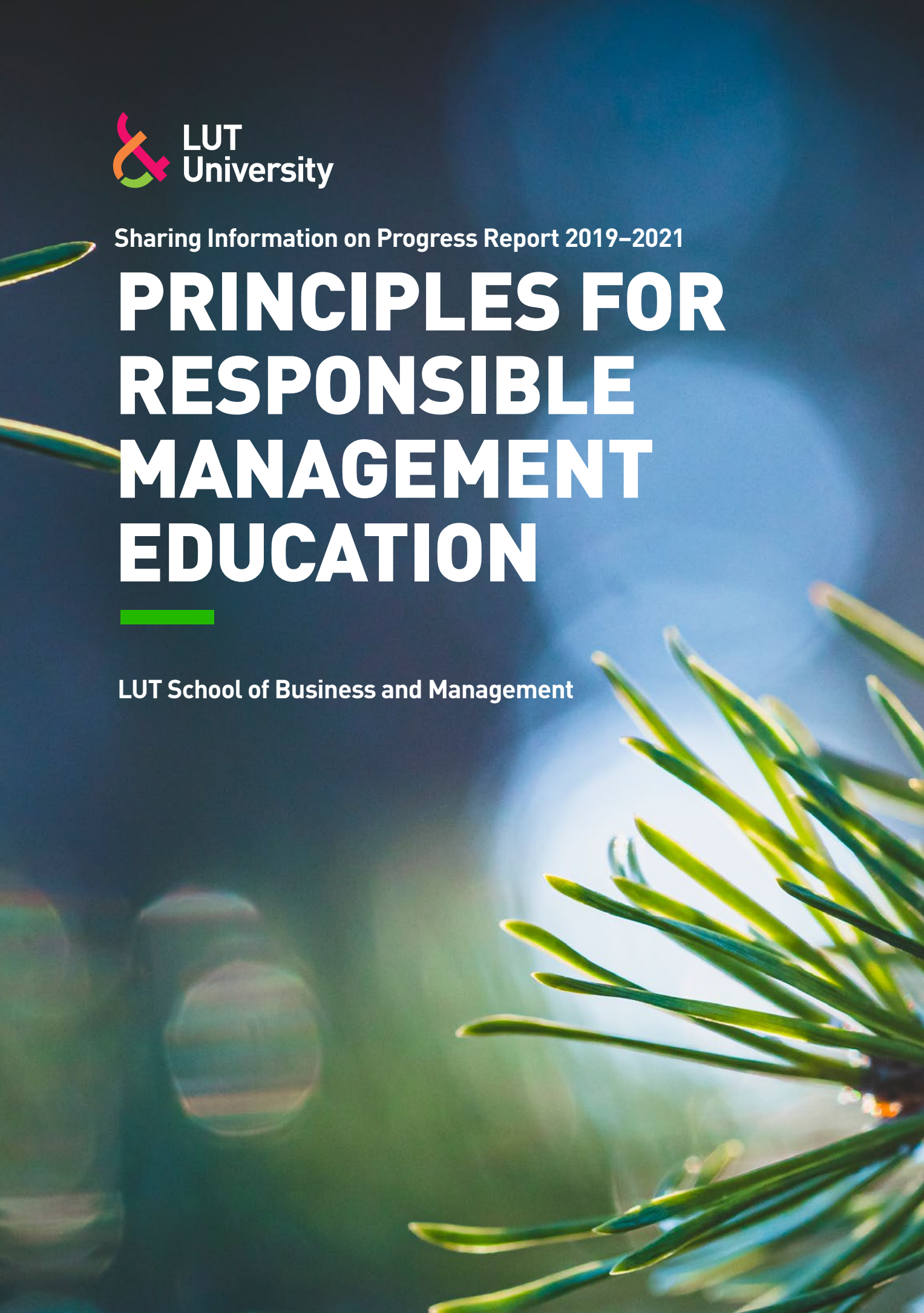


Sharing Information on Progress Report 2019–2021

PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

LUT School of Business and Management



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**PRME - Principles for Responsible
Management Education**

unprme.org

Report assembled by

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Photographs by

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PRME

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

A WORD FROM THE DEAN

In this Sharing Information on Progress (SIP) report, we report on two action-packed years of integrating responsibility and sustainability as a cross-cutting theme that spans our entire programme portfolio. As a business school, we have a firm commitment to educate responsible professionals in the field of business and management and have quite the environment to do so: a cross-disciplinary and highly sustainability-committed community within a university of technology. As a university, we have set ambitious sustainability targets, such as the aim to be carbon negative by 2024.

Since our last SIP report, we have established responsible business skills as a measurable learning goal in all our programmes. We have also begun to measure and analyse how our students perform in relation to this goal and to develop our activities where needed. We highlight the relevance of sustainability and responsibility across different disciplines and topics – while the challenges are manifold, so are the solutions. Depending on the programme that our students take, they might learn about pressing issues relating to managing sustainability across complex supply chains, the ethics of data and algorithms, the well-being of employees or sustainable marketing strategies. To gain further insights into how our students engage with responsibility and sustainability, we have mapped for this report how the topics are addressed as part of every programme’s mandatory studies.

In addition to renewing curricula, we have secured competitive funding for several new research projects focusing on sustainability and worked hard to continue raising the bar for our publications in terms of both quality and impact. We have been active in partnerships in research and teaching and reacted fast when new challenges suddenly emerged due to a global pandemic. For example, a nationwide network of 100 experts was initiated by our faculty with the task of tackling COVID-related challenges in Finnish organisations.

Overall, we are happy to report positive progress on many fronts and our growing impact in teaching, research and partnerships. With this SIP report, we renew our commitment to the Principles for Responsible Management Education. We pledge to work for a future where business schools acknowledge their role in a business revolution in which responsibility and sustainability take centre stage.



A blue ink handwritten signature of Professor Sami Saarenketo.

Professor Sami Saarenketo

Dean of LUT School of Business and Management

OVERVIEW OF LUT UNIVERSITY

LUT University (Lappeenranta-Lahti University of Technology LUT) is a pioneering science university in Finland. LUT was the first university of technology in Finland to grant degrees in economics and business administration. Today, LUT University continues to bring together the fields of technology and business.

The university is organised into three schools: the LUT School of Energy Systems, the LUT School of Engineering Science and the LUT School of Business and Management. Our community is composed of approximately 5,750 undergraduate and postgraduate students, and 1028 members of faculty and staff, together representing 85 different nationalities. The main campuses are located in Southern Finland, in Lappeenranta and Lahti.

Since 2015, our Trailblazers strategy has directed us to address issues that matter to the world and help society and businesses in their sustainable renewal. Our latest update to the strategy emphasises systemic thinking – how clean energy, water and air are life-giving resources for which we seek new solutions with our expertise in technology and business. LUT is committed to considering its environmental, financial and social responsibility in all of its activities: scientific research, academic education, societal interaction and support functions at both LUT campuses.

LUT is characteristically a challenger university. We seek to conduct high-quality research that is relevant to society and industry. We have a long tradition of working with the business community: the Finnish business journal *Talouselämä* has ranked LUT as the best university for business technology cooperation in Finland. We also promote business generated by scientific research. This is demonstrated by the university's own investment company, Green Campus Innovations, which supports LUT's research-based start-up companies.

Together with the LAB University of Applied Sciences, LUT University is part of a corporate group consisting of two autonomous institutions, LUT Universities. The group's growth strategy focuses on international student recruitment and education export, new education paths and making an impact on industry. The two institutions have their own independent strategies as outlined in their performance agreements with Finland's Ministry of Education and Culture.

LUT Values

- » Courage to succeed
- » Passion for innovation through science
- » Will to build well-being

Sustainable development goals

We focus on influencing particularly the following UN's sustainable development goals:

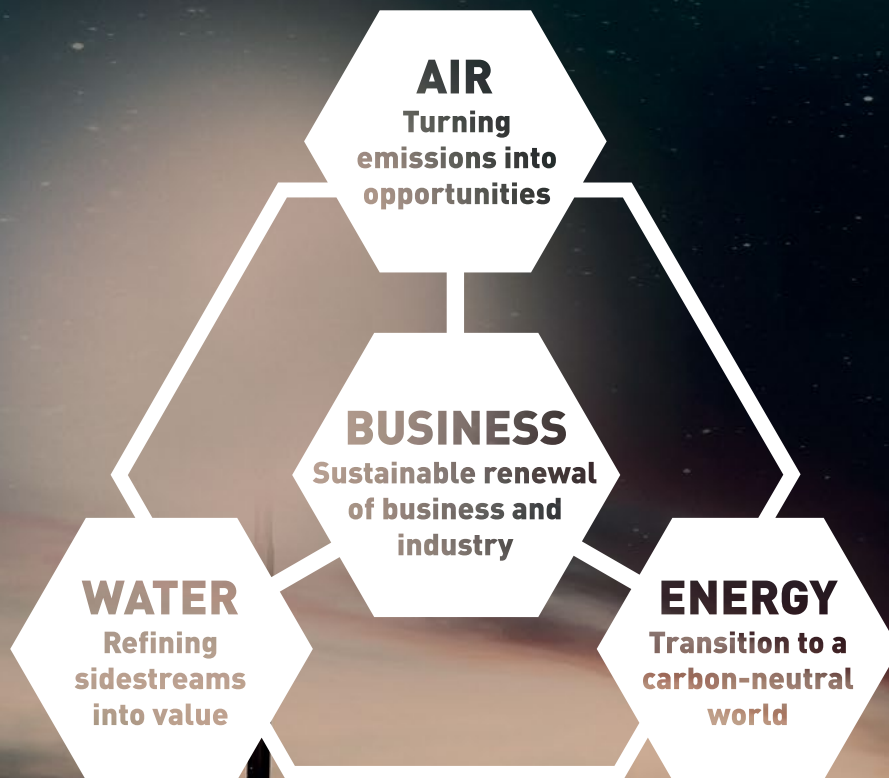


Progress of LUT Sustainability Targets

- » 100% of purchased energy renewable since 2014
- » 5% of the electricity consumed by LUT produced by on-campus solar panels
- » Environmental responsibility considered in procurements and in travel instructions
- » Target to be carbon negative by 2024

TRAILBLAZERS

Science with a Purpose



SYSTEM EARTH



AIR

TURNING EMISSIONS INTO OPPORTUNITIES

- Defining air quality, emissions and climate impact
- New technology to turn emissions into products

ENERGY

TRANSITION TO CARBON-NEUTRAL WORLD

- Electrification with power-to-x technologies
- High-speed drives and turbines
- Energy market change and industrial impacts

BUSINESS

SUSTAINABLE RENEWAL OF BUSINESS AND INDUSTRY

- Driving sustainable growth
- Creating value in digital economy
- Advanced design, manufacturing and processing

WATER

REFINING SIDESTREAMS INTO VALUE

- Resource recovery from wastewater
- Responding to complex water treatment needs

Sustainability at LUT

LUT is committed to considering its environmental, financial and social responsibility in all of its activities. In research, we aim to conduct and publish high-level research which improves the state of the environment and is relevant to society and industry. In academic education, our aim is to graduate decision-makers who know how to use their knowledge, skills and competences to contribute to sustainable solutions and practices wherever they work. Together with our collaborators, we aim to bring innovations to life. Our campus culture strives to increase responsibility and reduce our carbon footprint according to LUT's strategic action plan, Carbon-negative LUT in 2024. We monitor, measure and regularly review our impact on sustainability in the areas of scientific research, academic education and societal engagement.

” We won't settle for carbon neutrality; we will develop the fastest possible route towards carbon-negative operations.”

Juha-Matti Saksa, Rector of LUT University

In our Environmental Management System, we have established sustainable development to guide our strategic choices. LUT is committed to the United Nations Sustainable Development Goals (SDGs), is a member of the UN Global Compact and has signed the SDG Accord. LUT has also signed the Society's Commitment to Sustainable Development initiated by the Finnish National Commission on Sustainable Development and is committed to the theses of sustainable development and responsibility of Finnish universities. In LUT's latest report on sustainability, we have mapped our actions against all 17 SDGs (*further information can be found in our Report on Sustainability*).

LUT has a unique research and educational environment where the university's expertise in sustainable energy and its own innovations are put to practical use. We use 100% renewable energy, use LED lamps to light LUT's facilities, enable remote work and distance learning and encourage employees to bicycle to work. LUT has maintained the World Wildlife Fund (WWF) Green Office certificate since 2012. A low-carbon footprint has been part of our investment strategy since 2018, and our current investment strategy supports LUT's aim to be carbon negative by 2024.

Further information: lut.fi/sustainability

LUT AND THE IMPACT RANKING

LUT University's position in the 2020 Times Higher Education (THE) Impact Ranking has improved following a steep ascent in to the Top 101–200 Universities from our previous ranking of Top 301–467. The ranking assesses the social, environmental and economic impact of universities against the Sustainable Development Goals, which aim for human and environmental well-being and economic prosperity. LUT has promoted Responsible Consumption and Production especially successfully, ranking sixth best in this area. With the Trailblazers 2030 strategy underpinning LUT's research, the following SDGs are also strongly supported: Clean Water and Sanitation; Affordable and Clean Energy; Decent Work and Economic Growth; Industry, Innovation and Infrastructure; Responsible Consumption and Production; Climate Action; and Partnership for the Goals. In addition to these core focus areas, LUT also obtained top scores in water and clean energy research, spinoff companies, sustainable development education and sustainability reporting. Jari Hämäläinen, LUT's Vice Rector of Research, notes that the improved ranking is a reflection of the university's dedication to and consistency in promoting the SDGs, which is also visible in our strategy.



LUT SCHOOL OF BUSINESS AND MANAGEMENT

The LUT School of Business and Management (LBM) is a compact, agile business school located in a university of technology. We are a public, medium-sized business school operating in three locations – the main campuses in Lappeenranta and Lahti, and the LUT Mikkeli regional unit. Students in our research-based degree programmes graduate as Bachelor's, Master's and Doctorates of Science in Economics and Business Administration. Our graduates are responsible and research-based business professionals.

Sustainability is a cross-cutting theme in all LBM programmes and the school follows the attainment of sustainability-related learning goals in its assurance of learning process launched in fall 2019. While BSc level students are expected to understand the key concepts and frameworks related to responsibility and sustainable business, MSc students are expected to have a profound understanding of their discipline-related responsibility issues and an ability to critically evaluate business decisions from a responsibility perspective.

In our view, the sustainable business revolution is driven by entrepreneurial activities through which companies and other organisations renew their operations in a sustainable way. These activities include the development of novel and sustainable business models, new ways of operating and managing and innovative ways of analysing and using data. Sustainable business renewal may be realised by new start-ups, by growth and internationalisation, and by the transformation of existing firms.

LBM follows the core values of LUT University, which are the courage to succeed, passion for innovation through science, and a will to build well-being. Courage to succeed is reflected in our agility as a relatively compact university to act rapidly, to experiment and – with daring minds – to focus on our own expertise. Our passion for innovation through science shows in our key priorities. We are a research-based science university (and business school) where the faculty are strongly encouraged to be active in research and are thus motivated by the ability to conduct high-quality research. A will to build well-being is deeply rooted in our culture and provides a strong foundation for the mission of the business school and the wider university, where sustainable development and well-being of the world are at the core.

LBM Key Numbers

1550

students: bachelor's, master's and doctoral

103

faculty and staff

3

locations: Lappeenranta, Lahti and Mikkeli

85

nationalities on campus

7

master's programmes

13

million euros in funding from Ministry of Education and external funding

LBM Vision

Drive the sustainable business revolution,
powered by curious minds

LBM Mission

We educate research-based and responsible business professionals in an inspirational learning community rooted in a university of technology. We create impactful research and business-relevant knowledge for the benefit of students, businesses, the academic community and the sustainable development of society.

LBM Strategic Focus Areas

- » Driving sustainable growth
- » Creating value in digital economy

Degree Programmes at LBM

Bachelor's Degree in Economics and Business Administration, with five specialisation areas:

- » Accounting
- » Business Analytics
- » International Marketing
- » Strategic Finance
- » Supply Management

Master's Degree in Economics and Business Administration

- » Master's Programme in Accounting (LAMO)
- » Master's Programme in Business Analytics (MBAN)
- » Master's Programme in International Business and Entrepreneurship (MIBE)
- » Master's Programme in International Marketing Management (MIMM)
- » Master's Programme in Knowledge Management and Leadership (TIJO)
- » Master's Programme in Strategic Finance and Analytics (MSF)
- » Master's Programme in Supply Management (MSM)

Doctoral Degree in Economics and Business Administration

- » Doctoral Programme in Economics and Business Administration



PURPOSE

Principle 1: ‘We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy’.

LBM is guided by the overall LUT University strategy, Trailblazers – Science with a Purpose. The strategy extends through 2030 and emphasises a systemic view to air, energy, business, and water. As a business school in a university of technology, we draw on the potential for education and research with the aim of creating new knowledge and solutions that promote sustainable business renewal and thus well-being on Earth.

LBM’s own school-level strategic work is aligned with the Trailblazers strategy. Our vision is to be internationally acknowledged as a European business school for our impact on the sustainable business revolution powered by curious minds. We combine social, technological and business expertise to drive sustainable growth and create value in the digital economy. As such, sustainability is firmly a core element of the strategic work in our school and at the university level, which we are putting into effect across all our actions.

” Together with our students, we have a desire to make the world a better place for future generations through science and education.”

Dean Sami Saarenketo

Sustainability thinking is deeply embedded in our university. Since 2011, sustainability and experimentation with solutions developed at LUT have been an active and visible part of our campus. At LUT, taking environmental and sustainability issues into account and managing them are part of the organisation’s management activities, which are supported by the university’s environmental management system. According to its environmental policy, LUT seeks to have an impact on sustainable development

by focusing on research that promotes environmental well-being and by training sustainable academic experts and decision-makers. Our environmental policy also commits the organisation to maintaining and developing its management of environmental issues and the knowledge of its employees on environmental issues. We monitor, measure and regularly review the development of our environmental protection and sustainable development efforts and allocate sufficient resources to ensure continuous improvement. The results of the monitoring are published regularly in the *Sustainability Report*.

LBM has been a PRME Signatory since 2015 and member of the PRME Chapter Nordic since 2017. The identification, development and follow-up of actions regarding the principles of PRME are managed by our school’s PRME Coordinator in close collaboration with the Dean of School of Business and Management. The PRME Coordinator also acts as the main contact person for the PRME Office and the PRME Chapter Nordic. University-level actions for sustainability at LUT University are led by the Rector and coordinated by our Sustainability Manager and Quality Manager. Sustainability experts with academic or industrial backgrounds sit on the highest decision-making body of the university, the University Board, and on the Advisory Board, which consists of esteemed industry experts. Our students are represented in the administrative bodies of the university, such as the University Board, the Quality and Environmental Management committee and the Well-Being Commission.

During this reporting period, LBM has integrated sustainability as a cross-cutting theme across its programme portfolio and academic research to deliver our mission to educate responsible professionals in the field of business and management. Since the 2019–2020 academic year, responsible business skills has been a measurable learning goal in all our bachelor’s and master’s programmes. The head of the degree programme is responsible for the



We want to support our students to succeed and change the world. That is why sustainability is a cross-cutting theme across our programmes and all our students learn how their own field of studies is related to responsibility and sustainability as part of their mandatory studies.”

Hanna Salojärvi, Head of Degree Programme



development of education and, together with the program directors, ensures that the education LBM provides is developed from the sustainability and responsibility perspectives.

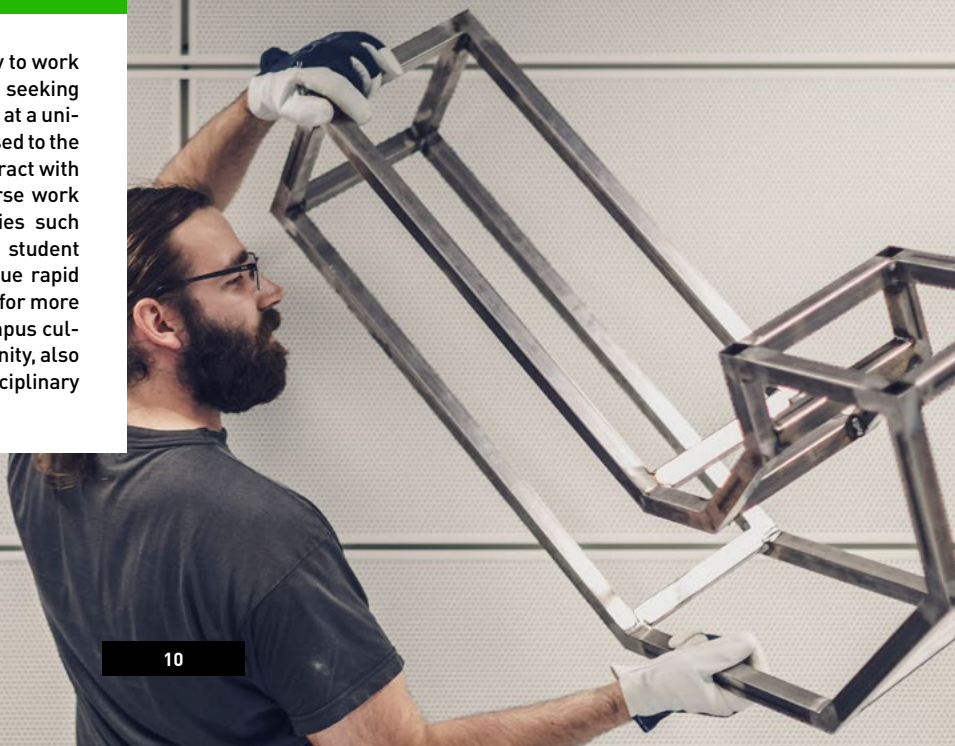
LBM aims for inspirational learning by providing a constructive and challenging learning environment. Entrepreneurial teaching methods are used to motivate, inspire and ultimately educate students who are creative and able to take initiative, tolerate risks and transform challenges into opportunities. At LBM, we believe that inspirational learning happens when students are motivated to take further actions in their own learning and seek more advice and information on the topic. Special emphasis is paid to

the development of skills, values and attitudes that our students need to succeed and change the world.

Responsible management education at LBM is further supported by the ongoing process of alignment with the standards set by the Association to Advance the Collegiate Schools of Business (AACSB). The development of the systematic assurance of learning processes means, for example, that programme-level learning goals are measured, results are analysed, and corrective actions are taken when needed. As such, LBM is equipped to evaluate the level of its graduates’ sustainability-related capabilities and thus the realisation of Principle 1 among each graduating cohort.

INTERDISCIPLINARY AND INTERNATIONAL LEARNING COMMUNITY

Our business students have the opportunity to work side by side with engineering students in seeking solutions to complex problems. By studying at a university of technology, the students are exposed to the latest technological developments and interact with engineering students as part of their course work or in a variety of extra-curricular activities such as the LUTES entrepreneurial society or student projects at the J. Hyneman Center, a unique rapid prototyping lab (see Principle 6, ‘Dialogue’, for more information). The informal and flexible campus culture, along with a tight-knit student community, also offers many opportunities to form cross-disciplinary ties as part of everyday student life.



VALUES



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

The mission of LBM is twofold: to educate research-based and responsible professionals in an inspirational learning community rooted in a university of technology, and to create impactful research and business-relevant knowledge to the benefit of students, businesses, the academic community and the sustainable development of society. LBM nurtures a student-centred pedagogical culture which places a greater emphasis on learning than teaching. This means that learning is an iterative process that the students own. LBM encourages the use of entrepreneurial teaching methods to educate students who are creative and able to take initiative, tolerate risks and transform challenges into opportunities.

Our university-level values – courage to succeed, passion for innovation through science and will to build well-being – have guided us since 2011. The value of will to build well-being in particular reflects our organisational-level commitment to sustainability and responsibility. The values were determined in 2011 in a wide-ranging process of engagement throughout the university, both employees and students sharing their views on what was important for their work. This process served as a basis for the Trailblazers strategy that was launched in 2015 and updated in 2017 and 2019. The objective of LBM's research is to create a better understanding of sustainable value creation and business renewal, especially in our defined strategic focus areas of driving sustainable growth and creating value in a digital economy. Besides values and strategic targets, sustainability at LUT is driven by our environmental policy and environmental programme, which is visible in various ways to our faculty, staff and students on a daily basis as part of our campus environment and routines. As part of our Trailblazers strategy, we aim to be carbon negative by 2024, and our action plan for that goal includes decreasing our carbon footprint, increasing our positive handprint and establishing a Climate Action Plan. In March 2021, LUT University joined the UN Global Compact to support the initiative through research and education, and to further develop our own activities as a responsible and sustainable organisation.

Since 2011, LUT has followed a Code of Conduct that describes the policies and actions to ensure ethical and responsible behaviour across all decision-making processes in the university. The LUT Code of Conduct guarantees an equal and transparent basis for each member in the university's community to act in line with the ethical expectations when faced with situations requiring ethical reasoning. Responsibility requires engagement in societal, environmental, managerial, social and economic issues with respect to the university's stakeholders and the surrounding society. The LUT Code of Conduct stems from both national and international regulations and agreements, human rights agreements and the fundamental principles of the world of work. Furthermore, academic and business ethics and the university's internal rules are reflected in the LUT Code of Conduct, which is enforced, updated and monitored by the university's board of directors.

LUT has adhered to the guidelines for the responsible conduct of research established by the Finnish Advisory Board on Research Integrity (TENK), which is appointed by the Ministry of Education and Culture; its guidelines are formed in cooperation with the Finnish research community. Those guidelines promote the responsible conduct of research – concerning, for example, data gathering, the role of financiers and the publication of results – and provides guidance on how to handle alleged violations. The TENK guidelines apply to both the faculty and students at LUT and are integrated into LUT's guidelines on Good Scientific Practice and Ethical Guidelines for Academic Studies.

In LBM's research fields, committing to the TENK guidelines is usually sufficient and thus applying for advanced ethical reviews is rarely required. However, LUT advises paying special attention to good scientific practices and research ethics when any research involves experimental settings or when the research may cause harm to the environment, animals, plants or humans. For those cases,

LUT has established guidelines and an internal process for applying for a preliminary ethical review of research and for obtaining a statement from an ethics committee chaired by LUT's Vice Rector for Research and Innovation.

LUT has procedures in place for handling misconduct in research and student work. Issues related to cheating and plagiarism are discussed in courses and seminars throughout all programmes and communicated in course materials on course websites. The electronic enrolment system obligates new students to read the guidelines before they can finish enrolling for the first semester. Each new doctoral student at LUT also receives a copy of the guidelines for the responsible conduct of research. Furthermore, the LUT Doctoral School offers a course on research ethics that is open to all of LUT's postgraduate and undergraduate students and faculty. The course deals with questions such as ethical theory, preparing an ethically sustainable research plan and the researcher's ethical responsibilities.

At LBM, we currently have faculty members with 15 different nationalities. With regard to gender diversity, 46% of LBM faculty members are female and 54% male. Amongst full professors, 35% are female and 65% male. In 2019, the share of international degree students in international master's programmes (in English) at LBM was between 6% and 29%. As for gender diversity amongst master's students at LBM in 2019, around 40% were female and 60% male.

As part of LUT's efforts to maintain a community of equal treatment, the LUT Group's equality and non-discrimination plan was updated in fall 2020. The plan was discussed by the LUT University Personnel Board and the LAB University of Applied Sciences' Co-operation Committee and subsequently approved by the principals of both universities. LUT Universities strongly believe that equality and equal treatment must materialize in all interactions among faculty, staff, students and the wider community and in decisions regarding personnel management, recruitment, working conditions, remuneration and career development. The aim of the Equality and Non-Discrimination Plan is to support these values, ensure that equal treatment is actualised in all situations and stress that everyone is treated with respect in our community. The newest version contains a clear action plan which has already been implemented in activities such as increased language training for personnel, investing in internal communication in English and extensive renovations to improve the accessibility of facilities. Ultimately, the revised plan emphasises the deeply rooted belief that inappropriate treatment, discrimination and harassment have no place in our community. To further support this goal, LUT's Student Union has a dedicated harassment contact person to lower the threshold for reporting harassment that might happen in our university community. The harassment contact person is a member of the LTKY staff or a board member, trained for the role and bound by the obligation of confidentiality.

METHOD



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

LBM has integrated sustainability and responsibility in curricula in several ways. As a strategic decision, LBM has adopted a cross-cutting approach to sustainability and responsibility across all bachelor's and master's programmes. More precisely, LBM bachelors are expected to demonstrate their proficiency in sustainable business by being able to explain key concepts and frameworks related to sustainability and responsibility and assessing sustainable business practices. Graduates on the master's level are expected to have a profound understanding of the discipline-specific responsibility issues and an ability to critically evaluate the consequences of business decisions from a responsibility perspective. During this reporting period, we have begun to measure the level of students' skills in all our bachelor's and master's programmes. As before, all our incoming students are introduced to sustainability thinking at LUT also as part of their study orientation.

In addition to in-house monitoring, our students' skills in responsibility and sustainability are measured in a national survey by The Finnish Business School Graduates. According to the latest report published in 2020, our graduates estimate that they are more skilled at evaluating business problems from an ethical and sustainable point of view than other business school graduates in Finland.

Our students rate their skills in sustainable development and ethical conduct highest among Finnish business school graduates.

During this reporting period, we have established the Introduction to Corporate Social Responsibility and Sustainability course as a mandatory bachelor's-level course that all students must complete. Bachelor's students can also add sustainability-related courses to their elective studies, such as Basics of Environmental Economics and Co-operatives and Sustainable Development. The course offerings for bachelor's students on sustainability and responsibility are being continually further developed as part of our curriculum work.

On the master's level, we have strengthened each programme's unique perspective on sustainability and responsibility during this reporting period and now integrate discipline-specific sustainability and responsibility issues into every curriculum. This means that sustainability and responsibility are emphasised in each programme's core studies and learning goals. During this reporting period, we phased out our sustainability-dedicated master's programme and developed a selection of core courses from that programme to form a new Sustainable Business minor, which is designed to complement each programme's discipline-specific sustainability expertise. The minor strengthens the students' knowledge in areas like sustainable strategy, business ethics and sustainability reporting.

On the doctoral level, LBM organises a course on the concepts, theories and research traditions of corporate sustainability and responsibility. The course has been offered twice as part of the Finnish Doctoral Program in Business Studies (Kataja) curriculum, which is open to doctoral students from 12 universities across Finland.

Due to our cross-cutting approach to sustainability and responsibility, our aim is to introduce our students to and engage them in responsibility and sustainability as part of their mandatory studies. This means that our students' exposure to responsibility and sustainability does not depend on their own interest to choose such topics as electives and minors. For this report, we carried out an initial inventory on how our students engage with responsibility and sustainability topics as part of their mandatory studies. In our bachelor's programme and in all seven master's programmes, there are at least two mandatory courses that relate to responsibility or sustainability. In one to five courses per programme, responsibility or sustainability is visible in the course learning goals, and the students in each programme learn about responsibility and sustainability topics that have high importance to their own field and future work. Based on this initial inventory, we aim to develop the criteria for mapping responsibility and sustainability in our courses and execute a more thorough mapping for our next report.

Examples of mandatory courses on responsibility and sustainability by degree programme

Level	Programme	Name of mandatory course	Responsibility and/or sustainability integrated to learning goals	General responsibility or sustainability theories	Discipline-specific responsibility or sustainability theories or concepts	Application of responsibility or sustainability theories in assignments	Visiting experts of responsibility or sustainability from the industry	Case exercises related to responsibility or sustainability
BACHELOR	Bachelor, basic studies	Introduction to Corporate Social Responsibility and Sustainability	Yes	Yes	Sustainability communications Responsible governance Sustainable digitalization Supply chain sustainability	Yes	Yes	
	Bachelor, basic studies	The Principles of Purchasing and Supply Management			Sustainable purchasing Sustainable supply management	Yes	Yes	Yes
	Bachelor, basic studies	Basics of Marketing		Yes	Responsible marketing Green marketing			
	Bachelor, basic studies	Basic Course in Business Law			Social entrepreneurship			
	Bachelor, basic studies	Basic of Management and Entrepreneurship	Yes		Sustainable entrepreneurship Social entrepreneurship Environmental entrepreneurship	Yes, optional		
	Bachelor, specialisation in Supply Management	Supplier Management and Sustainable Purchasing	Yes		Sustainable supplier selection and assessment Sustainable supply management	Yes		Yes
	Bachelor, specialisation in Supply Management	Public Procurement			Sustainable public procurement	Yes	Yes	
	Bachelor, specialisation in Strategic Finance	Regulation of Securities Market		Yes	Sustainable investing			
	Bachelor, specialisation in International Marketing	Applied Consumer Behaviour	Yes		Ethical consumption Sustainable consumption	Yes	Yes	Yes
MASTER	Accounting (LAMO)	Sustainability Reporting and Communication	Yes	Yes	Integrated reporting Global Reporting Initiative CSR communication	Yes		Yes
		Special Issues on Management Accounting	Yes	Yes	Sustainability accounting CSR reporting	Yes		
MASTER	Business Analytics (MBAN)	Simulation and System Dynamics			System dynamics for sustainability and responsibility			
		Advanced Decision Making		Yes	Ethical decision making Unbiased reporting	Yes		
		Big Data in Business and Industry			Data protection and privacy			
		Business Ethics	Yes	Yes	Normative and descriptive business ethics Degrowth Diversity and inclusion	Yes		Yes
		Real Options and Managerial Decision Making			Sustainable investing	Yes		

Level	Programme	Name of mandatory course	Responsibility and/or sustainability integrated to learning goals	General responsibility or sustainability theories	Discipline-specific responsibility or sustainability theories or concepts	Application of responsibility or sustainability theories in assignments	Visiting experts of responsibility or sustainability from the industry	Case exercises related to responsibility or sustainability
MASTER	International Business and Entrepreneurship (MIBE)	Global Business Environment	Yes	Yes	CSR in international business Sustainability in international business Ethics in international business	Yes		Yes
		Dimensions of Entrepreneurship	Yes		Sustainable entrepreneurship Social entrepreneurship Green entrepreneurship Prosocial motivation and altruism	Yes, optional		
		Internationalization of the Firm and Global Marketing	Yes		Sustainability and CSR in internationalisation of the firm	Yes		Yes
		International Business Strategies		Yes	Bottom of the Pyramid markets Frugal innovation	Yes		
		Melting Pot of Entrepreneurial Competencies			Gender diversity in entrepreneurship			Yes
		International Financial Management			Sustainable investing	Yes, optional		
MASTER	International Marketing Management (MIMM)	Strategic Issues in Digital Marketing		Yes	Ethics of technology Marketing ethics			Yes
		Consumer Behavior in the Age of Digitalization		Yes	Consumer rights Ethics of technology Misinformation Ethical consumer marketing Morality of consumer behaviour	Yes		Yes
		B2B Marketing	Yes	Yes	Creating Shared Value in B2B markets	Yes	Yes	Yes
		Managing International Marketing	Yes	Yes	Sustainability and responsibility in international marketing strategy	Yes		
		Strategic Global Marketing Management	Yes	Yes	Sustainable value chain Green marketing Competitive advantage and sustainability	Yes	Yes	
		Internationalization of the Firm and Global Marketing	Yes		Sustainability and CSR in internationalization of the firm	Yes		Yes
MASTER	Knowledge Management and Leadership (TIJO)	Social Capital and Trust			Trust and fair treatment at work			
		Business Ethics	Yes	Yes	Normative and descriptive business ethics Degrowth Diversity and inclusion	Yes		Yes
MASTER	Strategic Finance and Analytics (MSF)	Banking and Insurance Finance	Yes	Yes	Sustainable investing Green financing Global sustainable investment review	Yes	Yes	
		International Financial Management			Sustainable investing	Yes, optional		
		Real Options and Managerial Decision Making			Sustainable investing	Yes		
MASTER	Supply Management (MSM)	Sustainable Global Sourcing	Yes		Sustainable supply management Sustainable sourcing Sustainability-related supply chain risks Sustainable supplier assessment	Yes	Yes	Yes
		Strategic Supply Management		Yes	Sustainable supply management Sustainability in supply strategy	Yes, optional		
		External Resource Management			Sustainable supply management Sustainability in supply strategies Sustainability in buyer-supplier relationships			

100%

of LBM's bachelor's and master's students learn about their discipline-specific responsibility and sustainability topics

of LBM's bachelor's students complete a course on corporate social responsibility and sustainability

of new students are introduced to sustainability at LUT University in their orientation

of LBM's bachelor's and master's programmes have a measurable learning goal concerning responsible business skills

STUDYING AT LUT DURING THE COVID-19 PANDEMIC

During the global COVID-19 pandemic, LUT has regularly advised and informed its staff and students about current instructions and recommendations. When possible and safe, LUT has allowed students to study independently on campus and have student-priced meals. Students and staff have also been provided with masks free of charge. When needed, we have imposed restrictions on campus access, either following direct instructions from the Finnish government or as precautionary measures when the COVID-19 situation has deteriorated locally.

To react to the sudden challenges that students faced in spring 2020, LBM offered an exceptionally high number of

summer study opportunities to compensate for cancelled summer jobs and internships and also provided summer employment to some students as summer assistants.

As LUT had already supported online teaching and learning before the pandemic, the tools were in place to move our courses online. Several special arrangements were made, however, to ensure learning, well-being, admissions and a good start, especially for new students in fall 2020. To identify further development needs and to increase the scope of excellence in online pedagogy, LBM carried out a faculty survey in June 2020 to evaluate areas such as further needs for pedagogical training.

KATAJA DOCTORAL COURSE THEORIES AND RESEARCH IN BUSINESS SUSTAINABILITY AND RESPONSIBILITY

In May 2019, LBM offered a doctoral-level sustainability course as part of the Finnish Doctoral Program in Business Studies (Kataja) curriculum. The course contents were designed to provide participants with comprehensive insights into some of the most critical themes under the umbrella of sustainability research, covering topics such as systemic change, collective action and innovation. In order to stimulate open discussions, students were provided with a set of reading materials for each day of the course. In addition, three paper development workshops took place, offering students the opportunity to receive critical feedback on and important insights from both instructors and other course participants into the paper abstracts that they presented. The course was developed and co-organised by Laura Albareda and Anne Quarshie, and the other instructors included Sandra Waddock from Boston College (USA) and LUT faculty members. Altogether, 14 students from six Kataja member universities participated in the course, which aimed to deepen the



students' understanding of key concepts, theories and research traditions in a variety of research fields. The students gave the course highly positive feedback, and the course will be offered again in May 2021 as an online course (see kataja.eu).

SUSTAINABLE BUSINESS MINOR (24 ECTS)

LBM offers students an opportunity to deepen their knowledge and skills in sustainable business with a versatile and extensive Sustainable Business minor (24 ECTS). After completing the minor, students are able to understand sustainable business at both the company and societal levels, apply extensive sustainability know-how in business and evaluate businesses from the per-

spective of business ethics. The courses cover topics such as sustainable strategy, business ethics and sustainability reporting and communication. The minor also includes a project course in which the students work with real case companies to obtain hands-on experience in developing sustainable strategies, business models and operations.

OPEN ACCESS TEACHING RESOURCE: 'SIX WAYS TO BUILD CIRCULAR BUSINESS MODELS'

The circular economy and circular business models can help reduce wasteful and exploitative practices. Circularity can also provide businesses with additional sources of value and opportunities for collaboration, but understanding and implementing circular business models can be challenging in practice. Decision makers are faced with a plethora of publications that are rich in information but lack clarity and pragmatism, and this challenge is exactly what LBM's Professor Paavo Ritala sought to address in collaboration with Professor Nancy Bocken from Maastricht University. In their recent publication in the *Journal of Business Strategy*, they draw on years of research and expertise to provide practitioners with a variety of approaches to implementing circular business models.

In addition to allowing open access to the publication, the authors have taken their efforts one step further and created an additional slide-deck for teaching purposes, available free of charge.

The 'Six ways to build circular business models' slide-deck combines findings from the research with a variety of infographics and other relevant studies, allowing comprehensive but accessible insight into the subject area. For example, it contains a set of guiding questions for current and future decision makers, providing them with a solid starting ground for transforming business practices. Ultimately, this resource facilitates teaching and a wider understanding of the principles of the circular economy concept.

ADDRESSING THE SDGs IN TEACHING

The United Nations Sustainable Development Goals (SDGs) are addressed in several courses at LBM. For example, on the bachelor's level the SDGs are introduced in *Introduction to Corporate Social Responsibility and Sustainability*, which became a mandatory course for all LBM bachelor's students in 2020. On the master's level, *Advanced Topics in Business Ethics* addresses issues central to the SDGs such as human rights, diversity & inclusion and forced labour and labour exploitation in supply chains. In *Sustainability Reporting and Communication*, students examine how companies can align, measure and manage their actions in relation to the SDGs. In the *Project Course on Sustainable Business*, students work for several months with a case company to develop an advanced sustainable strategy for the company; the SDGs are one framework that the students use in their assignments.



In addition to courses at LBM, our faculty addresses SDGs in teaching collaboration with the LUT Junior University and LAB University of Applied Sciences and as part of an interdisciplinary team teaching the massive open online course (MOOC) *Climate Action – Solutions for Carbon Neutral Transport* (see also Principle 5, 'Partnerships').

RESEARCH

Principle 4: ‘We will engage in conceptual and empirical research that advances our understanding about the role, dynamics and impact of corporations in the creation of sustainable social, environmental and economic value’.

Research at LBM focuses on driving sustainable growth and creating value in the digital economy. We produce research of a high standard that can be applied in practice by companies and the public sector in development and societal decision making. Our objective is to develop a better understanding of the factors that lead to sustainable value creation and approaches that will ensure companies are successful in international competition while operating in a way that is economically, ecologically and socially sustainable. We seek to better understand the role of businesses and management in addressing the big problems faced by humankind. We focus on changes and growth opportunities that are driven by new and digital technologies and new forms of organising. Our core strength is close collaboration with the business world, combined with strong theoretical, analytical and methodological expertise.

The most recent information on our publications is available on LUT Research Portal (research.lut.fi -> Publications). Currently, there are approximately 1500 publications listed on the portal under the focus area ‘Sustainable business and entrepreneurship’. As part of LUT’s sustainability activities, we are currently developing the monitoring of sustainability-related publications. In the spirit of LUT’s and LBM’s strategic focus, we are committed to increasing the impact of our research by targeting top journals. Below, we highlight examples of our projects and high-impact publications. As the examples show, our faculty explore sustainability and responsibility from a variety of perspectives in different research fields. Examples of current research profiles at LBM are presented at the end of this report.



AMONG THE TOP 200 BUSINESS SCHOOLS

The business and economics subject category of the 2021 THE World University Rankings placed LBM among the top 200 business schools. The subject ranking looks at multiple disciplines, including business and management, accounting and economics and economics and econometrics, to compare 729 universities based on 13 rigorous performance indicators. Currently holding the #2 spot in Finland, LBM has proven itself to be a hard-working international business school with a strong commitment to LUT’s Trailblazers strategy. LBM’s particular strength in the ranking was citations, as was the case in the previous ranking. Our performance also improved in industry income and international outlook indicators. As such, the ranking highlights LBM’s success in publishing impactful and relevant research.

Research Projects

Externally funded projects are part of our regular research activities, with new projects launched on a yearly basis. During the reporting period, we started new research projects that relate to sustainability or responsibility, including several projects with funding from prestigious research funding bodies such as the EU, Academy of Finland and Business Finland. Below are some examples of research projects executed during the reporting period that explore sustainability and responsibility from different perspectives.

Public Procurement Change: From Price-Centric Mindset to the Value Creation for the Society, 2020–2024

In a recently launched four-year project, a research consortium of LUT and Tampere University and international collaborators from the University of Twente aim to explore how public procurement and its suppliers can create value for society. Having received funding from the Academy of Finland, the project is led by Professor Katrina Lintukan-gas with team members Anni-Kaisa Kähkönen, Elina Karttunen and Iryna Maliatsina. The project addresses the challenges around the current cost- and resource-based approach to public procurement, which fails to realize value for society. Over the course of the project, the research consortium aims to find out how public procurement can create value for citizens and boost sustainability with innovative private sector suppliers and capable public procurement. In other words, the purpose of the project is to support a shift in public procurement from a short-term, price-centric mindset to an understanding of the long-term benefits of value-creating solutions arising from innovative and sustainable supplier markets. In practical terms, the project will offer insights into how to improve the capabilities of public procurement and the supplier relationship practices of local government organisations in order to reach long-term value creation.

Activist Theory of Corporate Social Responsibility: Reframing the Political Role of Business in Society, 2020–2023

In corporate activism, companies take public stances on debated socio-political issues and campaign for or against causes. In a project launched in fall 2020, Postdoctoral Researcher Laura Olkkonen is studying how companies turn from being targets of activism to actors that directly engage in activism as a form of confrontational political activity. Dr. Olkkonen received funding for the project in a highly competitive process from the Academy of Finland for three years. The project addresses some of the pressing questions about the public role of business in society by exploring whether and how corporate activism

reframes companies' societal roles. In the project, corporate activism is addressed comprehensively and with an interdisciplinary approach by studying several cases and campaigns with diverse qualitative and quantitative data in collaboration with scholars of management, communication and activism. The theoretical rooting is in corporate social responsibility (CSR) and especially in the research stream of political CSR, which acknowledges businesses as political actors, and performativity theory, which recognises how communication and public speech can transform existing practices, roles and structures. The project also draws on the Nordic tradition of CSR and has collaborators from Nordic business schools.

Twinning for Sustainable and Visible Excellence in Screen Media Entrepreneurship Scholarship (ScreenME-Net), 2021–2023

The challenges surrounding misinformation and responsibility in media are vast, to combat which we need to enhance dialogue between media scholars and practitioners and create more impactful and relevant research for the industry and society in general. One such initiative is the Twinning for Sustainable and Visible Excellence in Screen Media Entrepreneurship Scholarship, a Horizon 2020 project led by Tallinn University (TLU), which aims to boost the overall understanding of the current dynamics in the media industry and of their effects on society. More specifically, the three-year ScreenMe-Net project enhances the excellence in screen media entrepreneurship at Tallinn University and increases its networking position and visibility in this scholarly field, while ensuring the sustainability of the project through institutionalisation of a screen media entrepreneurship research hub, the ScreenME-Hub, at Tallinn University. The TLU-led project is organised as a consortium with six European partners, with LBM's activities administered by Associate Professor Päivi Maijanen-Kyläheiko. Topics related to sustainability and responsibility will be of high interest, focusing on such issues as sustainable digital business models, sustainable entrepreneurship and media responsibility and ethics. In addition to enhancing the screen media entrepreneurship scholarship at Tallinn University, the project promotes and strengthens collaboration between the partnering universities: Technical University Ilmenau (Germany), LUT School of Business and Management (Finland), Jönköping International Business School and its Media Management and Transformation Centre (Sweden), Aarhus University (Denmark), Cork Institute of Technology and its Hincks Centre for Entrepreneurship Excellence (Ireland) and Vrije University Brussels (Belgium).

Media Organizations in the Era of Contradiction: Toward Sustainable Business Models, 2020–2022

Funded by the Helsingin Sanomat Foundation, this project led by Professor Paavo Ritala examines the potential of sustainable business models in the Finnish media sector. The project team includes Associate Professor Päivi Maijanen-Kyläheiko and Junior Researcher Jaan-Pauli Kimpimäki. While digitalisation allows for more diverse media discourses, it also generates challenges for media responsibility, given the traditional and emerging media outlets' variety of motivations, roles and activities. The project takes specific interest in the hybrid nature of media organisations as businesses and as societal actors. The project data will be collected by using qualitative methods in two successive working packages, the first focusing on the broad range of business models in the industry, and the second examining media organisations' internal tensions. The breadth of data and insight into the phenomenon is expected to provide an in-depth view of both the institutional and organisational dimensions of the media business. As a result, a general view of economically and socially sustainable media business models and their role in society will be developed. The project team at LUT University works in close cooperation with an international group of distinguished media-management researchers from Jönköping International Business School (Sweden), Lucerne University of Applied Sciences and Arts (Switzerland) and Tallinn University (Estonia). The project involves a diverse range of case organisations from the Finnish media-industry, including Yle, Alma Media, Sanoma, Keskiuomalainen, MustRead, Longplay and Rapport. Beyond the Finnish context, the project examines media business models in European markets, including innovative media start-ups and benchmarks media sustainability and responsibility practices across established players.

Inclusive Cross-Border Business Networking of Tomorrow (INCROBB), 2020–2022

The INCROBB project is funded by the South-East Finland–Russia CBC Programme, a cross-border cooperation initiative supporting the EU's external actions with financing from the EU, the Russian Federation and the Republic of Finland. The lead partner is LUT University, and the other partners are Peter the Great St. Petersburg Polytechnic University, Saint-Petersburg Chamber of Commerce and Industry, Etelä-Karjalan Yrittäjät and SaimaanVirta. The team at LBM includes Associate Professor Laura Albareda and Researcher Igor Dukeov. The project aims to reveal the potential for and obstacles to sustainable cross-border cooperation among small- and medium-sized enterprises (SMEs) in the region and to propose ways to solve problems through cross-border

information exchange and cooperation. The project's activities include matching Russian and Finnish SMEs in different areas to increase the sustainability of companies that are involved in the pilot group. The project also involves unemployed people in the area in SMEs activity to decrease unemployment rates and prevent labour force drain from the border regions. Finally, the project offers solutions on accelerating crucial circular economy principles in the context of cross-border activity by regional SMEs. As one of its central results, the project will create a Finnish–Russian cluster of companies which base their operations on textile recycling principles.

Hydrogen Utilization and Green Energy (HUGE), 2019–2022

HUGE is a three-year project funded by the EU's Northern Periphery and Arctic Programme with the ambition of raising awareness of the use of green hydrogen as a viable energy vector for remote and rural communities in housing, transport and industry. The project consortium consists of eight partners from seven countries and includes LBM, where activities are led by Professor Mikko Pynnönen. The project's objective is to develop a hydrogen utilisation business model and offer generic scenarios, implications and guidance for creating business models for hydrogen product and service development. The project will also outline relevant management tools and knowledge required to orchestrate the ecosystem. In Finland, a country with many sparsely populated regions, the project will have practical relevance related to providing communities with energy security and self-sufficiency.

Fast Teams as Catalysts for Greenreality Network Development, 2019–2021

As part of a two-year research project, Professor Kirsimarja Blomqvist and Junior Researcher Pia Adibe look to further advance the Greenreality Network's capabilities in executing domestic and international projects. The Greenreality Network, comprised of companies from the energy and environment sectors, research institutions and the City of Lappeenranta, offers growth and business opportunities to those pursuing a more responsible and sustainable future. More specifically, the goal of the project is to introduce solution teams to the network who will utilize digital tools and best practices in co-development to solve Greenreality challenges. The initial stages of the project involve co-creating recommendations for the Greenreality Network to build an ecosystem that facilitates knowledge development and sharing. As a second step, the project will bring together a hundred partners, community experts and domestic and international students into teams to work on various problems and opportunities concerning the Greenreality Network. Af-

terwards, these fast solution teams will be piloted across a minimum of five municipalities, cities and companies; the pilot will serve as an opportunity to learn and further develop the cooperation model. Ultimately, the outcome in the form of new practices should provide benefits for many stakeholders; municipalities, businesses, academics and students can solve important challenges while simultaneously expanding their networks and arranging opportunities for collaboration.

Building the Theory and Creating the Practice for Multi-Tier Sustainable Supply Chain Management, 2019–2021

With funding from the Foundation for Economic Education, Professor Anni-Kaisa Kähkönen's recently launched three-year project investigates how sustainability can be managed, pressured and practiced in multi-tier supply chains with lower-tier suppliers. The research project, which studies sustainability from the perspective of purchasing and supply management, takes a multi-tier approach to supply chains and explores not only the direct suppliers of a company but also its lower-tier suppliers (i.e. the suppliers' suppliers). Using case studies, the aim of the research project is to trace supply chains back to the original raw material suppliers and to study how sustainability is managed throughout the entire supply chain. Specifically, the project will investigate the sustainability practices that firms use in their purchasing practices and how these practices can be diffused to their suppliers. Additionally, the study will examine what kinds of paradoxical tensions can emerge when managing sustainability in multi-tier supply chains and how companies respond to these paradoxical sustainability tensions. On a practical level, the goal of the research group is to create new knowledge and approaches for the management of sustainability in multi-tier supply chains.

New Packaging Solutions for People, Planet and Business (PACKAGE-HEROES), 2019–2023

Package-Heroes is a five-year research project funded by the Strategic Research Council functioning under the Academy of Finland. The objective of Package-Heroes is to study and develop packaging solutions which can address simultaneously food protection and the global and ever-increasing concern over plastic packaging waste. Package-Heroes is focused on the following research questions: 1. How can sustainable food packaging go mainstream? (led by the Natural Resources Institute Finland); 2. How can business ecosystems for sustainable food packaging be enabled? (led by LUT-LBM); 3. How can consumers be encouraged to favour novel packaging solutions (led by Åbo Akademi); 4. Which new packaging

solutions (e.g. those based on cellulosic materials) are both environmentally and economically sustainable? (led by the Natural Resources Institute Finland); and 5. How can political decision making promote sustainable packaging? (led by VTT Technical Research Centre of Finland). LBM's activities are led by Professor Henri Hakala, with a team consisting of Dr. Gregory O'Shea, Dr. Sanne Bor, Dr. Kirsi Snellman, Professor Mikko Pynnönen and doctoral students Iben Nielsen and Luke Treves. The project will produce detailed scientific knowledge about the environmental effects of different packaging materials and solutions and about the ways in which new packaging innovations can be commercialised and meet consumer preferences. The overall goal is to construct a joint vision and pathways to a sustainable food packaging future for Finland and the world.

Taking the Leap Across the Rationale Gap: The Role of Emotions in Making the Transition to More Sustainable Materials (Remo), 2017–2020

Remo was a four-year research project funded by the Academy of Finland. The project investigated the interplay and effect of both rational and emotional factors in sustainability decision making. The project was conducted by Dr. Kirsi Snellman and Professor Henri Hakala with colleagues from Aalto University and psychology scholars from the University of Helsinki. Typically, strategic decision making involves a rational, rigorous approach that considers short- and long-term impacts on performance and stakeholders. However, while competitiveness and stakeholder legitimacy concerns are still important, in the context of strategic decisions concerning sustainability issues, the role of emotions seems to have a much greater impact than previously assumed. The findings highlight that ethical challenges are quite often associated with sustainability decisions that may bring about difficult trade-offs. While emotions guide sustainability decisions, structural dependencies and diverse stakeholder demands complicate the enactments of responsible behaviours and raise issues such as the scope and scale of responsibility that should be imposed on SMEs and their leaders.

Orchestrating a Sustainable User-Driven Bio-Economy: Policy, Transformation and Benefits (ORBIT), 2017–2020

A competitive bio-economy needs to encompass both tangible components associated with bio-resources and intangible components in terms of the ability to produce and process knowledge to ensure adaptation in the changing global economic context and in the face of sustainability challenges. From this perspective, there is a need to identify sustainable business strategies and

practices of the bio-economy networks in Finland and globally, and thus enhance the renewal of smart, sustainable business to create sustainability leadership and secure both competitiveness and consumer acceptance in international markets. These issues have been the key focus of the ORBIT project funded by the Academy of Finland. The consortium was led by Professor Anne Toppinen of the University of Helsinki, and LBM participants included Professor Satu Pätäri, Associate Professor Anni Tuppuru and Junior Researcher Tiia-Lotta Pekkanen. The purpose of this project was to orchestrate research into end-user-driven systemic development and promote the growth of a sustainable and diversified forest-based bio-economy. With the share of the forest sector as high as 50% in Finland's bio-economy output, the core focus was on the forest-based bio-economy. However, with sectoral boundaries blurring in the bio-economy through policy drivers and substitution effects in the markets, new forms of competition and cooperation have emerged between established and new business actors from, for example, the forest, chemical, food, biotechnical and construction sectors. Thus, our research is highly relevant to the linkages across a range of renewable and non-renewable resource-based activities in society, contributing to making Finland a world leader in the sustainable bio-economy space.

Urban Infra Revolution (UIR), 2017–2020

The EU-funded Urban Infra Revolution aimed to develop sustainable solutions for material and manufacturing technology in the construction sector. The project consortium was led by the City of Lappeenranta. LBM was responsible for the work package Circular Economy and Sustainable Business, led by Professors Janne Huiskonen and Veli Matti Virolainen. The work package focused on designing the implementation of the proposed innovation, additive manufacturing construction elements from geo-composites using industrial side streams, conjointly from business and environmental perspectives. As a result, the project contributed to designing a viable sustainable business ecosystem and assessment of environmental impacts. The design of the business ecosystem followed a multi-level structure. On the most general level, the market potential of proposed innovation was assessed, and views and feedback were collected from both the construction industry and urban citizens. On a more detailed level, possible business models were designed and described; on the most granular level, resource-efficient business processes were designed and described. This was done in close cooperation with local actors, forming an industrial symbiosis. The output of these activities will facilitate the commercial implementation of the innovation and apply similar industrial symbiosis models in other locations.



INTERDISCIPLINARY RESEARCH PLATFORMS AT LUT

In December 2020, LUT's board funded five interdisciplinary research platforms to accelerate cooperation between the three schools at LUT and to bring together expertise on energy systems, engineering sciences and business and management. LBM has a stake in all five platforms, and a leading role in the AMBI platform. AMBI stands for Analytics-Based Management for Business and Manufacturing Industry, and the platform aims to help companies create sustainable value in the digital economy. Combining knowledge of smart technologies in the manufacturing industry, digital transformation and business analytics, the platform will be particularly important for companies looking to thrive in increasingly complex market environments while adhering to the principles of sustainability. Other research platforms address the topics of Green Hydrogen and CO₂ for Industry Renewal (GREENRENEW), Integrated Energy Conversion

Machinery (INERCOM), Modelling Reality Through Simulation (MORE SIM) and Sustainable Circularity of Inorganic Materials (SCI-MAT).

All five platforms are closely tied to LUT's strategy, specifically in relation to the sustainable renewal of business and industry and the transition to a carbon-neutral world. For example, the SCI-MAT Platform brings together 17 research teams across LUT University, with LBM's expertise focusing on sustainable business such as cross-sector interaction and systemic change and sustainable sourcing and supply management. This inter-school cooperation on SCI-MAT aims to combine efforts to overcome the technical, business and societal challenges relating to material circularity.

Further information: lut.fi/web/en/research/platforms



Research Highlight: To Buy Green or Not to Buy Green: Do Structural Dependencies Block Ecological Responsiveness

Faced with stakeholder pressure and customer needs that demand increased sustainability efforts, manufacturers must consider more ecological supply chains and value creation processes. Material substitution can help reduce ecological impacts; however, decisions on switching to environmentally friendly input materials have not received the scholarly attention they merit. In their research published in the FT50-ranked *Journal of Management*, LBM Professor Henri Hakala, along with collaborators Simon Schillebeeckx (Assistant Professor, Singapore Management University) and Teemu Kautonen (Professor, Aalto University), address this research gap and explore how organisational structures may constrain the decision to switch to alternative input materials. Following a conjoint experiment with 267 Finnish manufacturing firms, the research presented some critical insights regarding the barriers to and drivers of 'going green'. Namely, the research found that product-input and process-input dependencies negatively moderate the willingness to switch, while dependencies on intangible assets, such as intellectual property and strategic flexibility, will positively moderate that willingness. Moreover, manufacturers dependent on intangible assets will not only find it easier to adopt ecological inputs but may also derive greater benefits from the positive reputation effects associated with ecological improvements. By exploring this willingness to switch to alternative input materials, Prof. Hakala's research provides valuable observations regarding the transition to more sustainable business.

Full reference: Schillebeeckx, S. J., Kautonen, T., & Hakala, H. (In press). To Buy Green or Not to Buy Green: Do Structural Dependencies Block Ecological Responsiveness? Journal of Management. journals.sagepub.com/doi/full/10.1177/0149206320977896



Research Highlight: Corporate Social Responsibility in Luxury Contexts: Potential Pitfalls and How to Overcome Them

Assistant Professor Jenni Sipilä published an article in the FT50-ranked *Journal of the Academy of Marketing Science* on corporate social responsibility (CSR) in the luxury context. The article was written in collaboration with four German scholars: Professor Sascha Alavi, Professor Laura Marie Edinger-Schons, Dr. Sabrina Dörfer and Professor Christian Schmitz. Using five empirical studies, the article aimed to understand how CSR influences luxury companies' firm- and customer-level outcomes. The results showed that CSR has a negative influence on luxury companies' financial performance over time. This is because consumers perceive that luxury companies' CSR engagement is based on extrinsic motives (for example, gaining a business benefit), which in turn results in lower loyalty intentions towards the company. This negative result was further exacerbated when consumers had the opportunity to deliberate on a luxury company's CSR engagement. However, luxury companies can overcome the potential backlash of CSR engagement by focusing on internal, employee-focused CSR instead of external, philanthropic CSR. Furthermore, if luxury companies still choose to engage in external CSR, they can overcome the potential negative consequences of such engagement by framing their brand around sustainability instead of exclusivity.

Full reference: Sipilä, J., Alavi, S., Edinger-Schons, L. M., Dörfer, S., & Schmitz, C. (2021). Corporate Social Responsibility in Luxury Contexts: Potential Pitfalls and How to Overcome Them. Journal of the Academy of Marketing Science, 49, 280–303. link.springer.com/article/10.1007/s11747-020-00755-x



Research Highlight: Institutions and Agency in the Sustainability of Day-to-Day Consumption Practices: An Institutional Ethnographic Study

Junior Researcher Tiia-Lotta Pekkanen published an article in the FT50-ranked Journal of Business Ethics that explores the dynamics between institutional influence and individual agency in the sustainability of everyday consumption. Through an institutional ethnographic study and drawing on theories of practice and original institutional economics, the article revisits the long-standing debate on (consumer) agency and structure. How much is sustainability embedded in the institutional structure of a society; how much is it due to individual motivation and conscious choices? The study finds that the sustainability of day-to-day consumption can be rooted in different levels of institutionally shaped cultural embeddedness, and that each level interacts differently with external changes, which may help explain why some (policy) interventions turn out to be more effective than others. The results suggest, for example, that an attempt to change people's preferences (as through information campaigns) is not likely to be effective if the undesirable behaviour is embedded in culturally shared practices. Instead, sustainability is likely to be more widespread to the extent that it is more deeply embedded in the institutional-cultural context.

Full reference: Pekkanen, T.-L. (2021). Institutions and Agency in the Sustainability of Day-to-Day Consumption Practices: An Institutional Ethnographic Study. Journal of Business Ethics, 168, 241–260. link.springer.com/article/10.1007/s10551-019-04419-x



Research Highlight: Commons Organizing: Embedding Common Good and Institutions for Collective Action

As part of her long-term research on business collective action and commons organising, LBM's Associate Professor Laura Albareda recently published an article in the FT50-ranked Journal of Business Ethics and received two separate awards for her work. Commons organising is a growing area of research among business ethics and economic scholars; it refers to the processes by which communities of people work towards the pursuit of the common good. The article proposes a comprehensive model that highlights the integration of two sets of organising principles – the common good and collective action – along with five problem-solving processes to explain the main dimensions of commons organising.

Laura Albareda's impactful research was recognised at the 2019 Academy of Management Annual Meeting, where the article was bestowed with the Best Business Ethics Paper Award. In addition, the paper was recognised by the Accesit Award (2nd winner) at the 2020 III Edition of the Research Awards in Business Ethics organised by the University of Pontificia Comillas and Bankinter Group in Spain. The article makes an important contribution to business ethics literature by exploring the convergence between ethical and economic literature streams in the development of a commons-organising view.

Full reference: Albareda, L. & Sison, A. J. G. (2020). Commons Organizing: Embedding Common Good and Institutions for Collective Action. Insights from Ethics and Economics. Journal of Business Ethics, 166, 727–743. link.springer.com/article/10.1007/s10551-020-04580-8



Research Highlight: Interorganizational Interaction in Disaster Response Networks: A Government Perspective

Postdoctoral Researcher Anne Quarshie and her co-author, Prof. Rudolf Leuschner (Rutgers University) published an article on the timely topic of disaster response in the Journal of Supply Chain Management, which is ranked as a top-level journal by the Finnish Publication Forum. In the article, Quarshie and Leuschner examine the roles that government actors play in interorganizational disaster response networks. They use an inductive research approach to study the phenomenon in the context of Hurricane Sandy in the United States and find that government agencies play three main roles in interacting with other humanitarian actors: organizer, facilitator and supply network member. In the article, Quarshie and Leuschner build a theoretical model that explains the interaction process and highlights the interaction-related practices employed by the government. Their study contributes to humanitarian operations and logistics research and to the broader research conversation on organisational networks whose focal actors are not for-profit firms. Finally, their paper advances a practical understanding of how governments, in their interaction with other humanitarian actors, can lead and steer disaster response networks.

Full reference: Quarshie, A. M., & Leuschner, R. (2020). Interorganizational Interaction in Disaster Response Networks: A Government Perspective. Journal of Supply Chain Management, 56(3), 3–25. http://doi.org/10.1111/jscm.12225

PARTNERSHIPS



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

At LBM, we regularly run collaborative research projects with company partners to ensure the practical relevance of LBM research among corporate stakeholders. In collaborative research projects, we address major issues that the participating companies, broader industries and society at large are confronting. Collaboration forms may include data collection or workshops with companies and their stakeholders. LUT University also has its own investment company and accelerator, Green Campus Innovations Ltd., to support the commercialisation of our research results. In Principle 4, 'Research', various examples of project collaboration are described.

Students work directly with companies in teaching (see Principle 6, 'Dialogue') and through thesis projects and internships. In Finland, the master's thesis is an important bridge between university studies and business life. The master's thesis, accounting for 30 ECTS, is a large-scale independent project in which students apply theoretical knowledge to analyse contemporary business issues and challenges. Most theses have an empirical part, and our students are expected to produce actionable managerial recommendations and/or relevant business implications. During the thesis work, most students collect data at one or more companies. Master's theses are often commissioned by companies, and it is common for company representatives to be closely involved in setting the research questions, guiding the research process and sometimes even evaluating the final thesis. A master's thesis project is an extremely common way to recruit talented university students before graduation. Some of our research projects also employ students to complete their master's thesis as part of the project.

Compared to our last report, the proportion of responsibility- and sustainability-related master's theses at LBM has increased from 13% to 15% (13.5% in 2019 and 16% in 2020). The higher percentage, especially in 2020, results from the final graduating cohort of our previous sustainability-focused master's programme, but we expect our students' overall interest in responsibility- and sustaina-

bility-related theses to increase, as these topics become more widely integrated into discipline-specific contexts. Amongst our existing programmes, responsibility- and sustainability-related theses are currently most popular in Supply Management, Accounting, and International Marketing Management. Some of our students have received awards for high-quality theses in responsibility and sustainability: recent success include the Best Thesis award from the Association for Environmental Management and an Honorary Mention from the Finnish Association of the European Business Ethics Network in the Best Thesis in Business and Organizational Ethics competition. Both awards were received in 2020.

LBM students have the option to include a voluntary internship (national or international) in their degree, worth a maximum of 12 ECTS, of which 2 to 6 ECTS are acceptable for master's degree core studies; two weeks of internship corresponds to one credit. LBM has actively emphasised the importance of internships as a key opportunity to gain real-life corporate experience.

As was discussed in Principle 1, 'Purpose', sustainability experts with industrial backgrounds are represented on the LUT University Board and Advisory Board. Furthermore, we have invited influential scholars as visiting professors and prominent industry experts to serve as professors of practice, bringing their vast practical experience to benefit our LUT community. These visiting professors and professors in practice actively engage in our teaching and research projects.

As an example of partnerships with the public sector, LUT has close collaborative relations with the cities where we have activities: Lappeenranta, Lahti, Mikkeli and Kouvola. Our main campus sites are Lappeenranta and Lahti, which are both forerunner cities in environmentally friendly activities. Lahti is the European Green Capital for 2021, and Lappeenranta is a 2021 finalist for European Green Leaf Award. In cooperation with the university and a large range of enterprises and other organisations, the



AWARD-WINNING LUT JUNIOR UNIVERSITY

Since its launch in 2017, LUT Junior University has enabled phenomenon-based collaboration between young students and LUT researchers and arranged events and courses for preschool, primary and secondary school students. The goal of LUT Junior University is to awaken the future generation's interest in science, technology, business and university studies. The programme draws on over 20 years of collaboration with different schools around Finland and supports the education of children and youth by offering engaging activities and developing skills, knowledge and positive attitudes around various sustainability themes.

In April 2020, LUT Junior University won an award from the International Sustainable Campus Network (ISCN) for its efforts in promoting sustainability through partnerships. The collaboration between LUT Junior University and the City of Lappeenranta, a particularly well-functioning effort, was

showcased in the application for the award and praised for its powerful impact on promoting environmentally friendly behaviour among the citizens in Lappeenranta. The close partnership with the City of Lappeenranta allows LUT Junior University to be part of the curriculum for all of the city's primary and secondary schools. The award is a recognition of LUT's societal impact, as the ISCN network aims to promote sustainability awareness and spread related best practices, not only among universities but also in society at large. During the 2019–2020 academic year, approximately 3200 preschool, primary and secondary school students in Lappeenranta were involved in activities organised by LUT Junior University, and approximately 80 teachers have participated in related trainings.

Further information: lut.fi/web/en/cooperation-and-services/lut-junior-university

cities create a platform for sustainable innovations. One of the most active collaborations between LUT and local administrations has taken place since 2017 in the form of the LUT Junior University, an initiative to collect all previous forms of collaboration between LUT University and the primary and secondary schools in Lappeenranta. As a specific aim, LUT Junior University aims to use our expertise in clean energy, the circular economy and sustainable business and entrepreneurship at all levels of teaching preceding higher education, starting with preschool. Experts from LBM regularly engage in activities related to LUT Junior University, such as by participating in workshops for high school students about responsible and sustainable business.

Some of our partnerships are memberships in networks and associations that advance sustainability and responsibility. Since 2017, LBM has been a member of FIBS (Finnish Business & Society), a non-profit organisation that acts as the leading network for corporate social responsibility and sustainability in Finland. FIBS currently has over 300 member organisations, including companies, NGOs, educational institutions and government agencies. LBM has two designated contact persons for FIBS, and LBM members have access to training and events that FIBS organises on a regular basis. In 2018, LBM joined the Network for Business Sustainability (NBS), an international

network of more than 170 sustainability research centres coordinated by the Ivey Business School in Canada. NBS aims to advance business sustainability by bringing researchers, managers and stakeholders together. LBM's engagement in NBS is especially pronounced in its participation in the NBS Sustainability Centers Community. As described in Principle 1, 'Purpose', LBM joined the PRME Chapter Nordic in 2017 and interacts with the chapter through annual meetings. In addition to formal institutional memberships, our faculty are actively involved in activities such as the Cross-Sector Social Interactions Community (CSSI).

Our researchers regularly collaborate with other universities and internally with other schools within our university. Several of our projects are organised as consortia between universities (see Principle 4, 'Research') and we have master's level double-degree agreements with several universities in Europe and Russia. Internally, our researchers collaborate with other schools. In addition to individual projects and teaching cases, in-house collaboration takes place in interdisciplinary research platforms that all relate to sustainability (see Principle 4, 'Research', for details), and larger educational projects such as Climate Action – Solutions for Carbon Neutral Transport, a MOOC launched in 2020.

ORIENTATION TO SUSTAINABILITY THINKING FOR LAB UNIVERSITY OF APPLIED SCIENCES

LBM organises a course on the basics of sustainability for all students at the LAB University of Applied Science. LAB, which is a part of the same parent group as LUT University, offers bachelor's and master's degree programmes in Health Care and Social Services, Technology, Business, Tourism and Hospitality and Design and Fine Arts. LAB has over 8500 students, making it the sixth largest university of applied sciences in Finland. The course is mandatory for all programmes. As part of the course activities, students complete assignments about the Sustainable Development Goals, planetary boundaries and LUT's own sustainability activities and ambitions. The students also test their own environmental footprints and assess how they can modify their behaviours in more sustainable directions, both as consumers and as future professionals. The course offers LBM an opportunity to leverage our expertise in sustainability thinking and to increase the impact of our work among future professionals in a wide range of fields. Since its launch in April 2020, the course has been completed by more than 700 students. According to the feedback received thus far, the students estimate that the course strongly supports their learning and report high levels of motivation for the course.



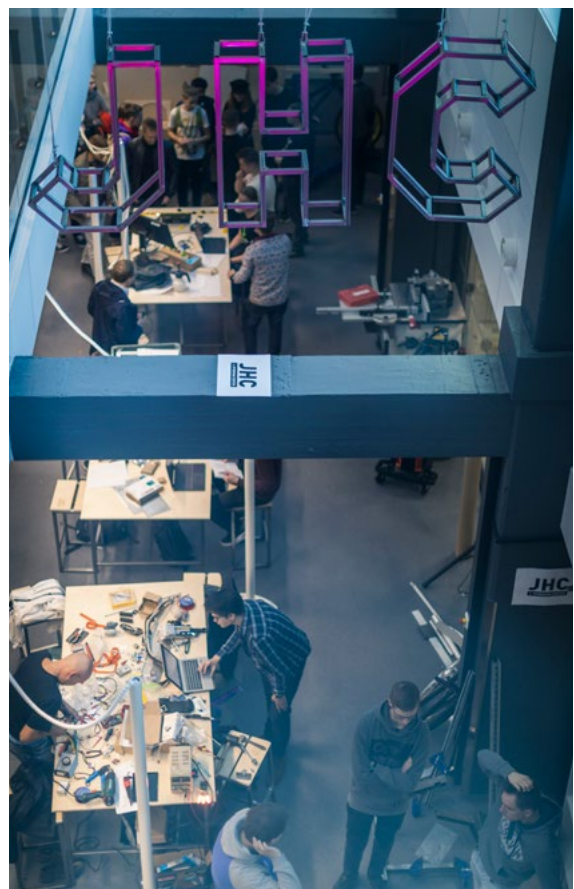
DIALOGUE

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

Through our actions described in the previous sections, we engage in dialogue with our internal and external partners and stakeholders through different formal and informal points of contact. Company and NGO representatives, along with students, serve as members of our administrative bodies, and we have long-term partnerships with local actors like companies and city administrations and with other universities and companies operating nationally or internationally. Through the external experts who serve in our administrative bodies, professors of practice and visiting professors, we are closely connected to numerous organisations that are relevant to our strategic focus areas.

As our curricula include a wide range of elements that support the corporate learning experience, dialogue with companies is an important part of our teaching. Some of our courses include field projects involving empirical company data, and in some courses company representatives are involved in designing, outlining and evaluating student assignments. Corporate learning is also fostered through the analysis of existing real-life companies based on public information available on the Internet, academic articles and company reports; in many of our courses, we use case-based learning. We also have a long tradition of inviting representatives of companies, the public sector and NGOs as guest lecturers in our courses. Recently, we have hosted guests from large publicly listed companies, SMEs, consultancies, and non-profit networks and NGOs relevant to sustainability.

To support our students’ co-curricular activities, LUT established a prototyping lab, the J. Hyneman Center (JHC), in 2018. This rapid prototyping centre gives student teams space and opportunities to solve problems, create new ideas and build and test prototypes. The centre is a well-equipped workshop that links students, university research and expertise and business enterprises. Consequently, JHC is closely connected to student entrepre-



neurship and the university’s innovation activities. The centre was designed and built in cooperation with LUT’s honorary doctor, product developer Jamie Hyneman, whose name the centre carries. Since its launch, JHC has organised several events where student teams introduce their projects executed in the protolab. Among the projects are innovations for sustainability are how to reduce waste and the use of plastic.

The LUT Junior University initiative connects us to the primary and secondary school students in our operating cities and beyond (see Principle 5, 'Partnerships'). LBM's experts have participated in organising events for LUT Junior University, such as on-campus learning days on sustainability.

Our faculty engage in teaching and research visits abroad and are involved in several scientific communities, such as the Academy of Management (AOM), the International Purchasing and Supply Education and Research Association (IPSERA), the International Society for Professional Innovation Management (ISPIM) and the European Marketing Academy Conference (EMAC). Most of our researchers engage in these communities as regular academic members, while some are involved in administrative tasks. For example, since 2018, LBM's Professor Anni-Kaisa Kähkönen has acted as a member of IPSERA's executive committee.

LUT is a visible actor, and our faculty appear regularly in local and national media. For example, LBM's experts have recently been invited to several TV interviews by Yle (Finnish Public Service Media Company) and written guest writings for Helsingin Sanomat (the largest daily newspaper in Finland). We also take part in public discussion as an organisation: for example, we showed our support for sexual minority rights in connection to the 2019 Lappeenranta Pride celebrations. Furthermore, our faculty have been invited to serve as experts by Finnish ministries and Parliament. For example, through the project PACKAGE-HEROES, our faculty are in interaction with Finnish ministries and sectoral industry associations as a partner in the Material Efficiency Commitment, which serves as a voluntary 'green deal' that aims to improve profitability and reduce the environmental impacts of food production, packaging and distribution.

TACKLING AND DISCUSSING COVID

At the start of the COVID-19 pandemic, LBM took an active role in bringing people and expertise together to tackle its challenges. LBM's Professor Kirsimarja Blomqvist initiated a nation-wide network called Fast Expert Teams to prevent Finland from being paralysed by the pandemic. The network consisted of over 100 experts from different fields solving complex and multidisciplinary problems by employing a variety of digital tools. A total of eight fast expert teams cooperated in the network and sought solutions related to the abrupt move to remote work; they also responded to a lack of suppliers by developing an innovative method, logistics and pilot plant for decontaminating used respiratory protective masks for hospitals. The activities also included a national longitudinal research study with over 5400 respondents; its conclusions and suggested actions were reported to the Parliament Futures Committee and to ministries. The initiative was also presented to the OECD as example of Finland's action on COVID-19, and the research findings were presented in a video documentary by The Economist on the future of work and the office.

Another initiative launched at the outbreak of COVID-19 was talouskriisi.fi, co-founded by LBM's Professor-of-Practice Atte Jääskeläinen. Only a week after the initiative was launched, it had almost 6000 members whose aim was to find solutions to how the Finnish econo-



my could be saved from an economic disaster. Among the members were prominent experts both from the public and private sectors, along with experts from LUT.

Besides initiatives to bring expertise together, LUT and LAB University of Applied Sciences have also participated in the international Folding@home project by donating computational power to help model the coronavirus protein chain and understand the functioning and structure of the virus.

Further information:

lut.fi/documents/10633/0/fast+expert+teams+loppu+raportti/
talouskriisi.fi

SUPPORTING SEXUAL MINORITY RIGHTS IN LAPPEENRANTA PRIDE

LUT University and LAB University of Applied Sciences share responsibility for the well-being and equality of students and residents of Lappeenranta. As part of their pursuit of a tolerant and equal living, learning and working environment in Lappeenranta, the higher education institutions expressed concrete support for the first Lappeenranta Pride event in 2019. In exchange for a financial contribution, LUT and LAB were listed as official partners of Lappeenranta Pride in the event materials, including its website and posters.

During the event week, the institutions also engaged in social media activities on their official accounts to support the event and celebrate equality with their own communities, followers and stakeholder groups. LUT chose the to quote the university's rector, Juha-Matti Saksa, in its post – the message is a quote from the rector's speech to new students at the beginning of the academic year.



STUDENT UNION COLLABORATION

Sustainability is of critical importance not only for LUT but also for the thousands of students whom it engages. Recent developments in LTKY – LUT's Student Union are evidence of this, as the newly appointed board has decided to create a role specifically for sustainability issues. Matilda Orpana, second-year bachelor's student in Energy Technology, was extremely eager to take up this post and deepen the Student Union's involvement in environmental matters. Along with a significant personal interest in sustainability, Matilda is also focusing her thesis around this subject area and currently exploring the use of hydrogen in gas turbines, which could be 'one big step towards a more green economy'. Although the specifics of the post

are still developing, the main responsibilities will involve working closely with LUT's sustainability team on various projects, organising student events and a partnership with the Student Union's Aalef restaurant to improve environmental impacts. The Student Union's own impact as a whole, looking into the areas of transport, food, events and materials, are also reviewed. Planned future actions in spring 2021 involve monitoring waste in LTKY's operations and setting up more intimate ties between LUT's Sustainability Manager and the Student Union. With a goal of making LTKY more sustainable in every aspect of their actions, the new role reflects the LUT community's drive to contribute to a better future.

SUMMARY OF PROGRESS

Objectives 2019–2021	Actions and progress 2019–2021	Objectives 2021–2023
LUT-level goals		
A total of 75% of the publications in the LUT research database will involve sustainable development by 2020.	<p>Monitored as part of the LUT Environmental Management System:</p> <ul style="list-style-type: none"> - 58% in 2019 - 54% in 2020 <p>The objective was not achieved partly due to defects in reporting system and practices. The monitoring of sustainability-related publications is currently being developed as part of LUT's sustainability activities.</p>	New objective will be set after reviewing the monitoring principles.
Programme-level learning goals relating to sustainable development are monitored.	During the reporting period, we increased the share of LBM's programmes that have learning goals relating to sustainable development from 57% to 100%. Across all three schools at LUT, the percentage is currently 80%.	<p>Ongoing objective with positive progress.</p> <p>At the LUT level, we aim to develop more precise monitoring and mapping of responsibility and sustainability topics in our programmes and courses.</p> <p>At LBM, we continue to integrate discipline-specific responsibility perspectives more deeply to each programme.</p>
LUT's graduates at the bachelor's, master's and doctoral levels will assess that their sustainable development expertise has increased.	<p>Monitored as part of the LUT Environmental Management System.</p> <p>In 2019 the mean answer to question assessing the abilities in sustainable abilities was 3.66 for LBM's bachelor's graduates and 3.9 for LBM master's graduates on scale of 1 to 5. For 2020, the corresponding numbers were 3.75 for bachelor's and 3.7 for master's graduates, indicating positive progress in the bachelor's programme and a return to the 2017–2018 level in master's programmes.</p>	Ongoing objective.
We will diminish our overall carbon footprint.	<p>In 2019, we set the goal of being carbon negative by 2024.</p> <p>The carbon footprint for 2019 has been calculated and reported in the sustainability report. Calculations for the year 2020 will be ready during spring 2021.</p> <p>In December 2020, the action plan for the goal of a carbon-negative LUT by 2024 was updated and the Climate Action Plan for emission reductions is underway.</p>	Ongoing objective with the goal of refining the carbon footprint calculations and implementing the LUT-level Climate Action Plan for emission reductions.

New Goals

- » We continue to develop and integrate discipline-specific responsibility perspectives more deeply into each programme.
- » We will continue to increase our impact on sustainable business renewal with new projects, partnerships and high-quality publications.
- » We will continue to diminish our overall carbon footprint with our LUT-level Climate Action Plan.
- » We aim to be carbon negative by 2024.

Objectives 2019–2021	Actions and progress 2019–2021	Objectives 2021–2023
LBM-level goals		
We will develop our degree programmes to offer a cross-cutting approach to responsibility and sustainability.	<p>We have begun to integrate responsibility and sustainability into all our bachelor's and master's programmes instead of offering a separate master's programme. Our sustainability-focused master's programme was transformed into a Sustainable Business minor, with which the students can complement their discipline-relevant studies in their main programme.</p> <p>We mapped the amount and depth of responsibility and sustainability topics in mandatory courses in our programmes. All programmes have mandatory courses with responsibility- or sustainability-related learning goals, and 1 to 5 courses where the students apply responsibility and sustainability theories in assignments.</p>	Ongoing curriculum development and analysis of course contents continue.
We will set responsibility-related learning goals for each programme and monitor progress via systematic assurance of learning practices.	<p>Learning goals set:</p> <ul style="list-style-type: none"> - Bachelor's graduates are able to explain key concepts and frameworks related to sustainability and responsibility and assess sustainable business practices - Master's graduates have a profound understanding of discipline-specific responsibility issues and an ability to critically evaluate the consequences of business decisions from a responsibility perspective. 	Monitoring continues.
All of our bachelor's students will undergo a mandatory course on corporate social responsibility and sustainability.	New course Introduction to Corporate Social Responsibility and Sustainability was piloted in 2019 and became mandatory for all bachelor's students in 2020.	Objective achieved; monitoring continues for students' responsible business skills
The share of master's theses dealing with sustainable development is monitored.	<p>The share of master's theses dealing with sustainability and responsibility at LBM was 15% during the reporting period (13.5% in 2019, 16% in 2020).</p> <p>This is positive progress, as the share has gone up by two percentage points since the previous report.</p>	Positive progress, ongoing objective.
We will increase the number of our research projects around the theme of sustainability.	Active application especially in Academy of Finland project calls, programme calls and strategic council calls, and Business Finland calls. During the reporting period, we launched two new projects related to sustainability funded by the Academy of Finland, three EU-funded projects and 2 projects funded by Finnish foundations.	Positive progress, ongoing objective.
We will increase the number of publications in top journals, especially related to sustainability and responsibility.	<p>The number and level of Academic Journal Guide (AJG) publications was monitored.</p> <p>The share of our publications on the highest AJG levels (3, 4 and 4*) was 61% in 2019 (compared to 48% in 2018).</p> <p>As part of LBM's strategy, high impact and quality of research output continues to be one of our targets, and we continue to seek impactful research, especially relating to sustainable business.</p>	<p>Positive progress, ongoing objective.</p> <p>The monitoring of sustainability-related publications is currently being developed as part of LUT's sustainability activities.</p>

WHO WE ARE



Professor Heli Arminen

Professor of Economics. Her main research interests are in environmental, resource and development economics and corporate social responsibility. She has published numerous articles

in international refereed journals such as Energy, Energy Economics, Forest Policy and Economics, Forest Science, the Journal of Cleaner Production, the Journal of Environmental Planning and Management, Renewable and Sustainable Energy Reviews, Resources, Conservation and Recycling and Social Responsibility Journal. She specialises in quantitative research methods and teaches courses on economics and econometrics.



Professor Anni-Kaisa Kähkönen

Professor of Supply Management whose research focuses on sustainable purchasing, supply management and multi-tier sustainable supply chains. She has published in journals such as

the International Journal of Production and Operations Management, Supply Chain Management: An International Journal and the Journal of Purchasing and Supply Management. She is engaged in company collaboration and has participated in different research projects on supply management. She is also the Vice Dean of LBM and acts as a PhD director of the International Purchasing and Supply Education and Research Association (IPSEREA).



Professor Henri Hakala

Professor of Entrepreneurship whose teaching focuses on contemporary issues in small business management and strategy and on sustainable entrepreneurship. He has published widely

on these topics, including recent contributions to sustainability decision making, sustainable entrepreneurial ecosystems and environmental responsiveness of manufacturing firms. Recently, he published the book Tools for Strategy: A Starter Kit for Academics and Practitioners (Cambridge University Press). He is deeply involved with business practices through externally funded research projects.



Professor Katrina Lintukangas

Academic Director of Master of Supply Management Programme (MSM), her research focuses on sustainable global sourcing and supply management, supplier relationship management and

supply chains. She has published several articles in scientific journals, such as the Journal of Cleaner Production, the Journal of Purchasing and Supply Management, the International Journal of Operations and Production Management and Supply Chain Management: An International Journal. She currently leads a research project funded by the Academy of Finland on how public procurement and its suppliers can create value for society.



Professor Kaisu Puumalainen

Professor of Technology Research, specialising in quantitative methods. Her teaching focuses on the application of quantitative methods in strategy research. She has published extensively

on the topics of innovation, sustainability, entrepreneurship and international business. Her recent research projects have focused on corporate social responsibility, social entrepreneurship and sustainable entrepreneurship opportunities.



Professor Satu Pätäri

Professor of Strategy Research, Sustainable Value Creation. Her main research interests include analysing and explaining the sources of sustained competitive advantage at the firm level

and increasing the understanding of new business opportunities and their value-creation potential. This includes, for example, studying firms’ sustainability and corporate responsibility practices and the link between corporate responsibility and corporate performance.



Associate Professor Päivi Maijanen-Kyläheiko

Associate Professor whose primary research interests relate to media responsibility and organisational renewal, and sustainable business models

especially in the media sector. She is project manager for an international research project on media responsibility and sustainable business models in the media, funded by the Helsingin Sanomat Foundation. She has been a visiting scholar at Scancor at Stanford, Jönköping International Business School and Tallinn University. She is Vice President of the European Media Management Association. Before entering academia, she had a long career at the Finnish Broadcasting Company.



Professor Paavo Ritala

Professor of Strategy and Innovation whose teaching focuses on contemporary issues in strategy and innovation, along with sustainable strategy. He has extensive experience in publishing on

these topics, including recent contributions to business model innovation in a sustainability and circular economy contexts. He co-edited the book Innovation for Sustainability: Business Transformations Towards a Better World (Palgrave). He is also closely involved with business practice through company-funded research projects and executive and professional education programmes and serves in speaker and advisory roles.



Associate Professor Helena Sjögrén

Associate Professor whose primary research interests are sustainable business models, social impact reporting and accounting, social value creation,

social entrepreneurship and management accounting in SMEs. She has published approximately 20 articles in academic journals.



Associate Professor Laura Albareda

Associate Professor in Sustainable Business and Group Leader in the SCIMAT Platform. Her research topics are business sustainability and strategy,

collective action, commons and polycentric governance and sustainable value creation and the circular economy. She has published in the Journal of Business Ethics, Business Ethics Quarterly, the Journal of Business Research, Technological Forecasting and Societal Change and the Journal of Cleaner Production. Her research won the Dexter Award Best International Paper (2018) and Best Business Ethics Paper (2019) at the Academy of Management Annual Meeting. She is a Visiting Professor at Deusto Business School.



Associate Professor Anni Tuppurä

Associate Professor of Strategy Research. Her research focuses on strategy and sustainability issues in business in general and in the context of the forest industry. Currently, she is

examining the role of cognition and cognitional diversity in the change and renewal of business.



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