

Report on Global Responsibility

Barcelona
July, 2016



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REPORT ON GLOBAL RESPONSIBILITY

IESE AT A GLANCE

- IESE was founded in 1958
- More than 43,000 alumni in 117 countries
- Students reflecting 60 nationalities in the full-time MBA program
- Global campuses in Barcelona, Madrid, New York City, Munich, Nairobi, Sao Paulo and Shanghai

A WORD FROM THE DEAN

Since its inception, IESE Business School has taken a humanistic approach to business leadership as a central pillar of its mission. The school's activities try to apply and develop the Principles for Responsible Management Education (PRME) Initiative, which are also coherent with our mission.

IESE's mission is to help develop leaders who seek to have a deep, positive and lasting impact on people, firms and society through professional excellence, integrity and spirit of service. This mission, which guides all the school's activities, is highly congruous with the PRME initiative. Since the most recent Report on Global Responsibility, IESE Business School has continued to broaden its teaching and research activities and social impact with the goal of helping business leaders positively influence our world today, by creating more human and effective organizations.

We offer core courses both in the MBA and Executive Education that are fully coherent with the PRME Initiative. Faculty members also feel very responsible for this. A highlight is the International Symposium of Ethics, Business and Society, which brings together scholars and experts from all over the world to address critical ethical matters. The 18th and 19th editions of the symposium were held, addressing the topics of ethics in global finance and strategic management and their paradigms, respectively.

IESE's Africa Initiative continued to gain momentum. This project, which encompasses diverse activities, aims to contribute to management education across the African continent. IESE has helped launch three business schools in the region: Lagos Business School, Pan-African University in Nigeria; Strathmore Business School, Strathmore University in Kenya; and MDE in Ivory Coast. IESE also keeps helping 15 universities and their faculty in emerging countries on four continents.

The school also celebrated the 50th anniversary of its MBA program – a cross-cultural learning experience that features a curriculum closely aligned with the school's values and the needs of society. The program marked the anniversary with a series of events around the world.

Responsible business leadership has never been more important for addressing the challenges faced by society. For this reason, IESE remains committed to the field of CSR and to developing leaders determined to build a better world.

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 on 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
- Commitment to the common good of companies and society
- 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

A HUMANISTIC VIEW OF MANAGEMENT

Corporate social responsibility and social impact have played a central role in IESE's curricula and activities since its inception in 1958. The impact of IESE's approach is tangible in its emphasis on a human and ethical view of management, as well as its support of initiatives that foster social development and progress in numerous areas. For this reason, it often attracts students who are driven to making a positive contribution to society. The following attributes define the school's approach:

- **Ethical learning outcomes:** IESE continues to place efforts in assuring the quality and personal and social impact of learning. The school assures learning in degrees and individual courses by measuring student development in key areas. IESE also places strong emphasis on faculty development through close mentorship and evaluation to ensure that teaching and research are aligned with the school's values and mission.
- **Ideas with impact:** The school's faculty members balance their roles as educators with a constant commitment to rigorous research and the development of knowledge. They seek to improve the world by understanding it in order to take appropriate action, while adhering to ethical and moral principles. In this sense, all research has practical relevance in order to provide viable solutions for current business problems.
- **Global reach:** IESE commitment to serving companies, business leaders and managers around the world is evident in the school's broad and diverse range of programs. Through a steady growth in its activities, the school has been able to share its core values worldwide and deepen its legacy of leadership.
- **Innovation:** IESE is at the forefront of integrating online and face-to-face methodologies to enhance the experience of program participants. Programs, as well as learning methodologies and technologies, are constantly improved. Two dozen new courses have been developed in the MBA Program in the past five years, while 42 percent of funds donated to the school in 2014-2015 were allocated to innovation and learning.

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 a corporate behavior that favor human development and sustainability.

- Devise management models that make it easier to grasp the complexity and the 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 to 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 towards 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 to 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

The Social Entrepreneurship and Social Innovation Platform

The platform itself 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 for 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 collaborations between 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 sense, the SESI platform is interested in transferring capabilities and resources that can help transform great ideas into tangible initiatives.

The Social Entrepreneurship Network

Since the last report, the Social Entrepreneurship and Social Innovation Platform created the Social Entrepreneurship Network. This platform intends to connect IESE community (students, participants, alumni, academic and non-academic staff) with social enterprises that pursue social objectives consistent with IESE values. It will also give the opportunity to social investors to know new social initiatives that are worthy of investment.

PRINCIPLE 1

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.

IESE Programs

IESE Business School offers the full-time MBA, Executive MBA, Global Executive MBA, PhD in Management and a wide range of executive education programs. All programs take a general management and global approach, with an emphasis on ethical decision making, with the goal of developing business leaders who can lead their firms successfully in the long term. Learning outcomes for all IESE programs are clearly defined and measured. Often these include reasoning and reflective skills, as well as implementation and decision making.

IESE has reached several important milestones since the last PRME report. At the same time, the school has continued to enhance its program portfolio, which emphasizes the development of responsible leadership capabilities.

In 2014-2015, IESE's full-time MBA program celebrated its 50th anniversary with events held around the world. Today, there are more than 8,600 graduates worldwide. The program was founded in 1964 through support from Harvard Business School through the HBS-IESE Committee.

Current MBA courses that address responsible leadership in business include:

- "The Base of the Pyramid and Sustainable Growth"
- "Tools and strategies for the sustainable business"
- "Ethics, Leadership and Values"
- "Social Entrepreneurship"
- "Environmental Management"
- "Management of non-profit Institutions"
- "Current Social and Political Ideas for Business"

Lifelong Learning

As part of its efforts to support IESE alumni around the world as they seek to contribute value to both their organizations and society as a whole, the school offers lifelong learning opportunities both in person and via online platforms. These often include invited scholars and practitioners who share their views on topics linked with ethics, CSR and sustainability.

During 2014-2015, the Alumni Learning Program was redesigned to improve the integration of special digital content. Of particular note were a number of online education sessions, in the form of e-conferences, WebEx (live sessions) and webinars. Currently, 25 percent of these sessions are digital, in the form either of live streaming lectures or prerecorded e-conferences.

Alumni Learning Series

The Alumni Learning Program explored new themes to keep IESE graduates up to date on the latest trends and shifts in global management. The Alumni Learning Series allows graduates to gain new insights from IESE faculty experts in sessions held around world.

Such events launched since the last report include the following:

- **Strategy Series**

Strategies for Smart Cities

This series addresses the strategic planning necessary to create more livable and sustainable cities. It also explores the challenges facing cities that decide to become “smart cities,” business opportunities for companies, and the role that citizens will play.

- **Leadership Series**

The Role of Leaders in the 21st Century

Today’s society needs role models who embody exemplary leadership and professional excellence to restore our confidence. This series examines the key characteristics of this type of inspirational leader.

- **Business Ethics Series**

The Ethics of Good Leadership

Ethics is essential to lead well. It is not a set of external restrictions, nor is it an add-on to enhance corporate image or a cure-all to help senior managers sleep with a clean conscious.

- **Social Entrepreneurship Series**

Innovation and Social Entrepreneurship

Why are non-profit organizations becoming increasingly more competitive? And why are traditional companies getting more involved in social outreach initiatives? This series examines the opportunities generated by the social economy.

Alumni Learning Sessions

In addition, the school offers individual sessions which attract more than 20,000 participants each year. Examples of these sessions include:

- **Responsible Investments**

October 2, 2014, New York

Speakers: Fabrizio Ferraro and James Gifford, senior research fellow on the Initiative for Responsible Investment at Harvard Kennedy School.

- **Making a Positive – and Profitable – Impact**

February 26, 2015, Barcelona

Speakers: Prof. Alberto Fernández and Lisa Hehenberger, Research and Policy Director of the European Venture Philanthropy Association

- **Exemplary Leadership**

April 20, 2015, Barcelona

Speaker: Cardinal Peter Turkson, president of the Pontifical Council for Justice and Peace

Focused Programs

IESE offers short focused programs that target the latest developments in specific sectors and areas. Of particular relevance is a new program, “Compliance, Social Responsibility and Good Governance: Strengthening the Culture of Corporate Compliance.” Two editions of this program, which is focused on developing social responsibility in business, have been held, in 2014 and 2015.

Executive Education Programs

IESE continues to offer both open and custom executive education programs for business leaders around the globe. All programs are designed to meet the specific needs of companies and their managers, while sharing a common goal: to have a lasting and positive impact on the way the world does business. The opening of the school's new campus in Munich in June 2015 marked the beginning of a new chapter in the school's decade-long history of offering executive education in Germany.

Future Perspectives

- Continued expansion and strengthening of IESE programs around the world, with new opportunities afforded by the school's newly-opened campus in Munich
- Ongoing development of the newly revamped Alumni Learning Program

IESE Campuses and other Executive Education Locations



Alumni Learning Program

	2013-2014	2014-2015
Sessions Held in Spain	139	138
Participants	20,561	18,418
Sessions Outside of Spain	108	105
Participants	4,641	4,773
Total Sessions	247	243
Total Participants	25,202	23,191
E-Conferences and Digital Sessions Participants	9,416	11,245
TOTAL PARTICIPANTS	34,618	34,436

PRINCIPLE 2

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

Ethics and Social Responsibility in the Curriculum

As noted in the previous report, a concern for basic ethical principles is emphasized in all IESE programs and courses: respect for each person, respect for ethical values in companies and society, and responsibility of business leaders for the common good of society. A core ethics course is a requirement during the first year of the MBA program.

Moreover, the following values characterize all the activities of IESE Business School, as articulated by University of Navarra's code of ethics: work, liberty, respect, interdisciplinary dialogue, responsibility, service and internationalism. The school adheres to the ethical principles of the United Nations Global Compact, as well as the principles of the PRME.

Recent activities included:

- **Support for Business Leaders in Emerging Economies:**
IESE plays a key role in developing executive education in emerging regions of the world through its support of 15 Associated Business Schools in Latin America, Asia and Africa.
- **Africa Initiative:**
IESE works alongside African business schools on the development of joint projects. It delivers management development related to Africa for senior executives in both IESE and partner school programs, as well as promoting and supporting numerous business communities through research initiatives, expertise sharing and networking events. The school's various activities are organized under the umbrella of its Africa Initiative and have helped to form strong ties across the continent. IESE has made significant contributions to schools in Nigeria, Kenya, and Côte d'Ivoire, while maintaining strong bilateral learning relationships with companies and institutions across the continent since 1992.

- **Programs for NGOs:**

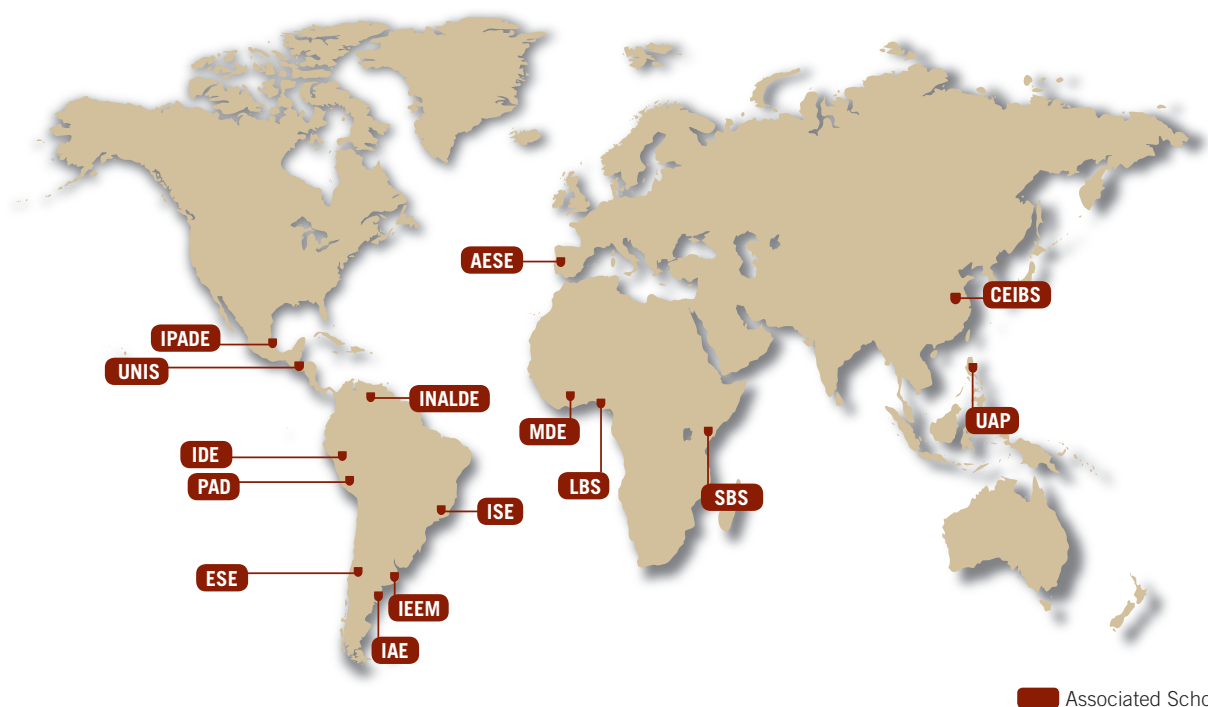
The school is developing partnerships with organizations such as UNICEF, La Caixa Foundation (Financial Services) and Barcelona Activa (Entrepreneurial hub) developing customized programs for them. For example, the UNICEF program in management development intends to have an impact on how participants lead change and manage their teams in complex environments.

- **Women and Leadership:**

IESE seeks to promote the professional advancement of women, as well as the integration of different areas of life in order to achieve women's full development and contribution to the family, to the company and to the society, in collaboration with men. The Center for Work and Family (ICWF) together with Vida Caixa published "The Impact of Pensions on Women: Retirement and Quality of Life," which analyzes the needs of individuals and families, with special emphasis on the situation of women, and recommends formulas to maintain their purchasing power after retirement age.

Future Perspectives

- Under the umbrella of the Africa Initiative, IESE will continue to step up its support for executive education in the region.
- IESE will continue to partner strategically with NGOs in order to accelerate shared value and achieve social progress in diverse areas.



PRINCIPLE 3

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

Annual Symposium of Business Ethics and Society, organized by the Chair of Business Ethics

The annual International Symposium of Ethics, Business and Society brings together scholars and practitioners from all over the world to address ethical issues in business management. The 18th and 19th editions of the symposium were held, addressing the topics of global finance and strategic management, respectively.

The most recent edition, held July 4-5, 2016, featured the title, “Ethical Challenges in Strategic Management: New Models and New Realities that are Transforming Business and Societies.”

Doing Good and Doing Well Conference

IESE’s Doing Good and Doing Well conference is Europe’s largest student-run MBA event focusing on CSR. The event is a hallmark of student life at the school. It offers a unique opportunity for students to engage with outside professionals from leading companies, as well as network with students from other business schools.

The 2015 edition, held on February 27-28, featured the theme, “What is Responsible Business?” Keynote speakers were Alfred Escala, IBM on Smart Cities, Smart Business; Diego Martinez, BMW on Electric cars: Driving Innovative Models; Olivier Kayser, Hystra on Market Opportunities at the Bottom of the Pyramid; and Jill Dumain, Patagonia on Becoming a Responsible Company.

The 2016 edition of the DGDW conference, which took place February 26-27, delved into the topic of “Innovative Business Models that Create Meaningful Impact.” Speakers included Daphne Koller, founder of Coursera; Jella Vastert, head of EV Infrastructure Europe at Tesla; and Michel Geenet, former head of Greenpeace Europe.

Colloquium on Christian Humanism in Economics and Business

IESE's Chair of Business Ethics organized the Colloquium on Christian Humanism in Economics and Business, together with the Pontifical University of the Holy Cross and the School of Business and Economics of the Catholic University of America. The event, held on April 20-21, 2015, on IESE's Barcelona campus, seeks to promote research on ethics in business based on Catholic Social Teaching (CST) and other Christian perspectives.

IESE Insight

As well as being featured in prominent global publications, IESE's research is also shared through IESE Insight, the school's knowledge portal and quarterly magazine. During the 2014-2015 academic year, IESE Insight review celebrated the publication of its first 25 issues.

These 25 issues featured informed opinions and perspectives from figures at the top of their fields. World-class thought leaders and Nobel Prize winners, including Umran Beba, Colin Camerer, Henry Mintzberg, Robin Sharma, Hermann Simon, Robert M. Solow, Lech Walesa, and Muhammad Yunus, wrote columns for the magazine. Twenty-five executives gave exclusive interviews, including Narayana Murthy (Infosys), Kevin Roberts (Saatchi & Saatchi), Daniel Servitje (Bimbo), Paul Polman (Unilever), Carlos Ghosn (Renault-Nissan) and Howard Schultz (Starbucks).

The online version of the magazine is distributed to 16,000 members and 16,200 non-members. Dissemination of IESE Insight standalone articles and reviews continues to grow through distributors' sales, as well as through the online resource EBSCO.

Examples of Insight articles published since the last report are:

- "A Strategic Approach to Sustainability," by Mike Rosenberg, 2016
- "Values Against Violence: Taking on the Mafia," by Antonino Vaccaro and Guido Palazzo, 2015
- "Make Way for Chief Integrity Officer," by Antonino Vaccaro and Enrique Aznar, 2015
- "The Keys to a Positive Business Culture," by Joan Fontrodona and Pablo Sanz Fernandez, 2015

- “When Playing Green Backfires: Volkswagen and the Front Line of the Greenwashing Debate,” by Pascual Berrone, Andrea Fosfuri and Liliana Gelabert, 2105

Special Dossier: Managing with Integrity

In 2015, Insight published a dossier on managing with integrity. Within this dossier, three major articles were featured that dealt with business ethics and corporate social responsibility:

- “The Keys to a Positive Business Culture: The Value of Values,” by Joan Fontrodona and Pablo Sanz Fernández.
- “Make Way for the Chief Integrity Officer: Beyond Compliance,” by Enrique Aznar and Antonino Vaccaro.
- “Navigating the Realities of Emerging Markets: Compliance in Context,” by Matthias Kleinhempel.

Future Perspectives

- The school will continue providing an international platform for the discussion of critical topics related to responsible leadership through key events and conferences.
- Building upon the well-established readership base of Insight magazine, IESE will continue disseminating new ideas and knowledge generated by faculty from the school and other leading institutions which addresses CSR and ethical issues.

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.

Since the last report, IESE professors have tackled a wide range of issues to help contribute to a grasp of creating sustainable value in business. The school's faculty members devote a third of their working hours to in-depth research on matters that are, or will soon become, crucial to business management. Their findings were published in refereed journals and books, as well as presented at academic conferences.

It is worth noting that in 2015 IESE Prof. Antonio Argandoña received the Ramón Mullerat Prize for the Promotion of Social Responsibility and Sustainability for his significant contributions to the field.

Selected articles in Refereed Journals

- Calleja, Ricardo; Melé, Domènec, "Political Wisdom in Management and Corporate Governance," *Philosophy of Management*, Vol. 15, No. 2, 2016, pp 99 – 119.
- Melé, Domènec, "Re-Thinking Capitalism: What We Can Learn From Scholasticism?," *Journal of Business Ethics*, Vol. 133, No. 2, 2016, pp 293 – 304.
- Argandoña, Antonio, "Humility in Management," *Journal of Business Ethics*, Vol. 132, No. 1, 2015, pp 63 – 71.
- Melé, Domènec; Armengou, Jaume, "Moral Legitimacy in Controversial Projects and its Relationship with Social License to Operate: A Case Study," *Journal of Business Ethics*, 2015, (Online)
- Walls, J.; Berrone, Pascual, "The Power of One to Make a Difference: How Informal and Formal CEO Power Affect Environmental Sustainability," *Journal of Business Ethics*, 2015 (Online).

- Berrone, Pascual; Fosfuri, Andrea; Gelabert, Liliana, “Does Greenwashing Pay Off? Understanding the Relationship Between Environmental Actions and Environmental Legitimacy,” *Journal of Business Ethics*, 2015 (Online).
- Vaccaro, Antonino; Palazzo, Guido, “Values Against Violence: Institutional Change in Societies Dominated by Organized Crime”, *Academy of Management Journal*, Vol. 58, No. 4, 2015, pp 1075 – 1101.
- Fontrodona, Joan; Sison, Alejo, “Work, Virtues, and Flourishing: A Special Issue from the EBEN 25th Annual Conference,” *Journal of Business Ethics*, Vol. 128, No. 4, 2015, pp 701 – 703.
- Pastoriza, David; Ariño, Miguel Angel; Ricart, Joan Enric; Canela, Miguel Ángel, “Does an Ethical Work Context Generate Internal Social Capital?” *Journal of Business Ethics*, Vol. 129, No. 1, 2015, pp 77 – 92.
- Cruz, C.; Larraza-Kintana, M.; Garcés-Galdeano, Lucía; Berrone, Pascual, “Are Family Firms Really More Socially Responsible?”, *Entrepreneurship Theory and Practice*, Vol. 38, No. 6, 2014, pp 1295 – 1316.
- García Ruiz, Pablo; Rodríguez-Lluesma, Carlos, “Consumption Practices: A Virtue Ethics Approach,” *Business Ethics Quarterly*, Vol. 24, No. 4, 2014, pp 509 – 531.
- Ramus, Tommaso; Vaccaro, Antonino, “Stakeholders Matter: How Social Enterprises Address Mission Drift,” *Journal of Business Ethics*, 2014 (Online).

Selected Cases

- *Baby Supplies: Entrepreneur-Investor Conflict* by Hakan Ener, May 2015
- *The Lithuanian Free Market Institute* by Antonino Vaccaro and Tommaso Ramus, September 2015
- *Samasource* by Antonino Vaccaro and Tommaso Ramus, November 2105
- *What Does it Mean Being a Decent Boss?* by Antonino Vaccaro and Tommaso Ramus, December 2014
- *Addiopizzo Travel* by Antonino Vaccaro and Tommaso Ramus and Barbara La Cara, November 2014

PhD Theses

2014-2015

Student	Thesis title
Anna Bayona	Essays on Incomplete Information in Markets
Bilgehan Uzuca	Unraveling the Within Industry Heterogeneity: Submarkets, Ecosystem Niches and Their Impact on Firm Survival, Entry and Value Capturing
Adrián Pardo	An Empirical Assessment of the Responses of Bank Depositors to Adverse Selection and Moral Hazard: The Case of the Mexican Banking Industry
Federica Force Massa Saluzzo	Towards a Theory of Nonprofit Organizations

2015-June 2016

Student	Thesis title
Irene Beccarini	Shareholder Engagement: From Activism to Corporate Change
Diogo R. Prado Zanata	Expanding Person-Environment Fit Research
Tony G. Silard	The Associated Follower and Organizational Outcomes of Competing Leader Emotion-Related Behaviors

Future Perspectives

- Through its Research Department, IESE will continue to help professors and researchers to procure the funding and resources necessary to carry out relevant research that focuses on responsible leadership and ethical business practices.
- IESE will continue to offer PhD students the opportunity to research relevant topics with theoretical depth, emphasizing both a humanistic approach provided by dedicated and deeply involved faculty and staff within a framework of management practice.

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 is an international hub for the generation of new ideas to help solve management challenges. These ideas emerge from working closely with companies and business leaders through initiatives, events and activities focusing on recent research.

Partner New EIT Health Consortium

IESE became a key partner in this consortium, which is approved by the European Institute of Innovation & Technology, an independent body of the European Union. The goal of EIT Health is to contribute to increasing the competitiveness of European industry, and to improve the quality of life of Europe's citizens and the sustainability of its healthcare systems.

New Healthcare Management Chair

IESE's Research Centers and Chairs serve as important links with firms in developing in new research, which is developed from a solid ethical foundation with a general management perspective. The school has 20 Chairs and 14 Research Centers. Chairs are generally bestowed by an individual or organization for whom the position will be named. IESE professors lead the research centers, and some will have staff who conduct research and academic activities.

In 2014, IESE created the Jaime Grego Chair of Healthcare Management, which has close ties to IESE's teaching and research activity in health economics. Under the directorship of Professor Núria Mas, the chair carries out research projects and generates knowledge in health economics and policy that contribute to the chair's mission.

Selected Centers

- **Schneider Electric Sustainability and Business Strategy Chair**
(<http://www.iese.edu/en/faculty-research/chairs/schneider-electric/>)
- **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/EmpresaFamiliareIniciativaEmprendedora.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>)

Selected Chairs

- **“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>)

Student Clubs

MBA student clubs bring together MBA students and members of the business community through a host of activities and events. MBA student clubs which regularly focus on CSR-related issues include:

- **Responsible Business Club**

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 careers.

- **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**

This objective of this club is to develop and sustain an ongoing dynamic relationship with the Asian business environment, and 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.

Future Perspectives

- IESE will continue to engage with global business leaders in the development of new ideas and solutions for business challenges through ongoing research and activities.
- As pillars of the school's research, the school's chairs and research centers will be strengthened and their activities expanded in the future.

PRINCIPLE 6

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

IESE faculty members participate in a wide range of consortia and partnerships aimed at promoting responsible business on a global level. The school also offers programs for public sector entities designed to improve managerial practices, as well as promote ethics and integrity, within organizations.

Key highlights since the last report include:

- **Strategic Management Society's 34th Annual Meeting**

Held in Madrid in September 2014, this meeting was chaired by Prof. Africa Ariño and Prof. Pascual Berrone. One of the most important gatherings in the field, the meeting had a record attendance of over 1,100 academics and professionals from 80 countries.

- **Specialist Centre for Public-Private Partnerships in Smart and Sustainable Cities (PPP for Cities)**

The center, whose academic director is Prof. Joan E. Ricart, is attached to the International Centre of Excellence on PPPs (ICOE) of the UNECE, a network that helps governments develop efficient, sustainable PPP projects. It operates as part of IESE's Public-Private Research Center.

- **Horizon 2020 Project**

The Public-Private Sector Research Center, led by Prof. Xavier Vives, and the Cities in Motion Initiative became partners in the Horizon 2020 project financed by the European Commission. The project, entitled GrowSmarter, brings together cities and industry to demonstrate "12 smart city solutions" in energy, infrastructure and transport.

- **Challenges for the Future of Banking Discussion Forum**

Organized by IESE in London in November 2014, this event gathered thought leaders to discuss regulations that can deliver a clear framework and transparent penalties.

• **Leadership Programs for Public Sector Management**

As noted in the previous report, IESE actively collaborates with governments and public institutions to provide programs to improve the managerial capabilities of public officials.

Recent programs in this area include:

- Seven programs helped 236 leaders in governmental and public organizations to professionally manage public resources. Participants developed new managerial skills, learned how to motivate better their teams and implement management models to carry out public policies.
- Additional courses for 2014-2015 included a program for managers from the European Union (Decision- Making for European Parliament Senior Managers) and the design of a program for senior officials from Europe.
- The Communication, Leadership and Campaign Management Program, as well as the Evaluation of Public Policies and Social Programs, are delivered in cooperation with the Harvard Kennedy School of Government.

Sustainable Brands Barcelona Conference

IESE played host to the Sustainable Brands Conference, which focuses on how to successfully innovate in branding for sustainability. The 2015 event took place April 26-28, while the 2016 edition was also hosted on the campus.

Academic Appointments

As an important service to the academic community, IESE professors sit on numerous editorial boards of international journals. To see a full list of these, please refer to Annex 1 and Annex 2.

Future Perspectives

- IESE will continue to take part in diverse projects and partnerships in order to fuel ongoing dialogue and discussion about sustainability and ethics in business.
- Working with other leading business schools, IESE will lead programs for public administration professionals, with the objective of making an impact on society as a whole.

ADDENDUM PRINCIPLE

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

Healthy Work Environment

As noted in the previous report, IESE promotes a family-friendly work environment through a variety of policies that support: education and professional development, flexible timetables, aid to parents of small children, counseling, and University of Navarra hospital services, among other benefits. The school has obtained the Family Responsible Company certificate in recognition of its flexible work policies.

Sustainable use of resources

IESE's operations are based on sustainable use of natural resources and respect for the environment. The school's Environmental Action Plan 2014-2015 centered on the principles of the European Union's Sustainable Development Strategy and implemented the results of the energy audit carried out in IESE in 2013-2014. The plan articulates two main lines of action: sustainable use of resources in day-to-day operations and promotion of environmental awareness.

The last two years have seen the ongoing implementation of measures designed to increase energy efficiency. Electricity consumption was reduced by 3 percent in 2014-2015.

Projects implemented included replacement of lighting with LED solutions, installation of solar filters, zoning of lighting to adjust light levels to the requirements of activities, installation of detectors in passageways and store rooms, and updating of equipment for air conditioning systems, as per general upgrade plan for climate-control installations.

- **Reduce the generation of waste**

Proper waste management and separation processes were put into place, leading to a reduction of 42 percent in 2014-2015. Special attention was paid to the management of waste derived from the upgrade of facilities.

- **Working with social productive enterprises**

IESE has partnerships with printing, transport, taxi and paper companies that have strategic environmental objectives. The school started using a green taxi company, whose fleet is made up entirely of hybrid vehicles with low CO2 emissions.

- **Environmental awareness**

IESE organized a variety of activities to raise students and staff's awareness about the need for environmentally friendly behavior that contributes to the sustainable development of society.

Volunteer and Charitable Initiatives

Through the IESE Foundation, as well as the contributions from IESE friends, alumni and students, the following projects are supported on an ongoing basis:

- **Etimoe and Makoré projects:** The projects Etimoe and Makoré respond to the enormous need for education of children in Ivory Coast.
- **Niger Foundation Hospital:** The Niger Foundation Hospital is a health center located in the southeast of Nigeria and carries out important mortality prevention work among children and pregnant women in the province of Enugu.
- **Kimlea:** The educational project Kimlea was launched with the objective of helping women and young girls who work on coffee and tea plantations in the region of Limuru, Kenya, in order to improve their quality of life.
- **Eastlands College of Technology Project:** The Eastlands College of Technology Project is an organization sponsored by Strathmore Educational Trust Initiatives and Educational Trust, whose main objective is to facilitate employment in Kenya.
- **Mary's Meals:** IESE alumni regularly contribute to this organization, which seeks to find simple solutions to the problem of world hunger.

In addition, IESE MBA and Executive MBA students and alumni regularly participate and contribute to various charitable organizations in their local communities.

Through the Social Action Club, MBA students collect funds for a wide range of local and international charitable organizations. In 2015, students in this club collected more than 23,000 euros for these entities, during a timeframe of about one month.

Future Perspectives

- In alignment with its values and mission, IESE will continue to provide a healthy work environment for faculty and staff through specific policies and initiatives.
- The school will remain committed to the sustainable use of natural resources and protection of the environment.

Annex 1

Academic Appointments

Professor	Appointment	Journal
Argandoña, Antonio	Director of IESE Insight Review	IESE Insight Review
Argandoña, Antonio	Member of the editorial board	Journal of Business Ethics
Argandoña, Antonio	Member of the editorial board	Journal of International Business Education
Ariño, Africa	Associate Editor	Academy of Management Discoveries
Ariño, Africa	Associate Editor	Global Strategy Journal
Ariño, Africa	Member of editorial board	Journal of Strategic Management Education
Ariño, Africa	Member of editorial board	Oxford Research Reviews: Business and Management
Ariño, Africa	Member of editorial board	Strategic Management Journal
Berrone, Pascual	Associate Editor	"Organization and Environment" Journal
Berrone, Pascual	Member of editorial board	Family Business Review
Berrone, Pascual	Member of editorial board	Harvard Deusto Business Review
Berrone, Pascual	Member of editorial board	Management Research: The Journal of the Iberoamerican Academy of Management
Berrone, Pascual	Member of editorial board	Strategic Management Journal
Berrone, Pascual	Member of editorial board	Journal of High Technology Management Research
Cassiman, Bruno	Department Editor	Management Sciences
Dávila, Antonio	Member of editorial board	Advances in Management Accounting
Dávila, Antonio	Member of editorial board	European Accounting Review
Dávila, Antonio	Member of editorial board	Management Research: The Journal of the Iberoamerican Academy of Management
Dávila, Antonio	Member of editorial board	Sport, Business and Management
Ferraro, Fabrizio	Member of editorial board	Academy of Management Discovery
Ferraro, Fabrizio	Member of editorial board	Academy of Management Review
Ferraro, Fabrizio	Member of the Extended Editorial Board	Economia & Management
Ferraro, Fabrizio	Member of editorial board	IESE Insight Review
Ferraro, Fabrizio	Co-Editor	Journal of Management & Governance
Fontrodona, Joan	Member of editorial board	MediaResponsible
Garcia-Pont, Carlos	Member of editorial board	IESE Insight Review
Ghemawat, Pankaj	Member of editorial board	European Management Review
Ghemawat, Pankaj	Senior editorial	Global Strategy Journal

Annex 1

Academic Appointments

Ghemawat, Pankaj	Member of editorial board	Journal of International Business Education
Klueter, Thomas	Member of editorial board	Strategic Entrepreneurship Journal
Lee, Yih-teen	Member of editorial board	Journal of World Business
Lee, Yih-teen	Member of editorial board	Leadership Quarterly
Lee, Yih-teen	Member of editorial board	Revue économique et sociale
Liao, Yuan	Member of editorial board	Journal of International Business Studies
Martínez de Albeniz, Victor	Senior Editor	Production and Operations Management
Martínez de Albeniz, Victor	Associate Editor	Manufacturing and Services Operations Management (M&SOM)
Mele, Domenec	Member of editorial board	Corporate Governance: The International Journal of Business in Society
Mele, Domenec	Section Editor	Journal of Business Ethics
Mele, Domenec	Member of editorial board	Philosophy of Management
Miller, Paddy	Member of editorial board	International Review of Management
Muñoz-Seca, Beatriz	Member of editorial board	IESE Insight Review
Ormazabal, Gaizka	Member of editorial board	Journal of Financial Reporting
Ormazabal, Gaizka	Member of editorial board	Spanish Journal of Finance and Accounting (Revista Española de Financiación y Contabilidad)
Peñalva Acedo, Fernando	Member of editorial board	European Accounting Review
Peñalva Acedo, Fernando	Member of editorial board	Spanish Journal of Finance and Accounting (Revista Española de Financiación y Contabilidad)
Quintanilla Alboreca, Javier	Member of editorial board	Human Resource Management Journal
Raes, Anneloes	Member of editorial board	Small Group Research
Rahnema, Ahmad	Member of editorial board	Harvard Deusto Business Review
Rahnema, Ahmad	Member of editorial board	International Review of Management
Reiche, B. Sebastian	Associate Editor	Human Resource Management Journal
Reiche, B. Sebastian	Member of editorial board	IESE Insight Review
Reiche, B. Sebastian	Member of editorial board	International Journal of Cross-Cultural Management
Reiche, B. Sebastian	Member of editorial board	International Journal of Human Resource Management
Reiche, B. Sebastian	Member of editorial board	Journal of International Business Studies
Reiche, B. Sebastian	Member of editorial board	Journal of World Business

Annex 1

Academic Appointments

Ricart, Joan Enric	Member of editorial board	European Management Review
Ricart, Joan Enric	Member of editorial board	IESE Insight Review
Ricart, Joan Enric	Member of the Scientific Committee	Journal of Management & Governance
Ricart, Joan Enric	Member of editorial board	Journal of Strategic Management Education
Ricart, Joan Enric	Member of editorial board	Management Research: The Journal of the Iberoamerican Academy of Management
Sieber, Sandra	Member of editorial board	International Review of Management
Stremersch, Stefan	Member of editorial board	AMS Review
Stremersch, Stefan	Member of the policy board	International Journal of Research in Marketing
Stremersch, Stefan	Member of editorial board	International Journal of Research in Marketing
Stremersch, Stefan	Member of editorial review board	Journal of Marketing
Stremersch, Stefan	Member of editorial board	Journal of Marketing Research
Stremersch, Stefan	Member of editorial board	Marketing Science
Stremersch, Stefan	Member of editorial advisory board	Marketing ZFP - Journal of Research and Management
Suarez, José Luis	Member of editorial board	International Review of Management
Tortoriello, Marco	Member of editorial board	Academy of Management Journal
Tortoriello, Marco	Member of editorial board	Organization Science
Vaccaro, Antonio	Member of editorial board	Asian Journal of Sustainability and Social Responsibility
Valentini, Giovanni	Co-Editor	Industrial and Corporate Change
Valentini, Giovanni	Member of editorial board	Strategic Management Journal
Valentini, Giovanni	Member of editorial board	Journal of Management
Valentini, Giovanni	Member of editorial board	European Management Review
Valor, Josep	Member of editorial board	Harvard Deusto Business Review
Vergara, Carles	Member of editorial board	IESE Insight Review
Vives, Xavier	Editor	Journal of Economic Theory (JET)
Vives, Xavier	Member of editorial board	Journal of Economics and Management Strategy
Vroom, Govert	Member of editorial board	Strategic Management Journal
Vroom, Govert	Member of editorial board	Strategy Science
Zott, Christoph	Co-Editor	Strategic Entrepreneurship Journal
Zott, Christoph	Member of editorial board	Strategic Management Journal

Annex 2

Other Appointments

Antón, Miguel	Research Associate of the Financial Markets Group (LSE)
Argandoña, Antonio	Comité Científico del Markets, Culture and Ethics Center, Pontifical University of the Holy Cross
Argandoña, Antonio	Member of the Advisory Board of Catalan Finance Institute (ICF)
Argandoña, Antonio	President, Comité de Normativa y Ética Profesional, Colegio de Economistas de Catalunya
Argandoña, Antonio	Commission on Corporate Social Responsibility and Anti-Corruption, International Chamber of Commerce, Paris
Argandoña, Antonio	Member of the Scientific Committee of the Chair "Mission Leadership and Corporate Governance", Universidad Internacional de Cataluña
Argandoña, Antonio	Member of the Scientific Committee for the Master on Corporate Social Responsibility, Universitat Oberta de Catalunya
Ariño, Africa	2014 Program Chair of 34th SMS Annual International Conference
Ariño, Africa	Member of the Board of Directors of Strategic Management Society
Ariño, Africa	Strategic Management Society Fellow
Ariño, Africa	Fellow International Academy of Management
Berrone, Pascual	2014 Associate Program Chair of the 34th SMS Annual International Conference
Berrone, Pascual	Vice-President of the Iberoamerican Academy of Management
Berrone, Pascual	Distinguished member of the Scientific Committee for the GRONEN Research Conference 2016
Berrone, Pascual	Scientific Evaluator of the Agencia Nacional de Evaluación y Prospectiva (ANEP)
Canals, Jordi	Advisory Board Member of ABIS
Canals, Jordi	Member of the Board of EFMD
Canals, Jordi	Fellow International Academy of Management
Cassiman, Bruno	Research Fellow, CEPS
Cassiman, Bruno	Panel Member ERC Starter Grants
Cassiman, Bruno	Member of the Scientific Committee European Association for Research in Industrial Economics (EARIE)
Chinchilla, Nuria	Member of the VIP Advisory Board of the Women's International Networking
Chinchilla, Nuria	Member of the University Advisory Committee, Universidad Internacional de Cataluña
Elvira, Marta	Member of the Jury of the Premio Príncipe de Asturias de Ciencias Sociales
Fonrodona, Joan	Chairman EBEN España

Annex 2

Other Appointments

Fontrodona, Joan	Member of Academic Board of ABIS
Fontrodona, Joan	Member of the Board of Foretica
Fontrodona, Joan	Member of the Steering Committee of Compromiso RSE
Ghemawat, Pankaj	Chairman, Strategy Research Foundation
Ghemawat, Pankaj	Fellow International Academy of Management
Giné, Mireia	Director of Wharton Research Data Services
Lee, Yih-teen	Member of Membership Drive Committee
Mas, Núria	Member of the Advisory Committee for the Sustainability and Progress of the Healthcare System (CASoST) of the Catalan Government
Mas, Núria	Honorary Member of the Asociación Española de Economía
Mele, Domenec	Member of the Scientific Committee of the Chair "Mission Leadership and Corporate Governance", Universidad Internacional de Cataluña
Mele, Domenec	Editor section of The Journal of Business Ethics
Moszoro, Marian	Member of the Program Committee of the 17th Annual Conference of The International Society for New Institutional Economics
Nueno, Pedro	Fellow International Academy of Management
Ormazabal, Gaizka	Governance Committee of the American Accounting Association
Ormazabal, Gaizka	Research Associate, CEPR
Pastor, Alfredo	Fellow International Academy of Management
Peñalva, Fernando	Member of the Scientific Committee of the European Accounting Association Annual Conference
Peñalva, Fernando	Member of the Selection and Follow-up Committee of the AECA - Carlos Cubillo Accounting and Auditing Chair
Peñalva, Fernando	Member of the Expert Commission on Corporate Government established by the National Commission on Security Markets on behalf of the Cabinet on May 10, 2013
Pin, José Ramón	Member of the Academic Business Committee at the Barna Business School
Prats, M ^a Julia	Member of the European Advisory Group on Entrepreneurship Education
Prats, M ^a Julia	Board Member of the Institut Català de Finances
Rahnema, Ahmad	President of the Spanish Financial Forum of London
Reiche, B. Sebastian	Permanent Chair of EIASM Workshop on International Management (previously EIASM Workshop on International Strategy and Cross-Cultural Management)

Annex 2

Other Appointments

Ribera, Jaume	Member of the Management Board of EIASM
Ribera, Jaume	Member of General Assembly EIT Health, Spain
Ricart, Joan Enric	Fellow at the European Academy of Management
Ricart, Joan Enric	Fellow at the Strategic Management Society
Ricart, Joan Enric	Fellow at the International Academy of Management
Ricart, Joan Enric	Member of the Research Steering Committee of EFMD
Ricart, Joan Enric	Vice President of Iberoamerican Academy of Management
Ricart, Joan Enric	Member of the Board of the European Foundation for Cluster Excellence
Ricart, Joan Enric	Member of World Economic Forum's Agenda Council on the Future of Cities
Roure, Juan	President of Spanish Association of Business Angels Network (AEBAN)
Stremersch, Stefan	ERIM Fellow
Stremersch, Stefan	Tinbergen Institute Fellow
Tàpies, Josep	Fellow IFERA
Tàpies, Josep	Fellow International Academy of Management
Vaccaro, Antonino	Member of the Scientific Board, EBEN Portugal
Vaccaro, Antonino	Member of the Board of ERShub committee (Etica-Responsabilità, Sostenibilità), LUISS University Rome
Vaccaro, Antonino	Director Scientific Board Center for Business Ethics, Catolica-Lisbon Business School, 2015-
Valentini, Giovanni	Member of the Awards Committee of the BOS (Business Policy & Strategy) Division, Academy of Management
Valentini, Giovanni	Representative at Large, "Knowledge & Innovation" Interest Group, Strategic Management Society
Valor, Josep	Member of the Executive Committee of The Case Center (previously ECCH)
Vives, Xavier	Advisory Board of Nota d'Economia
Vives, Xavier	Member of the Alumni Advisory Board, Universitat Autònoma de Barcelona
Vives, Xavier	Member of the Board of Fundación de Economía Analítica, IAE-CSIC
Vives, Xavier	Member of the ERC Identification Committee
Vives, Xavier	Research Associate of ECGI
Vives, Xavier	Research Fellow, CESifo
Vives, Xavier	President of European Association for Research in Industrial Economics (EARIE)

Annex 2

Other Appointments

Vives, Xavier	ECB Wim Duisenberg Fellow
Vives, Xavier	Numerary Member of the Philosophy and Social Sciences Section of the Institut d'Estudis Catalans
Vives, Xavier	Honorary Member of the Spanish Economic Association, 2010-
Vives, Xavier	Member of Scientific Advisory Committee of CREI, Universitat Pompeu Fabra, 2001-
Vives, Xavier	Member of the Economics, Business and Management Section of the Academia Europaea, 2012-
Vives, Xavier	Research Fellow, CEPR
Vroom, Govert	Elected Member of the Executive Committee, Academy of Management, Business Policy and Strategy Division
Zott, Christoph	Past Chair, Business Policy & Strategy Division, Academy of Management
Zott, Christoph	Chair, Business Policy & Strategy Division, Academy of Management
Zott, Christoph	Chair-Elect, Business Policy & Strategy Division, Academy of Management
Zott, Christoph	Program Chair, Business Policy & Strategy Division, Academy of Management
Zott, Christoph	Associate Program Chair, Business Policy & Strategy Division, Academy of Management
Zott, Christoph	Chair, Entrepreneurship and Strategy Investment Group, Strategic Management Society
Zott, Christoph	Program Chair, Entrepreneurship and Strategy Investment Group, Strategic Management Society
Zott, Christoph	Associate Program Chair, Entrepreneurship and Strategy Investment Group, Strategic Management Society

**A WAY TO LEARN
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