving collaborations between internal and external stakeholders via these networks.

We are also currently working on re-organising the organisational set-up for sustainability implementation at Hanken. One major challenge has been organisational responsibility and accountability gaps, particularly at the school's leadership level. This has resulted in initiatives and projects not being implemented efficiently and smoothly as certain institutional roadblocks are created. This is now being worked on and the idea is to reorganise Hanken's social responsibility office with a clear line of hierarchy and chain of responsibilities. A step in this direction has been taken by expanding the role of dean of research to also include societal impact, effective from autumn 2020.

Hanken is part of thirteen networks (and sub-networks/chapters) related to sustainability as listed on page 18. It is extremely important to map out who is responsible for what. This work will also be carried out in conjunction with the reorganisation mentioned above.




Goals, progress and targets for Principle 1 Purpose and Values

GOAL	PROGRESS AND CHALLENGES	STATUS	NEXT STEPS AND TARGETS
Improve internal information sharing about sustainability	Progress: An internal sustainability newsletter was started in the autumn 2019.		Targets <ul style="list-style-type: none">• 100% staff, faculty and doctoral student population receiving the newsletter• ensure at least 60% average readership of the newsletter
Improve external information sharing about sustainability	Progress: The PRME report is published biannually and we regularly publish sustainability news on our website. Challenge: Hanken's sustainability webpages do not act as repository page for information.		Hanken sustainability and social responsibility webpages are to be re-structured and all the information to be made available in one space on the web. Webpages are being reworked with the web agency. A sustainability assistant will be hired in late autumn 2020 to regularly update the website. Target Regularly updating the website and 100% transparency with regards to all our activities and initiatives related to sustainability
Efficient reorganisation of Hanken's sustainability work	Progress: multiple rounds of discussions have taken place between the PRME/social responsibility office and school's leadership. Challenge: There is a gap of formal responsibility and accountability on sustainability issues on top management level; no a clear chain of responsibilities at different levels of the organisations.		Complete the reorganisation of Hanken's sustainability work Targets <ul style="list-style-type: none">• at least two people in Hanken's leadership group are formally responsible and accountable• at least one person formally responsible for managing each of the sustainability networks that we are part of• formation of a Hanken level sustainability group

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.

As an educational institution, Hanken aims to educate responsible professionals for the global economy and changing society. Hanken puts a lot of emphasis on responsibility and sustainability in its curricula across all the degree programmes it offers: Bachelors, Masters, Doctoral and executive MBA. In this section of the report,

we focus on the various strategic aspects that enable and facilitate integration of sustainability and SDGs in our teaching. Subsequently, we move to the things we feel we have been doing right and then turn to discussing some challenges, improvement areas and with that look into what the future holds for us.

Strategic framework and facilitation

One of the strategic objectives as part of HANKEN 2030 is to advocate responsibility and sustainability in teaching and learning and as part of that objective, Hanken aims to achieve the following:

- *educate students in all programmes to become ethical and responsible decision makers*
- *create and mediate routines in responsible and sustainable conduct*
- *integrate responsibility and sustainability as an essential in our education*
- *promote ethical conduct in teaching and learning*



Assurance of Learning Policy

The aim of the Assurance of Learning (AoL) policy is to provide a framework that helps to ensure that students can demonstrate achievement against the stated learning outcomes at a specific level, and which informs internal and external stakeholders about the results of continuous quality improvement. The common learning goal of Hanken across all the

programmes is to educate responsible professionals for the global economy as also stated in our mission statement and this forms the very core of all the teaching and learning at Hanken. The figure 6 below demonstrates the common learning objectives that have been set in order to achieve the common learning goal.

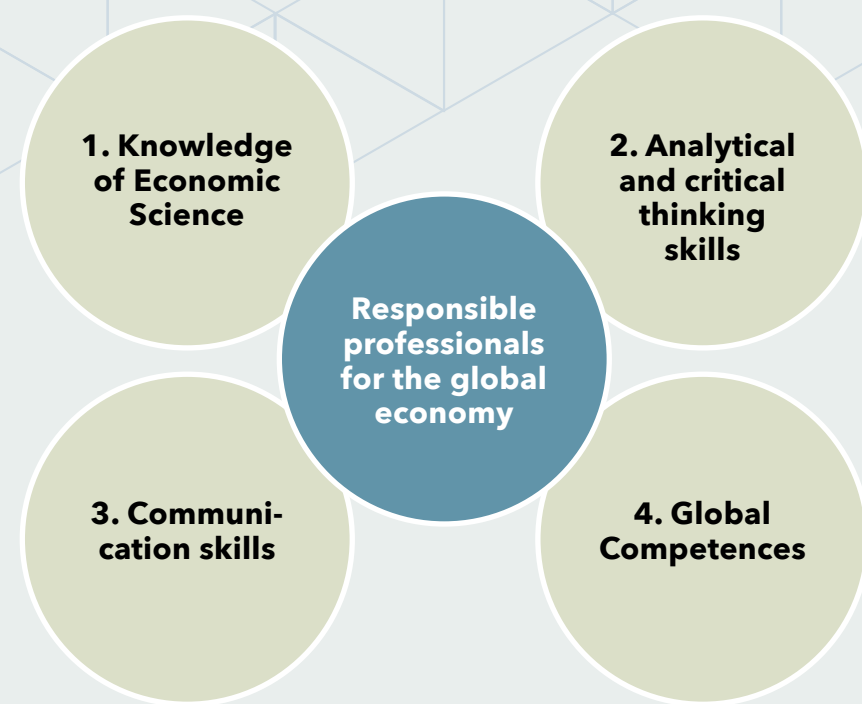


Figure 6 : Learning goal and objectives as part of Hanken's Assurance of Learning framework

Learning objectives for sustainability in different programmes:

Bachelor's level

- Graduates have knowledge and understanding of social responsibility, and global and intercultural issues
 - » Students demonstrate basic knowledge and understanding of social responsibility in a global context.
 - » Students demonstrate elementary intercultural knowledge and understanding and can act in an international context.

- » Students recognize the social responsibilities and impacts of business and understand how these are connected to the UN's Sustainable Development Goals (SDGs).

Executive MBA

- EMBA graduates are responsible leaders in a global context
 - » EMBA graduates address CSR dilemmas
 - » EMBA graduates apply business knowledge in an international setting

Master's Level

- Graduates have an international perspective and understand the implications of social responsibility and sustainable development.
 - » Students can analyse business and organisational issues in an international setting

*In a nutshell, **100%** of Hanken students graduate from degree programs that require an understanding of sustainability, social responsibility and/or SDGs from different perspectives.*

Achievements

In this sub-section, various initiatives that have been undertaken to ensure that students that graduate from Hanken are indeed responsible professionals, have been highlighted.

Integration of sustainability at the masters' level:

Global competence module

Since the 2019-20 academic year, Hanken offers a mandatory 5 ECTS Global Competency module to all the master's students. One of the core constituents of this module is a 3 ECTS course titled '**Social responsibility across business studies**' and forms an important element of Hanken's AoL for measuring student learning on sustainability. The course provides master's students an introduction to key concepts and perspectives that describe the challenges, opportunities and risks that organisations and more broadly societies, face regarding social and environmental responsibilities. Students learn about perspectives on social responsibility from many subjects at Hanken (with videos relating to accounting, commercial law, economics, entrepreneurship, finance, information systems, management, marketing, politics and business, and supply chain management).

The SDGs are also introduced through videos and some of their targets that are particularly relevant to business are emphasised.

"This course has become a key element in Hanken's strategic integration of the SDGs throughout its educational programmes. In their work within the course, the students relate knowledge from their own academic discipline to addressing SDG challenges. Overall, the students have excelled in that part of the work, which speaks both to their skills related to their master's specialisation and their interest in sustainability. Students have struggled a little more until now in connecting other business school disciplines to the SDGs."

*- Martin Fougère,
Associate Professor in Management and
Organisation and course examiner*

In the figure 7 below, the AoL results from the academic year 2018–2019 when the above mandatory course was introduced as a pilot, are presented. According to the results, 77% students felt that the learning objectives met their expectations or were above expectations, indicating that the course is successful in imparting knowledge to students about sustainability and SDGs in the context of their specialisation at Hanken.

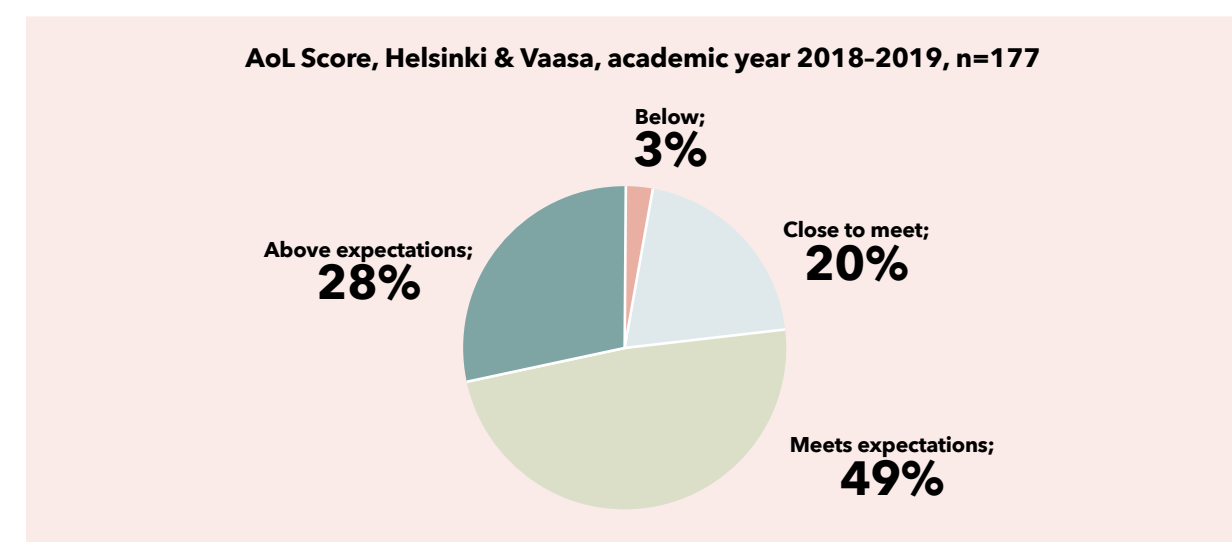


Figure 7: AoL results from master's programmes in relation to the learning goal on sustainability

In the reporting period, Hanken offered **45** courses in both 2018 and 2019 as part of the CR minor, representing all the major subjects at Hanken across Helsinki and Vaasa.

Specialisations at master's level

Within Business and Management specialisation, Hanken offers two tracks that are focussed on sustainability themes:

- International Strategy and Sustainability
- Humanitarian logistics

Within Financial Analysis and Business Development specialisation, Hanken offers one track that includes sustainability elements:

- Governance and commercial law

Apart from that Hanken offers courses focussed on sustainability themes in each of the specialisations, including also Economics and Intellectual Property law. Hanken students also have the option of completing a minor in corporate responsibility (CR) or supply chain and social responsibility.

The full list can be found in the appendix 1.

For the Swedish-language master's program, students have the option of choosing supply chain and Social Responsibility as their major as well.

Courses in focus in the CR module/minor:

Financial Reporting and ESG Analysis



This Master's course provides an understanding on ESG (environmental, social, governance) and traditional financial information and their connection with corporate performance. Analytical framework of financial reporting and ESG are presented through the needs and effects of management, stakeholders and shareholders. The course

introduces relevant sustainability concepts and reporting frameworks, such as Global Reporting Initiative, Science-based targets, Task force on climate related financial disclosures and the "Integrated Reporting" and their links to financial reporting and decision-making. The focus is on ESG analysis as a part of financial analysis and its effect on the value creation. In addition, the effects of ownership, dominant vs minority shareholders, stakeholders, corporate control and managerial compensation are presented.

Responsible Marketing



In this master's course students learn about the current state-of-art of the field of Responsible Marketing, and the research gaps that need to be addressed. Practical implications and company cases are studied. Students also learn how marketing is related to the SDGs, particularly SDG 1: No Poverty, SDG 3: Good Health and Well-being, SDG 8: Decent Work and Economic Growth, and SDG 12: Sustainable Production and Consumption.

"This course was a pleasant surprise for me. To be honest I was unsure what the course would bring to the table, as I had a hard time picturing how sustainability and marketing would go together. Therefore, I'm glad I took this course because it truly opened my perspective of marketing and where the field is going. I learned about the issues with traditional marketing and I adopted new concepts of social and responsible marketing. Since we are dealing with climate change, we need marketers to think in a more responsible and social way, therefore I would warmly recommend this course for all marketing students at Hanken. I would go as far as to say that this course should be mandatory for all marketing students to ensure that everyone who graduates from Hanken understands the impact this field has in the world."

- Pinja Eriksson,
Hanken Masters student who took the course

Integration of sustainability at the bachelors' level:

Similar to Masters programme, students have the opportunity to finish a minor in CR or supply chain and social responsibility in the Bachelor programme.

In 2020, number of students taking CR or supply chain and social responsibility more than doubled to 11% as compared to 5% in 2019.

There is a mandatory basic course in corporate social responsibility and is recommended to be completed in the first year of the Bachelor studies.

The course introduces key concepts and perspectives that describe the challenges, opportunities and risks that companies face regarding their social and environmental responsibility, and how these are linked to financial responsibility. The course has also included completion of Sustainability Literacy Test (SULITEST) since 2017.



In the figure 8 are the results of the AoL from 2018-19, which shows that 89% of students felt that the course either met their expectations or was above expectations. This alludes to the fact the course has been very successful in delivering its learning objectives.

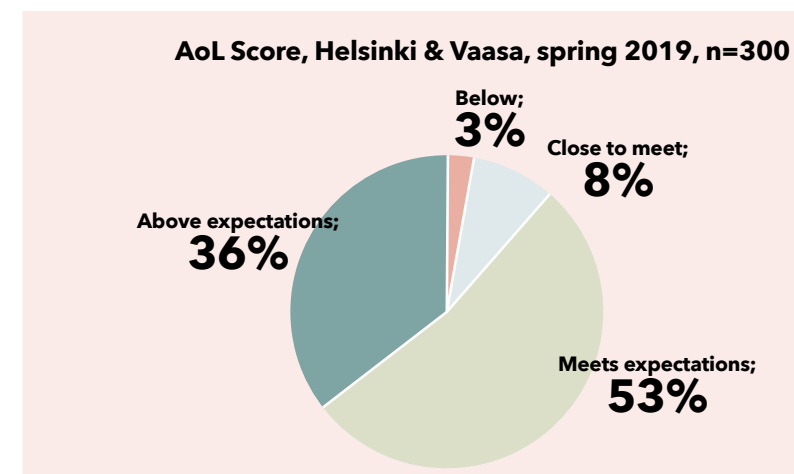


Figure 8: AoL Results from Bachelor programme in relation to the learning goal on sustainability

In the figure 9, results from SULITEST are presented. It shows that Bachelor students at Hanken are slightly below the country and world level.

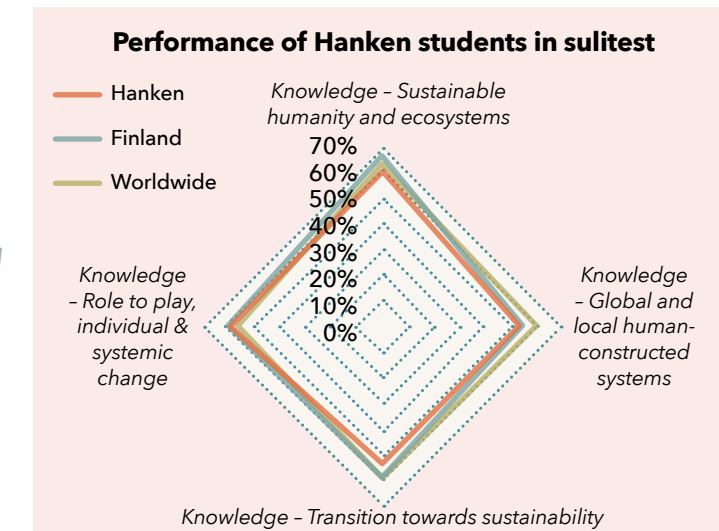


Figure 9: SULITEST results from 2020

Integration of sustainability and responsibility in the doctoral programme:

Hanken provides access to a wide range of doctoral courses, seminars, and workshops on topics related to sustainability. Hanken strongly emphasises **research ethics** and integrity and offers a course in research ethics which focusses on ethical research practices and sharing results in an ethical manner.

During 2019, Hanken started a new KATAJA- The Finnish doctoral program in business studies, doctoral course titled **Responsible Organising: New perspectives on social inequalities**. This course is delivered by the area of strength in research: Responsible Organising. The course brings together faculty from different subjects to explore the intersections between social responsibility and social inequalities. In 2020, the course was offered as a collaboration between Hanken, KATAJA and EIASM (European Institute for Advanced Studies in Management).

80% of the doctoral students responding to the social responsibility and sustainability survey commented that SDGs are integrated in their research.

Integration of sustainability and responsibility in Executive MBA:

Hanken's triple crown accredited MBA programme offers a one-day module in corporate social responsibility as one of its core elements, Sustainable Business in a Global Context. Programme modules include corporate social responsibility, business analytics, strategic foresight & scenario planning, digitalisation of business, supply chain management, strategic corporate branding, intellectual property rights and micro- and macroeconomics. The module is taught by Hanken faculty and external experts.

Hanken's EMBA programme takes in diverse group of participants. This ensures rich and diverse discussions on contemporary and topical issues including responsibility of corporations.

In a nutshell, the programme takes a holistic approach towards integration of social responsibility in line with Hanken's strategic vision.

In the future, the plan is to include more sustainability elements to promote a more coherent and holistic learning on sustainability issues. There is also a module on the role of lobbyist organisations and their impact on business.

Open access teaching and teaching collaborations

Hanken's Open University offers access to university-level courses in business and economics for anyone residing in Finland. This means that there are no formal requirements on prior degrees. Some more specific examples to make teaching open access particularly on sustainability and/or SDGs, undertaken in last 2 years include:

PRME Champions teaching project

In 2018-19, Hanken collaborated with the CR3+ network members (Audencia Business School in France, Instituto Superior de Administração e Economia-ISAE/FGV in Brazil, and La Trobe Business School in Australia) for a PRME Champions project on creating open access and creative commons educational videos on all 17 SDGs. This project also formed as a groundwork for our MOOC on SDGs on future learn (more info below).

The videos are available on youtube on CR3plus channel and can be used as open source teaching material by anyone anywhere in the world.



Massive open online courses

Hanken has now launched four MOOCs (until the autumn of 2020). Two of the MOOCs are on themes related to sustainability: Organising for the sustainable Development Goals and Introduction to Humanitarian Logistics.

Organising for the Sustainable Development Goals

This is a 7-week course where participants can learn about the SDGs and how we can work towards achieving them. The course has been developed by Centre for Corporate Responsibility (CCR) at Hanken in collaboration with the CR3+ network as part of a PRME champions Project as mentioned above. The lead educators are Martin Fougère, Associate Professor in Management and Organisation, Nikodemus Solitander, Director of CCR and Maria Sandberg, Doctoral researcher at CCR. This course has now been offered twice (until late autumn 2020) with almost 4 000 enrolments. It is also now offered as a 2 ECTS advanced master's course to Hanken and Open University students.

"This course provides context to the challenges and opportunities of implementing the Sustainable Development Goals. The SDGs are a global challenge, but they are implemented in different ways locally and nationally. The different geographical contexts both underline the similarities of meeting these challenges across geographical borders. Our partner universities in the course already provide this geographical context but the course participants provide fantastic examples and solutions to the SDGs that is quite unique because it is very seldom you get such a diverse and active student population across the globe."

*- Nikodemus Solitander,
Director at CCR and one the lead educators
on the course.*

"This course was extremely thought-provoking. I would recommend it to everyone, everywhere, since elements of it could and should be applied to the way in which everyone, globally, lives and works."

*Student feedback
(lifted from the future learn platform)*



Introduction to Humanitarian Logistics

Introduction to Humanitarian Logistics is a 2-week course where participants can understand the fundamentals of humanitarian logistics and discover supply chain management in a humanitarian context. The course has been developed by Humanitarian Logistics (HUMLOG)

institute at Hanken and the lead educators are Gyöngyi Kovacs, Erkkö Professor in Humanitarian Logistics, Diego Vega Bernal, Assistant Professor in Supply Chain and Graham Heaslip, Professor in Supply Chain Management and Social Responsibility. The course has now been offered thrice with around 2 500 students enrolled (as of late autumn 2020).



"The MOOC was created by the HUMLOG Institute at Hanken to create awareness about humanitarian logistics and provide a first glance of what it entails for humanitarian aid. As such, it is structured in modules that build on one another starting from basics and origins to current topics. Recently, we have updated the latest modules to include migration and pandemics. During its last run, the MOOC reached over 130 countries with learners coming from different backgrounds thus contributing towards developing local capacity."

*- Diego Vega,
Assistant professor in supply chain
and social responsibility at Hanken and
one of the lead educators of the course*

"A concentrated dose of Humanitarian Logistics delivered in a comprehensible and invigorating package. Course was all its named implied—it was truly organised by professionals and participants also contributed vastly to the learning experience!"

*Student feedback
(lifted from the future learn platform)*

Online CSR course for non-business students in Finland

Ten universities in Finland joined forces in 2017 to realise a digital teaching unit in business knowledge, LITO (Liiketoimintaosaamisen verkko-opintokokonaisuus), for non-business students. Hanken has contributed to the study module with 5 ECTS Introduction to CSR course. The LITO module is a fully online module.

➤ More info: <https://uturku.mrooms.net/>

Other initiatives that have been running for a long time, include the Corporate Responsibility (CR) Module (see below), Finnish Business Culture course, Business Lead (by Hanken & SSE) for educated immigrants.

In 2019, Hanken was selected as one of the 21 universities globally, and the only Nordic university, to participate in the Aiming higher series, made by BBC StoryWorks. The focus of the documentary is on the Business Lead integration programme organised by Hanken & SSE, where educated refugees and immigrants are given an opportunity to take part and find their place in the business life in Finland.

Corporate Responsibility Module

Since 2010, Hanken has offered a CR Module for external participants. 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.

Since 2018, a major shift has been noticed in terms of the applications received to the module. Over 80% of the applications received have come from working professionals with as little as 1-2-years work experience with the upward limit stretching to around 25 years of work experience.

"The study module in Corporate Responsibility at Hanken has been an excellent occasion for me to deepen my knowledge about CSR both from environmental and social point of view. I like the way professors have encouraged critical thinking. Course include both academic and corporate perspectives that help to broaden the vision of the complex world we are living in and tackle challenges modern societies are encountering currently."

*- Heidi Heinonen,
CR Module Participant 2018-20*



Orientation session for CR Module students (2019-21) in August 2019

COVID-19 offerings

Due to the pandemic situation and the impact it has had on the Finnish economy, Hanken decided to offer the open university courses for free to its alumni and general population. Hanken's Open University offers access to university-level courses in business and economics for everybody. This means that there are no formal requirements on prior degrees, but in some cases, the course participants may be required to have previous studies in the subject.

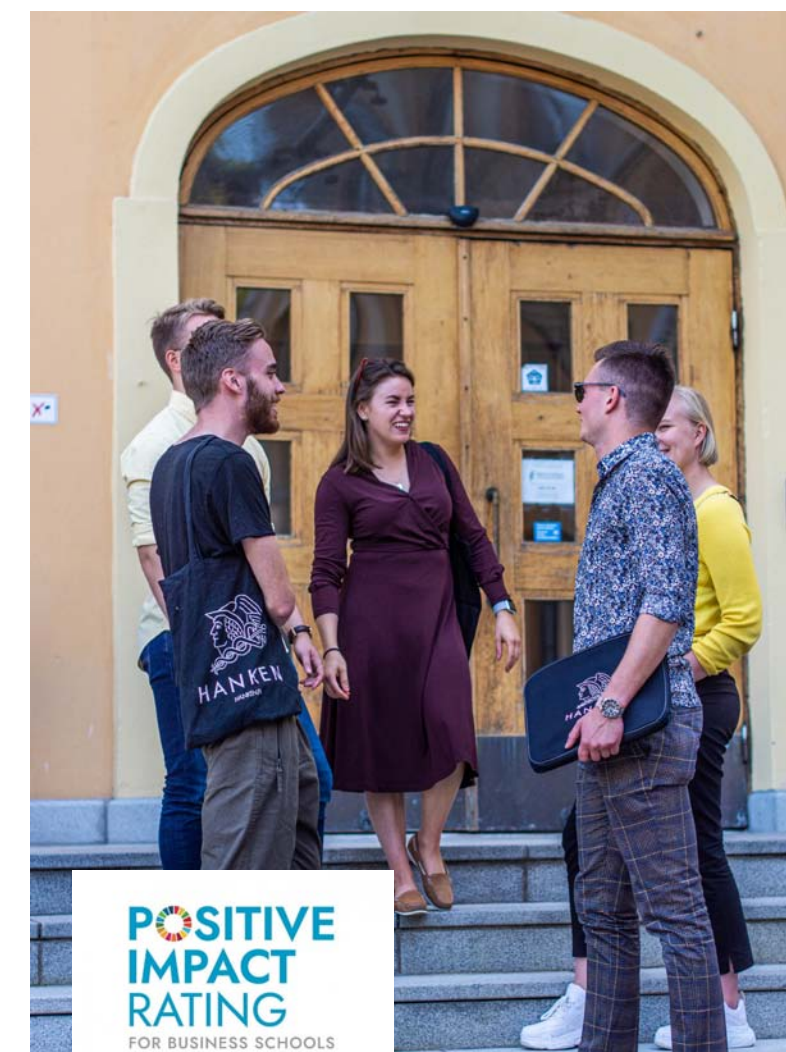
What do Hanken's students think about Hanken's sustainability efforts?

During the fall of 2019, Hanken students took part in the first edition of Positive Impact Ratings (PIR). PIR is a new rating conducted by students and for students. Students assess their business schools on how they perceive their positive impact in the world. Hanken's average score was 7,3 with 7,7 in Energising dimension, 7 in Educating dimension and 7,1 in Engaging dimension, indicating that Hanken's governance systems and culture are well positioned to bring about positive change in society through other dimensions.

Overall, Hanken was the only Finnish Business School to be featured in the Positive Impact Ratings and has been recognised as a "Progressing School", which means that Hanken demonstrates evidence of results across some impact dimensions.

"We as students of Hanken want to gain education and tools that help us bring about the change in the society which we need on an urgent basis to solve the various sustainability challenges. We are very proud to be studying at Hanken which provides a good educational base for us to do that, but as always there is scope for improvement. We would also want Hanken to lead the change when it comes to its own environmental and sustainability impact. There is a long way ahead but we as students are happy to engage in this!"

*- Andreas Lindén,
President of the Hanken student union 2019*





Teaching during COVID-19

Considering a massive exam week was commencing on 13th March 2020, Hanken decided to move the all the teaching and examinations online. It was the first university in Finland to implement online work and studies on both the locations in Helsinki and Vaasa. Following initiatives were undertaken:

- A wider range of summer courses were provided as students had problems finding summer jobs
- Supervision of master and bachelor theses was provided during the summer as extra activities
- Professional coaching for all degree programmes

Applied learning of students through extracurricular activities

Hanken regularly organises seminars and events related to sustainability, aims to be reduce its

own environmental impact and actively works towards achieving positive societal impact. This also contributes to student's learning on sustainability in both direct and indirect ways, by being a sustainable and green space where societally relevant discussions take place thus inspiring and engaging students and other stakeholders.

The events organised during the reporting period can be found in the section 5 on page 47 and Hanken own organisation sustainability initiatives can be found on page 56.

Another aspect of this has been student led activities and initiatives organised independently or then in collaboration with Hanken's social responsibility office. Through the Sustainable Development Goals week (both 2018 and 2019), the school collaborated with the student union and other student associations to organise events and social media campaigns. Such collaborations should be strengthened in the future as they are an important medium to engage the student population in a fun way.

Challenges and looking forward

In terms of challenges, teachers across the institution have a different view on how sustainability should be implemented in the course curricula as has been brought into light by the survey. Some think that only core courses should be taught in business school, while others seek for striking a balance and many others want some sort of a rehaul of the existing curricula to reflect the changing world. In this context, the strategy of having a balance in offering some specialised courses on sustainability and then including elements of sustainability/SDGs in other courses seems to be the way to go.

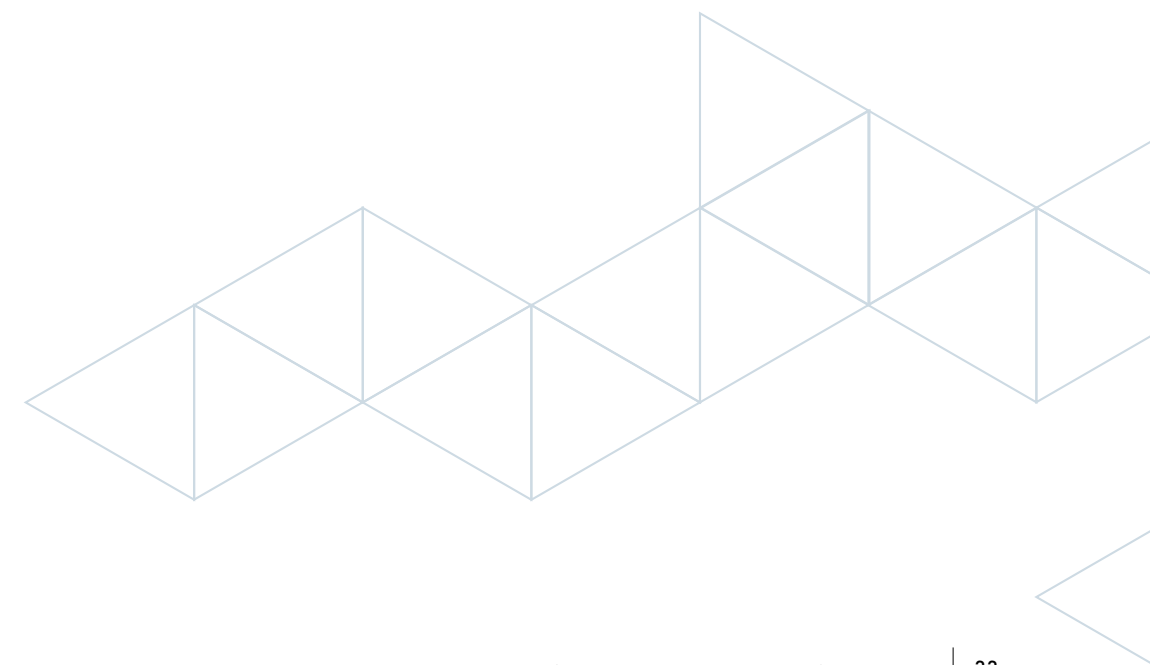
Another challenge relates to the incentives that encourage teachers to develop new sustainability courses or incorporate the theme into existing courses. Around 10% teachers disagreed that Hanken encourages and incentivises the teachers to integrate responsibility and sustainability as an essential in our education very well. Other 30% neither agreed nor disagreed or did not know about this. This indicates a significant scope for improvement.

According to the students, Hanken should offer more cross-disciplinary courses and that

subjects should avoid working in silos. Furthermore, the school should ensure integration of sustainability in Finance, accounting and economics. Students also pointed out the need for more courses that are run in collaboration with NGOs and corporations. In the future, these areas need to be paid heed to as these demands are coming from the students themselves.

In the autumn of 2020, Hanken will join Climate University, a collaboration of twelve universities in Finland to promote multidisciplinary digital learning in sustainability. This provides Hanken the opportunity to use the ready-made cross-disciplinary courses and course material, to also contribute to both join delivery of courses with other universities and possibly develop a course in the future.

Hanken aims to ensure indirect applied learning of students by continuing to organise more events and seminars focussing on the sustainability themes and by integrating sustainability more heavily into its own operations. Hanken also aims to strengthen student collaboration with student union and student associations with regards to integration of sustainability.




Goals, progress and targets for Principle 3 Teaching

GOALS	PROGRESS AND CHALLENGES	STATUS	NEXT STEPS AND TARGETS
Strengthen and support development of courses that include CSR/sustainability/SDGs	<p>Progress: Hanken offers 45 courses as part of the CR Module/minor. There are mandatory courses in sustainability at MSc. and BSc. levels.</p> <p>Currently, Hanken offers a teaching Development fund, which can be applied for some innovative and collaborative teaching projects. The maximum amount that can applied is EUR 4 000.</p> <p>Challenge: The incentive system does not support updating of courses to reflect the needs of the current world scenario as well as it could.</p>		<p>Providing more department and institutional support and incentives for development of new and innovative courses or updating the existing ones.</p> <p><i>Target</i> Number of courses including elements of Sustainability/SDGs in the learning objectives to be 45 by 2022 and 60 by 2030</p>
Ensure that the objectives pertaining to sustainability knowledge in the Assurance of learning (AoL) are met	<p>Progress: Previously learning on sustainability was measured via the MSc. thesis. Now, there is a mandatory course at both MSc and BSc levels, enabling more effective measurement.</p> <p>The AOL score from 2019 is 77% at master's level and 89% at bachelor's level (indicating the percentage of students who felt the course met their expectations or was above expectations.</p>		<p>The target score for each objective category, including learning on sustainability, of AOL is 80%</p>
Strengthen cross-disciplinarity in learning and teaching	<p>Progress: The global competency module course social responsibility across business studies is a cross-departmental effort and collaboration.</p> <p>Challenge: The Positive Impact Rating survey showed that students would like more cross-disciplinary courses.</p>		<p>To investigate developing more cross-disciplinary courses and programmes. Hanken will join Climate University (a multi-disciplinary collaboration of 12 universities in Finland) in Autumn 2020.</p> <p><i>Target</i> To offer 2 courses and use course material from ready-made catalogue of courses from climate University</p>
More sustainability courses in collaboration with companies and organisations	<p>Progress: Hanken currently offers two project courses: Project Course in CSR and Humanitarian Logistics and World in the Making: Tackling Sustainability Challenges.</p> <p>Many courses in the CR Module include guest lectures with practitioners and other experts.</p> <p>Challenge: Project courses are quite time intensive to organise.</p>		<p>To investigate how current courses could include more collaboration with companies and organisations</p> <p><i>Targets</i></p> <ul style="list-style-type: none">• Three project courses in sustainability (including one in entrepreneurship)• 75% of CR Module courses have some form of collaboration involved with companies/organisations
Increase student engagement on sustainability in more direct and indirect ways	<p>Progress: Hanken collaborated with the student union for the SDG weeks in 2018 and 2019. Regular organisation of sustainability events and seminars where students often are a target audience.</p> <p>Hanken also sends out a strong message to its students about its commitment to sustainability, and that students are an important stakeholder in Hanken achieving carbon neutrality</p> <p>Challenge: students have quite a rigorous study calendar, so grabbing their attention is always a big challenge. Also, with the transition to the online setup, engagement has become more challenging.</p>		<p>To develop formal collaboration channels with the student union to promote sustainability among students in a fun way</p> <p><i>Targets</i></p> <ul style="list-style-type: none">• Organise one event in collaboration with student union yearly• Organise one workshop with students for achieving a green and carbon neutral campus

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.

Hanken’s goal is to create new knowledge and conduct research that is characterised by high quality and corporate world relevance. In this section of the report, we touch upon how sustainability and responsibility is institutionalised

and what are our achievements in past couple of years. At the end of the section, certain road-blocks and challenges we face are eluded to, with a look into the future: what we want to achieve from here on and what our targets are.

Strategic framework and facilitation

In this sub-section, we have elaborated on the institutional strategic framework and facilitations system that drive, support and incentivise research on sustainability themes and/or sustainable development goals and promote societal impact of research.

Sub-strategy in Research as part of HANKEN 2030

Hanken’s sub-strategy in research states that one of the objectives is to Advocate responsibility and sustainability and as part of that strategic objectives to:

- strongly encourage researchers’ efforts towards open science and open access of publications.
- expect all researchers to link their research projects and outputs to the Sustainable Development Goals

Areas of Strength in Research 2019–2023

Hanken has since 1994 selected Areas of Strength (AoS) within research for a period of five years at a time. An area of strength is defined as an area where the research conducted

is at an internationally competitive level. These areas are prioritised when deciding upon investments in research and are selected by the Board of Hanken, based on an evaluation by an international research panel, for a period of five years at a time. The Areas of Strength for 2019-2023 are:

1. Competition Economics and Service Strategy: This research area focuses on company strategies as well as consumer and customer behaviour in new markets which involve digitalisation and servitisation.
2. Financial Management, Accounting and Governance: This research area investigates how corporate governance mechanisms affect firms’ investment and financing policies, and long-term profitability.
3. Responsible Organising: This research area focuses on how different actors, such as firms and other organisations and networks, organise for transformative action towards sustainable outcomes.
4. Leading People for Growth and Well-being: This research area focuses on people management and entrepreneurship; the researchers share an interest in well-being at work as a route to better performance on the individual, team, and organisational level.

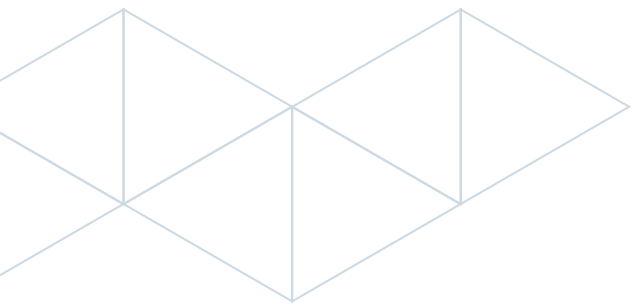
All these areas of strength include elements of sustainability and contribute to different Sustainable Development Goals, with three of them directly focused on sustainability and responsibility themes: namely, Responsible Organising, Leading People for Growth and Well-being, Financial Management, Accounting and Governance.

In addition, Hanken has five well established research institutes that are conducting research on the sustainability and responsibility themes: Centre for Corporate Responsibility (CCR), Humanitarian Logistics (HUMLOG) Institute, Gender, Organisation, Diversity, Equality, and Social Sustainability in transnational times (GODESS) Institute, IPR University Centre and Hanken Centre for Accounting, Finance and Governance.

Promoting Societal impact of research

One of the strategic objectives of the sub-strategy in research is to strengthen corporate world connections and as part of that objective Hanken aims to:

- encourage researchers to actively seek research topics and designs that address new challenges of the corporate world
- further develop executive education as an essential channel for disseminating current research to the corporate world
- encourage faculty to engage in **public policy** and **corporate decision making**

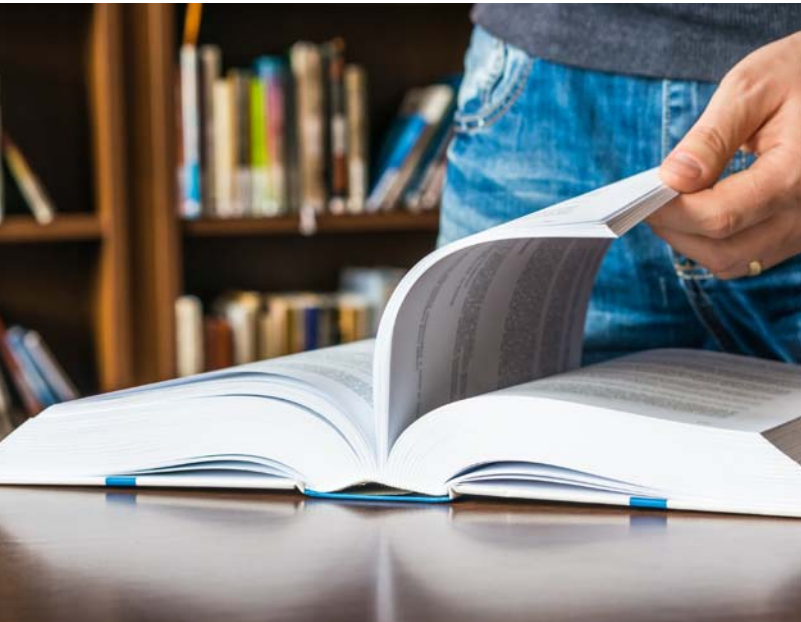


Research Ethics and Open access research Guidelines

Hanken has undertaken to comply with the directions of the Finnish Advisory Board on Research Integrity (TENK) for good scientific practice and for handling suspected deviations from this in Finland through the Responsible Conduct of Research Guidelines.

To promote open research:

- Hanken endeavours to ensure that 80% of its annually reported scientific articles are published as Green Open Access and that parallel copies of all articles are uploaded to the Hanken research database HARIS.
- Hanken recommends that data from the school's research is always archived in national or international archives, taking into consideration the requirements of the financier and the publisher and with conditions of use that are approved by the researcher.
- Hanken encourages the school's researchers to make their analysis and research methods generally available.































Achievements

Research Projects on Sustainability related Themes

During the reporting period, the following research projects were undertaken or are being undertaken (arranged alphabetically).

PROJECT TITLE	DESCRIPTION AND PARTNERS	FUNDER	SDGs CONTRIBUTED TO
Cash and/or carry: The challenges and modalities of delivering aid in conflict zones	The project focuses on the delivery of humanitarian aid in conflict zones and complex emergencies. The overall aim of the project is to develop a conceptual framework for selecting effective delivery modalities for humanitarian aid in conflict zones. Period: 2019-2023	Academy of Finland	<div><div>3 GOOD HEALTH AND WELL-BEING</div><div>11 SUSTAINABLE CITIES AND COMMUNITIES</div></div>
Cash and/or Carry: The challenges and modalities of delivery in Covid-19 crisis	The aim is to analyse the aid delivery mechanisms in complex emergencies, especially in responding to the global Covid-19 pandemic. This project complements HERoS project below. While HERoS focuses on disruptions in medical supply chains, this project focuses on retail. Period: 2020-2021	Academy of Finland	<div><div>3 GOOD HEALTH AND WELL-BEING</div><div>11 SUSTAINABLE CITIES AND COMMUNITIES</div></div>
Co-creating Gender Equality from Classroom to Organization: Innovations in Nordic Welfare Societies	The project brings together a diverse set of stakeholders in three Nordic countries to participate in an exploratory co-creative workshop on three inter-related topics: 1) Gender-influenced educational choices by young people, 2) Problems due to norms of masculinity in leadership, 3) Gendered organisational norms. Partners: KTH Royal Institute of Technology, Copenhagen Business School Period: 2019-2020	Nordic Information on Gender, Nordic Council of Ministers	<div><div>3 GOOD HEALTH AND WELL-BEING</div><div>4 QUALITY EDUCATION</div><div>5 GENDER EQUALITY</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>9 INDUSTRY INNOVATION AND INFRASTRUCTURE</div><div>10 REDUCED INEQUALITIES</div><div>17 PARTNERSHIPS FOR THE GOALS</div></div>
Collaborative remedies for fragmented societies - facilitating the collaborative turn in environmental decision-making (CORE)	The CORE Project explores how well the Finnish political system copes with complex environmental planning and policy problems in fragmented 'post-truth' societies Partners: University of Eastern Finland, University of Jyväskylä, Tampere University of Technology Period: 2017-2021	Strategic Research Funding at Academy of Finland	<div><div>11 SUSTAINABLE CITIES AND COMMUNITIES</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13 CLIMATE ACTION</div><div>17 PARTNERSHIPS FOR THE GOALS</div></div>

PROJECT TITLE	DESCRIPTION AND PARTNERS	FUNDER	SDGs CONTRIBUTED TO
FAirness, Morality and Equality in international and European Intellectual Property Law (FAME-IP)	FAME-IP explores the emerging concept of fairness, morality and equality at the interface of international and European intellectual property (IP) law, with particular regard to new business opportunities created by disruptive innovation. Period: 2018-2022	Academy of Finland	
Health Emergency Response in Interconnected Systems (HERoS)	The overall objective of HERoS is to improve the effectiveness and efficiency of the response to the Covid-19 outbreak. Partners: TU Delft, VU Amsterdam, The Open University, NHG Consulting Oy, CBK, Squadron, Polish Center for International Aid, Arttic, Italian Red Cross, Project HOPE Period: 2020-2023 More info: see below highlighted projects section	European Union (Horizon 2020)	  
Innovative sustainable urban last mile: small vehicles and business models (i-SMILE)	The project purpose is to increase sustainability in urban last mile deliveries by understanding how innovations in urban last-mile may reduce the negative effects of e-commerce and at the same time create world-class delivery services for consumers. Partners: Swedish National Road and Transport Research Institute, Institute of Transport Economics, Norway, Copenhagen Business School Period: 2020-2023	Nordic Innovation	   
Political Action of Corporate Social Responsibility (PAROL)	PAROL advances knowledge of how disparate actors organize collectively in multi-stakeholder networks that seek to induce regulatory change for sustainability. Period: 2019-2023 More info: see below highlighted projects section	Academy of Finland	 
Social and Economic Sustainability of Future Working Life (WeAll)	WeAll explores factors that support and restrict the opportunities of different people and diverse groups in working life. Partners: University of Helsinki, Jyväskylä University School of Business and Economics Period: 2015-2020	Strategic Research Council at Academy of Finland	      

PROJECT TITLE	DESCRIPTION AND PARTNERS	FUNDER	SDGs CONTRIBUTED TO
Status of Human Rights Performance of Finnish Companies (SIHTI)	The purpose of SIHTI is to obtain a comprehensive and in-depth overview of how Finnish companies are fulfilling their human rights responsibility, i.e. how they have implemented the UN Guiding Principles on Business and Human Rights. Partners: The Human Rights Centre, FI-ANT Consulting Oy, 3bility Consulting Period: 2020	Prime Minister's Office, Government of Finland	  
Sustainable entrepreneurship and entrepreneurial ecosystems: A multiple-country study of small open economies	This project aims at exploring the process of sustainable entrepreneurship and investigating how the institutions of entrepreneurial ecosystems can work towards sustainability. Period: 2019-2023	Academy of Finland	   
Sustainable working life and coping at work in times of large-scale institutional changes in social and health sectors	This project engages in longitudinal analysis of individual and social processes for coping at work and sustainable working life in times of large-scale institutional changes (SOTE) in the health care and social services fields. Period: 2019	Liikesivistysrahasto/ Foundation for Economic Education	  
Yritysvastuun ja taloudellisen arvonnin yhteys: Vastuullisen liiketoiminnan mittaaminen ja analysointi ESG informaation avulla/The connection between corporate responsibility and economic value creation: Measuring and analyzing responsible business using ESG information	In companies, responsibility is often seen as an immediate cost, as the benefits often only materialize over a longer period. Investment has traditionally focused on managing responsibility risks and excluding investment targets. On the other hand, there is not enough researched information about the business opportunities and return potential brought by responsibility. This research project examines this link between corporate responsibility and economic value creation. Period: 2020-22	Liikesivistysrahasto/ Foundation for Economic Education	 

Overall, of all the 42 externally funded research projects, 13 (30%) are focused on sustainability related themes.

Highlighted research projects

Health Emergency Response in Interconnected Systems (HERoS)



HERoS

The overall objective of HERoS is to improve the effectiveness and efficiency of the response to the Covid-19 pandemic. HERoS creates and provides policies and guidelines for improved crisis governance, focusing on responders to public health emergencies, and their needs to make informed decisions. The research project further improves the predictions of the spread by understanding and modelling the impact of local behaviour on the spread of the disease. Furthermore, it seeks to improve the management of medical supply chains for preparedness and response, as well as evaluate the impact of cascading effects across global supply chains.

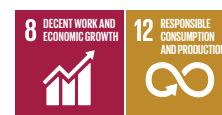
The HERoS consortium researchers are from humanitarian logistics and supply chain management (Humanitarian Logistics Institute-HUMLOG at Hanken), epidemiological modelling and policy design (TUDelft), crisis governance (Vrije Universiteit Amsterdam); machine learning and information sciences (Open University), public health services (Nordic Healthcare Group) to space research and geoinformation (Centrum Badań Kosmicznych Polskiej Akademii Nauk), to UAV development (Squadron), health emergency responders (Polskie Centrum Pomocy Międzynarodowej, Croce Rossa Italiana, Project HOPE) and project management (ARTTIC).

More specifically, the consortium brings together the resources of 11 participating organisations from 6 European countries (Finland, the Netherlands, the UK, Poland, France, Italy), and the US, each excelling in their respective field of expertise and with significant research experience.

"We at the HUMLOG Institute are very excited about this project and are looking forward to conducting research with immediate value to the incredible health care responders and humanitarian organisations working with the pandemic right now. As always, research with a measurable benefit to people requiring assistance is at the core of any project we do", says **Gyöngyi Kovács**, Erkkö professor in Humanitarian Logistics at Hanken and principal investigator for the research project.

➤ *More information:* www.heros-project.eu/

Political Action of Corporate Social Responsibility (PAROL)



PAROL, funded by Academy of Finland, advances knowledge of how disparate actors organise collectively in multi-stakeholder networks that seek to induce regulatory change for sustainability. It focuses on collective action and managerial decision-making in engaging with corporate political activity (CPA, the direct efforts by firms to shape government policy). This phenomenon is approached from two main perspectives: 1) firms' non-market strategies and the organisation of corporate social responsibility (CSR) as a political activity, and 2) the role of temporality in organising collective action.

"This research is being done particularly in the context of #ykkösketjuun campaign that called for a Finnish law on mandatory human rights due diligence. Many of the big Finnish companies were involved in the campaign; Fazer, Finlayson, Coca Cola Finland among others. Why do companies engage in a campaign that calls for a stricter regulation for themselves? This is what we are studying in the project."

*- Frank den Hond,
principal investigator and Ehnrooth professor in
Management and Organisation*

➤ *More information:* www.ccr-helsinki.org

Status of Human Rights Performance of Finnish Companies (SIHTI) Project



HANKEN | HUMAN RIGHTS CENTRE |
FIANT | 3BILITY

SIHTI is a project under the Government of Finland's research, analysis and assessment activities. The purpose of SIHTI is to obtain a comprehensive and in-depth overview of how Finnish companies are fulfilling their human rights responsibility, i.e. how they have implemented the UN Guiding Principles on Business and Human Rights. The information is relevant to policy makers and authorities, companies

themselves, and other stakeholders such as researchers, investors, and NGOs. The methodology of the project is the international Corporate Human Rights Benchmark (CHRB).

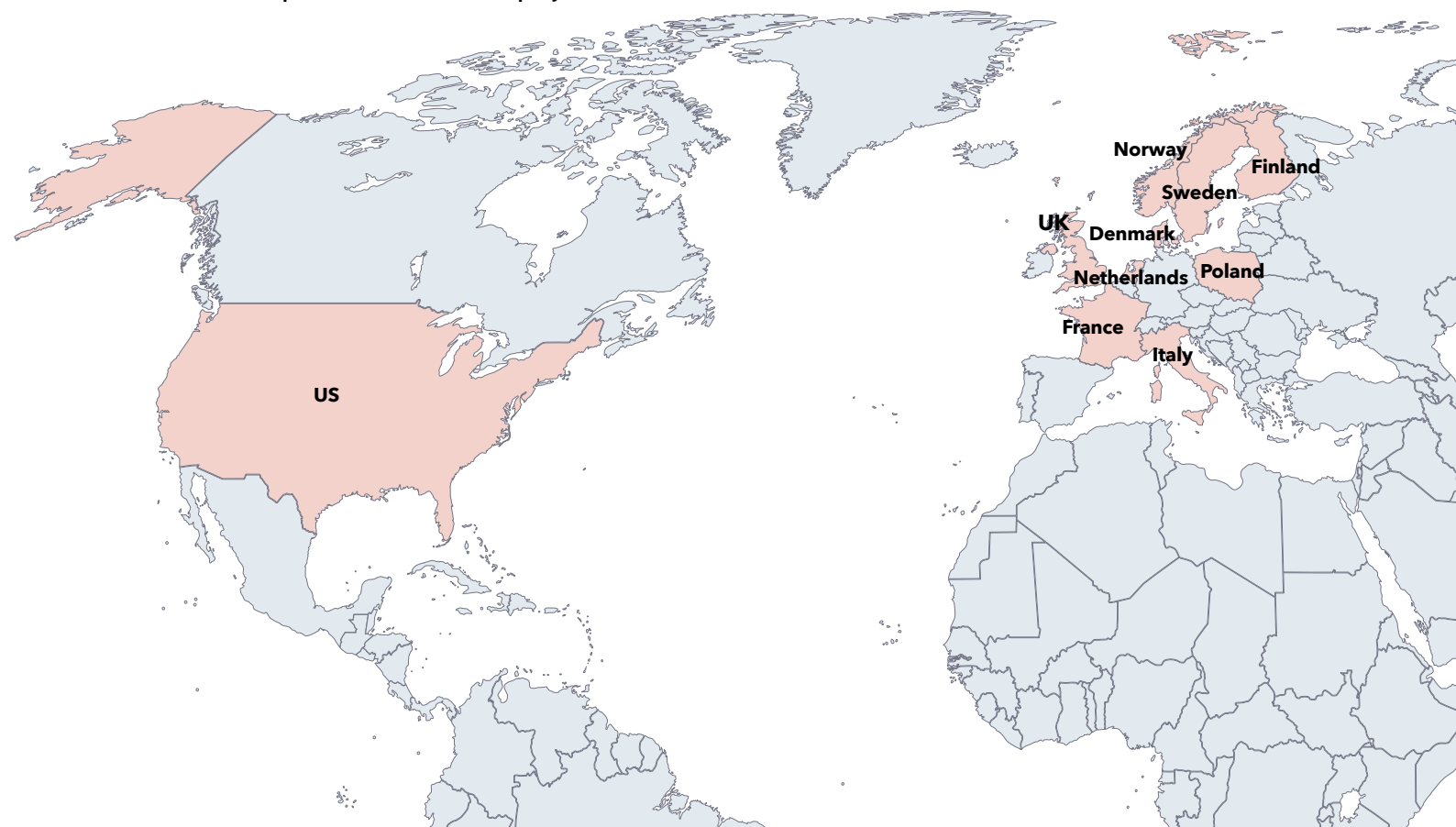
The SIHTI project focuses on three research questions:

1. What is the status of the human rights responsibility among the Finnish companies under review?
2. What are the main challenges for companies to publish information on the fulfilment of their human rights responsibilities?
3. How suitable is the CHRB methodology as a monitoring tool in the Finnish context?

SIHTI is implemented by Hanken and the University of Helsinki's joint research and development institute Centre for Corporate Responsibility (CCR), the Human Rights Centre, Fiant Consulting Oy and 3bility Consulting.

➤ *More information:* www.ccr-helsinki.org

Global impact with our research projects



Publications on sustainability related themes

During the reporting period, 172 journal articles were published on themes related to sustainability compared to 148 in the previous reporting period.

Of these, 81 publications explicitly stated to be dealing with one or more of the SDGs based on self-reporting on Hanken’s research database HARIS.

All the academic publications published during the reporting period can be found in Appendix 2 on page 66.

Doctoral Thesis

During the reporting period, the following eight doctoral theses (arranged alphabetically) have been defended and published on topics related to sustainability and/or SDGs:

TITLE	AUTHOR	SUBJECT/DEPARTMENT
A study of three alternative open access publishing models	Cenyu Shen	Information Systems, Management and Organisation
Creating EU Copyright Law: Striking a Fair Balance	Daniel Jongsma	Commercial Law
Essays on Stakeholder-related Corporate Misconduct and Consequences for CEOs and Directors	Niklas Meyer	Department of Finance
Essays on the Role of Social Networks and Social Capital in Accounting and Finance	Mansoor Afzali	Department of Accounting
Humanitarian logistics preparedness for recurring small-scale disasters based on seasonal climate information	Minchul Sohn	Supply Chain Management and Social Responsibility
The Power of Awareness: Unlocking the Potential of Mindfulness in Organizations	Catarina Ahlvik	Management and organisation
The Relationship between Organisational Culture and Humanitarian Supply Chain Collaboration in Long-Term Aid	Sabari Prasanna Venkatesan	Supply Chain Management and Social Responsibility
Urban Disaster Governance Resilience and Rights in the Unequal City	Eija Meriläinen	Supply Chain Management and Social Responsibility

Master’s Thesis

During the reporting period 42 Masters’ Theses were submitted on the themes related to Sustainable and/or Sustainable Development Goals as compared to 24 in the previous reporting period.

All the Master’s Theses submitted during the reporting period can be found on Appendix 3 on page 67.


Open access research at Hanken

During the years 2018 and 2019, Hanken had following open access publications:


YEAR	# REPORTED PUBLICATIONS	# OPEN ACCESS PUBLICATIONS	OPEN ACCESS PUBLICATIONS IN %
2018	295	199	67
2019	252	169	67

Hanken’s short-term target is to increase the share of open access or hybrid scholarly publications to 30% of all publications in 2022 and to 45% by 2024. We have been doing quite well as the numbers show.


Our Sustainability impact in research in numbers




13 Research Projects




42 Masters Thesis



8 Doctoral Thesis



172 journal articles



368 open access publications

Societal impact of research

In this sub-section some of the societal impact achievements and initiatives are highlighted:

Hanken’s research featured in Financial Times top 100 research with social impact list

Three recent publications from Hanken were ranked in the top 30 of the FT business school research with social impact list – no other business school worldwide had as many impactful publications in the top 30. The list used social media attention as one of its indicators. All these publications in addition to having a high societal impact are also on topics closely tied to sustainability and societal impact themes.

The publications are:

TITLE	AUTHORS	JOURNAL	ALTMETRIC	TWITTER	MENDELEY
‘Predatory’ open access: a longitudinal study of article volumes and market characteristics	Cenyu Shen and Bo-Christer Björk	BMC Medicine	717 (4 th most impactful)	513	393
Are men getting more emotional? Critical sociological perspectives on men, masculinities and emotions	Sam de Boise and Jeff Hearn	Sociological Review	237 (14 th)	433	76
Entrepreneurship and well-being: The role of psychological autonomy, competence, and relatedness	Nadav Shir, Boris N. Nikolaev and Joakim Wincent	Journal of Business venturing	137 (30 th)	2	151

Societal outreach during the COVID-19 pandemic

Hanken launched “Ask Hanken’s experts about the corona epidemic’s societal impact!” campaign in April 2020, quite early in the onset of the pandemic in Finland.

A list of researchers and experts at Hanken has been created who can talk to media about the societal impact of the pandemic from various perspectives – in Finnish, Swedish and English.

Summer Podcast

In the summer of 2020, Hanken launched 15 episodes in a podcast series where researchers at Hanken talk about their research. The experts explain for example how the corona pandemic affects their area of expertise and how the economy and society might change after the crisis. The episodes are about 15 minutes long and are in Swedish, English or Finnish

“It is important for us to reach out with our research and our results. With Hanken’s summer podcast, we hope to be able to show that the research at a business school is relevant to society at large, both locally and globally.”

- Jaakko Aspara, Former Dean of Research.

Regular research blogs and other non-academic publications

Hanken also has a research blog that regularly features blog posts by different researchers at Hanken. In addition, different research institutes have their own blogs.

In addition, lot of researchers regularly engage in lot of policy work through their research projects, by writing in non-academic magazines, being active in the media, personal blogs, or then having some positions of trust, e.g. board members.

Some examples of non-academic publications during the reporting period are (arranged alphabetically):

- Barthold, C & Fougère, M, ‘How you can tell Emmanuel Macron is actually a populist – and why it matters’ <https://theconversation.com/how-you-can-tell-emmanuel-macron-is-actually-a-populist-and-why-it-matters-130496>
- Bruun, N. (2018). Tutkimuksen julkisuus ja patenttilainsäädäntö. Vastuullinen tiede. Tutkimusetiikka ja tiedeviestintä Suomessa. <https://vastuullinentiede.fi/fi/julkaiseminen/tutkimuksen-julkisuus-ja-patenttilainsaadanto>
- Finne, Å. (2018). Det som saknas från Vision 2030-rapporten. Acatiimi, 2018(7), 24. http://www.acatiimi.fi/7_2018/5.php
- Fougère, M., & Rissanen, P. (2018). Championing the Sustainable Development Goals. Kauppalehti.
- Guédon, J-C., Jubb, M., Kramer, B., Laakso, M., Schmidt, B., Šimukovič, E., ... Patterson, M. (2019). Future of scholarly publishing and scholarly communication: Report of the Expert Group to the European Commission. Luxembourg: European Commission. <https://doi.org/10.2777/836532>
- Hearn, J. (2019). IPSP: Social progress, some gendered reflections. Global Dialogue, 9(2). <http://globaldialogue.isa-sociology.org/ipsp-social-progress-some-gendered-reflections/>
- Viitamaa-Tervonen, O., Bruun, N., Nummijärvi, A., Nousiainen, K., & Koskinen Sandberg, P. (2019). Samapalkkaisuuden perusteet ja edistäminen. (Sosiaali- ja terveystieteiden raportteja ja muis-tioita; No. 2019:28). Helsinki: Sosiaali- ja terveystieteiden ministeriö. <http://urn.fi/URN:ISBN:978-952-00-4059-8>
- Vincent, J. (2018). The Digitization of Banks Disproportionately Hurts Women Entrepreneurs. Harvard Business Review <https://hbr.org/2018/09/research-the-digitization-of-banks-disproportionately-hurts-women-entrepreneurs>



Challenges and looking forward

Overall, according to the sustainability and social responsibility survey, researchers at Hanken agree that Hanken is doing quite well when it comes to the strategic goal of advocating sustainability in research. However, there are concerns expressed with the incentive structures for researching and publishing on sustainability/SDG related themes, publishing in open access journals and with achieving societal impact of research. The comments pointed out that most of the incentive structures support publishing in traditional journals with high impact factors. There was also comments about striking a balance between themes that are prioritized institutionally for research versus the freedom of academic research granted under the Finnish law.

Some researchers expressed that there is non-clarity and lack of knowledge around the open access publishing guidelines. There were some situations where some researchers have had to pay the open access publishing fee from their own pockets without any possibility of reimbursement. There is no funding system either at institutional level or at departmental level which provides funding for open access publishing, especially in the case of fully open access journals and the publication not falling under an externally funded project in case a budget is set aside for the payment of such fee.

Other issue is around the incentivisation for achieving societal impact of research. At the moment, even if there is an expectation on the part of the researchers to engage in societal im-

pact activities, there is no rewarding system in place to either acknowledge or reward them.

The next steps of improvement will be centered around the issues mentioned above. Some work has already started towards this. During the year 2018, a new feature was introduced in the research portal of Hanken (HARIS) where the researchers can tag their research to SDGs. As a next step, the idea would be to make this mandatory. There are also some discussions going on for having a yearly reward for a societal impact champion of Hanken. Also, during the autumn of 2020, the scope of the vice-dean for research has been expanded to include societal impact as well. A Hanken podcast on sustainability theme titled “Sustainability unwrapped” is underway and the first season releases in autumn 2020 with second season planned to release in spring 2021.

Another challenge relates to the dissemination of information and general information sharing as also elaborated in Principle 1: Purpose and Values on page 13. The idea would be to establish a regular chain of communication with different departments in relation to updates from various sustainability networks that Hanken is part of, particularly in relation to research e.g. calls and funding applications. We now have had an internal sustainability newsletter for a year that goes out to a limited number of researchers currently who are affiliated with particular research institutes and with one area of strength-Responsible Organising and in the future the idea is to expand it to all the researchers and staff at Hanken.

Goals, progress and targets for Principle 4 Research

GOALS	CURRENT PROGRESS AND CHALLENGES	STATUS	NEXT STEPS AND TARGETS (FOR NEXT TWO YEARS)
Promote open access research	<p>Progress: The guidelines for open access research are in place. Overall, Hanken has had 67% of open access publications in both 2018 and 2019 and is doing very well!</p> <p>Challenge: there is a lack of knowledge amongst researchers about the specificities and lack of funding support in some cases as mentioned above on page 45.</p>		<p>✓ Provide knowledge to the researchers about open access publishing specifically to doctoral students. This will be done by Hanken's library.</p> <p>✓ Investigate into the possibility of providing institutional and/or departmental funding in cases mentioned above.</p> <p><i>Targets</i></p> <ul style="list-style-type: none"> • Two annual workshops on open science and open access publishing • At least 30% Share of peer-reviewed scholarly publications (types A and C) on an open access or a hybrid publication channel.
Promote research on Sustainability and/or SDGs	<p>Progress: During the reporting period, SDG tagging has been made available in Hanken's research database HARIS.</p> <p>Hanken has 13 research projects on sustainability as outlined on page 37. There are five well established research institutes and three Areas of Strength that are working closely with the themes of sustainability and responsibility (see page 36).</p> <p>Challenge: There is also a need to balance this overall goal with the academic freedom granted under the Finnish law.</p>		<p>Increasing awareness about SDG tagging amongst researchers and eventually making SDG tagging on HARIS mandatory for all researchers</p> <p><i>Target</i></p> <p>100% peer-reviewed scholarly publications (types A and C) tagged with SDGs</p>
Promote societal impact of research and attract national and international media attention to Hanken's researchers and research publications	<p>Progress: There are many institutional initiatives, ie. podcasts and events, blogs, events/seminars to individual initiatives like social media, media appearances, and other non-academic publications.</p> <p>In the spring 2020, with the onset of the COVID-19 pandemic, Hanken Identified research themes related to covid-19 or other current topics, which Hanken researchers have expertise about, to share with mass media.</p> <p>In the autumn 2020, a new vice dean for research will be appointed whose position's responsibility will also include societal impact. A podcast titled 'Sustainability Unwrapped' is underway and will be launched in autumn 2020.</p>		<p>✓ To launch societal impact awards to provide incentives to the researchers.</p> <p>✓ Develop a Public relations plan for obtaining media coverage</p> <p>✓ Encourage and incentivize publications of popularized science articles in appropriate outlets after academic publication</p> <p><i>Targets</i></p> <ul style="list-style-type: none"> • 2 podcast series including a season of Sustainability Unwrapped each year • 100 hits in international media, referring to Hanken's researchers or research results by 2022
Promote internal knowledge sharing	<p>Progress; An internal sustainability newsletter was started in the autumn 2019.</p> <p>Challenge: It is sent out to a select group of researchers and staff who have affiliation with sustainability related topics/research.</p>		<p>To send the newsletter to all Hanken faculty, staff and doctoral students.</p> <p><i>Target</i></p> <p>100% staff, faculty and doctoral student population receiving the newsletter</p>

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

Principle 5: Partnerships & 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.

Hanken's sustainability and responsible management education implementation work goes hand in hand with partnership building and en-

gaging in dialogue at the global, national, and regional level.

Strategic framework and facilitation

The sub-strategies in research, teaching and Human resources have as one of their key objectives to strengthen corporate world connections. The objective includes following aims:

- encourage researchers to actively seek research topics and designs that address new challenges of the corporate world
- further develop executive education as an essential channel for disseminating current research to the corporate world
- encourage faculty to engage in public policy and corporate decision making
- offer attractive continuous learning possibilities to the corporate world and alumni
- continuously improve courses and curricula in all programmes based on input from the

corporate world and trends in the globalised world

- encourage societal engagement

Additionally, Hanken has committed to various sustainability related networks as highlighted on page 18 in Principle 1 and 2: Purpose and Values. All these commitments together with our own strategy drive Hanken's activities in engaging with various stakeholders on sustainability related topics and being active in thought leadership.

Societal engagement and dialogue manifests itself through events, courses, Hanken partner programme, Hanken Business Lab, research collaborations and network activities.

Achievements

In this section, we highlight some key events and projects that have contributed to our societal engagement and dialogue activities.

Events

During the reporting period, 43 different kind of events were organised on the sustainability and/or SDG related themes.



Hanken swiftly and smoothly transitioned to organising engaging online events during the COVID-19 pandemic

15th August 2018

Seminar: The Political Ontology of Corporate Responsibility research, organised by CCR

4th September 2018

Using collaborative knowledge practices in environmental planning and decision-making as part of the CORE project

6th September 2018

Arctic Railway Plans Between Finland and Norway and Indigenous Peoples' Rights, co-organised by CCR

13th - 21st November 2018

1st Sustainable Development Goals week consisting of 10+ events organised in both Helsinki and Vaasa along with 3 exhibitions and a quiz competition.

13th November 2018

2nd Responsible Organising Conference with the plenary theme of Accountability mechanisms for CSR

21st January 2019

Seminar: "What do you think?" co-organised by research institutes CCR, GODESS and HUMLOG (now Areas of Strength Responsible Organising)

27th March 2019

Sustainable working life and changing boundaries seminar co-organised by Akava, the WeAll project and the GODESS Institute

4th April 2019

Nordic Gender Equality Workshop, co-organised by GODESS Institute at Hanken, KTH Royal Institute of Technology and Copenhagen Business School

29th May 2019

Seminar: Human Rights-why should investors care?, organised by CCR

17th - 19th June 2019

EurOMA conference: The theme for the EurOMA 2019 conference extends previous themes beyond manufacturing and services to wider societal and community implications and impact.

18th September 2019

CERS, Centre for Relationship Marketing and Service Management, celebrated its 25th anniversary with the theme "Service Transforming Society - Society Transforming Service".

23rd September 2019

Seminar: Invisibilities of Business Violence, organised by AoS Responsible Organising

23rd - 25th September 2019

17th Finance, risk and Accounting Perspectives Conference (FRAP) with the theme Future of Sustainability in Accounting and Finance is organised by Hanken

24th - 25th October 2019

7th CR3+ Conference hosted by La Trobe Business School. The theme of the conference was Using dialogue to build partnerships for sustainability.

14th November 2019

Finnish Sustainability Reporting Competition Award Gala. The Sustainability Reporting Award Competition is an event that has been arranged in Finland since 1996 and this year Hanken was the organiser.

19th - 26th November 2019

2nd Sustainable Development Goals week consisting of 8 events organised in both Helsinki and Vaasa along with 5 exhibitions.

19th November 2019

3rd Responsible Organising Conference with the plenary theme Inclusion and innovation

21st November 2019

FINSIF research grant award gala co-organised by Hanken

25th - 26th November 2019

Avoimen tieteen syyspäivät 2019 - Open Science autumn days co-organised by Hanken with Open Science Finland

Spring 2020

Series of eight CCR afterworks organised every Thursday from mid-April to mid-June on the theme 'Disasters, Disaster Capitalism, and Beyond'

27th May 2020

Panel Discussion: Sustainable strategy in Turbulent Times, organised by Hanken Alumni.

11th June 2020

ESG data - the capital in the sustainable transition conference co-organised by Hanken, Finance Finland, and Finance Denmark

Events in focus

7th CR3+ Conference



Hanken has been co-organising the CR3+ conference since 2011 as part of the CR3+ network. CR3+ network consists of Hanken, Audencia Business School (France), ISAE FGV (Brazil) and La Trobe Business School. The aim of these four PRME champion Schools is to exchange ideas, pedagogical processes, curriculum and research in the area of corporate responsibility.

La Trobe Business School hosted the seventh CR3+ Conference on 24th and 25th October in 2019. The theme of the conference was *Using dialogue to build partnerships for sustainability*. This conference explored how partnerships can bring about sustainable solutions as we work together on progressing the Sustainable Development Goals (SDG). More than 60 people from more than 15 countries attended the conference.



Prof Dennis McDermott, La Trobe University's Pro Vice-Chancellor (Indigenous), gave a keynote about authenticity, partnership and change, and how indigenous knowledge can assist partnership building for the UN Sustainable Development Goals (SDGs).



A keynote from Dr Leeora Black from Deloitte Australia discussing the social aspects of sustainability, corporate social responsibility and particularly Australia's Modern Slavery Act.

The next CR3+ Conference was planned to be hosted by ISAE/FGV in autumn 2020, but due to the pandemic it has been postponed to 2021.

1st & 2nd Sustainable Development Goals Week



The first ever SDG week was held at Hanken from 13th November to 21st November 2018. Around ten events took place across both Hanken's locations in Helsinki and Vaasa. The week kicked-off with the 2nd Responsible Organising Conference, a flagship event organised by the AoS Responsible Organising at Hanken which aims to bring together different stakeholders around the table to discuss different sustainability and responsible organising related themes.

Other events included clothes donation, seminar about how to reduce our use of chemical and plastic wastes, workshop about how to make our workplace more sustainable and how to become a more compassionate version of ourselves.

Three exhibitions around rethinking society, SDGs and child rights were also on display during the whole week.

Along with the exhibitions, Hanken staff, students and visitors were invited to take part in the "Sustainability Champion" competition by playing a quiz.

The second SDG week was organised from 19th November to 26th November 2019. Similar to the previous year, the week kicked off with the 3rd Responsible Organising conference. Around 8 events were organised including Exhibitions, flea market, clothes donations, Green Office workshop etc. The exhibition also displayed the pictures collected from Hanken staff during the Sustainability-In-Action campaign.



Courses

There are several courses at Hanken that are organised in partnership with organisations. Many of the courses also include guest lectures by experts from academia, industry, civil society organisations etc. Below are some highlighted courses:

Strategy and Sustainability

This advanced master's course provides an overview of the track in international strategy and sustainability by exploring current research on global and local challenges of strategic management that emphasize and prioritize sustainability. The department of management and organisation coordinates the course and various faculty members in the fields of corporate social responsibility, business ethics, gender, human resource management, organizational behaviour, social and business sustainability, and strategy will conduct the lectures. The course also included many guest lectures in cooperation with companies and other organisations.

In addition, the course relies on 'Aim2Flourish', the world's first higher-education curriculum for SDGs and "Business as an Agent of World Benefit". The students are involved in creating innovation stories, that are then featured on the *Aim2flourish* platform. As part of these stories, students interview business leaders, who are involved in an innovation that solves one or many of the SDGs.

As of autumn 2020, Hanken students have produced 42 innovation stories. These innovation stories were also exhibited in the 2nd SDG week organised at Hanken in both Helsinki and Vaasa.

Project Course in CSR and Humanitarian Logistics

The overall aim of the course is to immerse students in questions related to social and environmental responsibility by using, analysing and solving real-world problems provided by case

organisations. The students in groups of 3-4 work with a project for an organisation. During the project period students gather valuable working experience and knowledge about a specific issue in relation to social and/or environmental responsibility.

In 2019 and 2020 spring, 22 organisations with 28 projects (14 each year) have participated in the course:

Credit Agricole Corporate and Investment Bank (CACIB), Elo, Fazer, Finnish Business and Society (FiBS), Helsinki Capital Partners, KIOS Foundation, Nordic Healthcare Group, Orkla Suomi, Reima, UPM, Heureka, Médecins Sans Frontières, U-landshjälp från Folk till Folk i Finland (UFF), Danske Bank, Demos Helsinki, Outotec, UNICEF, Finnish-Russian Chamber of Commerce, Joukom Voima, Finn Church Aid, Pure Waste, World Vision Finland

This course collaboration is very much appreciated by our partners:

"This kind of co-operation between companies and universities is an excellent way of making progress!"

- Mentor from Elo

"The group of students was able to discuss the topics in a constructive manner, challenged us on some points and actively offered improvement suggestions".

- Mentor from Orkla Suomi

In addition to the specific courses mentioned above, Hanken also offers life-long learning modules (e.g. Corporate Responsibility Module), executive MBA and other open access courses and MOOCs through open university or Future Learn. These have become very crucial modes of our engagement and dialogue with business managers. More information can be found in Principle 3 on Methods on pages 28-31.

Research Collaborations

Hanken researchers are constantly collaborating with other universities, civil society, corporations and other partners. During the reporting period, Hanken has been involved in some research projects with several partners, the details of which can be found on page 37 in the research section of this report.

Hanken's Partner Programme

Hanken's Partner Programme is a platform for connecting knowledge and research from Hanken with the potential and energy of our students and the experience and expertise of the corporate world. Hanken has three categories of partners: Partner, Branding partner and Non-profit partner.

Hanken's current partners are:

Academic work, Accountor, Deloitte, Dermosil, Dropp, Elo, Ernst & Young, Fazer, Fennia, Handelsbanken, Jam Advisors, KPMG, Marketing Clinic, Naava, Niord, PwC, Teosto, Trainer's House, Waselius & Wist

Hanken Business Lab

Hanken Business Lab is a new form of incubator aiming to help start-ups, scale-ups, non-profit organizations and individuals to achieve significant growth

Hanken Business Lab can be found in the so called Torget (Helsinki) or Stugan (Vaasa). These are co-working spaces, where Hanken students, alumni, faculty and staff, as well as other collaboration partners can meet up, any time of day.

The members of the Business lab include:

Kokoro, Svenska Handelshögskolans Studenkår, CHL Sales Agency, Pongfinity, Bold Projects, HankInvest, VES, Dropp, Nordic Sales crew, Academic Business Consulting, Service Lab, Criterion, Bankify, Katallyze, Deeptale, Grabbarna Flytt, Hankenes, Memocate, Hydrohex, Children's Voice, Enfuce, Bali the Dog, North Nest Ventures, Vaasa Toastmasters, Svecasa, Pals, Qasvu, Includia, CaterMate, Fintech Finland, Riskrate, HankAccount, 180 Degrees Consulting, Aalto Beverages, Car Movers Group, Start Helsinki, Magee, Wera, Taiga, IPR University Center, Mjuk, EEX Global, Cryptic Cargo, Mobal.io, Envisage Incubators, Hanken Golfsällskapet, B&E Ventures, Springboard, Grove Media, Ambitious Africa, Kokonat, Free

One of the members of the Hanken Business Lab is Ambitious Africa, an independent organisation started by Hanken students. The goal of Ambitious Africa is to initiate and support Nordic and African youth-led large-scale grassroots projects with social impact in Africa. It primarily consists of Nordic student-lead entrepreneurial societies.



The organisation connects, inspires, and empowers young people in all African and Nordic countries, to work together, lead the change and

make an impact. Since spring 2020, the organisation has started operations in more than 20 countries across two continents. The three flagship projects are Envisage Incubators-helping early stage ventures within Agriculture to execute sustainable change, 5G Mökki- a virtual reality educational space and Fun learning- an early childhood solution.

Network engagements and Projects

PRME Champions Projects

Through the PRME Champions, Hanken has regularly collaborated with other champion schools for various projects. In the last cycle 2018-2019, Hanken was actively involved in one PRME champions Project with Audencia Business School in France, Instituto Superior de Administração e Economia-ISAIE/FGV in Brazil, and La Trobe Business School in Australia. The project involved creating open access and creative commons educational videos on all 17 SDGs. This project also formed as a groundwork for our MOOC on SDGs titled 'Organising for the Sustainable Development Goals' on future learn (see page 29). The videos are available on YouTube on CR3plus channel and can be used as open source teaching material by anyone anywhere in the world.

Additionally, Hanken has also contributed to the common PRME champions Project of creating a Blueprint for SDG Integration. The Blueprint aims to provide concepts and frameworks to support business schools – both PRME Signatories and non-signatories – as they integrate the SDGs into their curricula, research and partnerships. It also offers examples of approaches already adopted by business schools.

Other than taking on some tangible projects, Hanken has been very active in all the network activities and contributes regularly and actively via taking part in all the meetings, workshops, coming up with suggestions, contributing to collaborative projects, overall contributing to the thought leadership on responsible management education.



Challenges and looking forward

Partnership building requires coordination. In some cases, there are enough resources for coordination and project management, but in other cases, there are not. Limitations on time and budgetary resources are a huge challenge. However, this will always be the case, so the idea should always be to understand clearly how resources are to be utilised efficiently, with biggest impact and synergies for all the parties and partners involved.

During the spring 2020, when the pandemic hit Finland, there was a momentary slowdown of our events as some events were cancelled and some postponed. However, we very smoothly moved towards organising online events and that has opened new possibilities for more international collaborations and reach.

Over the last year, there have been some attempts to understand how the existing Hanken partner programme can be leveraged to forward our sustainability and societal impact related goals. One idea was to develop societal impact partnerships. Unfortunately, that has not yet yielded any results. So, in the future, we plan to work on this again and see if we can somehow formalise the already existing partnerships.

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.

Goals, progress and targets for Principle 5 & 6 Partnerships and Dialogue

GOALS	PROGRESS AND CHALLENGES	STATUS	NEXT STEPS AND TARGETS
Encourage faculty members to work on research topics and designs that address new sustainability challenges for the corporate world	Progress: Ongoing large-scale research projects that are closely tied to addressing new challenges of our planet as well as the corporate world. The list of projects can be found on page 37. Challenge: Lack of a coherent institutional level platform and process for sharing knowledge. Lack of time and resources is always a big challenge.		By 2021, develop a new process supporting knowledge sharing with the corporate world <i>Target</i> At least 1 out of 4 AoS with at least one co-authored article or column annually (trade or public policy magazines or newspapers) about sustainability with representatives from the corporate world
Support continuous learning for alumni and in general as well	Progress: Hanken offers lots of courses via open university, open modules, MOOCs and executive MBA programme. During the COVID-19 pandemic, Hanken has offered all the open university courses for free of cost to everyone, including its alumni.		By 2021, increase the offering of high-quality lifelong learning experiences to support business and the community in times of COVID-19 <i>Target</i> By 2022, 30% of alumni returning to Hanken for lifelong learning or executive education
Encourage faculty members to engage in public policy and corporate world decision making, and encourage societal engagement	Progress: Faculty and researchers are quite engaged in decision-making at different levels, by being involved in public policy projects, occupying board positions, leading workshops, organising events and otherwise being active via speaking engagements, social media and/or non-academic publications. Challenge: Incentives, support and processes are missing.		✓ By 2024, develop processes and support for corporate world engagement ✓ Explore the possibility of a societal impact angle to our existing partnerships via the partnership programme. <i>Target</i> 20% Percentage of faculty members (post-docs to professors) in business and economics engaged in delivery of executive education
Continue tangible collaboration through different sustainability networks	Progress: Hanken is part of 13 sustainability related networks many of which require active engagement and commitment. Hanken has been active participant of some tangible projects, e.g. creating digital learning material on SDGs as part of PRME champions. Challenge: lack of clarity on responsibility for different networks.		By 2021, ensure that the organisational structure supports active involvement and fulfillment of commitment to various sustainability networks. <i>Target</i> Four collaborative projects with active involvement every two years
Continue to offer sustainability courses in collaboration with partners	Progress: Hanken offers two project courses on sustainability: Project course in CSR and Humanitarian logistics and World in the making: Tackling World Challenges. Many courses on CSR and sustainability include regular guest lectures. Challenge: Project courses are quite time intensive to organise		Leverage the existing partnership programme for more engagement with companies and organisations in teaching. <i>Targets</i> • Run three project courses • 75% of CR Module course to have a guest lecture component
Continue organising events on sustainability and SDGs	Progress: Hanken has organised 43 events related to sustainability and SDGs in 2018-2020. Hanken smoothly moved to organising online events during the spring 2020 when the COVID-19 pandemic hit. Challenge: engagement in online events poses new sets of challenges		Look into organising high impact events involving a range of stakeholders. The possibility of organising online has surely opened many doors internationally and the next step would be to understand how to best leverage on the new possibilities. <i>Targets</i> • Organising the SDG week annually • Organising the Responsible Organising event annually • Co-Organising the CR3+ Conference annually • 50 events (online and/or physical) biannually

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

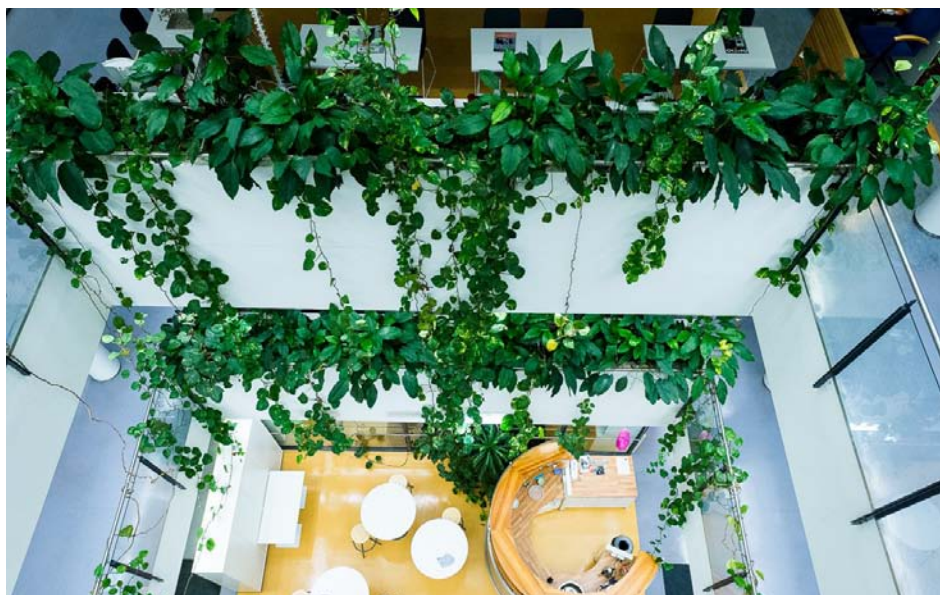
Addendum Principle: Organisational Sustainability



Addendum Principle | 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 understands the importance of integrating sustainability into its organisational practices. Hanken is committed to be a responsible employer, to have green and sustainable campus buildings, and to reduce its direct and indirect negative environmental and social impacts. We recognize the need for continuous improvement, at the same time recognizing the

support from the school's leadership, the PRME office at Hanken, as well as amongst employees and students. While bottom-up implementation is still a central driver, but with the PRME office working together with the management of the school, we expect to have an organisational structure that also ensures effective top-down implementation.



Hanken as a responsible and sustainable employer

Hanken aims to have a fair and equal workplace for all and considers well-being at work to be of great importance.

Providing support for this is Hanken's sub-strategy on Human resources, which states that one of the strategic goals is to *advocate responsibility and sustainability*.

The objectives of this goal are:

- have transparent and open recruitment processes
- improve employee satisfaction
- focus on wellbeing and be a responsible and attractive employer who offers balanced work life
- provide leadership training and support for managers on all levels
- follow international codes of conduct

Below we list the central initiatives and governance processes that ensure the implementation of the HR-strategy in relation to responsibility and sustainability:

Occupational health, safety and well-being



To ensure occupational safety, (physical and mental) well-being and motivation, Hanken has the Action Plan for Occupational Safety. The Committee for Occupational Safety, composed of occupational safety managers and employee delegates, oversees implementation of the plan.

Hanken also has processes to address harassment of any kind. The anti-harassment policy deals with harassment or inappropriate behaviour at the workplace. There is also an Alcohol Policy, outlining how staff misuse of alcohol should be dealt with, and providing direction about available treatments. Additionally, there is the Gender Equality and Equal Treatment Plan and more information can be found in the next sub-section on page 58.

Hanken has also adopted an Early Support model. These guidelines focus on helping managers and employees to identify problems that affect the ability to work at an early stage. The objectives of the model are to: improve the readiness to deal with problem situations in the workplace; sustain employee motivation; reduce sick-leave; and reduce cases of early retirement. Moreover, all monthly paid employees who works at least 14 hours per week have the right to use the company health care.

As an employer, Hanken facilitates the combination of work and family duties and for working from home and reducing working hours. Such flexibility and infrastructure around working from home proved useful when we had to quickly transition to work from home mode in spring and late fall 2020 due to the COVID-19 pandemic.

Hanken has continued its collaboration with 'Naava' green walls, which was started in 2015. The green walls are developed by Hanken's premium partner Naava and are utilizing advanced technology, the Internet of Things, and active investments in R&D. The walls have vastly improved the indoor air quality at Hanken, as confirmed in a user survey, contributing to a more productive work and study environment.



Hanken collaborates with the university gym UniSport offering staff discounted gym membership fee. In addition, throughout 2018 and 2019, break exercises were organised every month for the staff focusing on alleviating muscle problems arising from stationary work.



Hanken also offers recreational vouchers to its staff. These can be used to pay for admission to venues such as concerts, theatres, museums, sports events, cinemas, as well as for active exercise. An additional EUR 100 voucher was handed out to all employees who were employed more than 50% due to the pandemic.

Commitment to Gender Equality, equal treatment and prevention of harassment



Gender equality and the prevention of all forms of discrimination is of considerable importance for a business school educating future managers. The Gender Equality and Equal Treatment is updated every two to three years. The plan aims at informing about best practice for gender equality, to encourage the integration of equality principles in all the activities of the school and promote diversity and inclusion. The plan is regularly monitored by the Gender Equality Committee, consisting of an Equality Ombudsman, employee and student representatives, with support from HR and the management of the school. The overall responsibility for gender equality and equal treatment work lies with the school’s top management.

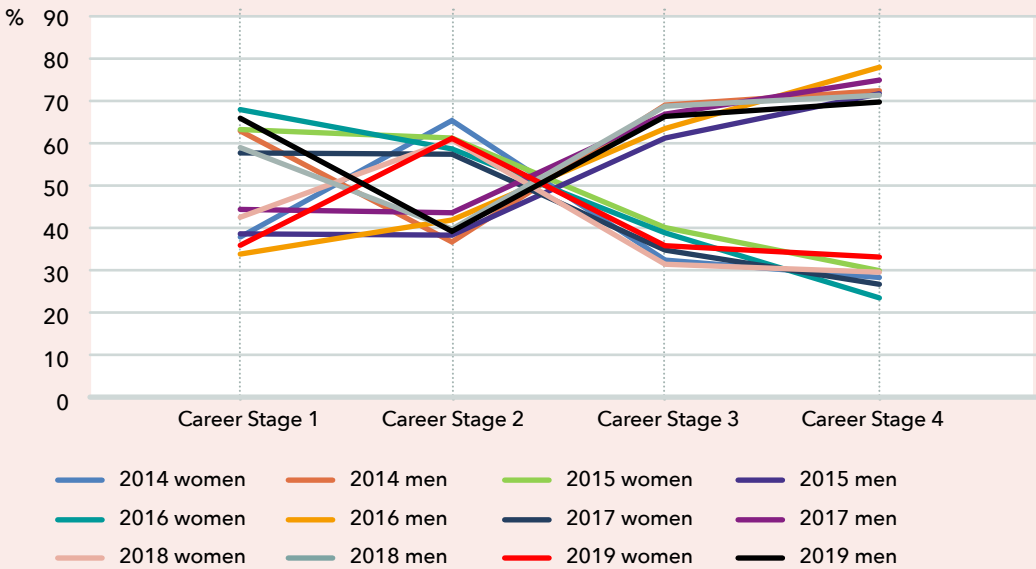
The gender and equal treatment equality plan is complemented by an anti-harassment policy. Hanken has a zero-tolerance policy for harassment of all kinds. Hanken opposes the re-creation of structures and conditions that maintain inequality and inequality and intervention in cases of harassment.

As table 2 below and figure 10 below indicate, there is a long way for Hanken to achieve gender equality particularly among research and teaching staff on the most senior levels. However, there is a strong commitment at all levels of the organisation, backed by a solid plan to get closer to achieving gender equality.

At the same time Hanken’s rectorate (consisting of rector and vice deans), board and the management team have already achieved acceptable gender diversity ratio. Overall, Hanken strives for a gender balance (goal 40-60%) in all groups of employees by 2023, particularly the academic staff.

PERSONNEL CATEGORY	WOMEN	MEN	AVERAGE SALARY FOR WOMEN	AVERAGE SALARY FOR MEN	AVERAGE WOMEN'S SALARY AS A % OF MEN'S AVERAGE SALARY
Administrative Personnel	81 %	19 %	3 530 €	3 543 €	100 %
Research and teaching personnel	46 %	54 %	4 328 €	4 785 €	90 %
All	60 %	40 %	3 929 €	4 164 €	94 %

Table 2: Gender equality at Hanken in terms of workforce division and salaries



Reflections from Hanken’s staff

In the autumn of 2020, Hanken’s PRME office conducted a survey on the integration of sustainability and social responsibility, which was sent out to all staff members and doctoral students.

Concerning Hanken’s HR sub-strategy, according to the results we are doing well when

it comes to well-being and offering a balanced work life. However, there is some room for improvement in employee satisfaction, providing leadership training and support for employees, supporting employees in integrating sustainability in their day-to-day work and informing them about our progress and non-progress on our sustainability commitment.

Hanken’s HR strategic goal of improving employee satisfaction is being implemented well

Almost 48% of employees strongly disagreed, disagreed or neither agreed nor disagreed (while only 44% strongly agreed or agreed), indicating some scope for improvement

Hanken focusses on well-being and offers a balanced work life

Almost 62% strongly agreed or agreed, indicating that we are doing well and as always with some scope for doing even better

Hanken provides leadership training and support for employees on all levels

Almost 52% of employees strongly disagreed, disagreed or neither agreed nor disagreed, indicating some scope for improvement

Hanken supports its employees well in the integration of sustainability in their day to day work

Almost 52% of employees strongly disagreed, disagreed or neither agreed nor disagreed, indicating some scope for improvement

Hanken informs its employees well about its progress or non-progress on sustainability and social responsibility

Almost 48% of employees strongly disagreed, disagreed or neither agreed nor disagreed (while only 43% strongly agreed or agreed), indicating there is a lot that can be done better in this regard. This also ties to the fact that almost 45% of employees did not know or neither agreed nor disagreed with our mission of implementing sustainability in our campus buildings, indicating of course the need to be better, but also communicating and disseminating information better.

A well-being survey is conducted every couple of years. The survey is a joint effort by Finnish universities and Varma Mutual Pension Insurance Company and is sent to all monthly employed staff members and registered doctoral students. The survey focuses on social interaction, working conditions, work contentment, working with immediate supervisors, and strategic leadership. Hanken achieved an overall mean score of 3,7 as compared to 3,8 in 2017 and was placed third in Finland out of twelve universities. In the survey, following points were highlighted:



- More opportunities to exercise during working hours
- More flexibility for working hours and location
- Constructive feedback from managers
- Freedom and encouragement to take initiatives
- Clearer division of responsibilities and workload
- Breaking the silo mentality between units and departments
- More support to upgrade skills and competencies
- More transparency and clear processes
- Career guidance, brainstorming and mentorship for doctoral students



Support during the COVID-19 pandemic

Hanken moved quickly and effectively to remote working and teaching during the early stages of COVID-19 pandemic and was the first university to do so in Finland on 13th March 2020.

To ensure support of all kinds and a feeling of community, during this period, regular updates from school leadership and other initiatives as elaborated below were organised.

- Organisation of online cafes
- Sharing tips for working online and at home
- The scope of equality committee has also been expanded to support issues related to substance and alcohol abuse.
- Hanken has made it possible for employees to visit the occupational psychologist at company hospital without referral
- For personnel in need of coaching, organizing easy access to work psychologist
- Additional EUR 100 smartum vouchers in autumn 2020

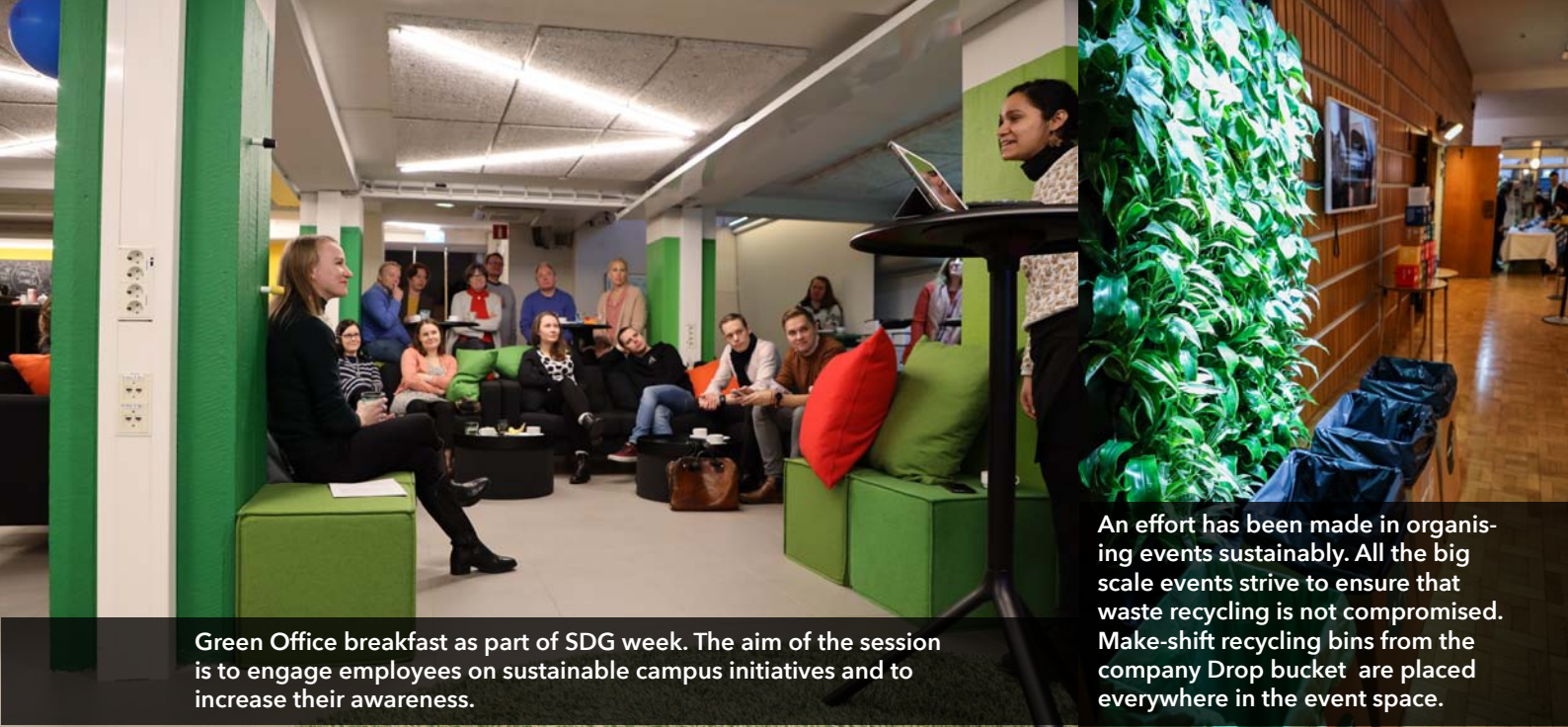
Towards a Green and Sustainable Campus



Hanken has been using WWF’s Green Office Environmental Management System since 2009, reporting and publishing an environmental plan annually.

Hanken received the right to use the Green Office logo in 2010, which has now been renewed as of February 2020 for both Helsinki and Vaasa campus.

For the first time in 2019, financial and human resources were allocated towards planning and operationalising environmental sustainability initiatives at Hanken. Hanken’s social responsibility/PRME office has been tasked with this responsibility and is further supported by an advisory group, consisting of staff members and students. This Green office team is responsible for strategizing and implementing all the campus related sustainability initiatives as well engaging staff and students on integrating sustainability and sustainable development goals into their day-to-day work and student life. During the reporting period, the Green office Team consisted of:



Green Office breakfast as part of SDG week. The aim of the session is to engage employees on sustainable campus initiatives and to increase their awareness.

An effort has been made in organising events sustainably. All the big scale events strive to ensure that waste recycling is not compromised. Make-shift recycling bins from the company Drop bucket are placed everywhere in the event space.

- Helsinki:**
- Maisa Dyhr
(student union SHS representative)
 - Anja Hongelin
 - Robert Krogars
 - Sanchi Maheshwari
(Social responsibility coordinator)
 - Marie-Lou Manca
 - Sampo Sauri
 - Malin Wikstedt

- Vaasa:**
- Susanne Holmström
 - Tommy Nilsson
 - Daniela Smeds
 - Kristina Wallin

ganised. Leading up to the second SDG week, a 2-month Sustainability-in-action (SIA) campaign was organised where each unit at Hanken showcases their SIA through pictures or videos, which formed the basis of an exhibition displayed in both Helsinki and Vaasa. A Sustainability Champion Team was announced based on the voting by the school community.

What do the numbers say?

In the table 3 below, Hanken’s carbon emissions since 2010 in tonnes CO₂ equivalents are reported. Overall, Hanken has been able to reduce its emissions from energy and paper consumption with the help of energy efficient fixtures and equipment, mandatory double-sided printing, and by increasing overall awareness amongst staff and students (also see figure 11). Hanken has also been working on improving its waste disposal systems. Since 2018, we are also calculating our flight and general travel related CO₂ emissions.

CATEGORIES	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Energy (scope 2)	292,03	263,97	232,6	234,93	256,23	218,76	241,6	201,76	166,82	176,26
paper (scope 3)	31,15	15,96	19,16	6,29	5,66	5,74	4,84	4,28	4,03	4,36
Waste (scope 3)	22,91	20,55	21,13	22,34	21,62	10,8	11,78	9,74	16,9	19,9
Flights (scope 3)									683,04	593,04
TOTAL	346,09	300,48	272,89	263,56	283,51	235,3	258,22	215,78	870,79	793,56

Table 3: Hanken’s calculated CO₂ emissions from 2010-2019

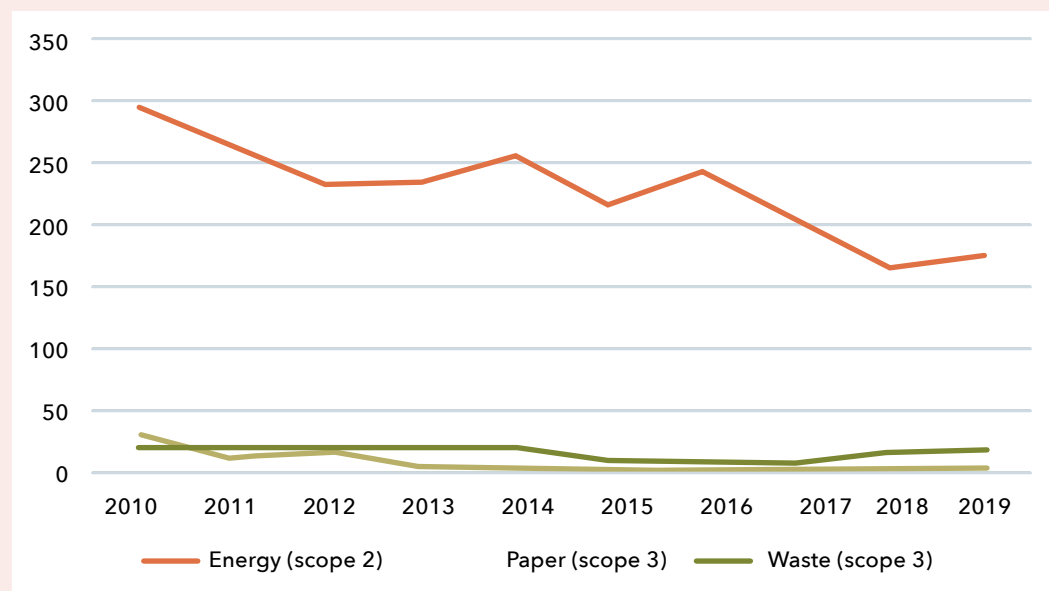


Figure 11: Overall downward trend of Hanken's CO₂ emissions from energy, paper and waste (2010-2019)

For the annual reporting to the Green Office, Hanken conducts a WWF consumer habit survey, which is sent out to all staff. Our total score is 78 as compared to 75,3 and 74,2 in 2019 and 2018 respectively. The results from 2020 spring survey show that we can improve in terms of travelling, food as well as in motivating each other (see tables 4 and 5).

SCORES FOR THE YEAR 2020	SCORE	MAXIMUM
Energy saving total	16,4	20,0
Paper saving total	4,3	5,0
Waste & recycling total	4,6	5,0
Travel total	41,5	53,0
Food total	8,5	12,0
Motivating colleagues	2,8	5,0
TOTAL SCORE	78,0	100,0

Table 4: Consumer habit survey results 2020

YEAR	MEAN SCORE [MAX 100]	RESPONSE RATE [%]	NUMBER OF RESPONDENTS
2018	74,2	20,8	52
2019	75,3	28,4	71
2020	78,0	26,4	66

Table 5: Score and response rate from past three years (2018-2020)

Commitment to climate change and carbon neutrality



In spring 2019, Hanken supported the Ilmastoveivi 2019 climate campaign, which was launched by private citizens in Finland appealing

for more sustainable climate policy in the European Union. Subsequently, in November 2019, Hanken signed the Climate Emergency Letter, an initiative by SDG Accord – the university and college sector's collective response to the global goals – ahead of the COP25 Meeting in Madrid in December 2019. **Hanken has by signing the letter committed to be carbon neutral by 2030.** Later (in 2020) this also became the requirement from the Ministry of Education.

The goal is ambitious and requires rethinking at many levels within the organization. In the autumn of 2020, the organisational structure will be reworked. Additionally, Hanken's board had approved the solar panel installations on the roof of our buildings in Helsinki and Vaasa. The work has already started in the summer of 2020. The solar panels are planned to go operational at the latest 2021 and will produce around 5% of our total energy consumption.

A major part of our emissions is attributable to air travel (see Table on page 61) and attending to the challenges of transportation, while keeping the balance with our other strategic priority of internationalisation is high on our priority list. We are currently working on an intensive environmental action plan to reduce our emissions by 6% each year. This will in the beginning involve switching to green and renewable energy and working on increasing awareness of our




staff and students. We will also work towards collecting more and better emissions data from our procurement and food.

Hanken's board has also approved offsetting our emissions from 2019, and the offsetting will be carried out in the autumn of 2020 via the gold standard offsetting projects. Hanken's board is also currently looking into integrating responsible investment principles into its investments and asset management.

To achieve carbon neutrality, we also need to engage the largest group of stakeholders who are also the biggest user of our campus buildings-our students. The Green office of Hanken has had one student union representative and there has been some collaborative activities, particularly during the SDG week. However, more collaboration will be needed in the future.



Goals, progress and targets for Addendum Principle Organisational Sustainability

GOALS	PROGRESS AND CHALLENGES	STATUS	NEXT STEPS AND TARGETS
Achieve gender equality and ensure equal treatment of all	<p>Progress: Hanken has rolled out a gender equality and equal treatment plan 2020-22, under which Hanken plans to take some measures to achieve gender equality.</p> <p>Challenge: The gender data shows that there is quite a long way to go before achieving gender equality both in terms of pay gap and gender balance particularly within research and teaching staff.</p>		<p>The plan focuses on five sub-areas: working conditions, facts and awareness, prevention of discrimination and harassment, employment, workers' issues and salaries, as well as collaboration with the student union and studies</p> <p><i>Target</i> Achieve 40-60% gender balance at all levels by 2023, particularly in the academic staff.</p>
Achieve well-being, work life balance, promote work satisfaction and provide equal opportunities to learn and grow	<p>Progress: Hanken offers flexible working arrangements, well-being vouchers, access to University gym and on campus break exercises. During the covid-19 pandemic Hanken provided access to occupational psychologist as part of occupational healthcare and started a well-being at home campaign by sharing resources and apps to help staff maintain their mental and physical well-being.</p> <p>However, workload remains a huge challenge!</p>		<p>To ensure people's well-being at work and provide skills training at all levels</p> <p><i>Targets</i></p> <ul style="list-style-type: none">• Achieve a net promotor score of 20 in the well-being survey• Offer HankLed leadership training starting every year, to 20 participants by 2022
To achieve carbon neutrality by 2030	<p>Progress: Hanken has started with the ground-work for devising an ambitious environmental plan. The reorganizational mapping work has also started.</p> <p>As part of the SDG week, Hanken has organised events targeted towards Hanken's staff awareness and engagement. Increased collaboration with students Union and other student organisations has also started to engage students as they are biggest user of our buildings.</p> <p>Challenge: The goal spans across many aspects of Hanken, so everyone needs to be brought on the same page. So, it is quite time intensive and there is only 20% of full-time work devoted to it currently.</p>		<p>✓ To offset emissions in 2020 (for 2019)</p> <p>✓ To work on an extensive environmental action plan</p> <p>✓ To increase staff and student awareness</p> <p>✓ To look into the integration of responsible investment principles in the asset management</p> <p>✓ To complete the work reorganisation by 2021 end.</p> <p><i>Targets</i></p> <ul style="list-style-type: none">• Reduce carbon emissions by 6% each year• Formation of the sustainability group• Organise two annual workshops, competitions and campaigns with staff and students

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

List of Courses:
Corporate Responsibility Module and Minor Courses

HELSINKI	Supply Chain Risk and Resilience
Business and World Politics	Supply Chain Strategy for Sustainability
Business Development and Internationalisation	Sustainable Logistics
Business Ethics	The Corporation and its stakeholders
Business, Government and Society	Work and Industrial Relations
Climate change and Electricity Trade	World in the Making: Tackling World Challenges
Consumer Psychology	
Contemporary Branding	VAASA
Corporate Governance and Innovation	Climate Change and Electricity Trade
Corporate Sustainability	Corporate Governance and Innovation
Digital Economy and Society	Digital Economy and Society
Economics of Development	Financial Reporting and ESG Analysis
Entrepreneurial Business Creativity	Innovation and creativity
Financial Aspects of Sustainability	International Trade: The law of world trade organisation
Financial Reporting and ESG analysis	Literature course in Marketing (Specialisation Sustainable Marketing)
Firms and Business Environments	Social Responsibility across Business Studies
Gender, Management and Organisation	The Board and Management Team
Humanitarian Logistics	Trends in Tourism
International and Comparative IP Law	
International Trade and Intellectual Property Rights	
Introduction to Corporate Responsibility	
Literature Course in Management and Organisation I	
Literature course in Management and Organisation II	
Literature course in Marketing (Specialisation Sustainable Marketing)	
Literature Course: Business and Society	
Managing a Sustainable Development Project	
Microeconomics - Competition, Welfare and Market Failures,	
Organising for the Sustainable Development Goals	
Project Course in Corporate Social Responsibility and Humanitarian Logistics	
Social Responsibility across Business Studies	
Strategy and Sustainability	
Strategy Work: People, Culture and Gender	

Appendix 2

This appendix lists out the publications (journal articles and Book chapters) authored by Hanken's researchers during the academic years 2018–20 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 'sustainability', 'responsibility', 'sustainable development', 'SDGs', 'governance', 'open access', 'gender', 'corruption'

► The whole list can be found online:

<https://www.hanken.fi/en/node/2421484/>



Appendix 3

This appendix lists out the Masters' Theses authored by Hanken's students during the academic years 2018-20 on the themes linked to sustainability and RME.

The data presented in the appendix is derived from Hanken Database using keywords, such as 'sustainability', 'responsibility', 'sustainable development', 'SDGs', 'governance', 'open access', 'gender', 'corruption'

Active Owners As Opposed To Shareholder Activists : The Case of Nordic Institutional Investors' ESG Engagements Hagelberg, Henri (Hanken School of Economics; Svenska handelshögskolan, 2020-09-07)

Kunden som drivkraft i ett försäkringsbolags miljöarbete. Case - LokalTapiola Österbotten Storbacka, Saga-Charlotte (Svenska handelshögskolan; Hanken School of Economics, 2019-09-02)

Businessmodellen för plattformar i delningsekonomin Öller, Jonathan (Svenska handelshögskolan; Hanken School of Economics, 2020-09-07)

Mapping Logistical Challenges in a Conflict Zone Pöysti, Mimmi (Hanken School of Economics; Svenska handelshögskolan, 2019-12-02)

Determining the impact and materiality of different sustainability dimensions on corporate operational performance and risk Åkerberg, Robin (Hanken School of Economics; Svenska handelshögskolan, 2019-09-02)

Materiell CSR och tillgång till kapital i Norden Sandell, Jessica (Svenska handelshögskolan; Hanken School of Economics, 2020-05-04)

ESG Investing: In Pursuit of Alpha Vlassis, Nikolaos (Hanken School of Economics; Svenska handelshögskolan, 2020-03-09)

Mänskliga rättigheter som en väsentlig aspekt i de finländska och svenska företagens hållbarhetsrapportering Donning, Hanna (Svenska handelshögskolan; Hanken School of Economics, 2020-09-07)

Firms can't cure us : The psychology of market repugnance in a Nordic social-and healthcare reform context Kurki, Niklas (Hanken School of Economics; Swedish School of Economics , 2020-09-07)

Optimizing humanitarian food relief distribution through local clusters Munyoro, John (Hanken School of Economics; Svenska handelshögskolan, 2020-03-09)

How networking shapes gendered outcomes in a Swedish-speaking Finnish setting. A case study on the networking behaviour of students at Hanken School of Economics Weckman, Melina (Hanken School of Economics; Svenska handelshögskolan, 2020-09-07)

Performance measurement systems in humanitarian supply chain, Case Study: Fida International Reunanen, Tiia Emilia (Hanken School of Economics; Svenska handelshögskolan, 2018-12-12)

Hur kunde konsumenter motiveras om att använda färre plastpåsar? Lundberg, Theresia (Svenska handelshögskolan; Hanken School of Economics, 2020-05-04)

Performance of responsible investment in times of political uncertainties Hellén, Sandra (Hanken School of Economics; Svenska handelshögskolan, 2020-09-07)

Hållbar B2B marknadskommunikation online - En studie om hur finska industriföretag kommunicerar hållbarhet med hjälp av video Lindblom, Caisa (Svenska handelshögskolan; Hanken School of Economics, 2019-09-02)

Rapportering av klimatrelaterade risker : en fallstudie av finländska företags syn på TCFD rekommendationerna Weckström, Ellen (Svenska handelshögskolan; Hanken School of Economics, 2020-06-08)

Hållbarhetsrapporteringens värder relevans : en studie av europeiska börsbolag Berglund, Julia (Svenska handelshögskolan; Hanken School of Economics, 2020-04-06)

Reconstruction of logistical processes and identification of related challenges during the refugee crisis in Austria in 2015 Leitner, Melissa (Hanken School of Economics; Svenska handelshögskolan, 2019-09-02)

Individens möjligheter att påverka balansen mellan arbete och privatliv Löfgrén, Trine (Svenska handelshögskolan; Hanken School of Economics, 2020-05-04)

Sambandet mellan bolagsstyrning och finansiella institutioners prestation under finanskrisen Rissanen, Sofia (Svenska handelshögskolan; Hanken School of Economics, 2019-09-02)

"Kom inte in i min bubbla" - Modeentusiastens hantering av moraliska avigsidor i modebranschen Björklund, Robin (Svenska handelshögskolan; Hanken School of Economics, 2019-06-10)

SME Internationalization in a Business Ecosystem Context - The Case of Finnish Smart Mobility Companies Tiivola, Robin (Hanken School of Economics; Svenska handelshögskolan, 2019-06-10)

Som mjölk men bättre : en studie om marknadsföringspåståenden på havredrycksförpackningar Väre Wallin, Satu (Svenska handelshögskolan; Hanken School of Economics, 2020-09-07)

Strategic transformation with renewable diesel Lehtosaari, Julia (Hanken School of Economics; Svenska handelshögskolan, 2020-05-04)

Strategic wellbeing management from a middle manager perspective - a case study Veijalainen, Ella Katariina (Hanken School of Economics; Svenska handelshögskolan, 2018-9-10)

Sustainability in organic farming : An exploration to Finnish farmers' reasons for choosing organic production and their perception of sustainability Ahlqvist, Viivi (Hanken School of Economics; Svenska handelshögskolan, 2020-02-10)

Sustainability-as-a-purpose and employee identity : A case study of a Finnish growth company Bäckman, Antonia (Hanken School of Economics; Svenska handelshögskolan, 2019-06-10)

Textilåtervinningens utmaningar och möjligheter i Finland : fokus på insamling och sortering Palmgren, Rosa (Svenska handelshögskolan; Hanken School of Economics, 2020-09-07)

The challenge of becoming socially responsible: implementing ISO 26000 in industrial retail Olander, Linda (Hanken School of Economics; Svenska handelshögskolan, 2019-06-10)

The Consequences of Different Financing on Social Enterprises : A call for matching financing solutions Pakarinen, Johanna (Hanken School of Economics; Svenska handelshögskolan, 2020-05-04)

The effect of Board of Directors' characteristics on Earnings Management - Empirical evidence from Finnish non-financial listed companies Vo Thi Dieu, My (Hanken School of Economics; Svenska handelshögskolan, 2020-02-10)

The effects of ownership structure on Earnings Management : Empirical evidence from listed entities in the Philippines Huttunen, Jennifer (Hanken School of Economics; Svenska handelshögskolan, 2020-09-07)

The Impact of Smart City Policies on Urban Economic Growth Rauhala, Konsta (Hanken School of Economics; Svenska handelshögskolan, 2020-06-08)

The impact of tagline on brand image : A consumer experiment with a handmade locally brand Do, Thi (Hanken School of Economics; Svenska handelshögskolan, 2019-02-06)

The influence of ownership type and ownership structure on earnings quality in Nordic listed firms Slotte, Sofia Monica Johanna (Hanken School of Economics; Svenska handelshögskolan, 2018-9-10)

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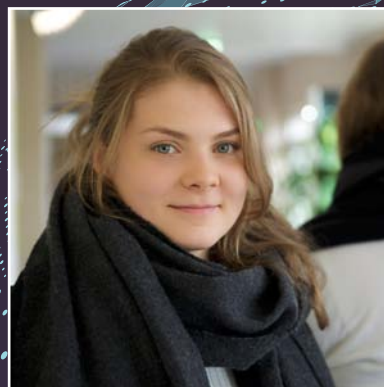
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