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This year once again it is a pleasure for me to present this REPORT, which reflects our institutional commitment to the identity and social responsibility of ESADE, an institution that strives to impregnate its decision-making processes, its multiple activities and its organisational culture with the values and the reason for being of its mission.

This REPORT reflects the most important projects, activities and initiatives carried out in the 2016-2017 academic year. The development of our Identity and Social Responsibility Master Plan comprises several projects in line with our mission – training, research and social debate – as well as institutional policies and the development of our community.

From this last year, I would like to briefly highlight a number of undertakings: the consolidation of the Student First project, enabling our students and participants to have a unique, innovative and transformative educational experience; the research project focused around creating the Sustainable Development Goals Observatory; the social debate series Big Challenges, for reflecting on the principal global challenges; the choice of Fundación Down (Madrid), Casal dels Infants (Barcelona) and Jesuit Refugee Service (international) as organisations to form part of our Social Action Programme for the coming years, and lastly, the progress made towards environmental sustainability, especially the significant reduction in consumption.

In accordance with its mission, ESADE endeavours to contribute towards building a more cohesive and inclusive society that also bears in mind those who are most vulnerable, following the principles of freedom, justice and prosperity that inspire our work.

The fulfilment of this mission is always a process of continuous improvement, in constant evolution. This REPORT contains information that makes it possible to evaluate the progress and the advances made along the way in the various areas of action, taking into account guidance and principles of the Global Compact and the Principles for Responsible Management Education (PRME), to which we renew our commitment once again.
Through training, research and social debate in the areas of management and law, ESADE works to "inspire the futures" of individuals with the aim of enabling them to become competent professionals and socially responsible citizens, in accordance with a mission inspired by the humanist and Christian traditions, and with a particular set of values: personal integrity, high professional standards, and social responsibility.

This new report reflects the efforts made by the ESADE community, who with their own way of doing things, with a human and open vision of organisations and society, continue to help the institution to progress towards social and environmental responsibility.

This report presents the main initiatives and actions concerned with identity and social responsibility, with the aim of reflecting them in a single document, on a yearly basis, corresponding with the Principles for Responsible Management Education (PRME).

ESADE has been recognised as one of the pioneering schools on the international stage to incorporate corporate social responsibility (CSR) into its training programmes, with an approach to organisational management that meets the challenges of new times with a firm commitment to responsible leadership and sustainable development.

“The 2030 Agenda is a new business model that goes beyond CSR and philanthropy,” Cristina Gallach* assured in the inaugural lecture of the 2017-2018 academic year, in front of ESADE students. In her address, entitled “Young people, stakeholders and drivers of the 2030 Agenda,” she set forth the Sustainable Development Goals and encouraged the students to be key actors of a better future for the planet and humankind, with their “fresh perspectives and unequalled knowledge, by adopting critical thinking, which is more necessary today than ever before.”

ESADE remains faithful to its commitment to advance and bring about its 2020 vision: “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.”

In 2018, ESADE will celebrate its 60th anniversary. Our aim is not so much to be the best school in the world as to be the best school for the world.

*Cristina Gallach is a senior European Union official and former Undersecretary-General of the United Nations for Communications and Public Information.
A GLOBAL COMMUNITY

3,327 NATIONALITIES
INTERNATIONAL STUDENTS

9,697 STUDENTS

ESADE in Figures (Facts & Figures)

63,200 ALUMNI

18,000 RESIDENTS OUTSIDE SPAIN

ESADE Alumni

INTERNATIONAL RECOGNITION

Business School

Universities
MBA Programmes
Other Programmes

Executive Education

University Degrees
Full-Time Business and Law Faculty

Law School

University Degrees

Faculty and Staff

Full-Time Business and Law Faculty
Staff Members

Students in the 2016-2017 academic year:

14 Recognized research centres
109 Papers published in refereed journals
129 ESADE Faculty with research profile
12 Books
10 PhD dissertations

SCHOLARSHIPS

3.6 M€ Were invested by ESADE in scholarships

125 Students
42 Nationalities

549 Students
50 Nationalities

356 Students
58 Nationalities

533 Students

5,501 Students
57 Nationalities

379 Staff Members

56 Nationalities

Universities

Executive Education

Law School

Masters of Science

MBA Programmes

Executive Education

Business School

--

Masters of Science

Master in Finance

Financial Times, June 2017

Master in International Management

Financial Times, September 2017

Executive Education

European Business School

Financial Times, December 2016

Global Ranking

Full-Time MBA

Financial Times, January 2017

Non US Full-Time MBA

Businessweek, January 2017

Global Ranking

Full-Time MBA

América Economía, June 2017

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ESADE in Figures

Impact on Society

Research

14 Recognized research centres
108 Papers published in refereed journals
129 ESADE Faculty with research profile

Scholarships

3.6 M€ Were invested by ESADE in scholarships

125 Students
42 Nationalities

Impact on Society

The ESADE Challenge for Talent

3.6 M€ Talented students were granted a scholarship

250

The ESADE Challenge for Talent

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MBA Programmes

Global Ranking

Full-Time MBA

Financial Times, January 2017

Non US Full-Time MBA

Businessweek, January 2017

Global Ranking

Full-Time MBA

América Economía, June 2017

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Law School

Masters in International Business Law

El Mundo, June 2017

Master in Tax Consultancy and Management

El Mundo, June 2016

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International Recognition

Academic Quality Accreditations

AACSB

AMBA

EQUIS

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A. Identity, mission and social responsibility

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.
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 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 and clarify the values of its mission: the Statement of Values, the Orientational Framework for the Educational Model, 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 the values, criteria and orientations contained in the institutional documents to be known and shared by the whole of the academic community, and in this way to generate dynamics of improved harmony in the various programmes, activities and projects that are carried out. 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). Recently (2016), ESADE has adhered to the HeForShe platform, a solidarity initiative of UN Women to promote gender equality.

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

Our social responsibility track record

This dimension comes as nothing new, as it forms part of ESADE’s institutional DNA since its foundation in 1958.

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 15 years, as illustrated below:
ESADE, a Socially Responsible Academic Institution

ESADE proposes to advance towards achieving its 2020 vision: “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.”

With the awareness that the fulfilment of this vision requires a process of continuous improvement, the SR-E Master Plan aspires to make ESADE an increasingly socially responsible and sustainable academic institution in all its areas and lines of action.

SR-ESADE bespoke model

SR-ESADE is inspired by a bespoke model (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:

2014-2018 Institutional strategic plan

In the 2014-2018 Institutional Strategic Plan, identity, mission and social responsibility are integrated in a cross-cutting manner, as shown in the figure below:
The five SR-EASDE goals for the period 2014-2018 are:

1. To collaborate in several institutional policies and lines of action, promoting the SR-EASDE model and approach.
2. To collaborate with the community in order to promote the adoption of more socially and environmentally responsible behaviours and habits.
3. To collaborate and coordinate initiatives and projects with key stakeholders and national and international institutions in this field.
4. To promote the communication, transparency and accountability of ESADE as a socially responsible institution, through its main projects and initiatives.
5. To develop the institutional Social Action Programme and coordinate solidarity and cooperation initiatives, by involving the ESADE community.

Governance of SR-EASDE

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-EASDE 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 Forum, 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.

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

Notable achievements in the 2016-2017 academic year

In the following, we highlight one significant initiative or project for each of the eight areas of action that make up the SR-EASDE model.

1) Institutional Policies

Student First. This project arose out of ESADE’s 2014-2018 Institutional Strategic Plan (PEI), the key priority line of which is defined as the transformation of the educational experience of its students. The challenge lies in achieving a unique, innovative and transformative educational experience in each student and participant, by incorporating the values inherent in ESADE’s educational project.

Three initiatives stand out in particular:

- C4BI, a challenge-based learning initiative
- The Sustainability Cycle, promoted by BBA students
- Tax Law II. Debate methodology

2) Research

The ESADE Chair in Leadership and Democratic Governance has joined forces with CaixaBank and la Caixa Foundation to create the SDG Observatory. This research centre’s mission is to improve the understanding and conceptualisation of the nature and forms of the private sector’s role in helping to achieve the Sustainable Development Goals (SDGs).

3) Social Debate

Big Challenges. This is a social debate initiative promoted by ESADE and ESADE Alumni to create social awareness and commitment. We highlight its two most recent events: “Inequality and its effects” and “The various simultaneous crises facing the European Union (EU) give rise to very different positions and attitudes among its Member States”.

4) ESADE Community

The 2nd Solidarity Day addressed responsible consumption, from three perspectives: elimination of plastic, food wastage, and fair trade. The aim was to raise awareness within the academic community (students, faculty, administrative and services staff and alumni), stirring up reflection and arousing interest in improving our world through day-to-day activity.

5) Institutional Policies

Training policy in identity and values. Three initiatives stand out in particular, addressed at the staff and faculty members: a workshop on “ESADE’s values and the Jesuit tradition”, and the Leadership Challenge programme, aimed at middle managers.

6) Environmental Responsibility

The campaign of environmental good practices 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. Particularly worthy of note are the campaign to eliminate plastic bottles in the Sant Cugat Campus cafeteria and the Madrid Campus canteen, and the installation of 15 new drinking fountains on the ESADE campuses in Barcelona-Pedralbes and Sant Cugat, which doubles the number of fountains since 2015-2014.

7) Social Action

During the academic year, the three organisations were chosen that will make up the fourth edition of the Social Action Programme over the years 2017 and 2018: Casal dels Infants (Barcelona and Sant Cugat), Fundación Down España (Madrid) and Jesuit Refugee Service (international).

8) Transparency and Accountability

The 2015-2016 Institutional Annual Report was published, following the criteria of the GRI G4 international standard, as was the 2016 PRME Identity, Mission and SR Report, which includes the initiatives undertaken by the institution to advance towards the fulfillment of the Principles for Responsible Management Education and its mission lines.
B. Training

PRINCIPLE 2: VALUES

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

PRINCIPLE 3: METHOD

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

Training programmes and academic content

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

Compulsory Subjects:
BBA
- Sociology
- Sociopolitical Environment of the Company
- Business Ethics of Organisations
Law
- Degree in Law: Social Responsibility Workshop
- Degree in Law: Limited Rights in Rem (in partnership with Caritas)
- Bachelor in Global Governance: Training for Cooperation Projects with the World Bank
MSc
- Business in Society
MBA
- Business, Government and Society
- Ethics Management and Social Responsibility

Optional Subjects:
BBA
- Sustainability, Business and Values
- Social Marketing
- Emerging Markets
- Environment and Future Challenges
- Anthropology: Cultures and Religious Traditions
- From Thought to Action: Dialogue with Our Stakeholder Groups
- Re-Imagining Capitalism: Alternatives for the 21st Century
- Economy of the European Union: Policies and Problems
- Training for Social Leadership: Communicating in Public
- Cooperation in Latin America
- Theories of Justice
- History of Management
- History of Globalisation, Development and Integration of the World Economy
- Politics, Business and Society
- Motivation, Values and Commitment
- Doing Business across Cultures
- Managing Diversity
Law
- Philosophy in Prison
- Social Responsibility Workshop
MSc
- In Search of Principles for a Philosophy of Life: Lessons from Art, History and Economics
MBA
- In Search of Principles for a Philosophy of Life: Lessons from Art, History and Economics
- Social Entrepreneurship
- Business and Sustainability
- Eco-Efficiency and the Creation of Sustainable Value by Firms
Law School seminars

— Workshops and seminars on human rights:
  a) Human rights: What answer are we giving to the call of the refugees? Attended by 61 students.
  b) New forms of juvenile crime, with special attention to the phenomenon of jihadism in Europe. Attended by 112 students.

— In-situ seminars organised by Aristos Campus Mundus to get to know social projects in various European cities.

Institute for Social Innovation

— Programme in Management of NGOs and other non-profit organisations (18th edition). In this edition, 52 students and 40 organisations took part.
— Programme in Leadership and Social Innovation (11th edition). In this edition, 77 students from 50 different organisations took part.

Promociona

Promociona is an executive programme for women in senior management, designed to consolidate and develop the competences and professional and leadership skills of highly qualified women in their promotion to the top ranks of the organisation.

It is an initiative promoted by the Spanish employers’ association CEOE and fostered by the Women’s Institute, with cofunding from the Ministry of Health, Social Services and Equality through the ESF. To date ESADE has taught five editions of this programme, which seeks to break the barriers that still today hinder the professional promotion of women.

The first four editions totalled 414 executives taking part and 265 companies involved.

University Development Service (SUD)

Training students through professional internships

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, as the final degree project, compulsory internship or others.

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. Finally, on their return, the students are required to conduct a reflective analysis of their experience, from both a professional and 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 order to put it right, in the hope and the conviction that reality is transformable, even though everything we do might seem insignificant.

Over the 2016-2017 academic year, 86 students (38 BBA, 15 GBD, 17 BGG, 4 GED, 3 HTSI and 9 MSc students) took part in 43 projects.

Together Programme

In conjunction with ESADE Alumni Giving Back, the SUD coorganises the TOGETHER programme: three-year projects consisting of consulting and guidance activities in business management, led by teams of experienced alumni, for Latin American institutions. Once a year, teams of students join the project, alongside the alumni. Over the 2016-2017 academic year, 7 alumni took part in 4 projects, located in Mexico, Nicaragua, Bolivia and Paraguay.

Link:
http://www.proyectopromociona.com/

Video:
https://www.youtube.com/watch?v=r29sIAVy-9U
Vicens Vives Programme

This programme seeks to contribute to the training of managers with a global vision, adding to their professional specialisation an interest in and sensitivity to all the problems facing today’s world, encouraging managers to be interested in the world about them and aware of the dimension of leadership and commitment to values that this involves. The course targets managers aged 30 to 40 with a good academic record and good career prospects, from the world of business, public administration or non-governmental organisations. Over the 2016-2017 academic year, 30 participants took the programme.

Pastoral Leadership Programme

From January to April 2017, ESADE organised, in partnership with the International Centre for Ignatian Spirituality (Manresa) and the Diocese of Terrassa, a pilot course on Pastoral Leadership: Training for Catholic Organisations in Management Best Practices. The programme was designed to meet the specific needs of those in charge of several parishes and to foster the necessary knowledge to manage scarce resources in an environment of profound social changes, working from the basis of parish reality and the participants’ prior training.

Grants Programme: a commitment to the Future

ESADE continues to support the Grants Programme as the best way to encourage talent, diversity and equality in the classroom. For this reason, in the 2016-2017 academic year 262 students received a grant, thanks to the €2.8 million earmarked for this purpose.

The commitment felt by the alumni, students, faculty, staff and friends of ESADE to improving society through education is shown by their collaboration with the ESADE Challenge for Talent campaign and support for collective initiatives such as:

a) The creation of grants awarded by the MBA and BBA graduation year of 2017, to give opportunities to future master and bachelor colleagues.

b) The creation of the first grant awarded by an ESADE Alumni sector-specific club: the ARAG-Insurance Club Grant.

Lastly we should mention the more than 600 donors and the 28 companies and foundations that invest in ESADE’s talent, by creating their own sponsored grants or by making contributions aimed at enabling the growth of the Grants Programme.

PRINCIPLE 3: METHOD

The Student First project seeks to go beyond methodological transformations and undertake an ambitious updating of content and methodology. Its goals are:

a) To provide a unique, innovative and transformative educational experience.

b) To guarantee in-depth, multidisciplinary learning, open to different perspectives, enabling students to develop self-knowledge and the search for meaning, and empowering them to move in diverse, complex and uncertain environments.

c) To incorporate into their learning the values inherent in the ESADE educational project.

The 2016-2017 academic year offers three notable examples:

Tax Law II. Debate methodology

In this activity, which forms part of the subject Tax Law II (Professor Diana Ferrer), the students simulated a televised debate on the proposals for tax law made by various political parties: the four main Spanish parties (PP, PSOE, Podemos and Ciudadanos) and two parties representative of Catalan politics (PDeCAT and ERC). To this end, the students were given the contact details of a member of parliament for the party assigned to them beforehand, who they met several times to prepare the debate and make the appropriate enquiries to understand the tax policy of the party concerned.

Beyond facilitating an analysis of the tax policies of the various political parties that make up parliament, this activity aims to foster critical thinking and opinion among the students about the strengths and weaknesses of the positions held at present in political programmes, and to afford them the opportunity to make whatever proposals they feel are timely and necessary. In this way, the subject enables the students to adapt the content to political and social reality, and helps them to form a critical and independent opinion.
C4BI: A challenge-based learning initiative

The C4BI is a challenge-based learning initiative in which students across campus engage in an eight-week competition based on the application of the “creative process” tool to an actual organisation. Together ESADE Business School and world-renowned chef Ferran Adrià connected the contrasting disciplines of haute cuisine and management through a unique challenge-based competition that employed a systematic “creative process audit.”

More than 300 students took part in the first edition of C4BI. In the first stage of the C4BI, teams analysed the case “Ferran Adrià and El Bulli’s Transformation” and produced a one-minute video about their key learnings. A number of teams made it to the final stage where they applied the creative process audit tool to an actual organisation (Roca, the global bathroom company, in 2015, and the Barcelona Children’s Hospital in 2016). During this stage, they visited elBulliLab with a master class by Ferran Adrià and the client organisation. Throughout the final stage, teams enrolled in a number of personalised tutorials with ESADE professors.

In the final presentations all the teams agreed that Barcelona Children’s Hospital has innovated incrementally within its sector. The teams highlighted the centre’s progress in trying to be perceived as a different sort of hospital – one focused especially on caring for mothers and children – and its decisive commitment to internationalisation under the banner of Barcelona Children’s Hospital.

The Sustainability Cycle, promoted by BBA students

The students’ association Oikos Barcelona organised and promoted the 1st Sustainability Cycle, held on the Barcelona-Sant Cugat Campus. They sought the involvement of students, faculty, companies and the SR-ESADE team with the aim of creating an event to bring sustainable management closer to BBA students.

The first edition of the cycle was a success due to the uniqueness and originality of the event. The 1st Sustainability Cycle took place over three days. The first two featured a series of talks and workshops delivered by professors and professionals with expertise in the various fields of sustainable business management, enabling the students to learn what sustainability is all about, how it affects the business world from different perspectives, how it can be integrated into the everyday workings of a business and how to succeed in projecting an overview of the concept in the organisation.

The third and last day posed a real case for the participants to solve by applying the knowledge acquired during the event and throughout their period of training in ESADE. The case was presented by a representative of the SR-E team and coauthor of the case study, with the aim of involving the students in the solution of a specific sustainability problem: eliminating plastic bottles in the catering services (cafeteria and vending machines) of the academic building on the Barcelona-Sant Cugat Campus.

This is a good example of the type of experiences that can enrich learning, at the same time contributing to raise awareness and acquire a more critical and responsible view of business management.

This initiative is considered as a Student First experience, as students faced a real – poorly defined and multidisciplinary – problem and had to put their skills and knowledge to the test, work in a team, and apply a multidisciplinary approach to propose creative, original and viable solutions, which they had to defend before a panel of expert judges.
C. Research

PRINCIPLE 4: RESEARCH

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

PRINCIPLE 4: RESEARCH

ESADE is strongly committed to advancing research in the areas of social responsibility and sustainable development. Our faculty members contribute to generating empirical knowledge that helps organisations in their mission of becoming more sustainable while providing social, environmental and economic value.

Our faculty participate actively in discussions, debates and research projects related to social responsibility and sustainability by contributing their expertise in their respective areas of knowledge.

The activities and knowledge generated by our faculty members also has a direct impact on society by addressing pressing issues in business ethics, sustainability, technological and economic challenges, as well as social inequalities, among others.

Knowledge units

ESADE knowledge units aim to combine quality research that enables valuable academic contributions with promising knowledge transfer to ensure a positive impact on social transformation.

ESADE researchers transfer research learnings by tackling real needs in organisations, as well as maximising the social impact of academic research.
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<thead>
<tr>
<th>Knowledge Generation Units</th>
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<tbody>
<tr>
<td><strong>Institute for Social Innovation (IIS)</strong></td>
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<tr>
<td><strong>Center for Public Governance (ESADEgov)</strong></td>
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<tr>
<td><strong>Center for Global Economy &amp; Geopolitics (ESADEgeo)</strong></td>
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<tr>
<td><strong>Research Group on Corporate Social Responsibility</strong></td>
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<tr>
<td><strong>Research Group for Leadership &amp; Innovation in Public Management</strong></td>
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<td><strong>ESADE-China Club</strong></td>
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<tr>
<td><strong>Chair of Leadership &amp; Democratic Governance</strong></td>
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<tr>
<td><strong>Partners Program</strong></td>
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<tr>
<td><strong>Institute for Innovation &amp; Knowledge Management (IHK)</strong></td>
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<tr>
<td><strong>Observatory of Spanish Multinational Companies (OEME)</strong></td>
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<tr>
<td><strong>ESADE Entrepreneurship Institute (EEI)</strong></td>
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<td><strong>Center for Innovation in Cities (CIC)</strong></td>
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<tr>
<td><strong>Research Group on International Management (GRUMIN)</strong></td>
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<tr>
<td><strong>Research Group on Entrepreneurship (GRIE)</strong></td>
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<tr>
<td><strong>Business Network Dynamics (BUNeD)</strong></td>
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<tr>
<td><strong>Research Group on Tourism Management (GRUGET)</strong></td>
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<tr>
<td><strong>Research Group on Judgements &amp; Decisions in the Market (JUICE)</strong></td>
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<td><strong>Leadership Development Research Center (GLEAD)</strong></td>
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<td><strong>Group for Research on Economics and Finance (GREF)</strong></td>
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<td><strong>Research Group on Conflict Management</strong></td>
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<td><strong>Institute for Labor Studies (IEL)</strong></td>
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<td><strong>Patrimonial Law Group</strong></td>
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<td><strong>Future of Work Chair</strong></td>
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<td><strong>The Jean Monnet Chair at ESADE</strong></td>
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</tbody>
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**THINK TANKS**
- **Institute for Social Innovation (IIS)**
- **Center for Public Governance (ESADEgov)**
- **Center for Global Economy & Geopolitics (ESADEgeo)**

**RESEARCH GROUPS**
- **Research Group on Corporate Social Responsibility**
- **Research Group for Leadership & Innovation in Public Management**
- **Chair of Leadership & Democratic Governance**
- **Partners Program**
- **Institute for Innovation & Knowledge Management (IHK)**
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- **Group for Research on Economics and Finance (GREF)**
- **Research Group on Conflict Management**
- **Institute for Labor Studies (IEL)**
- **Patrimonial Law Group**
- **Future of Work Chair**
- **The Jean Monnet Chair at ESADE**

*Accredited by AGAUR*
Faculty and research highlights

ESADE’s commitment to social responsibility and sustainability is reflected in the quality of our scientific production and the activities carried out by our faculty members and knowledge units, which produce rigorous and socially relevant knowledge in the areas of business and law. ESADE is committed to creating valuable research insights that help organisations and business leaders to become more socially responsible, ethically driven and sustainability-oriented.

During the 2016-2017 academic year, ESADE created the Committee on the Use of Human Subjects in Research (CUHSR). This committee helps and supervises the reports and research projects conducted by ESADE professors for the purpose of promoting academic and ethical standards in all ESADE’s research activities. The Committee is also responsible for establishing, implementing and reviewing the codes of practice and procedures, and the policy guidelines for the consideration, approval and control of research projects, including recommendations with relevance on a national and European scale.

Below are some examples of our commitment towards sustainability and social responsibility.

Business education in the third, second... and first person

As part of the current debate about training people who hold positions of responsibility in organisations, ESADE Professor Josep M. Lozano has taken on a research project that pursues to contribute to the intrinsic debate about the purpose of business education, the real contributions that business schools make, and the corporate vision that the two convey.

His field research revolves around the premise that the key to understanding the evolution of business education in recent years is the process that has led it to contemplate itself firstly in the third person, then in the second person and finally to rise to the challenge of first-person education. Professor Lozano’s research will bring new insights about the premise that the key to understanding the evolution of business education in recent years is the process that has led it to contemplate itself firstly in the third person, then in the second person and finally to rise to the challenge of first-person education.

SDG Observatory

The Chair in LeadershipS and Democratic Governance has joined forces with CaixaBank and La Caixa Foundation to create the SDG Observatory. This research centre’s mission is to improve the understanding and conceptualisation of the nature and forms of the private sector’s role in helping to achieve the Sustainable Development Goals (SDGs). The SDG Observatory also conducts studies of compliance with the SDGs by an important group of Spanish companies that are representative of various sectors. The Observatory’s final goal is to facilitate the involvement of the private sector in this global agenda, acting as a point of reference and a source of inspiration and support in the field of sustainable development. In short, the SDG Observatory is, in itself, a partnership between stakeholders committed to the SDGs who embody a variety of approaches and generate different types of social impacts (SDG-aligned business leadership, social debate and public awareness-raising, knowledge generation, etc.) promoted by the cities of Barcelona and Madrid.

Labs for Social Innovation

Labs for Social Innovation is a research initiative of the ESADE Institute for Social Innovation, with the funding of the Robert Bosch Foundation and the support of BVVA. The project’s ultimate goal is to become a reference point for the accumulation of knowledge so that efforts are not replicated, lessons are learned, and the full potential of labs is realised. It also aims to become a source of inspiration for joint action across sectors, particularly between higher education institutions, foundations and businesses that want to make a positive social impact.

SUSTBUS project for sustainable business models

Launched in December 2016, the SUSTBUS project is a two-year research initiative funded under the ERASMUS+ Programme. The ultimate goal of this project, led by ESADE Professor David Murillo, is to contribute to higher education by developing competencies and teaching content on the integration of sustainability concerns in economic decision making and in the design and innovation of business models.

The need to further integrate sustainability into business school curricula is essential for ensuring that business school candidates are equipped with the competence to face these challenges in business practice.

EU-InnovatE: Innovating in search of sustainability

Funded by the European Commission, the EU-InnovatE project aims to investigate the creative, innovative and entrepreneurial roles of users in developing sustainable novel products, services and systems. EU-InnovatE focuses on the potential contribution to sustainability-driven open innovation processes, both within and outside of corporate value chains – and by extension on which policy mechanisms and corporate approaches can best enable the creation of new enterprises which generate employment and enhance competitiveness in Europe.

GECES report on social entrepreneurship

Lisa Hehenberger, Director of the ESADE Entrepreneurship Institute, has been a key player in the GECES Report ‘Social enterprises and the social economy going forward’, published in October 2016. The report is a call for action from the Commission Expert Group on Social Entrepreneurship. Professor Hehenberger is Member rapporteur of the Sub-group on Impact Measurement and rapporteur on the Working Group on Access to Finance of the European Commission’s expert group on social business (GECES).

The social economy and social enterprises are playing an increasingly prominent role, which has been largely due to their ability to address some of the major challenges currently facing Europe, in particular the need to foster sustainable and socially inclusive economic growth and create jobs. At the same time they address more targeted objectives, such as the refugee crisis, environmental degradation and the need to promote greater gender equality.
mySMARTLife: sustainable cities for a better future

The mySMARTLife project pursues the smart transition of EU cities towards a new concept of smart life and economy. The project aims at developing a strategy that transforms current urban areas into sustainable environments capable of responding to the most pressing challenges facing cities in the coming years.

ESADE, through the Center for Public Governance (ESADEgov), is responsible for analysing the key factors to ensuring that the sustainable business schemes promoted by these new urban models will be consistent and lasting.

Annual Report on the Impact of Microcredits

Since 2010, MicroBank has commissioned the ESADE Institute for Social Innovation to produce the Annual Report on the Impact of Microcredits.

This research study provides an in-depth analysis of the importance of microcredits as a valuable source to create employment and improve the working conditions of the beneficiaries of these loans.

Antenna of Social Innovation: Trustful and Trustworthy: Manufacturing Trust in the Digital Era

Published by the ESADE Institute for Social Innovation in collaboration with the EY Foundation, this annual publication examines the creation of trust in the new digital environment. In terms of social innovation, this is an unprecedented scenario for designing a socio-technical architecture that can help to generate a positive social impact in areas like social cohesion and economic inclusion.

Women with Impact: Ecosystem of women social entrepreneurs in Spain

A publication by the ESADE Institute for Social Innovation, with the collaboration of the EY Foundation and Ateris Foundation, that sheds light on Spain’s women social entrepreneurs’ ecosystem and the main initiatives that are being carried out to support and give visibility to women entrepreneurs, both in Spain and at an international level. The publication also identifies the main barriers that women social entrepreneurs face and the drivers that can promote positive change to increase their participation and impact.

Selected research-related events on sustainability and social responsibility

<table>
<thead>
<tr>
<th>When</th>
<th>Where</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>03 &amp; 04/11/2016</td>
<td>France</td>
<td>“Moving beyond boundaries”, 52nd EVPA Annual Conference 2016 with Lisa Hehenberger. The EVPA Annual Conference is an event platform to think about how to build and grow the European venture philanthropy and social investment sector.</td>
</tr>
<tr>
<td>08/11/2016</td>
<td>Madrid</td>
<td>SERES-ESADE lectures: “How CSR strengthens the environment to encourage business development”.</td>
</tr>
<tr>
<td>10/11/2016</td>
<td>Barcelona</td>
<td>Presentation of the publication Mujeres con impacto, ESADE Institute for Social Innovation.</td>
</tr>
<tr>
<td>30/11/2016</td>
<td>Slovakia</td>
<td>International Conference on Social Economy with Lisa Hehenberger. The common theme of the conference was to stimulate the development of social enterprises in Europe.</td>
</tr>
<tr>
<td>16/12/2016</td>
<td>Madrid</td>
<td>Presentation of the publication ¿Qué frena el emprendimiento social de las mujeres?</td>
</tr>
<tr>
<td>01/02/2017</td>
<td>Madrid</td>
<td>SERES-ESADE lectures: “Active policies against corruption”.</td>
</tr>
<tr>
<td>16/02/2017</td>
<td>Barcelona</td>
<td>Presentation of the publication Generando el cambio a través del empleo.</td>
</tr>
<tr>
<td>16 &amp; 17/03/2017</td>
<td>Brussels</td>
<td>“Social Entrepreneurship: Inclusion and Innovation in Society” with Lisa Hehenberger. The SEFORIS (Social Entrepreneurship as a Force for more Inclusive and Innovative Societies) project draws to a close with the final conference focusing on key SEFORIS research executed by various European, Chinese and Russian research teams and the social entrepreneurs support organisation.</td>
</tr>
<tr>
<td>05/04/2017</td>
<td>Barcelona</td>
<td>Presentation of the publication Cambio climático: retos y estrategias desde la empresa.</td>
</tr>
<tr>
<td>04/05/2017</td>
<td>Madrid</td>
<td>Presentation of the Antenna of Social Innovation publication Trustful and Trustworthy: Manufacturing Trust in the Digital Era</td>
</tr>
<tr>
<td>12/06/2017</td>
<td>Barcelona</td>
<td>Workshop: “A Lab on Labs”.</td>
</tr>
<tr>
<td>13/06/2017</td>
<td>Barcelona</td>
<td>10th Annual Conference ESADE Institute for Social Innovation: “Designing the future: How to solve complex social challenges”.</td>
</tr>
<tr>
<td>15/06/2017</td>
<td>Madrid</td>
<td>SERES-ESADE lectures: “New trends in reporting and accountability”.</td>
</tr>
<tr>
<td>22/06/2017</td>
<td>Online</td>
<td>“Impact Investment and venture philanthropy” with Lisa Hehenberger. Organised by ESADE Alumni.</td>
</tr>
<tr>
<td>17/07/2017</td>
<td>Madrid</td>
<td>Presentation of the publication Un recorrido por 47 empresas sociales.</td>
</tr>
</tbody>
</table>
Selected publications by our faculty

Articles in impact factor journals


Books and book chapters


Accepted papers in academic conferences


D. Social debate

PRINCIPLE 6: DIALOGUE

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.

ESADE is an academic institution whose hallmarks have accompanied and inspired our society for the last 60 years, by:

— Promoting an open vision of management, which extends to organisations of all sorts: companies, public administrations and non-profit organisations.
— Encouraging the process of modernisation of the economy and internationalisation of firms.
— Promoting innovation and entrepreneurship, through the training of entrepreneurs capable of driving innovative and sustainable business models.
— Fostering corporate social responsibility, by combining professional competence with a vision of committed leadership at the service of society.

Social debate is one of ESADE’s mission lines, with a view to exerting its social influence responsibly and being present in public debate, serving as a platform for knowledge transfer and at the same time encouraging and facilitating discussion on actions and transformations in the public sphere.

ESADE is a meeting place for entrepreneurs, executives, academics, jurists, politicians and representatives of civil society. Nearly 80,000 people take part in the more than 1,100 events it organises every year, many of them in conjunction with ESADE Alumni.

It also occupies a position of leadership among Spanish business schools in the number of opinion pieces published in the international press.

ESADE is present in social debate through the organisation of workshops, conferences, seminars and forums; the awarding of prizes; the preparation and dissemination of reports, studies and proposals, opinion pieces and contributions to national and international media, and through partnerships and associations with other social players.
Below we present the main social debate initiatives.

**Conference of the Chair in Leaderships and Democratic Governance**

On 10 October 2016 the Chair in Leaderships and Democratic Governance, in collaboration with Fundació Catalunya-La Pedrera, convened more than 60 top entrepreneurs and executives to the 10th Sant Benet Conference for Reflection and Debate. On this occasion the conference focused on responsible leadership and addressed, among other issues, the legitimacy of business in society, the notion of corporate social responsibility in its twofold internal and external dimensions, and the role of business schools in training responsible leaders.

**Big Challenges</a> [www.esade.edu/bigchallenge]**

On 22 March 2017 ESADE organised a new session of the Big Challenges series to address inequality, with Branko Milanovic, professor at the Graduate Centre (CUNY) and senior scholar at LIS. In a talk with Javier Solana (ESADEgeo), Milanovic reflected on the dramatic growth of inequality in most advanced democracies and how to fight it. Big Challenges is a series of debates that seeks to expand knowledge on the main global trends and raise society’s awareness of the big challenges caused by them, aspiring to ask key questions enabling us to gain an appropriate insight into the complexity of the world around us.

**Annual conference of the Institute for Social Innovation**

The 10th Annual Conference of the Institute for Social Innovation was held on 13 June 2017, addressing issues such as the part played by social innovation in solving social problems, spaces that result in social innovations and the role of new technologies as tools for accelerating and generating a sustainable future. The plenary lecture was given by Geoff Mulgan, CEO of NESTA.

**Social Confidence Index**

Over the 2016-2017 academic year, the results of two waves of fieldwork for the ESADE-la Caixa Social Confidence Index were published and presented at two events held in Barcelona and Madrid, with the participation of renowned experts. 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. Confidence is a crucial social asset, and has an influence the reduction of transaction costs, at the same time stimulating growth and contributing to the economic, political and human progress of society.

**ESADE-PwC Social Leadership Program 2016-2017: Digital Transformation in NGOs**

Launched in the 2008-2009 academic year, the programme is a joint initiative between the ESADE Institute for Social Innovation and the PwC Foundation. Its ultimate goal is to create and disseminate knowledge on leadership in NGOs and other non-profit organisations. Activities, such as leadership forums and research outputs, focus on the various fields of social leadership and management in non-profit organisations. During the 2016-2017 academic year, the programme focused on the theme of digital transformation in NGOs.

**Online communication of ESADE**

ESADE possesses solid online communication channels to disseminate the knowledge generated by its experts and share everything that happens on our campuses that might be of interest to society.
We understand that our own organisational practices should serve as an example of the values and attitudes we convey to our students.

**PRINCIPLE 7: ORGANISATIONAL PRACTICES**

**Training in Identity and Mission for Faculty and Administrative and Services Staff**

**Values Workshop**

(February and June 2017), entitled “ESADE’s values and the Jesuit tradition”, at the Cova de Sant Ignasi International Spirituality Centre in Manresa. After a brief presentation of the biography of Ignatius of Loyola, there were several periods of individual and group reflection to help the participants discover those Jesuit values that might be useful for the staff and for ESADE as a whole. During the 2016-2017 academic year two editions of the first workshop were held, with 29 people taking part in the Spanish-language edition and 26 people in the English-language one. The participants in each edition are invited to meet up every six months.

**Activities by the spirituality team**

The academic community is offered prayer and workshops at the Sant Cugat Campus prayer centre:

— Workshop on world religions, with three sessions: religions in general, Islam and Buddhism, with 20 people taking part.

— Monthly prayers and Eucharists, with 10 people taking part.

**Meeting in Manresa**

Addressed to staff who attended the UNIES training sessions. The event was held at the Cova de Sant Ignasi International Spirituality Centre with the aim of reflecting on transparency on the basis of the Jesuit tradition. The talk was given by Josep Ramba, SJ, and the subsequent debate was mediated by Ignasi Carreras. The meeting was attended by 30 people.

**Visit by Laurence Freeman**

(December 2016), Benedictine monk and director of the World Community for Christian Meditation. During his visit several activities were conducted, including:

— A lecture addressed to alumni, in coordination with ESADE Alumni, on the importance of spirituality for executives, attended by 70 people.

— A seminar addressed to faculty on the incorporation of spirituality into educational programmes, attended by 25 people.

— Meditation session, open to staff and students, attended by 25 people.
Participation in UNIJES meetings

ESADE faculty and administrative and services staff members take part annually in the inter-university meetings held by UNIJES in Loyola and Salamanca. These meetings serve to examine in depth the mission and the purpose of the Jesuit universities and the Ledesma-Kolvenbach university paradigm. They are also an opportunity to share experiences with colleagues from different Jesuit centres and universities. During the academic year 4 people attended Loyola I and 5 people Loyola II.

Other Initiatives

Family Day
Last year the proposal was to build, using recycled materials, the furniture needed for the new Mental Health Programme facilities at Parc Sanitari Sant Joan de Déu. In the 2016-17 academic year 110 people took part.

Welcome Plan by the Directorate General for new members of the administrative and services staff who joined us last year, directly linked to ESADE’s values. Over the 2016-17 academic year 23 people took part.

Leadership Challenge Programme
Addressed to top and middle management at ESADE (both faculty and administrative and services staff), with the aim of working on a common and responsible leadership model in line with ESADE’s values. In the 2016-17 academic year 22 people took part.

ESADE Wellness
Initiative targeting the whole of the workforce, to work on aspects concerning the welfare and health of our workers: yoga, mindfulness, voice care, etc. In the 2016-17 academic year 131 people took part.

Relationship 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:

2nd SR-E STAKEHOLDER FORUM: “STUDENT FIRST”
The 2nd ESADE Stakeholder Forum was held in June 2016, under the banner “Student First”. It involved 41 people from the various stakeholder groups: trustees, alumni, enterprise, suppliers, NGOs, students, faculty, administrative and services staff and institutional management.

After the presentation of the summary of the 2014-2016 SR-E Master Plan Progress Report and the Student First institutional project, lunch provided the opportunity to open the dialogue. This was followed by a round of suggestions and proposals for continuous improvement of SR-ESADE, and recommendations for the Student First project.

2nd Solidarity Day
The 2nd Solidarity Day was held in April 2017. It was dedicated to responsible consumption, with three perspectives: eliminating plastic, avoiding food wastage and promoting fair trade. On this occasion we focused on the Sustainable Development Goals of the 2030 Agenda, and more specifically Goals 2 (zero hunger), 12 (responsible consumption) and 14 (life below water). This annual initiative originated with the idea of creating an environment of peaceful coexistence between the members of the community and aims to share, reflect and discover how, through small acts, we can help to improve the world in which we live. The day was attended by 115 members of the academic community.
AliaRS-E Network

The AliaRS-E Network, made up of 175 allies (administrative and services staff and faculty members), is in its fourth year of existence. It is an informal and open network that seeks to lead and aims to bring about a significant change in awareness, behaviour and policies, from the viewpoint of social and environmental responsibility. Two Network Forums were held in the period 2016-2017:

The 7th Forum, “Undertaking a New Cycle Together” (December 2016)
With 65 allies. A work dynamic was developed that made it possible to gather together new ideas and proposals to promote social and environmental improvements.

The 8th Forum, “People First” (May 2017)
With 50 allies and a special guest, Xavier Escales, author of the book Las personas primero #AlwaysPeopleFirst, ESADE alumnus and country manager for ASICS. It was a source of inspiration for driving improvements internally.

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.

Student Associations

The various student associations carry out a large number of activities throughout the academic year. By way of example, below we describe just one or two initiatives carried out by each of the associations.

Empresa i Societat

Held two conferences on different problems around the world in a discussion forum where students debate their ideas on a chosen topic.

Set up a system for collecting clothes that people on campus would no longer use. These clothes were then donated to charities in need.

ESADE Tri

Together with other associations, they organised the first solidarity race at ESADE. It took place on 29 March 2017. The race stretched 5 km within Sant Cugat, and its objective was to raise funds for the ESADE grants programme. It was a great success and the idea is to make it a traditional at ESADE. Funds were raised to a total of €2,000.

ESADE Musicians

They participated in numerous ESADE events, for example the grant awards ceremony, the Campus Party and the 2nd Solidarity Day.

They also held concerts for other organisations such as Associació Aspen or for the Sant Jordi celebration, and events for the association members such as The Voice and several jam sessions.

Agora

“What Money Can’t Buy” (September and October 2016): student-led Socratic dialogue on the moral limits of markets, attended by 50-60 people, mainly students but also professors. This event was a great success and was held twice, once in Sant Cugat and then again in Pedralbes.

“Sustainability and Entrepreneurship” (April 2017): to close the year, they organised an event led by Oikos where they discussed sustainability and what social entrepreneurship can do to ensure it.

E3 Initiative

TEDxESADE (May 2017). This was the seventh event of its kind at ESADE Business School and one of the hundreds of TEDx events all over Spain. Organised by a group of several young professionals and students on a non-profit basis. Based on the idea of “Encourage yourself, encourage others”, TEDxESADE aimed to create a feeling of change through the various topics of each talk.

Garage Lunches. These are informal meetings where students can get to know CEOs from well-known start-ups of the moment. Last year the Garage Lunches featured the following start-ups: ECooltra (October 2016), Made of Genes (November 2016), Verse App (March 2017) and Coomo (April 2017).
ESTalent

Campus Party: This is one of the most special days for all ESADE students. By doing various activities, playing games with students, and selling promotional merchandise, they managed to raise €2,886.35. They would have been unable to achieve their objectives without the collaboration of ESADE and help from members.

Charity race: ESTalent organised a charity race to raise money for the grants fund, together with other associations and sponsors. It was a success as it was attended by more than 60 people, who had fun all day!

ESADE Wear

This association aims to push a range of ESADE promotional merchandise among the members of the community. We want to encourage a feeling of pride to be part of one of the world’s most prestigious institutions and at the same time help Syrian refugees, by donating all profits to the association Save the Children in Syria. They have organised three sales in Sant Cugat and one in Pedralbes, all with great success.

Net Impact Club

The club is a closely-knit student body driving social and environmental change through business. It provides hands-on experience and knowledge transfer to students interested in social and environmental change. We collaborate with key players in the fields of social investment and social enterprise, and provide resources and guidance to anyone wishing to pursue a career with sustainable impact.

Women in Business Club

ESADE Women in Business Club aims to promote diversity and gender equality in business and leadership roles. It serves the MBA, Masters and BBA communities of ESADE Business School. Our objectives are to provide a platform for the ESADE community to discuss gender equality related topics and to provide better opportunities for female students to become future leaders and role models for the next generation.

Oikos Barcelona

Sustainability Cycle. A three-day event for 60 students, focusing on sustainability. Several speakers such as teachers, professionals, and company representatives come to talk about this topic. On the last day the participants held a case competition where they solve a problem. The winning team got a reward.

Environmental Responsibility

The campaign of environmental good practices 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.

Changes in consumption

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

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<tbody>
<tr>
<td>Paper (t)</td>
<td>50</td>
<td>43</td>
<td>29</td>
<td>27</td>
<td>23.8</td>
<td>19.8</td>
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<tr>
<td>Electricity (kW/m²)</td>
<td>140</td>
<td>122</td>
<td>110</td>
<td>105</td>
<td>90.28</td>
<td>91.08</td>
</tr>
<tr>
<td>Water (m³/m²)</td>
<td>0.71</td>
<td>0.61</td>
<td>0.46</td>
<td>0.81</td>
<td>0.90</td>
<td>0.71</td>
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</table>

Campaigns for the elimination of plastic bottles

— Campaigns were waged for the elimination of plastic bottles in the Sant Cugat Campus cafeteria and the Madrid Campus staff canteen.

— Fifteen new drinking fountains were installed on the ESADE campuses in Pedralbes and Sant Cugat, which doubles the number of fountains in place since 2013-2014.

Recycling campaign

— Furniture, computer equipment and other material was recycled in collaboration with the Resource Bank, and spare furniture was donated to other educational institutions.

— Batteries and paper were collected and recycled, in collaboration with FEMAREC.
Campaign to curb food wastage

A competition has been launched with the intention of fostering the adoption of socially and environmentally more responsible behaviours and habits, and communicating and conveying our institutional values, by involving the whole academic community.

Initiatives to reduce energy consumption

— Installation of systems for measuring heating and electricity consumption.
— Use of semi-automated elements to manage classrooms independently.
— Computer application for efficient air conditioning and the supervision and monitoring of facilities.
— Improvement of the electrical installations on the Madrid Campus.
— Installation of automatic watering systems on the Sant Cugat Campus.

Initiatives to reduce environmental impact

— Renovation work on the Barcelona and Madrid cafeterias; construction of the Rambla of Innovation, and rehabilitation of Building 3 with organic, recycled and recyclable materials.
— Adaptation of the garden of Building 2 using furniture in line with sustainability criteria.
— Recycling, restoration and reuse of equipment on the different campuses.
— Decrease in internal reprographics.
— Use of biodegradable cups in Madrid and in Building 3.
— Use of CE and Environmental Rating certified building materials.
— Promotion of local plant species with low water requirements.
— Development of the first allotment garden on the Sant Cugat Campus.

Transparency and accountability

— 2015-2016 Institutional Annual Report, drafted following the criteria of the GRI G4 international standard, which involves accounting for impacts in the social, economic and environmental spheres. The Report also reinforces institutional commitment to the ten principles of the United Nations Global Compact.
— 2016 PRME Identity, Mission and Social Responsibility Report, which includes the initiatives undertaken by the institution to advance towards the fulfilment of the Principles for Responsible Management Education and its mission lines.
— 2016-2017 SR-ESADE Master Plan Progress Report, to inform the academic community about the various projects and initiatives carried out towards achieving the objectives set for the period 2014-2018.
F. Social action and cooperation

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

**PRINCIPLE 7: ORGANISATIONAL PRACTICES**

This project is open to the whole of the ESADE community and allows those involved in it to 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. The criteria used are as follows:

- The organisation should be aligned with the mission and values of ESADE.
- It should have some sort of link with the institution.
- It should be proposed and led by a member of the academic community (who will be able to act as a liaison with the organisation).
- The organisation’s mission should have a positive awareness-raising effect in a particular field or for a specific group of people (poverty, international cooperation, children, etc.).
- The organisation should be able to present a collaboration project that fits in with the nature of the institution’s activities and matches the available resources.

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

- **Casal dels Infants** (Barcelona and Sant Cugat): social and civic organisation that works in several neighbourhoods with disadvantaged children and young people, to offer them maximum opportunities.

- **Fundación Down España** (Madrid): organisation that strives to facilitate the inclusion of people with Down syndrome into all spheres of life.

- **Jesuit Refugee Service** (international): organisation with the mission to assist, serve and defend refugees and other displaced people.
In this fourth edition, several initiatives of different scope were carried out, some of which are presented below:

— Publication of the brochure on the Institutional Social Action Programme with information on the three organisations that comprise it and a brief account of the activities they carry out.

— Down Madrid–ESADE Solidarity Breakfast (February 2016), with the participation of 38 people from the two organisations, to get a close look at the activities carried out by the foundation in Madrid and study possible forms of partnership.

— Casal dels Infants–ESADE Solidarity Breakfast (March 2016), with the participation of 40 people from the two organisations, with the aim of exchanging knowledge and studying various partnership possibilities.

— Participation by students of the MSc in Marketing Management in the development of a communication plan for Casal dels Infants.

— Participation of Casal dels Infants and Fundación Down Madrid in the Executive Master Day, for those interested in getting to know and coming into contact with diverse social realities.

— Visit by the Madrid Campus team to Fundación Down Madrid's Tres Olivos occupational centre to hold a workshop in the Cookery Class.

— Organisation of World Refugee Day. To commemorate World Refugee Day, and as part of the institutional partnership between ESADE and the Jesuit Refugee Service (JRS), a meeting was held with Tim Smith, Regional Director of JRS for Southern Africa, with the participation of Marta Llonch (GED '15), an ESADE Law School alumna who works as a voluntary lawyer in a refugee camp in Thessaloniki. The event was attended by more than 60 people.

Solidarity and cooperation initiatives

Parallel to the Social Action Programme, several one-off initiatives were carried out over the 2016-2017 academic year, led by members of the community and with support from the institution. Specifically, 35 initiatives were carried out, with the involvement of 1,500 people. Out of these, the following are of particular note:

— Support for the ESADEgoesPink initiative, with the organisation of several actions to raise awareness in the ESADE community on the importance of breast cancer research. All the funds raised were donated to Fundació Vall d’Hebrón.

— Participation in the Fundación Exit coach programme, which supports young people in disadvantaged situations in their process of integration into the world of employment.

— Support for La Marató de TV3, a television fundraising marathon in aid of stroke and traumatic spinal and brain injury research, with the participation of the whole community. The drive raised €1,396.

— Collaboration with the Blood and Tissue Bank, holding regular blood and bone marrow donation campaigns, with the participation of the whole academic community and a total of 388 donors.

— Participation of several teams of ESADE students, administrative and services staff and faculty in Barcelona Magic Line, a sponsored walk organised by Obra Social Sant Joan de Déu, a children’s hospital charity.

— Collaboration in the Mambré Foundation Christmas Campaign. Several members of the ESADE community also supported this organisation by taking part in the headcount of people living on the streets.

— Participation of several members of the academic community in the Oxfam Intermón Trailwalker and the Transpirenaica Social Solidaria.

Cooperation with central american universities

In the framework of cooperation between ESADE and the Jesuit universities of Central America – Universidad Centroamericana (UCA) Nicaragua, Universidad Centroamericana José Simeón Cañas, El Salvador; and Universidad Rafael Landívar, Guatemala – a course on leadership was held at Universidad Rafael Landívar entitled “Transforming People and Organisations through the Power of Leadership”. The course was taught by Professor Simon Dolan and was attended by 56 academics from the three Jesuit universities. There was also a breakfast with 25 businesspeople from various sectors and a workshop aimed at the general public, attended by around 60 people.
ESADE Alumni giving back initiatives

Pro bono consultants

ESADE alumni regularly do pro bono consulting work for non-profit foundations, organised in teams, for a period of eight months. Alumni Giving Back provides useful instruments for those alumni who wish to participate actively in the third sector doing voluntary work. The selfless contribution of this group of ESADE alumni in the form of knowledge is very well received by NGOs.

By volunteering as consultants in NGOs, alumni from the world of business and law become involved in the third sector and contribute their knowledge to it. In turn, by gaining first-hand experience of the reality of these non-profit organisations, entrepreneurs and executives (alumni) are made aware of the less favourable situations occurring in our society.

In the 2016-2017 academic year, 309 alumni volunteered for 30 management and legal consultancy jobs and one-off advisory services, in the following organisations and social enterprises:

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Services Provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOGETHER Project</td>
<td>Assist in strategic thinking</td>
</tr>
<tr>
<td>Acollida i Esperança, Fundació</td>
<td>Proposals for fundraising strategies</td>
</tr>
<tr>
<td>ACELL, Federació</td>
<td>Assistance in strategic thinking</td>
</tr>
<tr>
<td>Albera, Fundación</td>
<td>Viability plan for new work areas</td>
</tr>
<tr>
<td>Arinti, Fundació</td>
<td>Marketing and communication</td>
</tr>
<tr>
<td>AMPANS, Fundació</td>
<td>Consultancy in marketing and communication</td>
</tr>
<tr>
<td>Andi Down, Associació</td>
<td>Consultancy in marketing and communication</td>
</tr>
<tr>
<td>Joint project by Andalucías, Engrunism and Solidar</td>
<td>Viability plan for new work areas</td>
</tr>
<tr>
<td>Aspera, Fundació</td>
<td>Assitance in strategic thinking</td>
</tr>
<tr>
<td>Beit al-Thaâfe, Fundació</td>
<td>Assitance in strategic thinking</td>
</tr>
<tr>
<td>Candellir, Associació</td>
<td>Consultancy in strategic thinking</td>
</tr>
<tr>
<td>Casal de la Pau, Associació</td>
<td>Revioin of internal processes and proposals for improvement</td>
</tr>
<tr>
<td>Club Elni, La Selva, Associació</td>
<td>Consultancy in human resource</td>
</tr>
<tr>
<td>Cruz Roja</td>
<td>Consultancy in marketing and communication</td>
</tr>
<tr>
<td>FEDERACIÓN ESPAÑOLA DE BONDERGARAGUERA</td>
<td>Consultancy in marketing and communication</td>
</tr>
<tr>
<td>FIDES DE LA CARTOL, Fundació</td>
<td>Consultancy in marketing and communication</td>
</tr>
<tr>
<td>FUNDACIÓ SOSTREETÀRIA DE MARERSA</td>
<td>Consultancy in marketing and communication</td>
</tr>
<tr>
<td>Germà Tomàs Canet, Fundació</td>
<td>Assistance in strategic thinking</td>
</tr>
<tr>
<td>Gil Gayarré, Fundació</td>
<td>Revioin of internal processes and proposals for improvement</td>
</tr>
<tr>
<td>Grupo AMAS</td>
<td>Viability plan for new work areas</td>
</tr>
<tr>
<td>La Càtula, Fundació</td>
<td>Proposals for fundraising strategies</td>
</tr>
<tr>
<td>Migra Studium, Fundació</td>
<td>Propuestas de estrategias de fundraising</td>
</tr>
<tr>
<td>Pro Actiu/Open Arns</td>
<td>Proposals for fundraising strategies</td>
</tr>
<tr>
<td>SEO BirdLife</td>
<td>Proposals for fundraising strategies</td>
</tr>
<tr>
<td>Serveis Socials de Sant Joan de Déu, Barcelona</td>
<td>Assistance in strategic thinking</td>
</tr>
<tr>
<td>Serveis Socials de Sant Joan de Déu, Valencia</td>
<td>Assistance in strategic thinking</td>
</tr>
<tr>
<td>Social Forest</td>
<td>Consultancy in marketing of services/products</td>
</tr>
<tr>
<td>Sort, Fundació</td>
<td>Consultancy in marketing of services/products</td>
</tr>
<tr>
<td>SUBMON</td>
<td>Assistance in strategic thinking</td>
</tr>
<tr>
<td>Taller Auriá</td>
<td>Viability plan for new products and services</td>
</tr>
</tbody>
</table>

TOGETHER Project

This project arose out of the will and the commitment of ESADE Alumni to contribute to the Sustainable Development Goals. It is conducted jointly and in close collaboration with ESADE’s University Development Service (SUD). It consists in working on projects carried out in developing countries, with the aim of helping to generate productive activity in those countries.

In TOGETHER senior alumni interact with current students. First the alumni go out to the country concerned, do consulting work on the ground and return having pinpointed those actions in which the students on the SUD programme will subsequently be able to carry out their internships. During their stay, the students are supervised remotely by the participant alumni via new technologies.

Results of the TOGETHER Project

In the 2016-2017 academic year, the programme has collaborated with four projects in Mexico, Paraguay, Bolivia and Nicaragua:

- **Mexico – Yomol Atel**
  - Chiapas coffee cooperative
  - This project consists of collaboration and support for a group of social economy enterprises made up of 2,000 Tseltal families in the north of the state of Chiapas.

- **Nicaragua – Universidad Centroamericana de Managua**
  - University teaching
  - The aim of this project is to support the preparation and assist the implementation of the coming strategic plan for the UCA in Nicaragua.

- **Paraguay – CEPAG (Comparte Jesuit network)**
  - Sesame oil cooperative
  - The aim of the project is to support two sesame oil producing associations in Paraguay (more than 800 rural families).

- **Bolivia – Oxfam Intermon**
  - Companies that Change Lives project
  - Honey cooperative
  - The aim is to help create and develop in the mid term an internal organisational proposal for a partnership project for honey production in the Chaco and Tarija areas of Bolivia.
Entrepreneurship Class: Learn and Launch

For the fourth year running, ESADE promoted, in conjunction with the Prevent Foundation, the training and mentoring programme aimed at disabled entrepreneurs to help them start up a business or accelerate a recently created business initiative. This programme enjoys the sponsorship and active participation of private enterprises that are leaders in their respective areas of business. Three editions have been held to date in Barcelona and two in Madrid, with a total of 63 entrepreneurs trained, 24 grants worth a total of €120,000 offered to the best initiatives, and 65 professionals involved (professors, faculty advisors and managers). In the first three Barcelona editions, 41 entrepreneurs have taken part, 20 of which have already started up their business projects.

Executive Master Day

The Executive Master Day brings together all the participants in the Executive Masters, in both Barcelona and Madrid, to show them social realities with which they are often unfamiliar but which they should get to know in order to make more responsible decisions.

On the day held on the Sant Cugat Campus, the Executive Masters participants had the opportunity to talk to real people from a wide variety of origins who shared their life stories and their experiences coping with difficulties. The 250+ participants in the Executive Masters had the privilege to hear firsthand what it is like to be a human shield in an armed conflict, to cross the sea on a barge, to be a victim of gender violence at home and at work, to live on the street without a roof over one’s head, or to live with relatives who suffer a serious illness. To this end, ESADE could count on two of the organisations it has chosen to work with this year: Casal dels Infants and Fundación Down. Other participating organisations were Fundación Iniciatives Solidàries, Fundación Exit, Sant Joan de Déu, Fundación Adsis, Arrels Fundació, and Fundació Surt, together with members of ESADE who live on a day-to-day basis with rare diseases.

GEMBA Legacy

This initiative was launched in July 2015 by the seventh cohort of the Georgetown University and ESADE Business School Global Executive MBA (GEMBA), and currently takes the form of a joint effort by GEMBA cohorts 8 and 9. It seeks to raise awareness of social issues and set up projects offering creative and lasting solutions.

The GEMBA Legacy provides a platform for identifying social problems and generating sustainable initiatives that represent a joint commitment to social transformation.

Smart Room Project

A group of students in the ninth GEMBA cohort have developed the Smart Room project, the mission of which is to get primary education to become accessible again for children who live in rural areas in Colombia. To this end, they have designed a series of mobile structures and developed a construction and deployment plan to build schools in the neediest areas. This project is now under implementation.
We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.
ESADE Alumni

The ESADE alumni association aims to provide value to its members, ESADE itself and society at large, through the following actions: encouraging networking, facilitating knowledge update, supporting the professional development of alumni, supporting ESADE and harnessing talent management for solidarity projects.

One of the more notable actions of the 2016-2017 academic year was the Lifestyle cycle of sessions, presented by the Career Services, aimed at learning how to maintain personal well-being and to maximise professional performance, and extending services to entrepreneurs, guiding them from the seed stage through to the achievement of funding.

In terms of solidarity, a new brand was launched: ESADE Alumni Social, which extends the scope of the project and provides solutions to new approaches by the third sector. Other models of volunteering were also offered, to match different availabilities. Many alumni hold positions of responsibility, and through their business decisions and actions can contribute to a fairer and more sustainable world. To achieve a fairer and more sustainable society, ESADE Alumni works to foster active participation by alumni, building bridges between the business world and the social world through various initiatives:

Film Club: “Luis de Sebastián” Season

This season is organised as a contribution by ESADE Alumni to ESADE’s mission of training socially responsible people. It is a tool for reflection and social debate which uses committed cinema as a source for raising awareness of social problems among alumni, faculty and anyone else interested with whom they have contact. Top-quality documentaries dealing with current social issues are screened to encourage post-viewing dialogue among everyone present. This year the following topics were addressed, among others: ecology and environmental sustainability (with films such as Before the Flood and A Plastic Ocean), autism (with the documentary Life, Animated) and international politics and globalisation (with Michael Moore’s film Where to Invade Next). More than 300 alumni participated actively in this season for promoting debate and reflection on social issues.

Webinars: online training in social issues for responsible leadership

Assuming responsibility for training socially responsible people, this year ESADE Giving Back supported online training in social issues. With the aim of providing alumni with more tools, it prepared sessions in webinar format, focusing on practical topics that interest both alumni and social organisations. The subjects dealt with in the four webinars held this year were fundraising, strategic re-planning in organisations with social impact, funding sources for social enterprises, and measuring social impact.

ESADECREAPOLIS

ESADECREAPOLIS helps firms to innovate by providing dynamic ecosystems that inspire, facilitate and accelerate innovation. The following initiatives and projects stood out over the last academic year:

Ideas World Cup 2016
22 April 2016

A day devoted to reflecting on the idea of “breathing” better in the enterprise, the school and the street. This Ideas World Cup is the first of its kind, in which cities from all over the world take part to see which of them is capable of generating most ideas in a brainstorming session.

NOVARTIS: Study Tour by Innovation Excellence Club
29 September 2016

Initiative on process innovation in the industrial sector. Novartis explained how it integrates industrial processes in its firm in order to optimise the flow of materials in its production plant.

Racc-ESADECREAPOLIS: Contigo Carpooling Project
7 April 2017

Mobility service pilot programme to go to and from work in a shared private car.

Health Forum
June 2017

Debate on the long-term sustainability of the social and health system.

Together with these projects, ESADECREAPOLIS also encompasses social enterprises and organisations that respond to great challenges in the social and environmental field. We highlight the following:

Specialisterne - http://es.specialisterne.com
A social enterprise that seeks to give value to the special characteristics of people with autism spectrum disorder (ASD). It offers training to harness the talent of people with ASD or Asperger’s Syndrome and so enhance their social and work-related capabilities.

Gremi de Recuperació de Catalunya - http://gremirecuperacio.org
Organisation that brings together more than 250 companies (wholesalers, retailers and travelling sellers) and whose activity focuses on the recovery of various materials.

NOEM - http://www.noem.com
Firm engaged in the design of prefabricated homes in wood and natural materials, using efficient technology and energy, with a minimum carbon footprint.

Fundación CreaFutur
Aims to identify future business opportunities, by analysing present consumer behaviour patterns and forecasting how they will evolve in the future. Two projects were held as part of ESADECREAPOLIS:

Workshop: Circulab
27 September 2016
Workshop to spread knowledge of the circular economy, its benefits and its dynamics through the game Circulab.

Estudio sobre el futuro de la movilidad en Barcelona
June 2017
Presentation of the study Citizens and mobility in Barcelona: Current situation and future prospects, funded and prepared jointly by 11 private and public entities.
Collaboration with The United Nations Global Compact and PRME

In recent years ESADE has maintained a constant presence and collaboration with two important United Nations initiatives: the Global Compact (UNGC) and the Principles for Responsible Management Education (PRME). In addition, recently it has joined the UN Women HeForShe platform.

—— Global Compact. Involvement in best practices, for example organising the sustainability cycle of Oikos and participating in a case competition for eliminating plastic bottles in the Sant Cugat cafeteria. (July 2017)

—— PRME. Participation of Josep Franch, Dean of the Business School, in the 2017 Global Forum for Responsible Management Education — 10 Years of PRME, in New York (July 2017), and publication of the PRME Progress Report 2016.

By way of example, we mention some organisations with which ESADE collaborates below:

—— Social Enterprise Knowledge Network
—— The Academy of Business in Society
—— Social Innovation Exchange
—— European Venture Philanthropy Association
—— Sigma Alliance
—— IAJBS
—— UNIJES
—— Red Comparte

Sekn Network of Business Schools

ESADE forms part of the SEKN network, comprised of representatives of renowned Ibero-American business schools. Through its research, publications and case studies, SEKN has developed and offers knowledge and educational tools to researchers, academics, schools and anyone interested in social, inclusive and sustainable business initiatives.

Promociona Project

Parallel to the academic programme, the Promociona project is also a space for building professional support networks between women mentors and students, and for ongoing dialogue with the business world. The following actions have been carried out:

—— With the support of Meral Guzel, Regional Coordinator for Europe and Central Asia of Empower Women at UN Women, ESADE has become the first business school in Spain to join the HeForShe platform, an initiative promoted by the Secretary-General of the United Nations in favour of gender equality.

—— MBA Women in Business Club: Platform for debate set up and managed by women ESADE students, with the aim of analysing gender equality in the field of training and business.

—— Studies carried out: ESADE Gender Monitor, Women with Impact and The InfoJobs Report.

ASHOKA–ESADE Agreement

ESADE has entered into an agreement with Ashoka, an internationally renowned NGO in the field of social entrepreneurship which has a community of more than 3,400 social entrepreneurs and 300 Changemaker schools around the world. The aim of this partnership is to drive actions that can help to generate a change in mentality in society whereby all people see themselves as agents of change.

SECOT Awards for Excellence

The ESADE programme Entrepreneurship Class: Learn and Launch has received the SECOT Award in the category “Project with greatest impact”, for having helped disabled entrepreneurs to carry through their business projects. The programme offers training and mentoring activities for disabled university entrepreneurs who want to start up their own businesses.
Annex 1: Indicators and targets

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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Training: None</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>≥ 1</td>
</tr>
<tr>
<td>HR: None</td>
<td>0</td>
<td>2</td>
<td>5</td>
<td>≥ 1</td>
</tr>
<tr>
<td>Paper</td>
<td>29 t</td>
<td>27 t</td>
<td>23,8 t</td>
<td>19,8 t</td>
</tr>
<tr>
<td>Water</td>
<td>0,46 m³ water/m² (*)</td>
<td>0,81 m³ water/m² (*)</td>
<td>0,80 m³ water/m²</td>
<td>0,71 m³ water/m²</td>
</tr>
<tr>
<td>Electricity</td>
<td>114 kW/m²</td>
<td>105 kW/m²</td>
<td>90,28 kW/m²</td>
<td>91,08 kW/m²</td>
</tr>
<tr>
<td>No. of people attending SR-E events.</td>
<td>167</td>
<td>125</td>
<td>248</td>
<td>309</td>
</tr>
<tr>
<td>No. of allies in the SR-E network.</td>
<td>115</td>
<td>132</td>
<td>153</td>
<td>175</td>
</tr>
<tr>
<td>Overall opinion of the community (biennial) re progress of SR-E (5 = very good, 1 = very bad).</td>
<td>None</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Overall opinion of the stakeholders (annual) re progress of SR-E (5 = very good, 1 = very bad).</td>
<td>None</td>
<td>N/A</td>
<td>4.07</td>
<td>4.00</td>
</tr>
<tr>
<td>No. of relevant proposals expressed by the community and stakeholders that have been developed/implemented.</td>
<td>None</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Level of improvement in the transparency of the corporate website &amp; the intranet.</td>
<td>None</td>
<td>N/A</td>
<td>23%</td>
<td>40%</td>
</tr>
<tr>
<td>No. of communicable inputs generated by SR-E activities and initiatives.</td>
<td>3</td>
<td>6</td>
<td>10</td>
<td>16</td>
</tr>
<tr>
<td>No. of volunteer, solidarity &amp; cooperation initiatives.</td>
<td>33</td>
<td>35</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>No. of faculty, administrative &amp; services staff and students taking part.</td>
<td>None</td>
<td>762</td>
<td>965</td>
<td>1555</td>
</tr>
</tbody>
</table>

(∗) Two large leaks account for the disproportionate increase in consumption.
Annex 2: Priorities for the 2017-2018 academic year

1. To make a strategic diagnosis to define the SR-E of the future (benchmarking, listening to the community, surveys, panel of stakeholders, etc.).

2. To launch an awareness-raising campaign to foster sustainability at ESADE, reinforcing the Green Rules message and enabling the achievement of two challenges that are already taken on board: 1) to eliminate plastic bottles on campus and 2) to stop food wastage.

3. To contribute to the following institutional policies and projects:
   — Krone Project (external professors)
   — Compliance policy (bases and development)
   — Post E-Voice improvement plan (culture and organisational development)
   — Occupational risk prevention
   — Supplier policy
   — Project to measure the impact of the SUD

4. To coordinate and promote certain key activities, such as:
   — Panel of SR-E stakeholders
   — 3rd Solidarity Day, in collaboration with students
   — 9th and 10th AliARs-E Network forums
   — 8th Solidarity Breakfast

5. To develop the Social Action Programme together with the three organisations involved in the institutional agreement – Casal dels Infants (Barcelona and Sant Cugat), Fundación Down (Madrid) and Jesuit Refugee Service (international) – and to coordinate and promote the 30+ solidarity and cooperation initiatives held each year.

Through training, research and social debate, ESADE works to inspire “the futures” of people to help them to become competent professionals in business and law, as well as socially responsible citizens.