

**ESADE**

RAMON LLULL UNIVERSITY

**E**



2017  
2018

# Identity and Social Responsibility Report

SIP **PRME** Principles for Responsible  
Management Education



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2017  
2018

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# Identity and Social Responsibility Report

SIP **PRME** Principles for Responsible  
Management Education



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Koldo Echebarria

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# ESADE, is a socially responsible institution

ESADE

CHANGE YOUR  
ENTREPRENEURIAL  
MINDSET

ESADE

ESADE





I am very pleased to present this report, although I have only been in general management for a few months. You will see that the report reflects the commitment of ESADE to its mission of social responsibility, and gathers the important contributions made in our policies and missional lines – training, research, and social debate.

We want ESADE to be impregnated with its *raison d'être* in its strategic initiatives and decision-making processes, in its projects and activities, as well as its organisational culture.

This report presents the main initiatives and projects carried out during the 2017-2018 academic year, culminating in the 'Identity and Social Responsibility Master Plan 2014-2018'. We have made many advances, but still face extraordinary challenges.

We need to strengthen our global dimension, renew our commitment to innovation and turn it into the will to lead the changes in our sector. We must want to become increasingly important to students, managers, professionals, companies, institutions, and society.

As I said in my first official communication, I am convinced that the world needs organisations such as ESADE more than ever, and that our future is in our hands. We strive to live up to our founding mission, which incorporates, in the tradition of the Society of Jesus, a vision of education focused on personal transformation and social justice. We will achieve our aims because of the enthusiasm and commitment of everybody.

The fulfilment of our mission is always a process of continuous improvement. This report enables us to evaluate our progress in the various areas of action, while considering the guidelines of the UN Global Compact and the *Principles for Responsible Management Education (PRME)*, for which we renew our commitment another year.

A handwritten signature in blue ink, appearing to read 'K Echebarria', with a stylized, cursive script.

**Koldo Echebarria**

Director General  
ESADE



# Introduction



## OUR PLEDGE

To be a global benchmark academic institution, which inspires and enables people and organisations to develop innovative and socially responsible leaderships in order to build a better future.

This report sets forth the whole range of activities carried out by the ESADE community in the course of the 2017-2018 academic year in order to be, increasingly, a socially responsible and sustainable academic institution.↵

We would like to spotlight the outcome of the shared project of developing ESADE's identity and social responsibility in the wake of Dr. Eugenia Bieto's eight-year mandate as Director General (2010-2018). To this end we have drawn up the 2010-2018 I+SR-E Snapshot<sup>1</sup>, which summarises the main initiatives in the various areas of activity: the three mission-based areas (training, research and social debate), institutional policies (notably, the environment, social action and reporting or accountability), and relations between the ESADE community and its stakeholders.

The report also highlights activities related to the 2030 Agenda for Sustainable Development, detailing the main initiatives related to the Sustainable Development Goals (SDG).

This hindsight gives us food for thought about the path we have trodden and the valuable legacy it has left, and also about future prospects. This is particularly relevant at the onset of the mandate of a new Director General, who must face the multiple challenges that the global context poses for higher education institutions and society as a whole.

In his presentation speech, Dr. Koldo Echebarria, the new Director General of ESADE, said that "our function is not to reproduce the status quo. Our mission must be to challenge it and improve it. We need, more than ever, institutions that look at the world with a critical spirit, capable of generating social impact and transforming the world in a positive way. We are an important community of students, professors, alumni and companies, committed to the global challenges of today, such as sustainability, inequality and poverty."

In September 2018, ESADE embarked on a new period marked by its 60<sup>th</sup> anniversary, and renews its commitment as a signatory organisation to the Principles of the Global Compact and the Principles for Responsible Management Education (PRME).



<sup>1</sup>On the next page we present the Snapshot in poster format, together with a link to access the [full document](#).



# Identidad + Responsabilidad Social

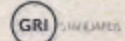
## UN PROYECTO COMPARTIDO

### 8. Transparencia y rendición de cuentas

Actuaciones concretas que contribuyen a la construcción de confianza social e interna hacia la institución, a su estrategia, gestión y compromiso con la responsabilidad social y la sostenibilidad.



Memoria Anual Institucional, conforme a los criterios de la *Global Reporting Initiative*, integrando el Informe anual del Pacto Mundial, desde 2011.



WEBSITE



Lanzamiento del *site* de la RS-ESAD en 2014, que se actualiza anualmente.

### 7. Acción social cooperación

Iniciativas abiertas a toda la comunidad para vivir una experiencia solidaria de forma colectiva y con distintas posibilidades de colaboración.

#### PROGRAMA DE ACCIÓN SOCIAL

4ª EDICIÓN 2017-2018  
Colaboración desde 2010 con actores elegidos por la comunidad.



#### ESAD GOES PINK

(desde 2006)  
2.000 antiguos alumnos voluntarios  
300 proyectos de consultoría solidaria  
250 entidades beneficiarias

#### INICIATIVAS SOLIDARIAS Y DE COOPERACIÓN



+ OTRAS 30

Trabajar con el propósito de sensibilizar y promover la adopción de conductas y hábitos, políticas y sistemas más acordes con una visión más sostenible y responsable.

#### GREEN RULES



#### REDUCCIÓN DEL CONSUMO ENERGÉTICO

Evolución de los consumos 2010-2017



#### IMPLICACIÓN DE LOS ESTUDIANTES EN RETOS MEDIOAMBIENTALES



### 1. Formación

Un ecosistema de aprendizaje que promueve una experiencia educativa singular, innovadora y transformadora, orientada a formar a profesionales competentes que sean a la vez personas responsables con la sociedad.



2016-2018  
98 Profesores  
6.429 Estudiantes implicados  
87 Proyectos de innovación

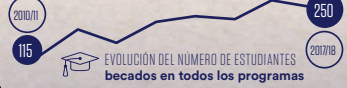


#### ESADE SUD

16 Ediciones  
722 Estudiantes  
+400 Proyectos



### PROGRAMA DE BECAS



EVOLUCIÓN DEL NÚMERO DE ESTUDIANTES BECADOS EN TODOS LOS PROGRAMAS  
Proyecto Promociona  
(2011-2016) 53 EMPRESAS  
111 MENTORES  
116 ESTUDIANTES  
4 ediciones:  
414 EJECUTIVAS PARTICIPANTES

### 2. Investigación

Para mejorar el conocimiento y el impacto de las organizaciones en la creación de valor sostenible, social, ambiental y económico, así como la influencia del liderazgo responsable.

#### INVESTIGACIÓN CON IMPACTO SOCIAL

69 Artículos en journals con factor de impacto + 89 Otras publicaciones académicas = 158 Publicaciones con alto contenido misional

#### COLABORACIÓN CON LA COMISIÓN EUROPEA

ESADE participa en la plataforma multilateral de alto nivel creada por la Comisión Europea para alcanzar los Objetivos de Desarrollo Sostenible de la ONU.



#### PROYECTOS DE INVESTIGACIÓN CON CONTENIDOS DE RS Y SOSTENIBILIDAD



### 3. Debate social

Apoyar el diálogo entre los distintos grupos de interés en temas críticos de la agenda local y global para ayudar a construir sociedades libres, prósperas y justas.

BIG CHALLENGES  
Iniciativa para crear conciencia social y reflexionar sobre temas globales.

INDICE DE CONFIANZA SOCIAL



JORNADA DE LIDERAZGO (ST. BENET)  
70 empresarios y directivos

JORNADA ANUAL DEL IIS



### 4. Comunidad ESAD

Las prácticas organizacionales muestran la identidad y los valores institucionales. Interactuar con los stakeholders y con las redes para fortalecer las relaciones y los compromisos educativos, sociales y ambientales.

#### PANEL DE STAKEHOLDERS

Integrado por representantes de empresas y entidades sociales, proveedores, alumni, estudiantes, etc., que aportan visión y valor para la mejora continua.



PREMIOS DIALOGA  
Desde 2014. Han participado 700 alumnos de centros escolares, para acercar la mediación y la negociación a las aulas.

### 5. Políticas Institucionales

Para avanzar en el desarrollo de políticas institucionales más alineadas con la misión, la identidad y la responsabilidad social de la institución.

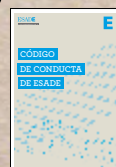
MARCO ORIENTADOR DEL MODELO PEDAGÓGICO (aprobado en 2010)  
Misión, valores y orientación pedagógica

#### CONSEJO ASESOR DE IDENTIDAD Y RESPONSABILIDAD SOCIAL DE ESAD (CIRS-E)

Creado en 2016 para potenciar la identidad de ESAD y el desarrollo de su responsabilidad social.



CÓDIGO DE CONDUCTA DE ESAD Y DEFENSOR DEL CÓDIGO (aprobado en 2016)



POLÍTICA DE PROFESORADO (aprobada en 2009-2010)



POLÍTICA DE COMPRAS (aprobada en 2013)



redAliaRS-E  
189 ALIADOS (JULIO DE 2018)  
+ DE 1660 PERSONAS han participado en las iniciativas organizadas desde su inicio.

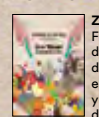


Solidarity Day 3 ediciones.  
2016: Refugiados  
2017: Consumo responsable  
2018: Cambio climático  
80-120 asistentes por evento

#### CREATIVITY CONTEST + ZERO WASTE

Creativity Contest Una reflexión sobre los hábitos de consumo.

Zero Waste Frenar el desperdicio de alimentos en cafeterías y restaurantes de ESAD.







# I+RSE: a shared project



# ESADE







# A GLOBAL COMMUNITY

\*The 333 students in the Double Degree in Business Administration and Law mentioned are attributed to both ESADE Business School and ESADE Law School

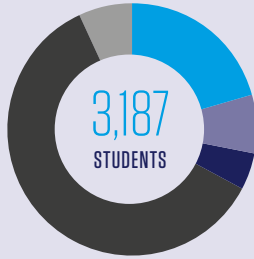
3,697  104 NATIONALITIES

INTERNATIONAL STUDENTS

8,992\*

TOTAL STUDENTS

Business School



UNIVERSITY DEGREES

1,655 Students 58 Nationalities

MBA PROGRAMMES

376 Students 58 Nationalities

MASTERS OF SCIENCE

614 Students 58 Nationalities

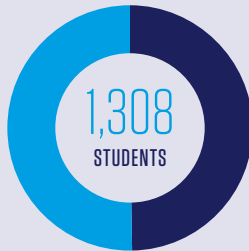
OTHER PROGRAMMES

542 Students

Executive Education

4,830 Students 60 Nationalities

Law School



GRADOS UNIVERSITARIOS

755 Students 13 Nationalities

MASTER AND POSTGRADUATE STUDIES

553 Students 20 Nationalities

Faculty and Staff

262 FULL-TIME BUSINESS AND LAW FACULTY 423 STAFF MEMBERS 46 Nationalities



# IMPACT ON SOCIETY

Miembros de:

PRME



## RESEARCH

14 Recognised research centres

118 Papers published in refereed journals

138 ESADE Faculty with research profile

10 Books

7 PhD dissertations

## SCHOLARSHIPS

In the 2017-2018 academic year:

The ESADE Challenge for Talent

2.6 M€ Were invested by ESADE in scholarships

250 Talented students were granted a scholarship

# ESADE IN FIGURES

ESADE *Alumni*

63,200

ALUMNI

17,045

RESIDENTS  
OUTSIDE SPAIN

72

CHAPTERS  
INTERNACIONALES

12

CLUBS  
TERRITORIALES

16

CLUBS  
FUNCIONALES  
Y SECTORIALES

816

INTERNATIONAL  
CHAPTERS

27,859

ASSISTANTS



## INTERNATIONAL RECOGNITION

### Business School

Academic Quality Accreditations



EUROPEAN  
BUSINESS SCHOOL

*Financial Times, 2017*

AACSB

ASSOCIATION  
AMBA  
BE IN BRILLIANT COMPANY

EQUIS  
ACCREDITED

### Masters of Science

### MBA Programmes

### Executive Education



RANKING GLOBAL  
MASTER IN INTERNATIONAL  
MANAGEMENT

*Financial Times, 2018*



EUROPEAN MBA  
FOR WOMEN

*Financial Times, 2018*



NON US  
FULL TIME MBA

*Forbes, 2018*



RANKING GLOBAL  
FULL TIME MBA

*América Economía, 2018*



RANKING  
EUROPEO

*Financial Times, 2017*

### Law School



BACHELOR  
IN LAW

*El Mundo, 2018*

# Identity, Mission & Social Responsibility



## PRINCIPLE 1: PURPOSE

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

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This brief presentation focuses on a significant event for ESADE, as an institution that is closely involved in the international network of Jesuit universities and, in the Spanish context, [UNIJES](#).

At the end of the 2017-2018 academic year the World Assembly of Jesuit Universities was held at the University of Deusto (Bilbao). An encounter that brought together more than 300 rectors and authorities of over 200 universities and educational centres belonging to the Society of Jesus spread over the five continents. Inaugurated by the King of Spain, the Lehendakari of the Basque Country and other authorities, the event was chaired by Fr. Arturo Sosa, Superior General of the Society.

El lema del evento fue *“Transforming Our World Together”*, una invitación a reflexionar y a profundizar juntos sobre los principales retos y desafíos a que se enfrentan las instituciones académicas lideradas por los jesuitas. Entre ellas, las universidades de Georgetown, Seattle y Loyola de Chicago, o el Boston College, el Ateneo de Manila, las universidades de Sogang en Seúl o Sophia en Tokio, la Universidad Javeriana de Bogotá, la PUC de Río de Janeiro o, más cerca, las universidades de Deusto, Comillas y Loyola Andalucía, y también ESADE.

Civic and political leadership, environmental and economic justice, education for the most disadvantaged sectors, peace and reconciliation, and interreligious dialogue, were the main challenges and goals on which the rectors and authorities reflected and debated during the various working sessions, which featured top-level speakers such as the Indian writer Pankaj Mishra, the economist Gaël Giraud SJ, and Cardinal Gianfranco Ravasi, who discoursed on the state of the world from different perspectives.

The fundamental and historical milestone of the assembly was the constitution of the [International Association of Jesuit Universities](#) (IAJU), which took place at Loyola, birthplace of Saint Ignatius and a landmark for the Society of Jesus, in which Fr. Arturo Sosa gave a timely address: [The university as a source of a reconciled life](#).





Inspiration, the fulfilment of ESADE's mission and the responsible exercise of its identity are closely related to its membership of and active participation in UNIJES and the new IAJU, and also in the latter's European network. As a global academic institution, ESADE adds its voice to Fr. Sosa's words, spoken in his abovementioned address in Loyola:

“The commitment to the transformation of the world today has a local, regional and global scope. These are complex and interdependent processes. We came, therefore, to find a way, together, to go beyond what we normally achieve in our local societies, to have the best possible impact on our world, at regional and global levels.

When the university is conceived as a project of social transformation, it moves towards the margins of human history, where it finds those who are discarded by the dominant structures and powers. It is a university that opens its doors and windows to the margins of society. Alongside them comes a new breath of life that makes the efforts of social transformation a source of life and fulfilment.”

(...)

“We have travelled a long journey which is full of achievements, but where we have faced numerous challenges. This journey is already several centuries long and the intention is for it to continue for much longer. In order to take the next steps on the path ahead, which are as yet unknown to us just as the previous ones were, we believe that we should come together and make the most of who we are and what we have, so as to become a source for a full, reconciled life.”

These commitments, undertaken voluntarily, entail everyday responsibilities for ESADE's community and accountability through the preparation and publication of progress reports such as the one you are reading.



## Identity and Mission

ESADE is an academic institution founded in Barcelona in 1958 on the initiative of a group of local personalities and the Society of Jesus. It has formed part of Ramon Llull University since 1995. It also belongs to the UNIJES network of Jesuit universities. ESADE's mission, identity and values are set forth in its institutional documents. Specifically, its mission is:



“To educate and undertake research in the fields of management and law, for:

- The comprehensive training of professionally competent and socially responsible people.
- Knowledge creation relevant to the improvement of organisations and society.
- Contribution to the social debate regarding the building of free, prosperous and just societies.

ESADE desarrolla su misión, inspirada en las tradiciones humanistas y cristianas, en un marco de diálogo intercultural.”



ESADE develops its mission, inspired by the humanist and Christian traditions, within a framework of intercultural dialogue.”

ESADE assumes its responsibility to society by fulfilling its mission, its *raison d'être*, which takes concrete form in the development of its three main lines of activity – training, research and social debate – and the deployment of the corresponding institutional policies. ESADE's social responsibility is written into its institutional DNA and endeavours to give effect to its mission.

ESADE's recent history has been marked by the promotion and approval of documents that develop this mission: the Statement of Values, the Orientational Framework for the Educational Model, the Statement on Spirituality and the Code of Conduct.

In order to build and strengthen ESADE's identity, mission and social responsibility, it is necessary for these institutional documents to be known and shared by the whole of the academic community. The ongoing challenge is how to improve their socialisation, development and implementation, without forgetting that the institution itself must have policies and management practices that are consistent with the values it preaches.



## Our commitments











ESADE's mission sets forth the commitment to **train “professionally competent and socially responsible people”**. The Statement of Values establishes that the members of the ESADE community commit to act with **personal integrity, high professional standards and social responsibility**.

ESADE is also a signatory of the 10 Principles of the United Nations Global Compact (2003), the Principles for Responsible Management Education (PRME, 2007) and the Rio Declaration (2012). ESADE has adhered to the HeForShe platform (2016), a solidarity initiative of UN Women to promote gender equality.

These commitments, undertaken voluntarily, entail everyday responsibilities for ESADE's academic community and periodical accountability through the preparation and publication of progress reports such as the one you are reading.

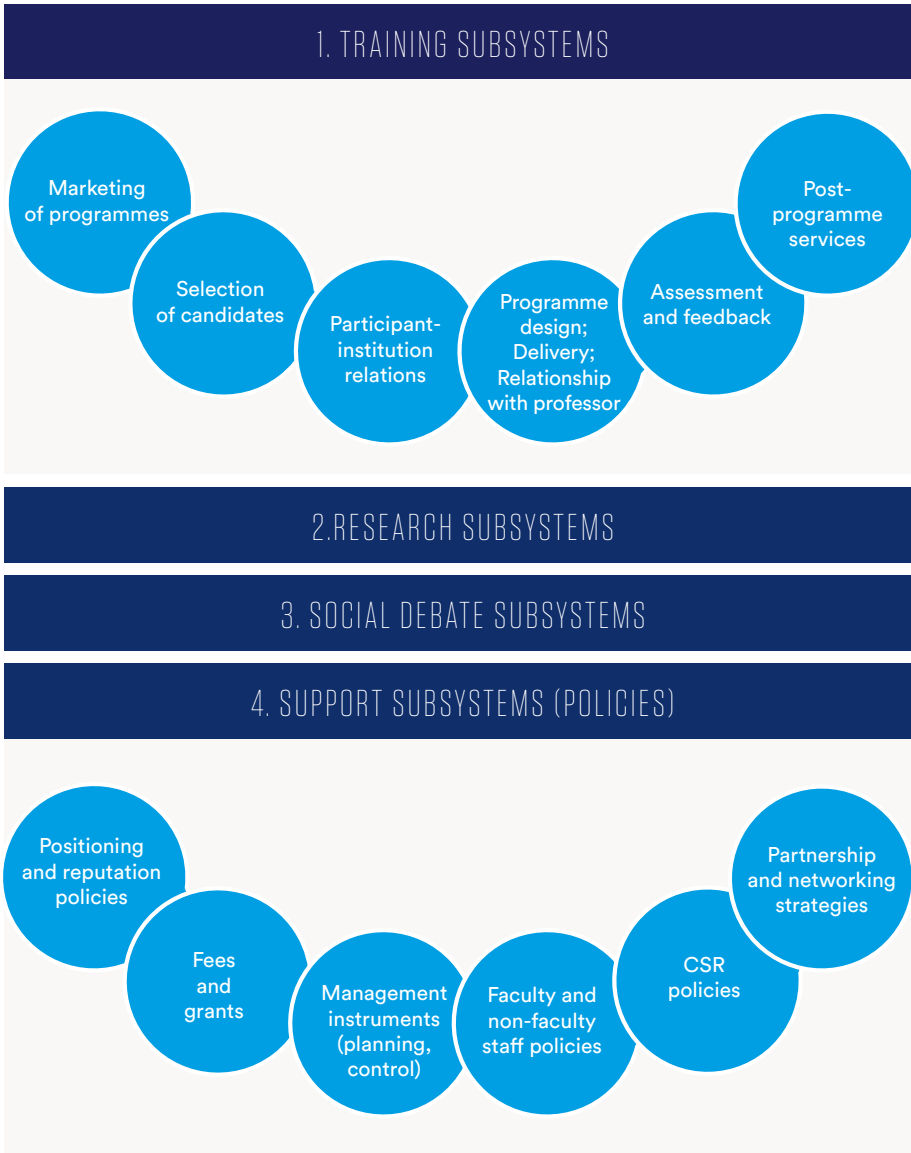
## Our social responsibility record

ESADE's track record in matters of social responsibility and the commitments undertaken in the framework of various international organisations can be observed in the path it has followed over the last 16 years, as illustrated below:

<p>2002</p>  <p>The Academy of Business in Society</p> <ul style="list-style-type: none"> <li>• Founding member (2002).</li> <li>• Supervisory Board member (2002-2008).</li> <li>• Constant participation and host of the 6th Annual Colloquium (2007).</li> <li>• Member of the Board (since 2012).</li> </ul>	<p>2007</p> <p><b>PRME</b></p> <ul style="list-style-type: none"> <li>• Participation on the taskforce responsible for preparing the Principles (2006).</li> <li>• Adhered in 2007.</li> <li>• Progress reports: 2010, 2012, 2014 and 2016.</li> <li>• Participation in the PRME Champions project coleading the curricular development area (2013-2015).</li> </ul>	<p>2012</p>  <p>RIO+20 United Nations Conference on Sustainable Development</p> <ul style="list-style-type: none"> <li>• Adhesion to the Rio + 20 Declaration.</li> <li>• Update of the commitments 2014-2018.</li> </ul>
<p>2003</p>  <p>THE GLOBAL COMPACT</p> <ul style="list-style-type: none"> <li>• Adhered in 2003.</li> <li>• Member of the Executive Committee for the Spanish Network (2007-2016).</li> <li>• Progress reports: 2008, 2009 and 2010 (GC Advanced), 2011, 2012, 2013, 2014 and 2015. (included in the GRI Report)</li> </ul>	<p>2009</p>  <p>Eurosis spainsif</p> <p><b>NET IMPACT</b></p> <ul style="list-style-type: none"> <li>• Associated member (2009-2013).</li> <li>• Creation of the Net Impact Club (in 2009).</li> <li>• Gold Chapter Status obtained (in 2011).</li> </ul>	<p>2013</p> <p><b>GRI</b></p> <ul style="list-style-type: none"> <li>• Member of the Management Board (2007-2012).</li> <li>• Preparation of ESADE's Annual Report according to GRI standards, and integrating the Global Compact's progress report (2011, 2012, 2013, 2014 and 2015).</li> </ul>
<p><b>BEYOND GREY PINSTRIPES</b></p> <p>Business Schools' Commitment to the Goals of the Sustainable Development</p> <ul style="list-style-type: none"> <li>• Participation in BGP Global 100 ranking: 2003 (Distinction), 2005 (2nd), 2007 (14th), 2009 (32<sup>nd</sup>) and 2011 (12<sup>th</sup>).</li> </ul>  <p>SEKN</p> <ul style="list-style-type: none"> <li>• Participation since 2003.</li> <li>• Declaration of our commitment to institutionalise the SEKN network at ESADE (2009).</li> </ul>	<p>2010</p>  <p>THE OATH PROJECT</p> <ul style="list-style-type: none"> <li>• Adhered in 2010.</li> </ul>	<p>2016</p>  <p>HeForShe Gender Equality</p> <ul style="list-style-type: none"> <li>• Adhered in 2016.</li> </ul>
<p>2011</p>  <p>gbsn</p>  <p>THE ASPEN INSTITUTE</p> <ul style="list-style-type: none"> <li>• Adhered in 2011.</li> <li>• Aspen Institute Spain representative (since 2011).</li> <li>• Participant in the projects: "Economics and Peace Faculty Network" (2011) and "Undergraduate Business Education Consortium" (since 2012).</li> </ul>	<p>2017</p>  <p>ODS OBJETIVOS DE DESARROLLO SOSTENIBLE</p> <ul style="list-style-type: none"> <li>• Opening lesson of the course</li> <li>• Creation of the Observatory of the SDGs</li> <li>• Collaboration with the European Commission to achieve the SDGs</li> <li>• Participation in the Challenge-Based Innovation Program, to devise solutions to challenges linked to the SDGs.</li> </ul>	

## SR-ESADE bespoke model

In 2010, ESADE decided to formally promote the development of its own social responsibility model, SR-ESADE. To do so, it drew inspiration from the model proposed by Losada, Martell and Lozano (2011), which takes a systemic, cross-cutting approach to the questions to ask and actions to take in the different strategic lines and in the various subsystems of ESADE, as illustrated in the figure below:



By Losada, Martell and Lozano (2011)





## 2014-2018 SR-E Master Plan

The 2014-2018 SR-E Master Plan brings together and spotlights the various projects and initiatives carried out in the eight areas of action of SR-ESADE:



## Governance of SR-ESADE

ESADE has chosen to promote and assess the SR-E Master Plan through the **Executive Committee**, which is chaired by the Director General, in order to achieve a better fit in the development of the institutional strategy. The Executive Committee also benefits from the collaboration of the **Identity and SR-ESADE Advisory Board**, made up of management, faculty and administrative and services staff, which provides analysis and feedback for the process of continuous improvement.

The **Stakeholder Panel**, comprising representatives of companies, social organisations, suppliers, alumni, students, trustees, etc., also meets periodically with the aim of sharing analysis, feedback and proposals for improvement with regard to social responsibility and environmental issues.

The **SR-E team**, chaired by the General Secretary, is in charge of promoting and coordinating the various projects in the SR-ESADE Master Plan, and also communicating and reporting about it.



## Notable achievements in the 2017-2018 academic year

In the following, we highlight one significant project for each of the eight areas of activity that make up SR-ESADE.

### 1 | Training

The Law School organises a **service-learning experience**, in which all the students undergo a **collaboration experience with local social organisations like Migra Studium, Aste, Casal dels Infants and Fundació La Vinya**.

### 2 | Research

“**The digital revolution in the face of the great challenges of the world: 100 digital social innovation initiatives that are transforming Latin America.**” Study published by the Institute for Social Innovation **from the perspective of the Sustainable Development Goals (SDG)**, which explores the convergence between the social sector, innovation and the information and communication technologies, and its huge potential for addressing the economic disparities and the most critical social and environmental challenges that exist in Latin America today.

### 3 | Social Debate

The **11<sup>th</sup> Annual Conference of the Institute for Social Innovation** (17 April), under the title “**Social Innovation to Further the Sustainable Development Goals: Spotlight on Replicability and Scalability**”. It was attended by representatives of companies, NGOs, the public sector and social entrepreneurs, who shared their strategies for tackling the SDGs to face their present challenges and hurdles innovatively and effectively, through partnerships, tools and actions.

### 4 | ESADE Community and Stakeholders

The **3rd Solidarity Day** was dedicated to **climate change** and the **circular economy**. Highlights included the talk given by Professor Tobias Hahn, who addressed the topic of climate change: “**Why do companies need to leave their comfort zone?**”, and the presentation of a **circular economy and social entrepreneurship case study** produced by **ESADE Alumni Giving Back** pro bono consultants Ivò Valdivieso and Eric Nielsen, accompanied by Isabel Rallo, Director of Alumni Giving Back, and representatives of the organisations Andròmines, Engrunes and Solidança.

### 5 | Institutional Policies

Laying of the foundations and the architecture of the **compliance policy**, with a view to ensuring compliance with both legally imposed obligations and those undertaken voluntarily by the institution.

### 6 | Environmental responsibility

Renewal and reinforcement of the **Green Rules**, the compendium of good practices that seeks to heighten awareness within the academic community on aspects of environmental improvement, **linking them to the Sustainable Development Goals**.

### 7 | Social Action and Cooperation

Over the 2017-2018 academic year **40 solidarity initiatives** were carried out, with the participation of more than **1,700 people**.

### 8 | Transparency and Accountability

Drawing up of the **2010-2018 I+SR-E Snapshot**, which shows a summary of the main initiatives taken by ESADE over these years.







## The United Nations Sustainable Development Goals (SDG)

The **2030 Agenda for Sustainable Development**, passed in December 2015 in the UNO General Assembly in New York, is one of the most far-reaching of global agreements. It appeals directly to universities and business schools in their commitment to **train responsible leaders and citizens** for the years to come.

The 17 SDGs call upon universities and business schools to practise a value-centred education with responsible and sustainable business practices, to encourage moral and responsible leadership.

In addition to ensuring quality education, the SDGs include, among other points, achieving gender equality and the empowerment of women, promoting sustainable economic growth, taking urgent action to combat climate change, promoting peace and providing access to justice.

The main activities carried out over the 2017-2018 academic year are set forth below:



### Senior European Union (EU) Official Cristina Gallach, at ESADE

On the occasion of the opening of the 2017-2018 academic year, Cristina Gallach, senior European Union (EU) official and former United Nations Organisation (UNO) Undersecretary-General for Communications and Public Information, delivered the inaugural lecture of the 2017-2018 academic year, entitled “**Young people, stakeholders and drivers of the 2030 Agenda**”, in front of ESADE students (October 2017).

Gallach reviewed the “17 goals for lasting and sustainable development”, an instrument accepted by the 193 member states of the United Nations in September 2015 and that undoubtedly “adds legitimacy, has ambition and defines objectives”.

Contextualising the moment Europe is currently going through, with “episodes that will have a very important impact for Catalans, Spaniards and Europeans alike”, Cristina Gallach asked students to continue to look “through a wide-angle lens” and to be capable of “analysing the state of the world and singling out, from among so many opinions, those that are destined to lead us to the profound changes we need.”



### Students design, together with CERN, innovative solutions for the great challenges of humanity

Students at ESADE, IED and UPC, in partnership with researchers at CERN, are using the most sophisticated technologies to **develop new products and services** that contribute towards achieving one of the 17 SDGs.

More specifically, the participants have sought innovative solutions for five major challenges: the empowerment of women and young people in developing countries through education and entrepreneurship in the field of STEM (science, technology, engineering and mathematics); the development of operational methods for inspecting radiation; the design of diving technologies for training activities on health emergency missions; the redesign of knowledge-sharing solutions; and lastly, the impact of the environment on public health.

### Presentation of groundbreaking study on SDGs to evaluate the contribution of enterprises to development

In order to gain a better understanding of the impact of foreign direct investment (FDI) on developing countries and economies, COFIDES and ESADE have promoted the study '[Foreign direct investment by Spanish enterprises. Effects at home and abroad: five case studies on developing countries and economies](#)', under the academic supervision of ESADE professor **Xavier Mendoza** and with support from the General Council of Economists.



It is **one of the first studies in Spain to use the Sustainable Development Goals (SDG) as a reference framework to evaluate the contribution made by enterprises to development.** Another novel aspect is that the report investigates which organisational mechanisms and contextual factors generate greater positive impacts, for both the host country and the home country of the investor.

### ESADE advises the European Commission to attain the Sustainable Development Goals

ESADE is the only business school to have been selected to participate in the [high-level multi-stakeholder platform](#) created by the European Commission (EC) and led by its First Vice-President, Frans Timmermans, to support and advise on the implementation of the Sustainable Development Goals (SDG) in the European Union (EU).



Other stakeholders involved in this platform include Transparency International, Unilever, WWF, BirdLife and BusinessEurope, among other enterprises; professional, commercial and business associations; trade unions; NGOs; EU bodies; international and intergovernmental organisations, and representatives of stakeholder groups. **Eva Jané-Llopis**, academic assistant in the Department of Social Sciences, takes part on behalf of ESADE.

### Social innovation must be scalable and replicable to contribute to the achievement of the sustainable development goals

The **11th Annual Conference of the Institute for Social Innovation** was held in April 2018. During the various sessions dedicated to **social innovation to further the SDGs**, it was highlighted that “the SDGs provide a complete agenda that connects all the world’s countries.” Ignasi Carreras, Director of the Institute, added that it is “an agenda of social transformation” that makes it possible to “generate economic value in several sectors (urban mobility, health care and agriculture, among others)” and that “social innovation must be scalable and replicable to contribute to the SDGs.”



The Annual Conference is a meeting point for different stakeholder groups – NGOs, profit and non-profit companies, social entrepreneurs, government and academia – to reflect and debate together on current topics in the field of social innovation, corporate social responsibility, social entrepreneurship and the non-profit sector.

### The sustainable development goals provide business opportunities for Spanish companies

May 2018 saw the presentation of the **SDG Observatory Annual Report: “The contribution of Spanish companies to the SDGs”**, the first study to be conducted by Fundación Bancaria “la Caixa” in conjunction with ESADE, which evaluates the contribution made by Spanish firms to the attainment of the SDGs.



The main challenge is to find the right balance to meet the needs of greater growth and increased production. For **Ángel Castiñeira**, associate professor in the Department of Social Sciences and academic director of the report, “the SDGs afford attractive growth opportunities for innovative companies to also obtain favourable rates of return and increase the value for their shareholders,” and he considers that “the most successful firms will be those that progress from an attitude of compliance to one of leadership.”

According to **Liliana Arroyo**, academic assistant at ESADE and coauthor of the report, “by taking up the challenges posed by the SDGs, companies can gain new opportunities and cut costs, at the same time enhancing their reputation and strengthening relations with their main stakeholders: customers, employees and regulators.”

### ESADE, present in the SDG Conference “2030 agenda: a whole-of-society approach”

This conference was held on 17 July 2018 at the UNO headquarters in New York, in the framework of the High-Level Political Forum (HLPF), the event in which compliance with the new 2030 Agenda for Sustainable Development (SDGs) is reviewed. The event was attended by Teresa Duplá, professor of the Law School and Director of the Conflict Management Research Group. During the event, representatives of member states had the opportunity to share good practices in terms of the mechanism they are implementing to help to build resilient and sustainable societies in the framework of the 2030 Agenda. Through key questions, the session moderator facilitated a dynamic dialogue between governments and complementary counterparts (civil society, academia, private sector, local government).



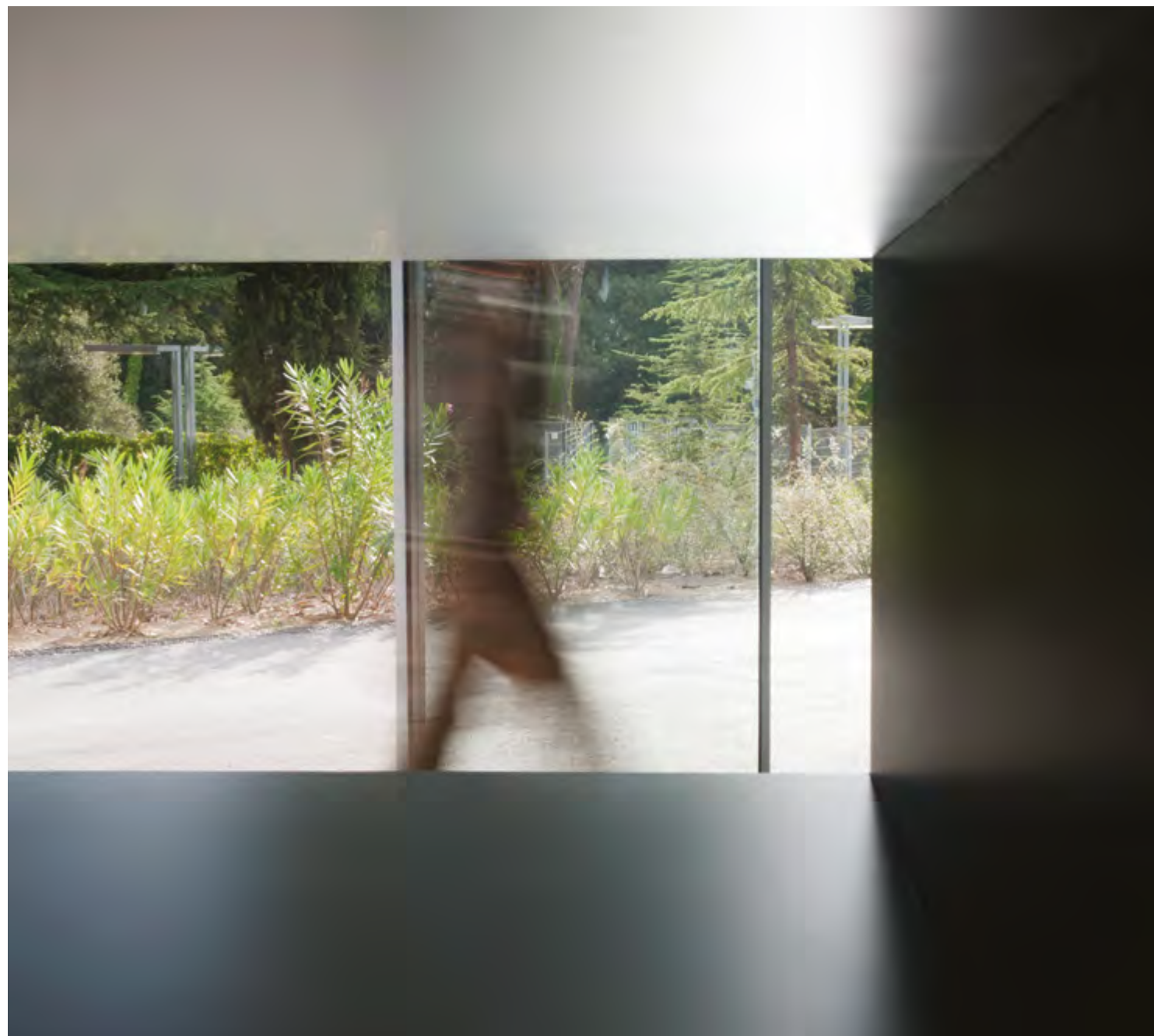
### The SDGs and the 3<sup>rd</sup> Solidarity Day

Focusing on the goals of **climate change** (SDG #13: climate action) and the **circular economy** (SDG #12: responsible production and consumption), the third edition of Solidarity Day was held (April 2018), with the attendance of **nearly 100 members of the academic community**, in the E-Room located in the Rambla of Innovation on the Sant Cugat Campus.



### Green Rules and the SDGs

As part of the ongoing campaign to raise awareness in the community about aspects of environmental improvement, the Green Rules – the compendium of good practices – were renewed (February 2018), linking them to the Sustainable Development Goals.





# 1. Training



## PRINCIPLE 2: VALUES

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

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## PRINCIPLE 3: METHOD

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

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**A learning ecosystem that provides a unique, innovative, and transformative educational experience for training socially-responsible professionals.**

In order to guarantee a unique, innovative and transformative educational experience aimed at training competent, aware, compassionate and engaged individuals, we include subjects and specific content in the training programmes, encourage students to get involved in solidarity initiatives, and support the Grants Programme to foster commitment to society.

## Subjects dealing with ethics, CSR and sustainability

Below we list some of the compulsory and optional subjects that are included in the main programmes and are aimed at encouraging responsible leadership.

Compulsory Subjects	Programme	Students
Imagine the Future of Business	BBA	294
Leadership, Values and Self-Awareness (Spanish + English)	BBA	294
Sociology I (Spanish + English)	BBA	376
Sociology II (Spanish + English)	BBA	283
Social Responsibility	GED, BGG	121
Social Thought Meaning	BGG	143
International Relations	BGG	82
International Human Rights Protection	BGG	101
Sociology	Double Degree (GBD)	69
Business, Government and Society	FT MBA	186
Managing Ethics and Social Responsibility	FT MBA	186
Corporate Social Responsibility	MBA + Loyola	49
Corporate Social Responsibility	EMBA BCN + MAD + MOD	148
Economics and Geopolitics	EMBA BCN + MAD + MOD	145
Business in Society	MBA + MIM + MKT + MF + MIE	464
Geopolitics	MIM	131
International Project in Action	MIM	130
Business Ethics and CSR	MRES	12
Sustainability and Corporate Social Responsibility	MSC GLOBA	58
Thinking Beyond the Law	Master International Law	41
Conflict of Values: The Lawyer Versus the Organisation	360 Legal Diploma	38







Optional Subjects	Programme	Students
Anthropology: Cultures and Religious Traditions	BBA	24
Anthropology: In Search of Principles for a Career Philosophy: Lessons from Art and Literature	BBA	36
Anthropology: In Search of Principles for a Life Philosophy: Lessons from Art, History and Economics	BBA	36
Bioethics	BBA	23
Business and Human Rights	BBA	26
Dignity, Resistance and Social Change	BBA	14
EEO: Re-Imagining Capitalism: Alternatives for the 21 <sup>st</sup> Century	BBA	36
EEO: Sustainability, Business and Values (2 ediciones)	BBA	74
Self-Awareness: A Key Factor for a Successful Professional Life	BBA	30
Training for Social Leadership: Public Communication	BBA	38
ESG: Cooperation in Latin America	BBA	90
ESG: Theories of Justice	BBA	7
ESG: An Open Window on Latin America II	BBA	41
History of Islamic Civilization	BBA	11
Human Being and the Power of Collectivity	BBA	29
Introduction to Politics	BBA	24
Music as a Sociocultural Phenomenon	BBA	16
Management & Acción Social	BBA	7
International Economic Institutions in Globalisation	BBA	13
International Organisations in Globalisation	BBA	27
Politics, Business and Society	BBA	13
Spain and Catalonia through Cinema	BBA	23
Theatre-based Techniques to Enhance Communication Skills	BBA	36
International Human Rights Programme: Philosophy in Prison	GED, BGG	16
Interdisciplinary Seminar: Practice and Critique of Human Rights in a Business Context	GED, BGG	39
Religious Traditions and Law	GED, BGG	10
Interdisciplinary Seminar: Human Rights 2017	GED, GBD, BGG	98
Religions in the World	GED, GBD, BGG	19
Seminar: An Open Window on Cooperating in Latin America - Preparation for SUD Internship I	GED, GBD, BGG	35

Optional Subjects	Programme	Students
Seminar: Cooperating in Latin America - Preparation for SUD Internship II	GED, GBD, BGG	28
Ignatius of Loyola: Leader and Teacher	GED, GBD, BGG	22
Socratic Dialogue: Philosophy and Narratives that Improve our Management Skills (3 editions)	GEMS MIM	59
Understanding Mindsets, Values and Rules through Religious Traditions	GEMS MIM	27
Values and Public Management	EMPA	10
Eco-Efficiency and the Creation of Sustainable Value by Firms	FTMBA	26
In Search of Principles for a Life Philosophy	FTMBA	32
Social Entrepreneurship and Impact Investing	FTMBA	37
Impact Investment	FTMBA	35
In Search of Principles for a Life Philosophy	International Summer Programme	13
International Relations and Global Governance	International Summer Programme	14
Spain: History, Art & Culture	International Summer Programme	7
In Search of Principles for a Life Philosophy: Lessons from Art, History and Economics	MIM	44
Managing Development in Emerging Countries	MIM	16
Advanced Topics in Business and Society	MRes in Management Sciences	5
Management by Values and Democratic Governance (4 editions)	PLD	68



## Training at the Institute for Social Innovation

The ESADE-PwC Social Leadership Programme is a joint initiative by the ESADE Institute for Social Innovation and the PwC Foundation. Throughout the 10 editions of the programme, its goal has always been to generate useful knowledge for the future challenges facing the third sector. The latest study, conducted during the 2017-18 academic year and entitled “Knowledge NGOs: Influencing for Social Impact”, seeks to help many organisations to get involved, learn, experience and advance in order to become knowledge organisations, and to take advantage of the benefits this brings to energise their capacity to influence and thus further their mission. It would be desirable for these social organisations to be more than just organisations that learn, and to be capable of going beyond this, gathering and transferring knowledge, both internally and externally, in order to be able to improve their social impact, strengthening their capacity to influence.

The Institute for Social Innovation also offers two training courses aimed at people with management responsibilities in the non-profit sector:

### **19th edition of the programme in Management of NGOs and Other Non-profit Organisations**

Updated to provide the best response to the challenges facing the third sector, this programme offers tools to examine in detail and address current issues in the management of NGOs and other non-profit organisations. Its main objective is to develop management talents, foster leadership capacity and contribute towards creating a culture that encourages organisational change, favours the improvement of internal management and promotes social innovation. The methodology combines theory sessions with practical exercises, case studies, group reflections, debates, round tables, etc., that serve to stimulate and order participants’ learning. With the collaboration of Obra Social “la Caixa”, 56 students took part.

### **12th edition of the programme in Leadership and Social Innovation**

Leadership, outcome measurement, government bodies, collaboration with businesses, innovation and political pressure are some of the issues dealt with in the training programme Leadership and Social Innovation in NGOs. A course that aspires to facilitate ongoing training for people who hold management responsibilities in the country’s non-profit organisations. The programme consists of five modules, which can be taken as a whole or independently. With the collaboration of Obra Social “la Caixa”, 47 students took part.





## University Development Service (SUD)

In the field of training, the SUD organises the Solidarity Professional Internships Programme, targeting bachelor, MSc and MBA students, to work unpaid as legal advisors or consultants. This experience is recognised academically on all programmes, and can therefore form part of the curriculum, either as the final degree project or as the compulsory internship in the bachelor degree. Admittance to these programmes requires a thorough previous training and competitive selection.

During the internship period, students have remote follow-up by academic tutors, who, together with the person in charge in the institution, will be responsible for assessing the students' academic performance. On their return, the students are required to conduct a reflective analysis of their experience, from both a professional and a personal perspective, without separating them.

Two main lessons are learnt from these internships: first, that the person and the professional go hand in hand, and the best way to be an excellent professional is to be an excellent person. And second, that people suffer in the world – real people with real names, and we should feel called to change what we can, in the hope and the conviction that reality is transformable.

Over the 2017-2018 academic year, **76 students** (40 BBA, 27 Law School bachelor programme, 1 MBA and 8 MSc students) in **41 projects** in Bolivia, Peru, Paraguay, Colombia, Ecuador, Guatemala, El Salvador, Costa Rica, India and the Democratic Republic of the Congo.



## Together Programme

In conjunction with ESADE Alumni Giving Back, the SUD coorganises the TOGETHER programme: three-year projects consisting of consulting and guidance activities, led by teams of senior alumni, for Latin American and African institutions. Once a year, teams of students on the SUD Solidarity Professional Internships Programme join the project, alongside the alumni. Over the 2017-2018 academic year, **11 alumni** took part in **7 projects**, located in Mexico, Peru, Bolivia, Paraguay and El Salvador.





## Student First: Active Methodology

The first priority of the 2014-2018 ESADE Strategic Plan was to offer students and participants a unique, innovative and transformative educational experience. Student First is the initiative in which the efforts of the whole institution have been focused to achieve it.

Educational activity takes the form of a two-way system, in which the **professors co-build and share responsibilities in the learning process** with the students and participants in the courses. This reproduces the complexity of the professional and management environments that will have to be tackled, and **often involves the participation of companies** that pose real challenges in the classroom.

### Innovation in the physical and technological environment

In the course of the 2017-2018 academic year, the scheme's third year of existence and the second to be considered as belonging to the 'production' phase, **56 innovation projects** were carried out at the Business School and the Law School in subjects covering a number of knowledge areas and corresponding to several programmes, with the aim of incorporating the flipped learning methodology into our classrooms. They involved **65 professors and 6,369 students**.

In Executive Education, work was done on the production of **two Online Executive Masters** (Finance and Marketing & Sales) in collaboration with Global Alumni. They included a total of **20 projects**. The pilot edition of an open course in Digital Marketing was run in May.

Throughout the scheme, the professors have contributed decisively by generating learning and sharing their experiences in the transformation and implementation of their subjects, redesigned from a Student First perspective. The Lunch & Teaching sessions, created to share teaching experiences, have generated spaces for reflection and processes of teaching and learning.

Over the academic year there were:

- 7 CEI/ICT workshops on the use of the eRoom, attended by 25 professors
- 3 sessions to share teaching experiences from a Student First perspective, with 29 attendees
- 1 workshop on case teaching, with the participation of 13 professors
- 18 training sessions on the use of authoring tools for auto-creation of multimedia learning materials, with the participation of 27 professors





### Innovation in content and programmes

Student First contributes in methodology, academic content and values, with the aim of training responsible people in both their personal and their work environment.

To this end, in the BBA a specific module has been implemented, focusing on the integral training and values of ESADE. Third-year students have been provided with a new more functional scenario, which offers increased intensity and continuity of content, generating synergies between subjects, as well as creating a development environment that enables them to perfect teamwork skills. And in final year an end-of-programme module has been created to offer the students an environment in which to apply their knowledge and skills to solving a challenge, and also to propose an atmosphere of reflection where they can take a closer look at aspects of leadership and values that have been applied in the exchange experience and the practicum.

The Law School has developed several initiatives with the aim of perfecting communication, contextual analysis and public speaking skills, in a setting that reproduces the scenario in which the participants will develop their profession in the future, both in parliament, accompanied by political representatives, and in international contexts.

Executive Education is conducting updating work, along the lines of innovation, in the physical and technological environment, through the production of the two hybrid Executive Masters. This includes digitalisation of the content of the subjects, methodological reflection on online teaching, and intensive use of technology and innovative dynamics, with the aim of offering the participants an extraordinary educational experience.

The following video presents an assessment of the three years of the Student First strategic project: <https://youtu.be/yhOk8Q2MxOg>

## Recognition of the academic community

### Faculty

- Professor **Richard Boyatzis** was awarded an honorary doctorate by Ramon Llull University (URL), upon the proposal of ESADE, on 10 November 2017. Richard Boyatzis is professor in the Departments of Organisational Behaviour, Psychology, and Cognitive Science, and HR Horvitz Professor of Family Business, at Case Western Reserve University. In his acceptance speech he conveyed his passion for research focused on people and channelled towards solving social challenges. Also participating in the event were Manel Batista, professor in the Department of People Management and Organisation at ESADE, who acted as Richard Boyatzis's patron; Anna Berga, Secretary General of URL; Eugenia Bieto, Director General of ESADE; and Josep Maria Garrell, Rector of URL.
- **Diana Ferrer**, professor of Financial and Tax Law in the Law School, was awarded the 2018 Jaume Vicens Vives Prize for University Teaching Quality, for her work in updating the teaching of the subjects in the area of tax law from an essentially practical perspective.
- The World Council of the International Chamber of Commerce has appointed **Patricia Saiz**, professor of the Department of Private Law in ESADE Law School and expert in international arbitration, as a new member of the International Court of Arbitration for the next three years.
- Professor **José M. de Areilza** received the Antonio Fontán Prize for journalism at a ceremony held on 18 October in Madrid, in recognition of his pieces published in the media in defence of the values of freedom, justice, equality and political pluralism.





- Professor **Carlo Maria Gallucci**, Vice-Rector for International Relations and Students at Ramon Llull University (URL) and Chairholder in Marketing at ESADE, was awarded an honorary doctorate by the Catholic University of Córdoba (Argentina). The accolade was given not only for his leadership from a position of commitment to the institutions of the Society of Jesus and his academic contribution to the improvement of their management, but especially for his life testimony, utterly consistent with his managerial, professional and academic responsibilities and tasks.

#### Administrative Staff

- The Secretary General of ESADE, **Enrique López Viguria**, was awarded an honorary doctorate by the Catholic University of Córdoba on the motion of the ICDA, the business school of that university. In his speech, Dr López Viguria defended the implementation of educational models that reinforce the profile of competent, compassionate, aware and engaged individuals.

#### Students

- The team formed by five ESADE students taking the MSc in Finance won the third edition of the prestigious Global Case Competition at Harvard. **Michele (Yu-An) Chang, Timo Bräu, Maxime Lejeune, Robin Reuschel and Manuel Bertl** were the members of the winning team in this international competition that brought together in Harvard the best economics and finance students in the world. It was held from 13 to 15 April in Boston, with the participation of more than 250 students from over 50 universities and business schools in 13 countries.

- Another team, also made up of five MSc in Finance students – **Alexander Maier, Francisco Jose Vargas, Charles Felice Oliver, Ruhi Rahtekar and Maximilian Alexander Ghaffar** – came top in Spain in the most prestigious competition in the world in the field of financial analysis. The CFA Research Challenge is a worldwide annual competition which seeks to promote good practices in stock market analysis among new generations of financial analysts. Over its eight years of existence, 15,000 students have taken part, from more than 1,000 universities all over the world.

- The ESADE student team, made up of **Sebastian Oelighoff, Fee Gunkel, Jan Hendrik Wawers and Bernard Carl Andreas Schmid**, won the Oliver Wyman Iberia Case Competition (OWICC), an international competition for solving real business cases, held in November in Madrid. More than 1,000 students forming 216 teams from 27 universities with eight different nationalities took part in the latest edition of the competition.

- The European Doctoral programmes Association in Management & Business Administration (EDAMBA) has acknowledged the work of **Stefan Markovic**, PhD in Management Sciences from ESADE Business School, awarding him third prize for his thesis “21st-Century Brands: An Innovation Opportunity and an Ethical Challenge”. Furthermore, the theses of the recent ESADE doctors Margarida Truninger de Albuquerque, Mehdi Bagherzadeh Niri and Leticia Mosteo were also singled out as being among the top ten in the competition. The prizes for this annual doctoral thesis competition were awarded in the course of the EDAMBA Annual Meeting, held at Ca’ Foscari University in Venice.

#### Alumni

- **Lara Daniel**, who graduated from the ESADE Master of Science in Marketing Management in 2013, was included by the international publication Forbes in its “Forbes 30 Under 30” list, in the category Media & Marketing. The list selects 30 cases of young leaders who are defining the development of the world of news, content and sales strategies.



— Together with his brother, in 2012 **Ousman Umar** founded Nasco Feeding Minds (Nasco ICT), an NGO that aims to create a network of computer classrooms in rural schools in Ghana in order to provide children with access to information through digital tools. Ousman is an alumnus of the ESADE training programme in Management of Non-Government Organisations, a course taught by the ESADE Institute for Social Innovation and La Caixa.

## Grants programme: A commitment to talent and diversity in the classroom

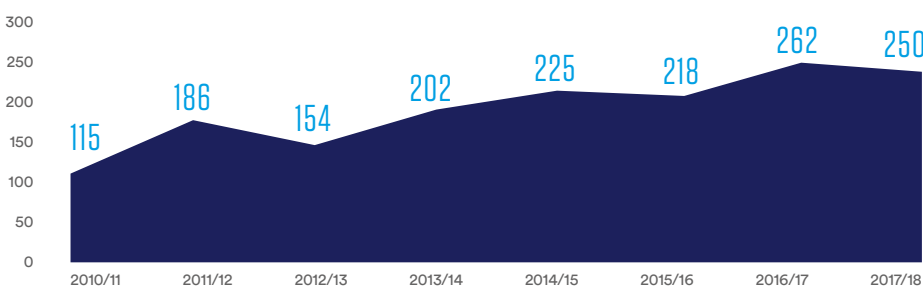
One of ESADE’s strategic projects is the Grants Programme, as it is the most effective tool for attracting the best talent and encouraging diversity in the classroom. For this reason, ESADE and the donors – organisations and individuals alike – join forces to endow the Programme with more funds. In the 2017-2018 academic year, **250 students** received a talent grant, which means that 9% of all students are able to study thanks to a grant. Furthermore, as in previous years, the average cover provided by the grants continued to rise, reaching 56%. In addition, **18 students** received a specific grant to participate in the SUD Programme, which consists of doing an internship in an NGO in a developing country.

The Grants Programme reflects one of the mission values of ESADE: a commitment to society through education. This commitment is appreciable in everyone who forms part of the ESADE community – alumni, students, faculty, staff and friends of ESADE – thanks to their determination to generate opportunities for the future for talented young people. Among the students’ initiatives we highlight the following:

- After years of efforts, we can talk of a consolidated tradition: the classes of MBA’18 and BBA’18, who have graduated this year, have organised a series of group activities to create a grant for a new student in the following academic year.
- Valuable collaboration with the Grants Programme is provided by the student association ESTalent, which has managed to become a donor thanks to various actions that target students on campus as a whole.

Special mention should be made of the **600 donors** whose contributions on an individual basis help to make the Grants Programme grow, and the **25 organisations** that back ESADE’s talent as a way of contributing to society, through the training of socially responsible leaders.

### TREND IN NUMBER OF GRANTHOLDERS IN ALL PROGRAMMES





## Rambla of Innovation

The Rambla of Innovation, a new learning and entrepreneurship support ecosystem located on the ESADE international campus in Sant Cugat, was launched in April 2018. Josep Franch, Dean of the Business School, stressed that the new learning model is fundamentally experiential. The classroom is no longer the only key feature; there is also the lab, a meeting point for knowledge, training and the business world, to foster a new educational methodology based on the student's experience.

The evolution of ESADE's educational and academic model has been present in the development and definition of the new Rambla of Innovation, which has required the redesigning of the main thoroughfare on the campus, with a total surface area of 2,100 m<sup>2</sup>. The outcome of the building work is **five learning laboratories**: open-plan spaces with modular furniture, networking points and simulation environments for conducting experiments with specific groups.

The Rambla of Innovation comprises **five experimentation and learning laboratories** equipped with a wide range of technical features allowing the application of innovative educational dynamics for promoting entrepreneurial initiative and the stimulation of innovation processes on its various premises.

The Latin American Council of Management Schools (Consejo Latinoamericano de Escuelas de Administración or CLADEA), an international network of 240 business schools and international educational organisations in Latin America, North America, Europe and Oceania, has recognised ESADE Business & Law School for its commitment to educational innovation, in the first edition of the CLADEA Awards 2018, held on 27 August in Barranquilla, Colombia. Specifically, ESADE was awarded first place in the category "University", subcategory "Innovation", for its project "Rambla of Innovation".







# 2. Research



## PRINCIPLE 4: RESEARCH

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

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**Improving the knowledge and impact of organisations in the creation of sustainable, social, environmental, and economic value – as well as the influence of responsible leadership.**

ESADE is committed to creating valuable research insights that help organisations and business leaders to become more socially responsible, ethically driven and sustainability-oriented. Below are some examples of our commitment towards sustainability and social responsibility.

**Academic research highlights on ethics, CSR and sustainability**



**“La revolución digital ante los grandes retos del mundo: 100 iniciativas de innovación social digital que están transformando América Latina”**  
Published by the ESADE Institute for Social Innovation, this study explores the convergence between the social sector, innovation and information & communication technologies, and its enormous potential when it comes to solving the economic disparities and the most critical social and environmental challenges currently in Latin America.



**“A paradox perspective on corporate sustainability: Descriptive, instrumental, and normative aspects.”**  
*In Journal of Business Ethics*  
The last decade has witnessed the emergence of a paradox perspective on corporate sustainability. In order to contribute to the consolidation of this emergent field of research, ESADE Professor Tobias Hahn offers a definition of the paradox perspective on corporate sustainability and a framework to delineate its descriptive, instrumental, and normative aspects, and its implications for research and practice.



**“Digital transformation in NGOs. Concepts, solutions and practical cases”**  
The world is living through an unprecedented transformation period characterised by technological innovation, resource scarcity and climate change. The process of digital transformation acts as a catalyst to accelerate change, creating highly demanding and challenging environments. This research study, made in collaboration with PwC, aims to be a guide to help non-governmental organisations and social entities adapt and evolve to be able to successfully face this challenging environment.



**“Gender Lens Investing: An Opportunity for the European Social Enterprise Ecosystem”**  
A study by the Institute for Social Innovation and the EY Foundation about the barriers women entrepreneurs face and inspiring practical initiatives to move towards greater social awareness in the social enterprise sector in Spain.



**“Leveraging the vertical: The contested dynamics of sustainability standards and labour in global production networks.”** *In British Journal of Industrial Relations*  
A study by ESADE Assistant Professor Maja Tampe in the British Journal of Industrial Relations tackles the keys to adopting sustainability standards effectively. Prof. Tampe’s research analyses two groups of farmers in Ecuador who adopted sustainability standards. The findings prove that the success or failure of sustainability standards hinges on whether the producers are able to improve their quality and to develop close and diversified relations with various buyers.



**“Embedding social innovation: Shaping societal norms and behaviors throughout the innovation process.”** *In Business & Society*  
New products and services that address grand societal challenges often require changes in societal norms, values, and expectations. This research by ESADE Professor Daniel Arenas tackles how different types of interactions between innovating actors and users along the innovation process shape the understanding of social innovation and stress the central role of physical experiences and positive emotions among users.



**“Impact investing: Financing social entrepreneurs.”** *In Entrepreneurial Finance*  
Impact investing is an emerging field of practice that evolves as we speak. As such, we are all still in a learning mode and practitioner networks such as the European Venture Philanthropy Association with research functions, as well as academic institutions and researchers, play an important role to facilitate the learning. In this publication, Lisa Hehenberger, Director of the ESADE Entrepreneurship Institute, builds on existing research and outlines recommendations for financing social enterprises.

## Research projects on social responsibility and sustainability

- **INVITE: Mathematical structures for linguistic assessments in decision processes: Advanced solutions for tourism management in Smart Cities**  
A project that focused on the development and implementation of decision-making and innovation processes for the management of leisure and culture in the ecosystem of smart cities.
- **KIC InnoEnergy**  
Supported by the European Institute of Innovation and Technology, this project aims at becoming an entrepreneurship **ecosystem** in the areas of energy and sustainability.
- **mySmartLife: Sustainable cities for a better future**  
A project to develop a strategy to transform European urban cities into sustainable environments.
- **SCALINGS: Scaling up Co-creation: Avenues and Limits for Integrating Society in Science and Innovation**  
A European Union research project aimed at tackling co-creation processes and ensuring that outcomes are socially robust and effective when transferred to other social-cultural contexts.
- **Proyecto SUSTBUS (Sustainable Business Models)**  
A research initiative to contribute to integrating sustainability and sustainable business models in higher education.

## Research recognitions and awards

- **ESADE case study on Veritas receives international recognition from North American Case Research Association (NACRA)**  
The case study, used in ESADE's classrooms, describes the rise of Veritas, a supermarket chain founded in 2002 that specialises in organic products.
- **ESADE researchers awarded the Spanish Finance Association (AEFIN) prize**  
Ruth Aguilera, Vicente Bermejo and Javier Capapé were awarded the Best Paper on Regulation Prize by the Spanish Finance Association.
- **ESADE Professor Tobias Hahn wins first prize of top management-research award**  
His research paper explores the case of the CEO of Puma and his actions on sustainability beyond business-as-usual.
- **ESADE Professor and Vice-Dean of Research Tamyko Ysa wins best paper award from Emerald Publishing**  
The Emerald's Literary Award recognises her research work on corporate governance of state-owned enterprises.
- **Cristina Giménez appointed Co-Editor in Chief of International Journal of Operations & Production Management**  
This recognition acknowledges her research contribution to the field of operations management and sustainable supply chains.



## Selected research-related activities on sustainability & social responsibility

When	Where	Activity
19-20 · 11 · 2017	Oslo	The ESADE Entrepreneurship Institute participates in 13th EVPA Annual Conference (Oslo)
30 · 11 · 2017	Barcelona	The ESADE Entrepreneurship Institute participates in the Ship2b Impact Forum
04 · 12 · 2017	Barcelona	Hult Prize
12 · 12 · 2017	Madrid	Presentation of the study "Investment with a gender approach: an opportunity for Europe's social enterprises ecosystem"
19 · 01 · 2018	Madrid	Presentation of the PwC-ESADE Leadership Programme study "Digital transformation in NGOs. Concepts, solutions and practical cases"
24-25 · 02 · 2018	Barcelona	The ESADE Entrepreneurship Institute participates in the Doing Good Doing Well 2018 panel: "Investing for a sustainable future"
03 · 05 · 2018	Barcelona	TEDxESADE: Trends of Tomorrow
08 · 05 · 2018	Madrid	ESADE Entrepreneurship Institute participates in Impact Forum presentation: Global Steering Group (GSG) on Impact Investment
09 · 05 · 2018	Soria	ESADE Entrepreneurship Institute participates in the event "Current situation of social entrepreneurship and impact investment in the EU" in "Impact investment and social innovation for repopulation in Europe"
04-05 · 06 · 2018	Barcelona	Venture Philanthropy and Impact Investing Course with EVPA
12 · 06 · 2018 14 · 06 · 2018 21 · 06 · 2018 28 · 06 · 2018	Chile Colombia Mexico Peru	Presentation of the study "The digital revolution in the face of the great challenges of the world: 100 digital social innovation initiatives that are transforming Latin America"
28 · 06 · 2018	Barcelona	ESADE Entrepreneurship Institute participates in Cleantech Camp
05 · 07 · 2018	Tallinn	ESADE Entrepreneurship Institute participates in EGOS conference (received the sub-track "Popular Paper" award)



## Selected publications on csr and sustainability

### Articles in impact factor journals

**Alonso Almeida, M., Buil Fabregà, M., Bagur Femenías, L. & Aznar-Alarcón, J.** (2017). Shedding light on sustainable development and stakeholder engagement: The role of individual dynamic capabilities. *Sustainable Development*, 25 (6), pp. 625-638.

**Durach, C. & Wiengarten, F.** (2017). Environmental management: The impact of national and organisational long-term orientation on plants' environmental practices and performance efficacy. *Journal of Cleaner Production*, 167 (20), pp. 749-758.

**Hahn, T. & Albert, N.** (2017). Strong reciprocity in consumer boycotts. *Journal of Business Ethics*, 145 (3), pp. 509-524. DOI: 10.1007/s10551-015-2870-3.

**Hahn, T. & Figge, F.** (2018). Why architecture does not matter: On the fallacy of sustainability balanced scorecards. *Journal of Business Ethics*, 150 (4), pp. 919-935.

**Hahn, T., Figge, F., Pinkse, J. & Preuss, L.** (2018). A paradox perspective on corporate sustainability: Descriptive, instrumental, and normative aspects. *Journal of Business Ethics*, 148 (2), pp. 235-248.

**Hildebrand, D., DeMotta, Y., Sen, S. & Valenzuela Martínez, A.M.** (2017). Consumer responses to corporate social responsibility (CSR) contribution type. *Journal of Consumer Research*, 44 (4), pp. 738-758.

**Laurence, J., Schmid, K. & Hewstone, M.** (2018). Ethnic diversity, inter-group attitudes and countervailing pathways of positive and negative inter-group contact: An analysis across workplaces and neighbourhoods. *Social Indicators Research*, 136 (2), pp. 719-749.

**Longoni, A. & Cagliano, R.** (2018). Inclusive environmental disclosure practices and firm performance: The role of green supply chain management. *International Journal of Operations & Production Management*, 38 (9), pp. 1815-1835.

**López Viguria, E. & Lozano, J.** (2018). Business school graduate profiles: From the declared ideal to discordance between business school executives - An analysis of five Jesuit business schools. *Journal of Jesuit Business Education*, (9), pp. 51-80.

**Lozano, J.** (2017). Leadership: The Being Component: Can the spiritual exercises of Saint Ignatius contribute to the debate on business education?. *Journal of Business Ethics*, 145 (4), pp. 795-809.

**Markovic Markovic, S., Iglesias, O., Singh, J. & Sierra, V.** (2018). How does the perceived ethicality of corporate service brands influence loyalty and positive word-of-mouth? Analyzing the roles of empathy, affective commitment, and perceived quality. *Journal of Business Ethics*, 148 (4), pp. 721-740.

**Pullman, M., Longoni, A. & Luzzini, D.** (2018). Emerging discourse incubator: The roles of institutional complexity and hybridity in social impact supply chain management. *Journal of Supply Chain Management*, 54 (2), pp. 3-20.

**Samara, G., Jamali, D., Sierra, V. & Parada Balderrama, M.** (2018). Who are the best performers? The environmental social performance of family firms. *Journal of Family Business Strategy*, 9 (1), pp. 33-43.

**Sierra, V., Iglesias, O., Markovic Markovic, S. & Singh, J.** (2017). Does ethical image build equity in corporate services brands? The influence of customer perceived ethicality on affect, perceived quality, and equity. *Journal of Business Ethics*, 144 (3), pp. 661-676.

**Tampe, Maja** (2018). Leveraging the vertical: The contested dynamics of sustainability standards and labour in global production networks. *British Journal of Industrial Relations*, 56 (1), pp. 43-78.

**Vila Fernández-Santacruz, M., Afsordegan, A., Agell, N., Sánchez Soler, M. & Costa Guix, G.** (2018). Influential factors in water planning for sustainable tourism destinations. *Journal of Sustainable Tourism*, 26 (7), pp. 1241-1256.

### Books and book chapters

**Bartlett Castella, E.** (2018). Pobreza energética. Una regulación controvertida. In Ponce Solé, J. & Soto Valle, J. I. (Coords.), *Pobreza energética: regulación jurídica y protección de los derechos de las personas* (pp. 47-66). Barcelona: Federació de Municipis de Catalunya.

**Giménez Thomsen, C., Sierra, V., Sancha Fernández, C., Rodón Mòdol, J. & Markovic Markovic, S.** (2018). The impact of environmental and social practices on the triple bottom line: A mediated model. In Lindgreen, A., Hirsch, B., Vallaster, C. & Yousofzai, S. (Eds.), *Measuring and controlling sustainability: Spanning theory and practice* (pp. 141-166). London; New York: Routledge.

**Hehenberger, L., Mair, J. & Seganti, S.** (2018). Impact investing: Financing social entrepreneurs. In Alemany, L. & Andreoli, J. (Eds.), *Entrepreneurial finance: The art and science of growing ventures* (pp. 485-529). Cambridge: Cambridge University Press.

**Mària Serrano, Josep F.** *Hacia el corazón del mundo*. Barcelona (Spain): Editorial Claret S.L., 11/2017, 226 p., Sabidurías; n° 11 (2017).

### ESADE publications

**Caralt, E., Carreras Fisas, I. & Sureda Varela, M.** (2017). *La transformación digital en las ONG: Conceptos, soluciones y casos prácticos*. Barcelona: ESADE. Instituto de Innovación Social, Madrid: Fundación PwC.

**Papageorgiou, K.** (2017). *Labs for social innovation*. Barcelona: ESADE. Instituto de Innovación Social, Stuttgart: Robert Bosch Stiftung.

**Pes Guixa, À., Castiñeira Fernández, Á., Arroyo Moliner, Liliána & Curto Pages, F.** (2018). *Pes Guixa, À. (Dir.), La contribució de les empreses espanyoles als objectius de desenvolupament sostenible*. Barcelona: ESADE. Càtedra Liderazgos y Gobernanza Democrática; Fundació Bancària "la Caixa".

**Reig Majoral, M. & Timeus, K.** (2018). *Observatorio de la cooperación público-privada en las políticas sanitarias y sociales*. Barcelona: ESADEgov-Centro de Gobernanza Pública.



# 3.

# Social Debate



## PRINCIPLE 6: DIALOGUE

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

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**Facilitate and support dialogue between various interest groups on critical issues in local and global agendas. Help build free, prosperous, and fairer societies.**

One of the mission lines of ESADE is to contribute to the social debate to build free, prosperous and fair societies. ESADE stands as a space for open and plural dialogue, for debating on the most relevant challenges of the present and the future. In the following we present some of the outstanding social debate initiatives of the academic year.

## Institutional Events

### Opening ceremony of the academic year

On 9 October, **Cristina Gallach**, EU High Commissioner for the 2030 Agenda and former UNO Undersecretary-General for Communications and Public Information, gave the inaugural lecture for the 2017-2018 academic year, entitled “Young people, stakeholders and drivers of the 2030 Agenda”. Gallach reviewed the 17 Sustainable Development Goals fostered by the United Nations to replace the Millennium Goals.

### Grant awards ceremony

ESADE's commitment to talent, diversity and equal opportunities is made visible in the grant awards ceremony. On this occasion 250 grants were awarded to students who would have been unable to take their course at ESADE without them. Two grant awards ceremonies were held in the 2017-2018 academic year: one for the bachelor programmes and the University Master in Legal Practice (MUA) and the other for the Masters of Science (MSc) and Master in Business Administration (MBA) (2 November and 20 November).

## Big Challenges

Big Challenges is a social debate initiative launched by ESADE in the 2015-2016 academic year, in partnership with ESADE Alumni. The activities undertaken through Big Challenges seek to broaden the general understanding on the main global trends and create social awareness of the challenges raised by them, in an attempt to formulate key questions allowing a proper grasp of the complexity of our world.

During the 2017-2018 academic year three events were held in the Big Challenges framework. In September, former Italian minister Enrico Letta assessed the future of Europe in the light of recent developments such as Donald Trump's victory in the US and the referendum in the UK about remaining in the European Union.

In March, Big Challenges reflected on the new global role of the US after the triumph of Donald Trump through the lens of James B. Steinberg, former Deputy Secretary of State to Hillary Clinton and currently a professor of Social Sciences, International Affairs and Law at Syracuse University. Javier Solana, President of ESADEgeo, chaired the event.

Lastly, on 25 May Big Challenges hosted a round table on the future of the planet entitled “Earth in the human age: Are we in time to save the planet?”. Manuel Arias Maldonado, professor of Political Science at the University of Málaga, and Rafael Sardá, senior scientist at the CSIC and academic assistant in the Department of Operations, Innovation and Data Sciences at ESADE, spoke at the event.





## Institute for Social Innovation Annual Conference

“The Sustainable Development Goals (SDG) are brave because they fix a goal, a set of targets.” Ignasi Carreras, Director of the ESADE Institute for Social Innovation, opened the 11th Institute for Social Innovation Annual Conference on 17 April 2018 with these words. A range of sectors – NGOs, private sector, public sector and social entrepreneurs – had the opportunity to reflect and debate on their contribution to the SDGs in order to rise to the challenges facing our world through innovative and effective partnerships, tools and actions.

## Leadership moments

The Leadership Moments cycle, promoted by the Chair in LeadershipS and Democratic Governance and sponsored by Everis, is aimed at top-level company executives and institutional directors. Its sessions feature exceptional guest speakers who recount leadership situations they have experienced personally.

This programme encourages individual and shared reflection on the practice of leadership and its problems, enhanced by the bond of trust between the participants, all of whom have high executive responsibilities. Over the years, these bonds have come to create a learning community that helps in meeting the adaptational or transformational challenges facing today’s organisations.

Two Leadership Moments were discussed in the 2017-2018 academic year, the first involving Ugo Valenti and Constantí Serrallonga, directors of Fira de Barcelona, and the second by Manel del Castillo, CEO of Sant Joan de Déu Hospital.

## ESADE and Fundación SERES cycle of conferences

### “Volunteering, new trends in employee participation” – 16 November 2017

The conference brought together managers of Grupo VIPS, Marsh and CaixaBank to talk about the impact of the social actions in which their employees are involved. The experts taking part concluded that corporate volunteering encourages a sense of belonging and attracts engaged talent.

### “Co-responsibility in the development of policies with suppliers” – 30 January 2018

Managers of Leroy Merlin, Grupo Siro and Danone came together to debate on the impact of supplier policies on their value chain. Ignasi Carreras, Director of the Institute for Social Innovation and moderator of the conference, stressed that incorporating ethical, social and environmental quality into companies’ value chain are essential aspects to guarantee their smooth functioning and articulate an optimal social responsibility policy.

### “Are responsible companies more attractive for attracting young talent?” – 26 April 2018

In the conference held at ESADE, heads of EY, Huawei and IBM concurred that the ability to attract talent hinges on innovation, training schemes and professional and personal development within firms. Diversity, flexibility and connectivity are key when it comes to attracting and retaining young talent in companies.

### “CSR: Business development and contribution to the progress of the sector” – 14 June 2018

Directors of Philip Morris Spain and the PwC Foundation talked about how social responsibility generates value in companies. The participants agreed that being responsible reinforces the competitiveness of the firm, but it is difficult to determine to what extent. The creation of a system for measuring social responsibility could showcase its contribution to business development.



## ESADE cycle on diversity: “diversity in boards of directors and management committees”

First session of the cycle, held on 17 March 2018 with the participation of Stella Mally, member of Women’s Economy Europe, in which the debate focused on gender equality and its impact on the competitiveness of companies. Contributions were made by board members María Luisa Jordá and Abel Linares; President and CEO of Merck Marieta Jiménez; and the Director of the ESADE-PwC Programme for Board Members, Mario Lara, who shared the keys to women’s access to top corporate governing bodies.

## Institute for Social Innovation events in the area of training programmes

- LIS 16-17 closing ceremony and lecture by Genís Roca: “The contribution of the internet to the ethical development of the company and society” (Caixa Forum Barcelona 05/10/2017)
- DGONG 16-17 closing ceremony and lecture by Miriam Subirana: “Keys to live together in harmony and lead on the basis of inner wisdom” (Caixa Forum Madrid 18/10/2017)
- Round table: Nurturing and changing organisational culture in non-profit organisations (Caixa Forum Barcelona 17/01/2017)
- Round table: What companies expect from NGOs in their partnership projects (Caixa Forum Madrid 06/02/2017)
- Round table: Challenges and lessons from the transformation of NGOs into hybrid organisations (Caixa Forum Madrid 09/05/2017)
- Round table: Communication strategies and branding in NGOs (Caixa Forum Barcelona 23/05/2016)





## Other conferences

### “New forms of employment on digital platforms”

Conference led by Professor Anna Ginès, Director of the ESADE Institute for Labour Studies, in which the debate centred on the replacement of steady jobs with short-term forms of employment. Digital platforms are based on the division of labour into microtasks, outsourced to a large number of service providers. In general, forms of employment have been transformed and have become more precarious, lacking the protection of labour regulations and occupational risk prevention.

### “Citizen lobbying: new forms of participatory politics”

Session held at ESADE Madrid and organised in conjunction with KREAB, in the framework of their joint programme “Public agenda: power and counterpower”. Professor Alberto Alemanno, of HEC Paris and NYU School of Law, defended the idea that the future of participatory politics lies in the creation of citizens’ coalitions, non-conventional alliances between different communities in society that are capable of setting priorities in the public agenda, heightening awareness and influencing political decision-making; in short, unleashing social change.

### “Challenges and trends in corporate compliance: main practical issues”

Session organised by ESADE Law School in Madrid, in collaboration with the Wolters Kluwer Foundation, with the participation of Elisabeth González, Director of Legal & Compliance at Morgan Stanley; Carlos Zabala, Counsel Litigation and Dispute Resolution at Clifford Chance; and Lidón Safont, Compliance Officer at Telefónica España. The speakers coincided in the need for continuous legal training and the opinion that the three main functions of the compliance officer are prevention, detection and response to the company’s failures to comply with the law.

### 7<sup>th</sup> Automobile Barcelona trade conference

Organised by ESADE Alumni and the employers’ associations Faconauto and Fecavem, the conference brought together 200 professionals of the sector to discuss new models of mobility and purchase of electric vehicles. Both employers’ associations considered that the car should be seen as an ally to advance towards the decarbonisation of the mobility model, which involves supporting alternative energy vehicles. There was agreement that car dealerships should play a leading role as prescribers of sustainable mobility.

### ESADEgeo Event: “Energy transitions: beyond scenarios”

The session, organised by ESADEgeo and moderated by Javier Solana, took place on 28 May, and featured contributions from the Secretary of State for Energy, Daniel Navia, and UC San Diego Professor David Victor. Attention was focused on how to move on from projecting energy transition scenarios to implementing policies to make a real change in the energy system on a global scale.

### “Metastasis challenge: from research to social impact”

The event was held on 15 March in Barcelona and was organised by IRB Barcelona and ESADE, to highlight the importance of uniting all the social players to face the challenge of cancer research. Scientist Joan Massagué took part, making an appeal to the approximately 100 personalities from the business and innovation world who were present to rise to the challenge of fighting metastatic cancer.



## Reports and studies

### ESADE-Obra Social “la Caixa” Social Confidence Index

The Social Confidence Index is a summary indicator that measures citizens’ level of social confidence, understood as their capacity to access those goods and resources that ensure them a widely accepted degree of safety, everyday comfort, independence and personal welfare. The index reflects, to an extent, citizens’ state of mind regarding those variables that give safety and well-being to their day-to-day life. In the 2017-2018 academic year, the results of the eighth wave of fieldwork (September 2017) were published, having been presented in Barcelona with the participation of Pau Marí-Klose and Eloisa del Pino, two of the foremost experts in child poverty in Spain.



### Funding the gap

Will it be possible to fund the health system in the future and reduce health inequalities? This is the question addressed by the study “Funding the gap”, conducted by ESADE and Antares Consulting. The universalisation of health systems has been one of the most significant social achievements of recent decades. However, there is an ongoing debate about their economic sustainability: the most pessimistic forecasts indicate that in the next 10 years the health system will need to practically double today’s public health expenditure.

The publication of the study gave rise to a conference attended by the top representatives of a sector that is undergoing transformation and is concerned about its sustainability.



### Impact of microcredits (MicroBank)

The ESADE Institute for Social Innovation presented the report on the impact of microcredits, based on a survey among beneficiaries of MicroBank loans. One of its main conclusions is that this type of credit has facilitated the creation of new jobs, either through the startup process of new businesses or the expansion of existing ones. In fact, 93% of the entrepreneurs funded continue to work in their own businesses and 29% of them have contracted at least one worker since being awarded the microcredit.



### The transition towards a low-carbon economy

The ESADE Institute for Social Innovation and the Caja de Ingenieros Foundation have jointly published the report “The transition towards a low-carbon economy: A look at the finance and food industries”. The study points to the main risks arising from climate change for two economic sectors that are basic for the Spanish economy: the finance and food industries.



# 4.

# ESADE community & stakeholders



## PRINCIPLE 7: ORGANISATIONAL PRACTICES

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

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**Organisational practices reveal institutional identity and values. Interact with stakeholders and networks to strengthen educational, social, and environmental relationships and commitments.**

## Training in identity and mission for faculty and administrative and services staff

### Values Workshop

The workshop consists of two activities; the first, “**ESADE’s values and the Jesuit tradition**”, was held in Manresa, and the second, “**ESADE’s values: proclaimed values and practised values**”, was held in the Borja Centre and was attended by **70 people**.

### Meeting in Manresa

Addressed to staff who have attended the UNIJES Identity and Mission training sessions. The event was held at the Cova de Sant Ignasi International Spirituality Centre with the aim of reflecting on transparency as a value on the basis of the Jesuit tradition. The talk “**ESADE as a mentoring community**” was given by Professor Josep M. Lozano. The team in charge of the University Development Service, Jaume Maranges and Laura Guindeo, shared their experience in the **SUD Project**. The meeting was attended by **30 people**.

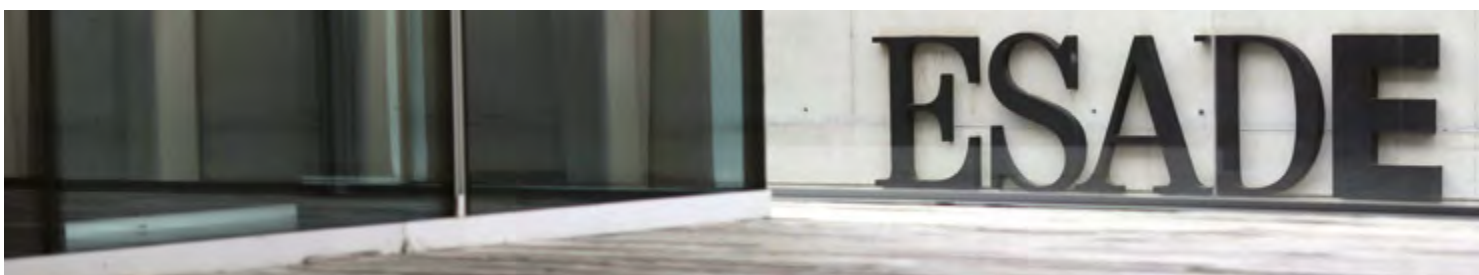
## Participation in UNIJES meetings

Faculty and administrative and services staff members take part annually in the inter-university meetings held by UNIJES in Loyola and Salamanca to examine in depth the mission and the purpose of the Jesuit universities and the Ledesma-Kolvenbach university paradigm. These meetings also serve to share experiences with colleagues from different Jesuit centres and universities. During the 2017-2018 academic year 11 ESADE members attended the meetings.

## World assembly of JESUIT universities

“**Transforming Our World Together**” was the theme of the assembly, held at the University of Deusto with the aim of reflecting on and delving deeper into some of the main challenges and hurdles facing the academic institutions led by the Society of Jesus, including Georgetown and Loyola Chicago Universities, ESADE Business & Law School, San Francisco University, Universidad Javeriana in Bogotá, and Sophia University in Tokyo. The assembly was chaired by Fr. Arturo Sosa, Superior General of the Society of Jesus.

ESADE was represented at the event by the Director General, Eugenia Bieto, and the Secretary General, Enrique López Viguria.



## Other initiatives

### Welcome Plan with the Directorate General

A meeting was held between the Director General and staff who joined ESADE during the 2017-2018 academic year, with a total of 16 participants of 8 different nationalities.

In her address, the director stressed a primary characteristic of ESADE: **to train changemakers**, which explains the existence of collaborative environments such as the Rambla of Innovation on the Sant Cugat Campus, where creativity is nurtured and entrepreneurship encouraged, as part of the business legacy. She also made a brief mention of corporate values and the importance of social responsibility, and to the institution's Jesuit tradition and inspiration.



### People Day

A meeting open to staff and their families, held at the Moll de Marina in Barcelona and attended by **178 people**.

### Executive development and personnel management

In the 2017-2018 academic year the Leadership Challenge programmes were consolidated, with three parallel editions, accounting for 16% of training scheme hours.

### ESADE Training Programme

A total of 67 different courses were offered on all three campuses (Barcelona-Pedralbes, Barcelona-Sant Cugat and Madrid), and **462 people** took part in them. Some examples of these courses are Self-Leadership as a Differential Skill, Public Speaking Skills, Office Automation, Technology and Digital Culture, and Digital Marketing, among others.

### Wellness Programme

With the intention of promoting the health and well-being of the staff, the training scheme includes a wellness line of activity, the aim of which is to ensure the health and welfare of people at ESADE. Classes were offered in yoga, voice care, integrative breathing, mindfulness, stopping smoking, etc. A total of **214 people** took part.

### Coach Project

ESADE has collaborated with Fundació Exit since 2012 through its Coach Project, the mission of which is to train young people at risk of social exclusion so that they can improve their employability. In the 2017-2018 academic year, ESADE Alumni also collaborated on the project.

### Erasmus+ staff exchange programme

This programme enables teaching and non-teaching staff of higher education institutions to work in a European institution belonging to the Erasmus University Charter. During the 2017-2018 academic year **3 people** took part in the programme.

### Internship students

ESADE puts store by young professionals who have a will to contribute value to the organisation, seek continuous improvement and make learning an enriching experience. A total of **112 students** took part. This video shows the celebration of "International Trainee Day":

[https://youtu.be/jUlt\\_LbXLd4](https://youtu.be/jUlt_LbXLd4)



## Relations between the academic community and the main stakeholders

Communication and interaction between the academic community (faculty, students, administrative and services staff and alumni) and the main stakeholders are very important for ESADE. We give account of the main initiatives in this respect below:

### 3<sup>rd</sup> SR-ESADE Stakeholder Panel

The 3<sup>rd</sup> SR-ESADE Stakeholder Panel was held in November 2017, with the participation of **20 people** from the various stakeholder groups: trustees, alumni, enterprise, suppliers, NGOs, students, faculty, administrative and services staff and institutional management.

Eugenia Bieto, the Director General, started the proceedings with some words of welcome and presentation of ESADE. Enrique López Víguria, the Secretary General, then went on to introduce the achievements and the progress made in the 2014-2018 SR-ESADE Master Plan and announced the priorities for the 2017-2018 academic year.

Three working groups were then formed, each of them answering questions related to its allotted area: SR-E Social, SR-E Environmental and SR-E Future. Finally, the floor was opened up to all those present, the representatives of each group setting forth their ideas, proposals and recommendations.

### 3<sup>rd</sup> Solidarity Day

The aim is to raise the community's awareness of local and global social reality, by fostering reflection and awakening interest in improving our world through our day-to-day activity.

The Solidarity Day is convened yearly on a specific issue, **in the framework of the Sustainable Development Goals**. It is an event designed *by and for* the community, and is attended by more than 100 people representing the different groups.



On this occasion, it was dedicated to **climate change** (SDG #13: climate action) and the **circular economy** (SDG #12: responsible production and consumption).

Highlights included Professor Tobias Hahn's talk on climate change: "**Why do companies need to leave their comfort zone?**"; the presentation of a **circular economy and social entrepreneurship case study**, represented by **ESADE Alumni Giving Back** pro bono consultants Ivò Valdivieso and Eric Nielsen, accompanied by Isabel Rallo, Director of Alumni Giving Back, and representatives of the organisations Andròmines, Engrunes and Solidança; and the **circular economy business game** offered by Víctor Moyano of Creafutur.



## AliaRS-E network

The AliaRS-E Network, made up of **189 allies** (administrative and services staff and faculty members), reached five years of age. It is an informal and open network that seeks to lead and bring about a significant change in awareness, behaviour and policies, from the viewpoint of social and environmental responsibility. Two forums were held:



### 9<sup>th</sup> Forum: “Let’s be #ESADEsocial”

The event, held on 28 November, involved the participation of Thais Sánchez of **Casal dels Infants** and the collaboration of several members of ESADE who have led initiatives with this organisation: Christmas campaign and student volunteering (Mathieu Peteau of Empresa i Societat), crowdfunding by Alumni Giving Back (Isabel Rallo), participation in subjects (Maria Galli, Professor of Marketing) and at the Executive Master Day (Miriam Clota, Executive Education Manager Programme). The event was attended by **50 people**.



### 10<sup>th</sup> AliaRS-E Network Forum

Held on 7 June, the event was divided into three activities. In the first, 6 allies took part (Teresa Careta, Xavier Llenas, Anna Lobo, Montse Jimenez, Rebeca Carpi and Ignasi Carreras), who, moderated by Nuria Renart, helped to make a joint assessment of the inroads and improvements that have taken place over recent years in SR-E issues. Communicator and humourist Julian Bruscantini went on to share his reflections from his viewpoint as an outsider to the institution. To conclude, Janette Martell presented “**Sustainability in Higher Education**”: new trends at the world’s main pioneering and inspiring universities. The forum was attended by **60 people**.

## Identity and social responsibility advisory board (CIRS-E)

The CIRS-E has been set up with the aim of strengthening ESADE’s identity and social responsibility. It is made up of management, faculty and administrative and services staff, and serves to provide analysis and feedback for the process of continuous improvement. During the 2017-2018 academic year **5 working sessions** were held.







**BSADE**

Universidad Ramón

## Student associations

The student associations carry out a number of activities over the academic year. By way of example, below we describe some of the associations and give an example of their main activities:

### oikos Barcelona

As a member of the oikos international student network (20 countries and 43 chapters), oikos Barcelona organised the annual event of the worldwide network with various activities to analyse **sustainability in the tourist industry**: discussion panels, workshops organised by companies and by the members themselves, talks, tours of Barcelona and nighttime activities. The event was attended by **130 members**.



### ESTalent

With the aim of **raising funds for the Grants Programme**, ESTalent organised a draw for a three-day trip to Berlin, in conjunction with Drumwit. Also worthy of note is the **Associations Barbecue**, an event that brings together the members of the different associations, affording an opportunity to spend a day together, meet new people and contribute to the Grants Programme. A total of **50 students** took part.

### Empresa i Societat

This is a **socially oriented association** with **35 members** who put students in contact with third-sector entities and other organisations with a social purpose, to use their knowledge and time to support social entrepreneurship, volunteering, sustainability and other social initiatives and create awareness on campus. One highlight was the food collection campaign for Banc dels Aliments, in which students donated to shelters for people in need.

### E-Joventut

E-Joventut is a student association that drives social change by holding activities and events. They organised the Innovation Quest and the Consulting Academy within the Campus Party, fostering recycling and the responsible use of plastic.

### ESADE Sports

The purpose of this association is to promote sport at ESADE. Its main event is **EuroESADE**, last held in April 2018, with the **participation of 400 sportspeople** sponsored by 10 companies. EuroESADE also seeks to promote solidarity with Middle Eastern and North African countries, inviting students at business schools in these regions to take part in the tournament.





**Forward**

Forward is an association that seeks to **promote social change** by making people aware of the inequalities that exist. Its motto is “a society that promotes the social, economic and political equality of all genders and ethnic groups”. It has more than **30 members** and runs a blog.

“ I am angry because it is an everyday battle for every woman out there to fight and to prove themselves in order to be treated with respect

“ It feels so forced So forced To believe In what I believe



**E-Comedus**

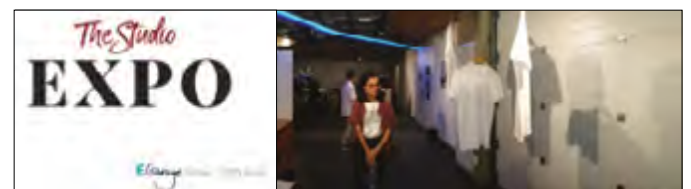
E-Comedus is an association created with the aim of enabling students to discover the **world of gastronomy**. Several discussion forums were organised in which students had the opportunity to offer ideas on current food-related topics.

**The Studio**

The Studio designed, in collaboration with SR-ESADE, the **poster to promote the creativity competition** held as part of Solidarity Day, in April 2018, the theme of which was “For a more responsible consumption”.



They also held an **EXPO**, in April 2018, exhibiting **works by more than 40 students**, including writings, poems, drawings, paintings, photographs, short films, 3D virtual models and clothing designs. With an attendance of **300 visitors**, the first steps were taken towards forming an artistic community at ESADE.



**ESADE Musicians**

This association encourages and channels students’ musical talent, through events in collaboration with the institution and other associations. They took part in several social projects: Uniraid, the Blood Bank, Solidarity Day, the Old People’s Home Project and EuroESADE.



## ESADECREAPOLIS

### ESADECREAPOLIS HEALTH FORUM

#### Social Return on Investment (SROI)

ESADECREAPOLIS collaborates with La Caixa Foundation to **measure the social impact of its psychosocial care programme for advanced stage patients**. The programme, now celebrating its 10th year, serves more than 100 health and socio-health institutions and their patients, through 42 psychosocial care teams and over 220 professionals including physicians, psychologists, social workers and pastoral workers, among others. Using the ESADECREAPOLIS Social Return on Investment (SROI) methodology, it analyses the social impact that the programme has on all the people and organisations involved: patients, families, health professionals, health institutions and public administration.

#### Home Social and Health Care Project

ESADECREAPOLIS is developing a tool to **improve comprehensive care for people treated at home**, in partnership with the Catalan public administration. Through interviews, workshops and group dynamics with experts, and focus groups and in-depth interviews with patients and carers, the aim is to develop a narrative capable of generating solutions and services that put the person at the centre of home social and health care.



#### 2018 Solidarity calendar

ESADECREAPOLIS collaborates with **Mundo Posible: The Little Big Project**, an association that supports development microprojects, through its annual fundraising calendar. These projects focus on initiatives supporting rural communities in Kenya, including one that supports Mau Forest schoolgirls, aimed at reducing absenteeism and improving schooling.



#### Creafutur - Circular Economy Study

The Creafutur Foundation has conducted the study **“Citizens and the circular economy”**, with the twofold objective of analysing citizens’ behaviour, attitudes and perceptions with regard to sustainability and the adoption of circular economy practices (such as reuse, repair, recycle) and identifying local and international good practices aimed at speeding up the transition to the circular economy. The study is the result of a year’s work and the participation of 14 organisations, both public and private.

## Networks and organisations

### CEMS Global Network Annual Meeting

More than **150 students** of the CEMS Master in International Management, of nine top European business schools and **33 nationalities**, met at ESADE to take part in the Model United Nations Framework Convention on Climate Change (Model UNFCCC), in which students take on the roles of governments, civil society and representatives worldwide. This innovative simulation is an opportunity for CEMS Master students to develop skills in relation to one of the most urgent social issues of our time and to gain a better understanding of the role of the business world in the search for global solutions to climate change.

During the inaugural session, the students issued an appeal for action to the educational community as a whole to tackle this global challenge.



### Office of the European Parliament in Spain

ESADE is the first business school to sign the **#DóndeEstánEllas** (“Where are the women?”) protocol with which the European Parliament seeks to promote gender equality in public events.



The main goals of the protocol include **encouraging women to participate in public debates, conferences and communication events, and enhancing the visibility of their role and their contribution to the progress of the European Union.** Furthermore, the organisations that have joined the manifesto have committed to publishing statistics on the participation of women experts at their events starting in 2019, with the aim of improving the percentage each year.

### Netmentora Catalunya

**Netmentora Catalunya** and Fundació ESADE have signed a **collaboration agreement to boost entrepreneurship, by promoting joint initiatives contributing to the success of new entrepreneurs and job creation.**

The partnership seeks to find positive synergies between the two institutions with a view to potential entrepreneurs at ESADE benefiting from Netmentora’s mentoring programme. Entrepreneurship forms part of ESADE’s vocation, with many entrepreneur support programmes. Among them, pride of place is held by **EWorks**, a programme for creating new fast-growth companies that helps students in the first stages of setting up new companies and offers a pre-acceleration programme. In addition, EWorks has a space in the recently inaugurated **Rambla of Innovation** to house future entrepreneurs.



## Dialoga Prize



“What is dialogue and what advantages can it offer us in the management of our conflicts?”; this was the question put to more than **250 secondary school students in their final year of compulsory or their first year of post-compulsory education**, and answered in the fourth edition of the **Dialoga Prize**, organised by the **Conflict Management Research Group de ESADE** and the College of Notaries of Catalonia.

The aim of the Dialoga Prize is to **bring mediation and negotiation into the classroom as an alternative method to solve conflicts**. The winners of the latest edition were given a grant to attend the pre-university Summer Programme at ESADE Law School.

## Promociona Project

The Women’s Institute and the Spanish employers’ association CEOE convened the 6th edition of the **Promociona Project - Executive Programme for Women in Senior Management**, and **ESADE** repeated as its academic partner. This initiative aims to achieve increased representation of women in senior management posts. To this end it works to identify and promote female talent, by developing and strengthening the professional and leadership capabilities and skills, and by raising awareness in firms. To date, **437 women executives in over 260 companies** have participated, and **45% of the participants have been promoted**.







# 5. Institutional Policies



## PRINCIPLE 7: ORGANISATIONAL PRACTICES

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

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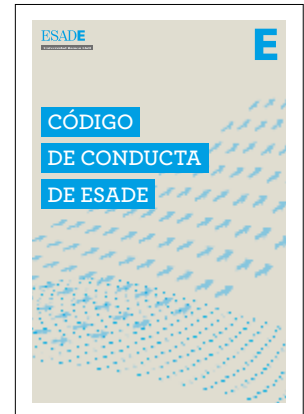


**Aligning ESADE’s policies with our mission, identity, and social responsibility.**

Three main developments can be highlighted in this area over the 2017-18 academic year:

- The **ESADE Code of Conduct** is an express statement of the principles and values that inspire and guide the behaviour of ESADE as an academic institution, and as an orienting framework on how to act and behave for the individuals that make up its community.

Professor Manuel Alfaro completed his term as **Code of Conduct Ombudsman**, stressing in his final report that this first period of implementation of the Code has been somewhat reactive, having channelled and responded to the various complaints filed by the community. On the basis of the initial experience, in his report he points to the need to enter a new more proactive stage with regard to compliance with institutional regulations and policies, also recommending that both the Code and the figure of the Ombudsman should be given a higher profile, using the various internal communication channels of ESADE.



- **Compliance Policy:** With a view to guaranteeing compliance with both legally imposed obligations and those undertaken voluntarily by the institution, the foundations and the proposed architecture for ESADE’s compliance policy have been developed, and have already been presented before the Board of Trustees of Fundació ESADE. Specifically, the legal framework applicable to ESADE has been studied, a risk map has been prepared and tasks have been coordinated with the Society of Jesus to harmonise the current project with its compliance policy.

Fundació ESADE possesses high-level cross-cutting controls that, in conjunction with other documents of an organisational and foundational nature allowing for certain compliance-related aspects, form the basis of ESADE’s model of internal policies, control and procedures for meeting its obligations. Work has also begun on defining the architecture of the compliance function, with the aim of determining the dependence of this function, its composition, duties and links with other areas, with attention not only to the main compliance standards but also the circumstances and needs of ESADE.

- **Transparency: InfoCEX and institutional documentation.** Publication of *InfoCEX*, a periodical information sheet released with the intention of improving internal communication and the transparency of the organisation. The Executive Committee decided to increase the use of the intranet to inform about the agreements and topics addressed at its monthly meetings. *InfoCEX* informs about matters and decisions reached on the development of the Strategic Plan, institutional policies, programme portfolio, research centres, budget and economic monitoring, academic and corporate units, projects and action plans, etc.



In addition, a document repository has been set up on the intranet with the main documents passed by the Board of Trustees of Fundació ESADE.

- **Other institutional policies:** Policies related to areas such as HR, the environment, social action, reporting, etc., are discussed in other chapters of this report.

# 6. Environmental Responsibility



## PRINCIPLE 7: ORGANISATIONAL PRACTICES

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

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**Raising awareness and supporting the adoption of behaviours, habits, policies, and systems that align with a more sustainable and responsible vision.**

During the 2016-2017 academic year, the students' association oikos Barcelona celebrated the Sustainability Cycle. As part of the programme, the participants solved a case study in teams, focusing on proposing solutions to a specific sustainability problem: eliminating plastic bottles in the catering services of the academic building on the Barcelona-Sant Cugat Campus.

Once this experience was completed, the SR-E team reviewed all the proposals made by the various teams and singled out those ideas/proposals for improvement that were viable in order to implement them, and they were included in the Environmental Responsibility Plan for the 2017-2018 academic year.

These are some of the initiatives proposed by the students and subsequently implemented in the course of the academic year:

- Check the drinking fountains to increase the water pressure and ensure their proper functioning.  
Technical audits are carried out yearly to ensure their correct functioning and perform scientific tests of the water quality.
- Put a notice on each drinking fountain drawing attention to the benefits of good water quality for health, as the fountains filter to reduce chlorine and lead content.  
The oikos Barcelona students were involved in the design of the notice, which is now displayed above each drinking fountain.
- Renew the signs on the bins to make it easier to dispose of the most common types of waste.  
The oikos Barcelona students were invited to design the signs, which are now displayed on all the bins in the school.
- Launch awareness-raising campaigns aimed at the different groups in the school.  
The campaign “to raise awareness of sustainability at ESADE” was designed, including the renewal of the Green Rules, and was implemented in all the available media: screensavers, TVs in bars, video, posters, celebration of World Days, etc.



## Environmental good practices campaign

Over the academic year the **environmental good practices campaign** was continued, with the aim of raising awareness and encouraging the adoption of behaviours and habits in line with a more sustainable view of the institution.

### Green Rules

The compendium of good practices was renewed to heighten awareness within the academic community on aspects of environmental improvement, linking them to the Sustainable Development Goals.



### Campaign to eliminate plastic bottles

- Installation of 13 new bottled water dispensers in the Executive Education classrooms, in Building 3, leading to a substantial saving in water and plastic.
- Installation of 3 new drinking fountains.
- Placement of notices on all the drinking fountains informing about the benefits of using them.



### Campaign to curb food wastage

During the 2017-2018 academic year the adoption of more responsible behaviours and habits was encouraged in the institution's cafeterias, where the picture below is displayed on a sign and can be seen before ordering food or on the door on the way into the cafeteria.



### Recycling campaign

- Installation of 5 recycling points that incorporate a bin for CDs and DVDs, one for small electrical and electronic appliances, and one for printer cartridges, among others, on the Pedralbes and Sant Cugat Campuses, with an information panel devoted to SR-E campaigns.
- Recycling of furniture for floor A of the academic building in Sant Cugat and the HR meeting room in Barcelona.



## Changes in consumption

The table below shows the positive changes that took place in consumption:

CONSUMPTION	2011 - 12	2012 - 13	2013 - 14	2014 - 15	2015 - 16	2016 - 17	2017 - 18
Paper (T)	50	43	29	27	23,8	19,8	18,76
Electricity (kW/m <sup>2</sup> )	140	122	110	105	90,28	91,08	90,97
Water (m <sup>3</sup> /m <sup>2</sup> )	0,53	0,56	0,46	0,81	0,80	0,71	0,77

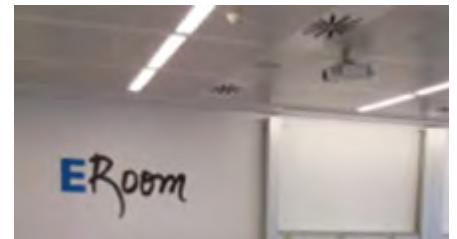
General Services (SSGG) are following the parameters set by the US Green Building Council, with the aim of obtaining certification as sustainable buildings and spaces.

**LEED certification** is sought for buildings (substantial refurbishment) or new teaching areas (E-Room type classrooms).

For this reason, SSGG focus on different lines of work, which are reflected in the following actions:

### Initiatives to reduce energy consumption

- Sant Cugat Campus communal areas: BBA classrooms in Module C of ESADECREAPOLIS, Rambla of Innovation, Classrooms 103-104 Division, and E-Room:
  - Automatic presence-dependent control for activation of LED lighting / air conditioning in classrooms and communal areas.
  - Automatic light intensity regulation depending on outdoor conditions (daylight/darkness).
  - Heat exchangers for air extraction/impulsion. The fans are equipped with EC motors with a performance that enables us to meet the new energy-saving requirements.
  - Priority use of sustainable materials and products.
- Replacement of air conditioning equipment with high-efficiency models in Buildings 1 and 2.
  - New cooling plant (Building 1), connected to the water-powered air conditioning network (radiators) to harness the residual heat from the existing heating boiler.
  - Cooling plant (with heat pump) in Building 2.
- Installation of equipment for continuous monitoring of electricity and heat consumption in the premises of the Rambla of Innovation.
  - New control equipment for the integration of our BMS (Building Management System).
- Solar thermal installation for domestic hot water on the Sant Cugat Campus.
  - The installation has been completed for the production of domestic hot water on campus.
  - This improvement yields a direct energy saving: the energy is green, as it powered by the sun.
  - It is located on the roof of the east tower of the academic building on the Sant Cugat Campus.





### Initiatives to reduce environmental impact

Over the 2017-2018 academic year, the following actions have been taken:

- Elimination of the paper placemats in the trays of the restaurant in Building 1.
- Restoration and re-upholstering of furniture.
- Phased project to replace paper hand towels with electric driers: pilot scheme in the 2017-2018 academic year, with the installation of six units in Sant Cugat, two in Building 1, and two in Building 3 in Pedralbes.
- Solar installation on the Sant Cugat Campus, combating the emission of CO<sub>2</sub> (greenhouse effect).
- Carsharing agreement between Avancar and the ESADE community. The fleet now includes the first hybrid vehicle in Sant Cugat.
- Facilitation of the use of bicycles in the Building 3 car park, by adapting and signposting a specific entrance for cyclists without a barrier.







# 7. Social action & cooperation



## PRINCIPLE 7: ORGANISATIONAL PRACTICES

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

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**Commitments and initiatives open to everyone to demonstrate solidarity in a variety of collaborative experiences.**

## Social action programme: a shared project

This project is open to the whole of the ESADE community, so that they can experience a collective solidarity initiative. The participant organisations are chosen by means of an internal voting system (among faculty and administrative and services staff) out of a group of NGOs previously shortlisted by an internal committee of experts, using the following criteria:

- The organisation should be aligned with the mission and values of ESADE, have some sort of link with the institution, and be proposed and led by an ESADE member or team.
- The organisation’s mission should focus on a particular field (poverty, international cooperation, children, etc.) and the collaboration project should be able to fit in with the nature of our activities and match the available resources.

Over the two-year period 2017-2018, the programme was conducted with three organisations:

- **Casal dels Infants** (Barcelona/Sant Cugat), a social and civic organisation that works in several neighbourhoods with disadvantaged children and young people, to offer them maximum opportunities.
- **Fundación Down España** (Madrid), an organisation that strives to facilitate the inclusion of people with Down syndrome in all the spheres of their life.
- **Jesuit Refugee Service** (international), an organisation with the mission to assist, serve and defend refugees and other displaced people.



Over the last academic year several initiatives were carried out with the three organisations. Some of them are presented below:

- a. **Academic collaborations** in the development of case studies for various subjects: Marketing Communications Strategy with Professor Maria Galli, Social Marketing with Professors Juan Mezo and Gerard Costa, Communication Workshop with Steve Guest, Social Responsibility Workshops in the Law School with Professor Rebeca Carpi, and participation by the management team of Casal dels Infants in a working session with Professor Ferran Ramón Cortés on leadership matters, etc.
- b. **Communication and awareness-raising:** Visibility of the collaboration with the organisations and of the initiatives through the various ESADE channels (screens, social networks, newsletters, etc.), and dissemination of the actions and campaigns carried out.
- c. **Participation of students in various activities:** student volunteering in Casal dels Infants, participation of JRS in the Innovation Quest, student collaboration in the Christmas campaign to collect toys, participation of CEMS students and visit to the JRS headquarters in Rome, etc.
- d. **Encounters with the community:** 2<sup>nd</sup> World Refugee Day with JRS, with the testimony of Syrian refugees living in Lebanon and Barcelona; organisation of the Down Madrid Christmas Fair; participation of members of Casal dels Infants in the AliaRS-E Forum; participation in Solidarity Day; visit to Rome by the Director General and the Secretary General to define collaboration opportunities, etc.





## Solidarity and cooperation initiatives

In the 2017-18 academic year **40 initiatives** were run, with the participation of more than **1,700 people**. We highlight some of them below:

- Two charity concerts (October and March) and several solidarity initiatives in the framework of **#ESADEgoesPink**, to raise awareness within the community on the importance of research on breast cancer and rare diseases.



- **Barcelona Magic Line**, an initiative by Obra Social Sant Joan de Déu for vulnerable people. More than 13,000 people took part and €350,000 was raised. Two ESADE teams participated in the event.
- Caring Sant Jordi thanks to **Fundació ASTE**, who organise university volunteering with old people; several Law School students are involved.
- Collaboration with the **Resource Bank**, with the donation of 75 computers to give them a new use in various social organisations.
- Support for **La Marató de TV3**, a television fundraising marathon in aid of infectious diseases research, through a giant charity domino chain. The drive raised €3,530, thanks to the collaboration of the volunteers.



- Participation in the coach programme run by **Fundación Exit**, who work to improve the employability of school drop-outs and young people at risk of social exclusion, by creating a network with other social organisations and involving the business world.
- **Mambré Foundation** Christmas campaign, giving visibility to its campaign of support for disadvantaged groups.
- Support for the annual **Banc dels Aliments** campaign, the main aim of which is to recover surplus food and distribute it among local organisations that supply families at risk of exclusion.
- Clothing drive by Law School students for **Arrels Fundació**, who care for the homeless and help them on their way towards autonomy by offering lodging, food and social and health care.
- Two annual campaigns in the ESADE campuses participating with the **Blood and Tissue Bank**, whose mission it is to guarantee the supply and correct use of blood and tissues in Catalonia.
- Institutional collaboration with the **Oxfam Intermón** Trailwalker through the participation of several ESADE teams on this 100 km walk to raise funds and attain the goal of bringing water to communities without access to it.
- Support for **Entreculturas**, by backing and disseminating various activities carried out by the organisation throughout Spain. Participation of the organisation in World Refugee Day.
- Donation to the **Barraquer Foundation**, which provides eye care for disadvantaged people with limited financial resources in Spain and abroad.
- Joint campaign together with the organisation Wikimujeres in favour of **Fundación Olvidados**, who care mostly for children in Madrid and other areas with difficulties. In spring a campaign was waged to donate food for Syria.
- Collaboration with the **Migra Studium Foundation**, which is promoted by the Society of Jesus and works in favour of the dignity and rights of the vulnerable by means of hospitality, training and political impact. Support is provided through volunteering by Law School students, backing for their campaign *Camins d'Hospitalitat* (Paths of Hospitality) and participation in World Refugee Day.



## Cooperation with central american universities

In the framework of the cooperative relations that ESADE renews annually with the three Jesuit universities of Central America – Universidad Centroamericana (UCA) Nicaragua, Universidad Centroamericana José Simeón Cañas, El Salvador, and Universidad Rafael Landívar, Guatemala – the 6th Academic Exchange Meeting was held at UCA Nicaragua. The seminar was on “Conflict Management and Corporate Compliance” and was given by Law School Professors Antonio Delgado and David Velázquez.

The meeting was attended by 54 academics from the three Jesuit universities. A breakfast was also organised with entrepreneurs from a variety of sectors to share with them the issues addressed during the workshop and reinforce the bond with economic and social leaders in Nicaragua.

In connection with the serious incidents that have occurred in Nicaragua over recent months and the violation of human rights, ESADE wishes to express its support for and solidarity with UCA Nicaragua, with which it maintains historical and long-standing collaboration agreements. Over nearly 40 years of cooperation, more than 40 ESADE professors have taught on its campuses and 190 students have collaborated in social projects in various parts of the country. ESADE endorses the pleas of the Jesuit universities for a democracy that guarantees development, peace and justice for all Nicaraguan citizens.





## ESADE Alumni giving back initiatives

The purpose of this section of ESADE Alumni is to encourage active participation by alumni of ESADE in building a fairer society and a more sustainable world from the professional and corporate sphere. To this end, alumni are offered a number of professional social contribution initiatives:

### Pro Bono Consulting

Consulting for NGOs and social organisations on legal and management issues to reinforce and contribute to the sustainability of the third sector. In the course of the 2017-2018 academic year, 315 alumni took part in projects with 30 social organisations, including Asociación Antares, Fundación Prevent, Institut Borja de Bioètica, Fundació Idea and others.

### Together project for international consulting

Support for companies that generate productive activity in developing countries by means of international consulting. **Nine volunteers** have participated in **four projects**: CCAIJO and Sumac Ausangate (production of dairy products in Peru), CIPCA and the association APPROCAP (cocoa production in Peru), Oxfam Intermón programme "Companies that Change Lives" (peanut cooperatives in Bolivia) and Oxfam Intermón programme "Companies that Change Lives" (soya cooperatives in Paraguay).

### Film Forums

Awareness-raising, fostering of reflection and debate on social issues through films and documentaries. Over the 2017-2018 academic year the following sessions were held:

- **The C Word**: A revolution in the approach to cancer
- **Free Lunch Society**: Guaranteed basic income, a universal right: yes or no?
- **The True Cost**: Who pays the cost of our clothes?
- **Finding Oscar**: A story of human rights in the Guatemalan Civil War

### Webinars

Insight and learning with content related to social innovation through online training sessions. The issues dealt with in the 2017-2018 academic year were:

- **Sustainability and stakeholder groups**, led by Marian Torres
- **Canvas business model**, led by Verónica Sánchez
- **Microfinance**, led by Maria Raurell
- **Interdependence in teams**, led by Francesc Manyós de Balanzó

### Other actions: Crowdfunding

Over €14,000 raised through contributions from alumni and the ESADE community, and donated entirely to NGOs: €4,465 to Casal dels Infants and €9,645 to Arrels Fundació.

## Learn and launch entrepreneurship class

In the 2017-18 academic year the 5th edition of the “Learn and Launch” programme was organised jointly by ESADE and the Prevent Foundation: a training and mentoring programme aimed at disabled entrepreneurs to help them start up a business or accelerate a recently created business initiative. Up until June 2018 a total of 36 ventures have been awarded grants to the tune of €180,000.

## Executive Master Day: a place for awareness-raising and action

The 2<sup>nd</sup> Executive Master Day was held on 5 May 2018, with more than 250 participants from the Executive Masters community. The day is consolidated with the aim of bringing participants in these programmes into contact with social realities (homeless people, women who have suffered gender violence, or immigrants in search of an opportunity), in order to raise their awareness of realities that they may not be familiar with, and so enable them to gain a broader and more authentic understanding of the society in which we live and make more informed and more responsible decisions as executives.



# 8. Transparency & Accountability



## PRINCIPLE 7: ORGANISATIONAL PRACTICES

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

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**Actions that contribute to the creation of internal and social confidence in ESADE: including its strategy, management, and commitment to social responsibility and sustainability.**

Throughout the year, the institution makes public its social responsibility activities by means of various channels. We highlight the following:

- The **2016-2017 Institutional Annual Report**, prepared in the framework of the Global Reporting Initiative (GRI), the purpose of which is to contribute to a global and sustainable economy in which organisations manage their economic, social and environmental performance and their impacts responsibly and with transparent reporting. This report applied the new GRI standards, with the rules issued by the Global Sustainability Standards Board (GSSB). It also serves to strengthen the institution’s commitment to the 10 principles of the United Nations Global Compact.
- The **2016-2017 PRME Identity and Social Responsibility Report**, which includes the initiatives undertaken by ESADE to advance towards the fulfilment of the Principles for Responsible Management Education and its own mission lines.
- The **2017-2018 SR-ESADE Master Plan**, to inform the academic community about the various projects and initiatives carried out towards achieving the objectives set for the period 2014-2018.
- **Stakeholder opinion survey** conducted on the occasion of the SR-E Stakeholder Panel.
- **SR-E survey on the academic community** (students, faculty, administrative and services staff and members of Alumni Giving Back), as part of the 2010-2018 SR-ESADE Stocktaking.
- The **2010-2018 Snapshot**, which summarises the main initiatives carried out over the last eight years in matters related to ESADE’s identity and social responsibility. The Snapshot was published as a full document and also in poster format for display on the campuses.



- **Annual SR-E Communication Plan**, generating communicable inputs on the various activities and initiatives for news, screens, releases, posters, etc. Information was disseminated on a total of 20 initiatives.



# Annex 1

# Indicators & Targets

The background image is a blue-tinted photograph of a hallway. On the left side, there is a long wall of white lockers with black handles. On the right side, several people are walking away from the camera. The overall scene is brightly lit, likely from windows at the end of the hallway.





## 2014-2018 INSTITUTIONAL STRATEGIC PLAN (ISP) • ACTION PLAN WITH INDICATORS AND OBJECTIVES

N.	Objectives	Indicator
1	To collaborate in several institutional policies & lines of action, promoting the SR-ESADE model & approach.	No. of institutional policies & projects connected to SR-ESADE, approved by the Executive Committee and deployed, in the areas of training & HR (administrative & services staff and faculty).
2	To collaborate with the community in order to promote the adoption of more socially & environmentally responsible behaviours & habits.	<p>Consumption:</p> <hr/> <p>Paper</p> <hr/> <p>Water</p> <hr/> <p>Electricity</p> <hr/> <p>No. of people attending SR-E events.</p> <hr/> <p>No. of allies in the SR-E network.</p> <hr/> <p>Overall opinion of the community (biennial) re progress of SR-E (5 = very good, 1 = very bad).</p>
3	To collaborate & coordinate initiatives & projects with key stakeholders and national & international institutions in this field.	<p>No. of SR initiatives in which there is collaboration with several institutions.</p> <hr/> <p>Overall opinion of the stakeholders (annual) re progress of SR-E (5 = very good, 1 = very bad).</p>
4	To promote the communication, transparency & accountability of ESADE as a socially responsible institution, through its main projects & initiatives.	<p>No. of <i>relevant</i> proposals expressed by the community and stakeholders that have been developed/implemented.</p> <hr/> <p>Level of improvement in the transparency of the corporate website &amp; the intranet.</p> <hr/> <p>No. of communicable inputs generated by SR-E activities and initiatives.</p>
5	To develop the institutional Social Action Programme and coordinate solidarity & cooperation initiatives, by involving the ESADE community.	<p>No. of volunteer, solidarity &amp; cooperation initiatives.</p> <hr/> <p>No. of faculty, administrative &amp; services staff and students taking part.</p>

(\*) Two major accidental leaks in 2014-15 account for the disproportionate increase in water consumption.



Starting value 2013-14	Result 2014-15	Result 2015-16	Result 2016-17	Goal 2017-18	Main actions	SR team leaders
Training: None	2	3	3	3	Collaboration & support for policies connected to SR-E in training	Enrique L. Viguria (HR: ASS & faculty)
HR: None	0	2	5	2	... and HR, approved by the Executive Committee	Enrique L. Viguria (RRHH: PAS y Profesorado)
					Promotion of environmental responsibility policy	Janette Martell
2013-2014	2014-2015	2015-2016	2016-2017	2017-2018		
29 t	27 t	23,8 t	19,8 t	18,76 t	Implementation of awareness campaigns	Janette Martell & Núria Renart
0,46 m <sup>3</sup> water/m <sup>2</sup>	0,81 m <sup>3</sup> water/m <sup>2</sup> (*)	0,80 m <sup>3</sup> water/m <sup>2</sup>	0,71 m <sup>3</sup> water/m <sup>2</sup>	0,77 m <sup>3</sup> water/m <sup>2</sup>		
114 kw/m <sup>2</sup>	105 kw/m <sup>2</sup>	90,28 kw/m <sup>2</sup>	91,08 kw/m <sup>2</sup>	90,97 kw/m <sup>2</sup>		
167	125	248	309	340	Promotion & support for SR-E events: rounds of dialogue, aliaRS-E forum, Solidarity Day, etc.	Enrique L. Viguria, Janette Martell & Núria Renart
115	132	153	175	189		
None	N/A	N/A	N/A	3,55 (**)	Conducting of biennial survey among the academic community	Janette Martell
6	11	8	20	16	Collaboration with Global Compact Spain, Iberian Chapter of PRME, etc.	Enrique L. Viguria y Janette Martell
None	NA	4,07	4,00	4,00 (**)	Organisation of annual Stakeholder Forum	Enrique L. Viguria y Janette Martell
					Conducting of annual survey among the stakeholders	Janette Martell
None	2	2	2	1	Communication of relevant proposals to responsible managers	Janette Martell
None	N/A	23%	40%	N/A	Promotion of improvements to the corporate website in application of the criteria of the Spanish universities transparency report	Janette Martell
					Promotion of improvements to the intranet	Enrique L. Viguria
3	6	10	16	20	Publication of progress in SR-E, aliaRS-E news, etc., in internal media	Nuria Renart
					Preparation of the PRME Report (Identity & SR-E) & collaboration in the Institutional Report (chap. 3, GRI & UNGC)	Nuria Renart i Janette Martell
33	35	35	35	43	Management of the institutional Social Action Programme	Nuria Renart
None	762	965	1555	1730	Coordination and promotion of solidarity & cooperation initiatives	Nuria Renart
					Organisation of meetings: "Bridge of Solidarity" Breakfast	Nuria Renart

(\*\*) Opinions taken from the 2010-2018 SR-E Stocktaking survey of 5 June 2018.

## **CAMPUS BARCELONA - PEDRALBES**

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