



S·HUB

Sustainability Hub
Norway



Annual report 2017

Oslo/Porsgrunn, March 2018

Dear friends,

Sustainability is a vague word. The task at hand is big. But why we set up Sustainability Hub Norway is easy: to bring those working in sustainability together to inspire, learn and stay up to date. Our community has a practical approach to the big promises states and companies made with the Sustainable Development Goals and the Paris Agenda.

Launched in March 2017, we focused this year on understanding sustainability in Norway, building the community and sharing knowledge.

We launched a report on the State of Sustainability in Norway 2017, executed and written by our former Editor Pia Lefevre. Key findings showed that the typical Norwegian sustainability employee does not usually have a formal education in sustainability, does not usually have budgetary decision-making power and experiences work capacity within their team as their biggest sustainability challenge.

We hosted larger inspirational events on measuring and reporting sustainability, showcasing concrete examples that combine theory with practice, seminars on sustainability in practice, and we co-hosted events at the Katapult Future Fest in May in Oslo, EAT Forum in June in Stockholm, Arendalsuka in August in Arendal. Generating a lot of interest for each event, it quickly became clear to us that people needed this community - also to dig deeper down into the sustainability matter.

People also needed conversations so we hosted Circles, smaller round table conversations, to address for example how communications directors best can communicate sustainability and workshops with UN Global Compact on the impact of the SDGs. These smaller conversations are creating the change the larger conversations originally inspired.

Our website showcases the latest events helping people to plan better and companies market events. The job portal gathers positions to be filled within sustainability and this has gotten a lot of attention. Our monthly newsletter reaches more than 500 sustainability professionals and decision makers and helps our community stay updated, while our Facebook community encourages online and offline conversations, as well as recommended readings.

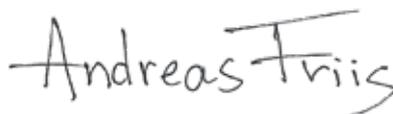
Individuals, executives and companies have guided us on the way, shown great interest and provided very valuable feedback. The timing was right for S-HUB. To accelerate sustainable business in Norway, people and companies needed this community. And the community needed them because it is founding partners such as Storebrand and Samfunnsviterne, the leading members such as Statkraft and H&M and all our other corporate partners and dedicated individuals that have made S-HUB possible. Thank you.

With the trends we are seeing, we are planning the following in 2018:

Experimenting less, cementing more: We have learnt what worked and what needs to improve. We are planning three to four bigger inspirational events with external speakers to raise our understanding and knowledge of sustainability in Norway, while continuing to host smaller conversations that create change.

We will run the State of Sustainability report again and be able to show how the sector is changing. Moving outside of Oslo and reaching out to stakeholders in Bergen and Trondheim, making S-HUB a truly national organization.

Thank you again for joining us on this journey, to the board and all the crowd-founders working hard to help Norway reach the SDGs.



Andreas Friis
Co-Founder & Executive Chairman
Sustainability Hub Norway

Starting-Up

Who we are - the idea

There is a worldwide shift towards sustainable development in business and society, articulated in the UN Sustainable Development Goals (SDGs).

Norway is one of the wealthiest countries in the world. Our natural resources have made us wealthy. We have an opportunity and an obligation to play a leading role in shaping the world we want to see in the future, both globally and nationally. Current Norwegian Prime Minister, Erna Solberg, is setting a positive example by focusing on the Sustainable Development Goals in the long term. We believe that Norway has the potential to be a leading player in the global field of sustainability.

However, in Norway there has been no leading organization in this field, bringing the professional community for sustainable business together. The community has been fragmented, and there is a need for an overarching initiative to gather companies, organizations and experts. This is why S-HUB was founded - to fill the gap, connect the dots and take leadership.

S-HUB was established to be the leading interdisciplinary community for sustainable business practices in Norway - and is a direct response to SDG #17: Partnerships. S-HUB gathers people, companies and institutions to increase knowledge, build relationships and accelerate sustainability initiatives. S-HUB does this by hosting talks, connecting people and making news, events and tools available.

Our Team

The main reason for S-HUBs fantastic first year has been the team. We were co-founded in early 2017 by a group of engaged individuals, who now constitute the Executive Board:



ANDREAS FRIIS
Co-Founder & Managing Director
Andreas is the architect behind S-HUB combining his previous start-up and leadership experiences with a passion for sustainable business models, social enterprise, hybrid companies and sustainability.



INGRID HELSINGEN WARNER
Co-Founder & Executive Board Member
Ingrid is committed to building the global village where voices are heard, people inspired and the connections made to handle the complex challenges that our world faces. As the Managing Director of Leidar Norway, she supports internationally-minded leaders and companies with their positioning and thought leadership activities.



CILIA INDAHL HOLMES
Co-Founder & Executive Board Member
Cilia is on a quest to redesign society so that the sustainable options are not only available, but more convenient than the alternative. As Director of Sustainability at Aker BioMarine, she works on integrating the SDGs into business practise.



Our core team of Crowd-Founders have been essential in our first year, and comes from a variety of backgrounds. The team is contributing actively in building S-HUB; our organization, events, meeting places, editorial content, web platform and our own knowledge and perspectives.



MARIANNE CONDRUP
Head of Administration
and Finance

Marianne has 10+ years of business management and sustainability experience from California with amongst others Sustainable Brands, and holds an MBA in Sustainable Business.



EIVIND FLIFLET
Head of Events -
Associate Director 2017

Eivind supports in arranging professional events, and has experience with strategy and business development from amongst others McKinsey & Company and Norsk Gjenvinning.



PIA LEFEVRE
Editor and Associate
Director 2017

Pia has in 2017 been balancing finishing her Master's thesis in collaboration with S-HUB while working parttime on sustainability in Aker BioMarine, alongside delivering sharp newsletters, editorial content and building the website for S-HUB.



LAUREN GUIDO
Editor 2018 -
Partnerships 2017

Lauren has already at a young age conducted sustainability innovation research on four continents, and is interested in sustainable businesses she sees them as key to reaching the SDGs. She currently studies International Development and Environmental Studies at The Norwegian University of Life Sciences (NMBU).



ANDERS FAGERNES
Advisory, Events and
Communications

Anders works in the intersection between business, politics and sustainability as a consultant at Geelmuyden Kiese - advising companies and organizations in sectors undergoing great transformations.



ERIK FEIRING
Advisory, Organizational
Development

Erik draws on his experience from EY, SIGLA, and the World Bank Group to support S-HUB in building bridges between sectors - so that companies, governments, organizations and private citizens pull together to solve the fundamental challenges of our time.



SUNNIVA BRATT SLETTE
Advisory, Events
and Content

Sunniva is passionate about the intersection between strategy and finance, and brings her financial expertise into S-HUB from her day-job as a Sustainability Analyst at Storebrand.



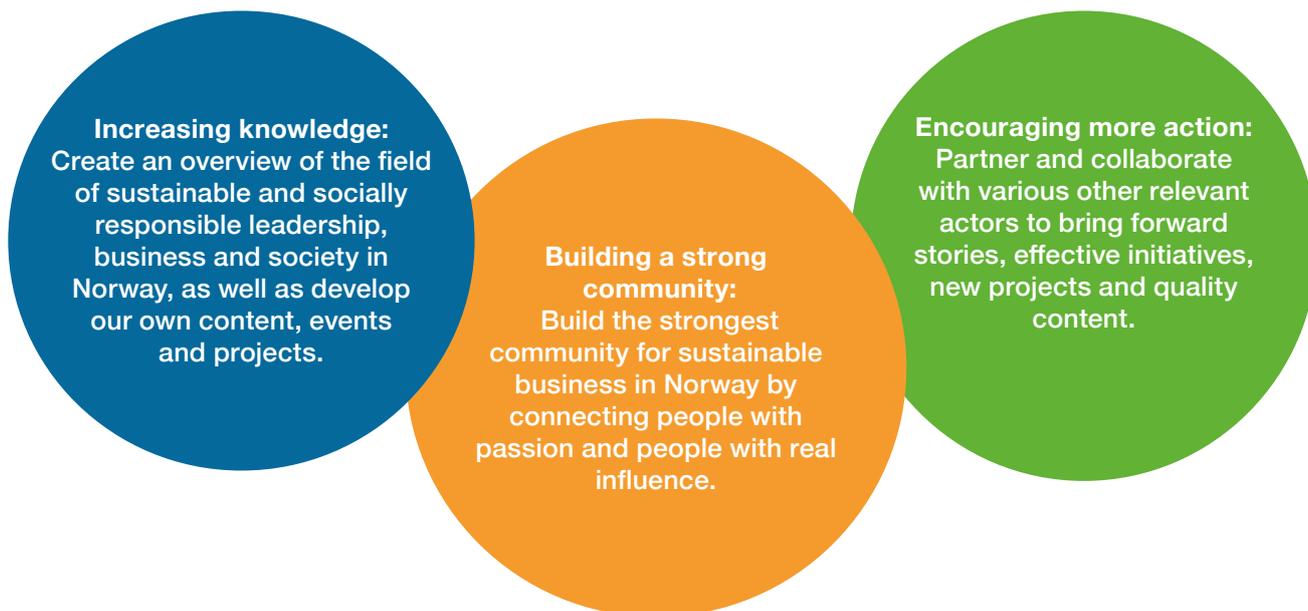
MICHEL WOLFSTIRN
Advisory, Events and
Content

Michel worked as a mechanical engineer in the oil industry, but is now the Co-Founder of BiomimicryNorway, an organization dedicated to promoting the practice of circular economy and biomimicry (sustainable innovation inspired by nature).

Our Goals

Sustainability Hub Norway aims to be the leading community for Sustainable Business in Norway. Through our collaborative platform, we want to strengthen the ecosystem for sustainable business, in order to increase the pace of change and move companies and society in a more sustainable direction.

Our mission is to inspire and enable Norwegian companies and organizations to become more sustainable, contribute to achieving the SDGs and thereby create competitive advantage and prosperity. This will be done by:



Our Topics

S-HUB will focus our efforts on three different levels of sustainable business and leadership to maximize our impact - with an emphasis on practical and actionable sustainability strategies.

1. **Societal Level** - SDGs, markets, ecosystems, politics, culture
2. **Company Level** - Ownership, boards, leadership, strategy, business models
3. **Functional Level** - Practical sustainability, functional strategy, implementation

We work across sectors, sustainability topics, and functions within companies. For too long, sustainability has been the realm of isolated corporate functions without proper integration into the business operations. We want to change this, and help companies incorporate sustainability mindsets into functions like HR, strategy, finance and their core business.

Our Brand / Logo

Each bubble in the logo symbolizes one of the SDGs and shows how they are all dependent on each other to reach the SDGs. The bubbles also indicate how S-HUB is connecting the dots and people within sustainable business in Norway.



Partners & Members

S-HUB is looking for the most sustainably ambitious companies and organizations in Norway to join the community. We are currently setting up partnerships with some of the biggest companies, organisations, unions, and universities in Norway.

Partnership Structure

S-HUB has chosen a tiered partnership structure to formally connect corporate and organizational partners to the S-HUB platform.

FOUNDING PARTNER

For those who want to take a leading position within sustainability in Norway

250 000 NOK/year

A 3–5-year agreement

- Eternal status as Founding Partner of S-HUB
- Top tier visibility/exposure
- Strategic partnership
- Event or content collaboration
- Customized content
- Access to S-HUB events
- Access to the community
- Exclusive invitations to closed meetings and committees

LEADING MEMBER

For those who want to take part and do something

100 000 NOK/year

A 1-3-year agreement

- More visibility/exposure than regular members
- More strategic involvement than regular members
- Event or content collaboration
- Access to S-HUB events
- Access to the community
- Exclusive invitations to closed meetings and committees

CORPORATE MEMBER

For those who just want to be a part of the community

10 000 – 50 000 NOK/year

Annual membership

- Access to S-HUB events
- Access to the community
- Exclusive invitations to closed meetings and committees

INDIVIDUAL MEMBERSHIP

Free

- S-HUB Monthly Newsletter
- Invitations to open events and meetings

Our Partners & Members

FOUNDING PARTNERS



LEADING MEMBERS



CORPORATE MEMBERS



Membership Benefits

Our membership benefits are

1. Overview and insight into the Norwegian sustainability community. S-HUB gathers information on behalf of the community and shares it openly.
2. A platform to share and build knowledge, and to train and educate employees.
3. Community of sustainability professionals - outside of the workplace.
4. Recruitment and jobs - S-HUB gathers the best people and companies within sustainable business in Norway.
5. New relations - a platform to build or strengthen relations within the world of sustainable business.
6. Visibility and positioning as a leading player within the field of sustainability in Norway.
7. Access and deep discounts to partner events.

MEETING ARENAS

Member meetings,
seminars, workshops,
conferences

EXPERT COMMITTEES

Committees - Expert
committees with
national experts and
in-depth focus in one
specific topic

CIRCLES

Confidential roundtable
conversations in
smaller circles - across
companies and
industries

DIGITAL COMMUNITY

S-HUB online -
providing overview,
insight and
inspiration

Events & Activities 2017

Aligned with S-HUB's mission, all activities are designed to empower companies to act on sustainability. In 2017 S-HUB hosted 15 events to build momentum for sustainable business in Norway and delivered additional content to amongst others the Katapult Future Fest, the EAT Stockholm Food Forum, Innovation Norway and the Xynteo eXchange.

Main S-HUB Events

S-HUB organizes events in the following three categories:

1. **Meeting Arenas** - Member meetings, seminars, workshops, conferences.
2. **Circles** - Confidential roundtable conversations in smaller circles - across companies and industries.
3. **Expert Committees** - Expert committees with national experts and in-depth focus on one specific topic.

Meeting Arenas

Meeting Arenas are set up to engage and educate S-HUB's members in topics of interest. They create space for big conversations on change, they inspire and allow for connection with like-minded people. These events are either open to everyone - to make knowledge on sustainable business more accessible - or closed to address specific topics of interest to our corporate members.

In 2017 S-HUB organized four meeting arenas:

#1 - March 28 - A New Norwegian Sustainability Cluster

An input-meeting, organized together with Abelia, NHH, NTNU and Innovation Norway, to hear from the community what is needed to build the ecosystem for sustainable business.

#2 - April 28 - Sustainability Reporting

In April we organized a breakfast meeting on sustainability reporting for our Corporate & Organizational Members and special guests. The event was a collaboration with Scatec Solar, Statkraft, Storebrand, Aker BioMarine and Norsif, and welcomed 120 people.

#3 - October 24 - Exclusive Member's Meeting

In October we hosted a member's meeting where we also launched the report "State of Sustainability", a mapping study of CSR in Norway set out to identify trends and challenges in the field. The mapping study was a part of a Master's Thesis at NTNU written in collaboration with S-HUB. 30 special guests were invited.

#4 - November 29 - Practical Sustainability

Our biggest event so far was around the theme "Sustainability in Practice" and was hosted at Kulturhuset in November, in collaboration with Samfunnsviterne. The event was fully booked with 180 participants, and had an online reach of 20,000+ people, with 3,144 clicks on the registration link, 1,510 unique people visiting the landing page, and 456 interested in attending.

Circles

Circles are smaller conversations that create change. The conversations address a specific topic with eight well-prepared participants that move the agenda on the topic one step further. Circles are by invitation only, under Chatham House Rule, with a focus on conversation, not digital devices. In 2017, S-HUB organized four Circles; on renewable energy, the circular economy, communicating sustainability, and sustainable intrapreneurship.

Expert Committees

Expert Committees are groups put together to help member companies improve on areas of their choice. Topics can range from sustainability reporting to employee engagement and communication. We match corporate members with experts to discuss cases across industries and overcome barriers to sustainability.

Other events

S-HUB dinners

In 2017, we tested out the concept of S-HUB dinners - informal gatherings for professionals working with sustainability. We organized five dinners at Sentralen in Oslo, with between 20 and 40 attendees each time and speakers from Scatec Solar, Norsk Gjenvinning and BI Business School.

Workshops

Throughout 2017, we hosted and co-organized various workshops with several partners

- Co-organized and facilitated a workshop on Future Society at Katapult Future Fest
- Organized and facilitated a workshop on Future Society at EAT Stockholm Food Forum
- Co-organized a workshop on SDG Impact Measurement with the UN Global Compact in Oslo

Arendalsuka

At Arendalsuka we organized four events - three of which took place aboard the Storebrand-boat made available to us by our Founding Partner Storebrand:

- «State of Sustainability in Norway» together with Virke and Innovation Norway
- «7 ways Norway can take global leadership within sustainability»
- Workshop on Exponential Sustainability - together with Virke, Samfunnsviterne and Innovation Norway
- Morning seminar on Circular Economy, co-organized with Circular Norway, EFO and Renas

Information meetings

As a response to the large amount of inquiries and the enthusiasm shown, S-HUB hosted two information meetings for corporations, organizations and individuals to present what S-HUB is, how to get involved and more about membership possibilities.

Digital Community & Content

Website

The S-HUB website creates a learning space for sustainability and challenges the corporate world and politicians to constantly improve the state of sustainability in Norway. S-HUB supplies the latest news and trends on sustainability, and encourages members and special guests to write opinion pieces to create discussions around sustainability at a national level. The website was re-launched in April with more details into S-HUB, a separate news section for sustainable business and individual contributions.

Calendar

The calendar compiles national and regional sustainability events in one location. The calendar has had an average of 450-500 unique visitors per month and is actively promoted through the monthly newsletter and S-HUB's social media channels. The calendar increases awareness of events and thereby participation, as well as helping companies and organizations ensure that they do not plan events on the same topic that collide.

Subscribers of the newsletter and visitors on the website are encouraged to submit events to the calendar.

Job Portal

Similar to the calendar, the job portal compiles job openings in the sustainability industry throughout the Nordic region. The job portal is the most popular page on our website, with several hundred unique visitors per month.

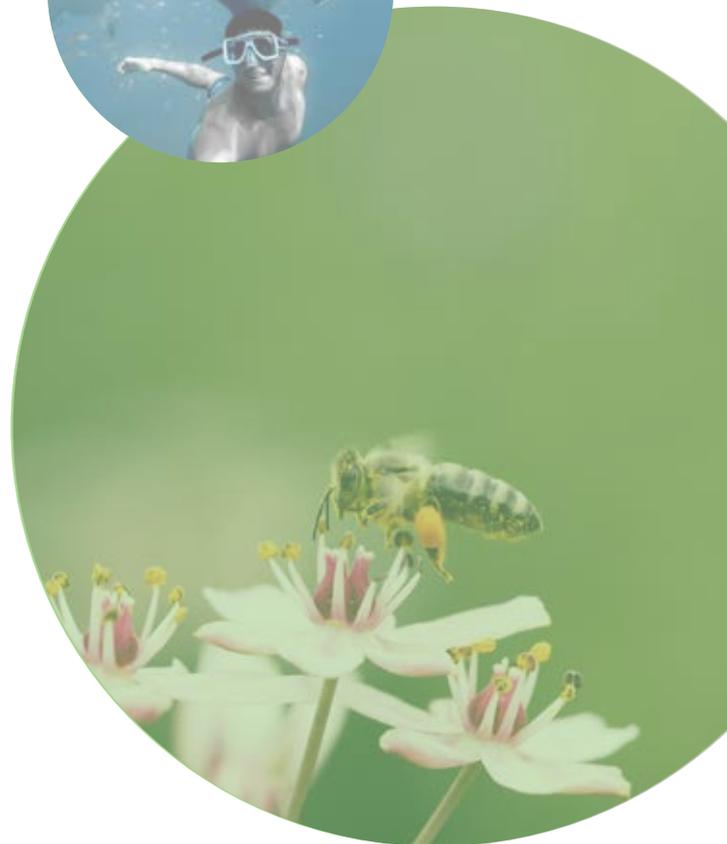
Subscribers of the newsletter and visitors on the website are encouraged to submit job postings to the portal.

Newsletter

The first newsletter was published in February 2017 and is sent monthly to 500+ sustainability professionals and decision makers. The newsletter includes information about what S-HUB is working on, news on sustainability, recent sustainability reports, job portal and upcoming sustainability events.

On average, 35-40% of the monthly S-HUB newsletters are opened and read by our community, with a 10-15% click rate.

The industry average for business newsletters is a 20% open rate and less than 3% click rate. In other words, S-HUB has almost **double** the interest from readers in our community compared to the industry average, and a **3-5 times the engagement rate** among our subscribers compared to the industry average.





Social Media

“Official” S-HUB Facebook Page

We have not invested significant effort in our official S-HUB facebook page, since our segment focus is on sustainability professionals and decision makers and not the general public. Therefore, we have prioritized direct emails, newsletter and the closed facebook community group.

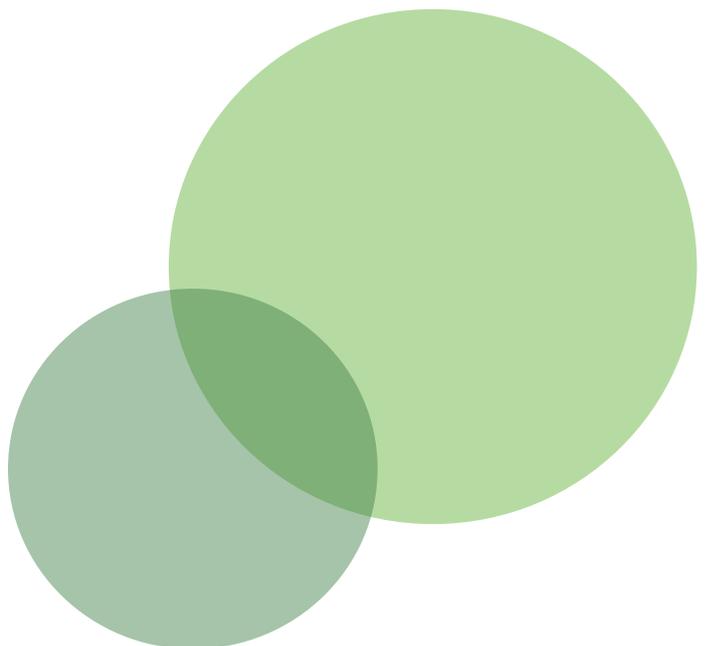
By end of year 2017 we had 421 page likes and 459 followers. Our monthly Facebook reach is on average towards 1,500 - 3,300 unique users, with monthly organic exposure rates of 3,000 - 11,400. The number of monthly engaged users on our official facebook page is between 150 - 300 individuals.

Closed Facebook S-HUB Community Group

The S-HUB Facebook group is a closed Facebook group for the S-HUB Community with acceptance either based on invitations from other people in the group or by answering three questions regarding motivation to join the group. The platform is used by S-HUB and its community members of sustainability professionals and students as a place to share events, jobs postings, reports, news stories and personal insights. There were 574 individual members in the closed community group by the end of year 2017.

Twitter

The Twitter account, @SHub_No, has been active since November 2016, before the organization officially launched. It is used to update the S-HUB community on events, job postings and news, as well as live tweets from S-HUB events and various other sustainability events in Norway and the Nordics. Since May 2017, there have been over 112,697 impressions and 930 followers.



7 ways Norway can take global leadership on sustainability

- Published at Arendalsuka 2017

S-HUB compiled feedback from 400 various people in the S-HUB community of sustainability professionals. The piece got traction on social media.

1. Lead on measuring the impact of business

To make the right decisions, consumers, investors and government need good data. It has to be easy for companies to report on sustainability. Norway has a high degree of openness and systems for finding and sharing information. This can put us in the driver's seat.

2. Be the best host nation for sustainable companies

Norway has a solid foundation for testing new industries. Norway has to make it attractive for companies to want to come to Norway with new technologies. Examples to date include the electric car incentives and Tesla. "What we want less of should be taxed more, and what we want more of should be taxed less." (Expert Committee Green Competitiveness)

3. Adopt new technologies and innovate

Norway has a good starting point with high levels of trust and safe frameworks to help us become a leader in building the society of the future. With government and business working closely together, Norway has the opportunity to prioritize and rapidly adjust.

4. Be a country where it is easy for the consumer to make the best choice

New demands for what information the consumer should have access to and positive reinforcement of choices that are good for the consumer and society, and will build a growth market for future products and services.

5. Be the best in sustainable public procurement

The state must use its role as a purchaser to encourage sustainable players and create consistent demand. This will eventually strengthen Norwegian competitive advantage abroad.

6. Lead on implementing and following up the UN Sustainability Goals

Several Norwegian companies have implemented the UN Sustainability Goals in their business strategy, and Norway is the Co-Chair of following them up globally. Here we have the opportunity to take a leadership position globally, and should have a Minister of Sustainability to follow up on the UN Sustainability Goals.

7. Build the world's best ecosystem for sustainability

Solutions within sustainability often lie in the intersection between different institutions, value chains and people. To access these, we must mobilize and collaborate across the ecosystem.

**«Slam Poetry about S-HUB»
by Andreas Friis**

There are always these pitches that we all need to do
They are sometimes quite boring so I wanna try something new
Slam Poetry is a field that I don't know very much
Speaking both to the brain and maybe there's a heart I can touch

Sustainability Hub Norway was new as of March 1st last year
We wanna reach out to leaders and businesses that care
about people, the planet and financials too
Because business has power to change what we do

From research we see that this is profitable as well
Because trust is essential in all the stories we tell
But it needs to be anchored all way to the top
So EVERYONE can know that this is not just a flop

We need to be real in the way that we work
and know WHY we're good, not just a jerk
..that pretends to be something that he's really not
be real to build trust, to give what we got

So why is it needed with something like this?
Because boards say they care but in action they miss
There's so much more that leaders and companies can do
to change the world with business that's new

New in a way that makes the world quite much better
Something that you would even write in a letter
to your future grandchild or just to yourself
To keep for the records and store on a shelf

Ghandi said «Be the change you wanna see in this world»
So when we look back at these winds that whirled
We would be proud to say «I was a part of that»
And that's the end of my rhyme, now I'll get my hat