

# CBS SUSTAINABILITY PLAN

CBS Green Office

2023-2024





I am happy to see so many faculty at CBS already actively engaged in Green Transition research. This gives CBS a very strong position in the business school landscape and is key to creating real and needed impact in the business community.

We must continuously make sure to equip our students with relevant sustainability knowledge to enable them to contribute when they graduate.

I believe we must also increasingly walk the talk when it comes to our own behavior – also when this comes with a cost.

**Peter Mølgaard, President, CBS.**

# INTRODUCTION

Green transition and increased sustainability are some of the major societal challenges facing our world. With the strategy 'We transform Society with Business' CBS is committed to contributing to solving societal challenges and contributing to creating positive impacts.

As a university we can contribute to green transition by reducing the negative climate impact in buildings and behavior and by the societal impact we can create through our research and education activities.

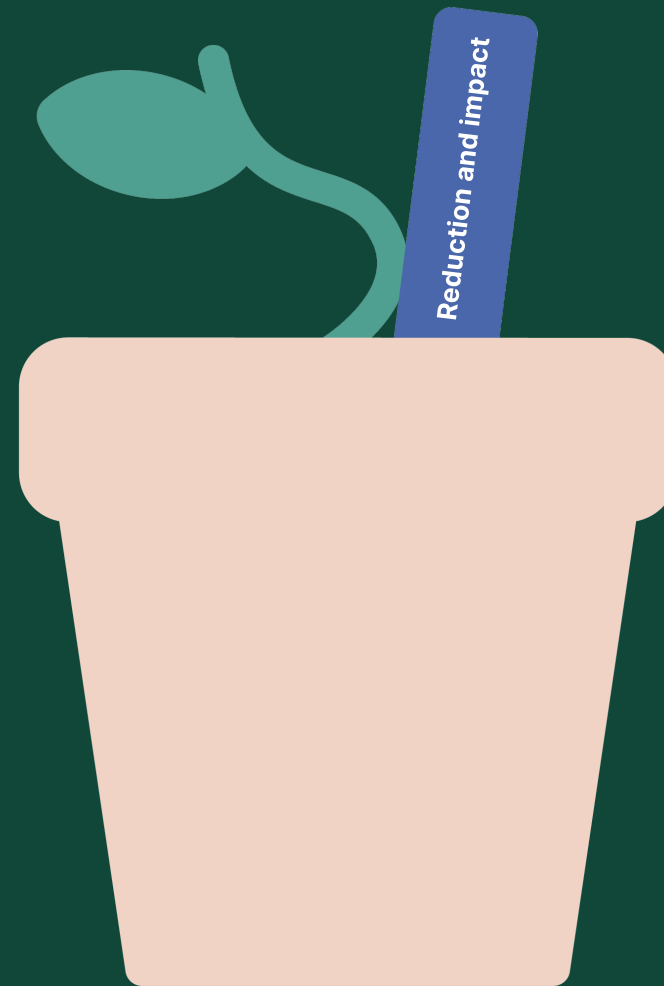
Politically set goals and reporting requirements form some of the elements of the journey we are on, but this is complemented with our own ambition, where defining

Green Transition as one of CBS' cross-cutting strategic themes sets an ambition.

Every individual at CBS can be an active part and make a difference, but CBS must also as an institution set the ambition, coordinate efforts, monitor achievements and communicate learnings. Thus, this plan.

**“Every individual at CBS  
can be an active part and  
make a difference.”**

The plan follows CBS' first sustainability strategy from 2016, which set ambitious reduction targets and put special focus on human well-being.



# A SHARED SUSTAINABILITY STRATEGY

Human well-being is now a cornerstone of our approach to our built environment and activities to support a good student life. Due to missing baselines, the reduction targets have been difficult to monitor, but there is no doubt that the first strategy has pushed CBS forward.

Sustainability is an integrated part of many initiatives and efforts at CBS and it is not possible to mention all. Much in line with CBS' overall strategy, increased sustainability requires a transformational approach to what we do and, more importantly, central and coordinated initiatives will always go hand in hand with numerous decentral initiatives, that are sometimes not even known across the organization. Many cross-cutting initiatives, however, have ambitions that overlap with our agenda.

Examples of those are CBS' Campus Strategy, with emphasis on sustainability and well-being in our built environment, our commitment to PRME (Principles of Responsible Management Education) as well as several of the current strategic initiatives like Nordic Nine, Leadership and Impact. Knowledge sharing and coordination across strategic initiatives and across the organization is thus key for the way forward.

# HOW TO CREATE REDUCTION AND IMPACT

## Green Dashboard

To share status and monitor progress, a report on green indicators within the areas campus, education and research will be published annually.

This report will form the foundation for external reporting and data based decision making and will be communicated to all relevant stakeholders.

The board and senior management will receive aggregated data, departments will receive their own and overall data, and study boards will receive reports on their individual programs.

## Focus on communication and knowledge sharing

Communication in the form of information on initiatives and sustainable behavior, e.g., on reduction of energy consumption, will be prioritized.

Currently, many initiatives are happening behind the scenes, making it difficult for both students and staff to experience that they are part of a responsible organization in relation to sustainability in our actions.



We believe that we must be better at showing how CBS is doing and communicating this more actively.

Both to motivate for action, which does not always have to be pushed from above, but in many cases can be initiated by individuals or decentral units by themselves.

But also, for CBS students and staff to be aware of CBS as a university emphasizing sustainability.

**– Hanne Harmsen,  
Vice Dean for Green Transition**

# GREEN FOCUS AREAS

Green Research



Green Teaching



Green Practice



Green Campus





# FROM PLAN TO ACTION

Evaluation of progress and updating of the plan happens in the line organization.

Senior Management approves the plan, Campus Sustainability and Green Transition Office is responsible for revision and has overall responsibility for the deliverables, and a CBS Sustainability Advisory Team (consisting of 5 key faculty members, 1 head of secretariat, RSO, HoDs assigned to the Green Transition Initiative, 1 student) will help evaluate progress and suggest new initiatives.

Head of Departments and Study Board Directors will be consulted while updating the plan.

**This plan follows a structure of:**

- 1. Defining key areas.**
- 2. Defining key green priorities for the areas.**
- 3. Defining specific objectives and related activities or projects for the coming period.**

Throughout the plan we will also point out relevant strategic uncertainties.

# CBS SUSTAINABILITY ADVISORY TEAM



**Kristian Kornum**  
Head of  
Procurement



**Jan Bauer, MSC**  
Faculty member



**Caroline  
Pontoppidan,  
ACC**  
Faculty member



**Christiana Parisi,  
ACC**  
Faculty member



**Sunny Xu, IOA**  
Faculty member



**Torben  
Pedersen, SI**  
Faculty member



**Trine Lawson**  
Architect, Campus  
Services



**Jesper Bjørn**  
Head of  
Secretariat, SI



**Alexander Sebald**  
Head of  
Department,  
Economics



**Dorte Salskov**  
Head of  
Department, MSC



**Thyra Uth**  
Head of Department,  
Marketing

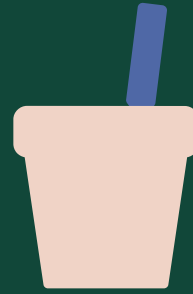


**Benjamin Pedersen**  
Student, CBS  
Sustainability  
Committee

# ANNUAL WHEEL



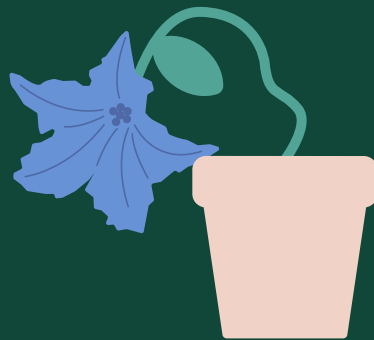
**Autumn**  
Sign-off plan and  
budget Senior management



**Winter**  
CBS Sustainability Advisory  
Team Consultation



**Spring**  
Green Student  
Organization Consultation



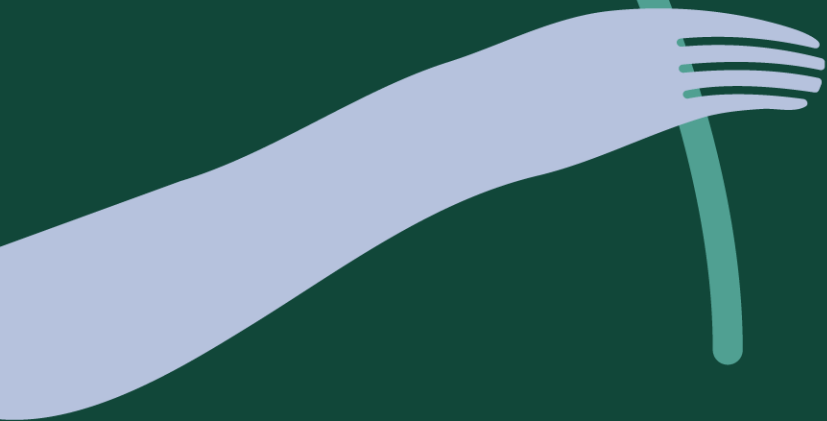
**Autumn**  
CBS Sustainability  
Advisory Team  
Consultation



**Summer**  
HOD & Study Board  
Consultation



**11 %** of all CBS research publications in 2023 were green



# GREEN RESEARCH



I am sure that there are faculty members across CBS with whom I could collaborate but whom I don't yet know. I would love for us to gain a better understanding of who is who across departments within this field, which will surely become even more important in the coming years.

- Dario Pozzoli, Professor MSO, ECON

# GREEN RESEARCH

## Point of departure

We define green research as research with an emphasis on either green transition or sustainability more broadly related to ESG.

CBS has a considerable track record on sustainability both in terms of a history of more than twenty years of dedication to the area and current critical mass with widespread engagement across departments and specific topics.

Also, external funding within the area is considerable.

CBS has larger research groups within the Center of Sustainability at MSC and CSEI at ECON.

# GREEN RESEARCH

## Key priorities

- Creating internal knowledge sharing and stimulating internal community buildin where local research groups are small
- Stimulating for more impact: Communicating and building external relationships on the role of social science in sustainability research
- Creating transparency on CBS status individual programs.

## Initiatives for 2023-24

- Green Dashboard with research indicators
- Green Business Forum 2024
- Initiating green research network within Sustainable food systems, Quantitative research methods to green transition research & Qualitative research methods to green transition research
- Hosting START in 2024 (Centre for Sustainable Agrifood Systems, a national network of all Danish universities aimed at stimulating integrative, interdisciplinary, and integrated research in the agrofood system)

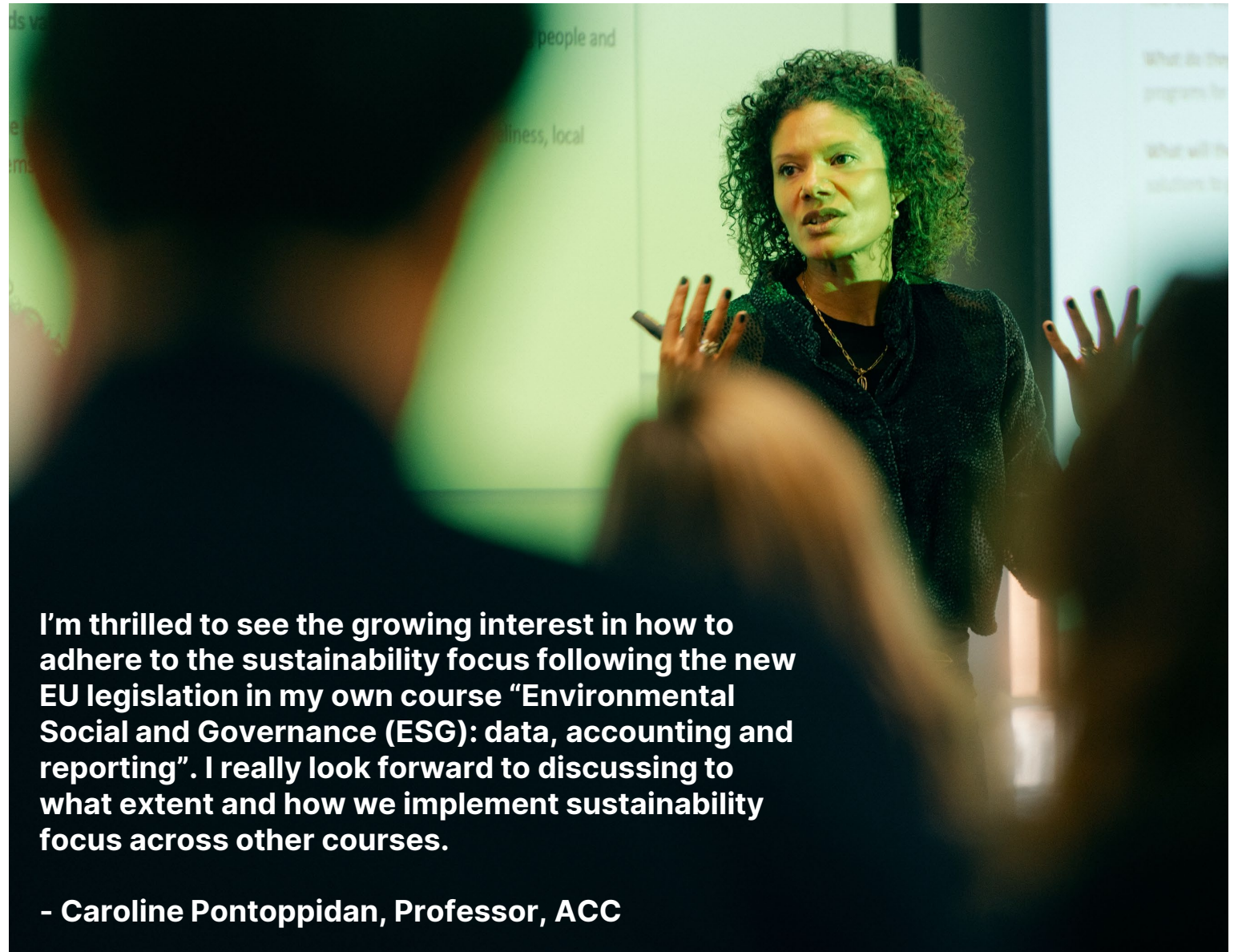
10%

of all courses in 2023 tackles sustainability in course description





# GREEN EDUCATION AND STUDENTS



**I'm thrilled to see the growing interest in how to adhere to the sustainability focus following the new EU legislation in my own course "Environmental Social and Governance (ESG): data, accounting and reporting". I really look forward to discussing to what extent and how we implement sustainability focus across other courses.**

**- Caroline Pontoppidan, Professor, ACC**

# GREEN EDUCATION AND STUDENTS

## Point of departure

We define green education as courses or programmes with a distinct focus on either green transition or sustainability more broadly related to ESG.

Green CBS curricula have developed over the years based on matrix structure initiatives by either study boards or specific faculty proposing electives.

Today, CBS has a broad spectrum of electives, 5 minors on sustainability, and mandatory courses.

On master level (continuing education), the Master in Sustainable Tourism and Hospitality Management is the only full programme with a sustainability focus in its title.

Since 2008, CBS has been part of the UN Global Compact initiative PRME (Principles for Responsible Management Education), aiming to implement ESG-related topics in our purpose, values, methods, research, partnerships and dialogue.

# GREEN EDUCATION AND STUDENTS

## Key priorities

- To supplement our considerable programme portfolio with a more distinct position in the form of programmes more clearly profiled towards sustainability
- To communicate CBS' considerable strengths within the area more clearly to potential and current students
- To develop Lifelong Learning offers within sustainability and consider green micro-credentials

## Initiatives for 2024

- Green Dashboard with educational indicators
- Include reflections on sustainability content in Recurrent Programme Reviews
- Examine how concrete sustainability course elements or teaching materials can support Nordic Nine implementation
- Integrate a teaching focus on Green Business Forum (displaying course portfolio, thesis workshop, etc.)
- Develop focus on sustainability in executive education (
- Develop and offer course elements with IDA (Ingeniørforeningen i Danmark)
- Contribute to the development of an education communication strategy with focus on transformation/sustainability
- Engage green student organisations in the development of Green Business Forum – particularly with a focus on education
- Offer carbon literacy workshops for students



**91%**

of CBS' energy consumption in 2023  
came from renewable energy sources



# GREEN CAMPUS



**Campus Services will continue to work on creating attractive and sustainable office environments in new formats, including special focus on densification and flexible layout based on future norms for office work.**

**- Jacob Sachse, Campus Services**

# GREEN CAMPUS

## Point of departure

Green campus relates to sustainability dimensions of our facilities, i.e., buildings and outside spaces and related consumption of energy and materials. With a broader ESG perspective, our campus also relates to our well-being based on our facilities, which is a focus of our Campus Strategy.

While there is a close link between our campus and individuals' behavior, e.g., whether working from home or whether agreeing to share an office, in this plan we distinguish between campus and practice (organizational behavior). Practice is covered in the next section.

While broad political targets have been set for CO<sub>2</sub>-reduction no precise requirements have been given to universities or other public institutions.

But as we all know this is a key political priority, it is timely to create baselines and set targets for reductions.

Since 2020, CBS has reported on our environmental impact and other ESG metrics in the Annual Report with indicators following the recommendations of the Institute of State-Authorized Public Accountants (FSR) in Denmark.

# GREEN CAMPUS

## Key priorities

- To be able to make sound decisions based on data and sustainability impact in investment decisions
- To supplement a focus on emissions with reductions in the consumption of natural resources (energy, water, m2) and more circularity (e.g. reusing and re-furbishing furniture)
- To integrate sustainability in design and renovation processes

## Initiatives for 2024

- Assess and qualify previously initiated sustainability campus project with the purpose of the status of the projects, and decide to either continue or disengage
- Launch Green Dashboard with Campus Indicators and develop a clear process for consolidating natural resource data
- Develop checklists for key sustainability indicators in renovation projects that follow current and anticipated regulations and align with CBS' ambitions (based on the facade renovation project)
- Collecting data on office and teaching space
- Engage in dialogue on increasing sustainability focus on outside green areas
- Review of sustainability in waste management and re-tendering of contract



84,7 %

of our total emissions in 2022 came from purchases, commuting and airfare for work



# GREEN PRACTICE



**“Our strategic focus on green transition in research and education must be reflected in our own behaviour.”**

**- Arnold Boon, University director**

# GREEN PRACTICE

## Point of departure

We define green practice as individual or group practices for students and employees at CBS that impact our emissions and broader sustainability.

How we use our space, buy new furniture for a new office, travel or do not travel to conferences or on student exchange, order food when we have lunch or host a conference, turn off our computer and sort our waste.

Many micro-decisions influence our overall sustainability at CBS, but there are of course traditional work processes, our well-being and every one's personal rights to consider.

We know that most of our scope 3 emissions relate to these kinds of behaviours, and we are sure we can – and at a point in time also must – find possibilities to reduce emissions and increase sustainability.

We believe that many students and employees are willing to commit to a more sustainable way of working, also if it means changing some of your habits.

# GREEN PRACTICE

## Key priorities

- Building understanding and commitment among students and employees
- Motivating to sustainability as default among key internal stakeholders
- Stimulating local initiatives and sharing knowledge on results
- Increasing focus on green procurement (catering, furniture, office, IT hardware)
- Integrating sustainability metrics in relevant decisions (e.g. m2 usage)
- Sharing what we already do (sustainable purchasing policies, reduction on resource usage)
- Communicating and celebrating best practice

## Initiatives for 2023-24

- Develop initiative and set target to decrease CO2 emissions from air travel. The aim is a decrease in flying and introduce as little administration as possible but still influence behaviour. From 2025, we implement a CBS tax of DKK 750 for European flights and DKK 1500 DDK for flights outside Europe. The collected sum will be allocated for sustainability projects, which will be further defined
- Collect and share local sustainability policies and results
- Communicate more proactively on sustainability, e.g. on Share and in our buildings
- Offer competence development and sustainability literacy for employees in the form of short courses, PRME Carbon Literacy Workshop, deep dive into Green Dashboard
- Consider appointing 'Climate Frontrunners' at departmental level and develop toolboxes to support sustainable behaviour
- Engage in dialogue about sustainability as default with central decision makers
- Information on sustainable options directly to local stakeholders through feedback groups on procurement.
- Sustainability control and dialogue directly towards suppliers through active contract management

# INITIATIVE OWNERS



**Jan Bauer**

Faculty member,  
MSC



**Kristian Kornum**

Head of  
Procurement



**David Gullberg**

Executive  
director, MBA and  
part-time prgm.



**Rasmus Johnsen**

Vice-dean of Life  
Long Learning



**Dorte Salskov**

Head of  
Department, MSC



**Jens Riemer**

CBS Green Office



**Bitta Nielsen**

Director of  
Study  
Administration



**Hanne Harmsen**

Vice-Dean of Green  
Transition



**Trine Lawson**

Architect, Campus  
Services



**Mette Dybkjær  
Hansen**

Team Manager,  
Business Information  
and Analytics



**Jannie Henriksen**

CBS Green Office



**Lavinia Iosif-Lazar**

CBS Green Office

# INITIATIVE OWNERS

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Green Business Forum 2024	Jens Riemer
Initiating green research network within Sustainable food systems, Quantitative research methods to green transition research & Qualitative research methods to green transition research	Green Office
Hosting START in 2024 (Centre for Sustainable Agrifood Systems, a national network of all Danish universities aimed at stimulating integrative, interdisciplinary, and integrated research in the agrofood system)	Jannie Henriksen
Green Education and Students	
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Contribute to the development of an education communication strategy with focus on transformation/sustainability	Hanne Harmsen
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Engage in dialogue about sustainability as default with central decision makers	Hanne Harmsen
Information on sustainable options directly to local stakeholders through feedback groups on procurement.	Kristian Kornum
Sustainability control and dialogue directly towards suppliers through active contract management	Kristian Kornum

# JOIN IN!

How to engage in the CBS Sustainability Plan



**Reach out to us  
anytime**



**Call for  
ideas/initiatives  
during spring 2025**



**How would you like  
to be engaged?**



**What type of  
entries would you  
like?**



**What is your best  
advice for us?**