



A School with a View

COMMUNICATION ON ENGAGEMENT
by
IEDC-Bled School of Management



December 2023

Contents

- 1. About IEDC-Bled School of Management..... 4
 - 1.1. Mission 4
 - 1.2. Vision 4
 - 1.3. Commitment to Sustainable and Socially Responsible Practices..... 4
- 2. Integrating the Global Compact Principles and Sustainable Development Goals in IEDC’s Teaching and Learning Processes 5
 - 2.1. Actions..... 5
 - 2.2. Measurement of outcomes..... 6
- 3. Commitment to Global Compact Principles Within the Coca-Cola Chair of Sustainable Development and the World Institute for Sustainability and Ethics in Rising Economies (WISE) 7
 - 3.1. Actions..... 7
 - 3.2. Measurement of outcomes..... 8
- 4. Green Initiatives at IEDC..... 10
 - 4.1. Actions..... 10
 - 4.2. Measurement of outcomes..... 10

Bled, December 16, 2021

Statement of IEDC-Bled School of Management's commitment to United Nations Global Compact and its principles

To our stakeholders:

I am pleased to confirm that IEDC-Bled School of Management reaffirms its support to the United Nations Global Compact and its mission of promoting corporate sustainability in the areas of Human Rights, Labour, Environment and Anti-Corruption.

In this Communication on Engagement (hereinafter: COE), we describe our actions to continually support the Global Compact and its principles and to engage with the initiative. We also commit to sharing this information with our stakeholders using our primary channels of communication.

COE is divided into four distinct chapters. The first chapter provides general information on IEDC-Bled School of Management's mission, vision and highlights *"Responsible and creative leadership"* as the main distinctive feature of IEDC-Bled School of Management. The second chapter presents how Global Compact and its principles are integrated in IEDC-Bled School of Management's teaching and learning processes. The third chapter highlights actions provided by the IEDC Coca-Cola Chair of Sustainable Development and WISE Institute. The final - fourth chapter looks at the ongoing green initiatives at IEDC.

Sincerely yours,



Prof. Dr. Danica Purg
President

1. About IEDC-Bled School of Management

Since its inception the IEDC-Bled School of Management has set out to be a "Centre of Excellence" for executive education and research; to act as a change agent for individuals, organizations, and society at large; to bring innovative ways of thinking and acting to the management community; and to play an important role as a meeting place for various stakeholders. The institution endeavours to provide quality programs, research activities and various actions to attract promising leaders, provide them with world-class management education in a conducive, reflective and challenging environment. It also aims to impact on society at large by inspiring life-long-learning and focus on being responsible change agents for self, organisation and the larger context. It has been lauded internationally for pedagogical innovation and excellence and aims to augment this reputation with confirming, creating and disseminating knowledge in the fields of management and leadership studies.

1.1. Mission

The mission of the school has been multi-faceted: It has been to be a "Centre of Excellence" for executive education and research; to act as a change agent for individuals, organizations, and society at large; to innovate in terms of bringing new ways of thinking and acting to the management community; and to play an important role as a meeting place for business, government and NGOs on issues of common concern.

IEDC's mission statement is reviewed in strategy reports from the President to the Supervisory Board.

1.2. Vision

IEDC should continue to build on their strong legacy from the past, and continue pursuit of general management and leadership education which provides both global research supported latest thinking and best practice perspectives, but in parallel, high "local" relevance.

IEDC should remain as one of the leading management development institutions in CEE and SEE but stand out from these in terms of its commitment to innovative approaches to leadership and leadership education, to ethics and sustainability, and to a strong cultural grounding which promotes new thinking at the interface of arts and management.

IEDC should continue to internationalize the participant body, business connections, and influence as leading institutions in emerging and recently emerged markets, taking full advantage of the many synergies between IEDC and CEEMAN.

1.3. Commitment to Sustainable and Socially Responsible Practices

IEDC is a centre of excellence and a major meeting point for the exchange of ideas and for exploration of best management practices in the Region.

IEDC introduced business ethics into its core MBA curriculum three decades ago, well before other regional and international business schools. In 2007, IEDC founded the Slovenian branch of the UN Global Compact to help Slovenian companies realize strategic opportunities offered by sustainable and socially responsible practice and became the first CEE business school to join the UN PRME initiative which promotes integration of sustainable development initiatives in management education, research and leadership globally. In 2010, IEDC launched the IEDC Coca-Cola Chair of Sustainable Development, the first endowed chair for the school.

IEDC supported establishment of the Network for Social Responsibility of Slovenia that serves as the meeting point of companies and other organizations to promote social responsibility, and the EISEP Institute that was founded to develop the fields of corporate compliance and ethics. IEDC established close cooperation with both organizations to develop two of the most important annual regional conferences on CSR, sustainability, ethics and compliance – the Annual Trends in CSR Conference and the annual Bled Compliance and Ethics Conference.

In 2018, IEDC was a founding member of the World Institute of Sustainability and Ethics (WISE) at IEDC, which was established in cooperation of four academic institutions (University of Stellenbosch Business School, School of Management, Zhejiang University, Cologne Business School, and IEDC Faculty of Postgraduate Studies). The main activities of WISE are collaborative research, teaching, and publishing projects in the field of sustainability and ethics. The headquarters for WISE is situated on the IEDC campus.

2. Integrating the Global Compact Principles and Sustainable Development Goals in IEDC's Teaching and Learning Processes

2.1. Actions

Recognizing the growing importance of sustainable development for business leaders, IEDC continues to promote the concept by integrating sustainability as a required course in its curriculum, developing innovating teaching tools and cases, and organizing seminars, conferences and networking events for companies and other stakeholders with a specific commitment of supporting the needs of Central and Eastern Europe.

In its curriculum, IEDC has been putting a very strong emphasis on developing business leaders that are not only concerned with the 'how' of business, but also with the 'why' of business, inviting practicing decision makers to re-think the role of business in society, and reflect on the nature of fundamental business issues, such as profit and value creation. In its core management curriculum, IEDC uses art in leadership development for heightening managers' ability to reflect, appreciate beauty and harmony, respect multicultural values, and aspire for servant orientation in leadership.

IEDC consistently integrated speakers from non-managerial background, such as politics, culture, history, and science into its educational programs to broaden horizons of modern managers and foster appreciation for broader context business operate within.

The IEDC is committed to a number of United Nations Sustainable Development Goals (SDGs), but most notably those focusing on quality education (SDG 4), gender equality (SDG 5), decent work and economic growth (SDG 8), industry, innovation and infrastructure (SDG 9), reduced inequalities (SDG 10), and partnerships for the goals (SDG 17). These commitments are reflected in their educational programs, research initiatives, and collaborations that aim to foster sustainable and responsible leadership and management practices.



2.2. Measurement of outcomes

June 2022

IEDC co-organized the annual International Conference on Trends in CSR 2021. The conference was dedicated to the theme of “Flexible Resilience”. Keynotes, focused on the nature and future of resilience, its different layers (individual, team, and organization) as well as its strategic component. Two workshops explored the implementation of social sustainability in the corporate sector as well as stakeholder dialogue for the strategic and competitive future of the Slovene region.

June 2022

IEDC hosted the Executive Compliance Breakfast for compliance and sustainability experts and executives. The event highlighted trends and novelties in the area of sustainability from the perspective of practice and regulations. With experts and leaders from different industries and disciplines, we will learned about the good practices that already exist in Slovenia and the broader region, and identify the challenges and issues that companies face. The programme also included a presentation on what we can expect from the CSDD (Corporate Sustainability Due Diligence Directive), adopted recently by the European Commission.

October 2022

IEDC hosted the Slovenian Sustainable Business Canvas for participants of the EDHEC Global MBA program. Students coming from all around the world visited several partner companies, learned about best practice examples and competed in solving real-life sustainability challenges.

April 2023

Together with the German-Slovenian Chamber of Commerce, IEDC co-hosted the German-Slovenian Economics Day 2023, bringing together over 120 of top business leaders in the region. Executives

discussed Slovenia as a business destination highlighting as major obstacles to doing business staff shortages, problems with infrastructure, and non-transparent procedures to win a public procurement deal or obtain a permit. As part of the conference, the German Economy Award 2022 which awards the most sustainable and innovative businesses was awarded to ISKRA d.o.o.

May 2023

IEDC organized the international conference "From Doomsday to New Optimism - Connect with Leaders Who Make a Difference". This great event, held on May 19th, brought together 450 distinguished guests from 27 countries, with Bloomberg Adria serving as the event's media partner. The conference featured distinguished speakers from various sectors, all of whom shared their unique insights, experiences, and advice on navigating a changing world. Among the notable speakers was also the Prime Minister of the Republic of Slovenia, Dr. Robert Golob. This unique conference not only provided a valuable forum for sharing insights and business connections but also proved an inspiring reminder of the power of optimism in uncertain times. With guests from 27 countries, the event served as an opportunity for attendees to connect with executives, experts, and government representatives, fostering an atmosphere of international cooperation and forward-thinking dialogue.

June 2023

The Annual Trends in CSR Conference took place on June 7, 2023, with this year's theme of "Beyond CSR." The Coca-Cola Chair supported the development of the program and invited selected speakers. The conference welcomed 115 participants who were addressed by three keynote speakers and had an opportunity to listen to a multi-stakeholder panel, including representatives from the industry, academia, and NGO sector. Participants could also choose from two different workshops.

October 2023

IEDC co-hosted the 8th Bled Compliance and Ethics Conference – one of the region's most recognised conferences in compliance. It covered current developments in the field of business compliance, ethics, risk and governance, subject matters relevant in Europe and internationally. The conference attracted excellent speakers, long-time practitioners and a variety of leading professionals in compliance, ethics, risk management, sustainability, legal etc. Participants and speakers of previous conferences came from Slovenia, Croatia, Serbia, Bosnia, Monte Negro, North Macedonia, UK, US, Germany, Italy, Austria, and Hungary.

3. Commitment to Global Compact Principles Within the Coca-Cola Chair of Sustainable Development and the World Institute for Sustainability and Ethics in Rising Economies (WISE)

3.1. Actions

In 2010, The Coca-Cola Company invested in the Coca-Cola Chair of Sustainable Development at IEDC. Since its establishment, the chair was active in developing a culture of sustainability in Central and Eastern Europe and beyond via research, teaching and outreach efforts, and had a great impact on

theory and practice of sustainable development locally, regionally, and internationally. The Coca-Cola Company's investment supports applied research, development of unique teaching materials, and creation of breakthrough global projects aimed at developing management professionals ready to address complex social and environmental pressures facing the world today.

Through the Chair, also CEEMAN International Management Teachers Academy (IMTA) is being supported. IMTA provides a unique opportunity for young faculty to develop their curricula, course design, teaching materials and particularly teaching skills and methods. IMTA Alumni Association consists of close to 700 graduates (62 of them graduated in the field of sustainable development), representing over 160 institutions and over 50 countries. One of the recent outputs of the Coca-Cola Chair is publishing an integrated vocabulary for promoting responsible and sustainable business.

With support of the Coca-Cola Chair, IEDC established the WISE Institute in 2018, also connecting National Institute for Innovation Management at Zhejiang University (China), Cologne Business School (Germany), and University of Stellenbosch Business School (South Africa). The institute connects centres of excellence which address the most relevant business challenges of today from a truly global perspective by bridging local entrepreneurship with global thought leadership. WISE aims to serve professionals in the field of sustainable business (encompassing business ethics, CSR and sustainability) within rising economies through practice relevant research, education and networks. The goal is to develop an ongoing research and educational agenda to drive integrated sustainability and to facilitate the implementation of best practices within rising economies.

3.2. Measurement of outcomes

Publications

There are currently several works in progress by the Coca-Cola Chair and by researchers working at individual WISE centers of excellence as well as coordinated research publications. Out of the most recent publications, we are highlighting the following:

- Leal Filho, W., Coronado-Marín, A., Salvia, A. L., Silva, F. F., Wolf, F., LeVasseur, T., Kirrane, M. J., Doni, F., Paço, A., Blicharska, M., Schmitz, M., Grahl, A. T., & Moggi, S. (2022). International Trends and Practices on Sustainability Reporting in Higher Education Institutions. *Sustainability*, 14(19), 12238.
- Gupta, S., Campos Zeballos, J., Del Río Castro, G., Tomičić, A., Andrés Morales, S., Mahfouz, M., Osemwegie, I., Phemia Comlan Sessi, V., Schmitz, M., Mahmoud, N., & Inyaregh, M. (2023). Operationalizing Digitainability: Encouraging Mindfulness to Harness the Power of Digitalization for Sustainable Development. *Sustainability*, 15(8), 6844.
- Schmitz, M. A., Ommen, E., & Karlshaus, A. (2023). Sustainable Expatriate Management: Rethinking International Assignments. *AIB Insights*. Advance online publication.

Research in Brief:

- 16 scientific and professional publications published.
- 4 ongoing research projects
- 8 new research proposals submitted
- SDGs addressed: SDG 4, SDG 5, SDG 8, SDG 10, SDG 12, SDG 13, SDG 17

Research and Development Projects

In order to assure finance for its research and development projects, WISE and the Coca-Cola Chair WISE look for opportunities with various European and other international research funding sources.

Over past two years, IEDC was through them involved in the following projects related to sustainability:

■ **ISSUE**

In the first half of 2022, two of WISE Institute members (IEDC and CBS) have concluded the ISSUE research project funded by an EU Erasmus+ grant enabling research on sustainable solutions in higher education with six other partners from all over Europe. As part of the project, WISE produced a three-part ISSUE Methodology Handbook Series with Best Practices on Sustainability and the Collection of Teaching and Research Case Studies. The (re)WISE podcast series pilot episode was also launched.

■ **EQUAL4EUROPE**

We continued with a gender equality project funded by the H2020 mechanism. In cooperation with some of the worlds' best business schools, WISE is now working on reduction of gender inequalities in research and leadership. WISE has conducted over 30 interviews with leadership of some of the best business schools in Europe, resulting in a qualitative analysis and a report with recommendations on improving gender-balance in decision-making bodies for HEIs.

As a result of the active participation in the project, IEDC has become one of the first higher education institutions in Slovenia to adopt a tailored Gender Equality Plan together with a detailed Action Plan. In June 2022, WISE and IEDC hosted the first project workshop on Gender Equality in Leadership.

■ **EQUATION**

In 2022, IEDC in cooperation with CEEMAN, launched the EQUATION project on gender equality in higher education and accreditation institutions. IEDC is the lead partner responsible for a toolbox on Gender Equality and Diversity Implementation in Higher Education and will also support development of guidelines for accreditation institutions.

■ **i5**

The Coca-Cola Chair has been involved in the UN PRME Impactful Five (i5) Expert Pedagogy Group, including work on conducting workshops, fostering exchange during the i5 café professor lounges, and participating in further outreach and training activities (e.g., Boston meeting, October 24-27). On May 24th, The Coca-Cola Chair co-facilitated a PRME i5 Training. The first main milestone that has been achieved is the publication of the i5 Playbook, which has benefited from the innovative examples of teaching pedagogy of the Coca-Cola Chair.

4. Green Initiatives at IEDC

4.1. Actions

IEDC has a strong track record of environmental initiatives. In 2015, IEDC organized and hosted a regional conference: Water: Human Right, Responsibility and Opportunity, attracting 140 guests and several distinguished keynote speakers. A year later Slovenia became one of the first countries in the world to put the right to drinking water into its constitution.

Since 2016, IEDC completely stopped using bottled water. Drinking fountains were installed on the campus and glass cups are available at the school's two bar areas as well as in front of all classrooms whenever big events are happening. Each MBA student gets a glass bottle for water with their name engraved on it. The table below shows the direct impacts that we have achieved with these initiatives.

With most of its printing done in-house, IEDC uses about 1,2 tons of paper annually for printing. Since 2017, IEDC exclusively uses only recycled paper. With an estimate of 37% of Co2 savings from recycled paper as compared to virgin paper, IEDC has managed to save close to 3,4 tons of CO2 emissions if we estimate a 2.5 tons of CO2 emission per ton of virgin paper produced.

At the end of 2018, IEDC started an initiative to encourage the reduction of paper use and energy consumption. In 2019, we reduced paper use by 0.36 tons – equivalent of 0.8 tons of carbon footprint reduction. Energy consumption was also reduced by 5%. As face to face events were canceled or moved online and work was organized from home in 2020 due to the COVID-19 pandemic, measurements for 2020 are not included.

4.2. Measurement of outcomes

	2016	2017	2018	2019	2020	2021	2022	2023	Total
Bottles saved	10.354	10.472	9.993	10.273	*	*	8961	**	50.053
CO2 Footprint reduction (t)	0,9	0,9	0,8	0,9	*	*	0,7	**	4
Equivalent in distance travelled by car (km)	5.115	5.174	4.937	5.075	*	*	4326	**	24.627

	2016	2017	2018	2019	2020	2021	2022	2023	Total
Paper per year (t)	1,2	1,2	1,2	0,84	*	*	0,97	**	5
CO2 Footprint reduction (t)		1,13	1,13	0,79	*	*	0,88	**	4
Equivalent in distance travelled by car (km)	0	6.702	6.702	4.690	*	*	3947	**	22.041

*Data not representative due to impact of COVID-19.

**Final data not yet available for 2023