

PRME 2018-2020

Sharing Information on Progress Report

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Introduction

IESE at a Glance

IESE was founded in **1958**

More than **51,000 alumni** representing nearly **150 different nationalities**

Students from more than **70 different countries** in the full-time MBA program

Global campuses in **Barcelona, Madrid, New York City, Munich and São Paulo**

A Word from the Dean



Franz Heukamp
Dean, IESE Business School

As organizations reconfigure their strategies due to the global health crisis, IESE remains firmly focused on the UN Sustainable Development Goals and their overarching purpose – to create a more sustainable future for people and our planet.

The SDGs provide an ideal framework to help us find our way through these moments of social, economic and environmental uncertainty. And we are at a critical juncture, with 10 years left to achieve as many of the 17 SDGs as possible. While companies must act decisively to restart the economy, they also have a unique opportunity to embrace innovative approaches to persistent problems.

As a signatory of the Principles for Responsible Business Management (PRME) and the UN Global Compact, IESE continues to push ahead with its many initiatives to promote social responsibility and sustainable development in business. Examples of these include the Center for Business in Society and the Fuel Freedom Chair for Energy and Social Development, as well as the Schneider Electric Sustainability and Strategy Chair.

IESE's unique mission, from the start more than 60 years ago, is *to 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*. As our school continues to grow, our strategic priorities remain rooted in this mission.

The global health challenge has put social and economic inequality into sharper relief, but it has also given everyone here at IESE even greater motivation to forge ahead with our commitment to the PRME and the SDGs. This report provides an overview of how we are carrying this out.





History and Mission

When IESE was founded in 1958, it offered globally-focused programs from a general management perspective, with an emphasis on the ethical and human aspects of business activities. It sought to develop managers with a sense of professional excellence and a strong desire and willingness to serve companies and society at large.

The school formed its first international alliance in 1963, with Harvard Business School, to develop Europe's first two-year MBA program. Today, following the recent celebration of the school's 60th anniversary, its original purpose remains firmly in place: to form business leaders who want to serve.

With campuses in five cities, IESE is uniquely positioned to develop leaders worldwide who can make a positive impact on companies and society. IESE carries out essential research and leads thinking on business topics through its 24 chairs and 12 research centers. It continually innovates, drawing upon the latest learning technologies to offer high-caliber and flexible educational programs for senior executives.

In 2020, IESE began vigorously adapting to the changes brought about by COVID-19. The initiative "Ready. Safe. Go." encompassed a range of actions taken in the area of installations, health and safety, and innovation and enthusiasm. In terms of installations, we introduced new health protocols and prepared our facilities to maximize flexibility for future health and learning requirements. We introduced hybrid courses, in which professors deliver class on campus to in-person students, as well as those who connect remotely. Moreover, new materials were created to respond to the new situations and challenges that managers and businesses face.

As noted in the previous SIP report, the school draws together business ethics, corporate responsibility and sustainability in the following ways:

SOCIETY

IESE strives to attract, develop and retain talented people who share its values. To that end, it focuses on making the school a welcoming place where staff and faculty are proud to work.

PEOPLE

IESE strives to attract, develop and retain talented people who share its values. To that end, it focuses on making the school a welcoming place where staff and faculty are proud to work.

ENVIRONMENT

The school has reduced its carbon footprint significantly in recent years by lowering energy consumption and replacing equipment across its global campuses.

GOVERNANCE

IESE is led by a diverse senior management team. It comprises members of varied nationalities, genders and professional backgrounds who work together to seek the most effective ways of guiding the school. Its combined knowledge is further enriched through the advice of two advisory boards (the International Advisory Board and the U.S. Advisory Council) and two committees (the Executive Committee and the Alumni Executive Committee.)

CLIENTS

When working with students or with partners in in-company programs, IESE has an opportunity to share and foster the importance of corporate social responsibility and social impact.

The school is an initiative of Opus Dei, a Personal Prelature of the Roman Catholic Church.

With these core values underpinning all IESE's initiatives, the following are particularly aligned with PRME objectives:

IESE and the UN Global Compact

IESE Business School, the graduate business school of the University of Navarra, became a signatory of the UN Global Compact in 2003. Since that time, and in line with our values and mission, we have remained committed to strengthening the PRME. Among other initiatives, which will be described in this report, we should note that:

- Our flagship publication *IESE Insight* dedicated an entire issue to the countdown to the 2030 Agenda for Sustainable Development. This special edition outlined the history of the UN Sustainability Goals and the establishment of the Global Compact in 2000 with the goal of enlisting the business community in advancing the SDGs. It featured a special interview with Lise Kingo, CEO and Executive Director of the UN Global Compact.
- IESE's 2020 "Doing Good Doing Well" conference, which brings together MBA students from around the world, centered on the UN Sustainable Development Goals.
- The school's Cities in Motion research team and the IESE Public-Private Partnerships (PPPs) for Cities launched a methodology to determine how PPPs impact the SDGs. Resulting research was published in *the Journal of Sustainability*.
- An article focused on the SDGs by IESE Professor Pascual Berrone and co-authors: "Localizing Sustainable Development Goals: Nonprofit Density and City Sustainability," was published in the *Academy of Management Discoveries*, in 2019.

In addition, and as noted in previous reports, the following IESE initiatives continue to be particularly aligned with PRME objectives:

IESE Center for Business in Society

IESE's Center for Business in Society focuses on education and research, with 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 among the 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.

The Social Entrepreneurship and Social Innovation Platform

The Social Entrepreneurship and Social Innovation Platform is an initiative of the Center for Business in Society. The platform 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 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 the IESE community and social entrepreneurs in search of help.

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

The Social Entrepreneurship Network

The Social Entrepreneurship and Social Innovation Platform created the Social Entrepreneurship Network, which connects IESE community (students, participants, alumni, academic and non-academic staff) with social enterprises that pursue social objectives consistent with IESE values. It also gives social investors the opportunity to identify new social initiatives worthy of investment.



The Center for Globalization and Strategy

The Center for Globalization and Strategy aims to be an international benchmark for companies, universities, business schools and governments. It promotes the exchange of ideas in the area of globalization and international strategy.

The center's main objectives are to: 1) Develop a conceptual structure that will help companies to understand and manage the impact of globalization and develop strategies of internationalization; 2) generate and disseminate new knowledge in this field; and 3), develop new, high-quality teaching materials

The center's two main academic partners are Kellogg School of Management and The Center for International Business Education and Research at Duke University's Fuqua School of Business.

The International Center for Work and Family

The Center for Globalization and Strategy aims to be an international benchmark for companies, universities, business schools and governments. It promotes the exchange of ideas in the area of globalization and international strategy.

The International Center for Work and Family (ICWF)'s mission is to promote Family Corporate Responsibility (FCR) in business, i.e. to promote leadership, culture and corporate policies that facilitate the integration of employees' work, family and personal life. The center's specific goals include:

- To promote an organizational culture focused on people.
- To develop talent and leadership skills to create a business culture that facilitates the integration of work, family and personal life.
- To create policies and practices of reconciliation and equal opportunities, through the flexibility and the development of FCR.

- To improve the environments in which career paths are developed, so that people can have a balanced work, family and personal life.
- To foster commitment and satisfaction of workers, increasing the competitiveness and sustainability of organizations.
- To investigate, analyze and promote the professional advancement of women and the integration of different aspects of life to achieve their full development.
- To encourage governments and other public institutions to develop regulations and policies aiming to facilitate FCR.

Progress on Specific Goals

The school has taken strides on specific goals included in the last SIP, such as:

- Continuing to work toward building a new vision of work that places the centrality of the human being at the core of the definition and practice of work.
- Expansion of elective courses that include responsible leadership components.
- Strengthening the dissemination of faculty research output.
- Supporting the creation of responsible and sustainable companies through IESE research centers and chairs.
- Working with government executives to improve management practices and policy evaluation.
- Seeking new opportunities to host and take part in key international events that bring together academics and practitioners from other prestigious institutions.

Within the "Toward a Sustainable Campus" project, continuing efforts to reduce energy consumption, lower CO2 emissions and, consequently, reduce IESE's carbon footprint.



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's vision is to be a leader in business education, serving senior executives and entrepreneurs worldwide with a focus on general management, a global mindset and ethical leadership. The school's mission and vision are aligned with that of its parent institution, the University of Navarra.

Since the school's foundation, IESE professors have emphasized ethics, social issues and sustainability in the classroom. Corporate social responsibility issues are addressed in the core MBA Business Ethics course, as well as other courses.

Over the last two years, we have expanded these, while maintaining our commitment to placing ethics and human values at the core of our initiatives. IESE Business School has a unique mission and all programs seek to promote behaviors among participants that are coherent with this mission.

IESE has sought to give greater visibility and emphasis to the SDGs through multiple channels such as our "Doing Good, Doing Well" student-run conference and IESE's publication *Insight*, which is distributed to alumni and other executives.

New CSR Committee

Since the last report, and in order to strengthen and give visibility to IESE's corporate social responsibility initiatives, the school has created a special committee dedicated to working in this area. This committee also takes into account the 2030 Sustainable Development Agenda.

The committee comprises faculty and staff from a variety of departments and divisions, reflecting the transversal nature of this project. The committee gathers together all CSR initiatives underway at IESE related to employees, clients, governance, environment and social impact. It proposes new measures by devising strategic plans for the future.

IESE Programs, Projects and Initiatives in Alignment with the SDGs



- Scholarships for IESE programs.
- The African Initiative Project.
- Sharing Challenges & Knowledge.
- The Fuel Freedom Chair for Energy and Social Development.
- Global network of associated business schools.
- Charity initiatives.



- The Center for Research in Healthcare Innovation Management (CRHIM).
- The Jaime Grego Chair of Healthcare Management.
- The Novartis Chair on Operational Excellence in the Health Sector.
- Healthy habit awareness campaigns.



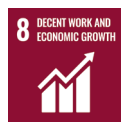
- Academic offer: Our Programs.
- “Triple Crown” accreditation: AACSB, EQUIS and AMBA.
- International Alumni Community.
- Academic Alliances.
- Global network of associated business schools.
- Endowment returns.
- Books, papers.
- Research projects.
- Academic events.
- IESE Publishing, IESE Insight.
- Learning and development programs for professionals.



- The Carmina Roca and Rafael Pich-Aguilera Women and Leadership Chair.
- IESE Women in Leadership (I-WiL).
- Annual conference: Women in Business.
- Programs: Women on Boards of Directors and Women In Leadership.
- Equality Plan.
- Work-life Balance Plan.
- Family-friendly business certification (efr).
- Scholarship program for women.
- Associated business schools.



- Renewable energy at the Barcelona campus.
- Resource management and efficiency plans (energy and water).
- Sustainable transportation: bike/electric scooter parking, electric vehicle charging points.
- Energy audits.
- Energy efficiency improvement projects.
- Climate Change Strategy.
- The Fuel Freedom Chair for Energy and Social Development.
- The Schneider Electric Sustainability and Business Strategy Chair.



- International Alumni Community.
- Member of the UN Global Compact.
- Education for Jobs Initiative.
- Endowment returns.



- European innovation projects.
- Innovative teaching methodologies.
- Environmentally sustainable design of the new Madrid campus.
- Entrepreneurship & Innovation Center.
- The Bertrán Foundation Chair of Entrepreneurship.
- Cities in Motion Strategies.



- Scholarships for IESE programs.
- The African Initiative Project.
- Associated business schools.
- Endowment returns.
- Education for Jobs Initiative.



- The José Felipe Bertrán Chair of Governance and Leadership in Public Administration.
- The Public-Private Sector Research Center.
- The Center for Public Leadership and Government.
- Public Management Initiative.
- The Chair of Business Ethics.
- The CaixaBank Chair of Corporate Social Responsibility.
- Center for Business in Society.
- International Alumni Community.
- Global network of associated business schools.



- PRME Initiative.
- Member of the UN Global Compact.
- International Alumni Community.
- Global network of associated business schools.
- Doing Good Doing Well Conference.

Principle 2

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

Following the school's mission, the school takes a humanistic and ethical view of management, putting people at the center of all business activities.

IESE's mission is to develop leaders who strive to have a deep, positive and lasting impact on people, companies and society through professional excellence, integrity and a spirit of service.

The school's overall strategy flows from its mission, which is focused upon serving executives, companies and society at large. The following are key characteristics of the school:

- it is a values-based business school.
- it has a humanistic and ethical view of corporations and leadership.
- it seeks integration across management disciplines, through a general management perspective.
- it has an international character and a global scope.
- it has a focus on personal development.
- it seeks a balance and a connection between teaching and research, and both should aim at having a positive impact.



Lise Kingo, CEO and Executive Director of the UN Global Compact.

Ethics and responsibility play a central role in the school's decisions regarding the program offerings and research initiatives it undertakes. The Business Ethics Department and the school's various research centers focused on ethics and responsible business are central in these areas.

The case method, our main teaching methodology, is useful for addressing CSR issues and in all of our case discussions, these are included. The case method implies in-depth analysis and discussions of relevant business problems. All participants must defend the principles upon which their solutions are based, while also addressing CSR-related topics such as environmental issues, ethics, economic sustainability, social sustainability, justice (ethics) in organizations, executive compensation, gender topics and ethical advertising. Other topics that might emerge include waste minimization and recycling. Participants are required to address the impact of their decisions on all stakeholders when they consider their decisions.

As a global and values-based business school, IESE seeks to prepare leaders who can make a positive impact on their communities – locally, nationally and globally. With campuses at five different global locations, the school is continually innovating in its program offerings and activities to forge stronger links with the companies and leaders it serves. Due to its cross-cultural perspective and ethical focus, IESE is well-positioned to help business leaders identify solutions for problems that can make a positive impact on diverse stakeholders.

The year 2020 marks a critical juncture: we have 10 years to create the better world that governments and businesses around the world aspire to by meeting the 17 UN Sustainable Development Goals and the United Nations Global Compact. As a business school, we have challenged our community to ask themselves if they are doing enough, and what leadership qualities they will need to develop in order to do even more.



Principle 3

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

At IESE, we integrate the values of responsible leadership in every aspect of our learning environment. The principles serve as important guideposts in this endeavor, as we seek to fulfill our mission. Since the last report, we have developed new courses, expanded our Alumni Learning offerings and strengthened our global impact through online courses and sessions.

IESE's Learning Innovation Unit (LIU) plays a central role in the design and development of IESE programs that involve technology-enhanced activities, such as blended learning, virtual learning, MOOCs and webinars. The technologies and tools we employ are allowing us to reach an increasingly diverse community of learners based all over the world, for example, through our "Strategy and Sustainability" course offered on Coursera.

As noted, in 2020, IESE responded to the changes brought about by COVID-19 to meet the shifting needs of our students and alumni, while creating new learning experiences. On-campus activities were modified to ensure the health and safety of our participants, faculty and staff.

Notably, hybrid format courses were introduced in which professors deliver class on campus to students in the classroom and those who connect remotely. New technologies and tools have been employed so that professors as well as participants can interact with peers at home in real time and with maximum fluidity. Materials have also been created to address the emerging challenges of executives and leaders in view of the global health crisis.

The Full-time MBA Program

The IESE MBA is aimed at high-potential professionals and the program includes highly diverse nationalities and backgrounds. As noted in previous reports, the program stands out for its global scope and its people-centered approach to general management based on ethical values. It helps participants gain deep management expertise, cultivate key capabilities and ethical attitudes, while developing as leaders.

Experiential learning is key to the program, and this has continued to be strengthened in recent years. Capstone Projects, in which students interact and work directly with real companies, have expanded.

The program was founded in 1964 through support from Harvard Business School through the HBS-IESE Committee.

Each year, the program adds new elective courses, many focused on responsible and ethical leadership. Current MBA courses that address responsible leadership in business and developing sustainable social value for business and society include:

- From Adam Smith to Pope Francis: What is Business For?
- Managing Conflicts and Turbulence.
- Management for Development Program.
- Ethics and Finance.
- Social Innovation and Social Entrepreneurship.
- Social Impact Consulting.

Executive MBA Program

The Executive MBA Program helps managers to develop executive capabilities and the in-depth knowledge they need to manage companies, as well as gain a global vision of the business world. In line with IESE's mission, the program has a humanistic focus. It is delivered over 18 months and is offered in Barcelona, Madrid, Sao Paulo and Munich.

Since the last report, a new edition of the Executive MBA was launched in Munich in 2019.

The EMBA curriculum includes the course Business Ethics, which has five objectives: (i) provide the necessary conceptual foundations to frame the role of ethics in action, (ii) boost ethical sensitivity and moral dimension of business decisions, (iii) offer a series of tools to help decision-making, (iv) reflect on the meaning of the executive and the role of organizations in society and finally (v) propose a leadership model based on personal growth.

Global Executive MBA Program

The Global Executive MBA is designed for middle to senior executives from a wide range of industry sectors, functional roles and nationalities. They are looking to make the next step up in their careers.

The Global Executive MBA curriculum includes the course, Business Ethics, which explores responsible leadership. Participants examine the relationship between financial and ethical drivers in decision-making, and analyze situations in which ethics plays, or should play, an important role in the decision-making process. They discuss the opportunities associated with the corporate social responsibility (CSR) movement and how to integrate CSR into organizational and strategic planning.

Master's in Management

In 2019, IESE launched a new program in Madrid, the Master's in Management, aimed at younger aspiring professionals. As with all IESE programs, the MIM places an emphasis on responsible business leadership practices and takes a holistic view of management.

PhD and Master's in Management Research Programs

IESE's PhD and Master's in Management Research Programs prepare students to teach and carry out research at leading universities. Key courses with a focus on responsible leadership in the Master's in Management Research program are:

- Introduction to Decision Making.
- Anthropology and Ethics.

In the doctoral program, business ethics courses and sociology courses also form integral parts of the curriculum.

Alumni Learning Program

Since the most recent report, IESE's Alumni Learning Program has continued to keep alumni up to date on the latest developments in leadership and management. The program often focuses on topics involving responsible leadership and sustainable business practices.

In 2019-2020, IESE delivered 137 sessions for alumni all over the world, with more than 15,680 participants. The program also offered 10 webinars and 27 e-conferences. The 2019 Global Alumni Reunion, the school's central alumni event, drew 2,020 participants.

Examples of Alumni Learning sessions:

- Leadership Essentials for What's Next.
- The Most Common Decision-making Errors.
- Dying for a Paycheck: How Modern Management Harms Employee Health and Company Performance and What We Can Do About It.

Additionally, and in response to the COVID-19 crisis, the Alumni Learning Program was redesigned and expanded to provide ongoing learning opportunities online not only for the IESE community but for anyone who wanted to participate. Under the theme “Leadership Essentials for Turbulent Times & Forging Ahead,” 32 sessions were imparted by IESE professors, with 459,635 views, through this initiative.

Focused Programs

IESE offers Focused Programs that target the latest developments in specific sectors, as well as responsible leadership issues. These programs are often held in collaboration with faculty from other schools such as Harvard Business School and the Michigan Ross School of Business. Examples of Focused Programs offered by IESE that address responsible leadership:

- Social Responsibility, Trust and Good Management.
- Women and Leadership.
- Become a Positive Leader to Accelerate Positive Change.
- Developing Leadership Competencies.
- Responsible Executive Boards.

Executive Education Programs

IESE recognizes that the more senior an executive, the greater his or her sphere of influence, thus executive education has a special place in realizing the mission of the school. It is no coincidence that the first program offered at IESE was an executive education program for the most senior levels of management.

IESE's Executive Education programs develop key leadership competencies and a global mindset among participants, with an emphasis on responsible leadership.

The Executive Education Portfolio covers the development needs of managers at any stage in their careers. Programs are offered in different languages, but primarily in Spanish or English.

Programs for Public Sector Management

IESE seeks to help strengthen social progress through educational initiatives designed for the public sector. Since the last update, IESE's Center for Public Leadership and Government (CPLG) has continued providing programs for executives in the public sector, achieving a deep impact in the public sphere and taking steps toward becoming a benchmark in the area of public leadership. The program Communication, Leadership and Campaign Management is held in alliance with the Harvard Kennedy School of Government.

MOOC Portfolio

IESE has expanded its MOOC portfolio, which address topics such as sustainability, globalization, and team management. An example is the course “Strategy and Sustainability,” which has drawn notable participation on the MOOC platform Coursera (more than 10,000 enrollments).

“Strategy and Sustainability,” led by Prof. Mike Rosenberg and based upon his book of the same name, provides a fact-based view of complex environmental issues and the strategic choices that businesses must make. The course blends work of some of the leading academic thinkers in the field with practical examples from a variety of business sectors and geographies. It offers a framework with which senior management can engage with the topic, not just to save the planet but to fulfill their short, medium and long-term responsibilities to shareholders and other stakeholders.

The screenshot shows the Coursera interface for the course "Strategy and Sustainability" offered by IESE. The course has a 4.6 rating from 240 reviews. It is taught by Mike Rosenberg, an Associate Professor at IESE. The page includes a "Inscríbete gratis" button, a "Comienza el sep. 25" date, and a "12,790 ya inscrito" count. Below the course title, there is a section "Acerca de este Curso" with a description of business and environmental sustainability. To the right, there is a section "Resultados profesionales del estudiante" showing that 50% of students started a new career and 33% achieved a professional benefit after completing the course. The instructor's name, Mike Rosenberg, and his title, Associate Professor, are also displayed.



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.

IESE's research priorities are highly aligned with our mission and values. Our faculty members generate relevant and practical research insights with a focus on responsible leadership and its impact on society.

IESE has 12 research centers and 24 endowed chairs, which are all held by a distinguished IESE faculty member. The firms that sponsor the centers and chairs directly help the school broaden its knowledge of industries and relevant management issues and generate research that is relevant for business leaders and companies worldwide.

In 2019-2020, IESE faculty published 43 articles in refereed journals, 11 books and 72 cases.

Of special note is an article focused on the SDGs by IESE Professor Pascual Berrone and co-authors: "Localizing Sustainable Development Goals: Nonprofit Density and City Sustainability," published in the *Academy of Management Discoveries*, 2019.

Selected Articles in Refereed Journals

Kelly, C.M., Rofcanin, Y., Las Heras, M., Ogbonnaya, C., Marescaux, E., and Bosch, M.J., "Seeking an "i-deal" Balance: Schedule-Flexibility i-Deals as Mediating Mechanisms Between Supervisor Emotional Support and Employee Work and Home Performance," *Journal of Vocational Behavior*, 2020.

Rofcanin, Y., Las Heras, M., Escribano, P., and Stanko, T., "FSSBs and Elderly Care: Exploring the Role of Organizational Context on Employees' Overall Health and Work-Family Balance Satisfaction," *Journal of Business and Psychology*, 2020.

Koopman, J., Scott, B.A., Matta, F.K., Conlon, D.E., and Dennerlein, T., "Ethical Leadership as a Substitute for Justice Enactment: An Information-Processing Perspective", *Journal of Applied Psychology*, 2019.

Melé, D., "Goods, Norms and Virtues in Business Ethics" (in Spanish), *Studia Poliana*, 2020.

Reiche, S. and Tseda, N., "Head, Heart, or Hands: How Do Employees Respond to a Radical Global Language Change over Time?", *Organization Science*, 2019.

Yan, S.; Ferraro, Fabrizio; Almandoz, John, "The Rise of Socially Responsible Investment Funds: The Paradoxical Role of the Financial Logic," *Administrative Science Quarterly*, 2019.

Beunza, Daniel; Ferraro, Fabrizio, "Performative Work: Bridging Performativity and Institutional Theory in the Responsible Investment Field", *Organization Studies*, 2019.

Duro, Miguel; Heese, Jonas; Ormazabal, Gaizka, "The Effect of Enforcement Transparency: Evidence from SEC Comment-Letter Reviews", *The Review of Accounting Studies*, 2019.

Selected Cases

Felipe Herrera Espaliat and Yago De la Cierva, "The Nut Rage Incident" – Corporate Culture in Crisis.

Gaizka Ormazábal and Igor Kadach, "Say on Pay at Citigroup".

Govert Vroom; Isaac Sastre Boquet; Jordan Mitchell; Ramón Casadesus-Masanell "WWF and Greenpeace: Two Strategies to Save the Arctic Ocean".

Ana Isabel Duch; Joan Enric Ricart; Pascual Berrone "Medellín's Transformation: Towards a More Equitable Innovative and Participatory Urban Society".

Reiche Sebastian; Yuan Liao "Nestlé's Alliance for YOUTH (B)".

Selected Books

A Roadmap for Ethical Excellence by Domènec Melé.

General Management in Latin and Ibero American Organizations: A Humanistic Perspective by Adrian Caldart, Joan Enric Ricart and Alejandro Carrera.

Cities and International Outreach: The Era of the Global City by Pascual Berrone; Joan Enric Ricart and Ana Isabel Duch T-Figueras.

The Future of Management in an AI World by Jordi Canals and Franz Heukamp.

A Catholic Spirituality for Business: The Logic of Gift edited by Martin Schlag and Domènec Melé.

Work in a Human Economy: Business and Common Good in a Changing Society by Antonio Argandoña and Francisco Javier Insa.

PhD Theses

Students in IESE's PhD and Master's in Managerial Decision Science programs focus their investigative work on areas aligned with the school's mission and the aim of making a positive contribution to society. Doctoral theses of note, which have been completed since the last report, include:

2018-2019

Yan Bai - Ethical Judgment and Decision-making in the Time of Bounded Ethicality and Artificial Intelligence.

Melina Moleskis – Beyond the Hybridity in Crowdfunding: Decisions, Motivations and Sustainability.

Swapnil Barmase - Against the Flow: A Process Theory of Imprinting and Economics of Organizational Compassion.

Xavi Sobrepere - Three Essays on Organizational Risk Taking: Top Managers Characteristics, Performance Feedback.

Susanne Koster – Four Essays on Capability Investment Decision-making.

Alberto Ibarra – Prosocial Crowdfunding: A Multilevel and Cross-Disciplinary Analysis.

Paula Apascaritei - Three Essays on Strategic Human Capital.

Jiyuan Dai – Essays on Regulatory Intervention in Corporate Governance Reforms.

Eren Akan - Three Essays on Individuals Motivations in Global Work: The Roles of Previous Experience, Supervisors and Mastery Goals.

2019-2020

Gouri Mohan - Emergence of Individual and Collective Leadership in Self Managing and Diverse Teams: an Investigation of Multiple Antecedent Conditions.

Sumelika Bhattacharyya - Three Essays on Institutional Change and Values.

Pedro Belisario - Three Essays on Information Flows into Equity Markets.

Jeremiah Iyamabo - Subjective Evaluations of Money and Prices

Caleb Bernacchio - Virtue and Organization: Extending the MacIntyrean Paradigm in Business Ethics.

Anastasia Sergreeva - Three Essays on the Cultural Aspects of Entrepreneurial Innovation.

Marie Noëlle N'Guessan - Decision-making at the Interplay Between Microfinance and Crowd Lending: Motivations and Impacts on the Funding of Microfinance Institutions.

Li Fang - Essays on Shareholder Activism.

Academic Appointments

Our professors contribute to the business community through their research, as well as by serving on editorial boards of international journals. See Annex 1 and 2 for complete lists of these appointments.

Recent Awards

IESE faculty members frequently receive recognition for their work in areas related to responsible leadership management. The following awards, among others, have been presented since the last report:

Almandoz, J., 2019 IESE Research Excellence Award, awarded by the IESE Alumni Association for his article “The Rise of Socially Responsible Investment Funds: The Paradoxical Role of the Financial Logic” co-authored with S. Yan and F. Ferraro, published in *Administrative Science Quarterly*, Vol. 64, N°. 2, 2019, pp. 466-501.

Berrone, P., Highly Cited Researcher Distinction 2019, awarded by the Web of Science Group in recognition of exceptional research performance demonstrated by production of multiple highly cited papers that rank in the top 1% for field and year.

Ferraro, F., FIR-PRI Finance & Sustainability Awards 2019, awarded for his article “Creating Common Ground: A Communicative Action Model of Dialogue in Shareholder Engagement” co-authored with D. Beunza and published in 2018 by *Organization Science* 29(6):1187-1207.

Ferraro, F., 2019 IESE Research Excellence Award, awarded by the IESE Alumni Association for his article “The Rise of Socially Responsible Investment Funds: The Paradoxical Role of the Financial Logic” co-authored with S. Yan and J. Almandoz, published in *Administrative Science Quarterly*, Vol. 64, N°. 2, 2019, pp. 466-501.

Nueno, P., “2019 IESE Research Excellence Award”, awarded by the IESE Alumni Association for his book *Autoengaño y Empresa*.

Ricart, J.E., SMS Service Award 2019, awarded by the SMS in recognition of significant and enduring service that made an outstanding and distinguished contribution to the Strategic Management Society and its members.

Stremersch, S., EMAC Distinguished Marketing Scholar Award 2020, awarded by the European Marketing Academy.

Vaccaro, A., Commendatizia Award, awarded by the Guardia di Finanza Police for his study “Structural Integration as Response to Environmental Complexity: The case of Guardia di Finanza,” 2019.

Vroom, G., 2019 IESE Research Excellence Award, awarded by the IESE Alumni Association for his case series on Spotify co-authored with I. Saastre.

Zhu, W., 2019 iFORM Best Paper Award, awarded by INFORMS for the paper Tunca, T.I., W. Zhu. 2018. Buyer intermediation in supplier finance. *Management Science* 64(12) 5631-5650.

Zott, C., Highly Cited Researcher Distinction 2019, awarded by the Web of Science Group in recognition of exceptional research performance demonstrated by production of multiple highly cited papers that rank in the top 1% for field and year.

Key Projects

Since the last report, IESE has continued to increase the number of research projects it leads. Two “IESE High-Impact Projects” can be highlighted:

“The Changing Landscape of Ownership around the World: Implications for Corporations and Society”

“Global Work Role Transitions and the Evolutions of Collective Identities and Well-Being Over Time

Moreover, numerous competitive projects have been launched, with funding from diverse sources such as the Marie Skłodowska-Curie program.

IESE has maintained close ties with the healthcare industry since the last report through various innovation projects led by the Center for Research on Health Innovation Management (CRHIM). These include various EU-funded projects under the EIT-Health Initiative.

Innovation projects through this initiative include:

- “ExProCoor,” funded by EU-European Institute of Innovation and Technology (EIT), H2020 EIT-Health Initiative.
- “MARNIE. Merging Augmented Reality and Neurostimulation to Improve Enacting” funded by EU-European Institute of Innovation and Technology (EIT), H2020 EIT-Health Initiative.
- “PREDIRA -Prediction of Medical Device for Rheumatoid Arthritis,” funded by EU-European Institute of Innovation and Technology (EIT), H2020 EIT-Health Initiative.
- “SeizureT2 -Epilepsy. Discrete personalized epileptic seizure detection device,” funded by EU-European Institute of Innovation and Technology (EIT), H2020 EIT-Health Initiative.

Campus projects through the initiative are:

- “PREDIGIT. Prescribing Digital Therapeutics”, funded by EU-European Institute of Innovation and Technology (EIT), H2020 EIT-Health Initiative.
- “iDays. Innovation Days,” funded by EU-European Institute of Innovation and Technology (EIT), H2020 EIT Health Initiative.
- “WE Health 2019 –Empowering Women Entrepreneurs in Health Innovation,” funded by EU-European Institute of Innovation and Technology (EIT), H2020 EIT Health Initiative.
- “STARSHIP. Innovation Fellowship,” funded by EU-European Institute of Innovation and Technology (EIT), H2020 EIT Health Initiative.
- “MedTechE-Lab –MedTech Entrepreneurship Lab,” funded by EU-European Institute of Innovation and Technology (EIT), H2020 EIT Health Initiative.
- “Lead-Leveraging e-health workforce by advanced skills,” funded by EU-European Institute of Innovation and Technology (EIT), H2020 EIT Health Initiative.
- “ExproCo” funded by EU-European Institute of Innovation and Technology (EIT), H2020 EIT Health Initiative.



Accelerator projects through the initiative are:

- “MT Bootcamp–EIT MedTechBootcamp,” funded by EU-European Institute of Innovation and Technology (EIT), H2020 EIT Health Initiative.
- “PatientEntrepreneur. Patient Innovation Bootcamp: BoostingPatient Entrepreneurship “funded by EU-European Institute of Innovation and Technology (EIT), H2020 EIT Health Initiative.

Also of note since the last report is the research project “Where Should I Live Within a City? The Microdynamics of Quality Life”, funded by AGAUR (the Agency for Management of University and Research Grants in Catalonia) with co-funding from the European Union’s Horizon 2020 research and innovation program under the Marie Skłodowska-Curie Actions.

Another highlight was the project “Big Data at the Service of Social Inclusion,” which was carried out from 2018 to 2020 with the support of RecerCaixa, a program promoted by the “la Caixa” Foundation, in collaboration with ACUP, the Catalan Association of Public Universities.

IESE Research Centers

IESE’s research centers are led by senior professors who are recognized experts in their fields, with support from their research teams. Partner companies and organizations collaborate with our centers to define research objectives.

Since the last PRME report, IESE has launched the IESE Center for Corporate Governance, which is held by IESE’s former dean Jordi Canals.

This new center seeks to generate impactful ideas on corporate governance grounded in evidence-based research to advance the theory and practice of governance and offer practitioners insights for their decision-making processes. It provides a learning context in which chairs of boards, CEOs, board members, investors and senior executives can reflect on and acquire new frameworks and ideas to improve their firms’ governance, ultimately contributing to the positive, long-term impact on both companies and society.

IESE’s research centers are the following:

- Center for Business in Society.
- Center for Corporate Governance.
- Center for Globalization and Strategy.
- Center for Research in Healthcare Innovation Management
- Center for Innovation Marketing and Strategy.
- Center for International Finance.
- International Center for Logistics Research.
- Center for Public Leadership and Government.
- Entrepreneurship and Innovation Center.
- Institute for Media and Entertainment.
- International Center for Work and Family.
- Public-Private Sector Research Center.

IESE's Research Chairs

IESE's research chairs focus on business issues and areas that have particular relevance for creating a socially and environmentally sustainable future. The holders of the chairs work with their research teams to generate new knowledge and ideas aimed at benefitting society at large.

One example is IESE's Fuel Freedom Chair. Given that the world is facing an extreme energy shortage globally, access to affordable fuels would create significant and positive change in developing nations. IESE has teamed up with the Fuel Freedom Foundation to mitigate energy poverty by creating the Fuel Freedom Chair for Energy and Social Development to address this problem through research, energy education and knowledge transfer.

The Fuel Freedom Chair leads research projects in selected countries in partnership with local associated business schools in order to deliver a program – adapted to each country's reality – that focuses on understanding the key challenges, mapping potential solutions and encouraging their adoption. Specific research lines target the areas of electricity, transportation, fertilizer production and cooking fuels.

Since the last report, IESE has created a new research chair: The Intent HQ Chair on Changing Consumer Behavior, launched in 2020. This new chair addresses digitally-acquired mass data, technologies and channels that are contributing toward shifting consumer perspectives.

IESE's research chairs are the following:

- Abertis Chair of Regulation, Competition and Public Policy.
- Banco Sabadell Chair of Emerging Markets.
- Bertrán Foundation Chair of Entrepreneurship.
- CaixaBank Chair of Corporate Social Responsibility.
- Carl Schroeder Chair in Strategic Management.
- Carmina Roca and Rafael Pich-Aguilera Women and Leadership Chair.
- CELSA Chair of Competitiveness in Manufacturing.
- Chair of Business Ethics.
- Chair of Family-Owned Business.
- Crèdit Andorrà Chair of Markets, Organizations and Humanism.
- Eurest Chair of Excellence in Services.
- Fuel Freedom Chair for Energy and Social Development.
- Grupo Santander Chair of Financial Institutions and Corporate Governance.
- IESE Foundation Chair of Corporate Governance.
- Indra Chair of Digital Strategy.
- Intent HQ Chair on Changing Consumer Behavior.
- Jaime Grego Chair in Healthcare Management.
- Joaquim Molins Figueras Chair of Strategic Alliances.

- José Felipe Bertrán Chair of Governance and Leadership in Public Administration.
- Nissan Chair for Corporate Strategy and International Competitiveness.
- PricewaterhouseCoopers Chair of Corporate Finance.
- Puig Chair of Global Leadership Development.
- Intent HQ Chair on Changing Consumer Behavior.
- Schneider Electric Sustainability and Business Strategy Chair
- SEAT Chair of Innovation.

IESE Insight

IESE Insight is the school's portal and magazine that spotlights research carried out by IESE faculty members, as well as other prestigious academics. *IESE Insight* portal has more than 16,000 subscribers to its newsletter and gathers more than 3,000 items in different formats (text, video, slides, infographics and podcasts).

IESE Insight magazine, which is published quarterly, is offered in both print and digital formats. Roughly 40,000 copies are issued in print format and 46,000 in digital format. *Insight* reaches more than 38,000 IESE alumni and other executives around the world.

As noted, in 2019, *Insight* dedicated an entire issue to the countdown to the 2030 Agenda for Sustainable Development. This special edition outlined the history of the UN Sustainability Goals and the establishment of the Global Compact in 2000 specifically to enlist the help of the business community in advancing the goals.

It also included an interview with Lise Kingo, CEO and Executive Director of the UN Global Compact. In the interview, Kingo said that while there has been positive progress on the goals, there are still major challenges faced in two key areas: climate change and gender equality.

In 2019, it won the award for best external magazine at the III Edition of the Fundacom Awards, which showcase excellence and best practices in Spanish and Portuguese Communication and Public Relations throughout the world.

In spring 2020, *Insight* launched a new, all-digital format. Readers can now access the latest content online via ISSUU.

Insight features articles related to responsible leadership and ethical decision making in management regularly. Examples of these since the last report include:

Martínez, V.; Echave Martínez, C., "Big Data to Help Predict Social Exclusion".

Baker, B., "How Kindness Culture Can Elevate Your Business".

Fontrodona, J.; Muller, P., "pan-19: A Time for Ethical Decisions".

Melé, D., "A Roadmap for Ethical Excellence".

Buenza, C. "When Morals Meet Models: Ethics in Banking".

Berrone, P.; Ricart, J.E.; Duch T-Figueras, Ana Isabel; Bernardo, V.; Salvador, J.; Piedra Peña, J.; Rodríguez Planas, M., “Goals Made EASIER: a Diagnostic Tool for Sustainable Development”.

Koopman, J.; Scott, Brent A.; Matta, F. K.; Conlon, D.E.; Dennerlein, Tobia “For Leaders, Ethics Trumps Fairness in Employee Opinions”.

Potito, G.; Aznar, E.; Vaccaro, A. “Key Features for Whistleblowing Systems”.

Yan, S.; Ferraro, F.; Almandoz, J., “Understanding the Paradox of Responsible Investing”.

Ferraro, F. “Can Boards Afford Purpose and Sustainability During the Pandemic?”.



Cover of IESE Business School Insight, Issue 154 (2019).

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.*

We believe that meeting society's most complex challenges requires a wide range of perspectives, and a deep understanding, of real business problems. The school continually brings together and engages with diverse scholars and practitioners to analyze current issues and challenges. The following initiatives involve strong partnerships and collaborations, which are highly aligned with the principles.

IESE Symposium of Ethics, Business and Society

Organized by IESE's Chair of Business Ethics, our longstanding biennial Symposium of Ethics, Business and Society brings together business leaders and scholars from around the world to discuss and explore relevant issues and moral considerations in decision making in business. This event was last held in 2018, under theme "The Meaning of Work in the Fourth Industrial Revolution." The 2020 edition was postponed, due to the global health crisis.

The Chair of Business Ethics works to integrate corporate ethics into business activities in an effective manner. With the aim of overcoming the longstanding separation between ethics on one side, and business and economics on the other, the Chair organizes diverse activities, including the symposium.

Industry Meetings

IESE's longstanding Industry Meetings bring together business leaders and academics to discuss the latest developments and challenges facing a specific sector. The meetings cover industries such as automotive, healthcare, food & beverage, energy, banking, real estate and insurance. By offering up-to-the-minute information, these events attract key speakers and also provide faculty with opportunities to enhance their industry knowledge and enrich their research.

Doing Good and Doing Well Conference

The school's Doing Good Doing Well Conference brings together MBA students from all over the world to discuss issues related to CSR and hear from prominent speakers from business and academia.

The most recent edition was focused on the UN Sustainable Development Goals, with the theme "Unlocking the lifesaving, moneymaking potential of the Sustainable Development Goals."

Speakers included Silvio Dulinsky, member of the Executive Committee of the World Economic Forum and Winnie Yeh, Operations Transformation Lead - Environmental & Sustainability Platforms of the World Economic Forum.

The most recent edition was held on March 2-3, 2020, and included sessions such as:

- **"Steering a Better Course:** The how and why of cleaning up the major transportation industries."
- **Food for the Future:** How do we balance feeding more, wasting less and being environmentally friendly?
- **Circular Economy:** Explore how a circular economy can free us of excessive emissions and mountains of trash while delivering profits.
- **Money matters; Investing for Impact:** Institutions big and small are increasingly considering the effects of their support.
- **Money matters; ESG in institutional finance:** The role that ESG investing and sustainable finance play in achieving SDGs.
- **More Plastic than Fish:** Exploring how all industries need to combat this alarming 2050 warning.
- **Global Warming's Disproportionate Damage:** Those producing the most emissions are the least likely to feel the full effects.

Doing Good Doing Well (DGDW) is entirely organized and run by IESE MBA students. It is the largest event of its kind in Europe, bringing together MBA students from other leading schools around the world. The initiative began in 2001 when a group of students in the Responsible Business Club wanted to go beyond the classroom and case studies by inviting leading professionals and thought leaders to campus to engage with students.

As noted in the previous report, each year, students pick a theme for the conference related to responsible business. This presents an opportunity to hear directly from professionals about the challenges and opportunities they experience on a day-to-day basis, and how their jobs and organizations are interconnected with society. The conference format is typically divided into keynote speeches, panel discussions, case competitions, workshops, career exchanges, and networking events over two days.

MBA Social Entrepreneurship Project

IESE has introduced a new Social Entrepreneurship Project in the summer for full-time MBA students. The project has facilitated new contacts with enterprises that aim to effect social change. Through this initiative students have the opportunities to gain experience at world-class non-profit organizations.

Africa Initiative

At IESE, we believe that we can support African countries through the education of responsible managers and entrepreneurs who contribute to build and improve African companies. We believe that education is the most effective way to develop sustainable business growth in Africa. IESE began activities in Africa in 1991 by supporting the founding of Lagos Business School.

Since then, IESE has supported two other business schools on the continent (Strathmore Business School in Kenya and MDE Business School in Ivory Coast.) IESE organizes its activities on the continent under the umbrella of the Africa initiative. The initiative's activities include academic support and exchange with African business schools, research projects and cases writing as well as expertise sharing and networking events.

Flagship activities developed by the Africa initiative include a two-week MBA module in Kenya, the MBA Africa club, the MBA global strategy and geopolitics course with two sessions in Africa, and the global CEO program for Africa organized in collaboration With Lagos Business School and Strathmore Business School.

We coordinate joint efforts and activities along three lines:

1. Developing academic content and programs. We promote academic activities such as program design, case writing, teaching, research and faculty development with African PhDs and professors.
2. Establishing relations among managers, entrepreneurs and investors. We organize events showing Africa's attractiveness to business enterprises, and promote business exchange between Africans and foreign managers with interest and experience on the continent. There have also been increasing efforts to engage IESE's alumni community in Africa over the last two years.
3. Contributing to social action in Africa. We collaborate with several NGOs by developing solidarity campaigns and volunteer projects.

Women and Leadership

IESE currently has an academic chair, a research center, several Focused Programs and many initiatives, such as MBA clubs, focused on developing better practices in organizations to increase the number of women in leadership positions, and on promoting talented women in IESE's programs.

The Carmina Roca and Rafael Pich-Aguilera Women and Leadership Chair investigates strategies that facilitate the integration of women in the workplace. Among its activities are the organization of research seminars, academic conferences, debate forums between academics and business leaders, and post-graduate program courses, and the publication of books.

Since the last report, the chair has published research articles on issues such as women on boards of public companies, measuring purpose and creating a more human and sustainable economy.

Student Clubs

IESE students and faculty engage regularly with leaders in the business community through student clubs. Many of them carry out activities and initiatives that make social impact both locally and globally. The Responsible Business Club organizes IESE's hallmark Doing Good Doing Well conference every year, bringing CSR experts and social entrepreneurs to IESE's campus.

These clubs include the following:

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.

Associated Business Schools

IESE is at the core of a group of Associated Business Schools, located in Latin America, Asia, Africa and Europe. It has helped these schools grow independently and become successful within their own national markets, with the objective of contributing toward economic and social development in these regions. Currently, the network includes 15 associated business schools on four continents.

Associated Business Schools play a key role in the school's international development in Latin America and Africa. They serve as important links with business academics and practitioners in numerous emerging markets.

IESE carries out joint research with professors of these schools and IESE faculty teach on their campuses. These activities provide IESE faculty members with insights on new geographic areas and cultures, which they can then use in the classroom.

- IPADE, Mexico. Founded in 1967.
- IAE, Argentina. Founded in 1978.
- AESE, Portugal. Founded in 1980.
- INALDE, Colombia. Founded in 1985.
- UNIS, Guatemala. Founded in 1977.
- PAD, Chile. Founded in 1979.
- IEEM, Uruguay. Founded in 1986.
- ESE, Chile. Founded in 1999.
- IDE, Ecuador. Founded in 1992.
- UA&P, Manila, Philippines. Founded in 1995.
- ISE, Brazil. Founded in 1996.
- LBS, Nigeria. Founded in 1991.
- MDE, Business School, Ivory Coast. Founded in 2003.
- SBS, Kenya. Founded in 2005.
- Timoney (Ireland). Founded in 2017.



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.*

Since its foundation in 1958, IESE has sought to create dynamic connections and solid partnerships with organizations around the world that share its values of developing responsible leadership and sustainable companies.

It hosts and participates in academic conferences and events that bring together a wide range of stakeholders, playing an active role in the growing sustainable business ecosystem. We believe that collaboration and dialogue are essential for generating innovative ideas that can help solve today's most critical social and environmental challenges.

Since the last report, examples of these events include:

- 8th International Conference of Work and Family: Work and Family in the Pursuit of Happiness, IESE Barcelona, July 1-2, 2019.
- ICWF - 2nd International Conference of Women and Leadership: Women, Leadership and the Pursuit of Happiness, IESE Barcelona, July 2-3, 2019.
- Business and its Responsibilities: IESE 60 Years of Impact on Society, July 5-6, 2019.
- Molins Chair Workshop – Alliances and Cooperation: The Goal of the Social Economy, IESE Barcelona, October 1, 2019.
- IESE-ECGI Corporate Governance Conference, IESE Barcelona, October 25, 2019.
- 4th Executive Coaching Symposium: Nurturing Purpose, IESE Barcelona, November 18, 2019.
- PPP for Cities Conference: Reaching Smart Cities Through Partnership – IESE New York, October 10, 2019.
- CRHIM – EIT Health LS Hard Skills Workshop, IESE Barcelona, September 23, 2019.

Doing Good and Doing Well Conference

As detailed in Chapter 5, the school's annual Doing Good Doing Well Conference serves as an important platform for exchanging ideas on key CSR issues with business practitioners, as well as academics. Organized by IESE MBA students, this event brings students from other leading business schools to the school's Barcelona campus. The most recent edition of the conference, held in March 2020, was focused on the UN Sustainable Development Goals, with the theme "Unlocking the Lifesaving, Moneymaking Potential of the Sustainable Development Goals."

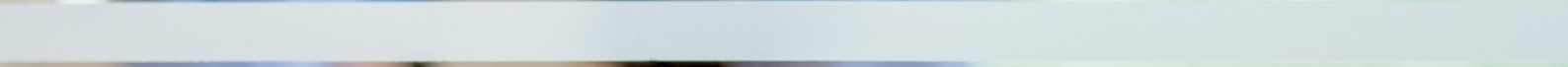
Leadership Programs and Initiatives for Public Sector Management

As noted previously in this report, IESE Business School hosts a meaningful variety of activities related to the public administration area, including, the Public Management Leadership Program, custom programs for diverse public agencies, the Public Management Leadership Forum, the Public-Private Sector Research Center and the Chair of Governance and Leadership in Public Administration.

Educational programs are aimed at giving government officials in best-of-class management techniques, in order to contribute to economic and social growth.

IESE partners with the Harvard Kennedy School to offer the Communication, Leadership and Campaign Management program. IESE's first strategic alliance with Harvard goes back to 1963.

The Strategic Management and Social Leadership Program is designed to give leaders of foundations, NGOs, think tanks, CSR executives and social entrepreneurs the skills necessary to lead their organizations and manage talent.

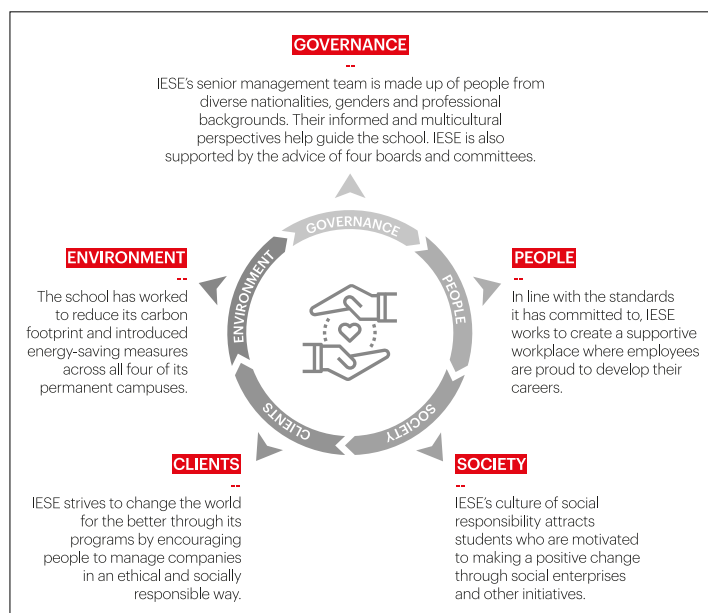


Principle 7

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

IESE's mission is clear: to develop leaders who aspire to have a deep, positive and lasting impact on people, firms and society; to inspire leaders to work with a spirit of service and integrity, basing their actions on the highest standards of professionalism and accountability; and to educate leaders to whom we can confidently entrust the future of business and society.

We strive to set an example in terms of responsible practices. Our commitment begins at home, with our people. We set – and meet – high standards in sustainability and care for the environment. Above all, we think of the long-term impact of every decision we make. We believe that it is the only way to grow – and keep growing.



Healthy Work Environment

IESE seeks to create a healthy and safe workplace, where people can thrive and grow in an atmosphere of safety and trust, as they carry out the school's mission. At present, 523 non-teaching staff reflecting 42 nationalities work at IESE. Staff members represent

70 percent of the total workforce and work in 11 different locations.

In 2020, as noted, IESE responded to the changes brought about by COVID-19 through a range of actions. The initiative "Ready. Safe. Go." addressed the areas of installations, health and safety, and innovation and enthusiasm. The school designed comprehensive preventative health and hygiene protocols, with particular emphasis on controlled campus access and widespread testing.

However, the health crisis has not diminished the school's commitment to facilitating career advancement for each member of the staff and the achievement of IESE's goals, helping every person to aspire to and achieve a high degree of professionalism, integrity and a spirit of service; and to transmit to the students and the entire community this endeavor.

Recent initiatives undertaken include:

- **One IESE.** Project aimed at increasing knowledge of IESE's mission and values across the organization; improved internal communication; launch of new intranet; promotion of social and corporate volunteering projects.
- **Innovation.** Streamlined candidate search; launch of a new learning and development platform.
- **Talent review.** Project designed to guide the training and development of people who report to division directors and prompt reflection on the profiles that will be needed in the medium term, in accordance with the school's strategic lines.
- **Counseling.** Specific training for people managers, which includes selection and onboarding conversations, mentoring, professional development and possible exit.
- **I Believe. IESE Culture.** Plan for transmitting IESE's mission, culture and values at key points, from selection interviews and onboarding to the annual learning and development plan, including dress code and professional manners.

In the last SIP, we identified the goal of reducing energy consumption, CO2 emissions and, consequently, IESE's carbon footprint within our "Toward a Sustainable Campus" project. We also set the target of pursuing avenues for helping the most needy through ongoing projects and initiatives. These goals have been accomplished through the efforts and enthusiasm of the entire IESE community.

Corporate Social Responsibility Committee

In order to strengthen, coordinate and give greater visibility to IESE's corporate social responsibility initiatives, a special committee has been formed and is dedicated to working in this area. The committee comprises faculty and staff from a variety of departments and divisions, reflecting the transversal nature of this project. The committee oversees all CSR initiatives underway at IESE related to employees, clients, governance, environment and social impact. It proposes new measures and devises strategic plans for the future.

Sustainable Use of Resources

The school's current environmental strategy is centered around the sustainable use of resources. Four areas have been targeted within its "Toward a Sustainable Campus" initiative:

1. Reducing energy consumption. Continuous improvements to heating, cooling and lighting systems including the installation of solar panels, the switch to LED lighting and the use of more sophisticated software to monitor energy use in buildings.
2. Lower water use. Better management and monitoring of water systems and installation of lower flow systems.
3. Cutting CO2 emissions. Replacing heating and cooling systems fueled by sources with high CO2 emissions.
4. Decreasing waste generation. Separate waste by type and installation of water fountains to cut back on water bottle usage, along with openness campaigns to reduce paper consumption.



IESE's operations are based on sustainable use of natural resources and respect for the environment. As part of the energy efficiency project that IESE started several years ago, the school will continue to implement proposals aimed at reducing energy consumption, lowering CO2 emissions and reducing the school's carbon footprint.

The school is optimizing the footprint of its facilities. It is also managing travel more efficiently. Due to a significant reduction in consumption and the replacement of equipment, the school's carbon footprint has been reduced by 30 percent in the last five years.

In 2018-2019, IESE reduced its water consumption per participant by 8% and consumption of paper by 6.5%.

Gender Equality Plan

IESE's first Gender Equality Plan, drawn up in 2010, was updated in 2018. Beyond mere regulatory compliance imposed by legislation, IESE Business School acknowledges, as a strategic goal, the development of work relations based on equal opportunity, non-discrimination and respect for diversity. To meet this objective, it encourages a favorable environment and provides measures for balancing personal and work life, in compliance with current legislation and following best practices. The school has developed a formal, detailed protocol for handling sexual harassment in the workplace.

IESE is certified as a "Family Friendly" organization by "Fundación Másfamilia."

Volunteer and Charitable Initiatives

The IESE community continues to participate in and support a number of volunteer and charitable initiatives throughout the year. In 2018-2019, the IESE community raised €13,000 in charity fundraisers.

Ongoing initiatives include:

- **Clothing Drive.** This is a joint project of the MBA Club Solidario and the organization Caritas.
- **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.

The IESE Endowment

Our endowment is committed to the principles of socially responsible investment and seeks to invest in funds or initiatives that promote environmental care, social responsibility and good corporate governance (ESG – Environmental, Social and Governance) practices.

IESE and PRME: Future Perspectives and Goals

IESE Business School remains strongly committed to advancing the Principles of Responsible Management Education (PRME), as it continues fulfilling its own mission. Going forward, we will continue striving to make contributions to responsible business leadership and research through initiatives such as the Center for Business in Society, the Fuel Freedom Chair for Energy and Social Development, and the Schneider Electric Sustainability and Strategy Chair, among others.

We will continue expanding elective courses with responsible leadership elements, strengthening research output and generating further opportunities to bring academics and practitioners together to engage in dialogue and the exchange of ideas. At the same time, we are forging ahead with our efforts to maintain increasingly sustainable and healthy campus environments.

Finally, we will pursue support within the IESE community and beyond for the UN Global Compact and the SDGs, as we have during this last reporting period. With the SDGs providing a useful blueprint, we believe many of society's current social and environmental challenges – including the current global health crisis – can be consistently and effectively addressed.



Professor	Title
Argandoña, Antonio	Member of editorial board of Journal of Business Ethics
Argandoña, Antonio	Member of editorial board of Journal of International Business Education
Argandoña, Antonio	Director of IESE Insight Review
Argandoña, Antonio	Member of the Scientific Committee of the Chair "Mission Leadership and Corporate Governance"
Argandoña, Antonio	Comité Científico del Markets, Culture and Ethics Center
Argandoña, Antonio	Member of editorial board of Journal of Business Ethics
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Ariño, África	Member of editorial board of Journal of Strategic Management Education
Ariño, África	Member of editorial board of Universia Business Review
Ariño, África	Member of editorial board of Strategic Management Journal
Ariño, África	Fellow International Academy of Management
Ariño, África	Member of editorial board of International Journal for Strategic Business Alliances
Ariño, África	Member of the Editorial Board of Oxford Research Reviews: Business and Management
Ariño, África	Strategic Management Society Fellow
Ariño, África	Editorial board member of the Academy of Management Discoveries
Ariño, África	Editorial Board of the Strategic Management Review
Ariño, África	Strategic Management Society, President-Elect, 2019 - 2020
Ariño, África	Strategic Management Division, Co-Chair of the Junior Faculty Consortium
Ariño, África	SMJ Editorial Reviewer Board
Ariño, África	Member of editorial board of Journal of Strategic Management Education
Ariño, África	Member of editorial board of Universia Business Review
Ariño, África	Member of editorial board of Strategic Management Journal
Ariño, África	Fellow International Academy of Management
Ariño, África	Member of editorial board of International Journal for Strategic Business Alliances

Academic Appointments

Professor	Title
Ariño, África	Member of the Editorial Board of Oxford Research Reviews: Business and Management
Ariño, África	Strategic Management Society Fellow
Ariño, África	Editorial board member of the Academy of Management Discoveries
Ariño, África	Editorial Board of the Strategic Management Review
Ariño, África	Strategic Management Society, President-Elect, 2019 - 2020
Ariño, África	Strategic Management Division, Co-Chair of the Junior Faculty Consortium
Berrone, Pascual	Member of editorial board of Management Research
Berrone, Pascual	Member of editorial board of Journal of High Technology Management Research
Berrone, Pascual	Schneider Electric Sustainability and Business Strategy Chair
Berrone, Pascual	Member of editorial board of Organization and Environment Journal
Berrone, Pascual	Strategic Management Journal Editorial Board Member
Berrone, Pascual	Miembro del Comité Editorial de Harvard Deusto Business Review
Berrone, Pascual	Review for SMS
Berrone, Pascual	Review of the manuscript SMJ-19-20631.
Berrone, Pascual	Member of editorial board of Management Research
Berrone, Pascual	Member of editorial board of Journal of High Technology Management Research
Berrone, Pascual	Schneider Electric Sustainability and Business Strategy Chair
Berrone, Pascual	Member of editorial board of Organization and Environment Journal
Berrone, Pascual	Strategic Management Journal Editorial Board Member
Berrone, Pascual	Miembro del Comité Editorial de Harvard Deusto Business Review
Berrone, Pascual	Review for Strategic Management Journal SMJ-19-21346
Berrone, Pascual	Review of 3 papers for the Academy of Management Meeting in Vancouver 2020
Berrone, Pascual	Review for SMJ
Berrone, Pascual	Member of Editorial Review Board of the Journal of Management
Brion, Sebastien	Associate Editor of the Social and Personality Psychology Compass
Brion, Sebastien	Associate Editor of the Social and Personality Psychology Compass
Cassiman, Bruno	Member of editorial board of Universia Business Review

Professor	Title
Cassiman, Bruno	Member of the Scientific Committee European Association for Research in Industrial Economics (EARIE)
Cassiman, Bruno	Member of editorial board of Universia Business Review
Cassiman, Bruno	Member of the Scientific Committee European Association for Research in Industrial Economics (EARIE)
Chinchilla, Nuria	Member of the University Advisory Committee, Universidad Internacional de Catalonia
Chinchilla, Nuria	Co-Editor of Sociologia e politiche sociali
Chinchilla, Nuria	Member of the University Advisory Committee, Universidad Internacional de Cataluña
Chinchilla, Nuria	Co-Editor of Sociologia e politiche sociali
Dávila, Antonio	Member of editorial board of Advances in Management Accounting
Dávila, Antonio	Member of editorial board of European Accounting Review
Dávila, Antonio	Member of editorial board of Sport, Business and Management
Dávila, Antonio	Member of editorial board of Management Research: The Journal of the Iberoamerican Academy of Management
Dávila, Antonio	Member of editorial board of Advances in Management Accounting
Dávila, Antonio	Member of editorial board of European Accounting Review
Dávila, Antonio	Member of editorial board of Sport, Business and Management
Dávila, Antonio	Member of editorial board of Management Research: The Journal of the Iberoamerican Academy of Management
Elvira, Marta	Member of editorial board of Management Research
Elvira, Marta	Member of editorial board of Management Research
Ferraro, Fabrizio	Member of the editorial board of IESE Insight Review
Ferraro, Fabrizio	Member of editorial board of Academy of Management Discovery
Ferraro, Fabrizio	Member of Extended Editorial Board of Economia & Management
Ferraro, Fabrizio	Member of editorial board of the Academy of Management Review
Ferraro, Fabrizio	Co-editor of the Journal of Management & Governance
Ferraro, Fabrizio	Member of the editorial board of IESE Insight Review
Ferraro, Fabrizio	Member of editorial board of Academy of Management Discovery
Ferraro, Fabrizio	Member of Extended Editorial Board of Economia & Management

Academic Appointments

Professor	Title
Ferraro, Fabrizio	Member of editorial board of the Academy of Management Review
Ferraro, Fabrizio	Co-editor of the Journal of Management & Governance
Fontrodona, Juan	Member of editorial board of Journal of Business Ethics Education
Fontrodona, Juan	Member of the Editorial Board of MediaResponsable
Fontrodona, Juan	Member of the Steering Committee of Compromiso RSE
Fontrodona, Juan	Member of editorial board of the Empresa y Humanismo magazine
Fontrodona, Juan	Member of editorial board of Journal of Business Ethics Education
Fontrodona, Juan	Member of the Editorial Board of MediaResponsable
Fontrodona, Juan	Member of the Steering Committee of Compromiso RSE
Fontrodona, Juan	Member of editorial board of the Empresa y Humanismo magazine
García-Castro, Roberto	Member of editorial board of the Journal of Management and Decision Making
García-Castro, Roberto	Member of editorial board of the Journal of Management and Decision Making
Ghemawat, Pankaj	Member of editorial board of Journal of International Business Education
Ghemawat, Pankaj	Member of editorial board of European Management Review
Ghemawat, Pankaj	Senior editorial board of the Global Strategy Journal
Ghemawat, Pankaj	Member of the Working Group on Infrastructure Finance Stern School of Business
Ghemawat, Pankaj	Guest Associate Editor, Global Strategy, for the Strategic Management Journal
Ghemawat, Pankaj	Member of editorial board of Journal of International Business Education
Ghemawat, Pankaj	Member of editorial board of European Management Review
Ghemawat, Pankaj	Senior editorial board of the Global Strategy Journal
Ghemawat, Pankaj	Member of the Working Group on Infrastructure Finance Stern School of Business
Giné, Mireya	IESE Public Private Research Center, Research Fellow
Giné, Mireya	IESE Public Private Research Center, Research Fellow
Gregory, Robert Wayne	Associate Editor of the International Conference on Information Systems
Gregory, Robert Wayne	Member of JAIS Editorial Review Board
Klueter, Thomas Maximilian	Member of editorial board of the Strategic Entrepreneurship Journal
Lee, Yie Teen	Member of editorial board of Revue économique et sociale

Professor	Title
Lee, Yie Teen	Member of Membership Drive Committee of the International Management Division, Academy of Management
Lee, Yie Teen	Member of editorial board of the Journal of World Business
Lee, Yie Teen	Member of the Editorial Board of Advances in Global Leadership
Lee, Yie Teen	Member of editorial board of Journal of Management
Lee, Yie Teen	Member of editorial board of Revue économique et sociale
Lee, Yie Teen	Member of Membership Drive Committee of the International Management Division, Academy of Management
Lee, Yie Teen	Member of editorial board of the Journal of World Business
Lee, Yie Teen	Member of the Editorial Board of Advances in Global Leadership
Lee, Yie Teen	Member of editorial board of Journal of Management
Liao, Yuan	Member of editorial review board of the Journal of International Business Studies
Liao, Yuan	Member of editorial review board of the Journal of International Business Studies
Maoret, Massimo	Member of editorial board of the Organization Studies
Maoret, Massimo	Member of editorial board of the Journal of Management
Maoret, Massimo	Member of editorial board of the Journal of Management Studies
Maoret, Massimo	Member of editorial board of the Organization Studies
Maoret, Massimo	Member of the Editorial Board of the Academy of Management Journal
Martínez de Albéniz, Victor	Senior Editor of the Production and Operations Management
Martínez de Albéniz, Victor	Associate Editor of the Manufacturing and Services Operations Management
Martínez de Albéniz, Victor	Department Editor of Management Science
Martínez de Albéniz, Victor	Senior Editor of the Production and Operations Management
Martínez de Albéniz, Victor	Associate Editor of the Manufacturing and Services Operations Management
Martínez de Albéniz, Victor	Department Editor of Management Science
Melé, Domènec	Member of editorial board of the Philosophy of Management
Melé, Domènec	Section Editor of the Journal of Business Ethics
Melé, Domènec	Member of editorial advisory board of the Corporate Governance: The International Journal of Business in Society

Academic Appointments

Professor	Title
Melé, Domènec	Member of the Scientific Committee of the Chair "Mission Leadership and Corporate Governance"
Melé, Domènec	Co-guest editor of an special issue of Journal of Business Ethics
Melé, Domènec	Member of editorial board of the Philosophy of Management
Melé, Domènec	Section Editor of the Journal of Business Ethics
Melé, Domènec	Member of editorial advisory board of the Corporate Governance: The International Journal of Business in Society
Melé, Domènec	Member of the Scientific Committee of the Chair "Mission Leadership and Corporate Governance"
Melé, Domènec	Co-guest editor of an special issue of Journal of Business Ethics
Muñoz-Seca, Beatriz	Member of the editorial board of IESE Insight Review
Nueno, José Luis	Member of the Royal Academy of Doctors
Ormazábal, Gaizka	Member of editorial board of the Spanish Journal of Finance and Accounting (Revista Española de Financiación y Contabilidad)
Ormazábal, Gaizka	Member of editorial board of the Journal of Financial Reporting
Ormazábal, Gaizka	Member of editorial board of The Accounting Review
Ormazábal, Gaizka	Member of editorial board of the Spanish Journal of Finance and Accounting (Revista Española de Financiación y Contabilidad)
Ormazábal, Gaizka	Member of editorial board of the Journal of Financial Reporting
Ormazábal, Gaizka	Member of editorial board of The Accounting Review
Peñalva, Fernando	Member of editorial board of Spanish Journal of Finance and Accounting (Revista Española de Financiación y Contabilidad)
Peñalva, Fernando	Member of editorial board of the European Accounting Review
Peñalva, Fernando	Member of editorial board of Spanish Journal of Finance and Accounting (Revista Española de Financiación y Contabilidad)
Peñalva, Fernando	Member of editorial board of the European Accounting Review
Pin, José Ramón	Member of the Academic Business Committee at the Barna Business School
Prats, Julia	Academic Advisor of the European Forum for Entrepreneurship Research (EFER)
Prats, Julia	Referee for the Academy of Management conference
Prats, Julia	AD hoc reviewer ASQ
Prats, Julia	Reviewer for Management Science

Professor	Title
Prats, Julia	Reviewer for Journal of Management
Prats, Julia	Academic Advisor of the European Forum for Entrepreneurship Research (EFER)
Prats, Julia	Referee for the Academy of Management conference
Prats, Julia	AD hoc reviewer ASQ
Prats, Julia	Reviewer for Management Science
Prats, Julia	Reviewer for Journal of Management
Quintanilla, Javier	Member of editorial advisory board of the Human Resource Management Journal
Quintanilla, Javier	Member of editorial advisory board of the Human Resource Management Journal
Raes, Anneloes	Executive director of the University of St. Gallen profile unit for Responsible Corporate Competitiveness
Raes, Anneloes	Member of editorial board of Small Group Research
Raes, Anneloes	Executive director of the University of St. Gallen profile unit for Responsible Corporate Competitiveness
Raes, Anneloes	Member of editorial board of Small Group Research
Rahnema, Ahmad	Member of editorial board of the Harvard Deusto Business Review
Reiche, Sebastian	Member of editorial board of International Journal of Cross-Cultural Management
Reiche, Sebastian	Member of editorial board of Journal of International Business Studies
Reiche, Sebastian	Member of editorial board of International Journal of Human Resource Management
Reiche, Sebastian	Associate Editor, Human Resource Management Journal
Reiche, Sebastian	Co-Editor of the Special Issue of the Journal of Global Mobility
Reiche, Sebastian	Member of editorial board of the Journal of World Business
Reiche, Sebastian	Member of editorial board of the IESE Insight Review
Reiche, Sebastian	Member of editorial board of the Advances in Global Leadership
Reiche, Sebastian	Editorial Board membership, Journal of Management
Reiche, Sebastian	Member of editorial advisory board of the Journal of Global Mobility
Reiche, Sebastian	Co-editor, Advances in Global Leadership
Reiche, Sebastian	Member of editorial board of International Journal of Cross-Cultural Management
Reiche, Sebastian	Member of editorial board of Journal of International Business Studies

Academic Appointments

Professor	Title
Reiche, Sebastian	Member of editorial board of International Journal of Human Resource Management
Reiche, Sebastian	Associate Editor, Human Resource Management Journal
Reiche, Sebastian	Co-Editor of the Special Issue of the Journal of Global Mobility
Reiche, Sebastian	Member of editorial board of the Journal of World Business
Reiche, Sebastian	Member of editorial board of the IESE Insight Review
Reiche, Sebastian	Member of editorial board of the Advances in Global Leadership
Reiche, Sebastian	Editorial Board membership, Journal of Management
Reiche, Sebastian	Member of editorial advisory board of the Journal of Global Mobility
Reiche, Sebastian	Co-editor, Advances in Global Leadership
Reiche, Sebastian	Member of editorial board of International Journal of Cross-Cultural Management
Reiche, Sebastian	Member of editorial board of Journal of International Business Studies
Reiche, Sebastian	Member of editorial board of International Journal of Human Resource Management
Reiche, Sebastian	Associate Editor, Human Resource Management Journal
Reiche, Sebastian	Co-Editor of the Special Issue of the Journal of Global Mobility
Reiche, Sebastian	Member of editorial board of the Journal of World Business
Reiche, Sebastian	Member of editorial board of the IESE Insight Review
Reiche, Sebastian	Member of editorial board of the Advances in Global Leadership
Reiche, Sebastian	Editorial Board membership, Journal of Management
Reiche, Sebastian	Member of editorial advisory board of the Journal of Global Mobility
Reiche, Sebastian	Co-editor, Advances in Global Leadership
Ricart, Joan Enric	Member of editorial board of Journal of Strategic Management Education
Ricart, Joan Enric	Member of editorial board of Management Research: The Journal of the Iberoamerican Academy of Management
Ricart, Joan Enric	Member of Scientific Committee of Cuadernos Económicos del ICE
Ricart, Joan Enric	Member of editorial board of European Management Review
Ricart, Joan Enric	Member of editorial board of the IESE Insight Review
Ricart, Joan Enric	Member of the Advisory editorial board of the JOBIM

Professor	Title
Sacchetto, Stefano	Member of the Scientific Committee of the Finance Forum
Sacchetto, Stefano	Member of the Scientific Committee of the Finance Forum
Segarra, José Antonio	Member of the Royal Academy of Doctors
Stremersch, Stefan	ERIM Fellow
Stremersch, Stefan	Member of editorial board of Marketing ZFP - Journal of Research and Management
Stremersch, Stefan	Tinbergen Institute Fellow
Stremersch, Stefan	Member of editorial review board of the International Journal of Research in Marketing
Stremersch, Stefan	Member of the Policy Board of International Journal of Research in Marketing
Stremersch, Stefan	Scientific Director of the Erasmus Health Business Center
Stremersch, Stefan	Scientific Director of the Erasmus Center for Marketing of Innovations (ECMI)
Stremersch, Stefan	Vice-chair of the Dept of Business Economics
Stremersch, Stefan	Member of editorial board of Marketing Science
Stremersch, Stefan	Member of editorial board of Journal of Marketing Research
Stremersch, Stefan	Member of editorial review board of the AMS Review
Stremersch, Stefan	Member of editorial review board of the Journal of Marketing
Stremersch, Stefan	EMAC Fellow
Stremersch, Stefan	ERIM Fellow
Stremersch, Stefan	Member of editorial board of Marketing ZFP - Journal of Research and Management
Stremersch, Stefan	Tinbergen Institute Fellow
Stremersch, Stefan	Member of editorial review board of the International Journal of Research in Marketing
Stremersch, Stefan	Member of the Policy Board of International Journal of Research in Marketing
Stremersch, Stefan	Scientific Director of the Erasmus Health Business Center
Stremersch, Stefan	Scientific Director of the Erasmus Center for Marketing of Innovations (ECMI)
Stremersch, Stefan	Vice-chair of the Dept of Business Economics
Stremersch, Stefan	Member of editorial board of Marketing Science
Stremersch, Stefan	Member of editorial board of Journal of Marketing Research
Stremersch, Stefan	Member of editorial review board of the AMS Review

Academic Appointments

Professor	Title
Stremersch, Stefan	Member of editorial review board of the Journal of Marketing
Stremersch, Stefan	EMAC Fellow
Tàpies, Josep	Fellow International Academy of Management
Tàpies, Josep	Fellow International Academy of Management
Tortoriello, Marco	Member of editorial board of Organization Science
Tortoriello, Marco	Member of editorial board of Organization Science
Vaccaro, Antonino	Director Scientific Board Center for Business Ethics, Catolica-Lisbon Business School
Vaccaro, Antonino	Member of editorial board of the Asian Journal of Sustainability and Social Responsibility
Vaccaro, Antonino	Section Editor, Journal of Business Ethics
Vaccaro, Antonino	Director Scientific Board Center for Business Ethics, Catolica-Lisbon Business School
Vaccaro, Antonino	Member of editorial board of the Asian Journal of Sustainability and Social Responsibility
Vaccaro, Antonino	Member of the scientific board of the Italian Society for Intelligence
Valentini, Giovanni	Member of editorial board of the Journal of Management
Valentini, Giovanni	Member of editorial board of European Management Review
Valentini, Giovanni	Member of editorial board of the Strategic Management Journal
Valentini, Giovanni	Co-Editor of the Industrial and Corporate Change
Valentini, Giovanni	"Rep-at-large", Technology and Innovation Management Division, Academy of Management
Valentini, Giovanni	Member of editorial board of the Journal of Management
Valentini, Giovanni	Member of editorial board of European Management Review
Valentini, Giovanni	Member of editorial board of the Strategic Management Journal
Valentini, Giovanni	Co-Editor of the Industrial and Corporate Change
Valentini, Giovanni	"Rep-at-large", Technology and Innovation Management Division, Academy of Management
Valentini, Giovanni	Associate Program Chair of the Strategic Management Society
Valor, Josep	Member of editorial board of the Harvard Deusto Business Review
Vergara, Carles	Member of editorial board of the IESE Insight Review
Vives, Xavier	Co-Editor of Journal of Economics and Management Strategy
Vives, Xavier	Consulting Editor of Editorial Board for Finance at ECGI

Professor	Title
Vives, Xavier	Co-Editor of the Journal of Economic Theory (JET)
Vives, Xavier	Co-Editor of Journal of Economics and Management Strategy
Vives, Xavier	Consulting Editor of Editorial Board for Finance at ECGI
Vives, Xavier	Luohan Academy Distinguished Fellowship
Vroom, Govert	Member of editorial board of Strategic Management Journal
Vroom, Govert	Member of editorial board of Strategic Science
Zott, Christoph	Ad Hoc Reviewer
Zott, Christoph	Member of editorial board of Strategic Management Journal
Zott, Christoph	Co-Editor of Strategic Entrepreneurship Journal
Zott, Christoph	Ad Hoc Reviewer
Zott, Christoph	Member of editorial board of Strategic Management Journal
Zott, Christoph	Co-Editor of Strategic Entrepreneurship Journal

Professor	Title
Argandoña, Antonio	Member of the Commission on Corporate Social Responsibility and Anti-Corruption of the Paris International Chamber of Commerce
Argandoña, Antonio	Chairman of Professional Standards and Ethics Committee of the Economists Association of Catalonia
Argandoña, Antonio	Member of the Board of the Home Renaissance Foundation
Argandoña, Antonio	Vocal
Argandoña, Antonio	Member of the Commission on Corporate Social Responsibility and Anti-Corruption of the Paris International Chamber of Commerce
Argandoña, Antonio	Chairman of Professional Standards and Ethics Committee of the Economists Association of Catalonia
Argandoña, Antonio	Member of the Board of the Home Renaissance Foundation
Argandoña, Antonio	Vocal
Berrone, Alberto	Scientific Evaluator of the Agencia Nacional de Evaluación y Prospectiva (ANEP)
Berrone, Alberto	Scientific Evaluator of the Agencia Nacional de Evaluación y Prospectiva (ANEP)
Cassiman, Bruno	Panel Member ERC Starter Grants 2018
Chinchilla, Nuria	Member of the VIP Advisory Board of the Women's International Networking
Chinchilla, Nuria	Member of the RACEF: National Corresponding Academician
Chinchilla, Nuria	Member of the VIP Advisory Board of the Women's International Networking
Chinchilla, Nuria	Member of the RACEF: National Corresponding Academician
Díaz Giménez, Javier	Miembro del Comité Estratégico de Consulnor
Díaz Giménez, Javier	Miembro del Comité Estratégico de Consulnor
Elvira, Marta	Board of Directors Member - Colegio Universitario Villanueva
Elvira, Marta	Will Advisory Board Member
Elvira, Marta	Board of Directors Member - Colegio Universitario Villanueva
Elvira, Marta	Will Advisory Board Member
Fontrodona, Juan	Member of the Board of Foretica
Fontrodona, Juan	Member of the Board of Directors of ABIS
Fontrodona, Juan	Member of the Executive Committee of the Spanish Network of the Global Compact
Fontrodona, Juan	Member of the Board of Foretica

Professor	Title
Fontrodona, Juan	Member of the Board of Directors of ABIS
Fontrodona, Juan	Member of the Executive Committee of the Spanish Network of the Global Compact
Ghemawat, Pankaj	Fellow International Academy of Management
Ghemawat, Pankaj	Founding Chairman, PRISM (Practice and Research in Strategic Management) Foundation
Ghemawat, Pankaj	Fellow International Academy of Management
Giné, Mireya	Director of Wharton Research Data Services (WRDS)
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
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
Nueno, Pedro	President of China Europe International Business School (CEIBS)
Nueno, Pedro	Honorary Member of the European Council of Doctors
Nueno, Pedro	President of China Europe International Business School (CEIBS)
Nueno, Pedro	Honorary Member of the European Council of Doctors
Ormazábal, Gaizka	Research Associate, CEPR
Peñalva, Fernando	Miembro de la Comisión de Expertos en materia de gobierno corporativo creada por la Comisión Nacional del Mercado de Valores por el Acuerdo del Consejo de Ministros de 10 de mayo de 2013 (Orden EEC/895/2013)
Peñalva, Fernando	Miembro de la Comisión de Expertos en materia de gobierno corporativo creada por la Comisión Nacional del Mercado de Valores por el Acuerdo del Consejo de Ministros de 10 de mayo de 2013 (Orden EEC/895/2013)
Prats, Julia	Consulting
Prats, Julia	Commentator for the European Commission Enterprise Directorate General
Prats, Julia	CEO Business Council East West Arts Business and Cultural Council EWABC
Prats, Julia	MBA and EMBA Team Coach
Prats, Julia	Service to Alumni association
Prats, Julia	Member of the European Advisory Group on Entrepreneurship Education

Other Appointments

Professor	Title
Prats, Julia	Board Member of Barcelona Global
Prats, Julia	Board Member of the Home Renaissance Foundation
Prats, Julia	Member of the Scientific Board of Parc Tauli Health Corporation
Prats, Julia	President of the Harvard Business School Alumni club of Barcelona
Prats, Julia	Member of the Scientific Board of Parc Tauli Health Corporation
Raes, Anneloes	Committee member for selecting the "Best paper with international implications"
Raes, Anneloes	Committee member for selecting the "Best paper with international implications"
Raes, Anneloes	Committee member for selecting the "Joseph E. McGrath award for lifetime achievement in the study of groups"
Raes, Anneloes	Committee member for selecting the "Joseph E. McGrath award for lifetime achievement in the study of groups"
Reiche, Sebastian	Permanent Chair of EIASM Workshop on International Management (previously EIASM Workshop on International Strategy and Cross-Cultural Management)
Ribera, Jaime	Member of General Assembly EIT Health, Spain
Ricart, Joan Enric	Vice President of Iberoamerican Academy of Management
Ricart, Joan Enric	Member of the Research Steering Committee of EFMD
Ricart, Joan Enric	Fellow at the European Academy of Management
Ricart, Joan Enric	Fellow at the Strategic Management Society
Ricart, Joan Enric	Member of World Economic Forum's Agenda Council on the Future of Cities
Ricart, Joan Enric	Vice President of Iberoamerican Academy of Management
Ricart, Joan Enric	Member of World Economic Forum's Agenda Council on the Future of Cities
Roure, Juan Antonio	International Advisory Board of IAE (Argentina)
Stremersch, Stefan	Member of the Advisory Committee for Chaired Appointments of the School of Economics
Stremersch, Stefan	Member of the Young Academy of the Royal Dutch Academy for the Sciences
Stremersch, Stefan	Member of the Advisory Committee for Chaired Appointments of the School of Economics
Tàpies, Josep	Fellow IFERA
Vaccaro, Antonino	Member of the Scientific Board, EBEN Portugal
Vaccaro, Antonino	Member of the Board of ERShub committee (Etica-Responsabilità, Sostenibilità), LUISS University Rome

Professor	Title
Vaccaro, Antonino	Member of the Scientific Board, EBEN Portugal
Valor, Josep	Member of the Executive Committee of The Case Center (previously ECCH)
Vives, Xavier	Research Fellow, CEPR
Vives, Xavier	Member of Scientific Advisory Committee of CREI, Universitat Pompeu Fabra
Vives, Xavier	Advisory Board of Nota d'Economia
Vives, Xavier	Research Fellow, CESifo
Vives, Xavier	Research Associate of ECGI
Vives, Xavier	Honorary Member of the Spanish Economic Association
Vives, Xavier	Numerary Member of the Philosophy and Social Sciences Section of the Institut d'Estudis Catalans
Vives, Xavier	Member of the Advisory Board of APOSTA, Universitat Autònoma de Barcelona
Vives, Xavier	Member of the Economics, Business and Management Section of the Academia Europaea
Vives, Xavier	President de la Comissió Assessora per l'Elaboració del Nou Pla Estratègic Metropolità de Barcelona
Vives, Xavier	Member of the Board of Fundació Privada Aula
Vives, Xavier	Research Fellow, CEPR
Vives, Xavier	Advisory Board of Nota d'Economia
Vives, Xavier	Research Fellow, CESifo
Vives, Xavier	Research Associate of ECGI
Vives, Xavier	Honorary Member of the Spanish Economic Association
Vives, Xavier	Numerary Member of the Philosophy and Social Sciences Section of the Institut d'Estudis Catalans
Vives, Xavier	Member of the Advisory Board of APOSTA, Universitat Autònoma de Barcelona
Vives, Xavier	Member of the Economics, Business and Management Section of the Academia Europaea
Vives, Xavier	President de la Comissió Assessora per l'Elaboració del Nou Pla Estratègic Metropolità de Barcelona
Vives, Xavier	Member of the Board of Fundació Privada Aula
Vroom, Govert	Benjamin Franklin International School Foundation Board Member

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