

# PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

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Sharing Information on Progress (SIP) 2014

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**IESE WAS FOUNDED IN  
1958**

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**MORE THAN 43,000  
ALUMNI IN 100  
COUNTRIES**

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**STUDENTS REFLECTING  
60 NATIONALITIES IN  
THE FULL-TIME MBA  
PROGRAM**

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**GLOBAL CAMPUSES AND  
REGULAR PROGRAMS IN  
BARCELONA, MADRID,  
NEW YORK CITY,  
MUNICH, NAIROBI, SAO  
PAULO AND SHANGHAI**

# INTRODUCTION

Since the last Report on Global Responsibility, IESE Business School has taken significant strides in boosting its activities in the area of corporate social responsibility. IESE remains committed to the Principles for Responsible Management Education (PRME) initiative, which is aligned with the school's central mission and goals.

Over the last 18 months, the school has continued to expand its programs, research and activities with the goal of helping companies carry out their activities with a deep, positive social impact. Recent activities and projects include the 25th European Business Ethics Network (EBEN) Conference (2012) and the 18th International Symposium on Ethics, Business and Society (2014). Both were co-organized by the Center for Business in Society. The theme of the first event was *Work, Virtues and Flourishing* and the theme of the second event was *Ethics in Accounting, Finance and Banking: Toward a More Comprehensive Integration*.

IESE's numerous research centers and chairs continue to play a key role in the area of development of new ideas and materials in the realm of corporate sustainability. In April 2013, a new chair – the Schneider Electric Sustainability and Business Strategy Chair – was created to bolster IESE's commitment to relevant research. The school's Doing Good and Doing Well Conference continues to draw MBA students and speakers from around the world to discuss the latest developments in responsible business.

Within its MBA and doctoral programs, IESE has traditionally sought to make ethics, sustainability and innovation central areas of focus. This follows on the school's mission *to develop leaders who can make a deep, positive and lasting impact on people, business and society*.

Despite an uncertain and shifting global economy, IESE remains dedicated to fostering responsible leadership in business around the world. With campuses in Barcelona, Madrid, New York and Munich, as well as a permanent presence in Brazil and ongoing activities in Shanghai, the school is well-positioned to make relevant and far-reaching contributions to the field of CSR today and in the future.

**Jordi Canals**

Dean, IESE Business School

# MISSION

IESE Business School seeks to develop leaders who can have a deep, positive and lasting impact on people, firms and society through professionalism, integrity and spirit of service.

IESE believes that companies are communities of people and management should be centered around people. The ethical and moral values that the school draws on stem from the Christian tradition and humanistic principles, which emphasize the intrinsic rights and dignity of every person. The school's core values are clearly articulated within its programs, which have a clear commitment to ethically and socially responsible behavior in the management profession.

They are the following:

- Respect for others
- Humility
- Learning and listening
- Teamwork

With these values as a foundation, IESE programs are structured around five pillars of leadership development:

- A general management perspective
- Human and ethical values
- International dimension
- Transformational impact
- Knowledge development

# COMMITMENT TO RESPONSIBLE LEADERSHIP IN BUSINESS

Since its establishment, IESE has devoted special attention to corporate social responsibility. It is therefore in a position to make a valuable contribution to research in this field and to offer useful answers to the business community. Certain defining characteristics of IESE's educational activities make the school especially well-qualified to do so:

- Humanistic approach. Since it was founded, IESE has shown a clear determination to make the person the central reference point for business decision-making and service to society one of business's primary goals.
- International scope. IESE's international dimension is apparent in every facet of its activity: programs designed in collaboration with other schools around the world; programs conducted in different countries; an international faculty that maintains close ties with the international business and academic community; alumni working in more than 100 countries; active involvement in starting up other business schools in more than a dozen countries on four continents.
- Knowledge generation. Through its educational programs, IESE aims to instill action-oriented skills and knowledge. In its research activity, it endeavors to combine intellectual rigor with practical relevance, and makes every effort to translate leading-edge research into specific applications for companies' day-to-day activity.
- Multidisciplinary, general management, integrative approach. The variety of programs, participants and methods, combined with the diversity of educational backgrounds among IESE's faculty members, gives scope for a wide range of very different, yet complementary and mutually enriching responses to the same problem. Moreover, IESE serves as a meeting place, allowing dialogue between social actors and the exchange of opinions and points of view.

# IESE CENTER FOR BUSINESS IN SOCIETY

IESE's Center for Business in Society continues to play a key role in the school's efforts to promote social responsibility. The CBS has the following goals:

- Develop well-founded concepts and arguments as a basis for human quality in business and a beneficial impact of business activity on society and the environment.
- Work to formulate proposals that are both rigorous in their conceptual foundations and practical in their analyses and conclusions.
- Develop practical means to develop a corporate culture and corporate behavior that favor human development and sustainability.
- Devise management models that make it easier to grasp the complexity and systemic nature of companies' relationships with society and the environment; that serve as a basis for the introduction of procedures, systems and policies in the day-to-day running of businesses; and that help managers recognize the benefits and competitive advantages to be obtained by developing businesses based on the challenges that those relationships entail.
- Encourage the application of criteria of social responsibility and sustainable development in every aspect of business, including the formulation of the corporate mission, the design of management systems, the design, manufacture and sale of company products, and the way companies behave toward society at large.
- Build an awareness of the importance of ethical conduct and corporate reputation among the professional and business media, and also among the general public, by publicizing the practical improvements achieved, offering criteria for problem solving, and helping create a climate of respect and support for business initiative.
- Promote and facilitate dialogue between the business world and its stakeholders in the conviction that greater mutual knowledge will lead to innovative business responses to society's demands.

For more information on the center, visit: [www.iese.edu](http://www.iese.edu)

# THE SOCIAL ENTREPRENEURSHIP AND SOCIAL INNOVATION PLATFORM

Since the last report, the center has launched the Social Entrepreneurship and Social Innovation (SESI) Platform. It seeks to fulfill three main objectives:

First, the center emphasizes the importance of social entrepreneurship and social innovation in the management community and, more broadly, in civil society. This first objective will be pursued by: a) developing new educational initiatives for MBA students, executives, etc., b) conducting research related to critical issues in social innovation and social entrepreneurship and, c) publishing articles for scholars, managers, policy makers and the general public.

The second objective is the facilitation of contacts between members of the IESE community (students, executive participants, researchers and professors) and social entrepreneurs interested in launching new social enterprises. More specifically, the SESI Platform intends to create opportunities for new collaboration between the IESE community and social entrepreneurs in search of help.

The third objective is to support social entrepreneurs who intend to pursue new, innovative, high-impact projects. In this regard, the SESI platform is interested in transferring capabilities and resources that can help transform great ideas into tangible initiatives.

# PRINCIPLE 1

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**Purpose: 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.**

## LIFELONG EDUCATION

IESE seeks to contribute to helping develop and support business leaders who take a proactive approach to sustainability in the private sector. It also promotes open and ongoing dialogue in society about how to best support key sustainability goals. Contributing to this process is the school's learning program for alumni, which includes sessions around the world and often focuses on issues related to ethics and sustainability. These sessions bring graduates, faculty members, invited guests and speakers together to share perspectives and generate new ideas for making progress.

Some of the events held since the last report include:

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### **Sustainable Social Investment**

June 11, 2013, London

Speaker: Prof. Heinrich Liechtenstein, Professor of Financial Management

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### **Rethinking Health Systems**

June 18, 2013, Barcelona

Speaker: Prof. Núria Mas, Professor of Economics

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### **Social and Environmental Entrepreneurship**

June 18, 2013, Madrid

Speaker: Prof. Alberto Fernández, Professor of Accounting and Control

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### **The Ethical Dimension of the Financial Crisis**

June 21, 2013, Vienna

Speaker: Prof. Joan Fontrodona, Professor of Business Ethics

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### **Sustainability as Part of Corporate Strategy at BMW Group**

February 26, 2014, Munich

Speaker: Prof. Marc Sachon, Professor of Production, Technology and Operation Management

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### **Ethics After the Crisis: Putting It Into Practice**

February 6, 2014, Madrid

Speakers: Antonio Argandoña, Professor of Economics and Holder of the "la Caixa" Chair of Corporate Social Responsibility and Corporate Governance; J. Orovioicoechea; and A. Andreu

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### **The Importance of Compliance in the Business World and Its Strategic Character Today**

March 6, 2014, Madrid

Speakers: Antonio Argandoña, Professor of Economics and Holder of the "la Caixa" Chair of Corporate Social Responsibility and Corporate Governance; J. Soley; A. Casanovas; and E. Pérez

## EXECUTIVE EDUCATION PROGRAMS

IESE has been a pioneer in offering executive education with a global focus for senior executives. The school offers programs all over the world, including at its campuses in Barcelona, Madrid and New York, and other key locations. These programs often include components that focus on sustainability and ethical decision making in a managerial environment. The school also offers focused programs on social responsibility.

## FUTURE PERSPECTIVES

- Continued growth of Continuous Education and executive education programs with a special emphasis on CSR and responsible business practices.
- Greater diversification of CSR topics discussed in IESE forums.



## Map of General Management Programs and Continuous Education Programs



# PRINCIPLE 2

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**Values:** We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

## CURRICULAR FOCUS ON ETHICS

Included in all the programs and courses offered at IESE is our concern for basic ethical principles: respect for each person and its dignity, respect for ethical values in companies and society, and business leaders' responsibility for the common good of society.

In alignment with the school's mission, the topic of ethical decision making is integrated into the curricula of all IESE programs, including the MBA, Executive MBA and Global Executive MBA. A core ethics course is included in the first year of study.

At the same time, faculty have developed new courses aimed at helping students examine their own decision-making processes.

## ASSOCIATED BUSINESS SCHOOLS IN LATIN AMERICA, ASIA AND AFRICA: IMPACT ON EMERGING ECONOMIES

In Africa, IESE continues its involvement in the development of the schools it has helped create in Nigeria, Kenya and the Ivory Coast, while collaborating with AESE (Portugal) in the creation of a school in Angola. In 2012 and 2013, the Barcelona campus hosted the Pan-African EMBA modules and the Pan-African AMP with more than 150 business leaders from Africa. Their presence and interaction with IESE students and alumni made for a transformational experience.

## PROGRAMS AND RESEARCH PROMOTING WORK-LIFE-FAMILY BALANCE

The International Center for Work and Family (ICWF) helps promote Family Corporate Responsibility in business. The center promotes leadership, cultural and reconciliation policies that facilitate the balancing of work, family and personal life. In addition, the center organizes sessions and programs that focus specifically on developing women in leadership positions and emphasizing the reconciliation of work and family.

## PROGRAMS FOR DIRECTORS OF HOSPITALS AND HEALTHCARE ORGANIZATIONS

In April 2012, IESE launched a new program focusing on the health sector. Designed for an international audience, the Health Management Program (HMP) is in fact a natural progression after 11 years of successfully running similar programs geared toward healthcare managers.

## FUTURE PERSPECTIVES

- IESE will seek to continue transferring new knowledge not only to the business world, but also to society at large through high-impact programs and collaboration with its Associated Business Schools.
- The school will continue with its strong focus on social responsibility through program curricula and specific projects, such as its Africa Initiative.

## Map of Business Schools IESE Has Helped Develop



# PRINCIPLE 3

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**Method: We will create educational frameworks, materials, processes and an educational environment that enable effective learning experiences for responsible leadership.**

## **CREATION OF THE SCHNEIDER ELECTRIC SUSTAINABILITY AND BUSINESS STRATEGY CHAIR**

The Schneider Electric Sustainability and Business Strategy Chair was inaugurated on April 4, 2013. The chair furthers IESE's commitment to generating rigorous and relevant research.

The overarching mission of the chair is to generate knowledge that fosters effective sustainable strategies for firms that secure long-term economic growth and social progress by meeting the needs of the present without compromising the ability of future generations to meet their own needs.

The chair's mission is fully aligned with Schneider Electric's commitment to putting sustainable development and the conservation of natural resources at the heart of its strategy. It is also aligned with IESE's mission of having a positive, deep and lasting impact on people, firms and society, and with the Brundtland Commission's widely accepted definition of sustainable development.

## **ANNUAL SYMPOSIUM OF BUSINESS ETHICS AND SOCIETY, ORGANIZED BY THE CHAIR OF BUSINESS ETHICS**

This event, now running for more than 15 years, brings together leading academics and speakers each year to discuss the latest developments in ethics and responsible business leadership.

The most recent edition of the event was held on June 30 and July 1, 2014 with the theme, Ethics in Accounting, Finance and Banking: Toward a More Comprehensive Integration. Drawing participants from around the world, the event included speakers such as Prakash Sethi, University Distinguished Professor of Management at the University of New York; Colin Mayer, the Peter Moores Professor of Management Studies at Saïd Business School, University of Oxford; and John R. Boatright, the Raymond C. Baumhart Professor of Business Ethics Professor of Management in the Graduate School of Business at Loyola University of Chicago and the former President of the Society for Business Ethics, among many others.

## **25TH EUROPEAN BUSINESS ETHICS NETWORK (EBEN) CONFERENCE**

IESE has organized several high-impact research events since the last report, including the 25th European Business Ethics Network (EBEN) Conference held on September 20-22, 2012.

IESE had the honor of hosting this unique platform, which gathers academics, doctoral students and practitioners to meet and exchange their research findings and views on business ethics issues. The event was organized by IESE's Center for Business in Society under the theme Work, Virtues and Flourishing. The European Business Ethics Network supports initiatives at the cross-European, national and regional levels through its 18 national networks and active groups in more than 40 countries. Organized since 1998 in a different European venue, the EBEN Annual Conference is among its key initiatives.

## **DOING GOOD AND DOING WELL CONFERENCE**

IESE's Doing Good and Doing Well conference is the largest MBA student-run event focused on corporate social responsibility in Europe. On February 27-28, 2014, the 11th edition of the conference was held and featured keynote speakers from diverse fields, as well as panels that addressed areas such energy, social entrepreneurship and sustainability in financial services.

## IESE INSIGHT

IESE's online research portal IESE Insight, which is published monthly, has nearly 16,000 subscribers today. Insight provides straightforward articles, as well as multimedia material, that summarize research led by IESE faculty members. It is published in English and Spanish. Following IESE's focus, articles often delve into the ethical and humanistic aspects of management. Recent material from Insight includes:

- The Social Capital Benefits of Ethical Leadership by David Pastoriza and Miguel Ángel Ariño Martín, 2013
- Corporate Volunteering Survives the Crisis by Sandalio Gómez López-Egea and Pilar García Lombardía, 2014
- Healthy Employees Build Healthy Businesses by Pilar García Lombardía and Andreu Peiró Barra, 2013
- Transparency, a Rising Trend in Listed Companies by José Manuel Campa Fernández, 2014
- Does a Good Cause Justify an Ethically Questionable Act? by Guido Stein Martinez, José Ramón Pin Arboledas, Juan Carlos Vázquez-Dodero de Bonifaz and Eloy del Petro, 2012
- Responsible Consumers Make Themselves Heard by Andreu Peiró Barra, 2013

## FUTURE PERSPECTIVES

- Following its recent launch, the Schneider Electric Sustainability and Business Strategy Chair will develop its activities and research aimed at promoting sustainable development.
- IESE will continue contributing to the organization and hosting of events that bring together leading scholars in CSR-related areas.

# PRINCIPLE 4

**Research: 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.**

Rigorous research underlies all IESE activities and classroom teaching. A key objective of the school's Research Division is to publish books, cases and technical notes – in English and Spanish – that delve into general management issues, particularly those related to ethics and CSR. This focus reflects the mission and values of IESE, which is committed to fostering positive social change in the business world and society at large.

## ARTICLES IN REFEREED JOURNALS

A selection of recent journal articles published:

Almandoz, J., **"Can an 'Ethical' Bank Support Guns and Fracking?"**, *Harvard Business Review*, Vol. 92, No. 4, 123-127, 2014.

Ariño, M.Á., **"Does the Ethical Leadership of Supervisors Generate Internal Social Capital?"**, *Journal of Business Ethics*, Vol. 118, No. 1, 2013, pp 1-12.

Melé Carné, Domènec, **"Human Quality Treatment: Five Organizational Levels"**, *Journal of Business Ethics*, Vol. 120, No. 4, 457-471, May 2014.

Melé Carné, Domènec; Das Neves, Joao César, **"Managing Ethically Cultural Diversity"**, *Journal of Business Ethics*, Vol. 116, 769-780, August 2013.

Ayuso, Silvia; Rodríguez Badal, Miguel Ángel; García Castro, Roberto; Ariño Martín, Miguel Ángel, **"Maximizing Stakeholders' Interests: An Empirical Analysis of the Stakeholder Approach to Corporate Governance"**, *Journal of Business & Society*, May 2014, Vol. 53, No. 3, 2014, pp 414-439.

Pina e Cunha, Miguel; Rego, Arménio; Vaccaro, Antonino, **"Organizations as Human Communities and Internal Markets: Searching for Duality"**, *Journal of Business Ethics*, Vol. 120, No. 4, 441-455, April 2014.

Brion, S., **"Perspectives on Power in Organizations"**, *Annual Review of Organizational Psychology and Organizational Behavior*, Vol. 1, 2014, pp 67-97, 2014.

Cugueró-Escofet, Natàlia; Fortin, M.; Canela Campos, Miguel Ángel, **"Righting the Wrong for Third Parties: How Monetary Compensation, Procedure Changes and Apologies Can Restore Justice for Observers of Injustice"**, *Journal of Business Ethics*, (online version) May 2013.

**"The Cultural Roots of Ethical Conflicts in Global Business"**, *Journal of Business Ethics*, Vol. 116, No. 4, pp 689-701, September 2013; Authors: Sanchez-Runde, Carlos J.; Nardon, Luciana; Steers, Richard M.

Reiche, Sebastian, **"Why do Managers Engage in Trustworthy Behavior? A Multilevel Cross-Cultural Study in 18 Countries"**, *Personnel Psychology*, Vol. 67, No. 1, 2014, pp 61-98.

## CASES

The cases and technical notes published since the last report include:

- *Operational Sustainability: From Vision to Strategy at Henkel* by Prof. Mike Rosenberg and Victoria C. Moreno, September 2013
- *First Green Bank: Bringing Bloom to Desert Landscapes* by Prof. John Almandoz Rios and Christopher Marquis, March 2013
- *The Windham Family* by Prof. Heinrich Liechtenstein and Robert Batt, November 2013

*The EDP Foundation* by Prof. Antonino Vaccaro and Tommaso Ramus, November 2012

## PHD THESES

The following students defended their doctoral theses on topics related to responsible business leadership:

PhD Student	Thesis Topic
Fernando Ruiz	The social dilemma in the financial sector and possible cooperative and non-cooperative alternatives.
Ciro Gómez	Evaluation of control systems research in organizational control.
Patricio Rojas	The dynamics of assessment in the public sector, and the effects of political pressures, defensive routines and management control systems on organizational processes and outcomes.
Inés Alegre	Social enterprises: three essays on what they are and how they perform.
Alejandro Moreno	The Catholic social tradition in management: its influence on management ethos, human resources management practices and servant leadership.

## FUTURE PERSPECTIVES

- To increase research funding, the Research Division will continue to serve the faculty in pursuing public and private opportunities while also improving collaboration with corporate development to identify funding sources targeting the specific research interests and strengths of IESE's faculty.
- In terms of research production, the focus will continue to be on top-level journal publications.

# PRINCIPLE 5

**Partnership: 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.**

IESE's research centers and chairs play central roles in the development of new management research at the school. They aim to achieve research excellence in diverse areas within the field of management while supporting companies in their search for practical solutions to key business problems. Centers and chairs carry out their activities with extensive involvement of leading enterprises.

Since the last report, IESE has inaugurated the Schneider Electric Sustainability and Business Strategy Chair, which has a clear focus on promoting responsible business practices among firms.

## CENTERS

- **The Center for Business in Society**  
(<http://www.iese.edu/en/Research/CentersandChairs/Centers/CBS/Home/CBSHome.asp>)
- **IESE Platform for Strategy and Sustainability**  
(<http://www.iese.edu/en/Research/CentersandChairs/Centers/IESEPlatformforStrategyAndSustainability/Home/IPSSHome.asp>)
- **International Center for Work and Family**  
(<http://www.iese.edu/en/Research/CentersandChairs/Centers/ICWF/Home/Home.asp>)
- **Center for Emerging Markets**  
(<http://www.iese.edu/en/Research/CentersandChairs/Centers/CEM/Home/HomeCEM.asp>)
- **Center for Family-Owned Business and Entrepreneurship**  
(<http://www.iese.edu/en/Research/CentersandChairs/Centers/IEEF/HomeEFIE/EmpresaFamiliarIniciativaEmprendedora.asp>)
- **Center for Enterprise in Latin America**  
(<http://www.iese.edu/en/Research/CentersandChairs/Centers/CELA/Home/HomeCELACentro>)
- **Center for Public Leadership and Government**  
(<http://www.iese.edu/en/Microsites/GestionPublica/GestionPublica-home.asp>)

## CHAIRS

- **Schneider Electric Sustainability and Business Strategy Chair**  
(<http://www.iese.edu/en/faculty-research/chairs/schneider-electric/>)
- **“la Caixa” Chair of Corporate Responsibility and Corporate Governance**  
(<http://www.iese.edu/en/Research/CentersandChairs/Chairs/CatedraLaCaixa/Home/Home.asp>)
- **Crèdit Andorrà Chair of Markets, Organizations and Humanism**  
(<http://www.iese.edu/en/Research/CentersandChairs/Chairs/irofMarketsOrganizationsandHumanism/Index.asp>)
- **Chair of Business Ethics**  
(<http://www.iese.edu/en/Research/CentersandChairs/Chairs/ChairofBusinessEthics/index.asp>)
- **Grupo Santander Chair of Financial Institutions and Corporate Governance**  
(<http://www.iese.edu/en/faculty-research/chairs/grupo-santander/>)

## STUDENT CLUBS

MBA student clubs continue to serve as a link between IESE and the global business community. The clubs bring together MBA students and members of the business community through a host of activities and events. The MBA student clubs that regularly focus on CSR-related issues include:

- **Responsible Business Club**  
The purpose of this club is to provide a means by which students can learn how businesses gain more through responsible practices, to help IESE students nurture responsible behavior in their studies, and to apply this to their future career.
- **Club Solidario**  
This club consists of a team of IESE students who share the common purpose of promoting social and economic justice and access to resources by supporting projects locally and worldwide.



- **Energy Club**

This club seeks to provide a broad understanding of the challenges and opportunities available in the energy sector.

- **Asian Business Club**

The objective of this club is to develop and sustain an ongoing dynamic relationship with the Asian business community and to serve as a platform for the exchange of ideas and long-term relationships among club members.

- **Latin American Business Club**

This club aims to provide members with access to information sessions involving guest speakers and networking opportunities with other members who have an interest in Latin American business.

## CORPORATE VOLUNTEER WORK OBSERVATORY

IESE has become an active collaborator in the Corporate Volunteer Work Observatory. The observatory publishes an annual report on corporate volunteer work. The report includes responses to questionnaires sent to 2,500 companies and an analysis of the evolution of corporate volunteering.

## FUTURE PERSPECTIVES

- IESE's centers and chairs will continue to generate tools and frameworks to help companies make ethical and responsible decisions in the changing business environment.
- Student clubs will interact with a wide range of industries while examining key CSR issues.

# PRINCIPLE 6

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**Dialogue:** We will facilitate and support dialogue and debate among educators, business, government, consumers, the media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

## LEADERSHIP DEVELOPMENT PROGRAMS FOR SENIOR PUBLIC OFFICIALS

IESE has developed programs for senior public officials holding positions in all levels of Spanish and European government as well as government officials in Africa and the Americas. Program participants have also come from multilateral organizations such as the World Bank.

The programs include: the Strategic Management and Social Leadership Program; Leadership Program for Public Sector Management; Communication, Leadership and Campaign Management Program and Driving Government Performance. Some programs are jointly offered with the Harvard Kennedy School of Government.

## THE DISSEMINATION OF LEADING-EDGE IDEAS THROUGH CONTINUOUS EDUCATION SESSIONS FOR ALUMNI AND SPECIAL EVENTS

Continuous Education sessions are held around the world and bring together academics, alumni and invited speakers to analyze critical topics. The issues addressed in Continuous Education sessions since the last report include job creation, opportunities for young people and the sustainability of the welfare system.

## THE AFRICA INITIATIVE

IESE's Africa Initiative is an effort to promote activities and research across the African continent. The school has helped five business schools launch and develop: Lagos Business School, Pan-African University in Nigeria, Strathmore Business School, Strathmore University in Kenya and MDE in Ivory Coast.

## FUTURE PERSPECTIVES

- Continued expansion of IESE's Continuous Education program and session topics.
- Increased support for institutions within IESE's Africa Initiative framework.

# ADDENDUM PRINCIPLE

**We understand that our own organizational practices should serve as an example of the values and attitudes we convey to our students.**

## PROFESSIONAL DEVELOPMENT OPPORTUNITIES

IESE seeks to spur the professional and personal development of the entire IESE community and enable faculty and staff members to fulfill their potential while advancing the school's mission. Toward this end, IESE has spearheaded diverse initiatives and activities devised to cultivate a professional environment that helps each person work more effectively and feel proud of working at IESE.

IESE aims to help members of its community at every stage of their careers by allowing them to develop critical leadership and self-management skills and become stronger team contributors. Mentoring and cross-functional job assignments are components of this process. IESE is committed to the principles of equal opportunities and gender diversity.

To foster ongoing professional growth, IESE's People Division develops with each IESE member a Professional Development Plan, which outlines specific goals and action plans to be implemented over the following year. The division organizes a host of courses for staff on topics aimed at expanding their knowledge and capability sets. Since the last report, the key topics of these sessions have included:

- Learning and development
- Professional techniques
- Coaching
- Mentoring
- Self-management
- Decision making
- Service orientation
- Time management
- Position-specific training
- Work-life balance
- Foreign languages
- Technology
- Health and safety at work

## FAMILY-FRIENDLY CONTEXT

IESE aspires to create a work environment that is supportive to families. To this end, it offers a range of policies that provide advantages such as:

- Education and professional development
- Flexible timetables
- Flexible holidays
- Aid to parents of children up to three years old to help reduce the cost of day care or pre-school
- Counseling and support for expatriates and their families
- Fellowships and scholarships for employees' spouse and children at IESE and University of Navarra programs
- University of Navarra Hospital services

The school has obtained the Family Responsible Company (FRC) certificate, which recognizes companies with policies that allow its employees to balance work and family life.

## A HEALTHY ENVIRONMENT

IESE's Environmental Action Plan guides the school in its sustainable use of natural resources by emphasizing the ongoing reduction of energy consumption, responsible water usage and the minimization of waste generation.

In 2012-2013, significant progress was made in four areas included in the school's energy audit: lighting, climate control, energy sourcing and environment. This effort resulted in reduced energy consumption in two key areas:

- Electricity consumption was reduced by 8 percent on the Barcelona campus and by 9.5 percent on the Madrid campus.
- Gas consumption was reduced by 26 percent on the Barcelona campus.

As part of its goal to promote an optimal work setting, IESE's Health and Safety Committee works with on-campus medical and security services to provide a number of services. Through its policies, the school facilitates regular physical exams and safety and security training sessions to minimize work-related risks. Moreover, IESE facilitates medical insurance for employees and their families, as well as a pension plan for retirement.

## FUTURE PERSPECTIVES

- The school will continue to seek to improve the quality of the work environment and the work-life balance of faculty and staff members.
- IESE will continue to take steps to increase the sustainable use of natural resources.

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