

# Sharing Information on Progress

Principles for Responsible Management Education

# PRME

This report was created by the PRME office of Antwerp  
Management School, October 2019.

Antwerp Management School  
Opening minds to impact the world



# AMS

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# Message from the Dean



As the Dean of Antwerp Management School, I strongly believe that healthy and sustainable organizations in the business world, public and academic world can only be achieved when organizations apply the principles of sustainability directly to their strategic decisions. I'm convinced that a 'responsible management mindset' is absolutely necessary to grow in a highly uncertain, complex and volatile environment. One of the main objectives of Antwerp Management School, when it comes to management and business education, is thus to make the shift from mere knowledge transfers - the traditional aim and intent of management education - to the broader development of impactful and responsible managers, leaders and 'Global Citizens'; In other words the creation of sustainable mindsets.

This report covers a period when the school has gone through a deep transformation including a re-organization yet remaining committed to sustainability illustrated by, amongst other things, the launch of our Chair on Sustainable Transformation. The word transformation forms a red line through the past few years as we have transformed as an organization, moving from rented premises to our own low-impact building; sharing the same workspace enabling us to transform into a ONE AMS culture and building an healthy and innovative work-climate geared around our human assets; transform our branding and positioning focusing on our uniqueness resting true to our slogan of 'Opening Minds To Impact' the world; and transforming our strategy: educating future leaders in society, enabling organizations in today's VUCA world to transform for sustainable impact whilst operating in a larger international ecosystem.

It makes me proud to see that in a true ONE AMS spirit we have pulled of this transformation and that we mostly walk the talk when it comes to sustainability, and that in a very integrative way (connecting human focus, climate focus, economic focus, network focus, ...). Mostly, because we are on a journey and still have some steps to take in certain areas but the building blocks are there. We developed out of the leadership and development track and sustainability track one integrated program called the Global Leadership Course where students in an integrated way are being immersed to create global sustainable mindsets with the Sustainable Development Goals as a core element preparing them to be the future leaders of society. We have increasingly sustainability as an integrative element in our research endeavors and we are a credible partner in the sustainability ecosystem, regionally, nationally and internationally.

This being our third Sharing Information on Progress report shows that we have gone from being intention focused in our first report, to building focused in our second report to now focusing on solidifying, collaborating and integrating the Principles for Responsible Management Education.

Going forward we will continue our road of transformation ensuring that the Principles and sustainability remain one of our key drivers, and that together with all our partners and stakeholders continue to aim for impact in achieving the Agenda 2030 Sustainable Development Goals.

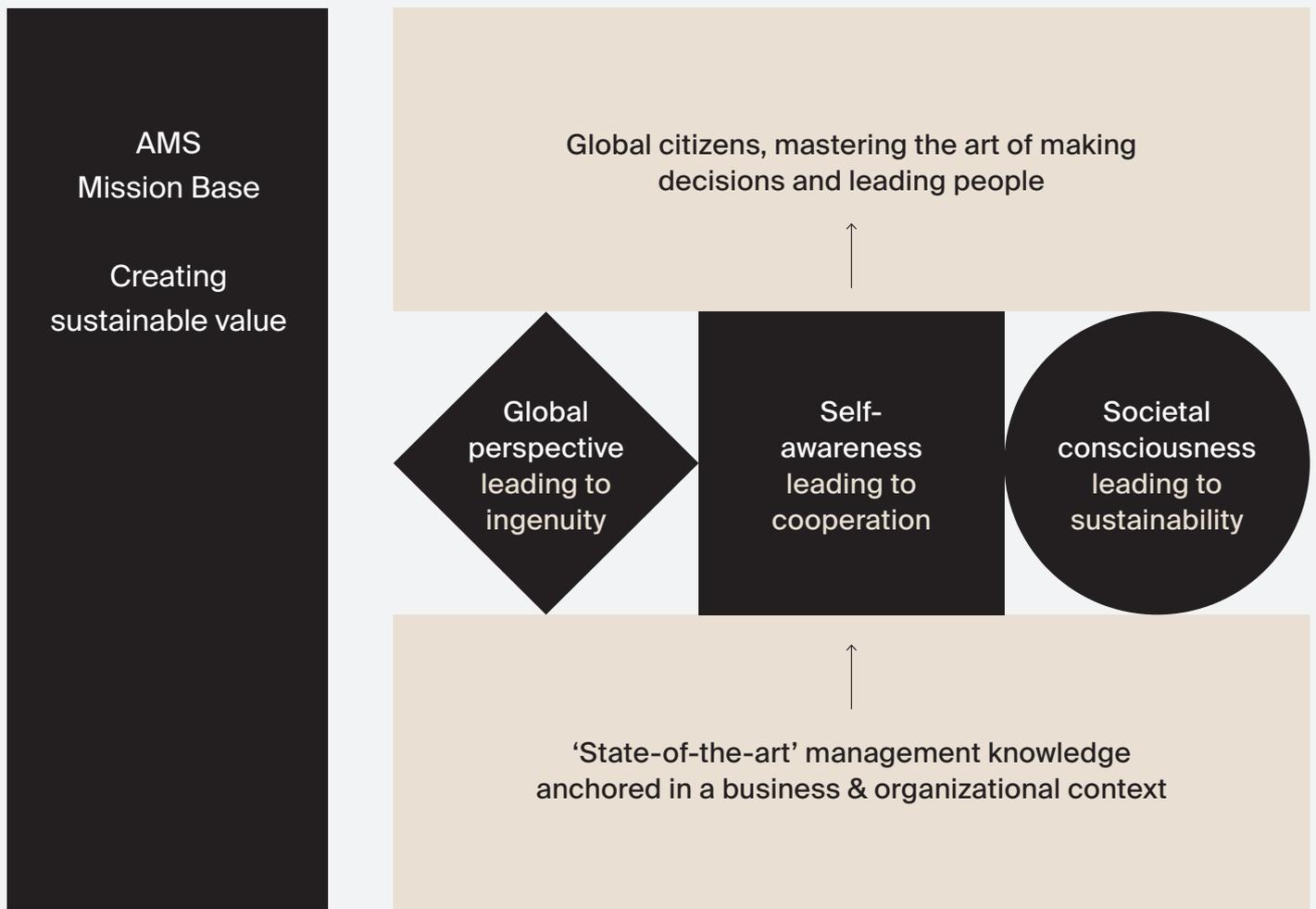
# Our Drivers of Commitment

## The AMS DNA

Several elements underpin our commitment to sustainability and its role as one of our key strategic objectives. First and foremost, it is strongly embedded in the mission of our school:

“Antwerp Management School is an international business school preparing future managers and leaders for key roles in the global business community. We partner with our customers in creating sustainable value by cultivating talent to become Global Citizens, mastering the art of making decisions and leading people.”

As our mission statement indicates, Antwerp Management School aims to prepare future managers for key roles in the global business community and passionately promotes responsible management, entrepreneurship, sustainability, leadership and professionalism.



The mission of Antwerp Management School is visualized by a 'mission base', a concept that shows the way in which AMS wants to contribute to the development of the leadership qualities and responsible management skills of the 'Global Citizens' who seek to contribute to a sustainable society.

The **foundation** of our mission base is formed by state-of-the-art management knowledge embedded in a business and organizational context. It is not about pure knowledge; it is about knowledge that is linked to business and the creation of sustainable value.

Building on this foundation, Antwerp Management School distinguishes **three central building blocks**:

- Self-knowledge that leads to better cooperation with others
- A global perspective that leads to ingenuity to provide adequate and responsible solutions to problems and issues
- Social awareness and societal consciousness, which contribute to the development of a sustainable society

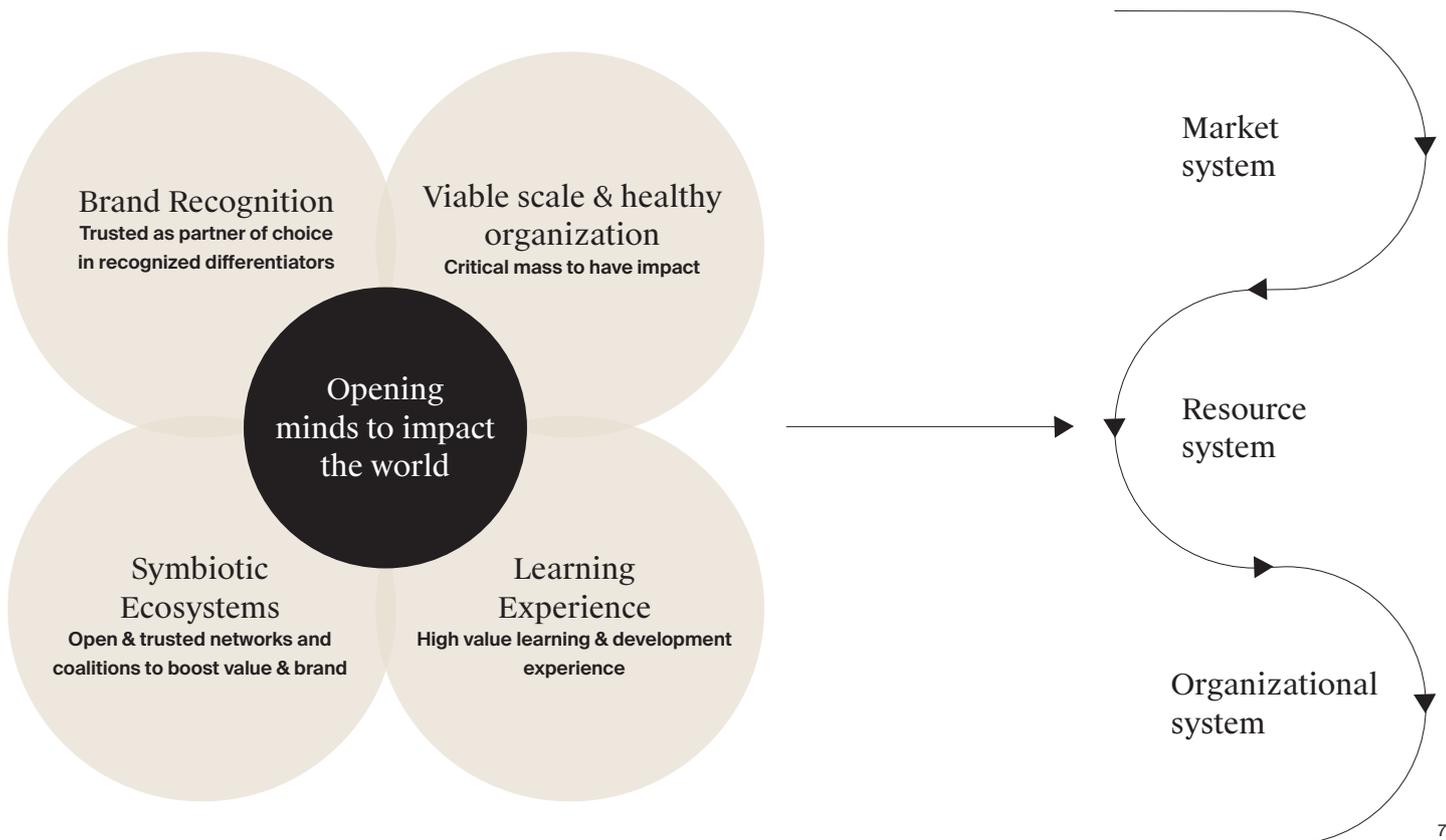
The foundation of a solid knowledge base embedded in organizations and businesses, along with the three central building blocks above, ensure that participants have the ability to develop into responsible future leaders. By stimulating capacities for cooperation, visionary thinking and acting from a global and socially committed perspective, competencies such as long-term thinking, holistic thinking and integrated thinking are increasingly recognized as crucial for delivering leaders capable of transforming the societal challenges of today into the business opportunities of tomorrow. In short, creating truly sustainable value.

## Re-organization and deep strategic review

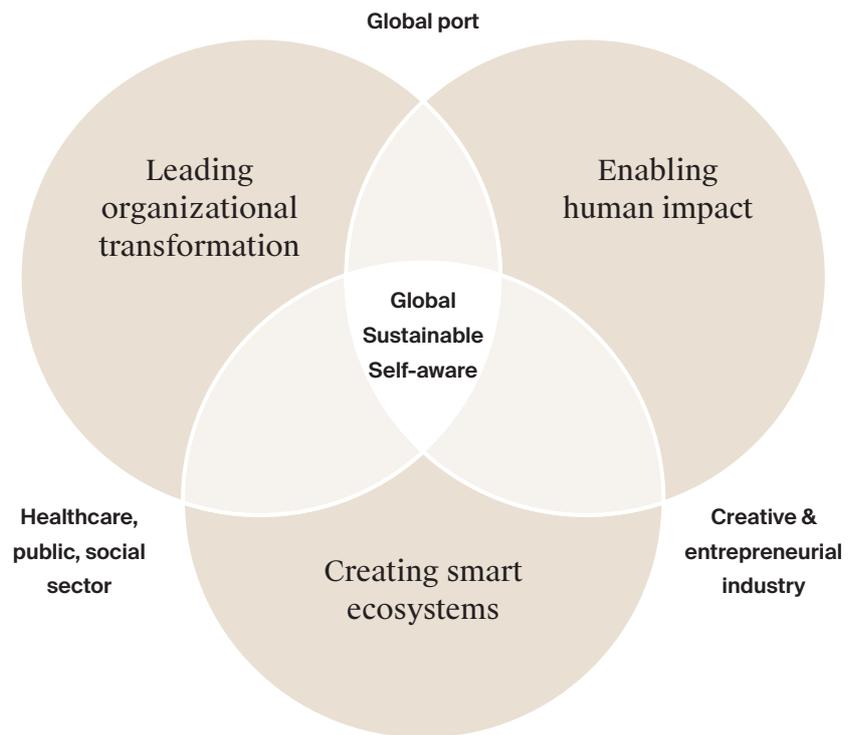
In 2018 the school underwent a re-organization and deep strategic review. The new management team that took office in 2018 initiated a process in order to develop a new vision and a new strategic roadmap. This process was formally approved by the Board of Directors and the General Council in October 2018. The process was guided by professionals; both internal and external stakeholders were continuously involved.

Four major areas of improvement are at the core of a vision that will enable AMS in the coming years to fulfill its mission and to strengthen its market position.

Building on this vision, a new strategic plan was developed that translates the school's ambitions via a concrete roadmap into specific targets and goals. This new strategic approach looks at the school on three distinct levels: the market system (What makes AMS unique? What business model will we use? In which markets do we want to be active?), the resource system (Which competitive high-quality products do we have to develop? How to develop faculty and staff teams with the right expertise and customer-friendliness? How to build networks of reliable (international) partners and how to strengthen our position in rankings and accreditations?) and the organizational system (How to develop a flexible internal structure focused on clients and the market? How to implement readily usable and reliable internal processes and systems? How to develop a 'one-AMS' company culture with caring-daring-outstanding competencies?).



A crucial first step in order to manage the process of making the strategy operational and visible, was to define a unique value proposition for AMS. This was necessary for reinforcing and supporting the 'brand recognition' part of the vision formulated above. In order to answer the question of what makes AMS unique, an extensive internal and external consulting process was carried out. This resulted in the following concept:



AMS wants to inspire, explore, facilitate and support professionals, teams and organizations in their transformation challenges.

At the center of this strategy stands the AMS vision on leadership. This vision entails that successful leaders, from a position of self-knowledge within a team context, operate and decide with a global mindset and consistently take into account their impact on society from a stakeholder perspective. These leadership values, embedded directly in our mission, constitute the foundations on which AMS wants to educate present and future managers and leaders in society.

**To allow organizations to lead transformation in an increasingly uncertain and complex society, organizations (the meso level) require a strong outside-in strategic process. The resulting strategic changes must be carefully planned and translated into a realistic and manageable operating model. Secondly, in order to achieve such continuous transformation, at the micro level organizations must actively value their key asset, their human capital, and take a human-centered design towards building agile organizations (roles, competencies, career path etc.). Finally, (global) sustainable impact cannot be realized in isolation; local or global smart networks and eco-systems are indispensable (the macro level).**

The ecosystems that surround AMS (both virtual and in real life) contribute to the uniqueness of the school's international market position. The international port of Antwerp, the vibrant creative and entrepreneurial industries and a large cluster of healthcare, public and social sector organizations, all have developed intensive partnerships with the school.

## Our Global Engagement

On a global level and to further anchor its mission, Antwerp Management School has subscribed to the principles of the United Nations Principles of Responsible Management Education since 2012. In 2013 AMS became a member of the United Nations Global Compact and it held the secretariat of the Belgian Chapter of the Global Compact in 2014 and 2015, illustrating its strong commitment to creating partnerships and strengthening links with international sustainability standards.

## The PRME principles



### PRME 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.



### PRME 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.



### PRME 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.



### PRME 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.



### PRME Principle 3

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



### PRME Principle 6

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

On a local level partnering with stakeholders such as The Shift and CIFAL Flanders, United Nations Training and Research Centre on Sustainability, implies that AMS formulates its own ambitions with regard to the SDGs. AMS collaborates with both organizations to advance the SDG agenda within the school and its programs.



# SUSTAINABLE DEVELOPMENT GOALS



# AMS in Facts and Figures (2017-2019)

## Our Portfolio

Global citizens, mastering the art of making decisions and leading people

<b>Executive PhD</b>  for professionals  4 years part-time research based  Degree	<b>Full-time masters</b>  for recent graduates  10 - 12 months  Degree	<b>EMBA &amp; Executive masters</b>  for professionals  18 - 24 months part-time  Degree	<b>Executive programs</b>  for professionals  part-time  Certificate	<b>Company specific programs</b>      Tailor made designed
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## Research & Valorization

## Number of Master's Students

		2016-17		2017-18		2018-19	
<b>Full-time Masters</b>	Male students	103	53%	98	53%	106	48%
	Female students	91	47%	86	47%	116	52%
	Total	194	100%	184	100%	222	100%
<b>Executive Masters</b>	Male students	87	73%	86	82%	84	70%
	Female students	33	27%	19	18%	36	30%
	Total	120	100%	105	100%	120	100%

## Rankings

### Financial Times EMBA 2018

- Global : 85<sup>th</sup>
- Belgium: 2<sup>nd</sup>
- Benelux: 3<sup>th</sup>
- **CSR Rank Global: 4<sup>th</sup>**

### Financial Times Master in Management 2018

- Global: 45<sup>th</sup>
- Belgium: 2<sup>nd</sup>
- Benelux: 4<sup>th</sup>

### QS Master in Finance

- 37th of 158 worldwide

### QS Masters in Management

- 35th of 135 worldwide

### QS EMBA

- 41st of 49 in Europe

### Financial Times European Business School Ranking 2018

- Europe: 49<sup>th</sup>
- Belgium: 2<sup>nd</sup>

### Financial Times Executive Education 2017

- Global : 80<sup>th</sup>
- Belgium: 2<sup>nd</sup>
- Global: 83<sup>rd</sup>

### Eduniversal

- 4 Palms (Top Business School with significant international influence)

## Accreditations



**AACSB ACCREDITATION**  
Association to Advance Collegiate Schools of Business



**AMBA**  
Association of Masters in Business Administration



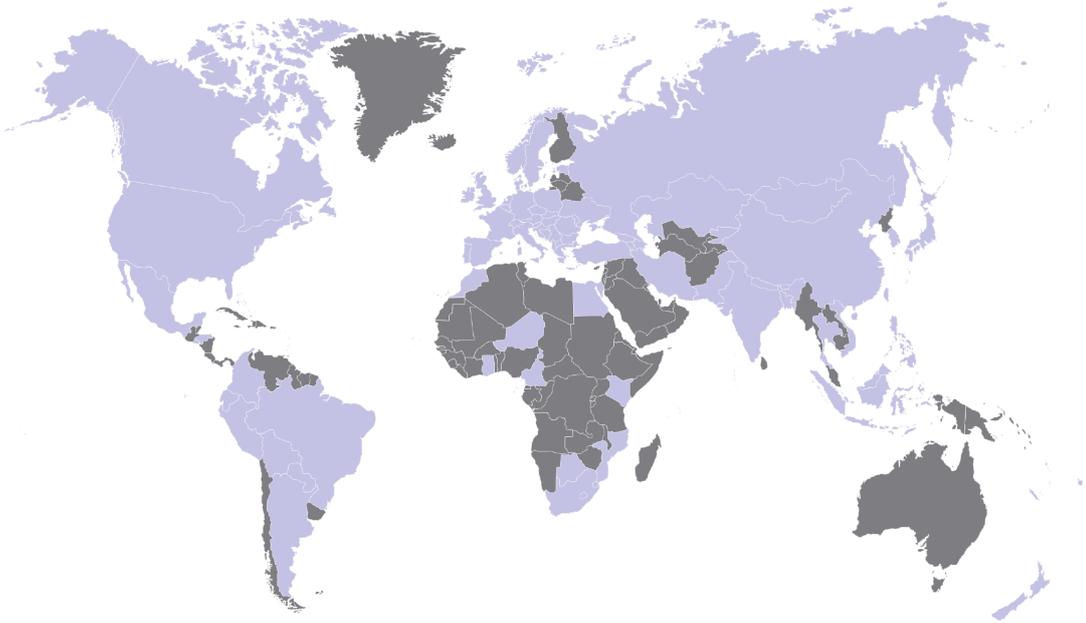
**NVAO ACCREDITATION**  
National accreditation



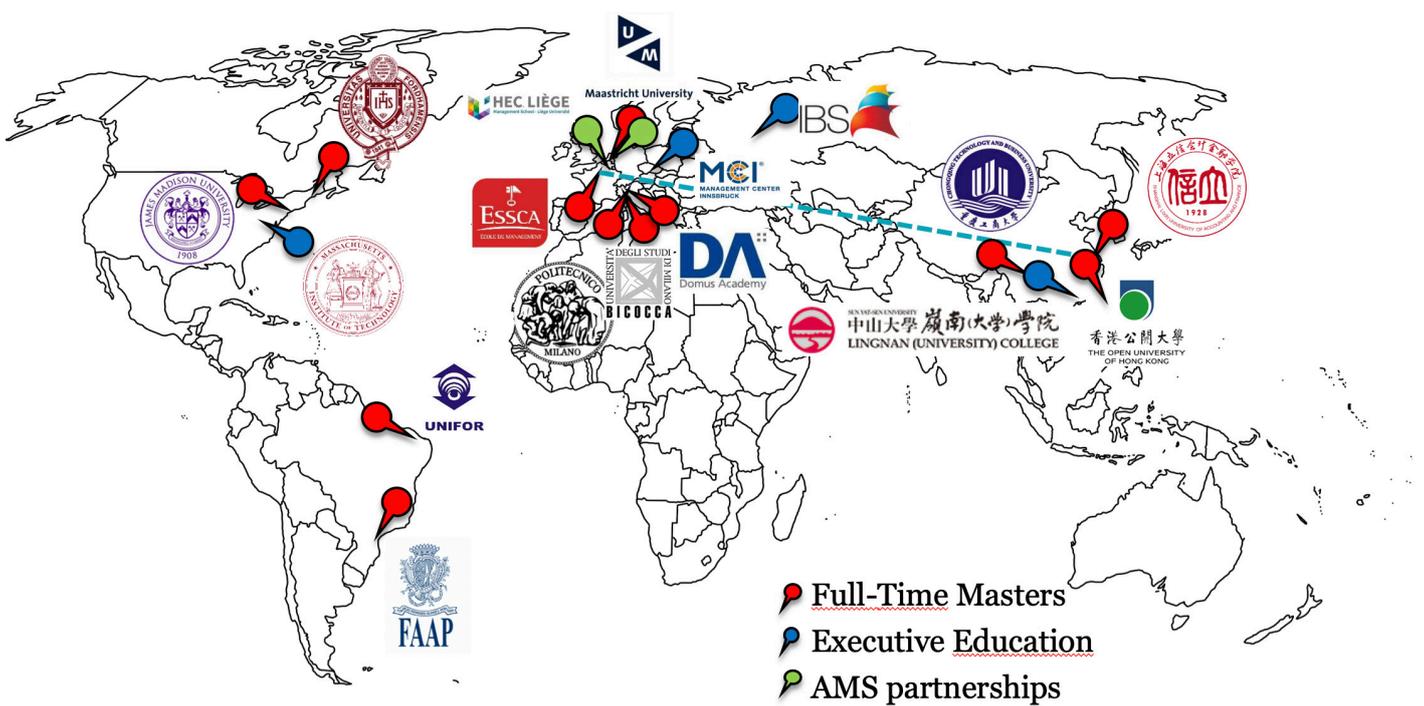
**RICS**  
Master Real Estate is accredited by the Royal Institution of Chartered Surveyors

**Master Personal Financial Planning**  
recognized by The Nationale Kamer van Notarissen, IAB en IBR

More than 24.000 alumni from 87 countries



## Broad International Alliances Network



The AMS mission base, the UN Global Compact, the adopted PRME principles and the SDGs, are all drivers for the continual efforts of AMS to further integrate sustainability in its curricula, research and all other activities. In this section, we will report on the progress we made over the past three years on the 6 PRME Principles.

We closed our last Sharing Information on Progress Report 2016 with an outlook for the next reporting period. We stated that we would further strengthen the AMS mission base as well as our commitment to the PRME and Global Compact Principles. Our ambition was to consolidate our spectrum of initiatives and guiding principles into a comprehensive strategy, using the SDGs as a wider frame of reference, as a fundamental part of our overall core business strategy for education and research.

With that aim we organized a companywide workshop in June 2016. Key results:

- While our mission statement carries a strong message to the world about our sustainability ambition, there is still work to be done when it comes to truly integrating sustainability in our curricula and teaching.
- The move into the new building provides interesting opportunities for sustainable campus management.
- There is a need for collaboration between the research divisions (in view of multidisciplinary research), and between research and education.

On all three bullets we made significant progress, as will be demonstrated in this report.

# Our Progress on Purpose, Values and Method

(principles 1, 2 and 3)

## Creating Sustainable Mindsets

In our previous report we explained our empowerment approach to integrating concepts of sustainability into our teaching, thus creating sustainable mindsets. We have further developed this sustainable mindsets approach over the past few years.

Sustainability is embedded in our mission statement; it has stimulated AMS to develop views on the operationalization of our value pillars. By becoming a United Nations Principles of Responsible Management Education (PRME) signatory, AMS has publicly committed itself to the integration of sustainability into its educational programs. AMS strategically chose not to organize an additional compulsory program for all full-time master students – the so-called saddle bag approach. Instead, AMS integrates sustainability in regular teaching through a **bottom-up empowerment** approach. Throughout the academic year we provide the students with knowledge on sustainability and encourage them to implement this knowledge throughout their entire teaching program. Through empowering them with understanding of sustainability issues we enable them to critically reflect upon their program, to question their professors about sustainability topics and how to integrate them into the teaching material offered. Faculty are much more likely to adjust course content when they are questioned by their students (concept of academic freedom!). See page 16 for last year's course outline and its integration of the SDGs.

- While our mission statement carries a strong message to the world about our sustainability ambition, there is still work to be done when it comes to truly integrating sustainability in our curricula and teaching.

<p><b>Y1</b> <b>14/15</b></p>	<ul style="list-style-type: none"> <li>→ Participation in UAntwerp international week on Sustainability &gt; 10 AMS students participated</li> <li>→ International identification for need to take educational responsibility</li> </ul>
<p><b>Y2</b> <b>15/16</b></p>	<ul style="list-style-type: none"> <li>→ Pilot program “Student Empowerment”</li> <li>→ Onboarding sustainability lectures, reflection paper</li> <li>→ All FTM students reached</li> </ul>
<p><b>Y3</b> <b>16/17</b></p>	<ul style="list-style-type: none"> <li>→ Organic growth of “Student Empowerment”</li> <li>→ Onboarding, sustainability lectures, reflection paper</li> <li>→ Introduction of the SDGs &amp; Student SDG Ambassadors</li> <li>→ All FTM students reached</li> </ul>
<p><b>Y4</b> <b>17/18</b></p>	<ul style="list-style-type: none"> <li>→ Integration of sustainability into all FTM programs &gt; 200 students with introduction of co-teaching, one extra half day lecture per program and an integrated assignment on sustainability for all students</li> <li>→ Creation of network “Creating sustainable mindsets/ PRME Chapter</li> <li>→ 50 SDG student ambassadors in multiple projects</li> </ul>
<p><b>Y4</b> <b>18/19</b></p>	<ul style="list-style-type: none"> <li>→ Continued integration in curriculum through co-teaching and guest lectures in the modules</li> <li>→ SDG students ambassadors also in China</li> <li>→ Preparation AMS Essentials - as from next academic year sustainability and SDG student ambassador program part of essentials course with attached credits</li> </ul>
<p><b>Y5</b> <b>19/20</b></p>	<ul style="list-style-type: none"> <li>→ Integrating Global Leadership and Sustainability (Global Leadership Skills Course)</li> </ul>

This course outline gives an overview of our approach.

### **AMS Approach to Responsible Management Education (RME) – Sustainable Mindsets**

In the academic year 2018-2019 students participate in a range of educational activities related to sustainable development and the SDGs:

- AMS Onboarding (September 2018): Students participate in groups of around 60 people in a one-day program delivered by Professors Wayne Visser and Lars Moratis. The program consists of an introduction to sustainable transformation and how it applies to business, the UN SDGs (delivered by CIFAL Flanders, a UNITAR affiliated International Training Center), a scenario planning exercise and group presentations.
- Call for AMS SDG Student Ambassadors: During the Onboarding, we invite students to become an AMS SDG Ambassador. These Ambassadors promote the SDGs throughout the academic year by getting involved in voluntary, self-determined projects. Please read this blog for more information on how it works.
- Lecture on Sustainable Transformation in Business (October-November 2018): Students participate in a half day interactive lecture by Professor Wayne Visser that invites them to look at how business has responded to global societal and environmental challenges through corporate responsibility and sustainability. Students are encouraged to take a critical view (including investigating the sustainability claims of a product of their choice) and are given insight into how the business agenda is moving towards creating integrated value.
- SDG Exchange Day (9 January 2019): Students participate in a cross-masters SDG Exchange Day at AMS. This day focuses on the SDGs and how companies integrate them into their strategy and operations. Students participate in workshops with companies that are leading in various aspects of sustainable transformation. It provides them with the opportunity to dive deeper into how sustainability is implemented in practice. The SDG Ambassadors are also given the opportunity to share their projects with the full cross-masters group.
- Thematic Guest Lectures on Embedding Sustainability (February-March 2019): Professor Wayne Visser co-delivers six evening sessions with guests from the business community. The sessions look into the implementation of sustainability in the following functional areas: marketing, HRM, supply chain, finance, strategy and innovation. These sessions are offered as cross-masters options, so students can choose whichever subject is of interest to them. This may align with their master program, or they may wish to explore a different theme to expand their learning.
- Sustainable Transformation Assignment & Certificate (by May 2019): All students are requested to prepare an A4 page infographic or a 2 minute YouTube video. The infographic or video should be about a specific sustainability issue or challenge that interests them personally and that is relevant to business. This is an ungraded assignment. However, students who have participated in the lectures and completed the assignment are issued with a personalized Certificate in Sustainable Transformation, received upon graduation.

**Through this program we aim for our students to:**

- get the necessary frameworks and tools for understanding sustainable transformation;
- understand systems thinking and the integrated value approach;
- explore the link between innovations and sustainability concepts;
- learn about sustainable or responsible claims of products;
- be able to take a multi-dimensional perspective on the 17 SDGs;
- understand what sustainable leadership means and which companies are leading on sustainability;
- explore with other students how a company can benefit by leading on sustainability and social responsibility;
- understand value creation arguments when it comes to sustainability;
- have an opportunity to work with other students and companies on sustainability implementation initiatives/cases;
- have the opportunity to become SDG student ambassadors and start sustainability projects with the support of AMS.

**SDG Student Ambassadors Campaign**

In 2016 we launched the SDG Student Ambassadors Campaign to empower our full-time master students with knowledge and inspiration that they can translate into actions to positively impact their faculty, fellow students and wider society. In 2016 54 students embarked upon a variety of campaigns, entirely voluntarily and on top of their already busy study schedule. All of them received extra training by CIFAL Flanders to increase their understanding of the SDGs. In 2017 50 students participated, covering 15 projects. In 2018 the SDG Student Ambassadors Campaign replaced the former community projects; this led to a record number of 80+ student ambassadors.

- In 2016 one group decided to teach young adults about the SDGs and they organized 5 SDG workshops at secondary and primary schools. This led to some great discussions about sustainability and left the younger generation inspired to start integrating the SDGs into their own schools. Another group decided to run a public-awareness campaign and organized a day of guerilla marketing actions in April on the Meir, Antwerp's largest shopping street. They approached the public with provocative material on animal welfare and waste management, and emptied bags of garbage on the street, filming people's reactions.
- In 2018 the students' projects focused on raising awareness, tackling waste and restoring nature. Students focusing on awareness realized an SDG roleplay, an awareness poster about water consumption to hang up in bathrooms, a video blog and an SDG run. Student projects tackling waste involved organizing a closet sale, a campaign for clean oceans and street recyclers. Projects focused on restoring nature involved tree planting and introducing eco-friendly pesticides.

**Other examples of projects:**

One of the projects aimed at creating awareness about sustainability and inspiring people to think in a more sustainable way. A group of 8 students created a blog, where they posted articles about sustainability. To distribute the blogposts, they created a website, an Instagram page and a Facebook page. They worked in pairs and had 4 main categories of subjects: Business2Business (e.g. toward a sustainable economy), City Events (e.g. make sure your events are fun and sustainable), Lifestyle (e.g. sustainability starts with you) and Transport (e.g. say yes to sustainable transportation). They worked with high quality, inspiring pictures so as to attract the attention of new and old readers. In addition to the weekly blogs, they posted about anything related to sustainability that they ran into in their daily lives, integrating the product or place in their Instagram story. In total, the students posted 26 articles; the category Lifestyle was the biggest one with 12 articles.





They gained a reasonable number of followers (175 followers on Instagram, 199 followers on Facebook). Furthermore, they got people outside of Antwerp and people as yet unfamiliar with sustainability more acquainted with the subject. They raised awareness, visited different shops, learned about new places and shared these with their readers. Several articles were shared by Antwerp Management School through LinkedIn and Facebook. Some people even contacted the students through social media because they had a question or just wanted to say that they liked the content.

In another project, called 'Pay with a Smile', 2 students offered free micro blading for cancer patients. They got in touch with several hospitals and organizations in the area of Antwerp and presented their idea in front of the head of oncology who referred them to some patients. The first patient received the micro blading treatment and after the 6-week healing process, the students received wonderful feedback. They were able to release the cancer patient from a little bit of suffering and support her in her well-being. The students raised nearly 300 Euros via a crowdfunding platform to finance the required materials. Moreover, the national newspaper HLN as well as the television network ATV published a report about this project.

Another group engaged in a project to support cleaner beaches. Their primary objective was to have the Belgian coast cleaned, and optionally the Antwerp beach 'St-Anneke' too. To make this initiative more achievable, they enlisted in the Eneco Clean Beach Cup. This is an initiative held at multiple surf clubs at the Belgian coast. The organization provides trash bags and trash pickers. This way, everyone can volunteer to clean up the coastline. 7 students walked for 5 hours picking up plastic and trash. They collected 5,6 kg of trash. With this project they increased the awareness of beach cleanup initiatives in Belgium among their fellow students and AMS staff.

Other successful projects were a Zumba contest to raise money for charity, a project intended to raise awareness of food waste, which is a very common practice among big supermarket chains, a closet sale to give used clothing a second life, a sustainable consultancy project etc.

### Community Projects

As part of the Leadership Career and Development Track in our Full-time Masters (now the Global Leadership Course), we pay attention to the development of societal consciousness with the students. Throughout 2016-2017 each group worked on a self-chosen community project or social project. The objective is for students to engage in a dialog with the organization concerned, making a contribution to this organization or target group, while at the same time deploying their management skills.

- (2016) During the Easter holiday, the Master of Global Supply Chain Management group organized an Easter Day for fun in the Rivierenhof nature park in Deurne together with the Women's Group of the Migration Counselling Center CAW Antwerp. Target group were mothers and their children. The students obtained sponsoring so as to organize a big Easter egg hunt, games for children of all ages and free meals.
- (2016) The students of the Master Programs Innovation and Entrepreneurship, Management, and Global Management joined forces to organize a 'street store' in Antwerp for homeless people and other people in need. The street store offered food, clothes and services (e.g. hairdressing salon). For this project AMS collaborated with CAW Antwerp; the clothing chain Uniqlo also participated.
- (2016) The Master in Human Resource Management group held workshops on résumé writing and applying for jobs in schools with large groups of young people with fewer opportunities (migration, poverty). The underlying idea was to support young people in their job hunt by means of an interactive and creative approach.

- (2017) The Master in Management group launched several initiatives to support Sportpret, a not-for-profit organization that sets up sport activities for less privileged children. Thus, they organized a quiz at AMS for students, friends and faculty, sold pens and even did some teaching.
- (2017) The Master in Human Resource Management group contributed to the Emilie Leus Fund. They supported a major campaign for zero-tolerance regarding drinking and driving. They participated in the organization of the yearly run, put into place by the volunteers of the Emilie Leus Fund.
- (2017) The Master in Supply Chain Management group made use of the biggest sport event in the world to raise money for Guatemala in the aftermath of the eruption of the Fuego Volcano. Hundreds of people lost their lives and thousands of people lost their homes. The rotary club of Guatemala set up a fund for the families affected. The students organized a World Cup prediction game, in which 51 people participated. They were able to raise 430 euro after deduction of the expenses.
- (2017) The China Europe Business students went to primary schools in China where they taught English to young, underprivileged children.
- (2017) The Master in Innovation and Entrepreneurship students organized a pub crawl in Antwerp and donated the money to Wings for Life. They also participated in the Wings for Life run in Brussels.
- (2017) The Master in Global Management group supported Cherut. This organization helps sex workers to escape from prostitution. The students developed a new business plan, a social media plan and various fundraising events, raising a total of 250 euro.
- (2017) The Master of Finance students helped Transparency EU, an NGO dedicated to fighting against corruption. This NGO manages over 30 big projects. They needed an Excel dashboard to show them the status of all projects in real time, so as to avoid either overspending or underspending. The students worked on this challenge in 6 groups during 8 weeks; Transparency EU was quite happy with the results.

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## Changes from 2019 onwards - introducing Global Leadership Skills

Building upon the success of the Sustainable Mindsets Program and following the strategic review of the entire school program, leadership, sustainability and global outlook were integrated into one course in 2019. The course is a core element of the students' journey at AMS. It challenges their outlook on the world, forces them to look with new eyes and to acquire new skills. The aim is not only to provide them with knowledge and insights, but also to let them grow as a person within the diverse, international group of fellow students.

The AMS Leadership Skills Course centers on the three building blocks of the mission: self-awareness, global perspective and societal consciousness. The course has the aim to challenge students on all three aspects, to guide and to allow them to grow through an intense experiential learning track. Within the building block Societal Consciousness, we focus on systems thinking, key to understanding and acting on the interconnectedness of our economic, technological, human, social and ecological systems.

Societal consciousness is seen as part of the bigger picture: Are you fit for the future? Will your career, organization, community, city or country survive and thrive in 10, 20, 50 or even 100 years? As individuals and future business, community and policy leaders, how can you not only prepare for the future but also help shaping it? Students are introduced to megatrends and future-thinking tools that will help them to be more resilient and sustainable in the 21st century.

Students dive deep into 7 aspects of integrated value: rethinking patterns, realigning partners, renewing principles, redefining purpose, reassessing performance, redesigning products and reshaping playing-fields. Through a mixture of in-class and cross-program sessions they are challenged to develop their personal vision on how to integrate sustainability in future work and career. Core competencies are knowledge (areas of global societal risk or breakdown and breakthrough or innovation), reflective capacity (awareness of personal values and how they translate into behavior as a consumer and citizen) and skills (the ability to think systemically, critically and with a long-term perspective).

Also, as of 2019-2020, the Student Ambassador Campaign program is shifting from an optional to a mandatory project, integrated in the Global Leadership Course. The SDGs are still the main starting point, but the projects are organized in a different way. The purpose of the projects is to give students the opportunity to practice their cross-cultural and cross-disciplinary leadership and teamwork skills and to gain significant results in contributing to the realization of one of the SDGs. As such they are working in cross-program (multi-cultural) teams of 5-6 people each. All projects need to respect these three general guidelines:

- Projects should be able to be completed within a timeframe of 6 months (i.e., before mid-February).
- Projects must involve organizing and persuading other people who are not on the team to achieve a goal set by the team. (If students work with a larger organization or charity, they must show how they went beyond that organization's efforts to organize and influence others to complete their project).
- Projects should provide significant opportunities for all team members to exercise their leadership skills and/or make progress on the areas targeted in their personal development plans.



A secondary side effect of this project is the involvement of AMS staff. Each project gets assigned a mentor from the AMS staff. This helps students to connect with AMS and to feel at home, but it also serves as a tool to raise awareness on the SDGs among AMS staff. Our SDG Student Ambassador Campaign has also gained us external recognition. AMS has been invited to speak about our sustainability integration efforts as well as our SDG Student Ambassador Campaign on conferences related to higher education and sustainability such as the ICD Conference during the High Political Forum at New York in September 2019. Furthermore, her Majesty the Queen of Belgium, herself a form UN SDG Advocate, has invited AMS to share experiences; we thus participated in several round tables and engaged with her on the role of business schools in accelerating the Agenda 2030. She also asked us to host an event for management students in Flanders, in collaboration with the University of Antwerp and The Shift. This event will take place February 20th, 2020.

**In the near future we will focus on:**

- Further development of the Global Leadership Skills Course and experimental and integrated teaching
- Measuring the impact of the SDG projects
- Exploring the possibility of curricula assessments

## Other Sustainable Initiatives at AMS

### Integration in the Executive Programs

#### **Social Project EMBA**

Sustainability influences the whole EMBA program. In every module, the values of our school on self-awareness, global perspective and societal consciousness are taken into account. Three years ago, AMS and its EMBA alumni started developing elective courses together, aiming to bring new relevant topics into the program. This has led to the integration of sustainability as an overall guiding principle in the EMBA modules.

However, it is through the community projects that our students develop a real sustainable mindset. For more than 10 years, first year EMBA students do mandatory community projects with the aim to serve the community and open their minds outside business thinking. Students confront the unknown and get their hands dirty. As part of the personal development trajectory, this has had a profound impact on the way our graduates view the world. It strengthens their social awareness and leads to an actionable approach to sustainability and societal consciousness.

A selection of students' feedback: "Amazing to learn that 18% of my neighbors in Belgium are poor", "An eye-opening lesson for me", "I never saw it as a job or a task", "I am now convinced that I will do more community work in my life".

Most projects, such as coaching and helping refugees with their integration in Belgian society, or crowdfunding and building a school in Zanzibar, have led to a much deeper understanding of society and the consequences of individual actions. This led for example to a group of students with large company cars, starting a car-sharing service as final master consultancy project. Group reflection on the different projects and the lessons learned lead to shared experiences and a continuous long-term engagement of our graduates in society. Therefore, our graduates have a more sustainable view on the world.

#### → The Tanzania School Library Building project

The students of the Executive MBA organized an event for alumni to raise money for their community project: MAKTABA - Knowledge for Nungwi. Business Etiquette Event to raise money for the building of a Library in Tanzania. As students of the executive MBA at the Antwerp Management School we are well aware about the privilege of good education. However, not everyone has that privilege which is why we have decided to help building a library for a school in Nungwi, Tanzania. We have chosen to work with C-re-a.i.d. (Change Research Architecture Innovation Design), an NGO operating in northern Tanzania since 2012, that implements long-term ecological and social architecture in communities living in poverty. Together with C-re-aid we will design and plan the building of the library in the center of Nungwi. Finally, in May 2017 we will go to Tanzania to build the library.

#### **Postgraduate Programs for Public and Social Profit sector**

Antwerp Management School has always aimed at developing a complete, innovative and integrated offer and program for the public and the social profit sector. As one of the few (if not the only) knowledge institutions in Flanders, AMS also wishes to align its entire offer with the development and support of innovative management practices in government and public institutions. After all, public and social profit organizations differ from private sector companies in their functioning, financing and objectives. Management insights cannot simply be copied; they require a specific translation. The sector-specific challenges of the public domain demand new approaches and innovations in organizations and management. AMS consciously approaches the organizations from the public domain with an integrated offer, so they can easily find their way in the AMS portfolio. With this integrated offer, AMS wants to support the public and social profit sector in all



areas of organizational management and thus enhance the performance of these organizations. This in turn will benefit their users, customers, employees, stakeholders and ultimately society as a whole.

## The Antwerp Management School Fund for Sustainable and Innovative Entrepreneurship

The Antwerp Management School Fund for Sustainable and Innovative Entrepreneurship was created in 2010 on the occasion of the 50th anniversary of Antwerp Management School. The objective of the Fund is to encourage the development, coaching and education of students and young entrepreneurs from developing countries. The Fund aims to support AMS Fund 'Fellows' in the long-term realization of sustainable and innovative business goals, with each Fellow being offered the opportunity to enroll in a one-year full-time Master's degree program at the school, the Master of Innovation and Entrepreneurship. The final goal of the fellow's education is the development and application of their acquired knowledge and skills. To facilitate their entrepreneurial project, the fellows will receive individualized support during their studies as well as after their return to their respective home countries, with the school seeking to cooperate with governments, authorities, businesses, along with local and international organizations and entrepreneurs, to support our fellows in the realization of their professional goals. The Antwerp Management School Fund is managed by the King Baudouin Foundation. It is our objective over the next two years, to increase the number of students enrolled at our school through utilization of this fund.



### AMS Mission award

The AMS Mission Award recognizes and stimulates students who live their lives according to the mission of AMS. During the Graduation Ceremonies of 2018 and 2019 of the full-time masters, our dean announced the winners.

- **Self-Awareness:** Performing effectively in a team implies an objective view on one's own strengths and weakness (2018 Stijn Careelmont (Master in Global Management) - 2019 Nikki Goossens (Master in Human Resource Management))
- **Global Perspective:** Learning to deal with cultural diversity and developing a global mindset leads to new insights and ingenuity (2018 Dennis De Schepper (Master in Management) - 2019 Abigail Benchimon (Master in Finance))
- **Societal Consciousness:** Besides profit, values such as sustainability and contributing to society should be ingrained in economic processes and business culture. (2018 Janne Duwaerts (Master in Human Resource Management) - 2019 Khushal Ahmed Piracha (Master in Global Supply Chain Management))

## Global Citizen Award

Every two years AMS also confers its 'Global Citizen Award' This prestigious award is the recognition for a 'role model' leader who has focused on integrating and spreading a number of values during their career that are high on AMS' agenda. In particular, the areas of self-consciousness, global perspective, and societal consciousness, which all contribute to a better collaboration, creativeness to find solutions for complex problems, and sustainability.

On November 16, 2017, Anne Teresa De Keersmaeker, founder and director of the dance company Rosas, received the fourth Global Citizen Award. AMS thus also wishes to highlight that special 'Global Citizens' can be found in all sectors of society, from sports to health research, from wholesale trade to the cultural sector. When artistic mastery goes hand in hand with creative entrepreneurship, a sustainable impact is created on art and society.

On August 28, 2019 the fifth Global Citizen Award went to Dries Van Noten, the world-famous Antwerp fashion designer. With his international career and achievements in creating impact in the fashion industry, his openness about the challenges of implementing sustainability in a very difficult industry, AMS believes that Dries Van Noten is the perfect embodiment of what a Global Citizen represents.



## Education for Life

Each year in December, Antwerp Management School organizes the Education for Life initiative, in support of Antwerp based children in need. We did this in cooperation with OCMW Antwerpen which is a locally based welfare organization. Students, alumni and stakeholders alike were invited to bring a shoebox filled with books, school supplies such as notebooks, binders, book covers and pencils, educational toys such as puzzles and book bags or backpacks, or are asked to donate a contribution in exchange for inspiring keynotes from our outstanding professors.

→ The move into the new building provides interesting opportunities for sustainable campus management.

## Campus Management

Since AMS has become owner of the building at Boogkeers 5, we have enhanced our performance in the area of sustainability in several ways.

### De Boogkeers

On August 27<sup>th</sup>, 2018 AMS moved into a new building, which was partly newly built and partly renovated. Before that, we rented our location from the University of Antwerp. In 2017 we conducted a CSR scan of our organization. The scan showed that there was still room for improvement regarding our environmental footprint. This was taken into account in the design of the new building. All construction materials are produced in a sustainable and environmentally friendly way and the building is an example of circular architecture: it can be redesigned for different purposes with a minimum of adaptations. We have three circular economy contracts. Firstly, part of our energy supply comes from solar panels on the roof and the rainwater is collected for use in the sanitary installations. Secondly, the furniture is partially recuperated and will be reused in the future, following the circular economy principles that we agreed upon with our contractors. Thirdly, we have a circular lighting and audio system. In the lease contract is stipulated that after use lighting and audio will be well recycled. The paper coffee cups are recycled to paper hand towels for our restrooms. We also separate waste in 4 different carton waste baskets, which are in themselves fully recyclable. Our carpets are cradle to cradle certified.

#### Transforming towards an innovative labor organization

“The relocation of the school is being seized on as an opportunity to transform the classic working organization to ‘future of work’ principles, as propagated by our Next Generation Work Competence Center. In so doing we are intentionally not copying theories or applications found in other companies, but instead are looking for our own style, based on the values such as those contained in our mission base and vision.”

We have thus supplemented the vertical division structure with cross-division, horizontal initiatives. Moreover, even within divisions collaboration between the different parts is strongly encouraged. For example, the research division now has a Shared Service Center which facilitates cooperation between the expertise and knowledge centers.

The implementation of ‘future-of-work’ principles on the occasion of the move to De Boogkeers was part of a carefully planned process. As of December 2017, all staff members were invited to participate in workshops to translate these principles in a concrete plan. Guided by the design-thinking team of the Expertise Center Business Design & Innovation, AMS employees identified the principles that would act as the building blocks for the new working organization after relocation to De Boogkeers. This cross-division and bottom-up approach promoted the integration of the different divisions and facilitated the transition to the new location.

Furthermore, we used the year after the move to form different working groups to help us roll out our new strategic plans. One of them focused on creating ONE AMS Culture. The graphic on the next page highlights the main working areas; sustainability is firmly anchored in the objectives of the working group.





### Minds are open

You know how to give and receive feedback in a clear, open and appreciative way. Keeping an open mind, you think in solutions, not in problem

# One AMS Master Card

Together,  
we MASTER the art of  
creating a great working  
environment at AMS!



### Aware of AMS and yourself

You are aware of the direction the organization is taking & of the goals we aim to achieve together. You are in the driver's seat of your career at AMS and are eager to develop yourself, taking on roles that make use of your talents and competencies in line with your professional ambitions.



### Societally conscious

All of your undertakings show respect for our environment from a people, planet and profit perspective.

### Entrepreneurial

With your entrepreneurial mindset, you take ownership to contribute to the sustainable development and growth of this beautiful organization.



### Team-Oriented

You create and are part of an open and warm working environment, where we have fun and celebrate successes together. Every action you take on an individual or team level is feeding our 'One AMS Spirit'.



### Related to the world

In our open and international environment, you respect other cultures and different opinions. You proactively reach out to the world around you, creating an impact on the ecosystems around AMS. You will impact the world!

AMS helps to enhance well-being by e.g. organizing yoga classes for our staff and introducing salad Thursdays. Fresh fruit is always available. Our staff also participates in the Antwerp 10 Miles and the Urban Trail and other sports events in the city of Antwerp. Through different social and strategic projects, we create a culture of ONE AMS where staff and faculty come together. Creating an environment in which students, faculty and staff can thrive is equally important to us.

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## Taking Campus Management forward

While we already worked hard to integrate sustainability into our campus management, we still lacked an overall campus policy on sustainability. We had fair-trade tea and coffee, water dispensers and personal recycled bottles for all staff members and we monitored our energy consumption. Yet, we were well aware that more could be done at campus level. We conducted a CSR Scan in 2017, and the results showed that there was significant room for improvement regarding environmental efforts (water, energy usage and supply chain criteria), but also in terms of career planning, and training and development. Moving to a new site provided us with an excellent opportunity to redo the scan and to develop policies, objectives and performance indicators within a working group context. Under the header of ONE AMS culture, a diverse set of working groups were established on e.g. sustainability, a healthy and happy workplace and social AMS.

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# Our Progress on Research and Partnerships

(PRME Principle 4 and Principle 5)

**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.

**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.

As an excellent management school, we want to remain at the forefront of business innovation and transformation. Thanks to our extensive research team, we stay on top of business science, management and organization. We do this by both creating new knowledge through research and bringing about effective changes together with partners. Thus, our ambition is clear: "Opening minds to impact the world". We do this based on three core values: a global perspective, self-awareness and societal consciousness.

## Integrating from expertise centers to 3 research domains

It has almost become impossible for one person, institution or organization to possess all the knowledge necessary to meet the challenges that face not only organizations, but also society as a whole. How can we create knowledge based upon current scientific insights and simultaneously offer practical and applicable answers? Our vision is that, together, we can create more knowledge than we can individually. As the challenges we face grow increasingly complex, there is a need for a customized approach, innovative solutions and specific knowledge.

Research at Antwerp Management School is organized in the business unit Research & Valorization. Research activities, projects and publications are fully in line with the school's mission and strategy and are also in line with the intention of working cross-expertise in a multidisciplinary way. They are supported by a service unit that can quickly react to calls and reporting demands. To foster a culture of collaboration the entire unit has a yearly 2-day breakout session to do teambuilding and work on strategy and collaboration.

The entire unit is organized around the three main research domains that reflect the brand positioning of AMS. The subunits that are active within each domain illustrate our current research topics:

- - Enabling Human Impact: the Future of Work, Future Leadership
- - Leading Organizational Transformation: Design & Innovation, Business Strategy & Operating Models, Digital Innovation
- - Creating Smart Ecosystems: Innovative Digital Ecosystems, Network Creation & Governance, Sustainable Ecosystems.

With the re-organization of the research unit, sustainability became a transversal theme cutting across the three main research domains. As sustainability is core to the mission of AMS, in 2017 Professor Wayne Visser, a renowned authority in the field of sustainable

- There is a need for collaboration between the research divisions (in view of multidisciplinary research), and between research and education.



integration and transformation, was appointed as Chair in Sustainable Transformation and Professor of Integrated Value at Antwerp Management School. Within the research division we created a sustainable transformation lab as the place for Chairs and other initiatives on sustainability. Projects are developed within the lab or in collaboration with other experts in one of the three domains. This builds upon the work of the previous Chair in Sustainability (2013-2016), a joint initiative of the University of Antwerp, faculty of applied economical sciences and the management school, leading to an increase in research projects and teaching initiatives on integrating sustainability as reported in our previous SIP report.

## Chair in Sustainable Transformation

Supported by BASF, Port of Antwerp and Randstad Belgium

Antwerp Management School (AMS) appointed Dr. Wayne Visser as the world's first Chair in Sustainable Transformation and Professor of Integrated Value. This supports the longstanding commitment of AMS to prepare future leaders to face global challenges and to be a positive force for change through business.

### Activities of the Chair:

- Enabling a stronger application of sustainability through collaboration with business in applied research projects.
- Facilitating the establishment of corporate leadership action groups to advance sustainable transformation in the resilience, exponential, access, circular and well-being economies.
- Integrating sustainable transformation into current AMS learning programs and developing new ones, including blended learning and tailored programs for companies.
- Working collaboratively with the University of Antwerp on sustainability research and teaching through the Antwerp Center for Sustainability.

### About Dr Wayne Visser:

Professor Visser is widely hailed as a global thought leader in sustainable business and corporate social responsibility. He has written 20 books on sustainable transformation and been recognized as a Top 100 Thought-leader in Trustworthy Business and received the Global CSR Excellence & Leadership Award. His work as a strategy analyst, sustainability advisor, CSR expert, academic and professional speaker has taken him to 75 countries in the past 25 years.

“Sustainable transformation and integrated value represent the leading edge of a positive, solutions-driven approach to our global challenges. They recognize that the CSR and sustainable business agenda has shifted to transforming our economic system, rethinking our business models and redesigning our products and services. This is the next industrial revolution.” – Professor Wayne Visser

### Wouter De Geest, CEO, BASF Antwerp

“Offering everyone a comfortable future with an increased quality of life is the big challenge of society today. The chemical sector has a major responsibility in that matter and can contribute a lot. That is why BASF is continuously working to make its production chains and products more sustainable through innovation. But we can't do this alone, we need interaction across different sectors and social groups. As a founding member of the AMS Chair in Sustainable Transformation within the framework of the Antwerp Center for Sustainability at the University of Antwerp and AMS, we want to cooperate with Professor Wayne Visser to stimulate the transformation through leadership groups and by striving for the integration of sustainability in all student curricula at AMS and the University of Antwerp.”



**Jacques Vandermeiren, CEO, the Port of Antwerp**

“For several years now, our port community has been heading towards a future built around sustainable economic models. We are convinced that this transition process contains the elements that will help us find an answer to both global and local challenges we face today, such as problems surrounding climate change, mobility and digitalization. With this Chair we bring an impressive speaker and thought leader to Antwerp, who will certainly inspire us.”



**Eddy Annys, Managing Director, Randstad**

“From the day Randstad was founded in 1960, founder Frits Goldschmeding was aware of the impact of work on the individual and on society. Individuals and society should not be dealt with in a nonchalant way. That is why, from day one, values-oriented acting with a focus on a fair and inclusive environment was incredibly important for us. We recognize this vision in this Chair and in the ideas of Professor Wayne Visser. In this partnership, we will work on the development and sharing of information and tools that will help companies make use of their human potential in favor of the individual, the company and society.”



## Sustainable Transformation Lab

We live in times of incredible uncertainty and we need managers and leaders who dare to make choices that lead to sustainable solutions. They need to be aware of the fundamental changes our world is facing, be prepared for the global social and environmental challenges and be a positive force for change through business.

AMS created the Sustainable Transformation Lab, a research and learning Expertise Center that focuses on shifting business from ad hoc to transformative action, in response to these challenges.

Our work in Sustainable Transformation rests on four pillars:

### Sustainable transformation

**Why?**

Positive futures

**What?**

Integrated value

**How?**

Meaningful innovation

**Who?**

Purposeful leadership

### Where? The Nexus Economy

**Positive Futures:** Creating a better future (secure, smart, shared, sustainable and satisfying) by tackling systemic global challenges.

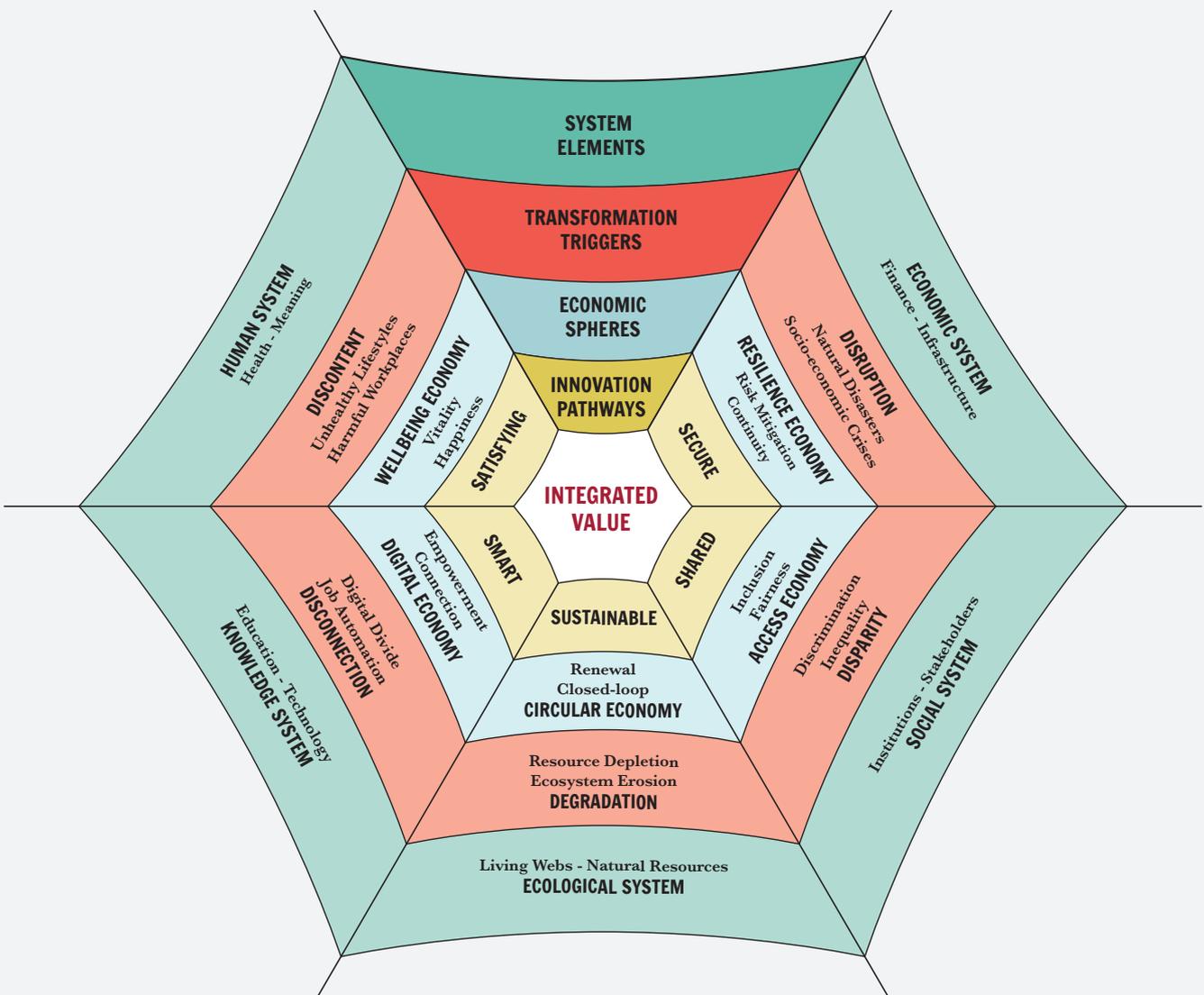
**Integrated Value:** Expanding concepts and measures of value creation (including human, economic, technological, social and natural value) across multiple capitals and integrating these throughout society and in organizations.

**Meaningful Innovation:** Finding creative, scalable solutions for our most urgent social and environmental problems, using innovative strategies, business models, products and services.

**Purposeful Leadership:** Developing inspiring, transformational leaders who provide a meaningful response to society's challenges with a systemic, disruptive, inclusive, sustainable and ethical approach.

We apply insights from these four focus areas to the five elements of the new nexus economy, i.e. the resilience economy, the exponential economy, the access economy, the circular economy and the well-being economy.

Integrated Value Web



We have four lines of research on sustainable transformation:

- on integrated value (1a) and sustainable business models (1b): action research with Johnson & Johnson Benelux and Domo Chemicals on how sustainable development is integrated into partnerships, principles, purpose, performance and products
- on sustainable mindsets: theoretical research on sustainability intelligence (naïve, native and narrative) and a case study on how AMS creates SDG ambassadors
- on sustainability leadership: impact through research-supported corporate leadership groups on the circular and well-being economies; studying best practices and benefits of individual leadership
- on future resilience: multi-level resilience in support of individual, organizational and societal resilience in collaboration with Randstad to create a business index based on this work.

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## Sustainable Transformation Lab Partnerships

Thought leadership, early trend detection and finding solutions for a sustainable future is our goal. But we can't do this alone. As the Chair initiative shows, we work in partnership with organizations that share and support our goal, and with whom we can co-create knowledge, visibility and impact through long term partnerships such as the ones that we have with Sustenuto and the Chair in Sustainable Transformation supported by BASF, Port of Antwerp and Randstad.

**We have several types of co-creation projects:**

- **Collaborative** projects, such as the SDG Barometer Belgium project where we bring together a group of partners with the support of federal funding to develop a baseline assessment on the state of implementation of the SDGs in Belgium. Partners are Louvain School of Management, The Shift, CIFAL Flanders and FIDO.
- **Bilateral** projects, where the need for knowledge creation on certain themes or areas is key, such as research on hybrid business models or sustainable change with our partner ING.
- **Blended** projects that bring together research and education, such as developing a teaching case on Spadel's CSR strategy with our partner Spadel.
- **Tool** development, such as our integrated value survey or our stakeholder consultation tool. Partners are MVO Vlaanderen, Rosy Blue, VOKA Mechelen, Spadel and Port of Antwerp.
- **Publications**, including benchmarking studies, white papers and trend reports.

We also work bilaterally with companies on sustainable transformation. Both Johnson & Johnson Benelux and Domo Chemicals partner with us for this reason.

Another example of working in partnerships is our Corporate Leadership Group initiative:

### **Corporate Leadership Groups**

Leadership Groups are business action groups composed of high-level business people with CEO-level commitment that look at present-day issues in the global society, discuss how to address them and take action to help create tomorrow's better world. These groups are an initiative by the Chair on Sustainable Transformation.

AMS has 2 **Leadership Groups on sustainable transformation**, each comprised of 5 to 10 companies, focusing on a specific area of economic innovation. Under the guidance of Professor Wayne Visser AMS conducts research and prepares research briefs on sustainable transformation, while the groups convene twice per year and determine which output they believe is most useful to create the desired changes.

**Corporate Leadership Group on circular economy (from destruction to sustainable innovation).**

Destruction refers to any production and consumption that leads to the decline of resources and disruption of ecosystems, and is most often associated with economic growth, over-consumption, land-use change and industrial pollution. For example, climate change, resulting in 2.5 °C warming, will devastate ecosystems, increase poverty and cost the global economy \$12 trillion by 2050.

The AMS Leadership Group on circular economy supports the counter-force of sustainable innovation by focusing on advancements such as expenditures and investments that decouple economic growth from environmental impact with initiatives such as waste recycling, biodegradable materials and renewable energy.

This group will find solutions for our organizations, communities, cities and countries to operate within the limits of the planet by radically changing resource consumption and ecosystem impact with a shift to renewable energy and resources, closing the loop on production and moving to a low carbon society. This group is led by the Port of Antwerp and BASF Antwerp; other members include Umicore, Brussels Airport and Domo Chemicals.

In 2019 we work on a Circular Economy Pledge, which aligns with the EU's Circular Economy Package but sets a more ambitious agenda in terms of timing and targets. The Pledge includes general commitments to integrating circular economy principles (e.g. into procurement and product design), as well as more specific measurable goals (e.g. on levels of recycling and waste management). The Pledge will be launched towards the end of 2019 and other companies will be invited to add their support.

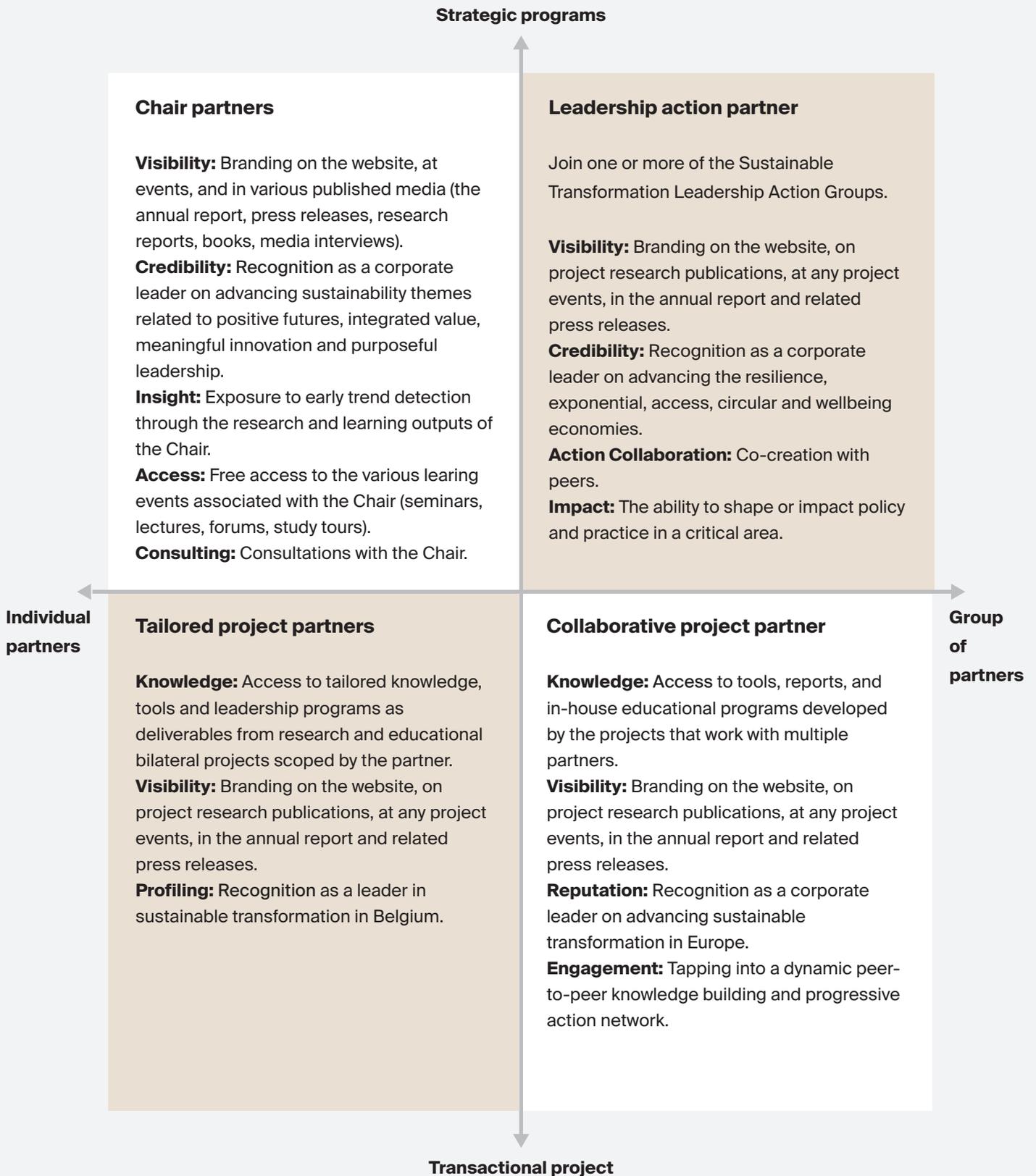
**Corporate Leadership Group on the well-being economy (from discontent to satisfying innovation).**

Discontent refers to all unhealthy lifestyles and toxic environments that impair human well-being, and is most often associated with lack of purpose, work stress, poor diets and insufficient exercise. For example, depression and anxiety disorders affect 10% of people, cost the global economy \$1 trillion each year and have increased by 50% between 1990 and 2013.

The AMS Leadership Group on the well-being economy supports the counter-force of satisfying innovation by focusing on advancements such as expenditures and investments that increase human health and happiness in society, from stress-relief practices and life coaching to plant-based diets and solutions to social diseases (e.g. suicide or domestic violence). As we become more conscious of the health impacts of lifestyle, consumerism, diet and pollution, the well-being economy is set to grow rapidly.

This group will find solutions for our organizations, communities, cities and countries to produce high-quality services that satisfy our human needs, as well as enabling a lifestyle and culture that values quality of life, happiness and other indicators of well-being. It is led by Randstad Belgium; members are AXA Belgium, Golazo and Johnson & Johnson. The group will focus on long-term absenteeism from work, which has become a growing issue and concern with companies today. Both physical as mental aspects will be focused on.

This matrix reflects our working ways



## A Few Research Projects Highlighted

### Enabling Transforming Organizations

#### The SDG Barometer

On March 22, 2018, Antwerp Management School, Louvain School of Management, University of Antwerp, The Shift, CIFAL Flanders, FIDO and ING Belgium launched the first national research project on the application of the SDGs in Belgian organizations. It will be the starting point of a scientifically-based analysis, constituting the basis for recommendations aimed at both private and public organizations. It will also allow organizations to make a benchmark and compare their sector scores with other relevant sectors.



#### Future Resilience Index

Resilience is the capacity of individuals and groups (such as families, communities, organizations, cities, societies, or nature) to cope effectively with the impact of major, rapid changes (like disasters, crises or emergencies) and to return to a healthy state afterwards. AMS and Randstad developed the Future Resilience Index which measures employees' perceptions about their own resilience in the workplace and the extent to which their organization supports the resilience of individuals, the organization and society, across 10 measures.

#### CSR Trend Report 2016

This report aims to inform businesses and their stakeholders about important developments in CSR, to inspire them to reflect on these trends and to translate them into business practice. The CSR trends identified in this report are categorized in three interlinking CSR trend domains, each representing a different perspective on CSR thought and CSR practice: CSR Discourse, CSR in business and the CSR manager.



#### Goodcrowd

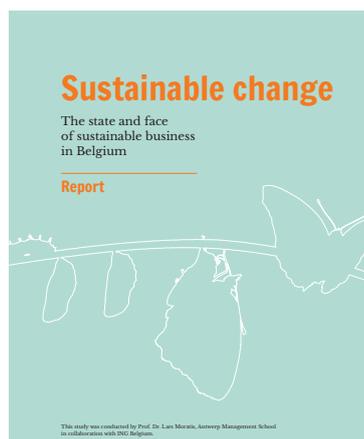
Supported by the Flemish government, Rosy Blue, Port of Antwerp and Spadel, AMS developed a free online tool for consulting stakeholders, based on the SDGs. Stakeholder consultation is an important part of CSR. It helps organizations to develop, evaluate and review their organization's CSR policy, to get responses to their commitment to the SDGs and to ask feedback on their sustainability report.

#### Hybrid Business Models & Sustainable Change studies

In collaboration with ING Belgium we conducted two studies. One looking at the barriers and success factors of creating hybrid business models and the other one on the position and performance of Belgian companies in relation to sustainability.

#### Integrated Value and Sustainable Transformation

Research in collaboration with Johnson & Johnson Belgium and Domo Chemicals.



## Integrated Sustainability Tool for Local Governments

This study wants to offer local government the necessary tools to develop and implement an organization-wide policy in which sustainability permeates all components and echelons and allows previously undertaken steps to be incorporated in the bigger picture. This project is funded by Budget Minister Homans to promote CSR (M.B. November 20, 2017). Project partner: MVO Vlaanderen, project duration: October 01, 2017 - September 30, 2019.

Through elaborate testing and implementation of the complete Sustatool method in a representative group of local administrations, these administrations are offered practical tools to embed sustainability in their new multi-year schedules from a corporate perspective and through organizational management. These tools materialize in the drawn up decision-making process (with draft decisions), action plans and methods, and best practices. They are aligned with the SDGs, the guideline organizational management by Audit Vlaanderen etc. Where possible, parallel initiatives (e.g. by provincial government, inter-municipal cooperatives, energy companies, VVSG) are integrated or positioned within the overarching whole.

## Enabling Human Impact

### Sustainable Leadership

We joined forces with the European Petrochemical Association (EPCA) to conduct research on the nature and benefits of individual sustainability leadership, drawing on expert opinions, best practices and existing literature. The goal of this research is to better understand the behaviors and talents which define thought leaders and to gather more evidence on how individual sustainability leadership can help companies to attract and develop today's talents into tomorrow's leaders. The joint research showed four factors to consider while engaging in leadership for sustainability: a formal or informal sustainability role and the state of information leadership is built on, either rational or emotional resulting in facts-based or emotions-based leadership. An organization operates in a complex reality where there is no 'one sizes fits all'-approach to individual sustainability leadership. However, the best results can be found when the individual role and state of information align with the 5 individual characteristics and 5 individual competencies distilled from our research. Additionally, we presented EPCA with the 5 most important employee benefits of individual sustainability leadership.

## Research within the framework of the SD Worx Chair Next Generation

### Creating sustainable careers

Since 2011, Professor Ans De Vos holds the SD Worx chair "Next generation work: creating sustainable careers". As part of this chair, longitudinal and multi-level research is conducted on the changing nature of work and careers, in close collaboration with the SD Worx knowledge center, with the aim of leveraging academic knowledge and managerial impact regarding the topics studied. Within the framework of this chair, several research projects have been set up, e.g. the evaluation of the Experience@Work project on co-sourcing of older workers (2017), the research project on sustainable careers of independent professionals (2018) and research on the Future of Work and its consequences for jobs and employment relationships (2019). Within these projects, research is performed by Professor Ans De Vos, Dr. Sofie Jacobs and David Stuer of Antwerp Management School.

### **A stakeholder perspective on sustainable careers**

In 2018, together with HEC-UCL and KUL, Professor Ans De Vos was granted funding by FWO Flanders for a 4-year EOS research project titled “A stakeholder perspective on sustainable careers”. Within this project, research is performed by Professor Ans De Vos, Dr. Sofie Jacobs and David Stuer of Antwerp Management School.

### **Sustainable career management**

In 2017, Professor Ans De Vos together with Taborgroep vzw and Workitacts/Flanders Synergy received funding from ESF Flanders to develop a tool to facilitate sustainable career management within semi-autonomous teams and ‘flat’ organization structures. Professor Ans De Vos collaborates in this project with Dr. Sara Bastiaensens and Roel De Rijck from Antwerp Management School.

### **JUMP-LAB**

How to lead young people away from the low-skilled labor market: this project investigates which factors can ensure that low-skilled and unskilled young people can jump out of a low-wage labor market.

### **ID@Work - My talents for diversity**

In our previous SIP report, we described our ID@Work project following the organization of a scientific symposium for Special Olympics. ID@Work ended as a project at the end of 2017, but during summer 2019 we started a new project, “My Talents For Diversity”, promoting diversity management as a change factor for public and private employers. The focus stresses the inclusiveness of workers and employees with intellectual disabilities in the workforce.



## **Enabling Smart Ecosystems**

### **Water Truck**

This is an innovative means of transport for goods transport on small waterways, using small, self-propelled or non-powered, standardized barges. Combined with small or large environmentally friendly push boats used for convoy shipping, the concept ensures maximum flexibility of the activities while maintaining a maximum regional reach by connecting the small inland waterways with the TEN-T network.

### **The office bus**

The office bus is a coach in which office workers have an individual workplace, safe and fast internet, USB connections and sockets. As soon as the employees board, they can start working. This converts travel time into working time.





# Our Progress on Dialog

## (PRME Principle 6)

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

In our previous report we wrote: “As the Chair shifts into a new strategic period in the years 2016-2020, it will be increasingly focusing on the mission of creating sustainable mindsets which encompass a focus of integrating sustainability within educational initiatives. This means that there will be a closer connection to the PRME in the years to come.”



## PRME Chapter

Identifying a gap in PRME local organization we initiated and hosted an exploratory meeting with PRME business schools in the Netherlands and France in November 2017.

We gathered over 50 representatives from schools in the region to explore in an inclusive way the possibility of launching a France BeNeLux PRME Chapter. The enthusiasm and buy-in were so great that we ended the meeting with a formal launch moment and the selection of a Steering Group, representing schools from the 4 countries to continue the roll-out of the Chapter. Since then 2 subsequent meetings have taken place finalizing the vision, mission, roadmap and objectives of the Chapter as well as starting to work on collaborative projects.

### France Benelux Chapter Vision

“The France-Benelux PRME Chapter envisions to transform the mindset of business and society in the region, by making ethics, sustainability, and responsible management education the norm.”

### Mission

“The France-Benelux PRME Chapter aims to embrace, engage and achieve our vision in cooperation with all relevant stakeholders, and through a proactive co-creation of solutions by:

- Steering an agenda for impact by going above and beyond the achievement of the SDGs through developing joint research and educational projects.”

### Our Values

- Passion
- Respect

**Theme 1:  
Strategic and operational  
management**

- Operational practices on implementing PRME principles.
- Faculty engagement.
- Student engagement.
- Inspirational campus management.

**Theme 2:  
Research collaboration**

- Sharing research on platforms.
- Creating of collaborative research.
- Developing joint EU funded research projects.
- Preparing special issues of academic journals.

**Theme 3:  
Education collaboration**

- Setting up a sulitest PRME chapter module.
- Organizing a summer school.
- Developing MOOC.
- Skills framework building.
- Developing case studies.

**Theme 4:  
Outreach/stakeholder**

- Dean's influence, rankings (especially within our region), peer reviews visits for accreditations (EQUIS and AACSB).
- Creating PRME chapter awards.
- Interaction with external stakeholders to work on specific societal issues in France-Benelux region

- Inclusiveness
- Motivational
- Entrepreneurial

We have a collaborative research project running on exploring gender bias in business school curriculum. A second project focuses on the assessment of sustainability competences in collaboration with Sullitest.

In terms of outreach we engage both with accreditation bodies and business mainly through our local Global Compact country networks.

**Going forward we will focus on:**

- Strengthening the Chapter
- strengthening the Chapter;
- ensuring a smooth transition to the next Chair;
- stay an active and supportive PRME signatory;
- continue to set the agenda externally on the importance of integrating sustainability into management education.

**Globally Responsible Leadership Initiative (GRLI)**

AMS has been active in the Globally Responsible Leadership Initiative (GRLI), with Prof Wayne Visser and former Dean Paul Matthyssens attending a meeting of their Deans and Directors Cohort in Vermont in March 2019. The meeting allows business school leaders to find common interests, discuss concerns, share best practices and identify points of collaboration. For example, AMS is now exploring how to bring the Grossman School



of Business's online Leading Sustainable Innovation certificate program to Europe. Prof Visser was also appointed to the Board of GRLI in June 2019. Our Dean, Steven De Haes will attend the Cohort meeting in Porto in November and Prof Visser will attend the AGM.

## Sustainable Related Events

As part of our Sustainable Mindsets Program (now the Global Leadership Course) we organized a yearly **SDG Exchange Day** to stimulate the dialog between companies and people working in the field of sustainability (mostly the partners and companies we work with) and students. The organizations held an interactive workshop, sometimes prepared jointly with students, on how they approach the SDGs. On the other hand, we asked students to exercise critical thinking on what they heard and to give feedback to the companies. The feedback we received from both the companies and the students was that they valued this rich exchange and walked away with new insights and learnings.



In February 2018 we held the inauguration of the Chair in Sustainable Transformation. Circa 300 people attended the inauguration and listened to the **inauguration speech of Professor Wayne Visser**.

In 2016 and 2017 we organized a **CSR Trends event**, highlighting the trends in sustainability we identified through research and stimulating an interactive discussion with the 100+ business participants on the implications of these trends for their businesses.

**CSR Vitamins.** In 2017 and 2018 we organized a few inspirational CSR Vitamins sessions with the aim of giving the experienced and well-equipped sustainability professional some extra food for thought. We held sessions on environmental nudging with Per Stoknes, on creating partnerships and on storytelling for sustainability with Ed Gillespie from Futerra.

One of the events we are most proud of, is the co-organization of the SDG Forum. Together with University of Antwerp, the Federal Institute of Sustainable Development and The Shift we wanted to launch the SDG Barometer report in an original way and to combine forces to reach a bigger audience. We therefore jointly took the initiative to organize a Forum, inviting 20+ organizations to hold workshops. We provided the location and a plenary program. The first edition was a huge success, with 600 registrations within the first two weeks. The second edition in September 2019 had 1,000+ participants and a line-up of 36 workshops by varying organizations representing civil society, business, federations, public sector and education. We thus truly lived up to the slogan of the SDG Forum: for everybody, by everybody, with everybody.



**Dialog with her Majesty the Queen** on the role of business schools as catalysts for a sustainable future. She is herself one of the UN SDG Advocates and asked us to host an event with students in February 2020 on her behalf.

In November 2018 we invited ground-breaking economist **Kate Raworth** for an interactive afternoon with 100 students from management and economics from the University of Antwerp and Antwerp Management School. Afterwards, we organized an intimate dinner with the rector and vice rectors of the University and deans of AMS and the faculty of applied economical science, as well as the CEOs of BASF Antwerp, Port of Antwerp and Randstad Belgium. The aim was to have a dialog between business and higher education on integrating sustainability; this was moderated by Professor Wayne Visser.

On November 21, 2018, Professor Peggy De Prins presented her **new book “De clash voorbij. 7 bouwstenen voor sociale dialoog”** (“Beyond the clash. 7 building blocks for social dialog”) at Antwerp Management School. This book presents a model for social dialog 2.0, in which the more traditional, polarizing conflict model of social dialog is replaced by an alternative, more sustainable partnership model.

On October 5, 2018, Professor Ans De Vos and Dr. Sara Bastiaensens presented the results of the VIONA research project “Evolutions in jobs, vacancies and skills”, funded by the Flemish Department of Work and Social Economy, at Antwerp Management School. This study focused on changing needs for future jobs, and how organizations, intermediaries and workers themselves can take into account these changing needs to ensure sustainable work and sustainable careers.

Also, within wider AMS we have a continuing dialog on the third building block of our mission.

## AMS Alumni Organization

The Antwerp Management School Alumni Network is dedicated to putting into action the three pillars of our mission: self-awareness, global perspective and societal consciousness. The theme of sustainability covers a vast area of subjects, which means that sustainability targets and sustainability challenges are increasing in scope and number. With so many alumni (over 20 thousand) from so many different backgrounds (85 countries), we believe that sustainability is a theme that is of interest to a big majority of our alumni.

At the end of August 2019 we celebrated the 60th anniversary of AMS with a 4 day Future Forward Festival. We opened the minds of 450 alumni and AMS partners during the first day with a grand celebration evening and reflected with the distinguished panelists Winston Ma, Sindi Mabaso Koyana and Robert Burgelman and Dean Steven De Haes about the future challenges we face, moderated by Peter De Keyzer. During this event we also handed over the Global Citizen Award to the international fashion designer Dries van Noten.

On the second day the City of Antwerp took our alumni on an exclusive visit to three innovative development projects; Blue Gate Antwerp, the very first eco-effective, water-bound business park in Belgium, BlueChem, a brand new incubator for sustainable chemistry, and Circular South, a top-notch project to create a smart and reduced use of energy, water, waste & materials through a community-driven approach.

On day 3 our thought leaders Ans De Vos, Wayne Visser and Steven Poelmans collaborated with AMS alumni to bring inspiring panel sessions. On the last day of our Festival AMS alumni pitched their innovative ideas or projects to a jury of managers and investors. The jury’s criteria to vote the very first AMS Innovation Ambassador were based on the 3 building blocks of our AMS Mission Base, in which the sustainable impact on society was key.



# Outlook

This third Sharing Information on Progress report shows that sustainability and commitment to the Principles of Responsible Management Education is firmly anchored in our school. It also shows that collaboration whether it is with partners, within divisions, with stakeholders is key in contributing, to impactful change. Whether it is our Chairs supported by corporate partners, projects that we build with students, multidisciplinary projects with colleagues, it is by joining forces that we make progress towards achieving the Sustainable Development Goals. Continuing to build the ecosystems and play our role in partner networks will remain central over the next years.

## Principle 1 and 2

When it comes to education we aim to continue to integrate sustainability by collaborating with colleagues from executive programs such as our EMBA as well as conducting research to what extent our curricula is future proof from a sustainable perspective.

## Principle 3

When it comes to campus management and incorporating sustainability into our processes we aim to develop a clear policy that will be co-owned by management and business leads. We have in the past conducted CSR type scans but given that we rented premises on many areas there was no room for improvement. Being owner of a building and many processes connected to this enables us to properly develop policies regarding our environmental footprint, waste management and continue to build upon the processes enabled by creating the ONE AMS working culture.

## Principle 4, 5 and 6

When it comes to research continuing to build the Antwerp Partnership on Sustainability will be our focus as well as maintaining the Chair on Sustainable Transformation and building new Chairs such as one on responsible management education.

The VUCA world that we operate in today poses us for many complex challenges and one discipline alone will not provide the answer. Which is why multidisciplinary research is key and we aim to increase the number of multidisciplinary and if possible multi stakeholder projects that we work on. The knowledge that we co-create we aim to use to continue, and increase where possible, our involvement as shaper of dialogue through projects such as the SDG Forum, roundtables with key stakeholders, delivering keynotes and setting the agenda in conversations with stakeholders, partners and students. We believe SDG 17 is key in achieving the sustainable change we need and will continue to collaborate and co-create and debate. As the African proverb says “If you want to go fast, go alone. If you want to go far, go together”.

**17** PARTNERSHIPS  
FOR THE GOALS



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Opening minds to impact the world

