

# IMD SUSTAINABILITY REPORT



Principles for Responsible Management Education  
Sharing Information on Progress  
2018-2019



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Challenging what is and inspiring what could be,  
we develop leaders who transform organizations  
and contribute to society.

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# OUR COMMITMENT TO RESPONSIBLE LEADERSHIP



Lausanne, July, 2020

As a leading global business school in a rapidly changing environment, IMD is driven to develop leaders who build successful businesses that also deliver a positive impact on society and our planet.

At IMD, we are convinced that, in the future, businesses will only do well by doing good.

To embed this, in 2019, we embraced a **new purpose** that will underpin and inform all of our activities:

**“Challenging what is and inspiring what could be, we develop leaders who transform organizations and contribute to society.”**

This purpose means IMD will continue to encourage and help leaders and organizations to integrate both social and environmental considerations in their decision-making and actions to build more sustainable economies around the world.

One of our focus points on this front is the rigorous, relevant, insightful and actionable research we conduct into innovative organizations that are embracing systemic change and disruption to address the world’s most urgent challenges. More and more businesses see this as an opportunity for innovation, investment, greater relevance and market share.

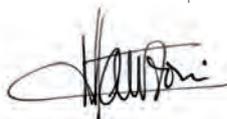
We are deepening our research into social innovation, philanthropy and sustainability thanks, in part, to new Chairs created with the support of partners and donors. To further our impact, we are also collaborating with leading Swiss universities UNIL and EPFL on research as part of the newly launched Enterprise for Society Center.

We continue to promote responsible business leadership and sustainable practices through our teaching, advisory services and programs. We take seriously our influence on the leaders of today and tomorrow who pass through our institution on their way to greater responsibility. Our more than 50-strong faculty from 24 countries challenge and inspire 90 students in our MBA program and 120 students across two cohorts in our EMBA program each year. More than 9,000 executives participate in our open and custom executive education programs annually.

With this direction in mind, IMD is pleased to renew its commitment to the UN Principles of Responsible Management Education (PRME) as an Advanced Signatory. In order to ‘walk the talk’, we have put in place an institutional policy reaffirming that commitment and developed a materiality framework identifying the core areas where we can make a unique contribution.

These areas cover: responsible leadership development, cutting-edge education, access to executive education, workforce diversity and inclusion, and mobility and emissions.

We will report on our progress and share effective practices and behaviors related to the six PRME principles of purpose, values, method, research, partnership and dialogue with others through our communications, network and reporting.



Dr. Jean-Francois Manzoni  
IMD President and Nestlé  
Chaired Professor



Michel Demaré  
IMD Chairman

# OUR APPROACH TO SUSTAINABILITY



*Global social and environmental challenges are growing in urgency amid low levels of public trust in governments and international organizations. Responsible leadership from the private sector is needed more than ever.*

Executives and organizations are increasingly being held accountable for their impact on employees, communities, and the environment. The way that business leaders respond to these challenges will have an important influence on the state of our future.

Governments, regulators, investors and increasingly consumers, communities and society as a whole will more and more force corporations to internalize costs that they have until now largely externalized.

***These corporations will increasingly be unable to succeed financially unless they become a smaller part of the problem or, better yet, become part of the solution.***

Many businesses have started addressing imbalances in our economies by involving all stakeholders in potential solutions: suppliers, partners, employees and regulators. They also are developing cross-sector partnerships with civil society and government to magnify their impact.

In this arena, business schools and executive development providers like IMD have an important role to play. It's clear that executives and organizations can do well (for themselves) by doing good (for others and for the world). In fact, we predict that soon it will only be possible to do well by doing good. IMD can – and must – play a leading role in this transformation.

IMD's degree and non-degree programs increasingly reflect this point of view, which also guides us to increase the proportion of research resources devoted to studying innovative leaders and organizations willing

and able to marry their quest for performance with a strong concern for social responsibility, good stewardship and sustainability.

We continuously evolve to support ambitious individuals and organizations to not just anticipate and manage social and environmental risk, but also harness the opportunities of sustainable innovation. How can we help them have a positive impact on society and the environment? How do we equip, inspire and empower them to be responsible leaders?

### Our purpose refreshed

We aim to develop the leaders of today and tomorrow who are driven and equipped to create more sustainable businesses, industries and societies. To this end, we **updated our purpose statement** as an organization in 2019: "Challenging what is and inspiring what could be, we develop leaders who transform organizations and contribute to society."

In particular, the explicit reference to societal impact was significant for us, and it led to two important complementary developments in 2019: the development of IMD's first sustainability policy and materiality framework outlining our core sustainability focus areas.

The following is our **new sustainability policy**, which expresses our approach as well as our commitment to the Principles for Responsible Management Education (PRME), a voluntary United Nations-supported initiative with over 800 signatories worldwide. IMD is an Advanced Signatory of the PRME, a platform to raise the profile of sustainability in business schools around the world, and to equip today's business students with the understanding and ability to deliver change tomorrow.

## SUSTAINABILITY POLICY

Founded by business executives for business executives, IMD is an independent academic institution with Swiss roots and global reach. We strive to be the trusted learning partner of choice for ambitious individuals and organizations worldwide.

We believe a sense of shared responsibility is essential for the prosperity of individuals, businesses, communities and nations. Challenging what is and inspiring what could be, we develop leaders who transform organisations and contribute to society. We support responsible leaders who act with integrity, contribute to sustainable performance and have a positive impact on the world.



## Principles

Our approach to sustainability is aligned with the **Principles for Responsible Management Education (PRME)**. PRME seeks to deliver the **UN Sustainable Development Goals (SDGs)** through responsible management education. We enable continuous improvement to develop a new generation of business leaders capable of managing the complex challenges of the 21st century.

IMD is committed to the following PRME principles:



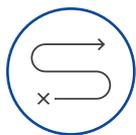
### PURPOSE

We will develop the capabilities of students and participants to be future generators of sustainable value for business and society, and to work for an inclusive and sustainable global economy.



### VALUES

We will incorporate into our academic activities, curricula, and organizational practices the values of global social responsibility as portrayed in globally recognized initiatives such as the United Nations Global Compact.



### METHOD

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



### RESEARCH

We will engage in conceptual and empirical research that advances our understanding of the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.



### PARTNERSHIP

We will partner with managers of business corporations to better understand their challenges in meeting social and environmental responsibilities, and to explore jointly effective approaches to meet these challenges.



### DIALOGUE

We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civic society and other stakeholders on critical issues related to global social responsibility and sustainability.

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

## Our commitment and scope

This policy applies to all IMD programs, events, pedagogic initiatives and research activities.

Our impact on the world occurs both *directly* through our own activities, and *indirectly* through the activities of the students, business executives and organizations with whom we come into contact.

With respect to our own activities, our approach to environmental, social and economic responsibility includes working within existing legislation, of course, but also voluntarily exceeding legal requirements to demonstrate leadership on issues that are important to us and our stakeholders. While we have limited influence over the third parties we work with, we commit to educate them about our policy and encourage them to align operating practices with our policy objectives.

### From teaching to research

In our work with participants, business executives and organizations, our goal is to educate effective, inspirational, reflective and responsible leaders who will contribute to enhancing the performance of their organizations in a way that also contributes positively to society.

On the research front, we study ambitious and progressive organizations that push the boundaries of performance. We also strive to identify and highlight individuals and organizations that find innovative ways to do well (performance-wise) by doing good (for society).

Beyond our traditional clients and corporate partners, we collaborate with and support non-corporate institutions such as NGOs, NPOs and governmental organizations to help them manage their activities more effectively and efficiently and thus have an even more positive impact on the world.



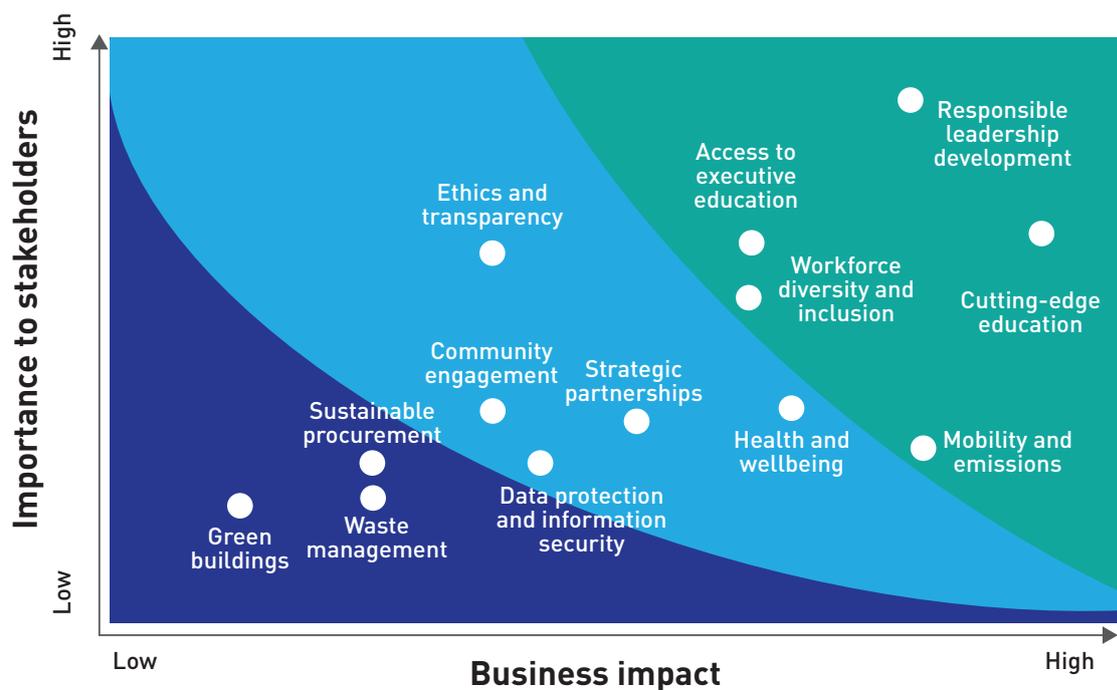


## Developing focus through materiality

Following the adoption of our sustainability policy, we needed to define our **key focus areas** to fully embed IMD's commitment to sustainability into areas that are both important for the interests and responsibilities of our organization and for our key stakeholders. IMD conducted its first materiality assessment in 2019, a review that many of our sustainability-minded partners undergo regularly to define their key areas of impact.

This rigorous, six-month series of interviews, surveys and workshops involved engagement with a wide range of internal and external stakeholders, including course participants, alumni, staff, suppliers, peer organizations, accreditation bodies and partners. It resulted in the development of a framework highlighting the 13 most important sustainability issues for IMD. These were approved by the IMD executive committee as the most relevant to IMD and its wider stakeholder network.

### IMD MATERIALITY FRAMEWORK





## Our core focus areas

These 13 issues form the basis of IMD's sustainability program and will inform the organization's future investments and efforts.

From these, we selected the top five as our core materialities, or focus areas.

### RESPONSIBLE LEADERSHIP DEVELOPMENT

The topic of responsible leadership development is central to IMD's business and is clearly linked to our purpose. To develop leaders who transform organizations and contribute to society, sustainability must be deeply embedded in teaching, research, stakeholder dialogue, and partnerships.

### CUTTING-EDGE EDUCATION

In order to remain competitive in a rapidly changing environment, developing state-of-the-art pedagogy is key. Specifically, by continuing to expand its digital offerings, IMD can provide a base for more executives to benefit from IMD learning and programs.

### ACCESS TO EXECUTIVE EDUCATION

Advancing gender diversity as well as diversity across geographic, cultural and functional boundaries is core to IMD's values. Having a diverse student body is necessary to attracting prospective students and clients and to developing culturally aware leaders.

### WORKFORCE DIVERSITY AND INCLUSION

IMD is fully committed to creating a safe and inclusive environment for all its constituents where unconscious biases are rightfully challenged and differences are respected. We strive to attract and develop a diverse workforce and ensure that our diversity brings value-add to our teaching environment and award-winning academic research. We aim to develop leaders to lead inclusively and to be aware of the impact that they have on others.

### MOBILITY AND EMISSIONS

To help mitigate climate change, IMD must take urgent action to reduce its carbon emissions specifically arising from the travel of its participants and staff. IMD can develop solutions that offer the same experience in a less carbon intensive way.

Our focus areas reflect two sides of the equation, which are both necessary to truly adopt an ethos of sustainability: We both challenge and inspire *others* to embrace sustainability through our teaching, research and partnerships and embed sustainability in *our own* operations and culture.





## SUPPORTING THE UN SUSTAINABLE DEVELOPMENT GOALS

Our focus areas also reflect our support for the 17 United Nations Sustainable Development Goals through our scope to research, teach, convene and develop leaders, as well as to transform organizations in both the for-profit and not-for-profit sectors.

IMD's five key sustainability materialities align with and generate positive impact for four of the UN SDGs:



Responsible leadership development  
Cutting-edge education  
Access to executive education



Workforce diversity and inclusion



Mobility and emissions



Responsible leadership development  
Cutting-edge education



*“We are committed to incorporating the values of sustainability across all of our programs, research, operations and activities.”*

## In-house expertise

To drive the further adoption of sustainable practices across the full spectrum of IMD’s operations and activities, IMD in 2018 created a new role, the Head of Sustainability, reporting to the IMD executive team. In collaboration with sustainability champions across the organization, the head of sustainability develops and implements the sustainability strategy; collaborates with faculty on sustainability-related research; programs and publications; engages with sustainability-related organizations; and reports on the organization’s progress.

## Our ambition

IMD has formalized a strong point of view on the role of business in society.

There is no doubt that over the last decades, our economic system based on increasingly globalized economic activity has contributed to lifting hundreds of millions of human beings out of poverty. Medical advances have also contributed to a remarkable increase in human life expectancy and quality of life.

But there is also no doubt that the model on which these developments have been built is no longer sustainable for the planet, and the consequences of this situation for human beings are already becoming increasingly clear. The COVID-19 crisis we are experiencing in the first half of 2020 is another reminder that the world has probably pushed the globalized model just a bit too far.

Therefore, in line with IMD’s purpose, policy, and materiality framework, we are committed to incorporating the values of sustainability across all of our programs, research, operations and activities. For example, IMD is institutionalizing and embedding sustainability in its executive education structures through the creation of dedicated research centers, senior faculty positions, and partnerships. This approach is being repeated across the organization’s facilities, operations and culture.

Our ambition, in the years ahead, is to set the standard for business schools in the area of sustainable development, from energy use to diversity and responsible leadership.

IMD marked the anniversary of the adoption of the UN SDGs in 2019, emphasizing the commitment of IMD faculty, staff and participants to contributing to the SDGs.



# IMD SUSTAINABILITY HIGHLIGHTS

## RESPONSIBLE LEADERSHIP DEVELOPMENT

- **Two new** research chairs
  - Debiopharm Chair for Family Philanthropy
  - elea Chair for Social Innovation
- MBA Business and Society course with **44 class hours**
- Two major **sustainability events** in 2019
  - Future of Our Planet alumni event
  - IMD-Pictet Sustainability in Family Business Award event



## CUTTING-EDGE EDUCATION

- **14 open online programs** in 2019
  - themes of strategy, leadership, digital transformation, innovation and operations
- **4500+ participants** accessing IMD digital learning in 2019 and a participant growth rate of over **50%** in open online programs



## ACCESS TO EXECUTIVE EDUCATION

- **63%** of female participants in the MBA program are scholarship recipients
- **34%** female participants in the MBA program in 2019, up from **28%** in 2018
- In 2019, IMD awarded almost **1 million CHF** in scholarships to **37%** of the class of 90 MBA participants



## WORKFORCE DIVERSITY AND INCLUSION

- **43%** of senior staff members are female
- More than **40** nationalities among IMD faculty and staff
- Of the six new faculty hired in 2019, **three were female**



## MOBILITY AND EMISSIONS

- IMD uses geothermic energy to heat and air cool its Maersk McKinney Møller Center building **since 2008**
- In 2019, IMD received a **silver rating** from EcoVadis



# OUR INFLUENCE

Promoting sustainability through our activities and reach





With more than 9,000 executives participating in our programs each year, the potential of our influence can be magnified through our commitment to transmitting values of responsible leadership to our participants, partners, clients and wider network. This approach is informed by the belief that, increasingly today and in the future, businesses and leaders will manage and measure their societal impact alongside their financial performance.

## RESPONSIBLE LEADERSHIP DEVELOPMENT

*Responsible Leadership is the area in which IMD can have the most significant impact in sustainability.*

IMD develops responsible leaders through:

- **innovative pedagogy**
- **partnerships for impact**
- **platforms for stakeholder dialogue**
- **actionable research**

Through each of these efforts we facilitate sustainable practices and cross-sector collaboration on society's greatest challenges.

### Delivering innovative pedagogy

Across its degree, open and custom programs, IMD uses innovative pedagogy to challenge business executives to reflect on how they can take a leadership role in solving some of the world's greatest challenges. Our programs inspire them through examples of businesses that take an innovative approach to 'doing well by doing good'.

In line with the PRME Principles, ***we are continuously adapting our programs to raise awareness of the importance of ethical behavior, corporate responsibility and sustainable development***, as expressed in the UN SDGs.

### Degree programs

#### ◇ MBA

IMD welcomes 90 highly qualified MBA students from around the world each year. The key objective for the program is to develop global leaders who will generate positive impact on their businesses, their communities and society at large. The thread of responsible leadership runs throughout this full-time, one-year program as a core theme in specific courses as well as forming the basis of several modules and activities.

Some examples include:

- **Business and Society:** IMD MBA participants take a required course called Business and Society, comprising 44 class hours, aimed at equipping students to make decisions that lead to positive impact for business, communities, people and the environment. Students explore how to lead sustainable business transformations. They also consider the role of business in achieving the UN SDGs, with guest speakers that have included Marco Lambertini, the Director General of the WWF; Yves Daccord, former Director General of the International Committee for the Red Cross (ICRC); Klaus Schwab, Executive Chairman of the World Economic Forum and leaders of trailblazing businesses that are doing well by doing good.
- **Entrepreneurship and Marketing:** MBA students consider sustainability-related cases in their core courses on entrepreneurship and marketing. Classes often include input from industry leaders from companies that focus on sustainability such as P&G, Reckitt Benckiser, and Tony's Chocoloney.
- **Movers, Shakers, Preachers & Pragmatists:** This elective covers the economic, business and ethical implications of a broad range of important managerial and policy decisions. The purpose is to deliberate intuitive responses to fundamental dilemmas to recognize, confirm or question your own moral compass.
- **Social Innovation:** This elective focuses on purposeful for-profit business approaches to social and environmental challenges. The course explores how purpose and sustainability can be the source of innovation of business models. Participants consider approaches to impact investing, ESG integration, blended finance and social entrepreneurship.

## ◇ EMBA

The EMBA program aims “to develop reflective, global leaders, who lead with personal responsibility and integrity, having a positive impact on their businesses and society”.

The program achieves this through a rigorous focus on business fundamentals that integrates opportunities for personal reflection on the impact of social economic and political environments of global economies as well as cultural, sustainable and social considerations that affect organizations.

These themes are particularly emphasized during the leadership stream and international Discovery Expeditions that give participants first-hand experience with the dilemmas faced by global businesses confronted with social and environmental challenges.

- **EMBA Leadership Stream:** The EMBA is specifically tailored to enable each participant to understand and progress in their own personal journey towards becoming a more reflective and responsible leader. EMBA participants reflect deeply on responsible leadership and individual purpose supported by a team of faculty and executive coaches.

- **Discovery Expeditions:** EMBA students gain hands-on experience with sustainability themes such as bottom-of-the-pyramid business models, social entrepreneurship, and sustainable development through Discovery Expeditions that take them to emerging markets such as Kenya, Peru, and Israel.



[Kenya](#)



[Peru](#)



[Israel](#)



## IMPACT STORY

# DEVELOPING 'BOTTOM-OF-THE-PYRAMID' BUSINESS MODELS IN KENYA

EMBA DISCOVERY EXPEDITIONS

*The EMBA Discovery Expedition to Kenya explores business development in emerging markets for the 'bottom of the pyramid' - those living on less than two dollars a day. In Africa alone, this consists of one billion people. The trip challenged participants' biases on doing business in Africa.*

Led by Professor Leif Sjoblom, EMBA participants worked closely with local entrepreneurs, who are constrained in terms of financial and human resources but have opportunities to innovate to serve a large market of 'bottom-of-the-pyramid' consumers.

“*The whole week was full of learnings, the Discovery Expedition was an opportunity to spend most of our time out there in the market, understanding customers, business dynamics and how to be relevant to a very different market.*” said Sami Uddin Ahmad.

## Addressing challenges

One major challenge explored was the lack of availability of affordable quality sanitary pads. As a result, young women are often forced to stay at home and miss school during menstruation. This is particularly challenging in rural Africa, where income is low, and distribution is complex, with consumers shopping daily in one of 200,000 kiosks around the country. A further challenge is the lack of education about proper female menstrual hygiene. To address this challenge, one EMBA team

worked on a complete product re-launch plan, including a marketing and distribution strategy for sanitary pads.

Another challenge is access to clean and safe drinking water. Bottled water is financially out of reach for most of the market, and water distributed by local governments carries fluoride, micro bacteria and heavy metals. The standard treatment of filtration and boiling the water increases the cost more than tenfold. Another EMBA team worked on a plan to set up a system of “water ATMs” for purified water, where people can buy as little as one cup of water. They plan to further reduce the cost by using solar power for the purification project.

## From learning to investing

A third project was related to business-to-consumer chicken distribution, providing farmers with a shorter supply chain by reducing the number of intermediaries. The EMBA team working on this project eventually became investors in the business and have formed an advisory board that meets virtually on Skype to coach the entrepreneur to help his business become more successful.

Participants came away with fresh perspectives on doing business in Kenya.

“It was so interesting to understand how several business models operate in Kenya and how they have adapted their services to respond to people’s needs and reality,” said Carolina Losada Angel.

## IMPACT STORY

# INVESTING FOR SOCIAL IMPACT IN PERU

EMBA DISCOVERY EXPEDITIONS

*Many social entrepreneurs, especially in developing countries, find it hard to attract the capital that they need to grow. Many impact-investment funds, often based in developed countries, struggle to identify enough investment opportunities that deliver both credible impact and realistic financial-return expectations.*

Led by Professor Vanina Farber, Director of the IMD elea Center for Social Innovation, 32 EMBA participants travelled to Peru in November 2019 to act as scouts for impact investors on a one-week Discovery Expedition. On their journey, they investigated innovative, impactful and scalable business solutions to social and environmental problems.

**“***I found the approach of impact investment very exciting. By focusing not just on output and outcome, but on true impact, change can be enabled that may position society for the better for the long term in a sustainable manner.”* said Stefan Holzner.

After two months of preparation for the trip, each small group of EMBA candidates finished their due diligence on selected social enterprises in Peru, acting as bridges between the social entrepreneurs and investors.

“The challenges in Peru really are enormous, and being a successful social entrepreneur takes a lot of courage, competence, persistence, patience and especially passion,” said Carlo Bertozzi.

## Driving impact

The pressure is on for private capital to integrate social and environmental impact into investment decisions. Business schools play a key role in changing mindsets and building capabilities to enable social innovation and impact investment that positions the health of the planet and people on the same level as profits.

During the week, participants learned how Peru achieved economic and social stability against a backdrop of institutional instability and corruption. Speakers included senior civic leaders such as former Minister of Economics and Finance Alonso Segura, second Vice President Mercedes Araoz, and Jose Ugaz, from Pro Ética who, as Ad-Hoc State Attorney of Peru, led cases against high-ranking corrupt officials during the Fujimori-Montesinos affair.

The EMBA also engaged with successful impact business leaders and enterprises, such as Javier Calvo Perez, founder of JV Resguardo-Liderman (sold to Carlile in 2014); Kuna, a sustainable alpaca garment company; Rosario Bazan, co-Founder and CEO of Danper Trujillo Agribusiness; and Inkaterra, a pioneer in ecotourism and conservation

“Peru has its share of ‘VUCA’ (volatility, uncertainty, complexity, and ambiguity). Surprisingly, this context also constitutes a breeding ground for social entrepreneurs who are looking for ways to achieve social and environmental impact while being profitable,” said Hermance de la Bastide.

Before finishing their due diligence, the EMBA students worked with Peter Wuffli, Chairman of the elea Foundation, on a live case, examining one of the foundation's impact investments: Inka Moss, an agriculture company supporting vulnerable communities in the Andes by integrating them in their value chain.

### Invest in people

Finally, the EMBA students made their recommendations to real impact investors: Peter Wuffli, elea Foundation Chairman, Philipp De Angelis, from Bellerive Seed Fund, Vicente de Leon, an independent impact VC and Fiorella Debernardi Baertl, CFO of Grupo Palmas (Romero Group).

Students learned that there must be a business model with scalable social innovation, a credible revenue stream, measurable impacts and potential for growth. They realized that, most importantly, investments are made based on people and teams.

**“***In a world of either philanthropy or pure profit, I now see a new way that offers opportunity to create value on multiple levels,*” said Martin Jacobsz.



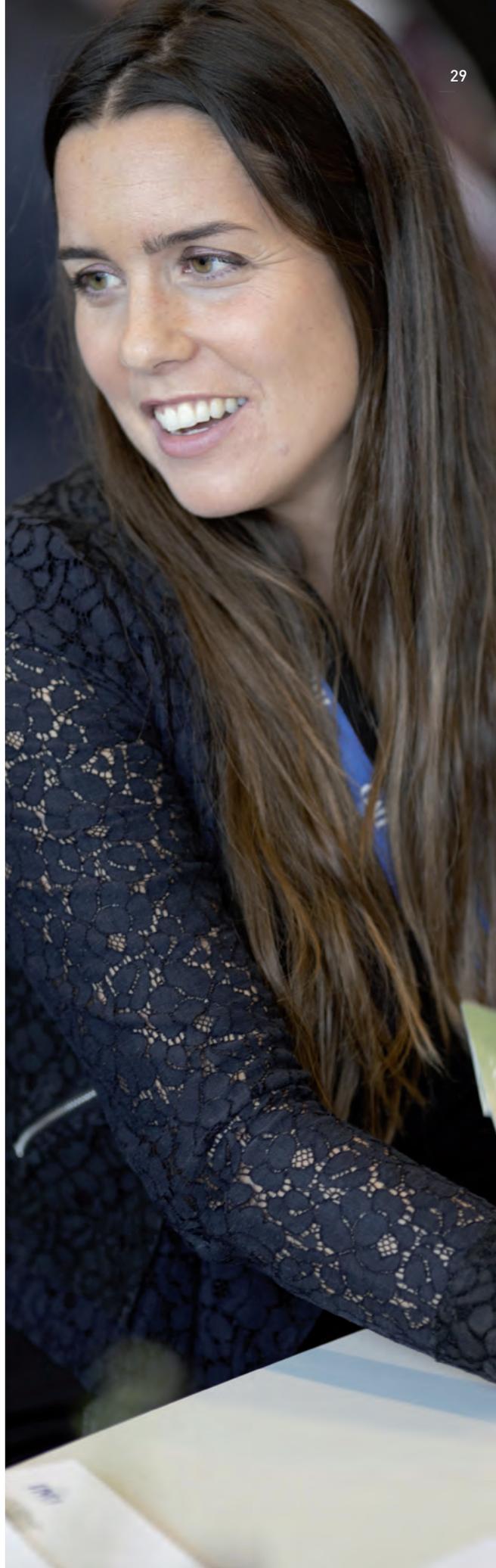
## Open programs

Sustainability themes are integrated throughout IMD's open enrollment executive education programs, which have been ranked first worldwide nine years in a row by the Financial Times (as of 2020). For example:

- **Cultivating Leadership Energy through Awareness and Reflection (CLEAR):** CLEAR is an exclusive, holistic leadership journey for senior executives that spans 10 months, inspiring lasting change. CLEAR participants seek to amplify their impact and influence across all spheres of their life, building a leadership legacy that positively balances profit, people and the planet. One of the three modules is in Indonesia where, among other activities, business leaders are inspired by the work of young social entrepreneurs and also contribute in a hands-on fashion by working closely with a social enterprise.



- **Strategies for Leadership:** The program looks at leadership from a gender diversity angle and focuses on improving skills that have emerged from research as being more in need of development among women.
- **Breakthrough Program for Senior Executives (BPSE):** BPSE is designed to give participants time to reflect, and refocus their energy on the things that they truly believe in. Participants in the later stages of their career explore how their motivation shifts from external drivers to the desire to live with purpose and leave a legacy. It's about what they want to contribute as opposed to what they want to achieve.
- **Digital Transformation Programs:** As part of IMD's series of digital transformation programs – such as Digital Strategy, Artificial Intelligence, and Digital Strategy and Analytics – participants explore how Robotic Process Automation (RPA) and Artificial Intelligence (AI), can be used to improve sustainability. They consider the role of business ethics in the Leading Digital Business Transformation and Leading in a Digital Age programs.
- **High Performance Boards (HPB):** HPB prepares board members to make an impact on their organizations and society through robust corporate governance and a keen understanding of board dynamics and strategic board involvement. As part of the program, participants consider responsible leadership, corporate purpose and business model transformation around ESG frameworks.
- **Foundations for Business Leadership (FBL):** In the FBL program, participants consider several sustainability-related cases when studying entrepreneurship, growth strategies, and market positioning.
- **Driving Strategic Innovation:** In this unique program on business innovation strategy delivered in collaboration with MIT Sloan, participants develop an appreciation for how





innovation comes about, what makes economic or social impact possible, and how an organization's culture might be developed to support such activities. As part of the broader curriculum on innovation, participants consider sustainable product innovation, bottom-of-the-pyramid business models, sustainable supply chains and diversity on innovation teams.

- **TransformTech:** TransformTech is an innovation-focused program offered in collaboration with leading Swiss university, École Polytechnique Fédérale de Lausanne (EPFL), which has resulted in several sustainable innovations.
- **Family Business Programs:** Within IMD's suite of family business programs, family firms discuss their potential to leverage social innovation, sustainable finance, impact investing and philanthropy to leave a legacy of social and environmental impact.
- **Reinventing Luxury: Strategic Conversations:** In this annual program focusing on the unique challenges of the luxury goods industry, business leaders consider brand values and identity in the context of an increasingly socially-divided world grappling with climate change. Participants consider whether their brands act sustainably and offer continuity, credibility, integrity, and purpose.

- **Orchestrating Winning Performance (OWP):** The IMD signature program remains totally unique. In one place, whether in-person or virtual, participants are exposed to the full breadth of the latest business topics and trends they need to know about to stay successfully ahead from almost the entire faculty of a business school. In 2018 and 2019, OWP included several sustainability and responsible leadership streams, such as:
  - Navigating your family enterprise into the future, including a 'Capital for Purpose' module
  - The challenge of profitable sustainability
  - The role of business in society – getting it right

17   
INDUSTRIES

150 EXECUTIVES  
representing  
42 nationalities

76 COMPANIES FROM  
33 COUNTRIES

## IMPACT STORY

# CLEAR: CONTRIBUTING TO SHARED LEARNING AND IMPACT



IMD's *CLEAR* program, which cultivates leadership energy through awareness and reflection, united the business expertise of senior executives, including Angelica Adamski, with Bali-based social enterprise Kopernik to trigger mutual development and discovery.

At the heart of IMD's mission is an ambition to deepen the positive impact that responsible and mindful leaders and businesses can have on society. As part of the *CLEAR* module in Indonesia, business leaders from around the world took part in a mutually beneficial workshop with Kopernik, a social enterprise supporting communities and building partnerships through social innovation in

areas such as health, education, agriculture, women's empowerment, and sanitation.

Angelica Adamski, Director of the Board, Svenska Aerogel AB, said the experience offered an invaluable opportunity for two-way experiential learning and reflection, co-creating solutions and cross-sector collaboration.

"We all learn something when working with different people," she said. "An organization like Kopernik faces the same challenges as any organization. How do you communicate internally and externally, how do you work together, and what is leadership? How can everyone in the Kopernik organization, with a

very clear mission to alleviate poverty, work to their best?”

The group focused their efforts on four areas of Kopernik’s operations, providing structured feedback and recommendations for the future to help:

- Enhance experimentation and influence to improve the take up of its solutions
- Better represent its mission and organization to multiple stakeholders
- Promote greater comfort among employees with its pace of transformation
- Improve the way it prices its services

“If we are working with reducing poverty in the world, we also need a kind organization - an organization that is living the values that we are here to do good,” Adamski said. “We are not here to create a corporate style that is too hard or unforgiving, but we are creating an organization with human values as well.”

### Beyond the program

Following the workshop, Adamski and three other CLEAR program participants wanted to do more. They organized a second workshop, this time via Skype, to further develop Kopernik’s communication strategy - both internal and external - to enhance collaboration and understanding between staff and to connect in a more impactful way with partners and communities. As a result, Kopernik was able to restructure its organization and took action to improve how its team interacts with each other on a day-to-day basis and with the wider world about its purpose.

“It’s very important that you give back to society, to make a difference where you can,” Adamski said. “That’s why I volunteered to do more work for them. I asked myself, ‘What more can I do to support this company?’”

Building on this interaction, IMD has also offered subsidized access to its online learning programs to support the professional development of Kopernik’s team, covering disciplines such as strategic thinking, business finance, inspirational leadership and B2B strategic thinking.

Adamski says that the overall CLEAR program experience offered participants an important opportunity to “take time out and reflect” on becoming a more responsible and engaged leader across all spheres of life.



“I was really at a stage in my career where I wanted to think about how to leave a legacy - what have I done in my career, but how can I also take it forward? To me, what the CLEAR program is all about is giving room to people to improve and be their best selves.” said Angelica Adamski.

*They help senior executives embrace the dramatic pace of change within sustainability.*

### Custom Programs

IMD designs and delivers high-impact customized learning journeys for organizations through face-to-face and online learning, coaching, discovery expeditions, innovation interventions, mega-dives and experiential leadership exercises.

Many of these custom programs raise awareness of the strategic importance of sustainability for long-term business success.

IMD faculty guide corporate leadership teams to anticipate the latest sustainability risks and integrate opportunities for innovation and growth within their business strategies. They have worked closely with senior executives from industries such as technology, chemicals, pharmaceuticals, auto, food & beverage, and finance to develop new sustainability strategies and business development methodologies.







IMPACT STORY

# LEADING TRANSFORMATION TO FEED THE WORLD

CUSTOM PROGRAMS

*Moroccan-based global company OCP Group, which employs over 20,000 people, partnered with IMD to extend its strategic focus and develop the talent it needs to drive its transformation from a traditional mining and chemicals company providing phosphate rocks, phosphoric acid and fertilizers into an innovative, customer-centric and diversified organization.*

OCP's business model is to provide farmers with fertility solutions to sustainably feed a growing population while, at the same time, making the best use of its phosphate resource.

As part of its transformation, OCP has evolved from a phosphate rock extractor and exporter to a company placing a greater emphasis on the provision of farmer-centric fertilizer solutions. While maintaining its global reach, it has also extended its engagement with African farmers and other partners to help unleash the agricultural yield potential of Africa – a continent that in the decades to come, could – and arguably must – improve its agricultural performance not only to feed itself, but also to help feed the rest of the world.

OCP has embedded win-win social contracts that put corporate social responsibility at the core of its operations, bringing strong benefits both to the business and the community. For OCP, people are at the heart of its ongoing transformation: from engagement with farmers to giving autonomy to its workforce to developing an African talent pool through

the Mohamed VI Polytechnic University. OCP's business approach not only provides a healthy return on investment, but also leads to the prosperity of the communities and countries that it operates within.

## The next S-curve

Mohamed El Amine Alaoui Sossai, OCP Senior Project Manager for Strategy and Corporate Development, explains how OCP's partnership with IMD helped to accelerate and simplify its transformation as the industrial giant sought to define new strategic priorities from a multitude of possibilities and internal ideas:

**“**During the last decade, OCP went through an important transformation. We increased capacities to become the biggest phosphate producer in the world, reduced cost to be among the most competitive players, and increased our industrial and commercial flexibility to meet market demand.”

The company is looking now towards delivering its next S-curve, based on three-core pillars: human capital, innovation and digital. In executing that strategy, OCP is developing a new “farmer centric” approach to understand the farmer and its ecosystem, with the ambition to create innovative and sustainable products and solutions tackling farmers' needs.



## Advisory Services: IMD Pathfinder Journeys

*In recent years, IMD has intensified efforts to develop its IMD Pathfinder journeys, an advisory value proposition to support clients globally to accelerate growth and transformation in today's fast-changing markets. With an integrative approach that combines our thought leadership and broad experience working with companies on strategy and growth, IMD engages with CEOs and their organizations to co-create a strategy and roadmap that delivers today while shaping tomorrow.*

Through IMD Pathfinder, we are committed to deepening our work with clients in addressing their strategic dilemmas, which increasingly reflect sustainability challenges and opportunities. ***Our work in this field draws both on the power of purpose and corporate sustainability.*** While purpose is about why a company exists and the impact it aspires to create in society, sustainability addresses how a company can achieve impact. Together, they guide strategic decisions and actions.

Our research on the power of purpose culminated in the article “Put Purpose at the Core of your Strategy”, published in the August 2019 edition of the Harvard Business Review. The article argues that purpose plays two key roles; redefining the playing field by expanding the ecosystem and generating new high-growth spaces, and reshaping the value proposition by identifying novel sources of value creation. Following positive feedback on the findings, IMD developed a robust pedagogy that enabled us to support organizations to discover a meaningful, actionable purpose and explore how they can design and implement a compelling purpose-driven strategy.

### **A lever for business transformation**

Further to purpose, recent work on corporate sustainability has led to three core insights guiding our approach. First, sustainability must be at the center of a strategy, not at the fringes or as a support function; second, sustainability is a journey, not a set of annual activities; third and more fundamentally, sustainability can act as a critical lever for transformation and impact.

As leaders strive to ensure profitable and sustainable growth, societal expectations are urging corporates to rethink their role and contribution to markets, employees, shareholders, partners and the communities they operate in. As a result, client mandates are becoming more focused on exploring approaches to embed sustainability into their strategy and operations to redefine their impact.



## IMPACT STORY

# REDEFINING SUSTAINABILITY AS A SOURCE OF GROWTH AND IMPACT

## ADVISORY SERVICES

*One leading Fast-Moving Consumer Goods client was facing slowing growth in a fast-growing segment.*

Despite a history of success and innovation, the fast pace of market change and emerging consumer trends suggested that one leading consumer goods company needed to rethink the enablers for continued growth, build new engines for the future and reimagine its role in shaping the industry.

Following an initial phase of listening to the organization, the leadership team identified two sets of critical topics across two time horizons. The first horizon concentrated on areas for strengthening the foundation to accelerate immediate growth. That involved a reflection on differentiated business models, the role of fast-developing economies, digital beyond a sales channel and the asset utilization model.

The second horizon focused on four priorities to shape and lead the future: customer centricity, leveraging scale in data, challenging innovation by disrupting disruption and redefining sustainability as a source of growth and impact at the core of strategy. For each of these priorities, under the sponsorship of the leadership and guidance of IMD, global teams explored topics by visiting outside leaders in each field and through facilitated workshops to build shared insights.

## A powerful lens for growth and impact

The team designated to work on “[Redefining sustainability as a source of growth and impact](#)” addressed the fundamental issue of how to move from a siloed approach to sustainability towards an integrated one, with sustainability as a lens for innovation, for creating new markets, and for impact. In their meetings with sustainability leaders, additional questions emerged:

- How can sustainability become a lever to engage with customers and consumers, to deepen relationships and anticipate trends to deliver more value?
- How can we tap into the power of strategic alliances to build and develop the sustainability ecosystem and strengthen collaboration with key stakeholders?
- How can we generate engagement and alignment across the organization around our core sustainability challenges?
- What are the essential behaviors that support a sustainability-centric culture? How is implementation supported by metrics and incentives?

Consequently, the team identified archetypes of viable strategies, which triggered a deeper understanding of the tensions and trade-offs involved in the sustainability journey. It also empowered them in identifying and making aligned choices to collectively create their strategic business agenda.



## FORGING PARTNERSHIPS THAT CREATE IMPACT

*Another way that IMD to supports sustainability and responsible leadership is through partnerships that enable cross-sector collaboration. Two examples are the Enterprise for Society Center and the IMD-Pictet Sustainability in Family Business Award.*

### ENTERPRISE FOR SOCIETY CENTER

#### Ensuring Technological Progress Contributes to Sustainability

At IMD, we are very fortunate to be located close to a number of world-class institutions in the Lac Léman region that can complement our strengths. Through collaboration we can create a whole that can be more powerful than the sum of our parts to create wide-reaching societal impact.

In a recent example of this, IMD in 2019 partnered with Swiss universities University of Lausanne (UNIL) and the École Polytechnique Fédérale de Lausanne (EPFL) to jointly launch the Enterprise for Society Center (E4S), a bold cross-disciplinary program aimed at ensuring that technological progress contributes to a more inclusive and sustainable world.

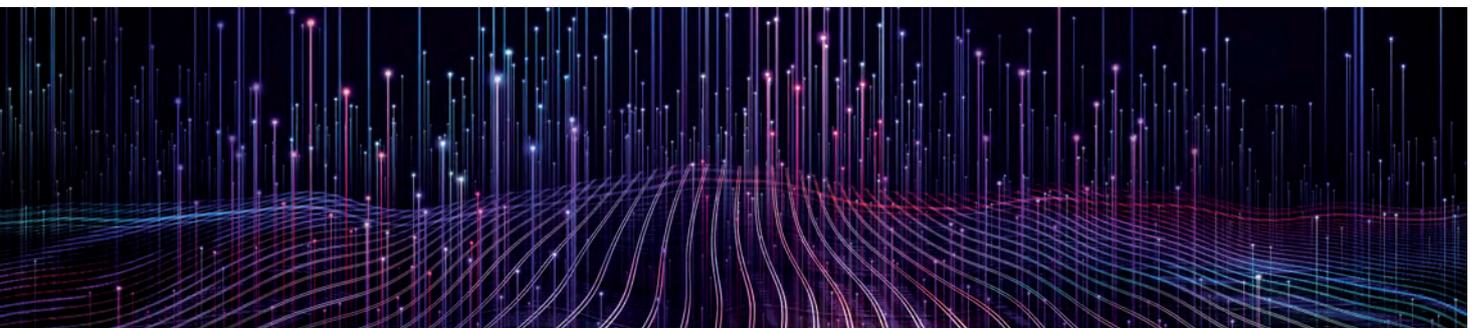
#### Unique partnership

Conscious of our common responsibility in the face of the unprecedented challenges confronting society, this unique partnership leverages the strengths of leading Swiss educational institutions to train tomorrow's global leaders. In particular, IMD brings its unique ability to create intimate spaces for leadership development, connecting across sectors to explore novel solutions to grand challenges.

At a big picture level, E4S aims to contribute to solving some of the world's biggest social and environmental threats by enhancing the dialogue and cooperation between researchers and practitioners working with technology and those focusing on socio-economic issues.

**“** *We all have the same vision – to innovate constantly and to create research and educational opportunities that meet society's needs. Through this joint initiative, we can draw on the best each school has to offer through cross-disciplinary projects and programs that, even if we could have offered them individually, will be more effective given together.”*

IMD President Jean-François Manzoni



E4S is the laboratory where its founding institutions jointly explore new ways of fulfilling their mission in the fields of economics and management, previewing and experimenting new developments in training, research and outreach in these disciplines. E4S lays claim to the following values: scientific excellence, an alliance between management and technology, a focus on major societal challenges, particularly with regard to the environment, the need for democratic acceptance of economic and scientific innovations, the social responsibility of companies and entrepreneurs, and the requirements of ethical management.



### TRAIN

A key initiative of the E4S will be a new Master in Sustainable Management & Technology, aimed at training the next generation of entrepreneurs & intrapreneurs to conduct business for the benefit of their organizations, the environment, and society.

The program, kicking-off in fall 2021, is composed of three semesters of courses and a fourth semester devoted to an internship calibrated with industry partners or as part of a startup project. The program is aimed at an international audience of recent graduates and will be taught in French and English.



### INSPIRE

The Center will be a hub for more than 70 researchers to collaborate across institutions on research projects with strong social impacts. It will contribute to the public debate through academic research, white papers for journalists and policymakers, and engagement with businesses to identify and consult on actionable and relevant research and consulting.

A number of research projects are already underway on issues including:

- shaping the future of mobility
- towards interpretable machine learning
- automatic detection of leadership from the voice and body
- grade challenges and the role of business firms
- systemic risks and sustainability
- evidence-based environmental policy advice
- shaping the future of work
- socially inclusive technologies for shared prosperity



### ACTIVATE CHANGE

E4S will also activate change by strengthening the local start-up and innovation ecosystem, creating connections with corporations and not-for-profit organizations. The partner institutions will create a structure to support startups and feed into the entrepreneurship and innovation tracks in teaching curricula.

## IMD-PICTET SUSTAINABILITY IN FAMILY BUSINESS AWARD

Balancing family performance and legacy to create societal impact



IMD is bringing attention to the impact of family businesses on society by introducing the new IMD-Pictet Sustainability in Family Business Award, created in 2019 in partnership with Swiss multinational financial services company Pictet.

Reflecting on the unique position family firms have in advancing sustainability, the award attracted more than 60 nominations of family-owned businesses that integrate social and environmental impact in their strategy and operations.

As family firms are forged with future generations in mind, they constantly balance performance against legacy, and this crucial equilibrium is central to sustainability. Their ability to take a long-term perspective embedded in core family values gives family businesses the opportunity and responsibility to contribute to solutions to society's greatest challenges.

To select a shortlist of finalists, the Evaluation Committee analyzed the applications on the innovation and impact of sustainability initiatives of the firms as well as their materiality and alignment with corporate

strategy. It paid special attention to the role of the family owners in setting the agenda. The committee included IMD Research Fellow Marta Widz; Vanina Farber, IMD elea Professor for Social Innovation; Marie-Laure Schaufelberger, Head of Stewardship for the Pictet Group; Natalia Olync, IMD Head of Sustainability; and Victoria Kemanian, IMD Director of Business Transformation.

Firmenich, the world's largest privately owned perfume and taste company, was announced as the winner at the "Family Business: A Voice for Change in Sustainability Forum" at IMD. The event, organized under the leadership of Virginie Boillat-Carrard, Award Coordinator, and Matthew Crudgington, IMD Director of Family Business Learning, provided a platform for exchanging best practices by bringing together families in business, sustainability experts, leading academics, and jury members.

Firmenich was chosen by a jury of experts including John Elkington, the originator of the Triple Bottom Line concept; Tim Brooks, the Vice President for Environmental Responsibility at LEGO; Mary Johnstone-Louis, Senior Research Fellow at the

University of Oxford's Saïd Business School; Iris Obermueller, Global Director Environmental, Health and Safety (EHS) Biopharma Global Healthcare Operations at Ares Trading SA, an affiliate of Merck; and Gail Whiteman, Director of the Pentland Centre for Sustainability in Business at Lancaster University.

Firmenich, which was founded in Switzerland in 1895, is fully owned by about 40 family shareholders and is active in more than 100 countries. The company has embedded sustainability in its core business, corporate governance and its wider ecosystem with clients, suppliers, foundations, NGOs, and academic institutions.

Gilbert Ghostine, the company's first non-family CEO, said purpose, ethics and sustainability are among the company's fundamental values.

"I strongly believe leadership in the 21st century needs a combination of skills," Ghostine said. "It is not just about driving performance and transforming your business, but doing it with purpose."

The company is leveraging science to tackle some of the biggest issues of the day, he said. Its TastePRINT™ product can naturally reduce up to 100% of added sugar in products. Its Smart Protein solution is making plant-based proteins which will help to reduce global consumption of animal protein.

### Sustainability at the core

Firmenich has also partnered with the Bill & Melinda Gates Foundation to develop technologies to increase access to safe toilets for about 4.5 billion people. The company is a founding member of the Toilet Board Coalition, a business-led public-private partnership, launched in 2014, which connects large and small companies to accelerate the business of sanitation and achieve universal access to sanitation before 2030.

The award trophy was crafted by Chopard, a family-run business and expert in watches and jewelry. Symbolizing the extension of the totem pole linking heaven and earth, the trophy was made from recycled glass and yogurt containers in the shape of a leaf.

**“**Leaders today should not only think about their careers but also their contributions, both to business and to society - contributions that are unique, durable and measurable - combining business performance and societal progress.”

Sameh Abadir, Award Director and IMD Professor of Leadership and Negotiation





## FACILITATING DIALOGUE TO SOLVE SOCIETAL CHALLENGES

*IMD also promotes responsible leadership through its engagement with NGOs, policymakers, business networks, peer groups and alumni. We facilitate, encourage and shape honest and courageous conversations on the impact of business on society, corporate responsibility and sustainability.*



### Engaging alumni around purpose

IMD’s alumni network is an international, but close-knit, community of leaders operating in a tightly interconnected and complex business environment. Many are grappling with the dilemma of securing short-term financial returns while simultaneously preserving our limited natural resources, ensuring positive social impact and long-term value. Some are even leading social enterprises focusing on both profit and purpose, for instance providing renewable energy and education to underprivileged communities.

Our annual international alumni event, **“The Future of the Planet – Inspiring What Could Be”** provided inspiration related to the role of leadership and technology in meeting these global challenges.

The weekend-long event was attended by 350 alumni and featured sessions on finding purpose by Professor Vanina Farber; marketing for good by Professor Frédéric Dalsace and fighting the environmentally destructive fast fashion trend by Milena Amaral, an IMD alumnus and the CEO of a Brazilian fashion company, among others.

The event featured vibrant faculty presentations and discussions around corporate agility, the role of innovation in China, the potential of circular economic models and integrating purpose into core strategy.

**“***It feels very inspiring to talk about what sustainability is and the components it has. It is like getting ahead of the curve and asking what are the best practices that I can bring back to my country. I believe that it is us who can change the agenda but, before we do it, we need to understand how can we bring it back in a meaningful way to the population.***”**

Tetiana Lukyniuk  
Red Bull, Ukraine

### **IMD MBA alumni launch impact fund**

In 2018, a group of IMD MBA alumni launched the Bellerive Impact Fund, a social impact fund mapped to the UN Sustainable Development Goals. The fund leverages alumni learning and networks to support social innovation around the world, especially in developing economies.

The fund selects three to five projects a year to receive grants, concessional loans and other investment in order to further the UN SDGs.

The fund has defined three aims: to educate our alumni network on social impact; to become an alumni social and environmental impact vehicle by allocating human and financial resources; and to promote collaboration between entrepreneurs and established companies to increase opportunities for systemic impact. For its first five years, the board has set a fundraising objective of CHF 5 million and hopes to reach at least 50% of the alumni community, engaging the largest number possible in its activities.

In its first year, the Impact Fund supported entrepreneurs in Bosnia, Kenya and Switzerland working in the areas of farming training, precision agriculture and sustainable textile production.

IMD alumni are invited to become members of the fund by donating, identifying potential beneficiaries and investments, supporting the projects with their skills and global networks and joining the board to oversee the portfolio of companies.



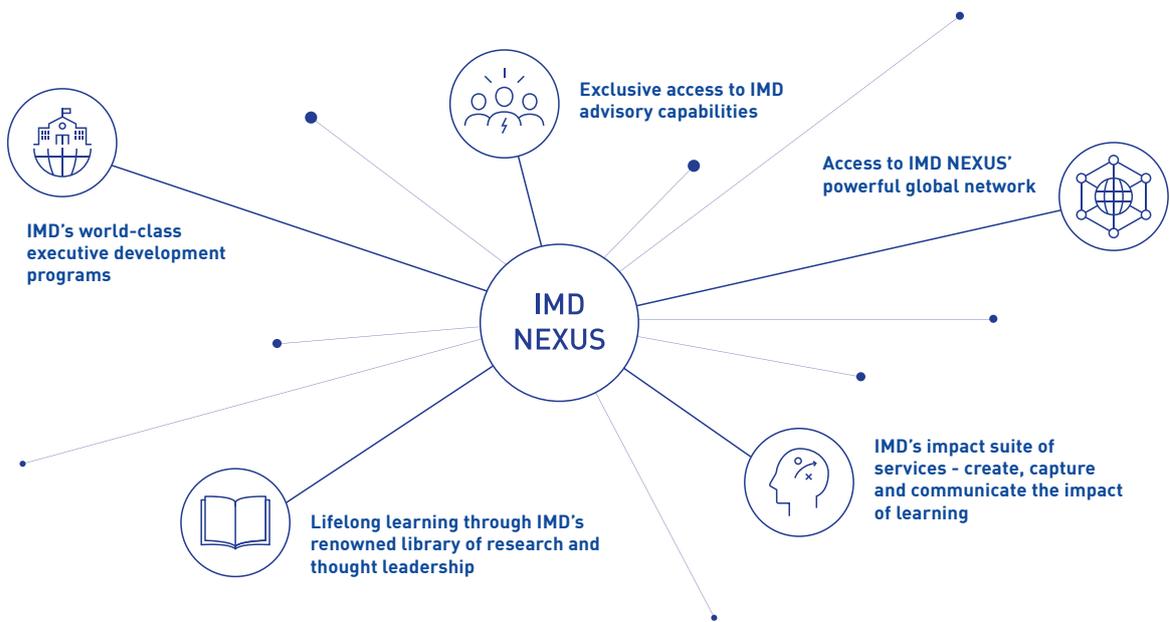
### Leveraging the NEXUS ecosystem

IMD launched in 2019 its new and unique 360-degree learning platform IMD NEXUS - the successor to the Corporate Learning Network. IMD NEXUS is a comprehensive membership platform that partners with organizations by activating IMD’s entire ecosystem of capabilities.

Every year, partners use IMD NEXUS credits to design their customized “value constellation” of IMD resources, tailored to meet their organizational needs. The deeper the engagement of the organization, the greater the impact.

Among its suite of resources, IMD’s NEXUS members have exclusive access to Discovery Events, which bring together executives for intensive working sessions with our world-class faculty. Many Discovery Events focus on the impact of business and society.

### THE IMD NEXUS PLATFORM INCLUDES:



Recent Discovery Events on sustainability and responsible leadership-focused topics included:

**Thrive as an LGBTQ executive or ally:** As societies across many parts of the world are making legal and cultural progress to embrace LGBTQ communities, many companies lag behind this process. LGBTQ executives still find it difficult to bring their full identities to work, while their allies do not always feel empowered to help. During this event, Professors Ina Toegel and Misiek Piskorski and a host of guests explored strategies for LGBTQ individuals to thrive in the workplace, and for allies and organizations to help in this process.

**Finding purpose through social innovation:** In a world where societal demands are more pressing every day and CEO activism is becoming the norm, Professor Vanina Farber and participants reflected about their own business and leadership purposes by looking at what drives purposeful organizations to foster social innovation.





## CONDUCTING ACTIONABLE RESEARCH

*In line with its purpose, IMD's award-winning research output and thought leadership incorporate a strong spotlight on sustainability and positive societal impact in the world of business.*

Our faculty and researchers conduct rigorous, relevant, insightful and actionable research into innovative organizations undergoing sustainable business transformations that help address the world's most urgent challenges. Through our research publications, we highlight this opportunity for innovation, investment, greater relevance and market share. Several of our research centers take deeper dives into specific focus areas where we can have a societal impact. These include the areas of board governance, competitiveness, CEO leadership, social innovation and family business.

### RESEARCH CENTERS STUDY SOCIETAL IMPACT

#### Global Board Center

The IMD Global Board Center, led by Professor Didier Cossin, focuses on stewardship, how we can foster organizations to have long-term positive social impact while creating economic value for all. Professor Cossin is author and co-author of books such as Inspiring Stewardship and many articles in the fields of governance, investments, risks and stewardship.

#### World Competitiveness Center

The IMD World Competitiveness Center, led by Professor Arturo Bris, has spearheaded research on how nations and enterprises compete to lay the foundations for future prosperity. The center publishes the widely recognized annual World Competitiveness Rankings. It has a unique role in promoting the discussion of socially responsible and sustainable business practices as the rankings include both social and environmental criteria.



### CEO Learning Center

Since 2015, the Kristian Gerhard Jebsen Chair for Responsible Leadership has been held by Professor Ben Bryant, the director of the IMD CEO Learning Center, which aims to help CEOs transform themselves, their organizations and society.

### elea Center for Social Innovation

The elea Center for Social Innovation, led by Professor Vanina Farber, inspires and encourages leaders in business, government and civil society to foster social innovation and new solutions that benefit global society by addressing social and environmental needs more efficiently and effectively than current policies and businesses.

### Global Center for Digital Business Transformation

The center, led by Professor Michael Wade, explores and challenges the ideas that shape tomorrow's digital landscape, including how digital technologies and practices impact employees, customers, and society at large.

### Global Family Business Center

The center, led by Professor Peter Vogel, researches and educates executives on key issues facing all family businesses such as growth, governance, succession and strategy as well as the family enterprise's impact on society, including philanthropic activities.



IMD GLOBAL BOARD CENTER



IMD WORLD COMPETITIVENESS CENTER



IMD CEO LEARNING CENTER



elea CENTER FOR SOCIAL INNOVATION



GLOBAL CENTER FOR DIGITAL BUSINESS TRANSFORMATION  
An IMD and Cisco Initiative



IMD GLOBAL FAMILY BUSINESS CENTER

## NEW RESEARCH CHAIRS FOR PHILANTHROPY AND SOCIAL INNOVATION



*IMD has recently introduced two new chairs that focus on the impact of business on society.*

### **Debiopharm Chair of Family Philanthropy**

Since 2017, Professor Peter Vogel has held the Debiopharm Chair of Family Philanthropy, which aims to increase the impact of family giving. The Chair develops best practices in family philanthropy by offering tools to strengthen analysis, decision-making processes, and governance. Another of its aims is to leverage philanthropy as a catalyst for the transmission of family values across generations and branches.

The Chair's core research project, a collaboration with the Family Business Network, is "Navigating your Family's

Philanthropic Future - Across Generations", led by Professor Vogel and Research Fellow Malgorzata Kurak. The study aims to improve our understanding of family philanthropy, identify different patterns and identities and help novice and established philanthropists professionalize their activities.

The Chair is also developing the "Family Philanthropy Navigator", a tool for engaging philanthropists and their families into a discussion about their philanthropic motivation, the scope of their giving, the extent of their engagement, and the ways in which they could start or continue giving. A book dedicated to guiding philanthropists on how to use the Family Philanthropy Navigator will be published in 2020.

### **elea Chair for Social Innovation**

Professor Vanina Farber has held the elea Chair for Social Innovation since 2018. She is Director of the IMD elea Center for Social Innovation, which inspires and encourages leaders in business, government and civil society to create social innovation, solutions that benefit global society by addressing social and environmental needs more efficiently and effectively than current policies and businesses.

The center is developing research on new solutions (products, services, markets, models, processes) that aim to benefit society. The research lines focus more specifically on the financial mechanisms and partnerships that are necessary to achieve these aims.

Professor Farber is currently co-editor of a special issue of the Journal of Business Ethics on Impact Investing – Critical Examinations of Motivations, Processes and Results. Research Fellow Patrick Reichert was awarded an Outstanding Doctoral Research Award from EFMD/ Emerald Publishing in the finance category and the ODS Sanjaya Lall Prize for the best PhD article published in two annual volumes of Oxford Development Studies.

The center has multiple papers in the submission process at FT50 journals. Reichert presented a paper exploring the investment criteria of venture philanthropists at the 7th EMES research conference in Sheffield, UK. In 2020, the Chair plans to continue these lines of research and to develop additional projects on impact investing, materiality and ESG performance, and market infrastructure for social ventures.



## PUBLICATIONS

As part of its efforts to address and explore issues around sustainability in business, IMD published several academic articles related to social impact in 2018-2019.

### PUBLICATION HIGHLIGHT



#### “PUT PURPOSE AT THE CORE OF YOUR STRATEGY”

by Thomas Malnight, Ivy Buche, and Charles Dhanaraj.  
*Harvard Business Review*, September-October (2019): 70-79.

Competition for new growth and opportunity is fierce and relentless. In this fight, business leaders are often left puzzled as to why their strategies, the result of arduous planning and painstaking research, struggle to beat expectations and differentiate their companies in the marketplace.

How can companies become more focused on the outside world and its opportunities? How can we take big leaps rather than small steps? How do we become proactive and ready to lead our industries?

***Our research has found that the answer is purpose.***

Putting purpose at the core of corporate strategy is a critical driver of growth, profitability and organizational relevance. To achieve this, purpose must play two distinct roles to: (1) redefine the playing field – beyond traditional boundaries to grow and transform the ecosystem, and (2) redesign the value proposition – beyond transactions to foster deep and wide customer relationships that endure.

## HIGHLIGHTED PUBLICATIONS

Wade, Michael.

“Corporate Digital Responsibility: The Powerful Offspring of Sustainability and Digitization”.

**MIT Sloan Management Review, Special Series on Digital Resilience May 5, 2020**

Cossin, Didier; Smulowitz, Stephen; Lu, Abraham.

“Hidden In Plain View: Managerial Obfuscation, External Monitoring, and Their Effects On CSR.”

**Academy of Management Proceedings. Vol. 2019. No. 1.**

Miftakhova, Alena; Judd, Kenneth L.; Lontzek, Thomas S.; Schmedders, Karl.

“Statistical Approximation of High-Dimensional Climate Models”

**Journal of Econometrics 214 (2020) 67–80; published online 31 May 2019**

Jordan, Jennifer; Mulder, Laetitia B.; Rink, Floor

“Constraining Temptation: How specific and general rules mitigate the effect of personal gain on unethical behavior”

**Journal of Economic Psychology Published online 9 December 2019**

Smulowitz, Stephen; Mayo, Margarita; Becerra, Manuel.

“Racial diversity and its asymmetry within and across hierarchical levels: The effects on financial performance”

**Human Relations October 2019, Volume 72, Issue 10, pp. 1671–1696; Published online 10 December 2018**

Surroca, Jordi, Malgorzata Kurak, and Peter Vogel.

“Family Firms and CSR: The Importance of the Affective Aspirations.”

**Academy of Management Global Proceedings 2018: 206.**

## BOOKS

IMD faculty published a series of books related to sustainability focusing on strategy, business models, cities, and generating inter-generational dialogue.

### **Shades of Smart: How Cities Can Shape Their Own Future by Professor Arturo Bris, Adjunct Professor Christos Cabolis, Chan Heng Chee and Bruno Lanvin (2019)**

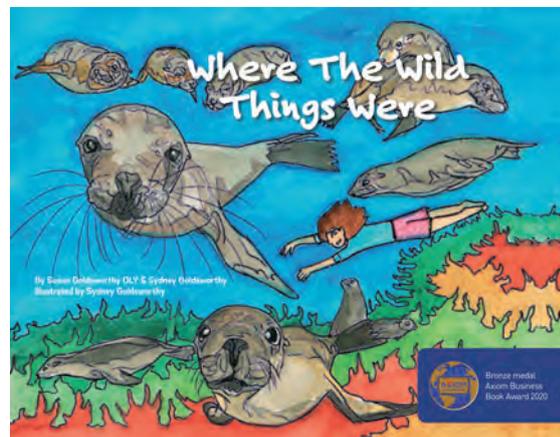
The book, consists of 16 case studies showcasing smart cities, a fascinating field for new experiments in a number of critical areas, ranging from urban planning, sustainable energy, and transport strategies to social integration and talent attraction. As leaders and citizens around the world continue to assess, design, implement and improve on ways to create better cities, they often find themselves confronted with a multitude of decisions and a wide range of partial solutions to specific problems such as traffic congestion, waste management and crime.



Recipient of an Axiom Business Book bronze medal.

### **Where the Wild Things Were by Affiliate Professor Susan Goldsworthy, Sydney Goldsworthy (2019)**

Informed by her work with senior executives who are being influenced by their children and grandchildren on the urgency of the planetary challenges we face, Goldsworthy has released an illustrated story book to generate dialogue and inspire action. Devised as a bedtime story of a grandmother telling her granddaughter about an alphabet of animals she played with when she was young, 'Where the Wild Things Were' aims to entertain and educate, as well as motivate all generations to act together before it's too late. The book is co-authored and illustrated by artist Sydney Goldsworthy, Susan's daughter, and is for adults as well as children.



Recipient of an Axiom Business Book bronze medal.



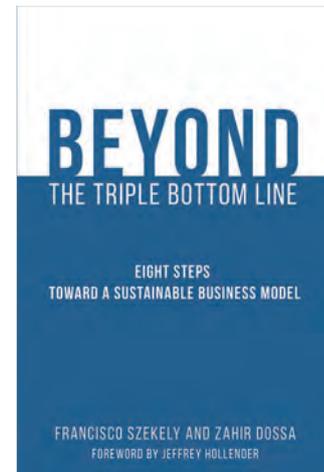
**Winning Sustainability Strategies by Professor Benoit Leleux and Executive in Residence Jan van der Kaaij (2018)**

This book explores the effective design and implementation of sustainability strategies. It examines practitioner cases from sustainability leaders together with the anonymized results from ten selected industries in the Dow Jones Sustainability Index (DJSI) benchmark.

**Beyond the Triple Bottom Line by Professor Francisco Szekely and Zahir Dossa (2018)**

This book offers a pragmatic new business model for sustainability that extends beyond the traditional framework of the triple bottom line, describing eight steps that range from exploring a vision and establishing a strategy to implementing the strategy and promoting innovation.

Recipient of an Axiom Business Book bronze medal.



## CASES

### Case studies

*Covering a wide array of industries from chocolate and mining to electric cars and carbonated water, IMD published a range of business cases related to sustainability and responsible leadership, with several winning awards.*

- **Beekeeper: From Pivoting Startup To Disrupting Scaleup**  
by [Leleux, Benoit F.](#); [Chauvet, Marc](#)  
*2019 John Molson MBA International Case Writing Competition 2nd Place*
- **Patagonia's Sustainability Strategy: Don't Buy Our Products**  
by [Szekely, Francisco](#); [Dossa, Zahir](#)  
*2019 The Case Centre Awards - Economics, Politics and Business Environment category*
- **Climeworks (A): A Visionary Business To Help Stop Climate Change**  
by [Vogel, Peter](#); [Oly nec, Natalia](#)
- **Climeworks (B): Business Modeling – Creating New Market Opportunities**  
by [Vogel, Peter](#); [Oly nec, Natalia](#)
- **GMA Garnet: Partnering For Environmental Mining**  
by [Leleux, Benoit F.](#); [Widz, Marta](#)
- **Sodastream International: Championing - And Marketing – Values**  
by [Ben-Hur, Shlomo](#); [Leleux, Benoit F.](#); [Gray, David](#)
- **Tony's Chocolonely: The Pursuit Of Growth With Purpose**  
by [Leleux, Benoit F.](#); [Van der Kaaij, Jan](#)
- **Eco Tasar Silk Private Limited: Moving Beyond Business**  
by [Turpin, Dominique](#); [Puri, Sandeep](#); [Francisco, Jamil Paolo](#); [Mishra, Geeta](#); [Khandai, Sujata](#)
- **Better Place: An Entrepreneur's Drive Goes Off Track**  
by [Ben-Hur, Shlomo](#); [Blum, Brian](#)
- **Pentland Group: A Family Of Brands**  
by [Leleux, Benoit F.](#); [Widz, Marta](#)

*“It forces students to assess critically what sustainability means and how it can drive the transformation of a business model.”*

2019 CASE STUDY HIGHLIGHT

## PMI'S VISION OF A SMOKE-FREE FUTURE: CAN A TOBACCO COMPANY BE SUSTAINABLE?

Vanina Farber, Natalia Olynec



*Philip Morris International (PMI) CEO André Calantzopoulos announced in 2016 a radical pivot in the Marlboro cigarette manufacturer's strategy: the company would shift to “smoke-free” products in more than 180 countries around the world.*

*One of these products was IQOS, a new “heat-not-burn” device aimed at providing the world's over 1 billion adult smokers with “better options”. The innovation of the products which, PMI claimed, were less harmful than cigarettes was welcomed by many investors. Calantzopoulos and PMI's Board of Directors believed that its sustainability strategy was critical to the company's long-term success. Nevertheless, convincing important stakeholders that a tobacco company could be part of the solution to rid the world of cigarettes by offering better alternatives was a different matter.*

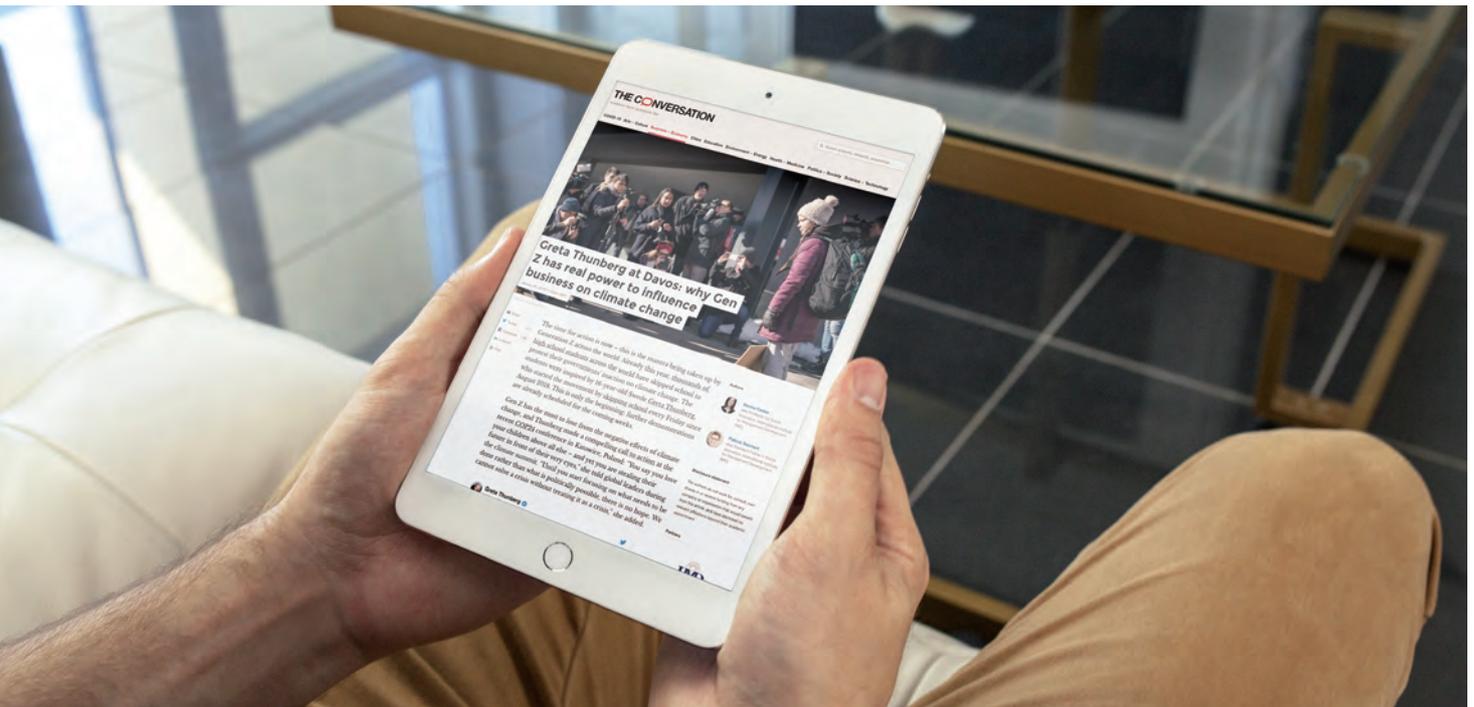
“I love teaching this case because it does not have a ‘right’ or ‘wrong’ answer. It forces students to assess critically what sustainability means and how it can drive the transformation of a business model even beyond PMI's story,” said Professor Vanina Farber. “They need to apply their MBA skills to assess the materiality of PMI's ‘smoke-free world’ proposal while simultaneously thinking about the soft skills required to build trust and engage stakeholders.”

“However, the case does not end there,” she said. “It also requires students to confront the ethical dilemma of how to manage sustainability issues in the context of a ‘sin industry’. The mix of passionate and rational reflection is what makes this case so valuable.”

## MEDIA ARTICLES

IMD has published a series of articles related to sustainability, social innovation, business ethics, CSR, and responsible leadership topics, many of which were reprinted in international media, such as Forbes, Channel News Asia, and Le Temps.

- [Capitalism Needs a Reboot: This is How We Can Make it More Inclusive](#) (December 2019) by Arturo Bris
- [The Past, Present, and Future of Chinese Philanthropy](#) (December 2019) by Peter Vogel and Malgorzata Kurak
- [Climate activists aren't just irking businesses. They're setting capitalism on fire](#) (December 2019) Channel News Asia by Susan Goldsworthy and Natalia Olyneć
- [Joining forces for the world we want: How the private sector is using the Sustainable Development Goals to drive impact](#) (September 2019) by Vanina Farber and Natalia Olyneć
- [Climate Crisis: Moving from promises to action, from green washing to the green economy](#) (September 2019) by Franzisko Szekely
- [How a 350-year-old Family-Owned Bank Uses Philanthropy to Benefit its Business and Society](#) (August 2019) by Peter Vogel and Malgorzata Kurak
- [Free up sustainability reporting to boost the triple bottom line](#) (July 2019) by Balaji S. Chakravarthy and P.C. Abraham
- [Could Blockchain Revolutionize Philanthropy?](#) (April 2019) by Peter Vogel and Malgorzata Kurak
- [Environment risks threaten business as investors, consumers raise pressure](#) (April 2019) by Natalia Olyneć
- [What did we do once we knew? Time for business leaders to connect heads and hands to hearts](#) (January 2019) by Susan Goldsworthy and Natalia Olyneć



- [Sustainability Resolution](#) (January 2019)  
by Christos Cabolis
- [Greta Thunberg at Davos: Why Gen Z Has Real Power to Influence Business on Climate Change](#) (January 2019)  
by Vanina Farber and Patrick Reichert
- [Business solutions drive progress in UN Global Goals](#) (September 2018)  
by Vanina Farber and Natalia Olyneec
- [Human Creativity in the Age of Smart Machines](#) (Spring 2018)  
by Howard Yu
- [Business faces growing pressure to tap entrepreneurship for good](#) (March 2018)  
by Peter Vogel and Natalia Olyneec
- [The BlackRock letter: A turning point for real change?](#) (February 2018)  
by Knut Haanaes, Paul Strebel.





## CUTTING-EDGE EDUCATION

*In order to remain competitive in a rapidly changing environment, state-of-the-art pedagogy is key. That's why Cutting-Edge Education is our second key material focus area in sustainability.*

By delivering cutting-edge learning irrespective of the delivery mode, whether it be face-to-face, hybrid, or virtual, IMD increases access to our programs and enhances learning opportunities, helping us influence more executives to become responsible leaders. By having our world-class faculty travel to deliver face-to-face custom corporate programs or by incorporating digital learning, we can also help our participants meet their climate change mitigation ambitions.

### Digital learning

IMD's accelerating focus on digital learning has never been more pertinent, or more relevant, to our participants' evolving needs and expectations as well as their focus on sustainable approaches to learning.

IMD's online learning is underpinned by 4 key pillars:

- **Engage** (Videos, articles, case studies with impact)
- **Connect** (Cross-cohort discussions, groupwork, pair assignments)
- **Apply** (Individual assignments, company projects)
- **Progress** (Personalized feedback, short/mid-term action plans)



It is brought to life through seven unique IMD digital learning differences:

- Fully customized experience based around individual learning objectives
- Personal coaching on every assignment
- Enhanced in-house reputation via cross functional business projects
- The latest research and development from IMD faculty
- Deep interaction with fellow learners
- Immediate learning application via weekly real-world assignments
- Summative assessments that stretch and challenge participants to reach full potential from summative assessments

### Rapid growth

The number of online programs has grown rapidly since first pilots in 2014, culminating in 14 open online programs in 2019, covering a wide range of different aspects of strategy, leadership, digital transformation, innovation and operations.

IMD's participants continue to enjoy and benefit from IMD digital learning - a highly customized, fully personalized experience while engaging with seasoned executives across the globe. The real time application of learning in their workplaces enables measurable corporate value and demonstrable personal impact.

“ I expected a traditional online course, but what I got was a dynamic experience with lots of interaction with my coach, buddy and team and an exciting simulation... the package allowed me to improve my leadership skills in strategy and to contribute to key projects at Dow.”

Claudia Felts  
Dow Chemical Iberica SA  
Corporate Affairs Leader for Spain and Portugal



Additionally, IMD’s unique modular approach to online learning enables the creation of customized and blended journeys for organizations. In 2019, the number of organizations incorporating IMD digital learning components into a blended journey almost doubled. With 4500+ participants accessing IMD digital learning in 2019 and a participant growth rate of over 50% in IMD’s open online programs, it is clear that the demand for high quality, impactful digital learning continues to rise.

**4500+**  
digital learning  
participants in 2019

**50%**  
open online program  
participant growth  
in 2019

**Launching a virtual classroom**

In 2020, IMD will also be launching a virtual classroom designed to enable high quality interaction across IMD faculty, virtual participants and physically present participants. This new state of the art facility will enable synchronous, interactive distributed learning in a highly personalized manner with up to 128 concurrent virtual participants, personalized cameras, virtual study rooms, live polls, interactive whiteboards and leading-edge video streaming.

In a world where fewer participants may travel and an increasing number will expect their learning to feature real time, high-quality virtual interaction, our new virtual classroom, called the Hub, will ensure IMD remains on the cutting edge of learning pedagogy and technology.





## ACCESS TO EXECUTIVE EDUCATION

*At IMD, incorporating diverse voices is fundamental to understanding how to enable inclusive change in society. IMD is committed to increasing access to our programs through scholarships, targeted marketing and novel methods of program delivery.*

### **Increasing accessibility for female participants**

In the MBA class of 90 students, 28 percent were female in 2019, up from 23 percent in 2017. For its 2020 MBA intake, 34 percent of MBA students are women - a record high - and 63 percent of female students are also scholarship recipients.

In the EMBA, female participants accepted for the 2020 programs rose to 22 percent up from 19 percent in 2017. In addition, the EMBA program has seen a year-on-year increase in female participants of between 10-14 percent since 2011.

### **Scholarships**

Many individuals and organizations face financial hurdles to attend our programs. IMD intends to expand its number of scholarships. By offering scholarships, IMD aims to increase access to its MBA program and build the diversity of the class. In 2019, IMD awarded almost 1 million CHF in scholarships to 37 percent of the class of 90 participants. In 2018, IMD's MBA program partnered with the Forté Foundation to work towards increasing the number of women in business leadership roles. As of 2019, IMD offered two Forté Fellowships a year (CHF 20,000 each) to strong female candidates applying to the MBA program. In total, 14 female participants in the MBA received a scholarship in 2019.

**“** *I am honored to have been selected for an IMD MBA Merit Scholarship. This gesture simply confirmed my initial intuition about IMD: an authentic MBA program that first and foremost fosters merit and diversity.”*

Sara Jamil  
Customer Support Manager EMEA,  
Honeywell Aerospace, Switzerland



### Empowering not-for-profit leaders

IMD is extending access to executive education through an inclusive offering for NGOs, NPOs and public sector organizations.

As part of IMD’s strategy to drive and nurture inclusive and sustainable leadership behaviour, both non-profit and business leaders benefit from sharing expertise side-by-side in the classroom.

Therefore, we partner with non-profits to make attending IMD’s programs a reality. We have established a subsidized pricing policy for High Performance Leadership (HPL), Cultivating Leadership Energy Through Awareness and Reflection (CLEAR), and Advanced Strategic Management (ASM) programs.

Through these reverse-mentoring opportunities, we foster responsible business practices and more effective NGO management and innovation. The cross learning between key players in the for- and non-profit worlds aspires to contribute to the co-creation of successful solutions to some of our most challenging global problems.

“ Although the ICRC is a humanitarian organization, many of its executives have a need for deeper knowledge on leadership, strategy and innovation.”

Feena May  
Former Head of Global Learning and Development at International Committee of the Red Cross (ICRC)



“ Participating in the HPL program made me realize how similarly public and private organizations operate. The challenges faced by leaders are of the same nature. HPL helped me exchange knowledge and learn more about myself as a leader.”

Suba Umathevan  
CEO of Plan International Switzerland



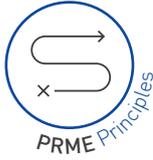
# OUR CULTURE

Instilling a sustainability culture on campus



Creating a sustainability culture on campus means allocating resources, aligning policies and engaging employees to support our ambitions. IMD is committed to creating an environment that encourages our people to consider the social and environmental impacts of our actions. The institution is also focused on building a working culture on its campuses that blends high performance with well-being and a caring, supportive environment. We aim to nurture an inclusive environment that inspires innovation that contributes to our community and society as a whole.





## ADVANCING WORKFORCE DIVERSITY AND INCLUSION

*'Diversity and Inclusion' is one of IMD's key sustainability materialities. We strongly believe that we must address D&I in three spheres: as an employer, as a leadership development institution, and as a thought leader.*

Diversity means all the ways we differ. It includes visible differences such as age, gender, nationality, ethnicity, and physical appearance, and invisible differences such as religion, thinking styles and sexual orientation. Inclusion means creating a working environment where differences are valued. This means creating a working culture where people feel involved, respected, and connected, and where they can reach their full potential. Diversity and inclusion are interrelated, and we need to keep an equal focus on both.

### A diverse and inclusive community

As an international institution, we are pleased to see more than 40 nationalities among IMD's staff and faculty. Our core faculty of 50 individuals is made up of more than 20 nationalities.

IMD staff is made up of 49 percent Swiss nationals. The remaining 51 percent of staff hold passports from 30 countries. Nationalities represented across the faculty and staff, in addition to Western Europe and North America, include Argentina, Armenia, Australia, Bulgaria, China, Egypt, South Korea, India, Israel, Japan, Mauritius, Mexico, Poland, South Africa, and Tunisia.

We are also addressing ways to create more gender, age and ethnicity balance in our faculty. While much more remains to be done, we are seeing progress year over year. For example, of the nine new faculty members hired from 2018-2019, four were women.



### Inspiring employee engagement

IMD's greatest asset is its people and the organization is committed to their professional growth and engagement. We invest heavily in learning opportunities to help colleagues reach their potential. Over the past two years, IMD has put in place many opportunities for staff training and development. Many also participate in external training, and all staff have the opportunity to take mindfulness training, and have unlimited access to LinkedIn Learning programs.

As a key part of the employee engagement strategy, IMD conducted in 2019 a survey to assess employee attitudes and how staff perceives professional development support. A total of 87% of the community responded to the survey, demonstrating high interest. After a series of departmental workshops, 2020 is dedicated to deploying action plans for improvement.

### Contributing to our community

IMD views its community engagement as an important aspect of its sustainability approach. It connects our people to our surrounding community, builds lasting relationships, enhances employee engagement, and raises awareness of IMD's impact.

For example, each year, faculty and staff annually collect toys and clothing in support of Caritas, which helps poor families in the region.

IMD also participates in the Paddle for Cancer Support dragon boat races on the Lac de Joux in northern Vaud to raise funds to support English-speaking cancer patients and their families in the Lac Léman region.

MBA candidates, faculty and staff take part in Race for Gift running races to fundraise for Mercy Ships, which provides life-saving care on medical ships. Faculty and staff also volunteer at supermarkets annually to collect food donations during Samedi du Partage, which benefits charities across the Lemman region.

IMD highlights, in particular, the social impact of our alumni. In the 2018 Season's Greetings campaign, IMD featured Givewatts, an alumni-founded organization which provides access to clean household energy solutions to off-grid communities in East Africa through rural schools, boosting access to education and livelihoods. In 2019, the Season's Greeting campaign raised funds for Hemlata, a not-for-profit organization founded by an EMBA alumna that facilitates quality education for girls in India.



# OUR OPERATIONS

Embracing sustainability in the way we operate





IMD is conscious of the impact its operations have on the environment and communities in Lausanne and Singapore. The organization is committed to establishing sustainable learning hubs that minimize the negative impact of its activities, from energy use and plastics to responsible sourcing, mobility, and waste management.

## MOBILITY AND EMISSIONS

### Building a green campus

As an institution, we rely on hosting our program participants in cutting-edge, modern facilities. We also rely extensively on travel to either welcome participants from around the world or to bring our faculty to companies in other locations. We are taking a rigorous and methodical approach to assessing our impact on the environment and identifying ways to mitigate our carbon emissions.

This drive towards 'green' campus operations is managed by the Head of Campus Services and underpinned by a sustainable procurement policy, an annual EcoVadis accreditation and the Sustainability@IMD awareness initiative.



### Ecovadis certification

In 2019, IMD received a Silver rating from EcoVadis. EcoVadis operates the first web-based collaborative platform that allows companies to assess the environmental and social performance of their global suppliers. EcoVadis was launched in 2007, to address the needs of procurement executives who were looking for reliable sustainability indicators for their suppliers. EcoVadis assesses institutions in 21 areas across the four themes of environment, fair labor practices, ethics/fair business practices, and supply chain management. IMD obtained its first EcoVadis certification in 2015.



- IMD uses geothermic energy to heat and air condition its Maersk McKinney Møller Center building since 2008.
- In 2019, IMD participated in an energy audit. In 2020, we will choose an energy reduction plan and start its implementation.
- IMD's suppliers for office items from stationery to hand soap and printing ink to furniture have sustainable certifications, such as ISO 9001 and 14001, GOTS, OEKO-TEX, Rainforest Alliance, and FSC Recycling.

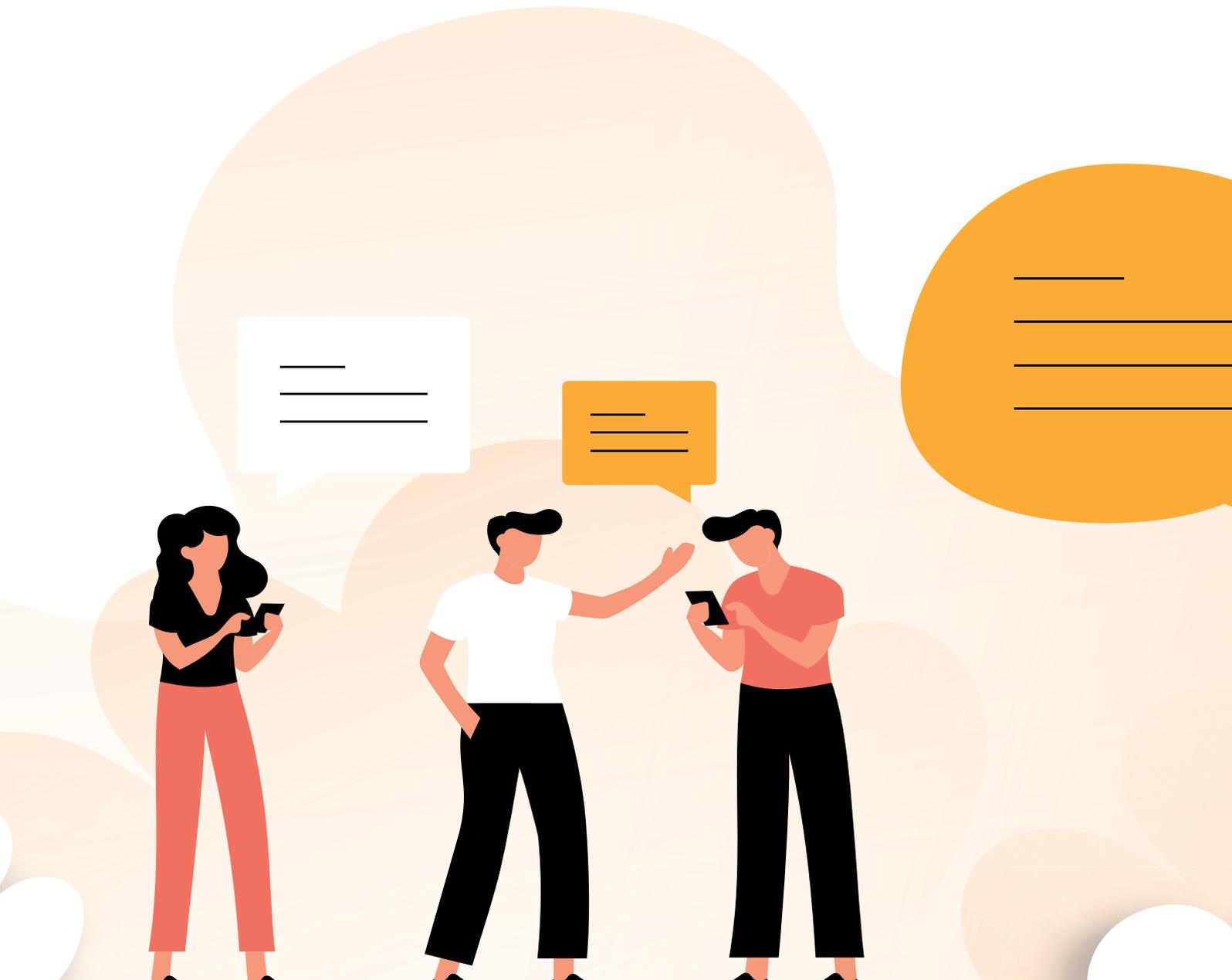


- IMD's catering contractor, Novae, buys products locally in accordance with its purchasing charter with IMD.
- IMD procured a third of its stationary and office supplies by value from certified green suppliers in 2019, up from 28 percent in 2018.
- IMD uses 18,000 recycled PET lanyards per year for events and programs, now sourced locally in in Europe rather than Asia.
- In 2018, IMD acquired three hives and produces its own honey. In 2019, we added to two insect hotels on campus to highlight the importance of biodiversity to the ecosystem.
- We send old smartphones to Revendo, a startup based in Switzerland, which focuses on the recycling and reuse of Apple and Android products.



# STRATEGIC OBJECTIVES 2020-2022

Setting ambitious and credible sustainability goals



## OUR OBJECTIVES

IMD is committed to further embedding the Principles for Responsible Management Education (PRME) throughout our programs, operations, and research.

Our objectives in relation to the six principles are:



### PURPOSE

*We will develop the capabilities of participants to be future generators of sustainable value for business and society, and to work for an inclusive and sustainable global economy.*

- Over the next two years, IMD will continue to build on the foundation of its materiality framework to show continuous progress in the identified materialities, and in particular our core focus areas: Responsible Leadership Development; Cutting Edge Education; Access to Executive Education; Workforce Diversity and Inclusion; and Mobility and Emissions.
- IMD will continue to develop dedicated governance and work streams for each of these core issues to set KPIs, manage initiatives, and manage and communicate progress.

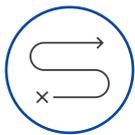




## VALUES

*We will incorporate into our academic activities, curricula, and organisational practices the values of global social responsibility as portrayed in globally recognized initiatives such as the United Nations Global Compact.*

- We will introduce a series of open programs on leading sustainable business transformation to further our influence on the way business has an impact on society.
- We will further our custom program and corporate advisory to advance the integration of sustainability into core business strategy.
- *Operations:* Through our organizational practices we will continue to reduce reduce our impact on the environment through the following actions.
  - Inaugurate a new campus restaurant in Lausanne which will produce less waste, be healthier and be free of plastic
  - Review how to eliminate the use of PET
  - Conduct a review of our CO2 footprint
  - Choose an energy reduction plan
  - Introduce a virtual classroom concept which may reduce faculty, staff and participant travel.



## METHOD

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

- *Cutting Edge Education:* We are investing heavily in digital technology to enable a significant expansion in our virtual and blended learning opportunities to increase access to cutting-edge executive education and reduce the need to travel.
- As of May 2020, we launched a classroom concept that allows multiple scenarios: a richer in class experience, a hybrid experience where both remote and on campus participants can participate in the same session and a fully remote interactive classroom experience.
- In late 2020, IMD will launch an expanded virtual classroom designed to enable high quality interaction across IMD faculty, virtual participants and physically present participants. This new state-of-the-art facility will enable synchronous, interactive distributed learning in a highly personalized manner with up to 128 concurrent virtual participants, personalized cameras, virtual study rooms, live polls, interactive whiteboards and leading-edge video streaming.
- In 2020, our signature Orchestrating Winning Performance flagship program was delivered via an innovative virtual interactive platform.
- *Diversity and Inclusion:* Through scholarships and targeted marketing, we will continue to proactively increase the proportion of female degree students and faculty to enhance the diversity of our classrooms and workforce.
- We aim to move our degree program composition towards gender parity in the next few years.



## RESEARCH

*We will engage in conceptual and empirical research that advances our understanding of the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.*

- We will intensify the search for partners and possible sponsors of additional Chairs and Research Centers focused on the social and environmental impact of business.
- We will continue to support research and case writing efforts on and around sustainability-related topics.
- As part of the Enterprise for Society Center, we will inspire policy and practices by developing our hub for 70 researchers exploring the role of business and society.



## PARTNERSHIP

*We will partner with managers of business corporations to better understand their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meet these challenges.*

- As partners in the Enterprise for Society Center, we will train responsible leaders by launching a new Master in Sustainable Management & Technology, and activate change by strengthening the local startup ecosystem.
- The winner of IMD-Pictet Sustainability in Family Business Award will be chosen for a second year in 2020 to highlight sustainability leadership and inspire family businesses to take a leading role in creating social and environmental impact.



## DIALOGUE

*We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civic society and other stakeholders on critical issues related to global social responsibility and sustainability.*

- We will activate the IMD alumni community around the “Decade of Action” for business to contribute to the achievement of the UN Sustainable Development Goals through dedicated communities, events, and campaigns.
- We will leverage our NEXUS corporate network to inspire and challenge business leaders through exclusive access to IMD’s Discovery Events, which bring together executives for intensive working sessions with our world-class faculty.

## About the Institute for Management Development (IMD)

The Institute for Management Development (IMD) is an independent academic institution with Swiss roots and global reach, founded almost 75 years ago by business leaders for business leaders. Since its creation, IMD has been a pioneering force in developing leaders who transform organizations and contribute to society.

Based in Lausanne (Switzerland) and Singapore, IMD has been ranked in the Top 3 of the annual FT's Executive Education Global Ranking for the last nine consecutive years and in the top five for 17 consecutive years. Our MBA and EMBA programs have repeatedly been singled out among the best in Europe and the world.

We believe that this consistency at the forefront of our industry is grounded in IMD's unique approach to creating "Real Learning. Real Impact". Led by an expert and diverse faculty, we strive to be the trusted learning partner of choice for ambitious individuals and organizations worldwide. Challenging what is and inspiring what could be.

IMD has also stepped up its action and measurement efforts in the area of sustainability in recent years. [EcoVadis](#) awarded the business school a silver rating for 2019, showing a clear year-on-year progression.





## About PRME

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 as a platform to raise the profile of sustainability in schools around the world, and to equip today's business students with the understanding and ability to deliver change tomorrow.

As a voluntary initiative with over 650 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.

Working through Six Principles, PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact.

**PRME** Principles for Responsible  
Management Education

*an initiative of the United Nations Global Compact*





