

PRiME

*an initiative of the
United Nations Global Compact*



Norwegian
Business School

Sharing Information on Progress 2026

BI Norwegian Business School

October 2026

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About BI Norwegian Business School

BI Norwegian Business School, founded in 1943, is one of Europe's largest business schools and a private not-for-profit foundation, with campuses in Oslo, Bergen, Trondheim and Stavanger. For over 80 years it has delivered knowledge and positive impact in Norway and, through international collaborations, beyond. BI has over 25,000 students and offers full-time degrees at all levels alongside a broad portfolio of life-long learning, from short courses to Executive MBAs, many taught in English. It also delivers corporate programmes to the public and private sectors, and its faculty contribute to societal debate and policy development. Over 250,000 alumni have graduated, and three in ten managers in Norway were educated at BI. The school is triple accredited (EQUIS, AACSB, AMBA) and an active member of UN PRME, UN Global Compact and GBSN. It benchmarks itself through four Financial Times rankings, the QS rankings and the student-driven Positive Impact Rating, and maintains over 200 academic and practice partnerships. Rooted in Norwegian values, BI addresses societal challenges and delivers knowledge that makes a difference to business and society.



About the Principles for Responsible Management Education (PRME)

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

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.



“*The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).*

Antonio Guterres

Secretary-General (2017 - Present)

United Nations

”

Principles of PRME



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



Practice

We adopt responsible and accountable management principles in our own governance and operations.



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.





Getting Started

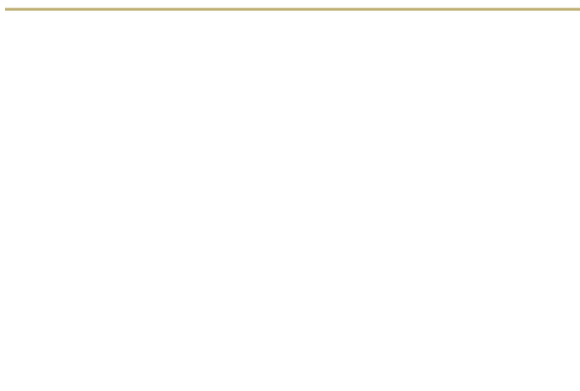
This section provides foundational information about BI Norwegian Business School, including key details and basic institutional data.

Mission



Our mission

Our research and education contribute to solving society's greatest challenges. We give businesses the knowledge to succeed and people the opportunity to build meaningful careers.



Vision

Our vision

The business school for innovative
knowledge and learning – transforming
lives, businesses and society.



Strategy

BI Strategy 2030



Read More: [BI Strategy 2030](#)

Strategy Alignment

2025 GETTING STARTED - BI Strategy Alignment

BI Norwegian Business School's Strategy 2030 positions education and research as vehicles for addressing society's greatest challenges. Its mission states that BI's research and education contribute to solving those challenges while providing businesses with the knowledge to succeed and individuals with opportunities to build meaningful careers. Its vision – to be the business school for innovative knowledge and learning, transforming lives, businesses and society – reflects BI's ambition to deliver "knowledge that makes a difference."

Advancing sustainable development

Strategy 2030 embeds sustainable development through responsible leadership, ethical decision-making, impactful research and responsible institutional practice. BI aims to equip graduates to make sustainable and ethically sound business decisions, while research priorities address societal challenges and improved business practice. The strategy also commits BI to sustainable operations, diversity, equity, inclusion and belonging (DEIB), and responsible innovation.

Advancing the common good

Strategy 2030 positions education and research as contributions to society as well as to individual and business development. BI is committed to broad access to higher education regardless of background and supports lifelong learning through flexible programmes. Research is expected to improve business practice and help solve societal challenges through interdisciplinary collaboration, partnerships with businesses and policymakers, and engagement in public debate.

Advancing quality education

BI seeks to provide outstanding learning experiences that prepare graduates to think critically and create positive change in complex business environments. Priorities include work-life relevance through curriculum innovation and internships, excellent teaching and feedback, differentiated learning pathways, technology-enhanced learning, and student well-being, diversity, inclusion and global perspectives. Together, these priorities combine disciplinary knowledge with critical thinking, ethical judgement and exposure to diverse and global perspectives.

BI's CORE values

BI's CORE values – curiosity, openness, responsibility and engagement – emphasise transparency, collaboration, integrity, ethical awareness, inclusion and positive societal impact. These values provide the behavioural foundation for Strategy 2030's emphasis on academic excellence, societal relevance and responsible decision-making.

Institutional History

2025 GETTING STARTED - Institutional History



Campus Oslo



Campus Bergen



Campus Trondheim



Campus Stavanger

History

Founded in Oslo in 1943 and a non-profit foundation since 1968, BI Norwegian Business School has grown over more than eighty years into one of Europe's largest business schools, offering full-time degrees at all levels alongside a broad lifelong-learning portfolio and corporate programmes for the public and private sectors.

BI today

BI operates four campuses in Norway: Oslo, Bergen, Trondheim and Stavanger. Since 1996, BI has also delivered a joint Executive MBA with Fudan University's School of Management in Shanghai, China. The school maintains well over 200 partnerships for student mobility, joint degrees and research. By the end of 2025, more than 250,000 alumni had graduated from BI, and three in ten managers in Norway hold a BI education.

Quality assurance and accreditation

BI is accredited by NOKUT and holds Triple Crown status through EQUIS, AACSB and AMBA. A signatory to UN PRME since 2016, BI has submitted SIP reports in 2018, 2020, 2022, and 2025, twice recognised in the PRME SIP Recognition Awards. Since 2022 this has also served as BI's Sustainability and Responsibility Report.

Strategy and governance

In 2025, BI began implementing Strategy 2030, "Knowledge that makes a difference", with CORE values: curiosity, openness, responsibility and engagement. PRME governance is anchored by an academic lead who also serves as BI's Sustainability & Responsibility Adviser, reporting directly to the President, with support from a core team.

BI joined the Global Business School Network (GBSN) and UN Global Compact Norway in 2023. BI's sustainability priorities and climate reporting are detailed on the Sustainability web pages.

Read more: [Our history](#) | [Annual reports](#) | [Sustainability pages](#)

Graduates & Enrollment

2025 Statistics	Number
Graduates	4390
Faculty & Staff at the University	1003
Faculty & Staff at the Institution	1003
Student Enrollment at the University	25447
Student Enrollment at the Institution	25447
Undergraduate Attendance	17372
Masters-Level Postgraduate Attendance	1852
Doctoral Student Attendance	135
Certificate, Professional Development, or Continuing Education Attendance	3297

Degrees Offered

Bachelor Programs

 Bachelor of Science (B.Sc. or B.S.)

Masters Programs

 Master of Science (M.Sc. or M.S.)  Master of Business Administration (M.B.A.)

 Master of Management

Doctoral Programs

 Doctor of Philosophy (Ph.D.)

Undergraduate Degree Programmes

- BSc in Business Administration
- BSc in Real Estate, Law, and Business
- BSc in Organizational Psychology, HR and Management
- BSc in Marketing Management
- BSc in International Management
- BSc in Finance
- BSc in Business Development and Entrepreneurship
- BSc in Business Law and Economics
- BSc in Data Science for Business
- BSc in Digital Communication and Marketing
- BSc in Creative Industries Management
- BSc in Law
- BSc in Economics and Administration
- BSc in Economics and Management
- BSc in Digital Business

Masters Degree Programmes

- Executive | Master of Management
- Executive | Master of Management - Specialisation in Educational Leadership
- Executive | Master of Management - Specialisation Healthcare Management
- MSc in Marketing | BI LUISS joint programme
- MSc in Law and Business
- MSc in Business | Major in Accounting and Business Control
- MSc in Accounting and Auditing
- MSc in Law
- MSc in Business | Major in Finance
- MSc in Business | Major in Economics
- MSc in Business | Major in Leadership and Change
- MSc in Business | Major in Marketing
- MSc in Business | Major in Strategy
- MSc in Business | Major in Supply Chain and Operations Management
- Executive | BI-Fudan MBA
- Executive | Master of Management - Specialisation in Safety Management
- Executive | Master of Management - Specialisation in Tax Law
- MSc in Entrepreneurship and Innovation
- MSc in Finance
- MSc in Strategic Marketing Management
- MSc in Sustainable Finance
- MSc in Quantitative Finance
- MSc in Leadership and Organisational Psychology
- Executive | EMBA
- Executive | Master of Management in Energy

Postgraduate Degree Programmes

- PhD specialisation in Accounting
- PhD specialisation in Finance
- PhD specialisation in Leadership and Organisation
- PhD specialisation in Strategy, Entrepreneurship and Innovation
- PhD specialisation in Economics
- PhD specialisation in Communication
- PhD specialisation in Marketing
- PhD specialisation in Data and Decision Science

Certificates, Professional Development, or Associate Programmes

- Executive | Custom Corporate Programmes



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

Letter of Commitment



Norwegian
Business School



As the new President of BI Norwegian Business School, I am pleased to reaffirm BI's strong commitment to the Principles for Responsible Management Education (PRME) and to build further on the work already established across the institution.

Business schools have long influenced how organisations and economies are understood and managed. This gives us a responsibility to help shape what comes next. Today, geopolitical uncertainty, rapid technological change, artificial intelligence, growing social challenges and increasing pressure to develop more sustainable business models are transforming the context in which business schools operate.

These developments place new demands on BI graduates. They will need to navigate complexity, balance competing interests and values, engage others and make sound decisions in situations where the answers are not always clear.

BI Strategy 2030 places relevance and societal impact at the core of our research and education, with attractive and responsible graduates as a key ambition. We aim to equip our students with rigorous academic knowledge and the ability to apply it responsibly in a changing world.

As a foundation, BI has a long-term mission to serve society. We will continue to embed ethics, sustainability and responsible management in our programmes, research, institutional practices and operations, strengthen collaboration with business, policymakers, civil society and academic networks, and contribute to the United Nations Sustainable Development Goals.

As a signatory to both PRME and the United Nations Global Compact, BI reaffirms its support for the Seven PRME Principles—Purpose, Values, Teach, Research, Partner, Practice and Share. We will continue to set goals, assess our progress and report openly on our development.

Professor Egil Matsen
President
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BI joined PRME in 2016, and its mission continues to resonate strongly with our values and goals. We want our graduates to leave us with a responsible mindset and high ethical standards, and to carry sustainable practice into the organisations they join, to the benefit of business and society alike. In our previous report I described two commitments. This year I can report on our progress.

In 2025 BI began implementing Strategy 2030, which carries forward the direction set in our recently redesigned bachelor's and master's programmes. Ethics, responsibility and sustainability remain foundational to our Graduate Profile: the competencies we expect every BI student to hold on graduation, whatever they have studied. BI's programme framework requires a minimum of 7.5 ECTS in ethics, responsibility and sustainability (ERS).

Our approach has evolved. Students once met these questions in standalone modules, courses and electives. Now ERS is integrated across the curriculum. In the bachelor portfolio this is anchored by our capstone course Doing Sustainable Business, piloted in spring 2025, where students from different programmes work in teams on real cases from Norwegian companies and are asked to weigh the trade-offs their strategies would create. Following the pilot, the course was prepared for full-scale implementation across all bachelor programmes and campuses in spring 2026. In the master's portfolio, each programme has integrated the equivalent of 7.5 ECTS in its own way, and many go considerably further.

None of this happened quickly. It took several years of sustained work by colleagues across every department: faculty who rebuilt their courses, programme teams who held the direction through successive revisions, and administrative staff who made the changes possible in practice. I am grateful to all of them.

Many of our graduates will take leading roles in Norwegian business and public life in the years ahead. What we teach them now shapes the leaders they become. Our goal is graduates who build careers that matter, succeed professionally, and contribute meaningfully to the society they are part of.

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Norwegian
Business School



Strategy 2030 commits BI to research that carries responsibility into the world beyond the academy. At BI, we define research as the pursuit of high-quality knowledge that improves business practices, addresses societal challenges, and contributes to the global knowledge base. Driven by excellence, relevance and impact, our research provides visible, actionable insights that are societally valuable. Through interdisciplinary work and collaboration with business, alumni and policymakers, we strengthen its practical relevance and real-world application, contributing knowledge that inspires responsible management and education practice. Societal impact is what follows.

This is why BI's contribution to sustainability cannot sit in a single centre or department. Sustainability and responsibility themes run through almost all of our research environments: labour protections in the green transition, the decarbonisation of shipping, tax systems and inequality, responsible AI and trust, food waste and low-emission supply chains, and the historical roots of the economic, social and environmental challenges we face today. Each is grounded in a Norwegian and Nordic context, and each reaches well beyond it.

Impact of this kind is slow, difficult to measure, and rarely the work of one researcher alone. It depends on choosing questions that matter, working across disciplines, and engaging seriously with industry, government and civil society. We publish openly and share our evidence so that others can use it, test it, and build on it.

This is how our research informs our education and helps address society's greatest challenges. It is knowledge that makes a difference.

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Definition of Purpose

At BI, purpose defines our role in society: to deliver knowledge that makes a difference. Through research and education, we contribute to solving society's greatest challenges, equip businesses to succeed, and empower people to build meaningful careers and contribute to positive change, guided by responsibility, integrity and ethical awareness.

Institutional Engagement

26% - 50% of faculty at BI Norwegian Business School actively contribute to our work with PRME, advancing responsible management education, or addressing sustainable development challenges through their work.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



How We Define Values

At BI, our CORE values — to be curious, open, responsible and engaged — guide how we act and decide, placing integrity and ethical awareness at the heart of our work and our commitment to research and education that make a positive impact in society.

Who Champions Responsible Management Education at Our Institution

- ❖ PRME Team and Sustainability & Responsibility Adviser
- ❖ Disciplinary efforts within business school

Student Voices

The following narratives demonstrate how BI Norwegian Business School has influenced students' academic journey and personal growth.

2025 VALUES - From Tanzania to Norway



Nice Kahembe came to Norway from Tanzania in 2023 through SUSTAIN, BI's partnership with Jimma University in Ethiopia and Mzumbe University in Tanzania, which supports education in supply chain management and sustainability. She was the first SUSTAIN student to pursue a full master's degree at BI.

She describes her first semester as academically and socially demanding. "I thought I was prepared, but it was hard. You don't know who to ask or what to ask. Socially, it wasn't easy to make friends."

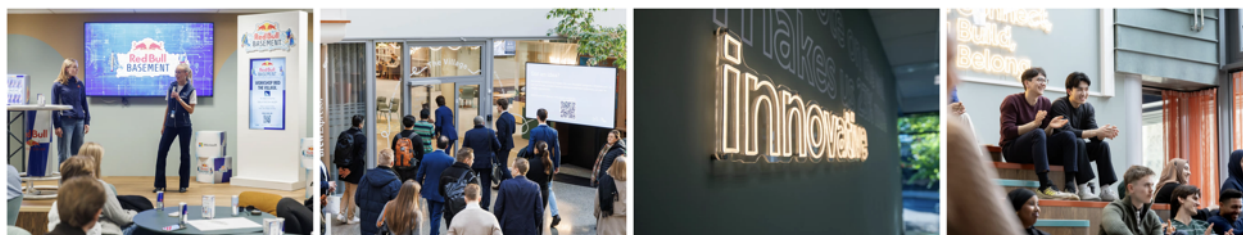
A turning point came in a course on crowd, cloud and sustainable innovation, where she wrote a major paper while running a workshop. "I got an A on that exam, and I was so surprised. That's when I started believing in myself and really understood that hard work pays off."

She submitted her thesis in Entrepreneurship and Innovation in 2025. "The Nice from 2023 and the Nice now are two different people. I've grown. I've explored. I've realised my strength."

Kahembe now hopes to pursue a PhD on sustainability, with a longer-term ambition to support young women entrepreneurs in Tanzania through mentoring and stronger access to networks. "I believe in giving back. There are so many smart young people in Tanzania, but they lack the right platform and support."

Read More: [International master's graduate sets out to empower women in Tanzania](#)

2025 VALUES - BI Startup Village



In autumn 2025, BI opened the BI Startup Village, a nearly 1,000-square-metre hub at campus Oslo where students, entrepreneurs, sponsors and academic communities work together through flexible workspaces, workshop areas, a pitch stage and social zones. The aim is to strengthen BI's entrepreneurship ecosystem while cultivating entrepreneurial and responsible mindsets.

Student participation has grown substantially, from 20 members in 2021 to more than 400 by the end of 2025. Membership is open to all full-time BI students interested in entrepreneurship.

Support includes mentoring, networking and access to funding. BI Venture Village connects students with venture capital actors, while Entrepreneurs in Residence dedicate one day a week to mentoring student start-ups. Through the Student Entrepreneurship Fund in Oslo (SEFiO), established with other Oslo institutions, students can apply for NOK 25,000 in early-stage support.

Use of the space extends beyond entrepreneurship students. Faculty use it as an interactive teaching environment, while BI units use it for external meetings and networking. BI Startup also produces *The Village* podcast, featuring founders, investors and partners from the wider innovation ecosystem.

BI will continue to expand its entrepreneurial support and improve how it measures the outcomes of these activities and student start-ups.

Read More: [BI opens The Village](#) (in Norwegian) | [The Village Podcast](#) (in Norwegian) | [BI Startup Village](#)

2025 VALUES - BI Ombud for Students



The Ombud for Students is an independent, neutral resource for students with questions or concerns related to their study situation. The role sits within BI but outside the line organisation and reports directly to the Board. Students can contact the Ombud when they are unsure how to raise a complaint, believe a decision has been handled incorrectly, or have questions about their rights.

The Ombud does not act on the student's behalf or decide cases, but helps ensure that processes are fair and that students' rights are respected. In Norway, access to an independent student ombud is a statutory right under Section 10-8 of the Universities and University Colleges Act (2024). The Ombud also works preventively, training student representatives in rights and obligations and feeding observations back to the BI Board where information, procedures or practice can be improved. The role was held by Katrine Klyve in 2025 (picture at the right).

Read more: [BI Ombud for students](#)

Student Awareness

0% - 25% of students at BI Norwegian Business School are aware that we are a PRME Signatory Member.

Student Engagement

51% - 75% of students at BI Norwegian Business School actively contribute to our work with PRME, advancing RME, or addressing sustainable development challenges through their work.

Values Voices

2025 VALUES - Nordic business schools speak up on diversity and inclusion

In March 2025, AACSB replaced “Diversity and Inclusion” as one of its ten Guiding Principles and Expectations for Accredited Schools with “Community and Connectedness.” BI's President, Karen Spens, led a joint response from Nordic member schools, published as a public statement and signed by 34 institutions across Norway, Denmark, Finland, Sweden and Iceland.

The statement set out three positions: that education and research should remain independent of political pressures and uphold academic freedom for all; that diversity and inclusion are essential to equitable learning environments and to preparing leaders for a complex, globalised world; and that the signatories would continue to prioritise diversity and inclusion in education, research and institutional culture. It also encouraged AACSB to make clear that diversity and inclusion remain relevant to accredited schools outside the United States.

The signatories included every AACSB-accredited business school in Norway and the great majority in Finland and Sweden. Together, they took a collective public position on a change made by the body that accredits them. BI has held AACSB accreditation since 2014 as part of its Triple Crown status.

For BI, the statement connected its public institutional position with commitments to diversity and inclusion reflected in Strategy 2030.

Read More: [Joint statement from Nordic business schools](#)

2025 VALUES - BI's Women's Investment Club



Norges Bank Investment Management reports that only one in five applicants to its 2024 summer internship programme was a woman.

In March 2025, NBIM convened and funded the Women's Investment Club, a network of student-run clubs for women interested in finance, established with BI, NTNU, NHH, NMBU, UiO, OsloMet and the student organisation ANSA. The clubs are run by and for students, with NBIM contributing lectures, company visits and guidance.

BI student Melissa Heiska, studying finance on the BSc in Business Administration, is one of the people behind the initiative. "Our goal is to increase female representation in finance roles and create an environment where women feel confident choosing a career in finance," she says. "Many finance-related student organizations are male-dominated, which can be intimidating for women. WIC wants to lower the barrier to participation and create an inclusive environment."

The club joins two BI initiatives already in place: the Women in Finance and Tech scholarship and a mentorship programme for women in the finance industry launched in 2024 with ABG Sundal Collier. Together these address the same problem at three points – entry to study, progression into the profession, and the student environment in between.

"Gender equality in the finance industry enhances economic growth, financial stability, and reduces income inequality," says BI President Karen Spens. "Through the Women's Investment Club, the most important people in the room – the students themselves – get their own platform to increase engagement and attention around this crucial work."

Read More: [The Women's Investment Club launched at BI](#)

2025 VALUES - Studentpulse@BI – You said, we did!



Studentpulse supports BI's strategic goal of strengthening student well-being and belonging through continuous insight from students themselves. Traditional annual surveys provided limited real-time insight into the student experience, while Studentpulse uses short, action-based micro-surveys that give students immediate, tailored recommendations and BI a continuous feedback loop.

Questions are matched to the point in the academic year. A survey ahead of exams, for example, asks about readiness and related emotions, then directs students to relevant exam information, stress-management courses and counselling services. An AI-supported dashboard allows results to be analysed by campus, level, study year and programme, enabling Associate Deans to monitor well-being and belonging within their programmes.

A pilot with first-year bachelor students in Oslo in autumn 2025 provided real-time insight into how students were settling in, their awareness of support services and their overall satisfaction. Following the pilot, BI made Studentpulse a permanent part of its student experience strategy and agreed a phased rollout to additional student groups in Oslo and online in 2026, followed by the Bergen, Stavanger and Trondheim campuses and Executive students in 2027.

The work brings together Digital, Student Experience, Communication and Infohub.

Celebrating Values

The following demonstrates ways in which our institution celebrates values in various specializations.

2025 VALUES - BI team wins GBSN Social Logistics Challenge



Picture: Thao Bao Ngan Nguyen, Van Hau Le, Phuong Ngan Do and Hong Anh Thu Vu (left) and Professor Thomas Hoholm (right).

The Social Logistics Challenge, organised by the Global Business School Network, is a virtual team competition in which students identify a local societal problem linked to logistics and propose a concrete, sustainable business solution. In November 2025, it drew a record 102 teams from 49 schools across 35 countries. The winning entry came from BI.

Team Better Vietnam – Thao Bao Ngan Nguyen, Van Hau Le, Phuong Ngan Do and Hong Anh Thu Vu, all full-time BI students from Vietnam – proposed HemoMesh VN, a social-logistics platform designed to strengthen Vietnam's blood supply by connecting donors, clinicians and logistics actors in a single system. Rather than replacing the country's existing culture of voluntary blood donation, the platform aims to improve coordination so that the right blood reaches the right patient at the right time.

“The best part was seeing how logistics can transform a social issue when you look at it from the right angle,” the team said. “Blood supply is often perceived as a medical problem, but once we stepped into the challenge, we understood how much of it comes down to timing, communication and connection.”

Professor Thomas Hoholm, BI's Provost for Academic Resources, highlighted the team's creativity, academic strength and ability to address a complex real-world problem. The team received a cash prize of USD 5,000.

Read more: [BI team wins GBSN Social Logistics Challenge](#)

2025 VALUES - Celebrating values: Pride at BI



Strategy 2030 continues BI's commitment to diversity, equity, inclusion and belonging (DEIB) as a strategic priority. Pride is one way the school makes that commitment visible through activity across June rather than through a single event.

BI's support extends beyond its campuses. The school sponsors Norwegian Pride, and one BI employee has been granted part-time leave to chair Pride Oslo, representing a commitment of staff time as well as financial support.

On campus, BI raises the Pride flag and banners and hosts events throughout June. Pride Month 2025 opened with a flag-raising outside campus Oslo and a speech from President Karen Spens. On 17 June, BI hosted a dialogue event with Stian Grastveit, the first Norwegian elite athlete to come out as gay, in 2018. His talk, *One leg in each camp*, traced his personal journey and explored how to communicate about diversity and difference without constraining the natural dynamics of a workplace, sports team or school. Grastveit has since been named LGBTQ+ Role Model of the Year in Norway and remains active in public debate on diversity, inclusion and tolerance.

BI employees and students also participated in the Oslo Pride Parade on 28 June behind the school's flags and banner.

Read More: [DEIB at BI](#)



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



How We Define Teach

At BI, to teach is to provide research-based learning that equips students to make responsible business decisions in real-world contexts. We integrate sustainability and ethics into curriculum and pedagogy, cultivating a responsible mindset and the critical thinking needed to drive positive change.

Courses that support RME

BI Norwegian Business School reports 5 courses in 2025 that support responsible management education and sustainable development goals.

2025 TEACH - MSc | Ethics and Sustainability in Organizations | GRA 6038

Establishes the relevance of ethics and sustainability to organisational decision-making and provides a theoretical framework for balancing responsibilities toward the UN Sustainable Development Goals, applied through cases and dilemmas. Students are equipped to address 21st-century challenges including climate change, poverty and environmental degradation.



2025 TEACH - Executive | Creating and Leading Green Organizations | GRA 8285

An Executive MBA elective on leading green strategy execution. Participants work through change management, resource mobilisation and the financial case for sustainability investment, each developing a green business plan for their own organisation. They leave able to set science-based targets, calculate return on sustainability investments, make ESG reporting a competitive advantage, and handle the organisational inertia that stalls green initiatives in practice.



2025 TEACH - Executive | Energy Transition in a Carbon-Constrained World | GRA 8506

An executive course delivered with IFP School. Participants examine climate science, emissions regulation, carbon pricing and decarbonisation technologies. Energy sector professionals leave able to review transition forecasts critically, assess carbon capture constraints, analyse how renewables reshape electricity markets, and evaluate the credibility of net-zero commitments – including their employers'.



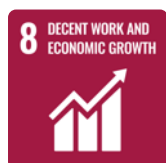
2025 TEACH - MSc | Environment and Sustainable Development | GRA 6665

An MSc course in environmental economics. Students examine pollution targets and policy instruments, carbon taxes and emission quota markets, international environmental agreements, and climate change economics. Future consultants and policy advisers leave able to identify a pollutant's economic effects, prescribe responses for firms and governments, and critically assess whether green interventions work.



2025 TEACH - BSc | Sustainable Risk Management in Value Chains | ELE 3783

A bachelor elective covering value chains, risk management, sustainability and decision-support tools. Students learn to identify, assess, mitigate and respond to value chain risk, applying SDG, ESG and circular economy frameworks to a company case study. Graduates can map feedback structures in complex systems and judge how risk decisions affect sustainability across the chain.



Teaching Awards

In 2025, 2 awards were given to faculty and educators at BI Norwegian Business School.

2025 TEACH - BI's Pedagogical Innovation Award

Granter: BI Norwegian Business School

Grantee: Professors Christina Nerstad and Anton Gollwitzer

Award Description:

In 2025, Professors Christina Nerstad and Anton Gollwitzer received BI's Pedagogical Innovation Award for the course Motivational Science, where students take on dual identities as researchers and practitioners. Teams design motivational micro-interventions and collect real data to test their effectiveness, enabling active learning of the full quantitative research process at scale in a class of over 90 students. AI tools support academic writing without generating content.

2025 TEACH - BI's Best Teacher Award

Granter: BI Norwegian Business School (nominated and selected by the student organisation BISO)

Grantee: Torhild Anita Sørengaard

Award Description:

In 2025, Torhild Anita Sørengaard received BI's Best Teacher Award. She teaches management, organisational psychology and personality psychology at BI's Trondheim campus, and is the first woman in BI's history to receive it. Students praised her ability to build an inclusive learning environment through open discussion and active involvement. Her teaching philosophy emphasises trusting relationships, encouraging students to try and fail without fear, and explaining the "why" so the "how" follows.

Educator Recognition

At BI Norwegian Business School, we recognize educators for quality of teaching in the following ways:

- ❖ Annual teaching excellence awards
- ❖ Course evaluation scores
- ❖ Institutional recognition events
- ❖ Pedagogical innovation grants
- ❖ Professional development opportunities
- ❖ Student-nominated teaching awards
- ❖ Faculty promotion and tenure consideration
- ❖ Financial incentives

Teaching Voices

The following statements demonstrate ways in which educators at BI Norwegian Business School support sustainability and responsible management in their classrooms.

2025 TEACH - Navigating the energy transition



Leading through the Energy Transition is an executive course delivered by BI with Rystad Energy. It was developed with BI's advisory council for the energy and ocean sector, whose members include DNB, Aker BP, Equinor, Å Energi, Vår Energi, SLB, Norsk Industri, Styrke, Yara and Statkraft. That range is reproduced in the classroom: participants come from oil and gas, renewables, finance and NGOs – stakeholders whose interests in the energy transition conflict.

The design rests on systems thinking. Rather than treating the transition as a technical problem, participants examine energy ecosystems and the dependencies between sectors, training together to identify strategic and managerial wicked problems and the "must-win" battles that follow. A central theme is coopetition: collaborating where you can and competing where you must.

The cross-sector cohort is the pedagogy, not a recruitment outcome. Participants decode issues by sharing experience across roles that ordinarily meet only in negotiation, and interactive discussion with representatives from across the industry deepens understanding of both short- and long-term implications.

Professor Lars Huemer notes that collaboration across these sectors "provides a blueprint for overcoming obstacles and maximizing shared opportunities."

Read More: [The energy transition through collaborative efforts and co-opetition](#)

2025 TEACH - Case-based sustainability capstone course



Picture: Egil Hogna, CEO of Norconsult and Chairman of the Board at BI

In spring 2025 BI piloted Doing Sustainable Business, a bachelor capstone connecting the disciplines of a degree through strategic management frameworks, in response to employer demand for graduates who can apply analytical frameworks, work across disciplines and communicate. As Egil Hogna, CEO of Norconsult and Chairman of the Board at BI, put it: "we look for people who understand sustainable business and are able to participate and run businesses for the long run." The pilot succeeded and the course was prepared for full-scale launch across BI's bachelor portfolio.

Students work in interdisciplinary teams of four to six on real cases from Norwegian companies. The Scandic Hotel Sjølyst case examines value creation and the sustainability implications of food waste, including the hotel's work with NHO and Matvett; Norconsult covers value shops and corporate strategy; and Tise covers value chains, networks and international strategy. Assessment is by team portfolio: two case solutions, each with a recorded presentation and a written decision document, plus a team dynamics element.

For full-scale implementation, the model is designed as "small scale on a large scale": roughly 700 groups, classes of 50 and more than 35 faculty across all campuses and disciplines. Syllabus content is delivered by video, freeing classroom time for case work and discussion, with faculty acting as facilitators rather than lecturers. Teaching teams and a faculty training programme were established in 2025 to prepare for the shift.

Students learn to scope complex business problems, use data to support arguments, evaluate a firm's value creation and strategic positioning, and reflect on how strategies produce indirect effects and trade-offs.

2025 TEACH - Sustainability law in the core curriculum



Picture: Professor Knut Bergo, Department of Law and Governance

Sustainability regulation has become part of everyday commercial practice: the EU Taxonomy, CSRD and CSDDD place obligations on companies that lawyers are expected to interpret and apply. At BI, sustainability law is not an elective; it is a programme course taken by every student enrolled in the Bachelor in Law programme, led by Professor Knut Bergo, co-author of the open-source book [*Introduction to Sustainability Law*](#).

The course is organised around five areas – climate change, protection of resources, the circular economy, social justice and good corporate conduct – following the ESRS standards, so students work with the same framework companies use in their own reporting. They begin with the ethical, political, economic and legal development of sustainability and ESG concepts, then work through EEA rules for classifying sustainable economic activity, reporting under CSRD and ESRS, and conduct rules under the CSDDD, the Emissions Trading System and waste regulation. The final part examines what sustainability law means for company law, including how the interest of the company is defined.

BI treats the course as a broadening course: students are expected to understand the ecological and social challenges motivating the regulation and the tension between law, economics, politics and ethics, and to systematise and critically analyse the rules in light of their purpose and consequences.

Barriers to Innovative Curriculum

In 2025, BI Norwegian Business School identified the following barriers to innovating, updating, or taking risks in existing curriculum:

- ❖ Assessment challenges
- ❖ Faculty expertise gaps
- ❖ Administrative resistance
- ❖ Budgetary limitations
- ❖ Change fatigue
- ❖ Collaboration barriers
- ❖ Overloaded faculty
- ❖ Scalability issues
- ❖ Time constraints

Barriers to Innovative Pedagogy

In 2025, BI Norwegian Business School identified the following barriers to innovating, updating, or taking risks in existing pedagogy:

- ❖ Overloaded faculty
- ❖ Measurement difficulties
- ❖ Time constraints
- ❖ Data collection challenges

Continue telling your story

2025 TEACH - Executive | Ocean Industry Leadership 2025



Ocean Industry Leadership is a custom executive programme delivered in 2025 for leaders in the ocean industries, covering global trade and security, the energy trilemma and zero-emissions goals. The sector faces volatile global security, rapid technological change and unpredictable trade dynamics alongside ambitious climate neutrality targets.

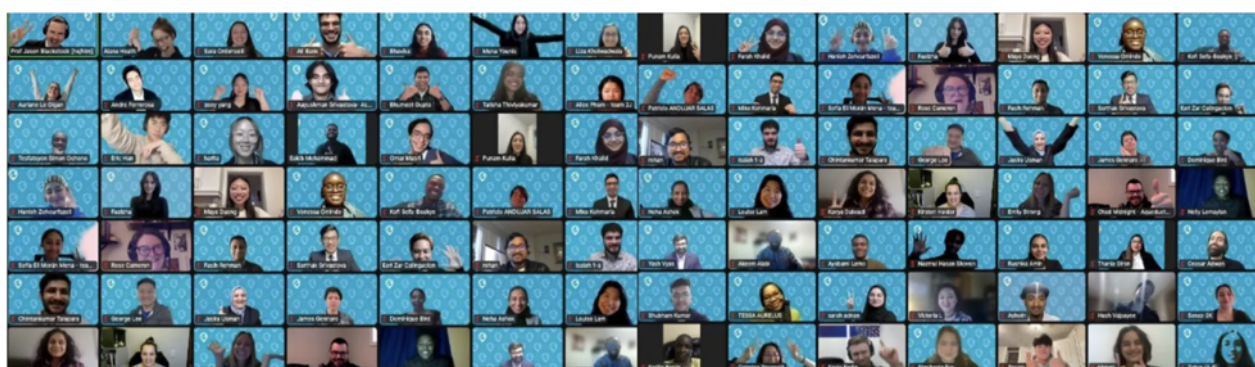
The programme was developed with Ocean Industry Forum Oslofjord, aimed particularly at members of the Maritime Oslofjord Alliance, and comprises four modules over ten days. A London module includes visits to the International Maritime Organization and Lloyd's of London.

Content spans digital transformation, where AI and cybersecurity optimise operations and protect vital data, and the cultural change that shift demands; and evolving financing models, including green bonds and sustainability-linked financing that support transition objectives.

Participants leave able to implement sustainable business models, navigate complex regulatory and financial landscapes, assess how geopolitical, economic, cyber and regulatory change affects the ocean industry, and develop strategies for attracting diverse talent. Academic insight is combined throughout with real-world cases and interactive workshops, so participants apply the learning to challenges in their own organisations.

Read More: [Ocean Industry Leadership 2025](#)

2025 TEACH - Experiential learning: Changemaker "How to Change the World"



BI offers a broad range of experiential student learning opportunities, including case competitions, internships, student start-ups and exchange, both credit-bearing and extracurricular. In 2025 BI joined [Changemaker - How to Change the World](#), a global online programme that brings students from partner institutions together to work on real sustainability challenges. The partnership supports Strategy 2030's ambition to develop responsible graduates and BI's PRME commitment.

BI encountered the programme through its GBSN membership: founder Dr Jason Blackstock presented the concept at the 2024 GBSN conference in Bogotá, after which Provost Thomas Hoholm invited him to Oslo to present at an academic meeting. BI signed a partnership agreement in early 2025, and the programme is coordinated by BI's student division.

Interest in the first cohort was high: 45 BI students applied for the Global Sustainability Project Bootcamp in 2025, of whom 20 were offered places and five ultimately took part. Over three days, participants worked in mixed international teams on sustainability challenges based in Boston and Nairobi, supported by more than 90 external experts and community representatives. The full cohort drew students from 20 countries, 25 disciplines and more than 25 institutions. A second BI cohort followed in November 2025, with the same pattern of high application numbers and low eventual participation. The participating students reported high satisfaction with the learning experience.

Read more: [How to Change the World](#) | [Global Sustainability Project Bootcamp June 2025](#)

2025 TEACH - The RME Resource Group



BI's Strategy 2030 commits the school to developing responsible and attractive graduates who can make sustainable and ethically sound business decisions. To support this, BI's President appointed an RME Resource Group for March 2025 to December 2026, mandated by the Provost for Education and the Provost for Academic Resources. The appointment formalised work previously carried out on demand by BI's sustainability team. The group is led by Professor Caroline Dale Ditlev-Simonsen, with Professor Øyvind Kvalnes and Associate Professor Ellen Altenborg, and Anna Czerwinska as administrative lead.

In 2025 the group prioritised the master's portfolio, since its work coincided with a redesign of all BI's MSc programmes. It worked directly with the Dean and Associate Deans on integrating RME into each programme, and ran capacity-building workshops for faculty, including a guest lecture by Professor Andrew J. Hoffman of the University of Michigan. It also mapped a selection of programmes, giving faculty an outside view of whether RME content was explicit or only implicit, and whether learning outcomes, teaching and assessment were constructively aligned.

The group defined ten baseline competency areas to guide its mapping of master's programmes: ethical reasoning, ethical identity, technology and algorithmic ethics, moral psychology and ethical failure, whistleblowing and accountability, economic thinking beyond growth, the SDGs in a business context, strategic integration of sustainability, climate and biodiversity risk, and scenario foresight.

In 2026 the group set out to map every revised master's programme for ERS inclusion, develop a systematic method for calculating it, extend the mapping to the bachelor's portfolio, and assess constructive alignment and cohesion across programmes.

2025 TEACH - BI's semiannual sustainability opinion essay competition

Twice a year, students on BI's master's course Ethics and Sustainability in Organizations compete to publish an opinion essay on a set sustainability theme. The competition is organised by the BI Centre for Sustainability and Energy and judged by a panel of BI leadership and an external expert, and the winning essay is published in BI Business Review, the school's public research platform.

External juror Linn M. Dybdahl (NMBU) frames the purpose: "In a media landscape increasingly suffering from misinformation and fake news, inspiring students to communicate research-based knowledge and participate in the public debate is very important." Both 2025 essays reach conclusions critical of established practice, one of business, one of Norwegian public policy. BI published both under the students' names on BI Business Review.



The spring 2025 winners, Ferdinand Ekpete and Gard Stølen (MSc in Business | Major in Finance), challenged the assumption that efficiency is the cornerstone of sustainable business, arguing that efficiency gains create an illusion of progress while driving consumption and delaying systemic change, and frequently function as greenwashing.



The autumn theme was inequality. Ruben Mijderwijk, Sophie Stoltz Halvorsen and Emma Klæth Kalbakk (MSc in Entrepreneurship and Innovation) analysed Norway's electric vehicle policy, arguing that a transition undertaken for environmental reasons perpetuates inequality through global supply chains and domestic incentives. "On paper, Norway looks very green. But the emissions are simply moved abroad, creating inequality on a global scale," said Kalbakk. Working through SDG 10 targets and Kate Raworth's doughnut framework, and setting out the counter-case before concluding, they recommended full life-cycle emission accounting, means-tested incentives, subsidies shifted to public transport, and mandatory supply chain transparency.

Read more: [Can Norway Drive Green Without Guilt](#) | [Is Efficiency Destroying Our Planet](#)



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

How We Define Research

BI pursues research of high quality that improves business practice, engages with societal challenges and adds to the global knowledge base. We hold excellence, relevance and impact together, and we work across disciplines and with business, alumni and policymakers so that what we find becomes usable. The aim is knowledge that informs responsible management, in practice and in the classroom.

Research vs Research for RME/Sustainable Development



Research Funding

In 2025, BI Norwegian Business School was awarded funding for research that is:



**Institution
Specific**



Regional



National



International

Socializing Research

In 2025, BI Norwegian Business School contributed research findings to:

- ❖ Government and policy makers
- ❖ Industry and business networks
- ❖ International media
- ❖ Local media
- ❖ National media
- ❖ Open-access platforms
- ❖ Public events and lectures
- ❖ Research collaborations

Research Projects

In 2025, BI Norwegian Business School reported 7 research projects that implemented responsible or sustainable activities.

2025 RESEARCH - Overcoming hurdles to the diffusion of environmentally sustainable behaviour (ECO-HURDLES)

Period Covering: September, 2024 - August, 2026

Department: Marketing

Funded by Marie Skłodowska-Curie Actions, ECO-HURDLES investigates why sustainable behaviours spread slowly despite the growing availability of green options. It examines intrapersonal hurdles – perceptual biases and consistency across consumer decisions – and interpersonal ones, including barriers to mimicking others' green behaviour. Testing nudges and other remedies, the project aims to correct biases, accelerate sustainable consumption and help consumers interpret eco-information accurately.

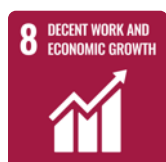


2025 RESEARCH - The division of labor in production networks (DIVISION)

Period Covering: September, 2024 - August, 2029

Department: Economics

Funded by an ERC Advanced Grant and led by Professor Andreas Moxnes, DIVISION investigates how the fragmentation of production along supply chains, within and across borders, shapes the division of labour. It examines the dual implications for efficiency and equity: effects on growth, specialisation and efficiency, and on wages, the skill premium and earnings inequality. New methods, datasets and frameworks address slowing growth, ageing firms and rising inequality, with partners across Europe and the US.



2025 RESEARCH - Funding frictions after the global financial crisis (FuFri)

Period Covering: May, 2022 - August, 2027

Department: Finance

Funded by an ERC Starting Grant and led by Associate Professor Sven Klingler, FuFri investigates funding frictions – tensions that prevent institutions from borrowing or rolling over debt. It examines how sovereign debt levels, Money Market Mutual Fund regulation, pension risk transfers and Basel III affect funding costs and credit access for countries, banks, pension plans and insurers. Partners include Norges Bank, Columbia, York, Amsterdam and Darden.



2025 RESEARCH - CCS logistics in the Nordic and Baltic countries (LogiCCS)

Period Covering: December, 2025 - January, 2029

Department: Accounting and Operations Management | Law and Governance

Funded with €2.7 million from the EU's Clean Energy Transition Partnership, LogiCCS develops sustainable, cost-efficient maritime infrastructure for transporting captured CO₂ across the Nordic-Baltic region. Led by RISE with BI heading the logistics and operations stream, it brings together 15 partners in Sweden, Norway, Denmark and Latvia. Work combines multi-period optimisation, ship design modelling, storage competitiveness screening and sustainability assessment, with a Policy Lab co-developing regulatory solutions.

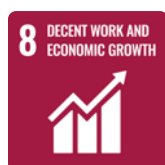


2025 RESEARCH - Energy transition: structural shifts and distributional impacts

Period Covering: January, 2026 - December, 2027

Department: Economics

Professor Hilde C. Bjørnland, head of BI's Centre for Applied Macroeconomics and Commodity Prices, was awarded a Centre for Advanced Study (CAS) grant in 2025 to investigate the energy transition's effects across industries, firms and households. Combining theoretical modelling with econometric analysis of microdata, the project will examine shifts in productivity, labour markets and income distribution, and how effectively policy manages transition-related fluctuations. This is the third time a BI researcher has been hosted at CAS.



2025 RESEARCH - Inequality in 3D – measurement and implications for macroeconomic theory (3D-In-Macro)

Period Covering: May, 2020 - August, 2026

Department: Finance

Using rich Norwegian household-level microdata, 3D-In-Macro measures economic inequality across consumption, income and wealth, and tracks its dynamics over time, including intergenerational transmission. The project identifies which forms of micro-level heterogeneity most influence macroeconomic aggregates, disciplining heterogeneous agent models with empirical facts to improve fiscal and monetary policy design.



2025 RESEARCH - Inclusion of skilled spouses in the labour market (INSKILLS)

Period Covering: September, 2024 - August, 2026

Department: Leadership and Organizational Behaviour

Funded by Marie Skłodowska-Curie Actions, INSKILLS examines the labour market inclusion of highly skilled migrant spouses in Italy and Norway. Through interviews with spouses, employers, agencies, rights organisations and policymakers, and policy document analysis, it works at three levels: national policy, stakeholder roles and individual career adaptation. The comparison identifies facilitators and impediments to inclusion and produces policy recommendations promoting gender equality, decent work and social cohesion.



Research Awards

In 2025, BI Norwegian Business School was awarded 3 research awards for responsibility- and/or sustainability-related research.

2025 RESEARCH - Best Article Award | California Management Review

Granter: California Management Review

Grantee: Vegard Kolbjørnsrud

Award Description:

Associate Professor Vegard Kolbjørnsrud received the 2025 California Management Review Best Article Award, given annually to the article making the most significant contribution to management practice. "Designing the Intelligent Organization: Six Principles for Human-AI Collaboration" sets out six principles for combining the complementary strengths of humans and AI, and has been viewed over 16,000 times.

2025 RESEARCH - IJRM Best Paper Award

Granter: European Marketing Academy and International Journal of Research in Marketing

Grantee: Matilda Dorotic, Luk Warlop, and Emanuela Stagno

Award Description:

Matilda Dorotic, Luk Warlop and Emanuela Stagno received the 2024 IJRM Best Paper Award, presented in 2025, for "AI on the street: Context-dependent responses to artificial intelligence." The study finds that people evaluate AI differently by context: commercial AI is often accepted for its clear personal benefits, while public-sector AI raises privacy concerns except in infrastructure applications. The findings guide policymakers on responsible AI adoption, transparency, and aligning innovation with societal values.

2025 RESEARCH - BI's Research Dissemination and Societal Impact Award

Granter: BI Norwegian Business School

Grantee: Professor Hilde C. Bjørnland

Award Description:

The jury recognised Professor Hilde C. Bjørnland as one of Norway's bravest and most influential voices in macroeconomics, whose research has tangible impact on public debate and policymaking. Statistics Norway and Norges Bank have drawn on her work to support key policy arguments, and she has served on high-level government commissions including the Climate Change Commission and expert groups evaluating economic policy.

Research Presentations Related to RME and/or Sustainability

In 2025, BI Norwegian Business School gave 3 research presentations related to RME and/or sustainability.

2025 RESEARCH - Reimagining Megaprojects: The Aesthetic Sublime as a Framework for Social Value Creation | [DOI](#)

Authors: Federica De Molli, BI Norwegian Business School, Department of Leadership and Organizational Behaviour | Alfons van Marrewijk, BI Norwegian Business School, Department of Leadership and Organizational Behaviour | Arne Carlsen, BI Norwegian Business School, Department of Leadership and Organizational Behaviour

Date of publication: June, 2025

Presented at: European Academy of Management (EURAM)

Department: Leadership and Organizational Behaviour

The physical structures of megaprojects – mega-canals, metros, railway lines, bridges, tunnels, iconic opera houses – generate aesthetic experiences with enduring societal impact, yet megaproject research has focused on functionality and economic rationale, marginalising aesthetics or framing them negatively. We address this gap by reconsidering the aesthetic sublime: deep experiences of awe, fear and fascination that may invoke both unsettling existential contemplation and feelings of elevation. Integrating philosophical accounts of the sublime with environmental aesthetics and megaproject research, we develop a framework identifying five qualities through which the sublime manifests in megaproject structures: immensity, timelessness, immersion, melancholy and the common land. This vocabulary advances an understanding of megaproject structures as aesthetic phenomena as well as technical and economic enterprises, shaping how people create meaning from the built environment and understand their place in the world.



2025 RESEARCH - The structural and regulatory framework of the IMO and the EU and their role in maritime decarbonization

Authors: Ellen J. Eftestøl, Department of Law and Governance, BI Norwegian Business School, Norway | Anu Bask, School of Marketing and Communication, University of Vaasa, Finland | Maximilian Huemer, Faculty of Law, University of Helsinki, Finland

Date of publication: September, 2024

Presented at: TalTech Summer School 2025, Estonian Maritime Academy (EMERA), Tallinn University of Technology

Department: Law and Governance

This edited volume brings together legal scholars, logistics experts and supply chain researchers on the transition to a zero-emissions, digitalised transport sector. Focused on the EU's Green Deal and Fit for 55 targets, it covers shipping decarbonisation, green finance frameworks, autonomous vehicles, circular shipbuilding, sustainable freight cooperation, multimodal passenger rights, and private governance mechanisms such as the Poseidon Principles, offering interdisciplinary perspectives for policymakers, practitioners and academics.



2025 RESEARCH - The Paradox of Plenty? Investors, Startups, and Accelerators in a Digital World

| [DOI](#)

Authors: Sheryl Winston Smith, BI Norwegian Business School, Department of Strategy and Entrepreneurship | Christian Anker, BI Norwegian Business School, Department of Strategy and Entrepreneurship

Date of publication: June, 2025

Presented at: Wharton Technology & Innovation Conference 2025

Department: Strategy and Entrepreneurship

Early-stage investing has relied on face-to-face interaction, partly to mitigate information asymmetries, until COVID-19 forced a sudden shift to digital operations. Exploiting the move to digital delivery of accelerator cohorts, we analyse a novel deal-level dataset of 49,897 deals across 5,054 financing rounds, 1,442 startups and 4,817 investors, drawn from 30 accelerator programmes focused on "green shift" innovation and sustainability, 2018–2023. The digital shift paradoxically broadened the investor and startup base while increasing agency concerns, and these changes persist after the pandemic.



Publications Related to RME and/or Sustainability

2025 RESEARCH - The Earth4All scenarios: human wellbeing on a finite planet towards 2100

| [DOI](#)

Authors: Per Espen Stoknes, BI Norwegian Business School, Norway | David Collste, Stockholm Resilience Centre, Sweden | Sarah E. Cornell, Stockholm Resilience Centre, Sweden | Beniamino Callegari, Kristiania University of Applied Sciences, Norway | Nathalie Spittler, Kristiania University of Applied Sciences, Norway | Owen Gaffney, BI Norwegian Business School, Norway | Jørgen Randers, BOKU University, Austria

Date of publication: June, 2025

Department: Leadership and Organizational Behaviour

How can wellbeing for all be improved while reducing risks of destabilising the biosphere? This ambition underlies the 2030 Earth4All examines whether human wellbeing can improve while pressures on planetary boundaries are reduced. Using an integrated global systems model, the initiative connects socioeconomic development with environmental pressures and tracks both wellbeing and social tension through 2100. Its scenarios indicate that current policy trajectories risk increasing social tensions and environmental pressure. The study models five major transformations – poverty, inequality, empowerment, energy and food – that could improve wellbeing, strengthen social cohesion and reduce environmental pressures. The scenarios are designed to support science-policy discussion about alternative development pathways.



2025 RESEARCH - AI as a change agent in an aging society: toward the sustainable behavior of service organizations and customers

| [DOI](#)

Authors: Lars Witell, Department of Industrial Engineering and Management, Linköping University, Sweden | Hannah Snyder, Department of Marketing, BI Norwegian Business School, Norway | Allard C.R. van Riel, Faculty of Business Economics, Hasselt University, Belgium | Mohamed Zaki, Department of Engineering, Cambridge Service Alliance, Cambridge University, United Kingdom

Date of publication: July, 2025

Department: Marketing

This research examines the sustainability challenges posed by an ageing population and how artificial intelligence may be used to nudge service organisations and older adults towards more sustainable behaviour. The authors develop a conceptual framework, the AI service triangle, describing how four primary actors – AI, managers, employees and customers – can change their principles and practices through smart nudging and learning. From this framework they propose a research agenda and present empirical illustrations connecting smart nudging, hyper-personalisation, learning and ageing.

The research explores how older adults can be supported in behaving more sustainably through smart nudging, and how managers and employees can themselves be nudged towards more sustainable service provision for older adults. It also identifies the tension between hyper-personalising nudges and adhering to ethical principles of privacy and transparency. Taking a systems approach, the paper integrates service organisations, older adult customers and AI into a single framework that can help policymakers and managers address challenges of this scale.



2025 RESEARCH - The Complementarity between Corporate Social Responsibility Disclosure Quality and Corporate Social Responsibility Contracting Intensity

[DOI](#)

Authors: Isabella Grabner, Vienna University of Economics and Business Administration, Austria | Annelies Renders, BI Norwegian Business School, Norway | Lu Yang, Monash University, Australia

Date of publication: November, 2025

Department: Accounting and Operations Management

Firms face growing pressure to demonstrate credible commitment to Corporate Social Responsibility (CSR). This study examines how the quality of CSR disclosure interacts with the extent to which CSR measures are incorporated into corporate contracting. Using data from S&P 500 firms, the authors find that companies tend to align the design of the two practices: firms combining high-quality disclosure with intensive CSR contracting demonstrate stronger CSR commitment and more credible reporting. The complementarity is particularly strong where firms face greater credibility concerns.



2025 RESEARCH - Change, champion or charity? Designing effective interventions in Pathogen Genomic Sequencing supply chains

| [DOI](#)

Authors: Kim E. van Oorschot, BI Norwegian Business School, Norway | Thomas Breugem, Tilburg University, The Netherlands | Iman Parsa, Stockholm School of Economics, Sweden | Luk N. Van Wassenhove, INSEAD, France

Date of publication: May, 2025

Department: Accounting and Operations Management

This paper examines donor interventions aimed at improving the performance of underdeveloped Pathogen Genomic Sequencing (PGS) supply chains in Sub-Saharan Africa. Specifically, we investigate in-kind donations and supply chain management (SCM) capability-building at laboratories performing PGS. In-kind donations have historically been the primary tool used by donor-led initiatives to scale up PGS capacity, while SCM capability-building represents a more recent, complementary strategy. We develop a system dynamics model of the PGS supply chain, grounded in extensive empirical data, to analyse the short- and long-term impacts of each type of intervention.

The results reveal a core trade-off: while in-kind donations can mitigate acute shortages, frequent use risks creating dependency and suppressing learning. SCM capability-building, by contrast, supports sustainable improvements, particularly when targeted at labs that are unlikely to improve without external support. We derive six testable propositions from the analysis and offer a decision framework to support donors in allocating resources more effectively, balancing immediate shortage mitigation with longer-term supply chain improvements.

By applying a system dynamics modelling approach tailored to the development of PGS supply chains, we capture the nuanced interactions between donor interventions and lab performance, that is, the ability of labs to meet disease surveillance needs in their catchment areas in good time. Evaluating both short- and long-term performance impacts, we identify contexts in which each intervention is most effective.



2025 RESEARCH - Projecting for sustainability transitions: Contrasting two types of project-oriented agency

[DOI](#)

Authors: Ermal Hetemi, Linnæus University, Sweden | Anna Jerbrant, Royal Institute of Technology, Sweden | Sofia Pemsel, Copenhagen Business School, Denmark | Jonas Söderlund, BI Norwegian Business School, Norway

Date of publication: May, 2025

Department: Leadership and Organizational Behaviour

Sustainability transitions require actors to mobilise around shared goals, but collaboration can take different forms. Drawing on the Sustainable Transportation and Sustainable Hospital programmes, the study identifies two types of project-oriented agency: emergent agency, characterised by open collaboration, flexible goals and resource mobilisation; and induced agency, shaped by contractual objectives, prescribed resources and deadlines. The findings show how different project structures can mobilise actors for change and help connect local experimentation with wider sustainability transitions.



2025 RESEARCH - Who's Interested in Global Warming? | [DOI](#)

Authors: Mark Fenton-O'Creevy, The Open University Business School | Adrian Furnham, BI Norwegian Business School, Department of Leadership and Organizational Behaviour

Date of publication: July, 2025

Department: Leadership and Organizational Behaviour

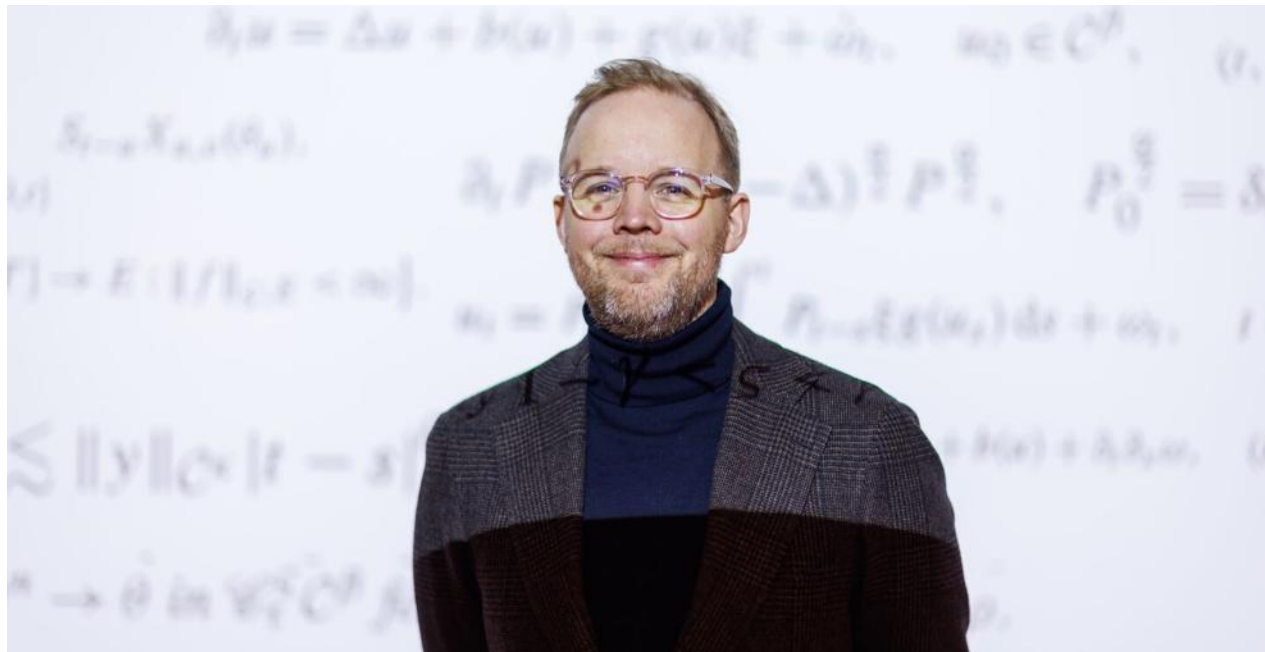
This study examines how demographic characteristics, personality, optimism and political orientation relate to attitudes towards global warming. Using data from 819 adults, the authors find associations between climate attitudes and political orientation, education, competitiveness and optimism. Optimism is positively associated with taking global warming seriously, with the relationship particularly pronounced among respondents with more right-leaning political orientations. The findings have implications for how climate change is communicated to different audiences.



Research Voices

The following statements demonstrate ways in which researchers at BI Norwegian Business School bring sustainability and responsible management into their research.

2025 RESEARCH - Mathematics for less waste



FORESIG develops mathematical forecasting methods that perform better than those in use today, in collaboration with Amazon and REMA 1000. Forecasts drive inventory, purchasing and pricing decisions, and current methods struggle when data changes quickly or is irregular. The team uses signature transformations, a framework that captures complex non-linear patterns and performs well on unstable or limited data, producing better demand forecasts and more dynamic pricing – reducing excess stock, waste and empty shelves.

The project is a collaboration between BI, NTNU and UC Berkeley, managed at BI by the Centre for Applied Mathematics and Operations Research (AMOR) and led by Professor Fabian Andsem Harang with Professor Xin Guo (UC Berkeley) and Professor Kurusch Ebrahimi-Fard (NTNU). It runs from autumn 2025 to summer 2027 with PhD candidates from all three institutions, supported by a USD 25,000 Peder Sather Center grant.

"Working with Amazon in California and REMA 1000 in Norway gives us access to data and insights that allow us to test our ideas on real-world challenges," says Harang. "I'm glad that both companies are keen to help develop better mathematical models that can strengthen sustainability and operational efficiency in the retail sector."

Read More: [Mathematics for less waste: FORESIG and the Peder Sather Center](#)

2025 RESEARCH - BI and Reitan tackle food waste



Picture: Ole Robert Reitan, CEO of Reitan Retail

Reitan Retail A/S has partnered with BI Norwegian Business School on a research project aimed at developing solutions to reduce emissions and food waste within the grocery sector.

Smart Food Flow is a five-year interdisciplinary project using advanced analytics to optimise value chains in the grocery industry, with access to real data from REMA 1000. It combines stochastic analysis, machine learning, operations management and optimal transport theory to develop models that reduce greenhouse gas emissions and food waste, and integrates transport and logistics analyses to cut emissions across the supply chain. SDGs 12 and 13 are central. The project is led by Professor Fabian Andsem Harang and sits within AMOR, BI's Centre for Applied Mathematics and Operations Research.

"The goal is to combine advanced methods from mathematics, statistics, and operations management to develop data-driven strategies in forecasting demand, pricing, and logistics optimization. The development of new models can be used as decision-making tools to reduce the overall environmental impact," says Harang.

Ole Robert Reitan, CEO of Reitan Retail and a BI alumnus, points to technology and analysis as decisive in reducing food waste and emissions, and to an innovation gap that collaboration with academia is needed to bridge.

Read More: [Industry data, academic models: BI and Reitan Retail tackle food waste](#)

2025 RESEARCH - The search for the uniquely human in law



Picture: Associate Professor Johan Vorland Wibye

Johan Vorland Wibye, Associate Professor at BI, has been awarded a Young CAS fellowship to explore how AI tools challenge traditional legal method and principles of legal philosophy.

AI is already used in law for document analysis, text generation and locating legal sources. The controversial territory begins with interpretation and application – applying legislation to concrete situations.

"Interpretation and application are the core of legal work. Many hold that this requires human powers of judgement, experience and perhaps even a moral intuition. In Scandinavia we have been very cautious about describing such factors and the role they play in law," says Wibye. He notes that the Scandinavian legal tradition, marked by empiricism and reticence about normative assessments, makes it especially difficult to argue that AI cannot replace human beings.

The two-year project brings legal philosophers, lawyers and ethicists together through seminars and workshops. Its aim is not to conclude whether AI can replace humans, but to examine whether there is any theoretical basis for asserting either – avoiding both uncritical adoption and restrictions built on untested assumptions.

"Perhaps it is about a moral compass, human experience or intuition. But then we have to be open about it. It may mean confronting how we have traditionally thought about law," says Wibye.

Read More: [The search for the uniquely human in law](#)

2025 RESEARCH - The transition to greener shipping



Picture: Professor Ellen J. Eftestøl

Shipping is among the hardest sectors to abate and is regulated internationally rather than nationally, so Norwegian shipping companies' decisions on fleet composition, technology and fuel are shaped by frameworks set in Brussels and at the IMO. Supported by the Oslo Maritime Foundation, Professor Ellen J. Eftestøl and her team investigate how the EU's FuelEU Maritime framework and the IMO's Global Fuel Standard will affect those decisions.

The interdisciplinary approach combines legal analysis with economic modelling and input from industry partners, examining decision-making factors, competence needs and opportunities for collaboration in the transition to greener shipping. The project sits within BI's Centre for Applied Mathematics and Operations Research (AMOR) and is designed to produce knowledge shipping companies can act on — not only what the regulations require, but how firms can respond.

Read More: [From regulation to strategy: BI research on the transition to greener shipping](#)

2025 RESEARCH - Rule of law in business regulation



Picture: Professor Marius Emberland (left) and Professor Johan Boucht (right)

In 2025, BI was awarded NOK 12 million by the Research Council of Norway for a new project examining administrative sanctions – decisions that intervene in business activity and regulation and share many features with criminal punishment. Such sanctions have become substantially more common over recent decades without comparable analysis of their effectiveness or the legal safeguards surrounding them.

Rule of Law, Due Process, and Effectivity in Administrative Sanctioning was one of five projects funded from 34 applications. It runs for four years from the second quarter of 2026 and includes two PhD positions in law. The team at BI's Department of Law and Governance comprises Professor Johan Boucht, Professor Marius Emberland, Associate Professor Johan V. Wibye and Associate Professor Runar Hilleren Lie, with academic partners at the University of Bergen and Åbo Akademi University.

The research responds directly to the Norwegian Parliament's 2025 call to reconsider the regulation of administrative sanctions. Combining doctrinal legal analysis, legal theory and empirical study, it examines how sanctions can be designed and applied more fairly and more effectively. Partners include the Confederation of Norwegian Enterprise (NHO), the Federation of Norwegian Enterprise (Virke), the Data Protection Authority, the Food Safety Authority, the Directorate of Fisheries, the law firm Wiersholm, and the Ministry of Justice and Public Security.

"We look forward to collaborating with both academic and societal partners. Together we can help develop more predictable and fair sanctioning regimes, which will be of great importance both nationally and internationally," says Johan Boucht.

Read more: [BI mottar 12 millioner til rettsvitenskapelig forskning](#) (in Norwegian)

Research Barriers

In 2025, BI Norwegian Business School identified the following barriers to conducting research related to sustainability and/or responsibility:

- ❖ Data access and management
- ❖ Funding challenges
- ❖ Institutional policies and bureaucracy
- ❖ Publishing barriers
- ❖ Skills and expertise gaps
- ❖ Time constraints

Continue telling your story

2025 RESEARCH - Making AI sustainable, trustworthy and responsible



Picture: Professors Fabian Andsem Harang (left), Anne-Britt Gran (centre), and Samson Esayas (right)

BI became a partner in three national AI centres

Artificial intelligence is reshaping business and society faster than the frameworks for governing it are maturing. In July 2025 the Research Council of Norway allocated NOK 1.2 billion to six new national research centres for artificial intelligence, from a call that drew more than 50 applications involving 600 organisations. BI contributes research to three, with a shared purpose: to make AI more sustainable, trustworthy and responsible.

"We have worked over a long period to build a strong academic environment in artificial intelligence and data science. That BI is part of three of the six national research centres shows that we are on the right track and have an important role in developing one of the largest technological trends the world faces," says Karen Spens, President of BI. BI receives close to NOK 40 million: NOK 30 million through Sustainable, Risk-averse and Ethical AI, and nearly NOK 5 million each for The Norwegian Centre for Trustworthy AI and the Centre for AI & Creativity.

Sustainable, risk-averse and ethical AI

BI is a main partner, with work led by Professor Fabian Andsem Harang with Professor Kristina R. Dahl. Simula leads the project, alongside the University of Oslo, NTNU, IFE, SINTEF Community, CICERO and the Institute for Social Research.

"Existing AI technology often requires extensive energy resources, has unclear robustness against unforeseen events, and can create unintended consequences for society and the environment. By developing sustainable, risk-averse and ethical AI systems, we can ensure that the technology contributes positively economically, socially and environmentally," says Harang.

Trustworthy AI, and the human side of the machine

The Norwegian Centre for Trustworthy AI aims to develop AI systems that are safe, effective, fair and sustainable. Led by the University of Oslo, it includes eight BI researchers – Samson Esayas, Christian Fieseler, Christoph Lutz, Bjarte Askeland, Sebastian Schwemer, Francesco Ravazzolo, Vegard Larsen and Leif Anders Thorsrud – contributing to more responsible and non-discriminatory AI in policy development, health and the justice system.

The Centre for AI & Creativity seeks to understand human–machine interaction through one of the most human phenomena there is: music. Also led by the University of Oslo, it includes Terje Colbjørnsen, Irina Eidsvold-Tøien, Peter Booth and Anne-Britt Gran from BI. Findings will be particularly relevant for the creative industries and for public and private actors in health, education and cultural heritage.

Together, the three centres place BI's researchers where AI meets energy use, environmental impact, law, fairness and creative work – questions that will shape how responsibly the technology is adopted.

Read more: [BI blir partner i 3 nasjonale KI-sentre](#) (in Norwegian)

2025 RESEARCH - BI professors join the sovereign wealth fund ethics committee



Picture: Professor Marius Emberland (left) and Professor Ulf Sverdrup (right)

Two of the eight members of the government-appointed committee evaluating the ethical framework of the Government Pension Fund Global are BI professors; no other institution has more than one. Professor Ulf Sverdrup, at BI's Department of Law and Governance, researches Europe and Norwegian foreign policy and was previously director of the Norwegian Institute of International Affairs (NUPI). Professor Marius Emberland, at the same department, specialises in public and international law.

"The review is necessary to safeguard the pension fund and ensure ethical considerations are addressed properly. We must ensure a good balance between the various considerations the fund has to safeguard," says Minister of Finance Jens Stoltenberg.

The guidelines were last amended in 2021, when the Storting determined that the fund has two equal ethical purposes: to secure returns for current and future generations, and not to be invested in companies contributing to gross violations of ethical norms. The committee's mandate notes that Norway faces its most serious security situation since the Second World War, that corporate value chains can be complex with many subcontractors across several countries, and that the distinction between military and civilian technology has become more blurred.

Chaired by former Central Bank Governor Svein Gjedrem, the committee also includes members from Orkla, NHH, UiT, the Norwegian Defence University College, Abler Nordic and UiO.

Read More: [Two BI professors join ethics committee for the Norwegian Petroleum Fund](#) (in Norwegian)

2025 RESEARCH - Sustainability across BI's nine research centres

BI's research centres gather researchers around clearly defined theories, phenomena or contexts. In 2025, BI mapped the research of all nine centres against the SDGs and identified recurring sustainability themes. Many of these research agendas were developed under Strategy 2025 and remain visible in the 2025 portfolio, reflecting how sustainability has become embedded across BI's research environments, though it is not always labelled as such. The summaries below reflect the research presented on each centre's own pages.



[**Centre for Applied Macroeconomics and Commodity Prices \(CAMP\)**](#) conducts applied macroeconomic research with a strong focus on energy economics. Topics: carbon pricing and emissions trading; climate and energy policy impacts; climate risk and financial stability; renewable energy integration; labour-market effects of a just transition.



[**Centre for Asset Pricing Research \(CAPR\)**](#) studies how financial markets price risk and allocate capital, using Nordic registry data to trace how wealth, returns and shocks are distributed across households. Topics: wealth inequality and why returns to wealth differ across households; intergenerational transmission of wealth; household resilience to job loss and unemployment risk; who participates in financial markets and who is left out; regulation of banks and pensions, taxation and macro-financial stability.



[**Centre for Construction Industry**](#) researches sustainable transformation and value creation in construction projects and industry practice. Topics: circular resource use and waste reduction; climate impacts; digitalisation; collaboration across value chains; governance of large, complex projects.



[**Centre for Corporate Governance Research**](#) examines how ownership and governance affect value creation and stakeholder welfare. Topics: gender balance in board governance; sustainability expectations; financial inclusion; climate and nature finance; responsible succession; family firms and social responsibility; the Norwegian green bond market.



Centre for Creative Industries (BI:CCI) researches the creative industries and how technology is reshaping them. Topics: working conditions, fair remuneration and economic sustainability for creative practitioners; transformative technologies and value creation in the arts; copyright, authenticity and the accountability of digital platforms and algorithms; diversity and inclusion in cultural production and access; the role of arts, cultural heritage and local media in community life.



Centre for Health Care Management researches leadership, organisation and innovation in the health and care sector. Topics: ethical decision-making and leadership practice; patient-centred services; digital health and responsible innovation; collaboration across health systems; governance of sustainable, high-quality services.



Centre for Household Finance and Macroeconomic Research (HOFIMAR) studies households' financial behaviour and its interaction with the macroeconomy. Topics: wealth accumulation and inequality; housing access and mortgage-related vulnerability; distributional effects of economic shocks; welfare implications of policy.



Nordic Research Centre of Labour Law (NORLAB) researches the regulation of work and employment, drawing on Norway's largest labour law research environment. Topics: social sustainability and labour protections in the green transition; decent work in digitalised and platform-based employment; education systems and labour rights; collective labour relations and dispute resolution; harmonisation and enforcement of European and international labour law.



Nordic Centre for Internet and Society researches how internet technologies reshape working life and society. Topics: gig and platform workers, including migrant food-delivery riders in Norway and Sweden; algorithmic management, surveillance and accountability at work; digital inequalities in who benefits from platform and AI technologies; privacy, data protection and the governance of AI and social robots; responsible innovation and deliberative governance of AI.

2025 RESEARCH – Sustainability across BI's research groups and initiatives

Sustainability, ethics and societal responsibility extend beyond BI's nine research centres to its wider research groups and initiatives, much of their work grounded in Norwegian and Nordic contexts.



[Centre for Sustainability and Energy](#) researches energy system transformation, climate policy and climate psychology.



[Centre for Ocean Business](#) works with industry and regulators on shipping decarbonisation and maritime governance.



[Centre for Applied Mathematics and Operations Research \(AMOR\)](#) develops AI-based methods for low-emission supply chains and food waste reduction.



[Centre for Monetary Economics](#) examines climate change and monetary policy, and commissions Norges Bank Watch, an annual independent evaluation of Norges Bank.



[BI Tax and Fiscal Policy Centre](#) studies tax avoidance, inequality and climate-related taxation.



[Centre for Business History](#) traces corporate power and responsibility over time.



[Centre for Foundations](#) supports foundations on governance and impact measurement.



[Nordic Alliance for Communication & Management \(NORA\)](#) addresses responsible AI, trust and disinformation.

2025 RESEARCH - AMOR: an industry-partnered research centre



The Centre for Applied Mathematics and Operations Research (AMOR) was established at BI in January 2025 as an industry-partnered research centre. Its purpose is to mobilise BI's strengths in mathematics, statistics, artificial intelligence, economics, law and operations research to address societal and business challenges through rigorous, use-inspired research. The centre brings together twelve faculty working on quantitative methods for retail, transport and logistics.

AMOR focuses on three areas where quantitative methods can create substantial value: reducing greenhouse gas emissions, reducing food waste and improving efficiency in retail and multimodal transport systems. Better forecasting, routing and decision models can lower resource use, while the operational data needed to develop and test them sits with commercial operators.

The centre combines curiosity-driven enquiry with long-term external collaboration. Questions begin with problems partners face in practice, while partners contribute operational data, expertise and funding. Projects are developed jointly, with data shared under formal agreements and workshops bringing researchers and partner staff together around relevant research questions.

Research questions, methods and publication decisions remain with BI faculty, in line with BI's policies on academic freedom and sponsored research. Results are shared through peer-reviewed publications and an annual industry conference, first held in November 2025. This keeps the research academically rigorous while connected to the systems it is intended to inform.



AMOR works through three programmes. AMOR Retail develops demand forecasting and distribution models with Reitan Retail and REMA 1000 to reduce food waste and last-mile emissions. AMOR Trade & Transport optimises multimodal transport networks and analyses maritime decarbonisation regulation with DSV, the Oslo Maritime Foundation and the Clean Energy Transition Partnership. AMOR AI develops reliable, risk-aware and responsible artificial intelligence with lower energy demands, while supporting methodological development across the other programmes.

In its first year, AMOR built a financial and collaborative foundation through corporate support, competitive public funding and access to operational data. By the end of 2025, it had secured multi-year research agreements with three external partners and established a Data & Decision Science PhD specialisation within BI's PhD in Business. The Minister of Research and Higher Education has highlighted AMOR as an example of collaboration between higher education, industry and public funders.

AMOR shows how a business school can organise research for academic rigour and societal relevance. By connecting faculty expertise, partner collaboration, doctoral training and competitive funding, BI has built a platform with strong potential to contribute to decarbonisation, food waste reduction and more efficient supply chains. Its first year created the relationships, data access and research capacity needed for that contribution. The next phase is to test whether these methods deliver measurable reductions in waste, emissions and inefficiency in partner operations.

Read More: [AMOR](#)



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.

How We Define Partner

At BI, to partner is to collaborate across business, academia, government and society to strengthen the relevance and impact of our research and education. Through sustained engagement with external stakeholders, we connect knowledge with practice, foster innovation and contribute to solutions that address societal challenges and drive positive change.

Institutional Partnerships

- ❖ AACSB (Association to Advance Collegiate Schools of Business)
- ❖ AMBA (Association of MBAs)
- ❖ EFMD (European Foundation for Management Development)
- ❖ Financial Times
- ❖ Graduate Management Admission Council (GMAC)
- ❖ Local institutions and associations
- ❖ Positive Impact Rating (PIR)
- ❖ Quacquarelli Symonds (QS)
- ❖ Times Higher Education (THE)
- ❖ Ministries of Education, Higher Education, or similar national bodies

Student Organization Partnerships

- ❖ BI Student Organization (BISO)

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2025 PARTNER - Global Compact Network Norway



BI joined UN Global Compact Norway in 2023, connecting the school to the country's largest network for responsible business and to the global UN Global Compact, which brings together more than 25,000 companies across 167 countries. In 2025 the Norwegian network counted 347 member organisations and ran 58 activities with more than 2,400 participants, from executive roundtables with government ministers to regional programmes for smaller companies.

BI's engagement extends to the network's governance. Professor Caroline Dale Ditlev-Simonsen serves as an alternate member of the board, alongside leaders from Veidekke, Hafslund, DNV, Grieg, Sparebanken Norge, Samfunnsbedriftene and Storebrand. As alternate, she attends all board meetings and acts in place of any absent member, including signing on their behalf. The board held five ordinary meetings in 2025, overseeing the network's finances, membership development and strategic priorities.

BI has also examined how the two networks work together more broadly. In October 2025, PRME published an analysis co-authored by Ditlev-Simonsen with colleagues at the University of Pretoria and the University of São Paulo. Drawing on cases from South Africa and Brazil, it set out the conditions for effective partnership between business schools and Global Compact networks: named individuals acting as boundary spanners, alignment with regional priorities, and dean-level backing.

In November 2025, BI met the Norwegian network's leadership to explore how to strengthen engagement between business schools and business across both networks. BI presented the findings of the global PRME–UNGC Taskforce, which it led, and the two organisations explored concrete opportunities for joint activity in Norway. This dialogue is ongoing.

The relationship connects BI to the companies its students will join, and gives Norwegian business access to what a business school contributes to responsible practice.

Read More: [Global Compact Network Norway](#) (in Norwegian) | [Realizing a missed opportunity](#)

2025 PARTNER - GBSN: building business education capacity in Africa



BI has been a member of the Global Business School Network (GBSN) since 2023. Founded in 2003 by the World Bank as an independent global non-profit, GBSN works to improve access to quality management education in the developing world, fostering cross-border networking, knowledge sharing and collaboration across more than 100 leading business schools on six continents. BI's President, Karen Spens, served on the GBSN board from 2023 to 2025, helping guide the network's focus on responsible leadership and development in Africa and beyond.

BI was a top-tier sponsor of the GBSN Beyond 2025 conference in Accra, Ghana, hosted at CEIBS and Ashesi University. Under the theme "Entrepreneurs, Enterprises and Ecosystems", the conference brought together more than 120 leaders, educators and changemakers to advance business education and entrepreneurship in Africa, exploring solutions and building partnerships across the network.

BI participated throughout the programme. Provost and Professor of Innovation Thomas Hoholm sat on the deans' panel, and Associate Professor of Accounting and Governance Janicke Rasmussen co-chaired a session on business and human rights. Special Adviser Ann Kristin H. Calisch led BI's networking sponsorship, and the three gave a joint dinner address.

The delegation also visited ITConsortium, a start-up which digitises and democratises access to capital in West Africa, and MEST, a Norwegian-owned technology entrepreneurship accelerator. BI joined a Train the Trainer session on conscious capitalism run by Marketplace Simulations, and visited museums to understand Ghana's societal context, from colonial rule to the fight for freedom and democracy.

BI has sponsored GBSN conferences since joining the network in 2023: Cairo in 2023, Bogotá in 2024 and Accra in 2025. Membership has also opened student activities to BI, including the Social Logistics Challenge and the Changemaker Programme, both covered separately in this report.

Read More: [GBSN Beyond conference 2025](#) | [GBSN](#) | [LinkedIn post on GBSN Beyond 2025](#)

2025 PARTNER - BI International Case Competition (BIICC)



Since 2016, BI has hosted the annual BI International Case Competition (BIICC) in Oslo. February 2025 marked the tenth edition, bringing 12 student teams from business schools worldwide together for a week of intensive case work and networking. Teams deliver consulting advice on live cases set by BI's strategic corporate partners, who also serve on the jury. BI's own students prepare through the BI Case Teams programme, mentored by faculty and alumni.

In 2025 both cases came from strategic partners and engaged directly with the energy transition. Aker Solutions asked students to draw on its oil and gas expertise to develop a strategic green-technology concept. Equinor asked them to evaluate the business potential of Long Duration Energy Storage in Europe's 2040 energy system – storage that holds surplus wind and solar power for days or weeks, making a reliable zero-emission grid possible.

All 12 teams tackled both a 10-hour and a 30-hour case, with preliminary division presentations in each round and the top three teams from each case qualifying to present to the corporate jury. "We have heard very impressive solutions to real problems the world is struggling with today," said Morten Halleraker, SVP and Head of New Business and Investments at Equinor. "All three teams were good at every criterion; it was hard to pick a winner." Haakon Berg, SVP of Mergers and Acquisitions at Aker Solutions, noted that the winning team "won because their presentation was the most analytical and comprehensive, their solution was realistic, and they gave strong answers to all our questions."

The EVA Consulting team from UNSW Sydney won both cases. For student Matthew Tae-Ho Kuk, the week offered more than the casework: "Aside from all the casing, the best part of the week has been meeting like-minded students from across the world."

Read More: [BIICC 2025 Winner - UNSW Sydney](#) | [BIICC 2025](#) | [BIICC 2016-2025 Partners Cases](#) | [Case Training](#)

2025 PARTNER - BI wins the AMBA Best Digital Transformation Award



Picture (from left to right): Sissel Hammerstrøm (Portfolio Responsible), Idoia Olazar (Adviser), Lars Olsen (Professor & Dean Executive Programmes), Karen Spens (Professor & President at the time), Anders Dysvik (Professor & Associate Dean EMBA)

In January 2026, BI was awarded the *Best Digital Transformation Award*, presented in London by the Association of MBAs (AMBA) and the Business Graduates Association (BGA). The award recognises business schools that have implemented innovative technological changes with measurable success.

BI received the prize for the strategic transformation of its Executive MBA (EMBA) programme. By transitioning to a synchronous blended model, BI has managed to combine the best of both worlds: intensive face-to-face modules and synchronous digital teaching, solving a major challenge in the Norwegian market by reducing travel burdens and time away from work and family. The results are higher national and international geographical student diversity and improved work-life balance with higher student satisfaction.

“This is the result of extensive teamwork across academic faculty and administration who have been instrumental in driving this project to completion,” says Dean Executive Lars Olsen.

Read More: [BI wins AMBA Award for Best Digital Transformation](#)

2025 PARTNER - Eidra and BI Launch Technology Scholarship for Women



Picture: Jan Christian Fosseidbråten, CEO of Eidra and Karen Spens, President of BI

Eidra partnered in April 2025 with BI Norwegian Business School to establish the Eidra Women in Data Science Scholarship – an initiative designed to support and inspire women to pursue a master’s degree in Data Science for Business. The scholarship will cover full tuition fees for one selected student.

“We are proud to support the next generation of talent in data science. Building future-ready competence is a core priority for Eidra, and we aim to be a proactive player engaging actively with academia. Our ambition is that this scholarship will contribute to greater diversity and strengthen recruitment in a field that is crucial for future value creation,” says Jan Christian Fosseidbråten, CEO of Eidra.

Karen Spens, President of BI Norwegian Business School, emphasizes the importance of the collaboration, “Eidra’s contribution amplifies the effort to make data science more accessible to women. Support from forward-leaning businesses is key to nurturing top talent”.

Read More: [Eidra and BI Launch Scholarship for Women in Technology](#)

2025 PARTNER - Partnerforum: academia meets the Norwegian state



Partnerforum is a collaboration between BI, the University of Oslo and some thirty organisations in the Norwegian state administration, principally ministries and directorates. It conveys knowledge between the two universities and their public sector partners, creates dialogue between civil servants and academic communities, and builds competence within each organisation. Partners set the academic agenda and propose themes each year.

In October 2025, days after the state budget was presented, a breakfast seminar examined it, with BI's Espen Henriksen and Andreas Moxnes alongside the University of Oslo and the Storting's Finance Committee. November's autumn conference worked through public administration policy, restructuring and the relationship between central and local government, with BI's Bjørn Erik Mørk alongside the Directorate of Taxes. A seminar in the EEA law series examined how the misinterpretation of regulations behind Norway's social security scandal could have occurred and what NAV has since done about it. In December, BI's Øyvind Kvalnes joined a panel on how declining trust increases demand for control, weakens democratic participation and can feed polarisation, recommending investment in media diversity, Nordic infrastructure for digital platforms, and arenas where groups that disagree can do so constructively.

Partnerforum gives BI a durable channel through which research on governance, trust and public management reaches the institutions that apply it, and through which their questions travel back into research and teaching. It has operated on this basis for two decades.

Read more: [Partnerforum](#)

2025 PARTNER - Positive Impact Rating: the important student voice



The Positive Impact Rating asks students to assess their own business school's impact on society and its commitment to sustainability, reporting developmental levels rather than league positions. Of five levels, three are publicly disclosed: Level 3 (Progressing), Level 4 (Transforming) and Level 5 (Pioneering).

BI was one of 86 schools from 30 countries in the 2025 edition, which drew a record 17,167 responses. More than 1,300 BI students took part – the highest participation of any school worldwide. The survey was led by the student organisation BISO. BI was rated Level 3 in 2025, its third consecutive year of participation.

Students asked BI to integrate sustainability into all courses, research and campus operations; eliminate single-use plastics and improve waste sorting; move campus energy to renewable sources; strengthen social inclusion and support for international students; and offer more case-based learning on real sustainability problems. They also named what BI should stop: single-use cups, cutlery and packaging; food waste in cafeterias and at events; excessive printing; flying professors in for single lectures; spending on non-essential merchandise; and treating sustainability as an add-on rather than a core element of the curriculum.

"It's incredibly encouraging to see such a high level of engagement from our students," says Ann Kristin Helgeland Calisch, Special Adviser for Strategy, Sustainability and Governance at BI. "Their feedback is not only thoughtful and constructive – it's also a clear signal that they care deeply about BI's role in shaping a better future. We're proud of the results in this year's rating, and we know there's more to do. Transparency is key, and this kind of open dialogue helps ensure we continue moving in the right direction together."

The 2025 results were released at the UN PRME Global Forum in New York, where Calisch represented BI on the launch panel. BI submitted an PIR-EQUIS report to support the 2025 EQUIS reaccreditation and a PIR-PRME report in this SIP.

Read More: [BI recognised in global student-led sustainability survey](#) | [PIR 2025 Global Report](#)

2025 PARTNER — BI-led taskforce helps shape UN Global Compact strategy on academic partnership



For almost two decades, the UN Global Compact (UNGC), the world's largest corporate sustainability initiative, and PRME, launched in 2007 as its business-school counterpart, operated largely in parallel. Collaboration between business schools and UNGC Networks developed organically, often through personal relationships, with no shared overview of what worked.

In 2022, Professor Caroline Dale Ditlev-Simonsen asked how business schools were collaborating with UNGC Networks and industry in practice. Sustainability Advisor Anna Czerwinska took the question to the PRME Nordic Chapter and led the research, producing a practical compendium of examples shared across the Nordics. Interest from PRME colleagues in Africa and Europe, and from the PRME Secretariat, showed the need for a global picture.

In 2024, with Secretariat support, Czerwinska established and led a global PRME–UNGC Collaboration Taskforce, with representation from 14 of PRME's 17 Chapters. Through surveys of business schools and Global Compact Networks, dialogue and conference panels, it mapped best practice, future potential and the barriers to collaboration. The Taskforce presented its findings at the 2025 PRME Global Forum, hosted at Cornell in New York City, through a panel that included Czerwinska alongside members of both PRME and the UNGC.

The Steering Committee members and UNGC leadership then requested the report, and it contributed to the UNGC's 2026–2030 strategy. This is the first strategy to include PRME explicitly, charging it with leading the focus area "Advancing the Business Case". Head of PRME David Steingard described the Taskforce as "a critical enabler of the One Global Compact strategic objective."

2025 PARTNER – PRME Nordic Chapter



The PRME Nordic Chapter brings together PRME signatories from Denmark, Finland, Iceland, Norway and Sweden. Its mission is to promote the "cooperative advantage" of the Nordic business context: helping schools translate PRME into local practice, building on the respective Global Compact networks, and encouraging more Nordic business schools to sign up.

BI is an active member. Professor Caroline Dale Ditlev-Simonsen represents Norway on the Chapter's Steering Committee, and members meet quarterly to share practice, with an in-person annual meeting.

The 4th PRME Chapter Nordic Symposium was held on 29 September at the University of Gothenburg's School of Business, Economics and Law. Member schools presented how they drive sustainability in their own organisations, including their difficulties, and mapped their actions across curriculum, student initiatives, institutional structures, teaching innovation, extracurricular activities and campus operations. The programme also covered shared projects on student engagement, including the PRME Global Students Green Ambassador initiative; a session on how business schools can frame a collective change agenda; and updates from the PRME Secretariat.

The Chapter's strategic goals include expanding carbon literacy with new modules on biodiversity, mapping regulation across the Nordics and developing ways to measure how deeply RME is embedded, advancing work-integrated learning and case research with the UN Global Compact, developing a Nordic RME textbook from the Chapter's sustainability PhD course, and strengthening research on collaboration between Global Compact and PRME.

Read More: [PRME Nordic Chapter](#)



Practice

We adopt responsible and accountable management principles in our own governance and operations.

How We Define Practice

At BI, practice means working to embed responsibility in how we govern and operate our institution. This includes advancing sustainable operations, using human, financial and technological resources responsibly, fostering diversity and inclusion, and strengthening organisational structures, processes and leadership that support responsible institutional practice.

Institutional Policies and Practices

- ❖ Accreditation body recommendation documents
- ❖ Buildings/real estate
- ❖ Campus operations guides
- ❖ Carbon reduction or offset commitments
- ❖ Climate action plan
- ❖ Curriculum guidelines
- ❖ Environmental stewardship policies
- ❖ Ethical data sourcing guides
- ❖ Ethical leadership or good governance policies
- ❖ Faculty hiring, tenure, and promotion guidelines
- ❖ Greenhouse gas emissions
- ❖ Local staff/student/faculty transportation
- ❖ Ministry of education recommendation documents
- ❖ Open-access guides

Policy Documents Related to RME and/or Sustainability

BI Code of Ethics 2025

[View document](#)  [Download document](#) 

BI Climate Accounting 2025

[View document](#)  [Download document](#) 

Practice Voices

The following statements from stakeholders at BI Norwegian Business School demonstrate our commitment to sustainable and responsible practices.

2025 PRACTICE – Diversity, Equity, Inclusion and Belonging (DEIB)



BI operates in Norway, a Nordic welfare democracy with high trust, strong regulation of working life and education, and a collaborative mindset. BI established its first policy for diversity and equality in 2007, and SDG 5 has been one of BI's sustainability pillars since 2018. DEIB is understood as a mindset as well as a set of procedures: BI works continuously through goals and actions to secure inclusion and prevent discrimination, and reports openly on progress.

BI established its first policy for diversity and equality in 2007, and SDG 5 has been one of BI's sustainability pillars since 2018. DEIB is understood as both a mindset and a set of procedures: BI works continuously through goals and actions to secure inclusion, prevent discrimination and report openly on progress.

Goals

- Gender-neutral and equal diversity opportunities
- Gender distribution within the 40/60 interval at all roles and levels, staff and students
- Equal pay for equal work and equal development opportunities
- A safe and caring work environment for all
- Zero tolerance of discrimination and harassment, staff and students

Action plan towards 2027

Focus areas follow from an analysis of BI's main gender equality challenges: increasing the share of female faculty at all levels; increasing the male share in administrative and level 3 managerial positions; raising awareness of unconscious bias; preventing and handling sexual harassment; increasing the number of female students in the bachelor and MSc programmes in finance; and building competence through training, tracked against key gender and diversity indicators.

Read more: [DEIB](#) | [Social Sustainability in operations](#) | [BI Annual Reports](#)

2025 PRACTICE - BI Library services supporting RME



BI Library continued its dissemination and student-support work through 2025 in collaboration with faculty across the school.

Academic writing support.

In response to high demand, BI expanded its writing provision through daily one-on-one guidance from student tutors, monthly “Shut up & Write” sessions, curated writing resources and 17 dedicated courses taught by librarians in English and Norwegian. Provision is available across all four campuses and online, and is open to all student groups. It supports writing skills, structural understanding and critical thinking, with particular relevance for first-year students.

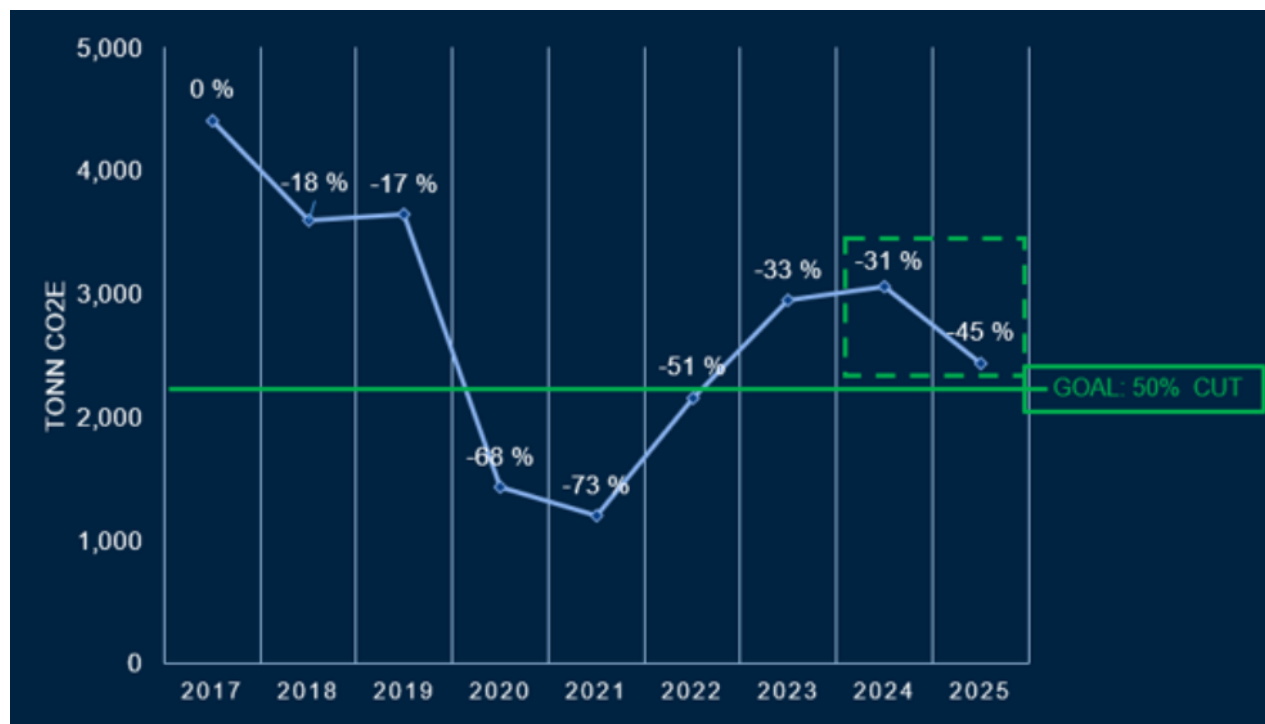
Start-of-semester support. Targeted exhibitions welcomed new students with resources on themes including “Welcome to Oslo”, “Norwegian for Beginners”, lecturer-recommended readings, student life and effective study practices. These initiatives help newcomers adapt to the student role and understand academic expectations.

Targeted services such as writing support are managed by BI Student Services, while physical exhibitions are coordinated by a Library Exhibition Committee open to all library staff.

Read More: [BI Library Services](#)

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2025 PRACTICE - Climate action in campus operations



BI's climate commitment has been anchored in school strategy since 2019. In 2021 the Board set a target of a 50% emissions cut by 2030, supporting the Paris Agreement 1.5-degree goal. BI reports externally validated results covering all campuses and emission scopes.

Actions include environmental and social procurement requirements since 2021 and Transparency Act reporting since 2022. Since 2022 all four campuses have used the same canteen, waste and cleaning suppliers, enabling consistent action on waste, recycling, water use and greener menus. Over five years BI has invested more than NOK 13 million in greener infrastructure, including solar panels, AI-driven energy efficiency, and changing rooms and showers for greener commuting. In 2025 all four campuses were re-certified as Eco-Lighthouse and Green Conference venues; BI first eco-certified its campuses in 2019, a first in Norwegian higher education.

In 2025, a revision to the external emission factors used for air travel materially affected BI's reported emissions, resulting in a cumulative reduction of 45% from the baseline. Air travel remains almost half of BI's total emissions, and the school continues to strengthen responsible travel practice.

BI offsets its residual reported climate footprint. Under the Financial Times ranking methodology, BI is recognised as a net zero school and ranked second on carbon footprint in the 2025 Masters in Management and Executive MBA rankings.

Read More: [Sustainability in Operations](#) | [Annual Reports](#) | [BI Climate accounts 2025](#)

2025 PRACTICE - Responsible procurement and supply chain due diligence



BI's procurement relates to its core activities: higher education, research and campus operations. The school expects suppliers to ensure decent working conditions and basic human rights for employees throughout their value chains, and works to that end through procurement policy, contract procedures and follow-up measures. Under the Norwegian Transparency Act, BI aims to strengthen oversight and follow-up of suppliers on working conditions and human rights, while increasing transparency.

Procurement procedures have been extended to address social conditions alongside the environmental requirements already in place. Requirements specifications and contract templates now carry a transparency audit clause giving BI the right to conduct on-site inspections of suppliers. Follow-up is risk-based: self-declarations are requested from the most relevant suppliers, selected through materiality analysis against the high-risk lists and socially responsible procurement guidance issued by the Norwegian Agency for Public and Financial Management (DFØ). Ethical guidelines and awareness training support internal contract owners in understanding their responsibilities.

In 2025 BI continued to set social requirements and to work directly with central suppliers in higher-risk categories, including canteen, cleaning and waste handling services. BI has reported on Transparency Act compliance in its annual reports since 2022 and publishes a separate statement on its website by the end of June each year.

Read More: [BI 2025 Statement on the Transparency Act](#) | [Norwegian Transparency Act](#)



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.



How We Define Share

At BI, to share means fostering openness and the exchange of knowledge, experiences and ideas. We promote broad access to knowledge through research communication, public engagement and collaboration, connecting our research and education with colleagues, businesses, policymakers and society to support learning, dialogue and positive societal impact.

Engagement Opportunities

BI Norwegian Business School offers transparent engagement opportunities for members of our institution and community to contribute to our sustainability and responsibility efforts in the following ways:

- ❖ Boards and advisory committees
- ❖ Annual reports
- ❖ Community events and consultation forums
- ❖ Feedback mechanisms (e.g., surveys, suggestion boxes)
- ❖ Open faculty and student meetings and town halls
- ❖ Partnerships with local organizations
- ❖ Public events and panel discussions
- ❖ Publicly accessible sustainability data and dashboards
- ❖ Sustainability-focused research and collaboration opportunities

Communication Audiences

BI Norwegian Business School communicates its policies and progress on sustainable development and responsibility with:

- ❖ Accreditation bodies
- ❖ Alumni and donors
- ❖ Boards and advisory committees
- ❖ Business and industry partners
- ❖ Faculty and staff
- ❖ Government and policy makers
- ❖ Chamber of commerce and local communities

Sharing Voices

The following statements from stakeholders at BI Norwegian Business School demonstrate our commitment to sharing and learning from sustainability and responsible management practices.

2025 SHARE – Sharing sustainability practice with partner schools: reciprocal learning

Agenda

Thursday 3. April (Room C4-166 (outer wing))

0900-0950	Short introduction and presentations (all)
0950-1000	Coffee break
1000-1100	Sustainability in BI Operations – “Green office” & climate efforts
1100-1200	Campus tour w/ <i>Frank Sæther, Director Facility Services</i>
1200-1300	Lunch in Staff Canteen (A7)
1300-1400	Teaching: Pedagogical innovations (Teaching rooms)
1400-1415	Coffee break
1415-1500	Teaching: Perspectives on the future of learning technology
1500-1600	Sustainability and responsibility in Teaching and Learning (PRME)

Friday 4. April (Room A4 inner wing - Workshop zone)

0900-1000	Change management in campus renovation projects
1000/1030-	Own meetings / departure

BI regularly receives visitors from partner schools through Erasmus Staff Exchange and International Partner Days. These visits often focus on BI's work in responsible management, operational sustainability, social sustainability and teaching innovation.

One example was an April 2025 visit from ISM University in Vilnius and Kühne Logistics University in Hamburg, where the programme covered operational sustainability, campus facilities and teaching innovation. Visiting schools also presented their own approaches, creating space for open dialogue and comparison of practice.

Depending on the interests of visiting institutions, BI shares experience on climate action, green energy, circularity, diversity and inclusion, student engagement, education and research. Faculty and managers are involved at the relevant peer level.

Reciprocal learning

Responsible development in education, research and operations is a long-term process. BI therefore treats these visits as two-way exchanges: partner schools can draw on BI's experience, while BI learns from their approaches and development journeys. In some cases, the visits lead to continued collaboration and return exchanges.

2025 SHARE - The Leader's Toolbox: monthly breakfast seminars for practitioners



To keep pace with societal developments, BI maintains open dialogue with the business community and other societal actors through webinars and seminars open to all. The Leader's Toolbox is the longest-running of these: a free monthly breakfast seminar for alumni and stakeholders that has run for more than a decade and now extends to the regional campuses, where sessions are adapted to local context. Faculty interest exceeds the available slots, and BI maintains a waiting list of academics wanting to present.

Monthly sessions ran in 2025, across Oslo, Trondheim and Bergen. The year's programme moved between the practical and the ethical:

- *How to prevent burnout* (January)
- *Machiavelli, power and leadership* (February)
- *Making AI your best colleague* (February)
- *Getting the best from your team* (March)
- *Meetings – just wasted time?* (April)
- *Strategic leadership and the significance of trust* (April)
- *Friction that creates collaborative miracles* (May)
- *One leg in each camp - PRIDE special* (June)
- *Becoming an outstanding leader* (August)
- *Personality for better and worse in working life* (September)
- *Neurodivergence – the new competitive advantage?* (September)
- *The strategic power of storytelling* (October)
- *Profitability through human resources* (November)
- *The capacity to choose in defining moments* (November)

Several 2025 sessions bore directly on responsible management: neurodivergence as a workplace asset, trust as a foundation for strategic leadership, burnout prevention, profitability achieved through people, and the capacity to make decisions in situations where the right course is not obvious.

Read More: [The Leader's Toolbox](#) (in Norwegian)

2025 SHARE - Podcasts: open dialogue with faculty and practitioners



BI continued in 2025 to publish a range of podcasts produced by faculty and staff, most in Norwegian for a national audience and some in English. All are free on Spotify, Apple Podcasts and Acast, making BI's research and expertise available well beyond the school's own students and partners.

The catalogue spans careers, leadership and workplace culture through to responsible and green transitions and the risks and opportunities they create for business and society. Series running in 2025 include:

- **BI Innsikt** (BI Insight) – experts on the trends shaping economics, business, politics, innovation and leadership
- **Ytringsklima** (Speech Climate) – Prof. Øyvind Kvalnes on how people talk to one another at work
- **Marked, kriser og bærekraft** (Markets, Crises and Sustainability) – Prof. Pål Nygaard on the history of economics and how economists have theorised solutions to societal problems
- **Finans i Fjæra** (Finance by the Shoreline) – Profs. Kjell Jørgensen and Geir Høidal Bjønnes on questions in finance
- **Innovasjonslederen** (The Innovation Leader) – Prof. Sebastian Lombardo and BI's Centre for the Construction Industry, on those pushing the Norwegian building sector towards renewal
- **Tilstedeværende ledelse** (Leadership in Presence) – Prof. Donatella de Paoli
- **Professoren og Praktikeren** (The Professor and the Practitioner) – Prof. Lars Olsson
- **The Village** – BI Startup, on the innovation and entrepreneurship ecosystem
- **Karrierepraten** (Career Talks) – BI's career team with alumni and industry figures
- **Ped Talk** – BI's Learning Centre, on innovation in teaching and learning
- **Stay Ahead** – academic experts and industry leaders in roundtable discussion
- **Financial Bubbles, Crashes and Crises** (English) – Espen Ekberg on their causes and history
- **Oppgradert** (Updated) – BI students Marte and Gloria on how research is used in the world

Several series focus on responsible management; others address it in individual episodes.

Read More: [BI Podcasts](#) (in Norwegian) | [BI Podcasts \(delivered in English\)](#)

Communication Barriers

BI Norwegian Business School faces the following barriers in transparent communications:



**Accessibility
issues**



**Audience
reach**



**Bureaucratic
delays**



**Data privacy
regulations**



**Engagement
gaps**



**Feedback
loops**



**Inconsistent
updates**



Media visibility



**Messaging
clarity**



**Ownership
issues**

Continue telling your story

board-of-trustees-report-2025

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