SUSTAINABLE SSE: A SUB-STRATEGY FOR SUSTAINABILITY AT SSE (2023-2027)

The Stockholm School of Economics (SSE) strategy 2023-2027 is a natural extension of the mission that has guided the School since its inception 1909—to strengthen Swedish competitiveness through research and science-based education. This sub-strategy, in turn, is an essential component of that strategic vision, and as such it is necessary for the execution of the School's long-term mission. Moreover, this sub-strategy is rooted in SSEs educational mission and values, abbreviated FREE.

The escalating ecological and social threats we face require immediate action. More than ever before we need to unite and forge a path to recovery and development that is just and sustainable. As an internationally oriented institution, SSE can influence the world positively, and given the knowledge and expertise that is concentrated here, the School has a duty to do so. Its knowledge production and dissemination contribute to an understanding of the social and ecological challenges brought about by climate change, and in its core areas the School also generates concrete measures and actions relevant to these challenges.

SSE's engagement with sustainability is also mandated by its commitment to the United Nations' Principles of Responsible Management Education, to which the School has been a signatory since 2013, These principles follow from the United Nations' sustainable development agenda, Agenda 2030. This agenda identifies and endorses 17 Sustainable Development Goals (SDGs) and their multiple sub-targets.

Scope

As one of Europe's leading business schools, SSE educates leaders and equips them with the knowledge, skills, and dispositions to pursue this global agenda for sustainable development. Because the solutions to the challenges we face do not exist within a single academic discipline, a multidisciplinary approach is necessary with collaboration across all of SSE's core subjects—business, economics, and finance—and involving all SSE's various activities. Therefore, the scope of this sub-strategy covers: Research, Education, Campus & Operations, and Outreach (RECO). As with all strategies, it calls for both thinking and doing, i.e., hands-on, measurable actions.

Research

SSE has identified sustainability, together with finance, retailing and innovation, as a prioritized, strategic area for its research. The Center for Sustainable Markets, Misum,

functions as the hub for the School's sustainability-oriented research. SSE researchers at **all our departments** conduct world-class research on sustainability issues and thereby support organizations and policy makers in their work with sustainability. SSE works purposefully to strengthen sustainability research and aims to achieve even more international impact during the period covered by this sub-strategy.

Collaboration is key to this research, collaborations within SSE, with other academic institutions, through the faculty's extensive research networks , and with private and non-private stakeholders. This collaborative research provides avenues for participating in the global sustainability debate with strong social science research. The aim of that participation is, of courses, to provide a research-based foundation for this debate, an aim that also entails working to create long-term funding for our research in sustainability.

The President of SSE is ultimately responsible for the implementation and execution of the research dimension of this strategy.

Goals

1. Even more interdisciplinary sustainability research will take place in all SSE departments, with Misum serving as the School-wide vehicle for collaborative research and impact on sustainability

2. SSE researchers together with SSE's other stakeholders (policy makers, practitioners, and society at large) will co-produce knowledge and research on sustainability even more intensively that is currently the case.

Actions

Actions necessary for achieving goal 1:

- Through Misum, promote and seed-fund School-wide initiatives for research collaboration
- Encourage online research activities to reduce research-related emissions
- Ensure that MISUM's financing is secured for the next five years

Actions necessary for achieving goal 2:

- Support research that actively engages organizations from all sectors in the co-production of knowledge and research.
- Leverage SSE's strategic alliances, CEMS, GNAM, and CIVICA, to increase our participation in global sustainability research and debates

Metrics

Metrics for measuring the efficacy of the actions supporting goal 1:

- Year-on-year increases in the number of Misum research affiliates in each SSE department
- Year-on-year increases in sustainability research activity across SSE departments as measured by:
    - Number of publications
    - Number and amount of external grants
    - Number of Google scholar citations
    - SciVal competitive analysis

Metrics for measuring the efficacy of the actions supporting goal 2:

- Year-on-year increases in the number of research projects initiated with external stakeholders
- Year-on-year increases in the number of research projects done in collaboration with other universities and research centers
- Year-on-year increases in the number of reports and policy briefs with a practitioner focus

Education

SSE's core values inform its overarching educational mission —FREE, which aims to ensure that the individuals who pass through our programs are fact and science based, reflective and self-aware, empathetic, and culturally literate, and entrepreneurial and responsible, an ambition that applies both to students in degree programs and to participants in executive education. A FREE individual has an understanding of the state of the planet and an urge to change the world for the better, not least because the E attributes of entrepreneurial and responsible, are directly relevant to addressing the environmental and social challenges of sustainable development.

SSE's Vice President Degree Programs and the CEO of SSE Executive Education are ultimately responsible for the implementation and execution of the educational dimension of this strategy.

Goals

1. More SSE students at every level will participate in a range of courses, modules, and programs related to sustainability, especially those offered through our new international partnerships, CIVICA and GNAM, both of which incorporate distinct social-engagement perspectives and objectives

2. SSE will implement explicit sustainability content and relevant pedagogy into all suitable courses (BSC, MSC, PHD, EBMA, Executive Education) generally in reference to specific UN Sustainable Development Goals (SDGs), which course

directors will identify on the School's learning management system, i.e. Canvas

3. SSE will support teachers in incorporating sustainability content into their courses and will map the need for this support

4. SSE will increase students' awareness of SSE's commitment to responsible management education and Agenda 2030 as part of continued progress in the School's work with Principles of Responsible Management Education (PRME)

5. SSE will increase the amount of research on sustainability carried out by students, in part by encouraging student projects carried out with stakeholders from the world of practice in the BSc, MSc, and Executive MBA programs

6. SSE will revise content of the Student Handbook to include sustainability perspectives

7. SSE will produce an online sustainability guide for (new) students

8. SSE will improve the promotion of the Global Challenge scholarship and develop a MISUM award for the best thesis on the topic of sustainability

9. SSE will monitor annually student expectations on sustainability at SSE and use this feedback in the continuous development of SSE strategy

10. SSE will increase faculty interaction with SASSE and other student groups such as SSE Students for Climate Action in the development of SSE's programs and courses

11. SSE will ensure full transparency and accountability vis-à-vis students on how the School works with sustainability and FREE in its educational programs

Actions

Actions necessary for achieving Goal 1:

- Expand the flow of information to students about the CIVICA and GNAM courses, modules, and programs
- Continue to increase the offering of courses to students within these partnerships
- Develop and promote a sustainability track consisting of linked electives open to all Master students

Actions necessary for achieving Goal 2:

- Strengthen the guidelines for course directors to indicate in Canvas (SSE's learning management system) where specific SDGs occur in a course and how they relate to course-level and, where appropriate, program-level intended learning outcomes
- Appoint a task force to identify appropriate courses for a Master-level sustainability track
- Develop the offering in Executive Education designed to support the sustainability transitions of organizations and individuals
- Expand faculty-development initiatives that support teachers in incorporating sustainability in their courses
- Through department heads and program directors, map the needs of faculty in their delivery of more sustainability content
- Introduce into at least one mandatory course per degree program a practical project related to sustainability through some SDG(s), ideally in collaboration with businesses or other organizations

Actions necessary for achieving Goal 3:

- Revise the Student handbook to include content on sustainability, for example section 1.1. on students' rights and responsibilities
- Launch a Misum award for the best SSE thesis on a sustainability topic
- Increase SASSE's participation in the development of new sustainability content in SSE's programs and courses

Actions necessary for achieving Goal 4:

- Launch a Misum award for the best SSE thesis on a sustainability topic
- Expand the promotion of the Global Challenge scholarship

Actions necessary for achieving Goal 5:

- Produce an online SSE sustainability guide for (new) students
- Include sustainability and FREE questions in program evaluations
- Annually collect student expectations on sustainability at SSE and use this input in the continuous development of SSE's strategy

Metrics

Metrics for measuring the efficacy of the actions supporting goal 1:

- Year-on-year increases in the number of students enrolling in these courses, modules, and programs for each degree level

Metrics for measuring the efficacy of the actions supporting goal 2:

- Year-on-year increases in the percentage of courses identifying explicit sustainability content in the ILOs of all courses per program
- Year-on-year increases in the percentage of courses providing explicit sustainability content on Canvas for all courses and all programs
- Year-on-year increases in overall sustainability engagement in programs as measured in teaching hours, expected student study hours, and expected time spent on practical projects

Metrics for measuring the efficacy of the actions supporting goal 3:

- Year-on-year increases in indicators of sustainability awareness among students as reported in course evaluations, program evaluations, and focus groups

Metrics for measuring the efficacy of the actions supporting goal 4:

- Year-on-year increases in the number of students applying for the Global Challenge Scholarship
- Year-on-year increases in the number of applications for the new Misum Sustainability Award

Metrics for measuring the efficacy of the actions supporting goal 5:

- Year-on-year improvements in course-evaluation data indicative of impact on students' learning about sustainability
- Year-on-year improvements in course-evaluation data indicative SSE having met students' expectations regarding sustainability work at SSE

Campus and operations

SSE works to reduce its carbon emissions and environmental impacts through the way that we maintain our campus facilities and conduct our operations. The School also works actively to increase diversity and inclusion within its student body, faculty and professional staff.

SSE's Senior Executive Vice President is ultimately responsible for the implementation and execution of the campus and operations dimension of this strategy.

Goals

1. SSE will minimize the carbon impact in the management of its facilities and operations

2. SSE will have a faculty, staff, and student body that is well informed about the School's sustainable operations and practices

3. SSE will have a sustainable campus facilities and cafeteria

4. SSE will have an increasingly diversified student body, faculty, and professional staff

5. The learning and working environment at SSE will be tolerant, welcoming, and inclusive

Actions

Actions necessary for achieving Goal 1:

- Invest in measures to make our existing facilities as energy efficient as possible
- Develop processes and tools for measuring and reporting SSE's consumption of fossil fuels
- Develop processes that increase the use of genuinely renewable energy sources (e.g. solar and wind)

Actions necessary for achieving Goal 2:

- Develop a sustainability manual that will guide sustainable operations
- Develop a Sustainable SSE section on the portal that includes this manual and other information updates related to a sustainable SSE, including ethical and social aspects of sustainability
- Revise SSE's investment policies to ensure that they include sustainability criteria
- Expand the scope of disclosure within the annual report to include a) more of the SSE Family, such as SSE Executive Education and the SSE Business Lab and b) additional KPIs relating to areas such as sustainability research published and student engagement with sustainability work
- Publish the executive summary of SSE's sustainability report (Hållbarhetsredovisning) in English on the homepage and portal

Actions necessary for achieving Goal 3:

- Ensure the School's existing facilities are as energy efficient as possible
- Reduce waste and adopt circular economy principles of resources management
- Adopt the highest environmental standards in our construction and refurbishment projects, when possible

- Strengthen the stipulations in SSE's travel guidelines that reduce the emissions associated with travel

Actions necessary for achieving Goal 4:

- Include information about SSE's work with sustainability and SDGs as a central element of student-recruitment initiatives
- Recruit diverse and international students (BSc, MSc, PhD, EMBA)
- Recruit diverse and international faculty and staff members

Metrics

Metrics for measuring the efficacy of the actions supporting goal 1:

- Year-on-year reduction in annual energy consumption

Metrics for measuring the efficacy of the actions supporting goal 2:

- Year-on-year improvement in SSE's position in *Klimatstudenternas* annual ranking of schools and in other rankings deemed relevant

Metrics for measuring the efficacy of the actions supporting goal 3:

- Year-on-year increase in the percentage of staff and faculty that are compliant with SSE's travel guidelines

Metrics for measuring the efficacy of the actions supporting goal 4:

- Success with gender distribution targets (i.e., both genders within the 40-60 percent range) where target cover students per program and faculty by rank and by department
- Percentage of foreign born, or employees with foreign background, employed at the School (per category of staff and areas of responsibility)

Outreach

SSE will play a leading role in shaping the global discussion on sustainability. Through its social-scientific research, the School will engage with organizations in all sectors. SSE will also serve as a platform for dialogues on sustainability between academia and other societal actors, dialogues that bring insights from research, teaching, and practice in order to help solve problems. To support these dialogues SSE will pursue sustainability-related partnerships and collaborations on sustainability work with internal and external stakeholders. Finally, SSE will shape its external communication

with a strategic focus on sustainability as understood through the lenses of business, economics, and finance.

SSE's Vice President External Relations is ultimately responsible for the implementation and execution of outreach dimension of this strategy.

Goals

1. SSE will facilitate increased knowledge sharing on sustainability between academia and other societal actors with knowledge is manifest in research, teaching, and practice
2. SSE will create partnerships and collaborations between internal and external stakeholders in order to drive sustainable actions and policies
3. SSE will increase collaborations among student initiatives inside and outside SSE
4. SSE will develop strategic external communication built upon a narrative that foregrounds the interplay of sustainability, business, and economics
5. SSE will increase the role of sustainability as an aspect of the School's brand image
6. SSE will implement a strong sustainability profile for all of its events and the operations that support them

Actions

Actions necessary for achieving Goal 1:

- Host regular, recurring sustainability events, such as seminars, roundtables, workshops that engage internal (researchers, faculty, students) and external SSE stakeholders
- Facilitate the work of networks of organizations committed to work on sustainability
- Together with other universities within *Klimatramverket* develop metrics for measuring climate impact and follow-up these measurements annually

Actions necessary for achieving Goal 2:

- Increase the number of our collaborations with external research institutions
- Systematically disseminate the sustainability research from all of SSE's departments, houses, and centers

Actions necessary for achieving Goal 3:

- Persuade SASSE to reconstitute SSG as a committee within the student association instead of a project.
- Host regular internal exchanges between SASSE, SSCA, CEMS, CIVICA, Global Challenges through events and workshops

Actions necessary for achieving Goal 4:

- Develop a coherent communications channel between SSE and the press to disseminate sustainability research from all SSE departments
- Further develop the content and visibility of the sustainability page on the external website to ensure concise and up to date information on the SSE's sustainability work (organized into the categories that structure this strategy)
- Update the web pages on Mission and Vision to include sustainability

Actions necessary for achieving Goal 5:

- Reward faculty and professional services staff for work or a project with tangible environmental or social impact
- Require strictly sustainable practices in the logistics and arrangements of all SSE events
- Develop an award for 'responsible development projects' that contribute to the continues improvement of SSE's sustainability work

Actions necessary for achieving Goal 6:

- Buy sustainable catering services with an emphasis on low-carbon food choices, especially vegetarian and vegan dishes

- Develop binding guidelines for integrating sustainable practices in the logistics and arrangements of all SSE events.

Metrics

Metrics for measuring the efficacy of the actions supporting goal 1:

- Year-on-year increase in the number of policy briefs on sustainability arising from SSE's events
- Year-on-year increase in the number of internal and/or external sustainability events or initiatives at SSE
- Year-on-year increase in the number of SSE's new networks or partnerships focusing on sustainability work

Metrics for measuring the efficacy of the actions supporting goal 2:

- Year-on-year increase in the number of sustainability partnerships

Metrics for measuring the efficacy of the actions supporting goal 3:

- Year-on-year increase in the number of joint initiatives across student groups
- Year-on-year increase in student satisfaction as measured through focus groups, program evaluations and dialogue with the relevant coordinators

Metrics for measuring the efficacy of the actions supporting goal 4:

- Year-on-year increase in the number of media mentions of sustainability work at SSE
- Year-on-year increase in the number of pages on SSE's web related to sustainability work
- Year-on-year increase in the number of views on SSE's web pages reporting on sustainability work at SSE, including this strategy

Metrics for measuring the efficacy of the actions supporting goal 5:

- Year-on-year increase in the number of projects submitted for the award

Metrics for measuring the efficacy of the actions supporting goal 6:

- Year-on-year increase in the number of events that explicitly offer low-carbon food options
- Continuously improving results from event follow-up surveys on the perception of sustainability practices