

# FACTUAL, REFLECTIVE AND RESPONSIBLE LEADERSHIP

SHARING INFORMATION ON PROGRESS REPORT  
2017 – 2019

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**PRME**

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



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## A WORD FROM THE PRESIDENT

# SSE'S COMMITMENT TO PRME

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**T**he Stockholm School of Economics (SSE) hereby submits its third Sharing Information on Progress (SIP) report for the period 2017 to 2019 to the PRME Secretariat.

During the past two years, SSE has continued its ongoing transformation, best described as stepping up from being a high-profile Swedish business school with international elements into becoming a truly international business school based in Sweden. The starting point was the implementation of the 2007 Bologna Accord, but in the past few years, this transformation process has accelerated. A number of initiatives offer evidence that the School has now reached a tipping point in this transition. There is still far to go, but the direction is clear and ambitions explicit. A shift towards a strategic internationalization is a necessity in today's higher education landscape. Business schools are increasingly international, brand-driven, and outreach oriented. They have opened campuses outside their home markets and developed, sharpened and positioned their research and program portfolios to attract the best students and faculty. SSE aspires to be an attractive business school for internationally minded students and faculty, whether from Sweden or abroad.

The School has identified four academic fields where, given its current standing and funding possibilities, SSE can win international recognition: Finance, Retail, Innovation and Sustainability, encoded in the acronym FRIS. Sustainability is thus one of the four main concerns in SSE's strategy. Driven by the Mistra Center for Sustainable Markets (Misum), SSE contributes to sustainable development through education, research and outreach. With those fields in focus, the School also articulated a set of learner-centered educational aims far broader than the traditional business-education expertise, to infuse all courses and programs – and guide the holistic educational experience at SSE. Expressed as FREE, they are Fact and science-minded, Reflective and self-aware, Empathetic and culturally literate, Entrepreneurial and responsible. A stable and broad education in business is no longer enough. Consequently, the Bachelor program in Business and Economics at SSE was updated to include a new track called Global Challenges, and we have now seen the first two cohorts graduate successfully presenting varied and interesting cap stone projects. The Global Challenges provides tools to understand the challenges that SSE graduates will meet in

their professional lives, forming the leaders of tomorrow. The track aims at broadly educating students about urgent and large-scale problems of modern times such as climate change, accelerating environmental damages, or the risks related to population growth, political instabilities or autonomous intelligence. Through Global Challenges, SSE students acquire a holistic approach and increase their understanding of the broader context.

In 2017, SSE was acknowledged and complimented by the Swedish Higher Education Authority of the Swedish government on their first evaluation on sustainability in educational programs at all Swedish universities.

The School also impacts the environment through its own consumption of material, energy, travel and more. There are several new initiatives at SSE working with sustainability in different areas and levels; a school wide recycling system and a committee to coordinate and drive sustainability at all levels at SSE have been established during the past two years.

SSE is proud to have had the chance to take on the role of Chair in the Nordic PRME Chapter and to be selected as a PRME Champion in 2018.

I would like to acknowledge the substantial efforts by the faculty, professional staff and students who have assisted in developing the new and interesting initiatives within the area of responsible management at SSE during the past two years.

The undersigned, President of the Stockholm School of Economics, hereby renews our institutional commitment to the Principles for Responsible Management Education.



Professor Lars Strannegård  
President  
Stockholm School of Economics

## SSE'S PRME REPRESENTATIVE

# PROGRESS IN THE PAST TWO YEARS

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**W**e have had two exciting, enjoyable and challenging years with sustainability at Misum and SSE, with much progress made. In particular, here are three highlights:

- Research in finance, innovation and socio-economic development in relation to sustainability and responsibility was enhanced, improved and strengthened, reflected by a number of workshops, contributions at international conferences and increased publication in international quality academic journals. Three more PhD students at Misum successfully defended their theses in the past year – Enrico Fontana, Clara My Lernborg and Tina Sendlhofer – and Misum has taken in three more PhD students with another two due in September. A number of guest researchers stayed at Misum for a week, or some for months, helping to strengthen and widen global research relations.
- Work to integrate sustainability at SSE – beyond Misum – is slowly starting to bear fruit. There are now research projects particularly related to sustainability at all seven departments at the School: Accounting; Economics; Entrepreneurship, Innovation & Technology; Finance; Law, Languages and Economic Statistics; Management and Organization; and Marketing and Strategy. This is a major achievement as the School explores research questions and findings related to the SDGs across disciplines, methods and theories.
- The SSE Student Association has institutionalized their engagement with the Sustainable Development Goals (SDGs). Previously there was enthusiastic but fragmented activity, occurring as opportunities arose. Now this is part of the students' governing structure, with a student chosen to head their "sustainability project", providing a platform for all students to engage in and arrange sustainability events, discussions and other activities. In addition, there is now an active group, SSE Students for Climate Action (SSCA), working to increase the focus on environmental and climate-related issues within academia and to accelerate the shift toward a sustainable economy. They published a report with 90 detailed recommendations to SSE faculty on how to integrate sustainability into bachelor programs. What a push from student activism!

For Misum and SSE, this takes place within the enabling context of Sweden. Sweden ranks third on the Transparency International Corruption Perceptions Index 2018. It is number one on the 2018 SDG Index which describes countries' progress towards achieving the SDGs and is ranked first, as the most reputable and trustworthy country, in the 2018 Country RepTrak.

Planetary boundaries, a concept developed by scientists and led by the Stockholm Resilience Center, is now an internationally recognized concept that serves to measure and remind us about the scarcity of natural resources. It presents nine processes or boundaries that regulate the stability and resilience of Earth – and crossing those increases the risk of sudden or irreversible environmental change.

Swedish teenage climate activist Greta Thunberg started the #FridaysForFuture movement after her decision to skip Friday classes to protest alone outside Sweden's parliament kick-started a wave of international school strikes. A huge mural of her submerged in icy water is in Bristol and another tall one graces the side of a building in Brussels. Sweden's Royal Highness Crown Princess Victoria is one of the UN Secretary-General's SDG Advocate Alumni.

In the center of all this is SSE.

While we know that SSE makes an impact on Sweden and Swedish competitiveness, for example SSE alumni are on the boards of directors in 87% of the 30 largest companies in Sweden, we also know there is still much more work to do for us as a business school and role model for a future generation of decision-makers. Strategy&, which is the management-consulting wing of PwC, in its 2019 CEO Success Study revealed that for the first time since 2007 "more CEOs had to leave their job due to ethical lapses and misconduct (39%) than due to poor financial performance (35%) or conflicts with the board (13%)" (Rasche, 2019).



Professor Mette Morsing  
Director of Mistra Center for Sustainable Markets (Misum)  
Stockholm School of Economics



## INTRODUCTION TO SSE

# OVERVIEW

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**S**SE is, according to the Financial Times (FT) rankings, the leading business school in the Nordic region. It was founded as an initiative of the corporate world, with its first students enrolling in 1909. It has evolved in close dialogue with industry and society at large. The School remains relatively small, with around 1 700 students, is private and only some 20% of its budget stems from set government grants. In terms of degree programs, SSE offers two Bachelor programs, five Master programs, three PhD programs and one Executive MBA program. It also has a sizeable Executive Education.

Today, SSE has over 110 corporate partners. It has a clear mission to strengthen Sweden's competitiveness through science-based teaching and research and all activities in the School are orientated to fulfilling this mission.

The School has a very strong brand in Sweden. For instance, SSE has the country's most satisfied students (Universum 2017) and, according to the Swedish Foundation for International Cooperation in Research and Higher Education, it is the most internationalized higher education institution (HEI) in the country, together with two other HEIs.

SSE plays a central role in the entrepreneurial ecosystem in Stockholm with alumni having created a number of unicorns in recent years, e.g. Klarna, King (Candy Crush), and iZettle. Alumni also take on positions within public management and politics such as political party leaders, Ministers of Finance and senior positions in international organizations.

The School is accredited by EFMD through its European Quality Improvement System (EQUIS), certifying that all of its principal activities – teaching as well as research – maintain the highest international standards. SSE is also the only Swedish member institution of the Global Alliance in Management Education (CEMS) and the Partnership in International Management (PIM), which are collaborations between top business schools worldwide, contributing to the high level of quality. SSE is rightly and highly regarded as a leader in ethics, responsibility and sustainability.

SSE is committed to a balanced gender distribution and values a variety of backgrounds and experiences among its employees. It therefore welcomes all applicants regardless of their gender, ethnicity, gender identity or expression, disability, sexual orientation, age, or religion or other beliefs.

The School's research-based education model, mandated by its 1909 charter, requires a faculty of high international standard. Quality is maintained through the requirement





that all faculty members both teach and do research, thereby ensuring that all teaching at SSE is based on current research.

At the core of SSE is the School itself. However, SSE is also a family of collaborative units, institutes and research centers. These have developed over time and serve as entities where cross-functional, multidisciplinary and collaborative research is conducted. This constellation makes possible both a broad base of disciplinary focal points as well as interdisciplinary knowledge production. SSE exercises governance over the centers and institutes through board representation and brand control, but center and institute directors are responsible for recruiting and developing the individuals working at the respective centers and institutes. Therefore, while individuals at the centers and institutes are employed by their respective center or institute and not by SSE, the centers and institutes themselves are considered part of the SSE Family.

SSE works in close collaboration with the wider business community to ensure the rigor and relevance of its research and educational programs. It also houses the SSE Business Laboratory, a small business incubator.

#### **INTERNATIONAL REPUTATION**

SSE is a founding member of the European Foundation for Management Development (EFMD) and has had their European Quality Improvement System (EQUIS) accreditation since 1999. SSE has been the Swedish member of the Global Alliance in Management Education (CEMS) since 1991, and is the Swedish member of the Programme of International Management (PIM).

In addition, SSE is a member of several international organizations with strong reputations, including the International Consortium for Management Schools (ICEDR), the Association of Professional Schools of International Affairs (APSIA), International Teachers' Program (ITP) and the Executive MBA (EMBA) Council. SSE faculty has held/is holding honorary positions within several of these organizations.

SSE has double degrees with a select number of highly respected international institutions.

#### **INTERNATIONALIZATION**

Some years ago, SSE carried out a strategic review, involving all decision makers. This clarified the meaning of "internationalization" for the School. It was agreed the School's vision and strategic identity should be that of an international business school based in Sweden rather than that of a Swedish business school with international elements. Its strong Swedish roots would provide distinctive and valuable attributes in the international arena. This concept now permeates through and drives the School's strategic positioning and agenda.

Internationalization is now an integral part of all SSE operations including programs, faculty and professional service/administrative makeup, research, partnerships and collaborations, and alumni development. SSE has made good progress in several key areas, with developments welcomed by Swedish students. The ambition is that all students at SSE be exposed to a truly international learning

environment whether they stay at SSE or spend time abroad during their studies.

The following list demonstrates recent efforts to expand and enrich SSE's international partnerships and activities and enhance their value:

- International faculty recruitment and development emphasis – more than half of new faculty hires over the past five years have been international.
- Continued expansion of the SSE External Relations Unit specifically alumni activities, corporate and donor relations, career management, public events, marketing (including program marketing) and communications.
- Internationalization of degree programs with Bachelor in Retail Management using English as instruction language as of mid-2018, and the goal achieved of having 50% international students at the master level.
- Internationalization of Executive Education where programs have recently been delivered in ten countries with a number of academic institutions including Bocconi, Duke University's Fuqua School of Business, Maastricht University and Hong Kong University of Science and Technology.
- Launch of short program for international students with SSE offering a 10-day short program for MBA and master students from partner universities for the first time in 2018.
- Participation in Swedish governmental overseas delegations and the universities G20 network.

#### SIGNIFICANT HISTORICAL EVENTS:

- 1909 SSE charter approved, school officially opens, 110 students enrolled
- 1926 Opening of current building in city center of Stockholm
- 1946 First PhD graduate
- 1977 Award of Nobel Prize in Economics to SSE's Professor Bertil Ohlin
- 1994 Corporate Partner Program is established
- 2001 SSE Business Lab is established
- 2009 SSE celebrates its 100th Anniversary
- 2011 Swedish House of Finance is founded
- 2013 SSE becomes member of PRME
- 2015 Sustainability Center Misum is established; SSE Art initiative is launched
- 2016 Global Challenges track introduced to Bachelor in Business & Economics program
- 2017 Mistra Chair of Sustainable Markets and Scientific Director at Misum is appointed, Stockholm Sustainable Finance Centre launched
- 2018 SSE becomes a PRME Champion
- 2018 House of Innovation is launched

- Expanding its already extensive exchange program, especially on the bachelor level. SSE has some 75 partner institutions. The EMBA program, Stockholm, now includes three overseas modules in its curriculum.

The Bachelor program in Business and Economics has been the most Swedish of SSE's programs, with only the third year taught completely in English – where incoming exchange students join the Swedish cohort – but this is about to change. Work is underway internationalize this program by offering all three years of the degree in English by 2020.

The student body has in recent years become more international in its make-up, and this change to the bachelor level is expected to attract more international students at the undergraduate level.

#### STRONG STUDENT ORGANIZATION

The School has excellent students and the SSE Student Association (Sasse) plays an important role within SSE. It is a non-profit organization founded in 1909 and authorized to represent the student interests within SSE. It has an annual turnover of 1.4 million euro. It offers SSE students many personal development opportunities and is engaged in ethical and socially responsible projects. It also offers support to the growing number of international students.

The SSE Student Association is completely run by SSE students, and members of the SSE Student Association represent students on all SSE boards/committees that discuss or decide educational questions.





## RESPONSIBILITY AND SUSTAINABILITY AT SSE

Since its foundation by the Swedish business community, SSE has worked to ensure that its core activities, teaching and research, served the needs of that community and of society more generally. Over the years, this has fostered close cooperation of various kinds with industry and governmental bodies in many areas of social development. Environmental challenges have been on the School's agenda ever since 1968, when Professor Erik Dahmén

wrote a seminal piece on the environmental degradation associated with industrial development.

SSE has witnessed the rapid development of our dedicated sustainability center, the Mistra Center for Sustainable Markets (Misum). In four short years, Misum has managed to shed light on sustainable markets for the benefit of all SSE stakeholders. The appointment of a fully financed professor as the Mistra Chair of Sustainable Markets and Scientific Director at Misum underscores SSE's long-term commitment to furthering quality education and research in this subject area.

Since 2013 when SSE became a PRME signatory, the School has begun the work of implementing the PRME principles into its activities. SSE filed its first SIP report in mid-2015 and the second SIP in 2017. SSE won a PRME award for its "outstanding" first report. These reports identified SSE's objectives regarding the six principles of PRME for the following two-year period. In addition, SSE is proud to have taken on the role of the Nordic Chapter Chair in the UN Principles for PRME. Furthermore, the PRME Secretariat has selected SSE as one of the PRME Champions for 2018-2019.

Since 2018, Sustainability is one of the four strategic pillars, focus areas where it is possible to achieve even stronger international recognition: Finance, Retail, Innovation and Sustainability (FRIS, see Principle 3).

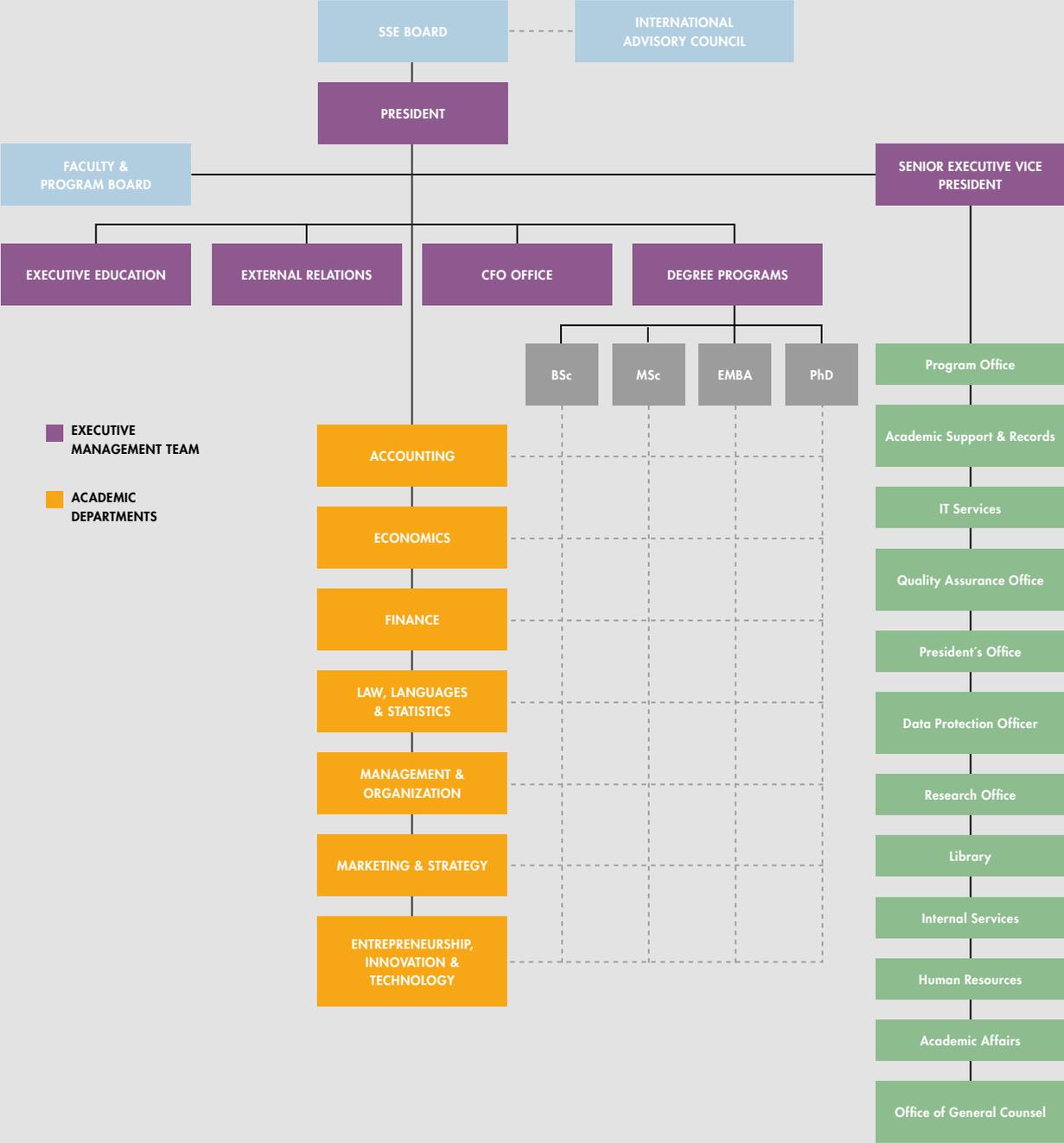
## INTERNATIONAL RANKINGS

SSE is one of Europe's leading business schools and is internationally recognized in The Financial Times (FT) Business Education Rankings.

FT Global Rankings 2018 (in bracket is number of participating schools):

Executive Open Programs	25 (of 80)
Executive Customized Programs	35 (of 90)
Master in Finance	18 (of 60)
Master in Management	12 (of 100)
Global Executive MBA	68 (of 100)
European Business School	25 (of 95)

**SSE ORGANIZATION**



## PRINCIPLE 1

# PURPOSE

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Principle 1: 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.

Inherent in the mission and the vision of the Stockholm School of Economics (SSE) is the provision, through education, of professional capabilities to future managers. These capabilities encompass rich notions of professional responsibility and business ethics. Consequently, since its foundation, SSE has practiced organizational citizenship by giving back to society and supporting its development by engaging with decision makers in industry and government through its education and research activities.

Recently the School has strengthened its strategic positioning and has a bold strategic plan with clarity of purpose. This has three dimensions:

1. Three strategic necessities: positioning, internationalization and funding.
2. Four academic “beacons” which have the potential to attract further funding: finance, retail, innovation and sustainability.
3. A set of learner-centered educational aims.

### EDUCATIONAL AIMS – FREE

In the past two years, SSE has re-assessed its overall educational aims in relation to future needs, guided by its core values. SSE engaged in a school-wide reflection on the role of higher education in the future. Several developments give rise to a need for reflection. For instance, top class universities today provide massive open online courses; and EdX, FutureLearn, Coursera, and the Khan Academy have opened completely new avenues of learning. The world is increasingly shaped by changing planetary conditions, inequalities, migration, digitalization, machine learning and artificial intelligence, and the role of knowledge and access to knowledge is changing rapidly.

#### **SSE’S LEARNING-CENTERED AIMS:**

- Fact and science minded
- Reflective and aware
- Empathetic and culturally literate
- Entrepreneurial and responsive

Therefore, the following question was posed in School-wide meetings and in meetings with the Board, International Advisory Council and Faculty and Program Board: how can the School’s overall learning objectives or, rather, educational aims be formulated and made as relevant as possible? The SSE Board has ratified the outcome of these discussions and reflections as SSE’s new, overarching educational aims.

The overarching educational aims take as their point of departure that a successful decision maker of the future will approach the world with curiosity and confidence and who, as the philosopher Ingemar Hedenius said, “is free and alive in relation to the unknown”. That decision maker may well be outperformed cognitively by artificial intelligence, robots or machines but the core competence of humans is to be human, and SSE’s educational aims takes this ad notam. A successful decision maker of the future will maximize the potential of being human. Hence, SSE has formulated its overarching learner-centered aims through the acronym FREE. It stands for:

**Fact- & science-minded.** SSE is a higher education institution that rests on scientifically produced knowledge. The bases for knowledge and critical thinking are factual, so SSE graduates shall be knowledgeable within the School’s core disciplines and have a well-developed capacity to distinguish among knowledge forms. The scientific approach is mandated by SSE’s 1909 mission statement and central to its identity. But this had not been articulated adequately. In a world of fake news, alternative facts and actors such as Cambridge Analytica aiming to influence our perceptions of the world, a factual and scientific mindset is more important than even before, not least because it cannot be taken for granted. Therefore, epistemology, critical and analytical thinking now and henceforth play a central and explicit role in SSE’s teaching.

**Reflective & self-aware.** SSE graduates shall cultivate their reflective minds and understand their own motives, attitudes, preferences, perceptions, values and feelings. Better self-awareness leads to better-informed choices in life, and thereby better matches in future careers and placement. The ability to re-consider factual knowledge and experiences, to recapture, mull over and evaluate are all



crucial for life-long learning. Reflection thereby serves as a form of vaccination against outdated mental models and dangerous orthodoxies.

**Empathetic & culturally literate.** SSE graduates shall develop their empathy. If they are better at understanding and sharing the feelings of others, they will be better leaders, better marketers, better entrepreneurs, better specialists and better citizens. An ability to view the world from somebody else's perspective is a key leadership competence. In a globalized world, there are high (and growing) expectations for the proficient use interdisciplinary knowledge and for cultural literacy. Successful interaction with someone from another background, expertise or profession than one's own is increasingly a prerequisite for successful societies.

**Entrepreneurial & responsible.** SSE graduates shall question the status quo and actively drive change. They need to have a creative approach to the activities they engage in. Being entrepreneurial does not mean that all graduates will start their own ventures, but that they will do the creative and critical thinking that questions the status quo. Being entrepreneurial also entails taking responsibility for one's actions and seeing their impacts in society and on the world at large.

Through FREE, the signal to SSE's stakeholders is clear: our aim is to graduate students who are intellectually strong, ambitious and knowledgeable in economics, finance and business administration. But, in addition, stakeholders can expect that SSE graduates have an ambition to do something that goes beyond him- or herself: an urge to contribute to a better world.

SSE's ambition is to convey to its students that they should be good winners and succeed with warmth, respect and empathy. A good education imparts privilege, and as

the French expression *noblesse oblige* implies, privilege also carries obligations. By taking these obligations seriously, SSE is positioning itself differently as a business school – less stereotypically.

That positioning, as factual, reflective, empathetic and entrepreneurial, also speaks to financiers and other stakeholders that want to support an institution with higher goals, one that explicitly takes responsibility for the kind of individuals that it graduates.

The cultural literacy component of FREE both supports and reflects the School's increasingly international character. FREE is ambitious, requiring as it does a scientific approach grounded in excellent research and explicit awareness of knowledge forms and a greater focus on the reflective, empathetic and responsible individual. The path to achieving that ambition is a broadened, contextualized approach with more and new kinds of attention to teaching, pedagogy and the learning experience and with an increased presence of humanities and the arts, expanded mentoring and tutoring, and a continuous effort to create a learning environment full of even greater intellectual excitement. FREE aims to make SSE a place where the great questions of our time can be posed, where students learn facts but, most importantly, where they learn to think.

Several initiatives align with the FREE aims. One example is the four-semester Global Challenges track and other curricular changes presented under Principle 2.

## WHAT PRME MEANS TO THE STUDENT ASSOCIATION

The purpose of the SSE Student Association (Sasse) is to care for the joint interests of the students, which includes the provision of educational coverage, extra-curricular activities and career services. A board leads the association. Each year, the newly elected board sets goals to give the organization a clearer picture of what areas of interest the operational year will revolve around. The board then draws up an operational plan regarding the actions and responsibilities of the various units of the association in order to reach these goals.

The 2017–18 board rallied behind the primary goal of adding a broader focus on student health and wellbeing within the association. To quote the 2017–18 Operational Plan: "Stress related health problems are [...] not only isolated to SSE but appear in our society at large. SSE sets the standard for what students will prioritize later on in life – students who most likely also will influence many others at different workplaces as future leaders. If Sasse can help by raising awareness during their period of studies, we believe that we have helped our members to come a long way."

One example of a particular measure taken to implement this goal was the creation of the Student Health Council which consists of both faculty and student representatives. The council is still in operation and proactively works against the exacerbation of mental illness in today's society. Another example involves the establishment and development of the Health Initiative Funds with means earmarked for health initiatives.

In May 2019, the Social Committee put out a survey to students with the purpose of investigating their mental health and evaluating what the committee, the rest of the Student Association and SSE could do further to help to improve the wellbeing of all students. "This is an opportunity to really make a mark on the guidelines that define how SSE operates," the committee wrote.

### STUDENTS TACKLE SUSTAINABILITY

The vision of the 2018-19 Board is to work towards a more sustainable and future-oriented organization. The board formed three sub-goals consisting of improving economic, social and environmental sustainability within the organization.

The goal of economic sustainability was to rethink the current financial model of the Student Association, which previously relied almost solely on revenue from the operations of the Business Committee. In a time where we are experiencing changes in the demands from both companies and other relevant parties, having a financial model dependent on external parties comes with much risk. As a consequence, the board investigated other potential sources of income.

The goal of improved social sustainability focused on improving the culture within the Student Association. One implemented measure in pursuit of this goal was to decrease the entry barriers to the association by highlighting the importance of small initiatives within the association.

In trying to achieve the goal of complete environmental sustainability within the organization, the association implemented recycling bins around the school and a drastic reduction in the number of paper documents within the association.

The Student Association could also be said to fulfil the purpose of acting as a professional playground for students to apply and develop the theoretical coursework taught at SSE. As the focus on responsible management and



### IMPACT ON A STUDENT

"Thanks to the possibilities that Sasse provides to work on sustainability-focused projects and the knowledge I have gotten from the Global Challenges courses, I have learnt what it takes to make a real difference in the world.

"Through my own leadership, I've been able to influence the leaders of tomorrow to see the bigger picture and move in the right direction. I have been the project leader of Focus CSR, been on the boards for Effective Altruism SSE and Equality Group. Now I'm part of an independent project called SSE Students for Climate Action and we influence the students, put pressure on the School itself and signal to the business sector what we ask of them as our future employees and partners."



**Olivia Lemmel**  
Bachelor Student year 2

sustainability increases within courses and in society, the engagement of students increases as well. To support this growing interest, the Student Association facilitates various projects which permit students to develop their capabilities, thereby establishing them as future generators of sustainable value in both professional and social settings. One such example, the project Effective Altruism, has evolved since the last SIP report was written. "Effective Altruism sets out to answer how we, as individuals, businesses and nations, can use the resources we have – time, capital, talent and knowledge – to make the most out of helping others, [both] near and far away," said one of the project's leaders during an interview.

In addition, some well-established projects have also increased their sustainability focus. One example is SSE Recruitment Days, otherwise known as Handelsdagarna, the largest annual career fair at Stockholm School of Economics. The project has the last two years received the Foundation's Environmental Award for Events, "Milijömärkt Event" in Swedish, by the Keep Sweden Tidy Foundation, founded by the Swedish Environmental Protection Agency. The fair is now entirely vegetarian, paper-free, and has implemented a refined system of recycling. Furthermore, all company representatives are given suggestions on more environment friendly means of transportation to the fair and are offered to climate-compensate for their emissions. Similarly, the M2 Media and Marketing Week at SSE, which attracts plenty of students every year, has this year gone completely vegetarian to reduce its environmental footprint.



## PRINCIPLE 2

# VALUES

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

Ethics, responsibility and sustainability (ERS) are core Stockholm School of Economics (SSE) values integrated into all activities and reflecting the Founders' mission and vision for the School. SSE's commitment to ERS was reaffirmed in part by the recent, strategic decision to prioritize sustainability as one of the four strategic areas of excellence. The "FRIS" strategy is to develop the Finance, Retailing, Innovation and Sustainability research fields (see Principle 3 for more detail).

SSE's core values are Scientific, Responsible and Transparent. Additional distinguishing values are Inventive, International and Excellent.

Several changes were made to the program portfolio in recent years as a result of these values and the FRIS strategic focus. These include:

- The Master in General Management, aimed at students with non-business backgrounds, has been discontinued.
- The Master in Business & Management has been redesigned to focus on innovation, change and business creation and development.
- The Master in International Business has proven to be a most successful program.
- The Bachelor in Retail Management has been introduced and from mid-2018 is offered in English.
- There are three PhD programs: Finance, Economics and Business Administration. The program portfolio is broad-based and of high quality.



**GLOBAL CHALLENGES**

The introduction of the Global Challenges track in 2016 features prominently in the increased focus on sustainability and responsibility as 20% of the first two years' core curriculum in the Bachelor in Business & Economics. The first two semesters are "Global Challenges: Knowing" and "Global Challenges: Doing". They focus on developing a factual and science-based approach to sustainability questions and their governance. The third semester, "Global Challenges: Being" foregrounds empathy, self-awareness, reflection and contextual knowledge. The fourth semester, "Global Challenges: Expressing", leads the students into the practical application of their new knowledge and perspectives through project work.

The tutorial program in the Bachelor in Retail Management has a similar ambition.

Another major innovation is a pro bono executive education program for educated and experienced refugees in Sweden. It is the Rapid Accelerated Management Program (RAMP). The EMBA curriculum also has ethics, responsibility and sustainability as integrated starting points for conceptualizing the role of business in society, for legitimacy and for long-term survival. For two consecutive years, two faculty members have featured in a list of the most influential individuals in the country when it comes to sustainability.

**SSE ART INITIATIVE**

The SSE Art Initiative is another example of a cultural program that aims to widen student learning and encourage reflectiveness and empathy. SSE and Misum are well aware of artists' long lasting engagement with environmental issues. Launched officially in 2015, the Art Initiative has had increased activities and impact in the past two years. Art has the capacity to generate sensory experiences, to provoke and to inspire. In combination with the humanities, it enhances critical thinking and potentially conveys a deeper understanding of ourselves and our societal contexts, including many of the global challenges facing humanity. The SSE Art Initiative actively integrates art and humanities into SSE's academic context and makes the School more knowledge intensive.

The SSE Art Initiative curates video-art screenings, builds a donation-based permanent art collection at SSE, and arranges art talks, exhibitions and research colloquia which relate art and business. Here are a few examples of events held in the past year:

- Art talk with Johan Bergström Hyldahl and Katja Larsson, two of Sweden's interesting younger artists.
- Art talk with Santiago Mostyn: Art and Changing Human Relations.
- Contemporary Art for Top Design Branding – Karina Ericsson Wärn, Beckmans School of Design.

- Outdoor Art Performance Ritual by Ylva Snöfrid – From the Eyes of the Painter.
- How Arthur Jafa’s videowork “love” is the message can make us reflect on ourselves and others.
- Dada for the Swiss Bank – a global leader on bridging Art and Business, Cynthia Odier, founding Director of Flux Laboratory, Geneva.
- Economic Space Conference – with Moderna Museet, a conference on how artists and activists relate to and influence the global economy today.

### THE NEW LITERARY PROGRAM

From mid-2018, with a donation from the Natur & Kultur Foundation, SSE started a three-year initiative, the SSE McKinsey Literary Program. This enables students to read fiction together in book-circles, attend author talks and literary lectures, and write reflection papers in order to earn a certificate which is co-sponsored by the management consultancy McKinsey & Company. The aim is to promote self-reflection, empathy and cultural literacy among students.

Over 200 students, doctoral students, faculty and staff signed up for the first year. They are reading seven novels selected by an advisory board consisting of representatives from the publishing industry as well as Maria Schottenius, PhD and literary critic, and professor Lars Strannegård, SSE President.

“We hope literature will be able to open other worlds for students, helping them see circumstances from other people’s perspectives. Future leaders will need this empathy and capacity for reflection,” says Lars Strannegård.

Erik Wikberg, a teacher and researcher at SSE specialized on the Swedish book markets, leads the program. In addition, 25 people from faculty and staff act as book-circle leaders for the members, who are divided into small

groups. Each member receives the books for free and are provided free meals for the book-circle discussions.

“The SSE Literary Agenda has in short time attracted a remarkably large number of members. It really shows what an intellectually vibrant School this is, and that our students are interested in reflecting upon societal issues through the lens of contemporary fiction,” says Erik Wikberg.

### EQUALITY AND DIVERSITY

Equality and diversity are concerns for SSE. To emphasize and prioritize this, the School appointed a full-time equality and diversity manager in 2015. She continues to map areas of improvement and then develop and implement strategies for achieving gender equality and increased diversity at the School. All academic and support staff attend regular workshops to enhance their understanding within this field.

SSE aims to make the faculty more diverse both by increasing the proportion of senior female faculty and the number of faculty members with citizenship and graduate degrees from abroad. The number of female full professors has increased, but the female representation at SSE still needs to be improved. This is a matter of legitimacy and perceived quality and therefore of utmost importance, especially in Sweden with its international reputation for gender equality. International searches and ambitious international recruitment have proven successful and this strategy will continue to increase the proportion of international and female senior faculty.

Student recruitment also aims at becoming more gender-balanced. Maria Frithz Warg, one of the two new Program Directors for the Bachelor in Business & Economics, is visiting schools in areas where few students usually apply to SSE and encouraging young people, especially girls, to think about SSE as a possible educational route for their future.



### SSE'S GENDER FIGURES FROM DEC 2018

#### Enrolled students

Bachelor level 2018	51% male	49% female
Master level 2018	59% male	41% female
PhD level 2018	45% male	55% female

#### Staff

Faculty		
Full Professors 2018	84% male	16% female
Associate Professors 2018	76% male	24% female
Assistant Professors 2018	56% male	44% female
Professional Services Staff (excluding SSE executive management team) 2018		
	28% male	72% female
Executive Management Team	71% male	29% female
Full-time employment (all staff) 2018	49% male	51% female
Part-time/project-based employment 2018	41% male	59% female

## FEMALE ECONOMIST OF THE YEAR



Sofia Fölster, SSE  
Female Economist of  
the Year 2019.



Nadja Abbas, SSE  
Female Economist of  
the Year 2018.

## SASSE FEMINIST SOCIETY

The Sasse Feminist Society continues to be active at SSE, with its student members arranging a variety of events and participating in SSE events.

In February 2019, SSE and the Sasse Feminist Society held a special event to discuss breaking the norms in the business world, titled "LGBTQ in business". Bo Becker, SSE Professor of Finance, moderated the panel consisting of Caroline Farberger (CEO, ICA Försäkring), Maria Valentin (CEO, Forsbergs Fritidscenter), Damian Brewer (Managing Director, Royal Bank of Canada) and Kristoffer Feet (Management Consultant, McKinsey & Company).

## ECONOMIST OF THE YEAR

SSE continues to highlight future leaders through its Female Economist of the Year award – now in its 18th consecutive year – to an outstanding student at SSE. The award aims to promote young women's advancement in business and contribute to improved conditions for women in business.

Sofia Fölster is the SSE Female Economist of the Year 2019, and will do a tailor-made scholarship program at Volvo Cars, while Nadja Abbas was SSE Female Economist of the Year 2018 and did her year's scholarship at global bank Citi.

"The Stockholm School of Economics works actively to promote female role models in order to contribute to a more equal business community," says Lars Strannegård, President of the School. "The Female Economist of the Year scholarship is part of this important effort." Previous scholarship winners have built successful careers in their respective sectors and have become leaders in their fields.

## DIVERSITY BEYOND GENDER

Another way of broadening the base of student recruitment is to connect with young people from geographic areas outside the traditional catchment of the School, initiate conversations and create awareness of how higher education can be a way of reaching goals and fulfilling dreams. SSE participated at Järvaveckan in 2019, promoting the campaign "Vad är din grej?" ("What's your thing?"). SSE students are also encouraged to participate. Järvaveckan, five days of seminars and 300 organizations involved, is about reducing the distance between the elected politicians and the citizens. By attracting party leaders from



all parliamentary parties and social actors from many different industries, Järvaveckan contributes to increasing the conditions for all citizens to engage politically, participate actively in society and put their priority issues on the political agenda.

## INTERNATIONAL EXPERIENCE FOR STUDENTS

SSE has a high proportion of international students according to a new report from Stockholm's Akademiska Forum (Stockholm Academic Forum) in March 2019. Of the total number of students, 30 percent come from countries other than Sweden, the highest proportion among the universities in Stockholm.

SSE is attractive for students seeking an international environment, whether they come from Sweden or other countries. All Master level programs and the Bachelor program in Retail Management at the School are international and, effective from 2020, the largest Bachelor program in Business and Economics will also be open to international students, as the entire program is being reformed and all courses will be taught in English. Among current students, the German group is the largest, followed by students from China and then India.

"This is a result of our purposeful strategy of being an international business school based in Sweden. SSE aims for a balance among its students, with half being Swedish and half coming from other countries. This will make our environment internationally attractive to Swedish students, while still being Swedish enough to attract international



students,” says Lars Strannegård, SSE President.

The School also leads the field with regards to student exchanges according to the report. Fully 18 percent of its students took advantage of the opportunity to study abroad during their studies at the School, compared with two percent of all students at all universities in Stockholm taking the opportunity to participate in an exchange.

SSE offers several opportunities to study abroad, including double degree programs in which the student spends a year in Stockholm and a year abroad, resulting in a double degree. Students can choose between Bocconi University in Italy, the University of St Gallen in Switzerland and Sciences Po in France.

### VALUES OF THE STUDENT ASSOCIATION

The mission of the Student Association (Sasse) reads as follows: “Sasse shall be a non-religious and non-political organization with the task of promoting good camaraderie between the students at SSE and of looking after their joint interests.”

In order to secure the members’ growing interest in responsible management and sustainability, the Student Association, in collaboration with Misum, plans to develop a sustainability branch. The purpose of this particular branch is to place sustainability permanently on students’ agendas. Moreover, the Student Association intends for the unit to be an umbrella for all existing and upcoming sustainability projects, initiatives and interest groups.

Furthermore, the Student Association suggests the unit to be an independent project that will handle internal sustainability governance and monitor the organization’s structure in terms of sustainability. For instance, the unit will oversee

the use of utilities during the Student Association’s events, the association’s garbage handling, travel policy, as well as other recurring activities that can aid in reducing the environmental footprint of the Student Association.

A recent action taken by the Student Association in order to align with the sustainability focus was the implementation of recycling bins at the School. It all started with Handelsdagarna mentioned above and its recycling system during the two fair days. The project clearly showed the rest of the School the strong will amongst students to have this system in place and also that it was feasible to execute. After dialoguing with the School, a new staff was hired with one of her missions to implement recycling bins throughout the school premises. Today this system is in place and well received by all stakeholders.

### STUDENTS GO FOR EQUALITY

To create an organization that supports good camaraderie and a diverse, inclusive environment, the Student Association has strict policies for recruitment processes and the pursuit of equality work. These function as guidelines to make sure all students get a fair chance to be included and offered a chance to get a position within the association.

The Equality working structure consists of two main functions: the Equality Group and the Equality Forum:

- The Equality Forum exists in order to discuss equality issues in the Student Association. The purpose of the Forum is to maintain transparency in the actions taken by different parts of Sasse towards equality, follow up on goals made and a forum for all students to discuss equality at SSE and Sasse.
- The Equality Group is an independent unit within Sasse, led by the so-called Equality Representative. The group acts as a link between the members of Sasse and the SSE Equality and Diversity Manager in questions regarding discrimination, equality and diversity. It also works as the contact for Sasse members who experience discrimination, harassment or infringements in terms of the Equality Policy.

Several projects and forums are in place to oppose the existence of gender inequality when it comes to women and men in industry. Women’s Network is a networking community within the Business Committee for all female students at SSE. The purpose is to actively promote female students to be inspired and reach their full potential by providing concrete tools and rewarding events, both network building and educational. Furthermore, the Student Association organizes a big fair during the second half of the year called Women’s Finance Day to inspire talented and driven young women to pursue a career within the finance industry.

#### CORE VALUES

SSE’s core values are:

SCIENTIFIC  
RESPONSIBLE  
TRANSPARENT

#### DISTINGUISHING VALUES

Additional distinguishing values:

INVENTIVE  
INTERNATIONAL  
EXCELLENT

## PRINCIPLE 3

# METHOD

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

Stockholm School of Economics' strategic approach to responsible management education is to incorporate elements of it into each of the courses in all academic programs at all levels, including Executive Education. This integrative approach exposes the students to ethical concerns in the context of disciplinary and business-functional learning, where it is most relevant to them.

The School has also made the strategic decision to include sustainability as one of four priorities in its "FRIS" strategy. Four subject-areas, where SSE has an existing international profile and great development potential, have been selected and developed. These are abbreviated FRIS: Finance, Retailing, Innovation and Sustainability.

The latest changes include:

- The Department of Finance has recruited key faculty members, appointed new holders of endowed chairs and a new fundraising goal set for year-end 2019 looks promising.
- Long-term funding for the Center of Retailing is secured, an endowed chair created and filled, and the BSc in Retail Management is now open to international students. A substantial donation was made towards an innovative program to promote in-depth learning.
- To promote innovation, in the past year SSE created the new Department of Entrepreneurship, Innovation and Technology, and launched the House of Innovation.
- The Mistra Center for Sustainable Markets (Misum) is expanding the opportunities for SSE in the sustainability field. Misum is active in education, research and outreach. At Misum, a chair has been established in sustainable-markets research, and its holder is Professor Mette Morsing.

The ambition of SSE is to offer life-changing learning experiences for all students at the School. SSE graduates should have made use of their full potential and be well prepared for their careers. This means SSE has to continuously develop its education to meet new challenges facing future leaders. This, in turn, means that teachers at SSE continuously have to develop. SSE has a variety of processes in place to develop its teachers, including in digital learning and teaching.



The School has a variety of community outreach activities run by both faculty and students. These contributions are coordinated by the VP External Relations and the Student Association.

Public and internal research lectures from eminent speakers in the arena of sustainability and responsible management are organized on a regular basis (see Appendices A and B).

In addition, the further development since 2016 of Global Challenges courses at the bachelor level, which has proven most successful, further expands the scope of responsible management into global stewardship.

SSE has exceptional corporate contacts and the School works in close collaboration with the wider business community to ensure the rigor and relevance of its research and educational programs. The School uses accreditation processes as tools for strategic development and quality assurance.



## IMPACT OF MISUM

The inauguration of the Misum in 2015 was the most decisive step on the journey to responsible management education and the start of a number of pervasive changes. The aim is to have a world-class research environment that leads to practical solutions for sustainable development, and Misum has achieved important milestones in this regard. The mission of Misum translates into three pillars: research, education and outreach, generating rigorous scientific knowledge and using this to engage with SSE internally and with the business world and society. Misum has gradually expanded and recently started to initiate projects across all SSE departments as well as with other scientific institutions in Sweden and Europe and the US.

Misum has grown remarkably as an organization and in terms of impact within and beyond SSE. The appointment of the Scientific Director in 2017 further enhanced research activities. Misum has produced and continues to produce knowledge of high scientific quality, contributes to the development of educational programs on sustainability as well as engages with practitioners to assure practical relevance of research and education.

The establishment of Misum itself played a central role in attracting resources from the Global Challenges Foundation to centrally develop and establish the Global Challenges track.

## LEARNING INITIATIVE IN RETAIL MANAGEMENT

Retail companies are a strong force for development in Sweden and beyond. In late 2017, thanks to a close partnership and a donation from the Axel Johnson Group, SSE announced it would be launching the Antonia Ax:son Johnson Tutorial Program, the largest ever initiative in education and personal development in the history of the

School. The donation is the only one of its kind in Sweden, where most public and private funding is usually spent on research and not education.

Starting in the autumn of 2018, undergraduate students on the School's Retail Management program were given the opportunity to enhance the depth of their learning by meeting a senior researcher on an ongoing basis to discuss current topics and their own development. The program has been inspired by universities such as Oxford, Cambridge and the US liberal arts colleges, and continues SSE's tradition of high-density learning and close contact between students and faculty. Thanks to the donation, SSE can now advance its teaching a step further, offering students individual training in independent and analytical thinking and improving their communicative capacity.

"This is the largest individual educational initiative in the history of the Stockholm School of Economics. It will further strengthen the Retail Management program, making it a powerful engine for educational development throughout the School," says Lars Strannegård, SSE President.

"Having the opportunity, even at the undergraduate level, to reflect on your own learning in close contact with faculty will give students a deeper understanding of how their knowledge can be applied in a changing world," says Sara Rosengren, Professor and Head of the Center for Retailing.

## DEPARTMENT OF ENTREPRENEURSHIP, INNOVATION AND TECHNOLOGY AND HOUSE OF INNOVATION

In the past year, SSE created the new Department of Entrepreneurship, Innovation and Technology, and launched the House of Innovation – with the aim of promoting societal prosperity through creating and nurturing new ventures, as well as transforming and renewing existing organizations

and preparing students to be responsible future leaders. The Head of Department is Professor Magnus Mähring.

The House of Innovation is a new interdisciplinary research, education and outreach environment. It focuses on research and teaching in innovation, digitalization and entrepreneurship, and was possible through a large donation from the Erling-Persson Family Foundation.

The House includes the new Department of Entrepreneurship, Innovation and Technology, the Jacob & Marcus Wallenberg Center for Innovative and Sustainable Business Development, and the Scania Center for Innovation and Operational Excellence. It also works closely with the Stockholm School of Entrepreneurship and the SSE Business Lab, thus encompassing activities ranging from knowledge creation, dissemination and education to extensive industry collaborations and incubation of start-ups. With the House of Innovation, SSE continues to strengthen the Swedish ecosystems for entrepreneurship and innovation, and produce knowledge valuable to private and public organizations that need to build capabilities to face rapidly changing market conditions.

"We are happy to say that thanks to the Erling-Persson Family Foundation, we can now create a world-class interdisciplinary research environment. This will be a meeting point for actors from different sectors and fields, researchers, students, policymakers and decision makers, for exchanging knowledge, thoughts and ideas. This type of exchange is crucial for Sweden's future competitiveness," says SSE President Lars Strannegård.

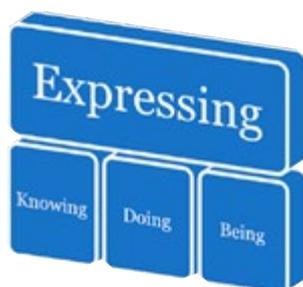
## BOOST TO GLOBAL CHALLENGES

Increasing numbers of students choose SSE because of the school's sustainability education. At the same time, the expectations from the business community have grown: they seek graduates with a high level of sustainability knowledge. SSE has appointed the experienced researcher and teacher Maria Perrotta Berlin as Global Challenges program development director to further improve the education track.

The large Bachelor program in Business and Economics was restructured through a major donation to incorporate a Global Challenges track, which enhances students' understanding of the enormous challenges that our world is facing. While actual global challenges are many and varied, the pedagogy developed to address them frames the key learning in terms of four phases of change: knowing a problem, doing something about it, reflecting on

and understanding one's own role and, finally, convincing others to act and collaborate. An international advisory board for the track has been established to ensure that Global Challenges addresses relevant global issues from a truly global perspective.

In mid-2018, the first



The four consecutive modules of the Global Challenges track.

## FEEDBACK FROM GLOBAL CHALLENGES' STUDENTS

A few student comments received by teachers during their internal evaluation:

"The strengths of the courses are the freedom and the depth of the area we get to explore by ourselves. This is something all of SSE have to learn!"

"It was advantageous to get constant feedback during the workshops. It has been very important regarding the progress and guidance of the projects, but also as inspiration when hearing about other groups' issues and ways of thinking."

"On a personal level, the courses have taught me to trust more in my abilities. I want to become an entrepreneur in the future."

cohort of students completed the two-year track. Now the Global Challenges track is being given a further boost by SSE, within a further restructuring of the School's largest Bachelor program, which will be completed by fall 2020. "The ultimate vision is to integrate Global Challenges knowledge into all education at the School. This means that the understanding of global risks and the capacity to work towards sustainability goals is taught to all students at all levels," says Maria Perrotta Berlin.

## TECHNOLOGY IN TEACHING

Technology development presents both challenges and opportunities for an education that aims at keeping pace with a changing world. The use of technology can help reducing the carbon footprint of increasingly international research and education programs. Moreover, generations that are native to new technological tools benefit from perceiving their integration into pedagogical methods and learning objectives. Finally, technological tools can improve dialogue within the School (between students and educators) and with partners outside the School (see Principles 5 and 6).

SSE has made efforts to expand the use of technology-enhanced learning (TEL) in the teaching of disciplinary content, with increased progress in 2018/9. With IT Services in focus, it guides the integration of digital tools into educational programs (and research), largely by providing application management. This includes working as a liaison between SSE faculty and IT vendors and developers.

The target outcome is a digital campus, one leg of which is currently in place: a studio for in-house production of educational material and direct digital distribution to



students. Material currently includes podcasts, videos and the management of webinars. A second aspect of a digital campus is professional expertise, in the form of a full-time digital-learning specialist. While this specialist does work with students to improve their capabilities as digital learners, the primarily focus is working with and supporting faculty as they develop digital teaching/learning material.

Work with materials development naturally also supports competence creation and knowledge transfer. To date, the clearest example of competence creation and knowledge transfer is a program called Pedagogical Development in Action (PDA).

The aims of PDA are:

- To increase the number of teachers with knowledge of and interest in blended learning.
- To re-design a growing number of courses (and create new ones).
- To raise the level of pedagogical dialogue among SSE departments.
- To create a number of best-practice cases within SSE.
- To increase the pace of organizational learning around digital-learning support.
- To evaluate new tools and equipment.
- All of which aim, ultimately, to enhance student learning.

For example, among a number of sessions held in 2018, in February a session explained three different tools that can be applied to teaching – Skype (for Business), TEAMS and ZOOM – giving scenarios and explaining their use.

In the past two years, other pedagogical initiatives have also taken place at SSE, with courses for faculty members and PhD students such as Developing Teaching Excellence,

The Inclusive Classroom and Teaching Executives. In addition, there has been a series of pedagogical brown-bag lunches on various topics.

#### ACCREDITATION OR RECOGNITION BY NATIONAL AND/OR INTERNATIONAL AGENCIES

SSE has been given the right to award degrees on all levels (Bachelor, Master and PhD) by the Swedish government (MBA programs are not regulated in Sweden). In 2011, a quality assurance evaluation conducted by the Swedish National Agency for Higher Education for the subject areas Economics and Business Administration reconfirmed the very high national quality of the SSE programs at BSc level. In 2017, the PhD programs in Economics and Finance have been evaluated by the same agency with the same high result. In 2017, the agency conducted a thematic evaluation of sustainable development within academic programs. SSE was one of only 12 Swedish universities to earn a satisfactory result.

The Swedish Foundation for International Cooperation in Research and Higher Education awarded SSE its top ranking for institutional internationalization levels in 2016, 2017 and 2018, the first three years of this ranking.

Engagement with accreditation processes are used by SSE as tools for strategic development and quality assurance. SSE is one of the co-founders of EFMD. A number of SSE's senior management members have had roles within the organization throughout the years. SSE was accredited by EQUIS in 1999 and re-accredited in 2005, 2010, 2014 and 2018. In the 2018 peer review report, the evaluation team concluded that SSE had demonstrated outstanding quality, well above the level required to satisfy EQUIS standards in specific areas. SSE can be considered an example of "best practice" in these areas.

Some areas where the peer review team commended SSE are:

- The quality of students and faculty.
- Positioning and output of research.
- Ethics, responsibility and sustainability.
- Contributions to the wider community.
- National corporate links.
- Context, governance and strategy.

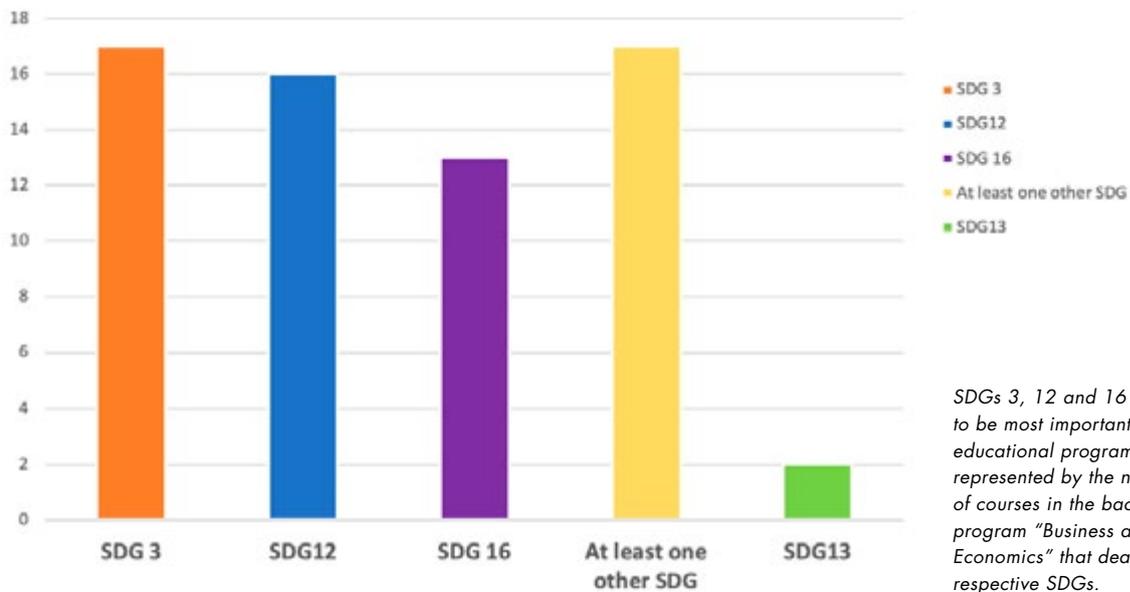
The team stressed that "SSE is rightly and highly regarded as a leader in ethics, responsibility and sustainability".

SSE participates in the Financial Times (FT) rankings and has held the number one position in the Nordic region since the European Business School ranking was started.

GreenMetric is an initiative started in 2010 by Universitas Indonesia. There are two focus areas, sustainability in education and greening of campuses. It reports the results of an online survey filled out by schools around the world, evaluating three main areas (environment, social elements, and economic elements) with six sub-areas (setting and infrastructure, energy and climate change, waste, water, transportation, and education). GreenMetric hopes that, through alerting university leaders and stakeholders, more



### PROMINENCE OF DIFFERENT SDGS



SDGs 3, 12 and 16 turn out to be most important in SSE educational programs – here represented by the number of courses in the bachelor program “Business and Economics” that deal with the respective SDGs.

attention will be given to combating global climate change, energy and water conservation, waste recycling and green transportation. SSE filled out its first GreenMetric ranking survey in 2018. SSE was ranked #142 out of 719 in the world, and first of three in Sweden.

#### MAPPING EDUCATION FOR SUSTAINABILITY

The introduction of the Global Challenges track has been a paradigm shift for business and management education at the School, and has caused ripples among both students and faculty with broader perspectives and new pedagogical approaches.

But what about the courses and curricula apart from Global Challenges? SSE offers bachelor, master and PhD programs, executive education and MBA courses, and in line with the purpose and values of PRME, it seeks to integrate sustainability and principles of responsible management in all of them. Not as an exceptional track, but related to the specific contents of business management, accounting, corporate finance and economic theory.

This will be one of the big challenges for the next years, and gives rise to questions. What does this mean? How are sustainability topics related to the core themes of our programs? Misum has taken a lead on this by developing a comprehensive map of SSE curricula with regard to sustainability content. This looks at concrete themes, the fractions of contact hours and pedagogical approaches.

The first step was to clarify what was meant by sustainability and responsible management education. Although so important for society and future generations, it is not easy to define in many specific contexts. Misum decided to use the United Nation’s Sustainable Developments Goals (SDGs) as a point of departure: their domains are broad enough to cover relevant economic, social and environmental issues, and in combination with Agenda 2030 are a framework with potential for political and corporate action.

For the mapping task, labels like “life on land”, “zero hunger” or “decent work and economic growth” are not sufficient however. The more precise indicators and 169 sub-targets defined by the UN were used, and the core subjects described in the course outlines as first information for students, and derived a list of key words for every SDG as benchmarks for the assessment.

SDG 12, “responsible consumption and production” has, for example, these key words: sustainable consumption, LOHAS, CSR, ESG, sustainable supply chains, circular economy, responsible management, business ethics, pollution, market failure (externalities, public goods, commons), fair trade/trade policies, and sustainable standards and labels.

With these checklists, the researcher screened the available schedules, lecture slides and material of all courses. Taking into account that seminars and lectures might not be entirely dedicated to, say, ethics or pollution



but rather touch on these as part of certain management theories or supply chain models, the research allowed for a sustainability content between 25% and 100% per session. It also specified if teaching was explicitly on sustainability, for instance as CSR or sustainable supply chains, or was included implicitly by talking about empathetic leadership or consumer utility.

Overall, the mapping shows about 50% of all courses now deal with issues like CSR, ethics, collaborative management and human well-being.

Results show that issues related to the SDGs appear quite frequently, but often in an indirect manner. Institutional or macroeconomics, for instance, address inequality, social dilemmas and market failures throughout all lectures, but focus on mathematical formulations. On the other hand, there is a large assortment of courses and seminars dedicated to innovation and risk management, and reflective, change-oriented leadership approaches are very prominent in management studies, but these rarely refer to specific societal or environmental problems. For students, it is therefore not always obvious that such methods and concepts can be used for sustainable development.

The mapping results are the foundation for a dialogue between teachers, students and Misum as coordinator for PRME. For “mainstreaming the SDGs” in business school education, an objective declared by PRME Champions schools in 2018, it is crucial to align them with the different rationales of subjects taught. Otherwise, students and often even teachers do not draw the lines that connect them, and knowledge about market institutions, corporate taxes and consumer behavior is not recognized as important to sustainable development.

This dialogue and collaboration between disciplinary “silos” is similar to the model behind Global Challenges – and Misum believes that setting those disciplines back in a societal context is crucial for seeing management models, marketing, finance or taxes not as means for profit maxi-

mization but as means for individual well-being, long-term thinking and societal development.

#### IMPACT OF STUDENT FEEDBACK

As mentioned in the last PRME SIP report, the mandatory course in Global Challenges was implemented in 2016 for students taking the BSc in Business and Economics. Since then, this course has been an excellent example of how course directors can emphasize their will to involve student feedback in course development processes. Since its start, several focus groups have taken place beyond the regular ones included in the School’s quality assurance system. Student feedback on how to improve course content and make it an even more valuable tool for developing skills in responsible leadership and sustainability has been very acknowledging and led to several changes, both in course structure and course content.

More widely, to highlight the importance of having competent faculty with pedagogical qualities to inspire students within their field, the Student Association each year awards one teacher on the Bachelor and Master programs respectively the Teacher of the Year Award, based on votes and motivations from students. This is an important way for students to recognize and praise faculty who they feel have done a remarkably good job during the year.

SSE’s 2018 EQUIS report stresses, based on several interviews with students from different programs and from different levels of academics, a strong perception especially among bachelor students that the Student Association has played a highly influential role in their personal development. The Student Association offers an array of projects with different functions. Some have a more educational supporting function like the Tutor Center where second year bachelor students hold tutor sessions for first year students to support them through their studies and prepare them for exams. Other projects work more as a platform for students.

## PRINCIPLE 4

# RESEARCH

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Principle 4: 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.



Stockholm School of Economics (SSE) has an excellent core faculty and the School continues to recruit leading researchers to support the fulfilment of its ambitious goals. Faculty members have 50% of their workload allocated to research and produce high quality outputs. The School has developed the concept of “rigorance” which captures both the rigor and relevance essential elements of its mission.

Science-based teaching and learning is central to SSE and its founding mission makes this explicit. Most teachers hold a PhD (92%). All programs are research based. Finally, independent institutes explore research agendas in particular areas and provide the organizational flexibility to focus on specific fields. SSE is monitoring its research output with the database Converis.

### RESEARCH AT MISUM

SSE has also witnessed the rapid development of its dedicated sustainability center, the Mistra Center for Sustainable Markets (Misum), which continues to show good research output.

Sustainability, broadly understood, is one of four fields where SSE aspires to excellence. Established in 2015 with a grant from the Swedish Foundation for Strategic Environmental Research, Misum is the hub of this activity. It is a cross-disciplinary and multi-stakeholder research center with about 30 researchers.

Its mission is threefold: to conduct multi-disciplinary research that is scientifically rigorous and practitioner relevant; to educate students and equip them with tools for understanding and acting upon our time’s most pressing challenges; and to drive cross-sectional collaboration and industry outreach, including the provision of expert advice to political leaders and policy developers. Research at Misum is coordinated in three collaborative areas:

- Sustainable socio-economic development
- Innovating markets
- Sustainable finance

### OTHER DEPARTMENTS

Beyond this, SSE departments conduct research projects where ethics, responsibility and sustainability are important dimensions. For example, research on business ethics and a large research program on corruption are ongoing projects at the Department of Management and Organization. Faculty at the Department of Accounting are studying corporate governance, corporate social responsibility and insider trading. At the Department of Marketing Strategy there is a project studying how different ethical behavior and arguments put forward by a company affects its reputation among consumers.

Appendix C lists examples of Misum’s research publications, and relevant publications from other departments at the School. The PhD, Master and Bachelor theses related to responsibility and sustainability are listed in Appendices D, E and F respectively.

## PRINCIPLES OF RESEARCH INTEGRITY

SSE's principles for research ethics were established in 2011 and had minor revisions in 2016. They comprise five principles based on recommendations from the Swedish Research Council. The principles can be summarized thus:

- Base your research on good research practice.
- Inform those affected by your research.
- Let participants decide if they want to participate.
- Maintain confidentiality and keep data safe.
- Only use research data for research purposes.

Suspected breaches of research ethics are to be reported to the Research Office. Decisions are currently made by the Faculty and Program Board.

The implementation of the new GDPR legislation has required new rules and processes for the handling of personal data in research. A new organization for personal data handling has been set up. Development of rules and routines for handling research data will continue.

In addition, the SSE Board has recently decided to set up a Research Ethics Committee. The Committee will handle



two tasks. The first task is to conduct an ethical review, i.e. to assess and certify whether or not an ethical vetting process (which is performed by a national agency) is required. The second task is to perform investigations of research misconduct. The committee will comprise three faculty members (two SSE professors and SSE's General Counsel) and, when investigating research misconduct, an external non-SSE professor.



*Gathering of Misum seed funding researchers to talk about their projects.*

### SEED MONEY FOR SUSTAINABILITY RESEARCH

Misum aims to investigate the phenomenon of sustainability from different conceptual frameworks and theoretical disciplines. In order to engage with scholars across all departments at SSE and build a sustainability research network at the School, the center has offered seed funding for scholars at SSE who are interested in studying the challenges, potential and scope of sustainability in a broad sense.

This initiative started in the second half of 2018 with a call for research proposals from researchers, post docs and PhD students. Although the funding being offered was small, proposals came in from all seven academic departments at SSE. A second round of funding for new proposals has been offered in the first half of 2019, and participating researchers will meet to discuss their research projects.



## ATTRACTING RESEARCH GRANTS

After setting up Misum in the first half of 2015, the Director and its researchers started collaborating with SSE External Relations and the SSE Institute for Research (SIR) to attract research grants. Since then, external funding for the projects of Misum members has steadily increased, from some occasional grants in 2016 to major project funding in 2017. Examples include:

- Susanne Sweet's project "Monetization of circular economy benefits in the fashion and clothing industry" from FORMAS.
  - The three-year grant from the Ministry of Foreign Affairs and Ministry of Financial Markets for the Stockholm Center for Sustainable Finance (SSFC), to be shared between SSE and Stockholm Environmental Institute on research, education and policy development, of which Sustainability Finance Platform leader Emma Sjöström is entrusted for SSE.
  - The "Shared value" project by Susanne Sweet and Ingrid Stigzelius (together with Tommy Borglund) is funded by the Skandia foundation, to explore business engagement in social and community contexts on the basis of shared value initiatives and to conceptualize and measure business practices and their societal impact.
- In 2018, this was further accelerated, with:
- Funding for a joint project of two Misum platforms, "Urban sustainability, sustainably urban? The importance of interlocked markets to (un)sustainable outcomes in Stockholm and beyond", granted from the Marianne and Marcus Wallenberg Foundation.
  - Grants from Handelsbankens forskningsstiftelse for two projects about partnerships, climate change and supply chains.



### SUSTAINABLE TOURISM GRANT

The biggest success for Misum so far is another grant from FORMAS for a project on sustainable tourism related to migration networks and social capital, together with researchers from Linköping University.

“The tourist industry and its contribution to sustainable development: Social networks and social capital in the employment of immigrants” focuses on the tourism industry in Sweden and its contribution to social sustainability through the integration of immigrants into the labor force. It should be assessed how, where, and why the Swedish tourism industry has been especially successful in integration and probe the long-term labor market outcomes for migrants in the sector.

Misum researchers Lin Lerpold, Örjan Sjöberg and Max Jerneck will be involved in this huge multi-methodological and data-intensive project, with the objective to provide tangible guidance for the Agenda 2030 goals as well as a better understanding of sustainability in the tourism industry.

“The results will also have broader policy implications that can be leveraged to other industries with similar characteristics. Indeed, a better understanding of the creation and workings of social capital among immigrants can potentially be a fruitful avenue to impact one of our time’s largest challenges,” says Lin Lerpold.

### FUTURE IMPACT ON RESEARCH

In addition to explicit funding, the interest and active participation of managers, investors or political representatives in a variety of Misum projects attests to how these stakeholders value the center’s work on sustainability and contribute to Misum’s research standing in the longer term.

Misum has refined its research strategy since the appointment of the Scientific Director in 2017, and now aims to spread research activities to reach more academic and business stakeholders – as well as to involve all big research fields in all seven departments at SSE in future projects related to sustainable markets.



## PRINCIPLES 5 & 6

# PARTNERSHIP & DIALOGUE

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Principle 5: 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: We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Stockholm School of Economics (SSE) is fundamentally committed to the creation and development of multi-level, multi-dimensional and mutually beneficial corporate partnerships, within which both partners learn from and contribute to the other in a variety of ways. Outstanding corporate connections are one of SSE's greatest assets. SSE and the Student Association carefully nurture these relationships to the benefit all stakeholders. The School has recently put more emphasis on its alumni relationships.

Other areas of partnership and dialogue include involvement in CEMS, in the PRME networks especially Nordic and Champions, and two initiatives specifically focused on sustainable finance research.

Public events, research seminars and various media involvements demonstrate the School's interaction with wider audiences.

Approximately 50% of the courses given at the bachelor and master levels during 2017 included guest lecturers and/or live cases or projects involving companies, public sector organizations or NGOs.

### LINKS WITH THE CORPORATE WORLD

SSE was started more than 100 years ago by the Swedish business community. A good indication of the SSE relationship with and impact on the corporate world is the fact that almost 40% of employed master alumni choose to work at SSE partner companies, both in Sweden and abroad. More than 80% of the largest listed companies on the Stockholm stock exchange have SSE alumni on their boards. Some core faculty are engaged in some kind of consultancy or



commercial work which involves a research dimension, including internationally.

Another indicator is the distinguished representation of the corporate world on the SSE Board of Directors, Corporate Advisory Board, Business Lab Board, Program Boards and various advisory bodies at SSE and its affiliated research institutes. This strong bond between SSE and the corporate world has shaped the School's long-term strategy to use business education to increase Sweden's competitiveness. Increasingly, especially on the boards, sustainability and responsibility are topics of conversation.



### DIALOGUE WITHIN THE SCHOOL

In the past two years, there has been increased dialogue within the School about sustainability and the SDGs in research and education. One example is the survey done by the Mistra Center for Sustainable Markets (Misum) and detailed under Principle 3. Misum has been working to develop a comprehensive map of SSE curricula with regard to sustainability content. This gave rise to many conversations aimed at clarifying what was meant by sustainability and responsible management education. Another example is the feedback given by students about the new Global Challenges track, also discussed under Principle 3.

The new group, SSE Students for Climate Action (SSCA), in June this year produced a report with 90 suggestions on how further to integrate sustainability into SSE's bachelor programs, both in terms of course content and structure, within two years. They presented this roadmap at a seminar attended by many faculty members. The report is based on an online survey and a workshop with bachelor students, and it has gone public on SSE's website.

The objective of SSCA is to increase the focus on environment and climate related issues within academia and accelerate the shift toward a sustainable economy, by connecting with and engaging students, alumni and faculty members at SSE. Misum's communications director has worked with SSCA on their communications and events.

### ALUMNI RELATIONS

Alumni operations have been substantially improved in the past few years through staffing increases and more systematic operations. Alumni hubs have been created, alumni communication much improved and alumni fundraising



SSE Students for Climate Action (SSCA) mobilized some students, staff, faculty and their families to join a #FridaysforFuture school strike in Stockholm in May this year.





increased. The alumni club, formally run as an independent organization, has now been largely integrated into the School.

The strategies of SSE Development & Alumni Relations focus on communications, events, volunteer and fundraising opportunities. The strategic plans focused on improving fundraising and the platforms for giving back are impressive and fully engage the School's extensive corporate partners.

Home Coming, the largest event of the year, had about 300 attendees in April 2019. SSE has Alumni Hubs in London, New York, Hong Kong and Germany. Alumni donors have increased from five in 2014 to 310 in 2018. While this is still a relatively modest number, it provides an indication of cultural change in the Swedish context. The Alumni Office also manages a gift section. SSE alumni are increasingly being involved in the volunteer Masters' scheme.

SSE now has a purchase policy which encourages buying from companies which have a sustainability focus and a guide to holding sustainable events – both of these are relevant for alumni events as well as all other events at the School.

### ACTIVE IN CEMS

SSE President Lars Strannegård is currently the Deputy Chair of the CEMS Management Council. He was elected to a two-year term. The Management of CEMS comprises the Strategic Board and the General Assembly, which convene once per year, and the Management Council that convenes continually throughout the year.

CEMS, the global alliance in management education, was established in 1988 by four leading European schools. It has grown into a global alliance of 32 leading business schools, nearly 70 multinational companies and NGOs that together offer the CEMS Master in International Management.

CEMS commitment to an ethical and responsible approach to management education includes a strong focus on sustainability. Through the involvement of social partners in the classroom and governance, to faculty groups and students working on corporate social responsibility and sustainability issues, all CEMS stakeholders benefit from this global discussion on sustainability.

The CEMS academic and corporate members work collectively to develop knowledge and provide education that is essential in the multilingual, multicultural and interconnected business world. The joint CEMS Master in International Management is the main vehicle for achieving this goal. Common to all activities is the aim of promoting global citizenship.

The three courses with a sustainability focus offered to SSE's CEMS students are:

1. Corporate sustainability and responsibility (Susanne Sweet of Misum) (CEMS elective, also elective MSc programs in general).
2. World in the making: tackling world challenges (Marijane Jonsson of Misum) (CEMS elective, also elective MSc programs in general, also BSc final year elective).
3. Model United Nations Framework Convention on Climate Change (UNFCCC) – business and climate change (Örjan Sjöberg of Misum) (CEMS elective).

### STUDENT PARTNERSHIPS

The SSE Student Association's close ties to the corporate world distinguishes it from other student associations in Sweden. The students have traditionally been entrusted to handle their own corporate connections and can thus create the events asked for by companies and students.

At the same time, the association acts as a professional playground by giving project members exceptional experience of dealing with companies and planning events. This annually results in presentations by more than 80 companies, several career-related projects and both formal and informal events where students and company representatives have the chance to get to know each other.

Some examples of theme weeks organized by the association with a high involvement of companies are:

- The Entrepreneurial Spring week, organized by the Entrepreneurship Society, which generates internships to students through collaborations with 28 Stockholm-based startups.
- Sustainable Future Week, organized by Sasse's Corporate Sustainability Group (CSG), aimed at increasing the knowledge and interest about corporate social responsibility among students at the School. A variety of big and small companies from different industries takes part during the week to highlight the importance of a sustainable mindset in business.

### PARTNERSHIPS IN FINANCE RESEARCH

For the past three years, the research program Mistra Financial Systems (MFS) has been looking at both possibilities and limitations for the financial sector to support the transition to sustainable societies, with the understanding of "sustainable development" as the realization of the UN's Sustainable Development Goals.

The research program was been developed in response to the question of the possibilities and limitations for the financial sector to support the transition to sustainable societies. It is a joint and collaborate venture between nine research institutions with Misum as the program host. With

support from Mistra (the Swedish Foundation for Strategic Environmental Research), it aims to provide viable ideas for how financial systems can be put to work for the sustainable development of society.

The program has 30 research projects, divided into five work packages (green macro, policy, market drivers, practical tools and governance), and carried out by 50 researchers over four years. The research institutions involved include SSE, Royal Institute of Technology, Stockholm Environment Institute, Swedish House of Finance, University College Dublin, The Royal Swedish Academy of Sciences, University of Gothenburg and Vienna University of Economics and Business. Several other researchers also contribute to MFS from the University of Leeds, the University of Limerick, Ottawa University, Utrecht University, Duke University, Iowa University, the University of Hamburg, Sociovestix, Sustainable Finance Lab and FORES.

The program director is Bo Becker, Professor in Finance at SSE, with Peter Norman, former Minister for Financial Markets, as chair of the MFS Program Board and a member of the Misum Board.

After three years, this program has already shown good results. Research findings have been disseminated both in scientific journals and at international conferences, and furthermore in reports and presentations tailored for investors, policy-makers and consumers. In total, MFS has published 62 journal articles, book chapters and working papers, and five reports. MFS research has been presented worldwide 68 times at conferences, including macroeconomics, economic theory and environmentally focused conferences.

Overall, the impact of MFS research is already impressive and likely to become more important as the program matures. Implications for sustainable financial systems need to be spread to the stakeholders beyond academia and financial institutions, so MFS researchers used media channels to communicate common results, with 19 interviews and debate articles in thematic outlets, Swedish newspapers, on the radio and in TV. They also appeared in international media including BBC, New York Times and the Guardian. Apart from this, many MFS events and

publications attracted attention from the media and MFS partners have organized a range of seminars and stakeholder workshops on specific topics.

#### UNIQUE COLLABORATION FOR THE SDGS

Sustainable finance is an urgent issue for governments, financial institutions and businesses. The Stockholm Sustainable Finance Centre (SSFC) is a unique collaboration between SSE, Stockholm Environment Institute (SEI) and the Government of Sweden, and aims to accelerate

and promote the shift in capital investments required to deliver the SDGs and climate targets.

It provides research, education, and innovation on levels of sustainability, economics, finance and new technologies. Research is broadly in four categories: the allocation of long-term capital towards a sustainable society, the actual impact of sustainable investment, the integration of ESG factors into investment analysis, and the scaling of sustainable finance. Governance issues and incentives structures across these categories is included.

SSFC's vision is to support investors and the financial system to become sustainable, while its mission is to support financial actors in their crucial role in changing our economies and to support the necessary shift in capital allocation to deliver the sustainable development agenda by finding innovative solutions, developing tools, research and capacity building.

Sweden has been actively engaged with the G20 Finance Study Group and issues of green finance, both as an observer via the Ministry of Finance, and as a knowledge partner by sharing its insights and experience in green finance. Sweden has become a front-runner in sustainable finance in many ways, especially through its financial institutions and its research programs, including Misum.

SSFC is engaging with private and public stakeholders in Sweden to collaborate on innovative sustainable finance solutions. Sweden is in a unique position, as it combines



green finance leadership with a high concentration of fintech innovators.

SSFC is also involved in ongoing research at Misum at SSE. Few tailored education programs summarize research-based knowledge and give insights on how to integrate sustainability into investment decisions. Through Executive Education at SSE, SSFC offers tailored programs to help financial actors become future leaders in sustainable finance by providing foundational knowledge in the emerging theories and practice of sustainable finance and investment.

### REACHING WIDE AUDIENCES

Misum uses multimedia tools to reach different audiences. It communicates through big Swedish newspapers or radio as well as publications and programs outlets for academics. It has produced short videos with renowned researchers to point out important topics of e.g. corporate responsibility and sustainable finance, as well as several podcasts to clarify complex issues. It has increasing numbers of followers on social media channels, for example more than 1 400 twitter followers of Misum itself and more than 8 000 (in aggregated numbers) following the individual researchers' tweets about sustainable markets. The recognition of Misum's homepage reached a new maximum in 2018, with 42 098 clicks overall, and was among the top ten categories of the School's website.

More important than sheer numbers, Misum's outreach and pursuit of the School's "FREE" strategy in the past two years have caused reactions from students and decision-makers. Students in the Global Challenges program engaged in sustainability-related projects, like a review of Stockholm's urban planning with regard to the SDG 11 (inclusive and sustainable urban development) and in May 2018 the organization of a joint event with Arbetarnas bildningsförbund (ABF) about "The elephant in the room", a panel discussion on power, elitism and class at SSE.



Crown Princess Victoria meets Jeffrey Sachs outside SSE, with Misum's Mette Morsing.



In December 2018, some students signed the Swedish students' manifesto, a call-to-action where students from seven Swedish universities and university colleges demand climate responsibility from their future employers. Misum also tries to build on such events by arranging discussions with students and teachers, especially teachers involved in the Global Challenges track.

### RESEARCH SEMINARS AND PUBLIC EVENTS

Misum hosts numerous public seminars and speakers, often working with other organizations to arrange relevant events for different audiences and stakeholders. Please see full list in Appendix B. Numerous research seminars relating to responsibility and sustainability are also arranged by the Stockholm Institute of Transition Economics (SITE). Please see full list in Appendix A.

Here is an example of a large public event that demonstrates both partnerships and dialogue:

In May 2018, SSE hosted a popular public evening event called "Transforming sectors: SDG Implementation in Sweden", organized by Sustainable Development Solutions Network (SDSN), a global initiative for the United Nations, the Swedish International Development Cooperation Agency (Sida), Global Utmaning and SSE's Misum.

Jeffrey Sachs, Professor and Director for Center for Sustainable Development, Columbia University, spoke about the implementation of the Sustainable Development Goals (SDGs) in Sweden. Her Royal Highness Crown Princess Victoria of Sweden, an SDG advocate, attended the event.

After Professor Sachs' speech there was a panel discussion with Carin Jämtin, Sida; Marie Dahllöf from Postcode Foundation; Professor Johan Rockström, Stockholm Resilience Centre; and Professor Mette Morsing, Misum at SSE.

Ranking first on SDSN's SDG Index, Sweden has demonstrated its determination to tackle the challenges relating to SDG achievement in the country. The speaker and panel gave examples of the sustainable transformation underway in Sweden, highlighted what is missing and identified opportunities for action within civil society and academia.

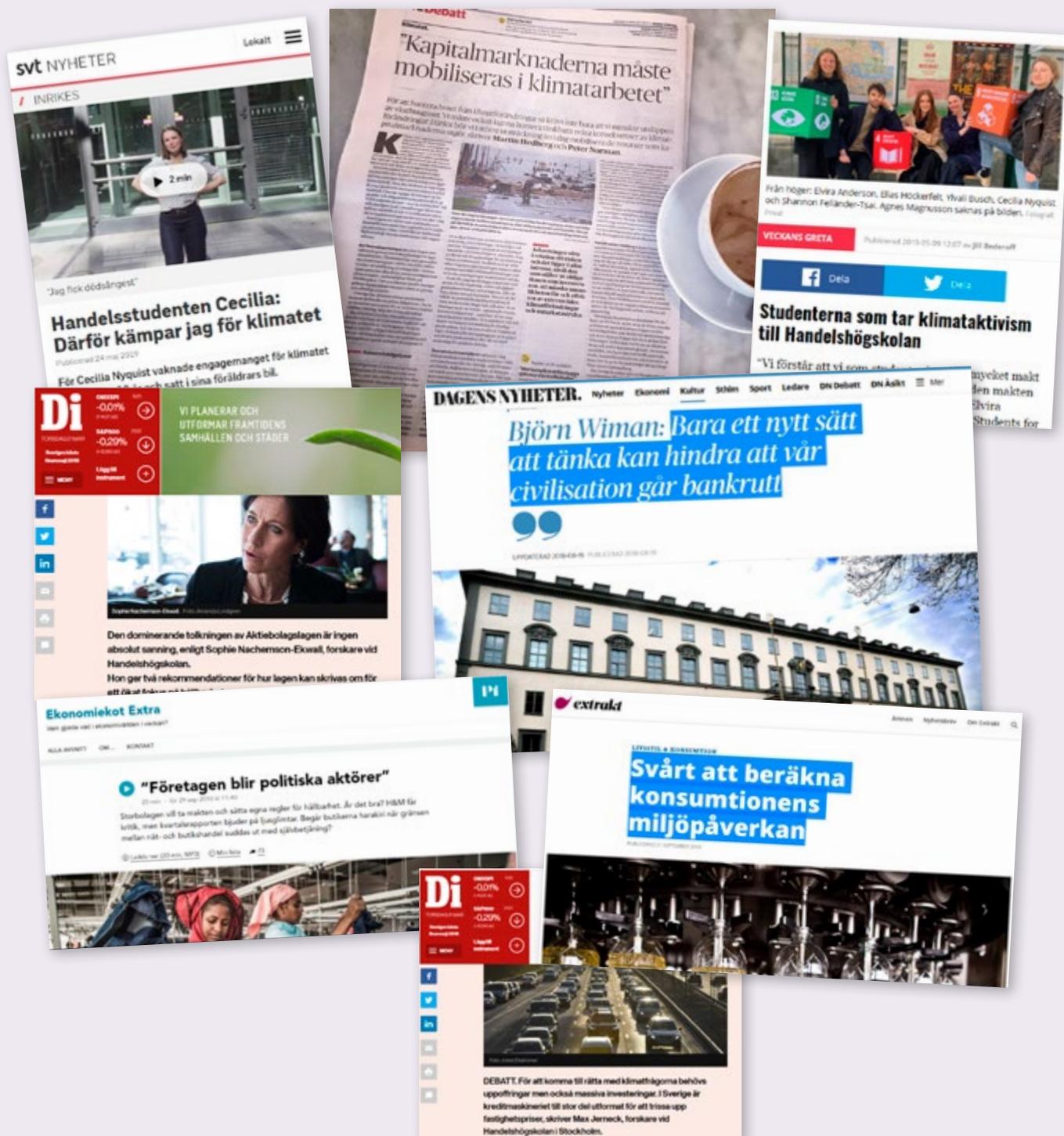
## SSE, MISUM AND THE MEDIA

To promote sustainability and build the profile of SSE and Misum around this, every effort is made to provide public input through the media. Misum both responds to topical issues and finds opportunities to raise issues emerging from research and internal debates.

In Sweden, the targets are the bigger national and business dailies, radio and TV with the highest audiences and specialist magazines with a sustainability profile. Internationally the focus is on connecting SSE and sustainability in, so far, only English-speaking print and online newspapers that carry science-based news, such as Huffington Post and The Atlantic.

Here are two examples of media impact in the past two years:

- Dagens Nyheter’s top culture editor, Björn Wiman, wrote an article in August 2018 pointing out the important role SSE and Misum – and other business schools – should play in educating students differently for a sustainable future in the article “Only a new way of thinking can save our society from bankruptcy”.
- Researcher Sven-Olof Junker, at the time also responsible for the Global Challenges track, twice took part in Swedish radio debates, during peak listening hours, about the responsibilities of companies.





# ORGANIZATIONAL PRACTICE

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We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.

Various systems and policies are in place to guide Stockholm School of Economics' work on environmental improvement and social responsibility. In this respect, the School's aim is to reduce its own environmental impact over time and ensure that its social impact is unambiguously positive. Example of concrete initiatives over the past two years include:

- As of 2018, SSE files an annual sustainability report in accordance with Swedish legal requirements. The following areas are covered in this report: the environment, social conditions for the SSE employees, respect for human rights, and policies and actions to reduce corruption.
- A comprehensive recycling initiative is underway and led by a project manager from the President's Office and working with the Student Association. The aim is to increase and systematize recycling at SSE; to this end, a separate room for food waste has been created.
- The School's construction policy stipulates all renovation must take into consideration sustainable construction practice; all building materials are required to be recyclable and environmentally acceptable.
- Energy-purchasing routines have been established and stipulate that "clean" energy should be purchased, and low energy light bulbs have been installed.
- Water fountains have been installed on campus to encourage re-filling of water bottles.
- A survey of accessibility and working conditions has been carried out to improve access for all students and staff in all SSE buildings; the next step is implementation.
- SSE has a transportation agreement with Taxi Stockholm that stipulates the use of environmentally friendly taxis.
- SSE has put in place an initiative to improve its purchase routines with a focus on sustainability, i.e. fewer suppliers and consequently fewer deliveries, fair trade goods and services and the use of suppliers who carbon compensate for their activities.

The SSE Art Initiative, officially launched in 2015, aims to present works and events, featuring a broad range of

current topics and artists, to foster thoughtful discussions and fruitful interactions between students, faculty and staff and the community at large.

SSE Art Initiative and the Mistra Center for Sustainable Markets (Misum) collaborate on interdisciplinary projects regarding topics on sustainability and art. Many of SSE's artworks consequently have an ethics, responsibility and/or sustainability angle/dimension. Art objects are found in and around the SSE buildings as part of the School's collection, while events and exhibitions are regularly held either on site or at other venues.

SSE's challenge is to continue developing in each of these areas.

### MISUM AND SUSTAINABLE SSE

In line with Misum's mission to integrate knowledge for sustainable development and sustainable markets in all relevant aspects of the main operations of SSE, and in line with the PRME and SSE's new strategy, Misum initiated a "Sustainable SSE" task force group in late 2018. This collective brings together relevant entities that coordinate research, student activities, the School's outreach and campus management, such as the department of External Relations, the Quality Assurance unit, SSE Executive Education, the SSE Student Association, and Misum as coordinator.

Given the fact that many bodies have social and environmental impact, ranging from energy management, catering and academic travel policies over multiple student events and networking initiatives to the directive of corporate relations and the School's "brand", the collective aims to map those activities and further increase sustainability in the School's operations.

"There are so many great things going on already, but they are not really communicated or developed further," says Misum's communication manager Tinni Ernsjö Rappe, "so the first step is to collect all of them and bring them together, to support each other and hopefully grow new ideas."

For example, a group of students launched the Focus CSR initiative some years ago, that organizes interactive workshops with researchers, students and interested companies. Focus CSR collaborated with Misum to grow their network and launch a workshop on the SDGs.

According to the Student Association, many students are also concerned about environmental issues, especially when it comes to food at the canteen. At the first "Sustainable SSE" meeting in November 2018, it was decided to establish processes of information sharing and identify key areas and measures for a comprehensive sustainability strategy for SSE, like building management, catering and conferences, different student initiatives and strategic corporate partnerships.

### SOCIAL INITIATIVES

There are several social initiatives continuing at SSE: the student initiatives "Pimp my grades" and "Mitt livs val" aim at supporting middle school pupils at school and encouraging them in an academic career, and at helping newly

arrived immigrants with orientation in Swedish society.

The latter is also the objective of RAMP, the Rapid Acceleration Management Program, now headed by Lin Lerpold, on a more professional level. This is a one-year program with a 10-week intensive management course in five modules, studied during an internship at a company operating in Sweden – to enable quick and appropriate job market participation for refugees with an academic background and accelerate their inclusion in society. Started in August 2016, RAMP is currently active with participants concluding their 2018-2019 year.

Moreover, several formats within the School's outreach activities aim to support new business models and innovation, most prominently the Business Lab along with a multitude of shared projects and different education programs run by Executive Education.

### ACTIVE STUDENTS

SSE students are increasingly active on issues of sustainability and responsibility on their own campus in Stockholm.

One example is Handelsdagarna. This is the largest annual career fair at SSE – and in early 2019 it was more sustainable than ever. 53 out of the 73 companies participating said yes to the students' suggestion to climate compensate their participation by giving 500 kronor to be donated to a tree planting organization.

"We were already an eco-labeled event, but we wanted to do more this year. We are vegetarian, paper free and have serious recycling," says Fredrika Bruu, second year student at SSE and part of the project group arranging Handelsdagarna.

For the same event, the new group, SSE Students for Climate Action, started a new initiative. "Ask for Action" is a campaign providing questions the students can ask the visiting companies regarding their engagement for the climate. "We want to send a strong signal that climate engagement is an important issue for us when we search for future employers," says Elvira Andersson from SSE Students for Climate Action.



An aerial, high-angle photograph of a modern office or co-working space. The floor is made of large, light-colored square tiles. Several people are seated at round white tables, working on laptops. Some are looking at their screens, while others are talking. There are various items on the tables, including water bottles, papers, and bags. The overall atmosphere is busy and collaborative.

# PROGRESS AND NEW OBJECTIVES

SSE's past objectives and future commitments to the PRME principles are listed in the following table. A number of them are relevant to several PRME principles and thus overlap to some degree.

## PRME PRINCIPLE 1: PURPOSE

OVERALL OBJECTIVES 2017–2019:	PERFORMANCE 2017–2019:	OBJECTIVES 2019–2021:
<p>SSE will continue to develop the capabilities of students to be future generators of sustainable value for business and society and to work for an inclusive and sustainable global economy by:</p> <ul style="list-style-type: none"> <li>• Deepen the knowledge of all faculty in our sustainability challenges so that they are able to further integrate the area into their programs and courses,</li> <li>• Develop and offer more in-depth elective courses across programs for responsibility and sustainability students, and</li> <li>• Further support student-organized initiatives within the area through offering expert advice and resources, sharing practitioner networks and participating on panels and in seminars.</li> </ul>	<ul style="list-style-type: none"> <li>• SSE learning-centered aims: FREE.</li> <li>• SSE Student Association Mental Health survey.</li> <li>• SSE Student Association focus on economic, social and environmental sustainability.</li> <li>• Misum’s mapping of SSE curricula shows about 50% of all courses now deal with issues like CSR, ethics, collaborative management and human well-being.</li> <li>• Support of new student initiatives on sustainability and climate action.</li> <li>• Climate compensation and awareness by students at Handelsdagarna.</li> </ul>	<p>SSE will continue to develop the capabilities of students to be future generators of sustainable value for business and society and to work for an inclusive and sustainable global economy by:</p> <ul style="list-style-type: none"> <li>• Establish an organizational strategy unit called “Sustainable SSE” committed to working collaboratively across SSE to promote activities that address sustainability principles in reality.</li> <li>• Further integration of Global Challenges track in the Bachelor program of Business and Economics as part of new program curriculum in 2020.</li> <li>• Increase support of and collaboration with student-organized initiatives for sustainable development issues.</li> </ul>

## PRME PRINCIPLE 2: VALUES

OVERALL OBJECTIVES 2017–2019:	PERFORMANCE 2017–2019:	OBJECTIVES 2019–2021:
<p>SSE will incorporate into our academic activities and curricula the value of global social responsibility as portrayed in international initiatives by:</p> <ul style="list-style-type: none"> <li>• Conduct workshops with all faculty to ensure that they all understand the UNGC principles and the SDGs to be able to integrate within their courses, and</li> <li>• Continue engaging students in the SDGs through seminars, workshops and other innovative initiatives such as Misum Movie Nights and a student union “give box” to reflect on sustainable consumption.</li> </ul>	<ul style="list-style-type: none"> <li>• FRIS – clear strategic pillars including sustainability.</li> <li>• New SSE Literary Program.</li> <li>• Misum Movie Night and “after school” events.</li> <li>• Equality and diversity work, especially by the SSE Student Association.</li> <li>• Increased use of arts by SSE Art Initiative to create awareness and reflection.</li> <li>• Launched an annual sustainability education workshop with relevant faculty for all programs to integrate important topics throughout bachelor, master and executive education.</li> </ul>	<p>SSE will incorporate the values of global social responsibility into policies, academic activities and curricula:</p> <ul style="list-style-type: none"> <li>• Formulate sustainability vision for whole school.</li> <li>• Sustainability group within the SSE Student Association.</li> <li>• Design and set up biannual survey on PRME attitudes among SSE students and faculty to monitor development of values at SSE.</li> <li>• Increase courses that use a pedagogy of reflection, emotional intelligence and ethics.</li> <li>• Integrate sustainability further into SSE’s quality assurance activities.</li> </ul>

PRME PRINCIPLE 3: METHOD

OVERALL OBJECTIVES 2017–2019:	PERFORMANCE 2017–2019:	OBJECTIVES 2019–2021:
<p>SSE will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership by:</p> <ul style="list-style-type: none"> <li>• Further increase the number and variety of interactive learning tools for teaching.</li> <li>• Further increase the number of students involved in sustainability research, seminar and events.</li> <li>• Further increase the interaction between students and sustainability practitioners, policymakers and faculty.</li> <li>• Improve the SSE environment, structures and systems to “walk the own talk” in offices, waste, water and energy usage.</li> </ul>	<ul style="list-style-type: none"> <li>• A new recycling system with optimized recycling furniture established in the SSE main building.</li> <li>• Mapping of sustainability content in all educational programs as base for further development.</li> <li>• Increase of PhD, Master and Bachelor theses related to sustainability.</li> <li>• Learning initiative in Retail Management.</li> <li>• New Innovation Department.</li> <li>• Global Challenges student feedback.</li> <li>• Global Challenges development director appointed.</li> <li>• Improved technology used in teaching to improve learning.</li> </ul>	<p>SSE will further the development of educational frameworks, materials, processes and environments to enable effective learning experiences for responsible leadership by:</p> <ul style="list-style-type: none"> <li>• Further the communication and integration of pedagogical tool FREE into existing educational programs; development of a menu of pedagogical best practices.</li> <li>• Increase visibility and reach of using the arts to create awareness and reflection of students.</li> <li>• Ensure sustainability/responsibility topics in orientation events for all students, in all programs.</li> <li>• Attract more attention to Global Challenges events by faculty and public.</li> <li>• Develop a database to provide an overview of the content of sustainability education.</li> </ul>

PRME PRINCIPLE 4: RESEARCH

OVERALL OBJECTIVES 2017–2019:	PERFORMANCE 2017–2019:	OBJECTIVES 2019–2021:
<p>SSE 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 by:</p> <ul style="list-style-type: none"> <li>• Further encouraging cross-department, cross-field collaborations research and teaching.</li> <li>• Leverage on existing and potentially new partnerships for collaboration in research and teaching.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase of Misum events related to research.</li> <li>• Continuous increase of relevant publications, especially CSR and sustainable finance.</li> <li>• International conference on sustainable finance August 2018.</li> <li>• Invitation of prominent researchers as guest lecturers within the Global Challenges track, resulting in connections to research projects.</li> <li>• Misum Seed Funding results in research projects across all seven departments.</li> <li>• Graduation of three Misum PhD students.</li> </ul>	<p>SSE will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations and civil society actors in the creation of sustainable social, environmental and economic value by:</p> <ul style="list-style-type: none"> <li>• Strengthen international and interdisciplinary recognition for sustainability research.</li> <li>• Enhance dissemination in top-tier international journals and research conferences.</li> <li>• Strengthen our international position as a leader in sustainable finance research.</li> <li>• Increase the number of international collaborative research projects, especially with other PRME schools.</li> <li>• Develop a strategy for long-term funding of Misum.</li> <li>• Increase research on sustainability across all departments for interdisciplinary and integrated scientific impact.</li> </ul>

PRME PRINCIPLE 5 AND 6: PARTNERSHIP AND DIALOGUE

**OVERALL OBJECTIVES  
2017–2019:**

Increase interaction and collaboration in responsibility and sustainability across multiple stakeholders in partnerships and through dialogue.

**PERFORMANCE  
2017–2019:**

- Collaboration with the SSE Student Association.
- Support for SSE Students for Climate Action.
- Contribution to Stockholm Sustainable Finance Center.
- UN PRME Champions – participation in three Champion meetings.
- Active in CEMS and sustainability courses.
- Partnerships in finance research.
- Representatives of civil society and institutions invited within the Global Challenges track.
- Integrating ESG into quarterly earnings calls: large public seminar on the findings from the Action Lab by researcher Hanna Setterberg.

**OBJECTIVES  
2019–2021:**

Increase interaction and collaboration in responsibility and sustainability with business, students, faculty, civil society and other schools in partnerships and through dialogue:

- Develop a Misum strategy to increase engagement with business stakeholders about research into sustainability.
- Continue outreach activities to engage civil society and businesses around sustainability issues.
- Collaborate with higher education institutions in the Stockholm area around the Global Challenges track (in particular, development of a joint elective course).

## APPENDIX A

# SITE SEMINARS

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Responsibility and sustainability research seminars – Stockholm Institute of Transition Economics (SITE) events from July 2017 to June 2019:

SITE Brown Bag Seminar: **'Exclusion and Dissent: Explaining Political Behavior in the Arab World'**.

Raj Desai, Georgetown University. 2017-06-02.

SITE Brown Bag Seminar: **'Human Smuggling and Intentions to Migrate: Global Evidence from a Supply Shock along Africa-to-Europe Migration Routes'**.

Guido Friebel, Goethe University, Frankfurt. 2017-09-12.

SITE Brown Bag Seminar: **'The Political Economy of Weak Treaties'**. Bård Harstad, UIO. 2017-09-19.

SITE Brown Bag Seminar: **'Sometimes Your Best Just Ain't Good Enough: The Worldwide Evidence on Well-Being Efficiency'**. Milena Nikolova, IZA, CELSI, Brookings Institution. 2017-10-10.

SITE Energy Talks: **'Technological Development, Geopolitical and Environmental Issues in our Energy Future'**. Presentation by Thomas Sterner, Professor of Environmental Economics at the University of Gothenburg. 2017-10-24.

SITE Brown Bag Seminar: **'Choosing who you are: The structure and behavioral effects of revealed identification preferences'**. Florian Hett, Goethe University Frankfurt. 2017-10-26.

SITE and Swedish Entrepreneurship Forum Seminar: **'All the Way to the Top: Innovation, Growth, and the Role of the State'**. Senior Economist Dr. Reda Cherif and Senior Economist Dr. Fuad Hasanov, International Monetary Fund (IMF). 2017-11-27.

SITE Brown Bag Seminar: **'Toward an Understanding of Corporate Social Responsibility: Theory and Field Experimental Evidence'**. Daniel Hedblom, UC Berkeley School of Information. 2017-11-28.

SITE Brown Bag Seminar: **'Mind The Gap: What Explains Changes in the Relative Timing of Marriage and Fertility?'**. Lev Lvovskiy, Belarusian Economic Research and Outreach Center (BEROC), Minsk. 2017-12-04.

SITE Brown Bag Seminar: **'Regions, nations, and redistribution: Experimental evidence on social identity and policy preferences among Belgian local politicians'**. Colin Kuehnhan, Vrije Universiteit Brussels (VUB). 2017-12-11.

SITE and ASWEDE Academic Conference: **'Public Sector Efficiency and Effectiveness'**. Invited keynote speakers: Professors Oriana Bandiera from LSE and James Robinson from the University of Chicago. 2017-12-14 to 15.



Job talk seminar: **'Growing Collectivism: Irrigation, Group Conformity and Technological Divergence'**. Johannes Buggle, Post-Doctoral Fellow in Economics at HEC Lausanne. 2018-01-19.

Job talk seminar: **'War and Political Participation in Bosnia and Herzegovina'**. Dijana Zejcirovic, PhD. Candidate, Pompeu Fabra University. 2018-01-24.

Job talk seminar: **'Politico-economic Regimes and Attitudes: Female Workers under State-socialism'**. Pamela Campa, Assistant Professor of Economics at University of Calgary. 2018-01-26.

Job Talk Seminar: **'Safety First: Perceived Risk of Street Harassment and Educational Choices of Women'**. Girija Borker, PhD. Candidate, Brown University. 2018-02-01.

Job Talk Seminar: **'Natural Resources, Trade, and Structural Transformation in Africa'**. Sebastian Hohmann, PhD. Candidate, London Business School. 2018-02-05.

The World Bank and SITE, information Seminar on recruitment: **'Want to join our mission to eradicate poverty?'**. Anna Frick, Recruiter at the World Bank, and Marcus Svedberg, Stockholm Sustainable Finance Center. 2018-03-06.

SITE and Embassy of Finland Seminar: **'The State of Russia ahead of the election'**. Speakers: Mikael Antell, Chargé d'affaires, Embassy of Finland, Martin Kragh, Associate Professor, Swedish Institute of International Affairs, and Carolina Vendil Pallin, Deputy Head of Research, Swedish Defence Research Agency. Moderator: Torbjörn Becker, SITE. 2018-03-15.

- The Moscow School of Civic Education (MSCE) yearly Alumni Conference, arranged by SITE: **'What makes society works'**. Venue: Stockholm School of Economics. 2018-04-23 to 26.
- SITE Brown Bag Seminar: **'The Effects of Trade, Aid, and Investment on China's Image in Developing Countries'**. Vera Z. Eichenauer, Eidgenössische Technische Hochschule Zürich (ETH). 2018-05-15.
- SITE Development Day 2018: **'Gender Equality and Economic Development: From Research to Action'**. 2018-06-01.
- NGO Workshop: **'Nonprofits, Governments and Organizations'**. Host: Maria Perrotta Berlin, SITE. 2018-06-19 to 20.
- SITE Brown Bag Seminar: **'Management and Bureaucratic Effectiveness: Evidence from the Ghanaian Civil Service'**. Martin Williams, Oxford University. 2018-09-18.
- SITE Brown Bag Seminar: **'To Russia with Love: How Sanctions affect Elections'**. Michele Valsecchi, Assistant Professor, New Economic School. 2018-09-25.
- SITE Brown Bag Seminar: **'Media Capture through Favor'**. Ferenc Szücs, Stockholm University. 2018-10-02.
- SITE Energy Talks: **'Energy Demand Management: Insights from Behavioral Economics'**. Host: Chloé Le Coq, SITE. 2018-10-16.
- Mock Job Talk: **'Strategic Abstention in Referendum with Quorum: Evidence from Italy and from the Lab'**. Domenico Viganola, PhD Student SSE. 2018-11-06.
- SITE Brown Bag Seminar: **'Women's Economic Empowerment and Fertility: Long-Term Experimental Evidence from Tanzania'**. Kjetil Bjorvatn, Norwegian School of Economics. 2018-11-20.
- SITE Brown Bag Seminar: **'Perceived Ability and School Choices'**. Verónica Frisancho, Inter-American Development Bank. 2018-12-04.
- SITE Seminar: **'Making the Global Financial System Work for All'**. Erik Berglöf, London School of Economics and Political Science (former EBRD Chief Economist). Comments by: Karolina Ekholm, Deputy Minister of Finance. 2018-12-14.
- SITE Academic Conference: **'Gender in Economics: From Survival to Career Opportunities'**. Host: Anders Olofsgård, SITE. 2018-12-17 to 18.
- SITE Seminar: **'Towards a New Social Contract – Taking on Distributional Tensions in Europe and Central Asia'**. Maurizio Bussolo, lead economist in the Europe and Central Asia Chief Economist Office at the World Bank. 2019-01-25.
- SITE Seminar: **'When Are Politically Irrelevant Events Relevant to Election Outcomes?'**. Raphael Corbi, University of Sao Paulo. 2019-01-29.
- SITE Seminar: **'Trading with the Enemy: The Impact of Conflict on Trade Transactions in Non-Conflict Areas'**. Alexey Makarin, Northwestern University, Chicago. 2019-02-04.
- SITE Seminar: **'Organized Crime, Captured Politicians and the Allocation of Public Resources'**. Nicola Mastrococco, Trinity College Dublin. 2019-02-11.
- SITE Seminar: **'High-Value Work and the Rise of Women: The Cotton Revolution and Gender Equality in China'**. Melanie Meng Xue, Postdoctoral Fellow, Northwestern University. 2019-02-19.
- SITE Seminar: **'Chinese Aid and Local Ethnic Identification'**. Ann-Sofie Isaksson, University of Gothenburg. 2019-03-05.
- SITE Seminar: **'Gender Identity, Co-Working Spouses and Relative Income within Households'**. Natalia Zinovyeva, Assistant Professor, Aalto University, Helsinki. 2019-03-19.
- SITE Seminar: **'Textbooks for Homework: Impact on Learning in a State of Fragility'**. Anders Olofsgård, SITE. 2019-03-26.
- SITE Seminar: **'The Legacy of Colonial Medicine in Central Africa'**. Sara Lowes, Bocconi University. 2019-04-02.
- SITE Seminar: **'The Importance of Business Travel for Trade: Evidence from the Liberalization of the Soviet Airspace'**. Bengt Soderlund, PhD Student, Stockholm School of Economics. 2019-04-09.
- SITE Seminar: **'Corruption, Judicial Accountability and Inequality: Unfair Procedures May Benefit the Worst-Off'**. Christian Bjørnskov, Professor of Economics, Aarhus University. 2019-05-07.
- SITE Seminar: **'Populism: Demand and Supply'**. Helios Herrera, Associate Professor, University of Warwick. 2019-05-14.
- SITE Seminar: **'Unemployment and Intimate-Partner Violence: A Gender-Identity Approach'**. Ana-Tur Prats, University of California, Merced. 2019-05-21.
- SITE Seminar: **'Bribes vs. Taxes: Market Structure and Incentives'**. Francesco Amodio, McGill University, Montréal. 2019-06-04.
- SITE Seminar: **'The dynamics of revolutions'**. Daniel Spiro, Uppsala University, Sweden. 2019-06-11.





## APPENDIX B

# MISUM EVENTS

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Responsibility and sustainability events open to the public – Misum events from July 2017 to June 2019:

**‘Walking the talk’ report:** Misum launched its second report – a study of the sustainability communication of Stockholm’s large cap companies. 2017-09-27.

**Doughnut Economics:** lunch lecture with Kate Raworth, an advisor to the Global Challenges program at SSE. ‘Doughnut Economics: Seven ways to think like a 21st century economist’. 2017-10-02.

**Misum meets Gudrun Schyman:** Feministiskt initiativ party leader Gudrun Schyman visited SSE and Misum for a talk about equal rights and politics. 2017-10-13.

**Global challenges, global solutions:** a large seminar with former United Nations Deputy Secretary General Jan Eliasson and Ardalan Shekarabi, Minister for Public Administration in the Swedish Government. A joint initiative of the European Commission, the United Nations Development Program and Misum at SSE. With



panel to discuss the sustainable development goals and Sweden’s role. 2017-11-15.

**Standards for non-financial reporting:** a public seminar with American capital market activist Professor Bob Eccles. 2017-11-08.

**How good-looking do you think you are?:** Harvard professor Cass Sunstein gave a large public talk about ‘Optimistic Bias and Climate Change’. 2018-01-06.

**Research seminar:** Tensie Whelan and Kevin Eckerle from NYU Stern have taken an interest in the relationship between financial performance and the core sustainability benefits of corporate sustainability investments. 2018-01-30.

**Impact and frustration:** a seminar where the artist duo Bigert & Bergström met the Misum researchers Emilia Cederberg and Sven-Olof Junker in a talk about work, impact and frustration. 2018-04-11.

**Seminar with SIWI:** Kate Raworth spoke at a seminar arranged in cooperation with SIWI (Swedish Water House). Raworth is author of ‘Doughnut Economics. Seven ways to think like a 21st century economist’. With video interviews for social media. 2018-05-23.

**Integrating ESG into quarterly earnings calls:** large public seminar on the findings from the Action Lab by researcher Hanna Setterberg. 2018-05-08.

**The implementation of the SDGs in Sweden:** a large public seminar with Professor Jeffrey Sachs, from Colombia University, arranged with SDSN (a UN initiative). Amongst the guests were Her Royal Highness Crown Princess Victoria of Sweden, an advocate for the SDGs. 2018-05-15.

**Misum went to Almedalen:** and did a seminar on sustainable consumption called 'Thailandsresa och kravmärkt' about sustainable consumption, with other Mistra programs. 2018-07-02. SSE researchers took part in many different seminars at Almedalen.

**Sustainable Finance Conference:** Misum and the research program Mistra Financial Systems, with Swedish House of Finance, hosted a conference on Sustainable Finance. Keynote speakers were Laura Starks from University of Texas Austin, Philipp Kreuger from University of Geneva, Adair Morse from UC Berkeley and Alex Edmans from London Business School. 2018-08-20 to 21.

**Future fashion:** the research program Mistra Future Fashion had its last Annual Program meeting for three days at SSE, with Misum's Susanne Sweet as one of the speakers and organizers. 2018-09-25 to 27.

**Micro CSR:** Misum seminar with Professors Jean Pascal Gond, Cass Business School, and Frank De Bakker, IÉSEG School of Management. Jean Pascal Gond was a Misum Research Fellow for two months. 2018-11-01.

**Stigma:** seminar with Professor Bryant Hudson from IÉSEG. This research seminar focused on stigma in general, also discussing the interface between stigma and corporate social responsibility. 2018-11-09.

**Energy use and sustainable development:** second international workshop in Ann Arbor, USA, organized by Misum's Professor Ranjula Bali Swain. 2018-11-09.

**Game of climate:** the power of art and game theory in a sustainable future. Artists Lars Arrhenius and Eric Ericson, who created the board game Kalas, met SSE's Professor Tore Ellingsen in a conversation about game theory, art and climate, arranged by Misum. 2019-01-17.

**Impact management and measurement:** Bob Eccles and Clara Barby led this seminar for invited business guests and researchers. 2019-01-30.



**Do Talk about climate activity:** Is climate activism a new people's movement? Misum's Svenne Junker and student Elias Höckerfelt, one of the initiators of SSE Students for Climate Action, participated in a conversation arranged by DoConomy, moderated by Per Grankvist. 2019-02-12.

**Stakeholder engagement meeting:** Misum invited business representatives to a presentation on the upcoming Misum Walking the talk 2019 report. Discussion on the scoring scheme with companies listed on the Nasdaq OMX Stockholm Large Cap index. 2019-03-26.

**Shared value and social inclusion:** a well-attended seminar on the Shared Value Project with Misum and Örebro researchers. Discussion on business opportunities in meeting social needs in segregated areas in Swedish society. Panel from Skanska, Skandia Real Estate, GSG and researchers. 2019-04-08.

**Climate compensation:** it is big business, but is it a way to buy ourselves out of addressing the real problem? An after work/After school/Do talk arranged by Misum, SSE Students for Climate Action, the students in the Corporate Sustainability Group and DoConomy. 2019-04-10.

**Misum Movie Night:** 'Mating' at Grand Bio cinema, including panel discussion. 2019-04-12.

**The investor revolution:** open lecture with Robert G. Eccles, former Harvard professor and financial market activist. 2019-05-13.

**Finance driving sustainability:** Misum participated in the conference on partnership for sustainable finance. Second conference of the Northern European Partnership for Sustainable Finance (NEPSF), organized by the Stockholm Sustainable Finance Centre (SSFC). To explore the opportunities investors have to steer their portfolios towards sustainability and discuss how to overcome obstacles. 2019-05-14.

**Towards a sharing economy:** innovating ecologies of business models. Misum research seminar with Professor Frank Boons, Misum Research Fellow, and Professor of Innovation and Sustainability and Director, Sustainable Consumption Institute, Alliance Manchester Business School, UK. 2019-05-23.



## APPENDIX C

# RESPONSIBILITY AND SUSTAINABILITY PUBLICATIONS

JULY 2017 TO JUNE 2019

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### PUBLICATIONS BY MISUM SCHOLARS:

- Andersson, P. and Mattsson, L.G. (2018). Digital transformation supporting public service innovation: business model challenges and sustainable development opportunities, in Per Andersson, Staffan Movin, Magnus Mähring, Robin Teigland and Karl Wennberg (eds): *Managing Digital Transformation*. Stockholm School of Economics Institute for Research, pp.217-240.
- Bali Swain, R. & Wallentin, F.Y. (2017). The impact of microfinance on factors empowering women: Differences in regional and delivery mechanisms in India's SHG programme, *Journal of Development Studies*, 53(5), 2017.
- Bali Swain, R. (2017). A Critical Analysis of the Sustainable Development Goals, in *Handbook of Sustainability Science and Research* (Ed(s) Leal et. al), Springer, 2017.
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- Bruns, H., Kantorowicz-Reznichenko, E., Klement, K., Jonsson, M. L. and Rahali, B. (2018). Can nudges be transparent yet effective? *Journal of Economic Psychology* 65, 41-59.
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- Corsaro, D. and Mattsson, L. G. (2018). Untangling the a priori differentiation of service exchanging actors, in Stephen L. Vargo and Robert F. Lusch (eds): *The SAGE Handbook of Service-Dominant Logic*. London, SAGE.
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Fontana, E. and Egels-Zandén, N. (2018). Non sibi, sed omnibus: Influence of supplier collective behaviour on corporate social responsibility in the Bangladeshi apparel supply chain. *Journal of Business Ethics*.

Ford, D., Mattsson, L.G. and Snehota, I. (2017) Managing in the Interactive Business World. In Håkansson, H. and Snehota I (eds) *No Business is an Island: Making Sense of the Interactive Business World* Emerald Publishing, 27-46.

Frandsen, S. (2017). The silver bullet of branding: Fantasies and practices of organizational identity work in organizational identity change process. *Scandinavian Journal of Management*, 33(4), 222-234.

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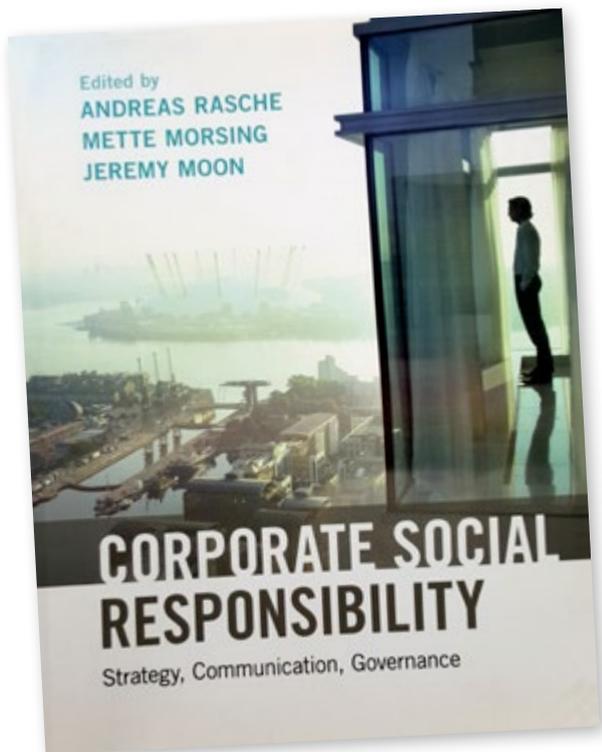
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- Sweet, S. (2017) Sustainable consumption, marketing and consumers. In: Borglund, T., De Geer, H. Sweet, S. (eds) (2017). *CSR and Sustainable Business*. Stockholm: Sanoma Förlag, 1st ed, chapter 6.
- Sweet, S. Hållbar konsumtion, marknadsföring och konsumenter. In: Borglund, T., De Geer, H. & Sweet S. (Eds) (2017). *CSR och Hållbart Företagande*. Chap 6. 2nd edition, Sanoma Förlag.
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## APPENDIX D

# PRME-RELEVANT PHD THESES

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Abiel Sebhatu, *Deregulation, Institutional Change, and Entrepreneurship in the Swedish Education System: Intended and Unintended Effects of Competition, Management and Organization*, SSE (2017).

Arieda Muço, *On Anti-Corruption Tools in Developing Countries*, Economics, SSE (2017).

Beldina Elensia Owalla, *Women's Entrepreneurial Identities: A Typology Based on Insights from Entrepreneurship Programs in Two Different Contexts*, Management and Organization, SSE (2017).

Gustaf Lundgren, *Essays on Job Market Screening, In-Group Bias and School Competition*, Economics, SSE (2017).

Jenny Åhlström, "Alla ska behandlas med respekt" - Uppkomst och utveckling av narrativet om mänskliga rättigheter i globala leverantörskedjor, Marketing and Strategy, SSE (2017).

Nina Åkestam, *Understanding Advertising Stereotypes: Social and Brand-Related Effects of Stereotyped versus Non-Stereotyped Portrayals in Advertising*, Marketing and Strategy, SSE (2017).

Rupin Jeremiah, *R&D Configurations and Innovation Outcomes: The Case of Swedish R&D Offshore*, Management and Organization, SSE (2017).

Adam Altmejd, *Education and Replication*, Economics, SSE (2018).

Andrea Camilli, *Essays on Labor Market Institutions, Housing and Demographics*, Economics, SSE (2018).

Christoph Markus Schneider, *Open Book Accounting and Resource Interdependencies: The Case of Capital Equipment Sales*, Accounting, SSE (2018).

Claire Ingram Bogusz, *Crowds, Coins and Communities: Digital Entrepreneurship in Emerging Financial Infrastructures*, Marketing and Strategy, SSE (2018).

Enrico Fontana, *Corporate Social Responsibility Sensemaking: The Change Agency of Executives in Bangladesh and CSR Workers in Japan*, Marketing and Strategy, SSE (2018).

Erik Sjöstrand, *Shared Understandings Transformed: a Field-Level Analysis of Changing State-Civil Society Relations*, Management and Organization, SSE (2018).

Evelina Bonnier, *Essay on Conflict, Gender, and Household-Decision Making*, Economics, SSE (2018).

Irene Popoli, *Made Crudely for Success: Investigating the Application of a New Governance Model as a*



*Response to Institutional Multiplicity*, Management and Organization, SSE (2018).

Kajsa Asplund, *Putting on the Talent Hat: An Identification Perspective on Employee Differentiation*, Management and Organization, SSE (2018).

Stefan Szugalski, *Marketing with benefits: Essays on Consumer Reactions to Ugliness, Sustainability Reports, Pop-up Banners and VIP Treatment*, Marketing and Strategy, SSE (2018).

Andreas Born, *Promises, Signals, and the Selection of Leaders*, Economics, SSE (2019).

Bengt Söderlund, *Essays on Trade, Institutions, and Growth*, Economics, SSE (2019).

Clara My Lernborg, *Organising Responsibility in the Swedish Fashion and Textile Market*, Marketing and Strategy, SSE (2019).

Elin Molin, *Through the Ranks: Essays on Inequality, Status and School Choice*, Economics, SSE (2019).

Emma Heikensten, *Motivation and Gender: Experimental studies on Goals, Awards, Advice and Retaliation*, Economics, SSE (2019).

Siri Isaksson, *Essays in Gender Economics*, Economics, SSE (2019).

Tina Sendlhofer, *Organising Corporate Social Responsibility: The Case of Employee Involvement at Small and Medium-Sized Enterprises*, Marketing and Strategy, SSE (2019).

## APPENDIX E

# PRME-RELEVANT MASTER THESES

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### 2017 MASTER THESES

- Amanda Löfgren. *Public-Private Partnerships In Infrastructure: The impact of corruption*
- André Hedberg and Marcus Kullman. *Is Everyone On Board? An exploratory study about individual sustainability-oriented knowledge in Swedish corporate boards of directors*
- Anna Lena Hügél and Erika Ni. *Walking the Tightrope. An exploratory study of how Stockholm-based social enterprises manage the dilemma of embeddedness and disembeddedness*
- Anna-Mi Fredriksson. *Solopreneurs in the Digital Economy – Has broadband diffusion implied increased self-employment entry and higher income dispersion among self-employed in incorporated firms in Sweden?*
- Annika Berghäuser. *Renewable energy investments – a panel data study of public policy influence in developing and emerging countries*
- Antonia Linnarsson and Lina Wingren. *Blurring Realities Between NGOs & Retailers. A qualitative study of what enables NGOs and retailers to sustain inter-organisational collaborations in strategic CSR-projects, despite conflicting institutional logics*
- Arash Aslfallah. *Underinvestment in Education – The effects of grades on student motivation and performance*
- Åsa Ahlgren and Malin Perman. *Indirect Reciprocity in the Sharing Economy*
- Emelie Albertsson. *Consumers' Perception of Responsible Consumption in Sweden: An empirical survey studying consumers' perception about environmentally friendly products within the retail and electricity industry in Sweden*
- Johanna Belsing and Kseniia Shymoniuk. *What drives you sustainable? A quantitative study about purchasing motivations towards utilitarian and hedonic products with regards to influence of materialism*
- Julia Bruno and Ingrid Lindberg. *Do Institutions Contribute to a Comparative Advantage in Innovation?*
- Karolina Sjökvist and Lisa Valfridsson. *The Relationship between CSR Disclosure Quality and Investor Responsiveness to Earnings News*
- Lukas Neuhauser. *Reducing Inequality via Taxation Reforms – a macroeconomic analysis*
- Nga Nguyen. *Corruption and Social Capital: The case of Vietnam*

- Paksiree Chantrakooptungool and Jingxiao Du. *Socially responsible mutual fund activism - evidence from socially responsible mutual fund proxy voting and exit behavior*
- Paul Froger. *Taking environmental limits as binding constraints: Feasible and optimal growth for society*
- Sebastian Röing. *When's the holiday over? Assessing the sustainability of local government debt in Sweden*
- Tillmann von Carnap. *Income diversification, market participation and urban proximity as determinants of exit from rural poverty: Evidence from Ethiopia and Tanzania*

### 2018 MASTER THESES

- Agris Jomerts. *Renter Equity: A new housing model to make renting work better for both households and property developers*
- Angelica Norrena. *Measuring the Rate of Change in the MDG Period in Absolute and Relative Terms: Acceleration or deceleration of progress?*
- Carl Magnus Behm and Erik Hedensjö. *The role of control mechanisms for governing innovation processes in a collaborative network: Insights from the Swedish Hockey League*
- Clara Rehder. *Make Shipping Green Again – How big data practices affect environmental sustainability in shipping*
- Clinton Lew. *Innovation Procurement Auctions and Administration Cost*
- David Cesar Heymann. *Stakes and Social Distance in Deceptive Behavior: Experimental Evidence from Malawi*
- Gabriella Bergström and Felix Orth. *The Rise of Populism: Effect on national stock market returns and volatility. Populist politics pounding profit?*
- Jennifer Olsen. *First Come, First Served: An analysis of birth order effects on children's time use and human capital development in four developing countries*
- Joakim Aronsson and Per Asplund. *Calculations Sparking Innovation Development - A case study investigating the role of accounting calculations in innovation processes within socio-technical systems*
- Jonas Nauerz. *Pension Reform with Employment during Retirement - simulation analysis of a life cycle model for Germany*
- Julia Baumann. *Information Design for the Provision of Public Goods under Interdependent preference*



Julia Bolk. *Indoor Tools for Outdoor Jobs – An empirical study on the relationship between time-saving household appliances and female labour force participation in India*

Karin Enquist and Ninnie Karlsson. *Disclosures of diversity: a study of whether Swedish firms talk their walk*

Maelle Saulnier. *Teacher-rector gender match effects in Swedish private schools*

Marita Freimane. *Product Market Competition, Regulation and Innovation: the impact of electricity market liberalization on innovation in the power generation sector*

Markus Pettersson. *Mass challenge or vital necessity? An evaluation of Swedish post-war immigration in a general equilibrium framework*

Martin Vales Aguilera and Daniel Gustafsson. *PET bottles: From waste to resources - How circular economy transforms waste management practices in Buenos Aires*

Mikael Daaboul. *Accounting and strategizing - A case study of a public sector agency's event program*

Nadja Abbas and Zaliia Gindullina. *The CSR reporting polygraph - Do investors distinguish between firms taking responsibility and firms laying out impression traps while assessing the long-term growth?*

Naosil Hann and Oscar Bjurvik. *CSR disclosure and decision usefulness - are firms aware of what information*

*users find as useful? A study investigating the dichotomy in perceptions between reporters and users*

Nico Kriegisch and Christian Hinneburg. *Can Emma and Lukas charge more than Mohammed and Aisha on Airbnb? Exploring ethnicity- and gender-based discrimination on Airbnb in Germany*

Nils Larsson. *The determinants of Swedish aid flows between 1976 and 2015*

Ronja Bjurulf and Lukas Enwall. *It ain't over till the fat lady sings: The need for enforcement - outcomes of the mandatory adoption of K3 in terms of label adoption, disclosure practices and conservatism*

Sandro Provenzano. *The Paradox of the Isolated Poor - An empirical view on the political economy of capital city isolation in Sub-Saharan Africa*

Schewe, Ann-Kathrin. *Economic empowerment through value chain upgrading - The case of coffee in Uganda*

Stina Hansson and Greta Linander. *Advertising for a good cause or simply good advertising? A quantitative study of the brand-related and social effects of purpose-driven advertising claims*

Thorben Straehle. *A Tale of Two Countries – Social business incubation in Sweden and the United Kingdom*

Tobias Julian Pingel and Constantin Zeif. *The interplay of digitalisation, strategy and dynamic capabilities. Insights from an exploratory study in German Mittelstand firms*

## APPENDIX F

# PRME-RELEVANT BACHELOR THESES

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### 2017 BACHELOR THESES

- Geir Corneliusson and Christoffer Ripe. *Är den ekologiska märkningen tillräcklig? En kvantitativ studie om hur konsumenters köpintention och betalningsvilja påverkas av ökad information om en ekologisk märkning*
- Simon Hartvig and Oskar Ydenius. *Vägen till en städad farstu - En studie om SRM-verktyg i svenska företag*
- Michaela Arvidsson and Jessica Liedberg. *En kvantitativ studie om den sociala hållbarhetsaspektens betydelse beroende på den informativa utformningen av ett reklambudskap*
- Jacob Sigling and Henrik Olsson. *Att lyfta blicken från skärmen - En multipel fallstudie om de upplevda för- och nackdelarna av fysisk och elektronisk kunskapsdelning*
- Mikaela Österberg and Hanna Schmitz. *Breaking Through the Great Wall of Guanxi - How Western venture capitalists initiate and build guanxi with founders of Chinese startups*
- Kevin Dai and Sofie Edstedt. *Arg, ledsen och överraskad: En empirisk studie om negativa emotioner och överraskningseffekt på delningsintentioner inom välgörenhetssektorn*
- Oscar Theblin and Rebecca Aflaki. *Do we want to see the whole picture? A study of multicultural portrayals in advertising, extended effects and the cultural context*
- Michael Bozyel and Selma Salah. *Does CSR improve financial performance?*
- Olle Norén Tina Dalaei. *Do green buses make property prices rise? A Regression Discontinuity Approach*
- Simon W. Rothschild (23452) and Ossian E. van Arkel. *Determinants of Institutional Trust - A European Cross-Country Evaluation*
- Louise Bengtsson and Linda Lehto. *The Currency of Contacts: the importance of social capital and entrepreneurial networking for Chilean innovative entrepreneurship*
- David Thurfjell and Sara Öskog. *Shopping for Shared Value - A study about shared value creation at a shopping center*
- Elin Kjellström and Hanna Rondahl. *Samhällets hjältar - och framtidens vinnare? En studie om hur ledningen i nystartade sociala företag hanterat motstridande krav*
- Johanna Andrén and Gustav Gray. *Separating the Good, the Bad and the Ugly - A game theoretic approach to evaluating the role of intrinsic motivation as an enabler of CSR certificates to function as market signals*

- Victor Hesse and Erik Johansson. *Social comparison and electricity consumption: evidence from a randomised experiment on Swedish households*
- Christian Jacobsson. *Self-Promoted Altruism: Looking bad by doing good?*
- Lotta Adeborg and Moa Hedell. *The effect of ethnicity in a giving situation - students versus seniors*
- Beatrice Cedermark and Karl-Oscar Lundgren. *Internal networks at incubators - How does it develop and affect the entrepreneur's ability to access resources*
- Victor Bao and Isabella Wang. *"Branded in China" - A study on brand origin effect on the Swedish smartphone market*
- Elin Wiklander and David Hakula. *(Mind)full fart framåt - En studie om mindfulness, ledarskap och handelshögskolestudenter i en föränderlig tid*
- Joel Blanke and Mattias Fischer. *Virtual water trade in times of drought - do property rights matter?*
- Viktoria Serreau and Ida Wallin. *The effects of quantitative easing on wealth inequality in Great Britain*
- Henrik Boltensål and Olle Kruber. *Immigration and the municipal economies in Sweden: the impact of population change on aggregate outcomes*

### 2018 BACHELOR THESES

- Amanda Olofsson and Olivia Vesterholm. *Hållbarhet som märks - förutsättningar för en trovärdig hållbarhetsmärkning i klädbranschen*
- Pia Lundkvist and Viktoria Nacksten. *On the performance of sustainable funds during periods of crisis and non-crisis - A quantitative study of the performance of sustainable funds from 2005 to 2013 in Sweden*
- Emil Suko and Einar Carlsson. *Konkurrerar hållbarhetsmärkning med varandra?: En kvantitativ studie om konsumenters preferens för ekologisk och närproducerad märkning*
- Sara Apéria and Amanda Falk. *Walk the Talk - Konsten att bli en hållbarhetsstjärna inom detaljhandeln*
- Pauline Norden and Tilda Larsson Riad. *Ad disclosures on social media: An excessive obsession?*
- Tea Söderberg and Sofia Miram-Olsson. *Att prestera på topp non-stop En studie om studenters identitetsarbete på tre topputbildningar*
- Alexandra Severin and Victoria Gevärdsdotter. *Den sociala kontextens påverkan på medarbetares attityder till*



*teknologiska förändringar: En undersökning om hur den sociala kontexten påverkar medarbetares attityder till olika karaktärer av teknologiska förändringar inom dagligvaruhandeln i Sverige*

Mimmi Söderberg and Julia Grönstedt. *Non-stereotypical portrayals of gender roles in advertising: What does it signal about the brand and does it generate social effects?*

Marcus Lindeberg Goni and Jeffrey Clark. *Exogenous change in the regeneration of a common pool resource and its effect on cooperation and efficiency*

Dennis Mohammad and Gustav Strand. *Under the CSR umbrella – The effect of CSR performance and human capital commitments on corporate financial performance. A study of the Swedish market*

Sofie Falck and Emma Granström Olofsson. *Does CSR engagement pay off?*

Ida Andersson and Alexander Winter. *Mirror, Mirror on the Wall: The intergroup bias and access to venture financing*

Olivia Backsell and Ellen Wallin. *Nasty Peers and Smart Sceptics: The cognitive effects of low-quality discussions in comments sections on social media*

Philip Alenbrand and Josefin Rosendahl. *Vem är du utan dina saker? En kvalitativ studie om minimalism*  
Alexandra Ridderbjelke and Klara Josefsson. *Valet är fritt. Handla rätt: En kvantitativ studie om kund- och varumärkeseffekter av nudging i marknadsföring inom modebranschen*

Rodjin Rooyani and Fanny Nordström. *Sociala bevis in ny skepnad – en kvantitativ studie om social påverkan inom e-handeln*

Emmy Norberg and Zanna Ekeröth. *It's a waste to waste waste! A qualitative study to discover if diagnostic theories can explain the organizational change of using waste as resources*

Louise Åkerberg and Hanna Nelson. *The Empress' New Clothes - The importance of visibility for women in the financial C-suite: An interview-based study of CFOs and their view on how organizational and cultural structures influence career advancements*

Petter Björklund and Gabriel Morin. *Does the introduction of wind turbines have an impact on surrounding property prices? A hedonic difference-in-differences approach*

Julia Norte and Natasha Olsson. *Automatisering i affärsjuridiska byråer*



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