

COMMUNICATION ON ENGAGEMENT (COE)

EFMD

Period covered by this Communication on Engagement

1 January 2014 - 31 December 2015

Part I. Statement of Continued Support by the Chief Executive or Equivalent

Brussels, 13 October 2016

To our stakeholders:

I am pleased to confirm that EFMD reaffirms its support to the United Nations Global Compact and its Ten Principles in the areas of Human Rights, Labour, Environment and Anti-Corruption. This is our Communication on Engagement with the United Nations Global Compact. We welcome feedback on its contents.

In this Communication of Engagement, we describe the actions that our organisation has taken to support the UN Global Compact and its Principles as suggested for an organisation like ours. We also commit to sharing this information with our stakeholders using our primary channels of communication.



Sincerely yours,

*Prof. Eric Cornuel,
Director General & CEO, EFMD*

Part II. Description of Actions

EFMD is a strong advocate of the social and environmental imperatives that must accompany business practices globally. Our commitment is to offer professionals and institutions involved with management learning and organisational development the opportunity to be part of a dynamic, relevant and diverse network, sharing the common objective of developing effective and socially responsible leaders and managers.

GRLI

It was within this contextual basis that EFMD signed in 2003 a partnership agreement with the United Nations Global Compact (UNGC) and launched the Global Responsibility Invitation which in turn led to the creation of the **Globally Responsible Leadership Initiative** (GRLI). The GRLI exists to catalyse the development of globally responsible leadership and practice in business and society worldwide. Through its active and engaged global network GRLI convenes and connects organisations and individuals committed to developing globally responsible leadership and practice; leads the discourse on what globally responsible leadership and practice represents across the domains of business, education and society; and incubates ideas and initiatives that develop global responsibility in leadership and practice. Over 10 years since its foundation by strategic partner EFMD and the United Nations Global Compact (UNGC) in 2004, the GRLI now also counts the Association to Advance Collegiate Schools of Business (AACSB) International as long-term strategic partner (since 2013).

PRME

EFMD has worked closely with the UNGC since 2006 as a founding member in the development and formulations of **The Principles for Responsible Management Education** (PRME). The PRME initiative is a partnership of international co-convening organisations, which form the PRME Steering Committee. The Chair of the PRME Steering Committee for 2015 is Dan LeClair from AACSB and consists of the following organisations: UN Global Compact (UNGC), The Association to Advance Collegiate Schools of Business (AACSB International), Graduate Management Admission Council (GMAC), EFMD management development network, Association of MBAs (AMBA), Association of African Business Schools (AABS), Central and East European Management Development Association (CEEMAN), Latin American Council of Management Schools (CLADEA), The Academy of Business in Society (EABIS), Globally Responsible Leadership Initiative (GRLI). The PRME initiative has grown to 650 leading business schools and management-related academic institutions from over 82 countries across the world. In 2015, 77 new participants joined PRME and 186 Sharing Information on Progress (SIP) reports were submitted.

Business in Society Gateway

Moreover, the **Business in Society Gateway** is part of the strategic partnership between EFMD and the Academy of Business in Society (EABIS). The Gateway is a comprehensive online resource centre featuring thought leadership and educational materials on issues related to business in society. The Gateway is built around 4 major pillars—Directory, Resources, Spotlight and Events. It provides a mapping of Corporate Responsibility (CR) research, education and training. It promotes awareness of CR knowledge material available, CR-related events and information & debates on current CR issues held at the European level and internationally.

Below are specified concrete actions and advancement taken between 1 January 2014 – 31 December 2015.

EQUIS & EPAS Accreditation Systems

Ethics, Responsibility & Sustainability is now fully embedded into both of the EFMD accreditation systems: EQUIS institutional accreditation since January 2013 and EPAS programme accreditation since January 2014.

In 2013 a new transversal chapter on "Ethics, Responsibility & Sustainability" was introduced in the EQUIS Standards & Criteria replacing the previous chapter on Contribution to the Community. For EQUIS the overarching standards is: *"the School should have a clear understanding of its role as a "globally responsible citizen" and its contribution to ethics and sustainability. This understanding should be reflected in the School's mission, strategy and activities. There should be evidence that the School's contribution is reflected in its regular activities, covering education, research, interactions with businesses and managers, community outreach and its own operations."*

Following this, in 2014 the EPAS annual document revision included the development of the Ethics, Responsibility & Sustainability (ERS) dimension in the EPAS assessment criteria. Institutions should be able to demonstrate that they both practice and teach socially responsible management.

Specifically, a new standard on ERS was introduced in Chapter 3 (Programme Delivery & Operations): *"The Institution should provide students with a perspective of the role of ERS in modern management so that, as future managers, they contribute to societal well-being."*

In general, responsible management (ethical behaviour, social responsibility, sustainability) is one of the underpinning criteria in the EFMD quality improvement systems and should be embedded in Business School policies and operations, teaching and research.

Conferences

During the course of 2014 EFMD held the following events that included sessions dedicated to RME.

- EFMD supported The 6th Global Peter Drucker Forum: "The Great Transformation -Managing our Way to Prosperity"
- 2014 GBSN and EFMD Africa Conference: "A Sustainable Future for Management Education in Africa"
- 2014 EFMD Higher Education Research Conference: a parallel session on "Promoting Responsible Leadership in Management Education – a Design Based Research Study"
- 2014 EFMD Doctoral Programmes Conference: a working group on "Integrity and ethics"
- 2014 EFMD Conference in the MENA Region: a plenary session on "The Role of Business Schools in Setting Peace and Increasing Values in the Curriculum, the Importance of Ethics"
- 2014 EFMD Conference for International, External and Corporate Relations, PR, Marketing, Communication and Alumni Professionals: a discussion group on "Do students really believe in behaving ethically? How should ethics and sustainability be integrated in a business education offer?"
- 2014 EFMD Conference for Deans & Directors General: a plenary session on "Sustainability – Corporate Perspective"; working group on "Social Innovation" embracing new corporate and education models for sustainability contributing to global welfare; working group on "MNC Setting the Sustainability Agenda"

During the course of 2015 EFMD held the following events that included sessions dedicated to RME.

- EFMD supported the Global Responsibility Breakfast *for* attendees of the 2015 EFMD Conference for Deans & Directors General hosted by the Globally Responsible Leadership Initiative. Panelists shared their perspectives on how the ecosystem of responsible management education initiatives and developments are evolving.
- 2015 Annual Conference: parallel session on Whole Person Learning in the Land of Spirit, Energy and Enterprise.

- 2015 EFMD Higher Education Research Conference: parallel sessions on Universities and Society: Research Impacts and Ecologies of Value; Legitimacy through sustainability: Business Schools' strategic responses; & Lowering the walls for academic engagement with societal concerns: A Business School Strategy for Enhancing Legitimacy with Stakeholders.
- 2015 EFMD GN Americas Conference: a break out session on "Fostering Social Entrepreneurship".
- EFMD supported The 7th Global Peter Drucker Forum: "Claiming our Humanity: Managing in the Digital Age"

Sustainable Business Book Series

Available as a free download for businesses and business schools, this latest volume of application exercises is the second workbook in the series and is designed to walk participants through the beginning stages of resource-life extension, the foundation on which circular economics, cradle-back-to-the-cradle, closed-loop production and similar resource-recapture concepts are based.

EFMD offers this workbook in conjunction with The Sustainable Business and The Sustainable Business Workbook: Waste Elimination. These books are now being used as workplace training guides in a number of businesses and they can be easily put to use as a post-graduate business school elective that blends theory with application.

In March 2015, EFMD published a new updated version of The Sustainable Business (2nd edition), in partnership with the Center for Industrial Productivity and Sustainability (CIPS), GSE Research, the Product-Life Institute and Greenleaf Publishing. The book explains what sustainability is, why it is important, and how it is being successfully implemented in businesses around the world. The book is free to download and available via the EFMD website in English, Mandarin, Simplified Chinese, Arabic & Polish.

Global Focus Magazine

In 2014, EFMD's Global Focus magazine featured many articles related to the theme and values of RME.

Building better business schools

With business and management education coming under increasing criticism, Julie Davies and Toni Hilton suggest some ways that business schools can be structured to achieve individual excellence

The 'Holy Grail': educating for values-driven leadership across the curriculum and giving voice to values

Mary Gentile explains how a new pedagogical model is helping to integrate values

into the business education curriculum

Research that matters: thoughts on reinventing scientific (management) research

Scientific research, and particularly management research, is accused of lack of relevance and impact and an unhealthy preoccupation with theoretical and methodological rigor. Marco Busi suggests some solutions

The great transformation

Richard Straub on why, with gigantic changes in society, managers will be of pivotal importance for shaping the future

Innovation in action: shaping management education for the world

John North and Anders Aspling detail the work of the first GRLI Management Education Innovation Cohort

Rethinking enterprise

Philippe de Woot, in an article based on his latest book, argues that economic actions based on ethical and political dimensions are increasingly essential

How many business schools does it take to change the world?

Danielle Steele and Liane Weitert describe how six business schools from around the world have joined forces to make the idea of applied interaction a reality

Embedding values

Mark Moody-Stuart examines the difficulties of ensuring that the right values are agreed, understood and truly embedded in a large multicultural business organisation

The Jazz Age

Social intrapreneurs are rarely individual heroes but more like jazz musicians jamming in a group. But sometimes, say David Grayson, Melody McLaren and Heiko Spitzack, they need even bigger groups – a fully orchestrated ‘big band’

In 2015, EFMD’s Global Focus magazine also featured many articles related to the theme and values of RME.

Clouds of change

Charles Handy, like Peter Drucker, has always sought to identify the ‘clouds of change’ threatening society. Here he identifies one such possible threat – the dysfunctional behaviour of our large corporations

Socially responsible scholarship

Anne S Tsui suggests how business school scholars can overcome the growing criticism of irrelevant and self-serving research

The socially responsible business school: corporate compromise or competitive advantage?

David Oglethorpe argues that business schools need to embrace social responsibility more enthusiastically than they have done so far

Values, belief and attitudes: the implications for organisational culture

Are we really getting more spiritual? And is this affecting business culture? Chris Baker, Peter Stokes and Jessica Lichy suggest we may be – and it is

SME too! Why SMEs must sign up to CRS

Frank Vidal and André Sobczak assess a study by Audencia Nantes that suggests that small companies are ignoring the benefits of corporate responsibility initiatives

Building leaders through international development

Matthew Farmer explains how experiencing a skills-based volunteer period overseas can help build tomorrow's global leaders

EFMD Blog & Social Media Outreach

In 2014, the EFMD blog featured numerous posts linked to RME which were also then shared via EFMD's social media out reach. Posts included:

- Sustainable Organization Library: The 2014 Collection
- "The Sustainable MBA Book" Second Edition is out now
- State of Trust in Business and Government: Latest Global Study Results
- Building Sustainable Legacies: New Practitioner-Oriented Journal
- The ABIS-EFMD Global Deans and Faculty Survey Results
- Philippe de Woot Inter-University CSR Award 2014
- Build Your Edge in Developing Globally Responsible Leaders
- Social Impact through Entrepreneurship and Intrapreneurship
- Corporate Social Responsibility: Winning Case Studies on Accenture, Novo Nordisk and Walmart
- Sustainability Literacy Test: Invitation to Evaluate Student Knowledge
- Responsible Leadership: The Top Cases are from IMD, IESE, CEIBS and ESMT
- Inclusive Business Models: Very Good Practice Cases in India and Ethiopia
- Prototype and Pilot Responsible Management Education with Global Peers
- CEOs Reveal How to Create Responsible Leaders: Global survey results
- Five Year Overview of How Business Schools Adapted Programme Offerings, amongst others on ethics, responsibility
- Globally Responsible Leadership Starts Here! An Invitation to EFMD Members
- Needed for Success: Inclusive plus Responsible Leadership
- Business and Business Schools Need to Look Towards the UN's Sustainable Development Goals

In 2015, the EFMD blog also featured numerous posts linked to RME which were also then shared via EFMD's social media out reach. Posts included:

- Calling Leaders in Globally Responsible Management Education and Business
- Integrating Sustainability and Responsibility into Business Education
- Sustainability: Key Messages to Business Schools
- Mobilising Academic Community Action in Response to the Refugee Crisis
- Global Sustainability Strategy: Discount for EFMD Members
- Free E-Book: Becoming a Better Leader
- Collaboration and Leadership for Sustainability
- 7th Global Peter Drucker Forum: "Claiming our Humanity - Managing in the Digital Age"
- Inclusive Business Models: Three Good Practice Cases in India and Ethiopia
- 2015 Global Forum for Responsible Management Education
- 2016 Philippe de Woot Award for the Best Master Thesis on CSR
- The Latest On Responsible Leadership
- Call for Contributions: Responsible Management Education Research
- Claiming our Humanity - Managing in the Digital Age
- Overcoming Barriers to Responsible Management Education Adoption
- Global Forum for Responsible Management Education
- Putting Responsible Management Education into Practice

GRLI Governance & Operations

Toward 2024 (Living strategy document for GRLI)

Toward 2024 is a process and living document initiated in late 2013 and developed throughout 2014 as a platform for GRLI's global community to set a shared direction for the second decade of its work.

The proposed way forward builds on GRLI's core strengths of initiating and growing communities of responsible action, formed around key issues or aspects of Global Responsibility, whilst delivering project outcomes at personal, organisational and systemic levels.

Partner organisations and representatives received a first draft of *Toward 2024* during the build-up to the 15th GRLI General Assembly (24-28 March 2014) hosted by Oulu Business School in Finland.

During the meeting in Oulu and in subsequent months, GRLI partners had an opportunity to review and provide feedback on *Toward 2024* which then served as input to the 16th General Assembly meeting held at The Weatherhead School of Management, Case Western Reserve University in Cleveland, USA (14 October 2014).

The process of developing and revising *Toward 2024* led to the formulation of a revised GRLI engagement framework.

The first GRLI Council of Partners and Annual General Meeting

In 2013, it was decided to form a body comprised of representatives from partner organisations. While the board of the GRLI Foundation has fiduciary and legal responsibility for the operations of the GRLI as a formal organisation, the Council of Partners is the “beating heart” of the GRLI as a global community of thought leadership and action. The Council is enabled by a working committee called the Group of Guardians that form the link between the Board and the Council of Partners.

With the revision of the cycle of GRLI events, as proposed in *Towards 2024*, to include at least one major Council meeting per year, the first Annual General Meeting of the Council was held at The Weatherhead School of Management, Case Western Reserve University in Cleveland, USA (14 October 2014). For more about this event please see the section on Events.

The Network: Partners, Members and Associates

Summary of the GRLI network at December 2014

- 3 Strategic Partners
- 48 Partners
- 2 Members
- 11 Independent Associates
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GRLI New Partners 2014

- Bettys and Taylors group (United Kingdom)
- Kemmy Business School (Ireland)
- Monash University, Faculty of Business and Economics (Australia)
- Lancaster University Management School (United Kingdom)
- Hong Kong Polytechnic University (China)

GRLI New Members 2014

- Ted Rogers School of Management (Canada)
- Turku School of Economics (Finland)

New Individual Associates 2014

- Anders Sandoff, School of Business, Economics, and Law University of Gothenburg, Sweden
- Daniel Serra, Universitat Pompeu Fabra, Spain
- Edith Littich, Vienna University of Economics and Business, Austria
- Francesco Rullani, LUISS School of Business and Management, Italy
- Isabel Rimanoczy, Fordham University and convener of LEAP! - a network of Business School professors focused on developing a sustainability mindset
- Mark Reno, Ivey Business School, Canada

- Martha Miser, Founder and President of Aduro Consulting, LLC, a Boston Consulting and Coaching firm specializing in leadership and change for purpose-driven companies
- Mary Watson, The New School, US
- Mathias Falkenstein, Independent Senior Consultant in Higher Education Development, Belgium
- Sybille Schiffmann, Plymouth Business School, Plymouth University, UK
- Jonathan Smith, Anglia Ruskin University, UK

Events & Advocacy

GRLI 15th General Assembly

The GRLI's 15th General assembly took place on 25-27 March 2014 and was attended by some 55 participants. The event was hosted by the Oulu Business School, Martti Ahtisaari Institute.

The programme included:

- A meeting of the GRLI's Council of Partners to review and develop *Toward 2024*
- A responsible leadership Top Forum which saw the GRLI engage with business and societal leaders in Finland
- An Ambassadors meeting for the next generation of globally responsible leaders
- Development of GRLI initiatives to increasingly involve corporate partners and associates including a Business Innovation Cohort and Consulting and Advisory community of practice

The meeting was endorsed by Martti Ahtisaari, the former President of Finland (1994–2000), Nobel Peace Prize laureate and United Nations diplomat and mediator.

GRLI 16th General Assembly / GRLI 2014 AGM and the 3rd Global Forum for Business as an Agent of World Benefit

The GRLI's 16th General Assembly on 14 October 2014 and 3rd Global Forum for Business as an Agent of World Benefit on 15-17 October 2014 took place at the Weatherhead School of Management, Case Western University Cleveland, Ohio, United States.

The programme for the week included:

- The 16th General Assembly, which also marked the 2014 Annual General Meeting of the Council of Partners attended by 30 participants.
- The 3rd Global Forum for Business as an Agent of World Benefit (or "Flourish & Prosper" as it was themed) was a dynamic two-and-a-half day summit where more than 500 participants from business and academia joined the GRLI associates to explore how cutting-edge innovators and forward-thinking leaders are moving beyond traditional notions of social responsibility and sustainability to full-spectrum flourishing. The keynotes and breakout session leaders included a mix of Fortune 500 CEOs, world leaders, entrepreneurs,

creative thinkers and engaging management educators in sectors such as food and agriculture, energy, management education, cities, transportation, finance, and health and wellbeing.

GRLI at “Renewing Business Education in Asia Conference”

The Faculty of Business of the Hong Kong Polytechnic University hosted the 50+20 Renewing Business Education in Asia Conference on 17 July 2014. Academics, researchers, educators, students, businesses, professionals, and policymakers explored the role of management education in creating a better world and ways of fulfilling these roles.

GRLI at the AACSB ICAM Conference

GRLI CEO, John North, represented GRLI at AACSB’s ICAM annual meeting on 7-9 April 2014 and presented to the PRME Affinity Group meeting. Philip O’Regan, Dean of Kemmy Business School at University of Limerick shared his experience of working with the Innovation Cohort and also extended an invite to participants to comment on the Cohort’s white paper on embedding Sustainability, Ethics and Responsibility more prominently in Business Schools.

During the same session, Colm Kearney, Dean at Monash University – a recent Partner of GRLI - presented their journey towards responsible management education.

GRLI at the EFMD Annual Conference in June 2014

Eline Loux and John North were in attendance and had an opportunity to share some of the latest GRLI publications and material with participants.

GRLI at the “Leadership for Global Responsibility MOOC”

During March and April 2014, GRLI collaborated with GIZ’s Academy for International Cooperation and other international organisations, to offer a 7-week open online course “Leadership for Global Responsibility”.

The Massive Online Open Courses (MOOC) was supported by international experts, e.g. Peter Senge (MIT Sloan School of Management), Otto Scharmer (Presencing Institute), Maja Göpel (Wuppertal Institute), Ceren Ozer (World Bank Institute) and Dirk Messner (German Development Institute) as well as experienced practitioners and regional facilitators from around the world.

John North, Marielle Heiltjies (Maastricht University) and Mark Drewell took online participants through an experiential session on the GRLI’s powerful GRID process.

GRLI at “The Business Education Jam”

The GRLI took part in the BUSINESS EDUCATION JAM - a large-scale, collaborative online event hosted by Boston University and powered by IBM’s innovation jam technology. John North hosted an online forum on "Fostering Ethical Leadership" on 1 October 2014.

GRLI at the International Leadership Association (ILA) Conference

Ann Dinan, Martha Miser and John Alexander represented GRLI at ILA's 2014 Conference in San Diego, 30 October to 2 November 2014. The theme of the conference was "Conscious Leading for Global Change: Emergence of our Collective Realities". During the conference a GRLI/GRID workshop was conducted for 28 participants from the ILA.

GRLI at the "3rd International Conference on Responsible Leadership"

The Albert Luthuli Centre for Responsible Leadership and GRLI along with international conference partners – Griffith University Business School, Business School Lausanne, Tongji SEM and Babson College – hosted the 3rd International Conference on Responsible Leadership on 5-6 November 2014 at University of Pretoria, South Africa. The theme of the conference was "The Role of Responsible Leadership in Creating the Necessary Transition to a Sustainable Global Economy" and several interesting abstracts and papers were submitted and presented. John North presented the closing reflection touching on key points from several panel and paper presentations interspersed with some of GRLI's learning and insights.

The following timeline of events highlights key actions and initiatives undertaken by GRLI partners during 2015.

Global Responsibility Breakfast at "EFMD Deans & Directors 2015"

By convening a critical discussion on the alignment of responsible management education initiatives, the GRLI took a necessary first step towards positioning the global management education ecosystem as pro-active partner to business and society insofar as ensuring globally responsible progress is concerned. The event was hosted on 29 January 2015 in Barcelona, Spain and was facilitated by GRLI, and the panel involved senior representatives from AACSB International, EFMD, ABIS and PRME.

"AACSB Deans Conference and Responsible Management Education"

The Responsible Management Education event at AACSB's 2015 Deans Conference on 8-10 February 2015 in San Diego, USA centered around the issue of research and specifically the assessment of quality of research in the field. The GRLI facilitated the meeting. Participants agreed on the need for a balanced portfolio of methods and approaches when fostering and evaluating the quality of research into ethics, sustainability and responsible leadership.

Issue number 12 of "Global Responsibility" magazine from March 2015

Articles included in this issue covered the Flourish Prizes, 7 Principles to Shape the Workplace of Tomorrow, Responsible Research and a philosophical reflection on the signifier of "responsible" in "responsible leadership" syntagma.¹

"AACSB's ICAM 2015 and Responsible Management Education"

The GRLI and PRME teamed up to facilitate the newly named Responsible

• ¹ http://www.grli.org/wp-content/uploads/2015/03/magazine_march-2015_8.pdf

Management Education Affinity group. The event took place on 26-28 April 2015 in Tampa, USA. Followed by GRLI and PRME presentations, four schools shared their experience around integrating ethics, sustainability and responsible leadership within curricula, as well as strategies to help faculty do quality research in these area.

“Towards Sustainable Enterprise models at GOLDEN Annual Workshop”

The GRLI participated in GOLDEN’s Annual Workshop held in partnership with Research Centre for Society and Organizations (SnO) on 26 May 2015 at HEC Paris, France. The workshop provided a platform for in-depth business-academia dialogues on topics related to sustainability involving senior business representatives from Nike, Siemens, Danone, Pfizer, as well GRLI partner and investment holding company, Yellowwoods Capital.

“The Prince’s Accounting for Sustainability Project (A4S) event”

The event was hosted by the London Business School on 27 May 2015 and was addressed by His Royal Highness The Prince of Wales who encouraged business schools to incorporate accounting for sustainability in their MBA and research programmes. The meeting considered the implications of the current challenges threatening the global economy. With reference to the business school ranking systems and the role of mainstream academic journals, the GRLI along with EFMD and AACSB representatives in attendance, highlighted some of the barriers to embedding sustainability into accounting and finance research and teaching within business schools.

“GRLI Innovation Cohort Conversation Starter”

In order to kick-start the next cohort and set the outline agenda for its work, GRLI convened a “Conversation Starter” meeting on 7 June 2015 in Brussels, Belgium, involving ten Deans and Associate Deans from internationally renowned business schools. The meeting helped explore potential synergies between their individual and institutional initiatives aimed at globally developing responsibility in and through management education. As a result, the 2016 Innovation Cohort delivery and pricing model has been refined.

“Whole Person Learning (WPL) Workshop at the EFMD Annual Conference”

Claire Maxwell – Chair of the GRLI Guardian Group and Co-Director of the Oasis School of Human Relations presented this interactive workshop on 7-9 June 2015 in Brussels, Belgium. WPL calls for dialogue, communication, and active participation. In that sense, learning becomes a joint venture to develop different approaches to new concerns. The session was very popular among attendees and provided a participative journey into bringing a WPL approach to a University for Astronautical and Aeronautical students in China.

“The GRLI 2015 All Gathering Momentum (AGM)”

The “All Gathering Momentum” meeting on 21-22 June 2015 in New York City, USA at the New School marked the GRLI’s annual gathering. More than 60 Partners, Members, Associates and prospective members attended the meeting. The working meetings included a prototype of a student-facilitated Faculty Development workshop, refinements to AIM2Flourish which was launched later that same week,

and updates on the Workplace of Tomorrow and Sustainability Literacy Test initiatives. Proposals of new initiatives on shaping business leadership in Africa and mapping the ecosystem of responsible management education initiatives also emerged. Finally, the AGM served as launch pad for GRLI's full participation in the PRME Global Forum later that same week.

“Launch of AIM2Flourish.com”

AIM2Flourish empowers students to become the future leaders we need while also supporting today's business leaders with recognition for their positive impact. Using the UN Global Goals for Sustainable Development as a lens, business students go out into their community and interview business leaders about good-for-the-world innovations. The outputs live on the AIM2Flourish.com platform. As of mid-October 2015 nearly 1,000 students worldwide have participated in the initial pilot reaching 45 universities in 27 countries. The GRLI together with business students and professors from 19 countries, gathered in New York City, USA, on 24 June 2015 for the launch of AIM2Flourish.²

“The 2015 Global Forum for Responsible Management Education”

The GRLI board members and partners played a key role in PRME's main 2015 gathering on 23-24 June - New York City. Pierre Tapie delivered a keynote presentation and Katrin Muff lead the visioning process on both mornings as well as a guided meditation for the more than 400 participants. The framing of the event's participant guide closely linked to the GRLI's “Me, We, All of Us” positioning of global responsibility, whilst roundtable discussions took place using the 50+20 Collaboratory methodology. As a result of the 2015 Global Forum, a Responsible Management Education Outcomes Declaration was published and announced in the UN General Assembly the next morning, where a speech was delivered by Julia Christensen-Hughes, GRLI Partner and Guardian group member.

Advocacy Initiative: “Academic Community Response to the Refugee Crisis”

GRLI partners initiated the development and distribution of an urgent call to business schools and management-related higher education institutions to respond to the ongoing refugee crisis, launched 18 September 2015. With the support of PRME, the initiative was scaled and aligned to the UNGC's Business Action Pledge.

Advocacy Initiative: “Catalysing a #GlobalEdAlliance and handover of COP21 Open Letter”

The representatives of an informal global alliance coordinated by GRLI, EAUC and HESI handed over an Open Letter to Pierre-Henri Guignard, COP21 Secretary General, at the UNESCO Headquarter in Paris on 14 October 2015. Tertiary and higher education sustainability and student networks and associations on every continent signed the letter calling on COP21 Ministers and negotiators to strengthen the research and education role that universities and colleges play in finding and implementing solutions towards climate change mitigation and adaptation, and placing it in the context of addressing wider issues of sustainability.

² <http://www.grli.org/projects/aim2flourish/>

“Responsible Leadership Collaboratory - ILA 2015”

A Collaboratory on Responsible Leadership session set-up by GRLI partners preceded the International Leadership Association 2015 Annual Conference on 14-17 October 2015 - Barcelona, Spain. The interactive workshop gave participants the opportunity to engage with responsible leadership in the context of a complex, international, multi-generational and multicultural world. A group of experienced international facilitators including several GRLI Associates (Steve Kempster, Lancaster University; Karen Blakeley, Winchester Business School; Anne Murphy, Lancaster University; Jonathan Gosling) supported the collaboratory.

“EFMD Advisory Seminar - The Impact Challenge in collaboration with AACSB International”

The GRLI took active part in the EFMD advisory seminar on 2 December 2015 in Brussels, Belgium

“COP21 Collaboratory”

Building on the momentum and awareness of the COP21 Open Letter handed over in Paris on 14 October 2015, the GRLI as co-convenor of a global education alliance facilitated an open Collaboratory at the UNESCO stand at COP21.

Issue number 13 of “Global Responsibility” magazine from December 2015

Articles included in this issue cover Aim2Flourish, Connect Initiative, Workplace of Tomorrow, Julia Christensen-Hughes speech at the UN General Assembly in NYC, individual reflections.

Projects

Management Education Innovation Cohort

In November 2013, a group of deans and directors of business schools and corporate learning and development specialists, building on insights developed through the 50+20 vision “Management Education for the World” joined a GRLI innovation cohort of peers to pilot and test responsible change in education and business.

This “Management Education Innovation Cohort”, consists of 18 individuals representing 16 institutions, and is actively driving three hands-on projects aimed at transforming management education in the service of society.

1. The “Values in Action” project aims to globally-source rich, vibrant ideas on how to bring about **Ethics, Responsibility, and Sustainability (ERS)** values in action. Using **EFMD’s EQUIS accreditation scheme** as a reference point, the role and potential of accreditation in developing ethical and globally responsible citizens was explored and a survey is currently underway to gather further data.
2. The “Faculty Motivation” project aims to create a framework for motivating faculty to integrate responsibility and sustainability into their offerings and approaches – a framework that change agents in business schools and business programmes can use in their own context.

3. The “Virtual Peer-learning” project involves a cross-institutional group that is prototyping a new form of web-based collaborative learning. Initially the idea has been tested by a small group representing business, business schools, other learning institutions, change consultancies and business practitioners. The ultimate objective is to develop a viable tool for enabling new ways of connecting and learning across educational and business boundaries.

A Global Sustainability Literacy Test for Higher Education

GRLI & EFMD supported the launch of a major UN-originated initiative to expand sustainability literacy across tertiary education worldwide. The pilot test went online on 30 March 2014 and has been developed under the leadership of GRLI Partner institute, Kedge Business School. Currently the Regional / National Expert Committee (RNEC) comprise networks of regional/national higher education institutions across 24 countries/regions with over 200 volunteers contributing to date. The Sustainability Literacy Test is a Multiple Choice Questionnaire (MCQ). 50 MCQ's are randomly selected out of a wide range covering the basic knowledge on sustainable development and individual and organisational sustainability and responsibility. Of those questions, 2/3 are aimed at the Supra/International level (climate change for instance) and 1/3 aimed at the national/regional level (i.e. local regulations and laws, culture and practices).

SMILE Research Proposal with GOLDEN

During April and May 2014, GRLI worked intensively with its partners GOLDEN for Sustainability, on a large-scale proposal for research funding from the EU. The proposal was for the implementation of so-called “Sustainable business Model Innovation Labs for Europe” (SMILE) designed to study, and at the same time support, the way enterprises re-think, experiment with and change their business model. The bid was not successful however it led to the development with GOLDEN of "Sustainable Enterprise Model Innovation Labs" or SEMI Labs. A SEMI Lab is designed in part for “virtual” or lab experimentation, and in part for “real” experimentation on the field, hence the acronym “semi”.

SEMI labs can be established on three different levels:

- At a company level to develop, test and integrate a comprehensive sustainability strategy on all levels of the firm.
- At a national (or regional) level in cooperation with national (or regional) government institutions to improve the overall sustainability performance of companies in the region.
- In the context of international organisations, GOLDEN is currently involved in discussions with the International Labour Organisation (ILO) for a lab focusing on aspects of employment, the UN Environmental Program (UNEP) on a lab targeting environmental issues, and the UN Industrial Development Organisation (UNIDO) for a lab on operational practices and development strategies.

As result of the 2014 AGM in Cleveland, the GRLI Support Centre, in consultation with GRLI Associates, Members, Partners and Strategic Partners refined GRLI's external positioning. The revised external positioning released in January 2015

describes the organisation as the “*leading incubator for innovation and new practice in business schools and for collaboration with business in the space of ethics, responsibility, and sustainability*”.

During 2015 the GRLI network supported by the Core Team developed ideas and initiatives that align to its mission of catalysing Global Responsibility within the following focus areas:

1. Re-conceptualise the purpose of the firm
2. Reshape the philosophy of Management Education to align with number one
3. Integrate leadership and ethics at individual and collective level
4. Mobilise actions that create societal impact by applying the learning and theory (from points 1-3) in practice.

GRLI is re-affirming its role and positioning as collaborative laboratory to EFMD, AACSB International and UNGC during 2016 and beyond.

PRME Governance & Operations

As of 28 October, there are 569 active signatories. While PRME is seeing steady growth.

In 2014, PRME did not convene a global meeting, but rather focused on regional meetings:

- 19 February: PRME Chapter Meeting in Curitiba, Brazil, hosted by ISAE/FGV
- 20-21 February: 1st PRME Regional Meeting DACH in Innsbruck, Austria, hosted by MCI - Management Center Innsbruck
- 8-9 April: 2nd PRME Chapter Forum UK and Ireland in Winchester, UK, hosted by Winchester Business School
- 21 May: PRME Chapter Meeting in São Paulo, Brazil, hosted by Business School São Paulo
- 17-18 June: 3rd PRME Regional Meeting Latin America and the Caribbean in Mexico City, Mexico, hosted by EGADE Business School
- 10 July: 1st PRME Regional Meeting Spain and Portugal in Madrid, Spain, hosted by ESADE Business School
- 20 August: PRME Chapter Meeting in Nova Lima, Brazil, hosted by Fundação Dom Cabral (FDC)
- 10-11 October: 1st PRME Regional Meeting North America in Seattle, Washington, USA, hosted by University of Washington Bothell School of Business
- 29-30 October: 2nd PRME Regional Meeting DACH & Responsible Management Education Research Conference in Chur, Switzerland, hosted by University of Applied Sciences HTW Chur
- 10-11 November: 4th PRME MENA Regional Forum in Casablanca, Morocco, hosted by ESCA School of Management
- 13-14 November: 5th PRME Asia Forum in Kuala Lumpur, Malaysia,

hosted by Universiti Utara Malaysia

- 19 November: PRME Chapter Meeting Brazil in Curitiba, Brazil, hosted by ISAE/FGV

There are now 11 regional PRME Chapters:

- Five Established (Brazil, DACH (German-speaking Europe), Latin America and the Caribbean, Nordic, UK and Ireland)
- Six Emerging (Australia and New Zealand, East Asia, Iberian (Spain and Portugal), MENA (Middle East and North Africa), North America (Canada and US), (Southeast Asia+)

The PRME Champions leadership group met in New York in July 2014 for a two day working meeting, which included lunch at the UN with Secretary-General Ban Ki-moon and representatives from 30 governments, the UN Global Compact Board, the Principles for Responsible Investment (PRI) Advisory Council, and Global Compact LEAD.

Outcomes of the initial two-year pilot phase were presented at the 4th PRME Global Forum on 23-25 June 2015.

Issue-specific PRME Working Groups (Anti-Corruption, Poverty, Gender Equality) are actively producing and promoting resources as well as incentivizing research.

Regarding communications, a redesign of the PRME website (www.unprme.org) launched in to positive reception; the monthly newsletter has good uptake; the PRiMetime blog is seeing increased readership and contributions by PRME signatories; the PRME Secretariat is working to enhance utilization of social media.

The PRME Advisory Committee - officially launched at the “2015 Global Forum for Responsible Management Education - 6th PRME Assembly” and composed of individuals from PRME signatory institutions - gives additional strategic advice to the PRME Steering Committee and the PRME Secretariat. The PRME Advisory Committee is drawn from the main constituencies in the PRME community: PRME Chapters, Champions, Working Groups, and other relevant experts, using a dual system of election by members and selection by the Secretariat.

The 2015 PRME Steering Committee meeting took place in January in Barcelona during the EFMD Conference for Deans and Directors General. A second in-person Steering Committee meeting took place at the 2015 PRME Global Forum, together with the PRME Advisory Committee.

“2015 Global Forum for Responsible Management Education – 6th PRME Assembly”, the flagship event for PRME in 2015 took place on 23-24 June in New York in conjunction with “Global Compact+15.” The Global Forum brought together more than 400 leaders in business education, the private sector, government, and civil society in a collaborative environment to share and learn from one another and to commit to next steps for advancing responsible management education individually, as a community, and across institutions. Through the

Outcomes Declaration issued at the conclusion of the 2015 PRME Global Forum, participants reaffirmed support for PRME, made commitments to enhance the quality of the PRME initiative individually, institutionally, and collectively as a community, and called for governments, business leaders, accrediting bodies, rankings providers, and UN system entities to support management educators in their key role in developing future leaders and helping to achieve the Sustainable Development Goals (SDGs).

The PRME Chapters have continued emerging since their endorsement at the 3rd Global Forum in Rio de Janeiro in 2012. PRME Chapters are platforms that advance the Six Principles of PRME within a particular geographic context, performing an important role in rooting PRME within different national, regional, cultural and linguistic contexts, and facilitating the growth and engagement of PRME.

There are currently 13 regional PRME Chapters with strong connections to the Global Compact Local Networks, which exist in over 80 countries. They help to give more ownership to signatories and provide opportunities to go beyond raising awareness and sharing experience, by developing projects (for example, on curriculum change, faculty development, partnership).

In 2015, 12 PRME Regional Meetings introduced the SDGs at the local level, continuing to strengthen the regional PRME Chapters:

- 10 February: 2nd PRME Chapter Meeting Iberian in Madrid, Spain, hosted by Comillas Pontifical University
- 18 March: 1st 2015 PRME Chapter Brazil Meeting in Ribeirao Preto Brazil, hosted by FEA/RP-USP
- 2 June: 2nd 2015 PRME Chapter Brazil Meeting in Sao Paulo, Brazil, hosted by Fundaçao Dom Cabral
- 8-9 June: 2nd PRME Nordic Meeting in Copenhagen, Denmark, hosted by Copenhagen Business School.
- 29-30 June: 3rd UK & Ireland PRME Conference in Glasgow, Scotland, hosted by Glasgow Caledonian University
- 21 July: 3rd 2015 PRME Chapter Brazil Meeting in Curitiba, Brazil, hosted by SESI/PR
- 1 September: 4th 2015 PRME Chapter Brazil Meeting in Curitiba, Brazil hosted by ISAE
- 21-22 October: 4th PRME Regional Meeting Latin America and the Caribbean
- 4 November: 3rd PRME Chapter Meeting DACH
- 10-12 November: 5th 2015 PRME Chapter Brazil Meeting & CR3+ Conference in Curitiba, Brazil hosted by ISAE/FVG
- 11-12 November: 5th PRME MENA Forum in Amman, Jordan hosted by Talal Abu Ghazaleh Graduate School of Business, German-Jordanian University
- 27-28 November: 6th PRME Asia Forum in Goa, India hosted by Goa Institute of Management

The PRME Champions group concluded its 2013-2015 pilot phase and took on applications for the new phase of PRME Champions projects starting in January 2016. The group leads projects on curriculum development, faculty development and

engagement, research, and PRME implementation. At the 2015 LEAD Symposium in Madrid, the group announced the launching of a resource on Business-Business School Partnerships.

The issue PRME Working Groups on Anti-Corruption, Poverty as a Challenge to Management Education, Gender Equality, Business for Peace, Climate Change and Business, and Human Rights, among others, consist of faculty members who create teaching material, research opportunities, and/or publications that are freely accessible through the PRME website. Recent publications include PRME Anti-Corruption Toolkit (September 2015); Anti-Corruption: Implementing Curriculum Change in Management Education (September 2015); Integrating Gender Equality into Business and Management Education (April 2015); Socially Responsive Organizations and the Challenge of Poverty (July 2014).

As a sponsor of **Higher Education Sustainability Initiative (HESI) - Higher Education for Climate Change Action**, PRME helped to convene a recent meeting in Paris on 14 October with over 300 representatives from the higher education sector, governments, and the UN. In advance of COP21, this event addressed the roles and responsibilities of higher education institutions in addressing climate change adaptation and mitigation in coursework and through research and encouraged new or enhanced commitments by HESI members. PRME outcomes, photos, and remarks can be found on the PRME website.

Publications & Resources

Book “Management Education for the World” in Chinese

The translation of the 50+20 book “Management Education for the World” into basic Mandarin has been completed and was launched at the 2014 IACMR Conference on 18-22 June, 2014.

50+20 Agenda in French, German and Spanish

Translation of the 50+20 Agenda into French and Spanish has been completed and the German translation is still under development.

Book “Rethinking the Enterprise Competitiveness, Technology and Society”

Professor Philippe de Woot’s book “Rethinking the Enterprise Competitiveness, Technology and Society” was published in collaboration with EFMD and released in June 2014.

Other Publications

Book “The Collaboratory: A Co-creative Stakeholder Engagement Process for Solving Complex Problems”

Greenleaf Publishing in collaboration with GRLI published “The Collaboratory”. The book is about empowering ordinary people to make a difference in the world. It explores the transformation that emerges when groups spread around the world working on similar issues discover synchronicities, often cross-pollinating, and collaborate rather than compete. The book builds on the 50+20 vision and is



designed as a practical handbook for those active in transformation change, irrespective of their fields of action: in society, in organisations of all kinds and in the field of education.

The book is edited by Katrin Muff, Dean, Business School Lausanne and includes contributions from numerous authors including an entire chapter on *GRI as meta-collaboratory* written by John North and Anders Aspling.