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Report

Identity and Social Responsibility

SIP PRME Principles for Responsible
Management Education

2018
2019

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Message from the director general



This has been my first year in charge of Esade as Director General and I have had the privilege of presiding over the celebration of the 60th anniversary of the institution and the 10th anniversary of the Esade campus in Sant Cugat.

Different events were run throughout the 2018-2019 academic year to reflect on the future of higher education and the role that will be played by educational institutions. Educating people so that they are capable of understanding this hugely complex and changing world, of building their life projects in it and of providing value to organisations and society, requires us to strengthen the educational commitments that build critical thinking and convey solid and consistent values. Exploring the content, form and timing of these models is one of our priorities.

Another of the activities to highlight is the strategic planning process that we carried out in the second half of the year and through which we defined our aim, "by 2028, for Esade to be recognised as an educational institution at the forefront of academic innovation and admired internationally for its impact on society and for the professional and human quality of its students".

We want to contribute to the development of people's personalities, to their social and work-related impact on the world. That is where the focus will be, going beyond professional skills and other aspects that all schools know how to produce. This is what I call the "Esade touch". It is our way of expressing that we want good professionals with an entrepreneurial spirit who are eager to make a social impact.

To progress in this regard, we have created the Identity and Mission Department, which will run initiatives to ensure that the educational experiences, as well as the professional and personal experiences of the students and the rest of the educational community, are aligned with the institution's mission. It will also ensure the development of the institution's activities in the areas of social responsibility and sustainability.

I take this opportunity to express my gratitude to all the people and teams at Esade for their valuable contribution to the different activities carried out during the year.

With enthusiasm, we renew our commitment to the Global Compact Principles and the Principles for Responsible Management Education (PRME) for another year.

Koldo Echebarria
Director General
Esade

Introduction

The 2030 Agenda for Sustainable Development, approved at the UN General Assembly held in New York in December 2015, is one of the most important global agreements of all time. It has a direct relation to our commitment to society through our mission of “training professionally competent and socially responsible people”, as well as to our declaration of values, in which we commit ourselves to “act with personal integrity, high professional standards and social responsibility”.

It is within this framework that we continue working to heighten the social responsibility and sustainability of our institution. Among the activities in the 2018-2019 academic year, we can highlight the educational experiences that the different programmes offer to students and participants, in areas such as ethics, social responsibility and sustainability, contributing to the training of socially responsible future executives, lawyers and leaders.

Another highlight is the opportunities offered to the entire academic community to take part in a charitable activity, collectively or individually and with different collaboration options, through the Social Action Programme and the more than 45 charitable initiatives in which it collaborates with very diverse entities from the third sector.

We continue to promote the Green Rules, our list of good practices (avoid using plastic, do not waste food, consume responsibly, etc.), and offer meetings that seek to raise awareness in the community about the local and global social reality, promoting reflection and arousing interest in improving our world on a daily basis.

We are proud of the goal of obtaining LEED certification in our buildings, teaching spaces and sustainable areas, following the parameters set by the U.S. Green Building Council. This has allowed us to multiply the improvement actions aimed at reducing energy consumption and environmental impact.

With the arrival of Koldo Echebarría as Director General comes the opportunity to again think strategically about social responsibility and sustainability at Esade, where the priority will be to generate a positive impact on society. In the opening ceremony for the academic year, in his speech he stressed that “Esade must make its contribution to the common good and work for a fairer, freer and more dignified society”. To do this, the United Nations Sustainable Development Goals will serve as a framework and a great inspiration in defining the institution’s new Social Responsibility and Sustainability Plan. We will work on this in the next academic year.

Esade is a signatory to the Global Compact (2003) and the United Nations Principles for Responsible Management Education (2007), and those of us who are part of this institution – teaching staff, students and administrative staff – work each day to establish a culture of social responsibility and sustainability.

Esade in figures

Business School



3,071

students

1,923

international students

1,384 in the Bachelor of Business Administration (BBA)

617 in the MSc Programmes in Management

372 in the MBA

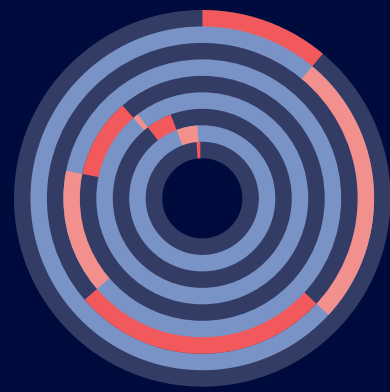
11 in the Master of Research

35 del PhD Programme

226 del Summer Programme

426 in other programmes (BI Norwegian, MIP, CEMS y KIC InnoEnergy)

Law School



1,379

students

169

international students

156 in the Bachelor in Law

356 in the Bachelor in Global Governance

367 in the Double Degree in Business Administration and Law

199 in the Master's and postgraduate programmes in law (MUA)

145 in Master and PhD's

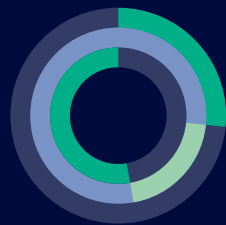
11 del PhD Programme

68 in Continuous Training

64 in the Summer Programme

13 in the Lawyering Programme (ICADE, Madrid)

Executive Education



6,150

students

1,635

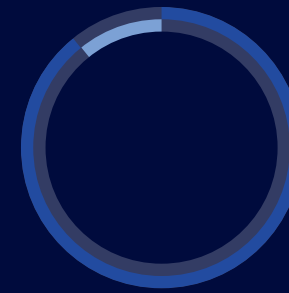
international students

1,654 in the Executive Education (EMBA, executive masters, programas corporativos)

1,266 in open programmes

3,230 in custom programmes

Faculty



272 Faculty Core

33 language instructors

Staff members

424

People

40

Internationals

Research

139

Faculty Members conducting academic research

171

Articles in refereed journals

Rankings

#7

MBA IN EUROPA (January 2019)



Campus

77,287 m²

total areas

BCN MAD

32.655 m² BCN-Pedralbes
42.007 m² BCN-Sant Cugat

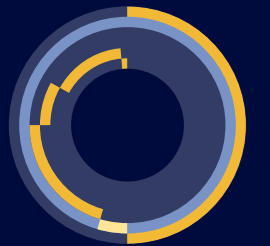
2.625 m² campus de Madrid

Income

Fundraising:

2.5 M€

in gross income



113.5 M€

in net income

103 M€

de ingresos netos

10 M€

scholarships, aid and discounts

47 M€ Business School
18 M€ Law School
35 M€ Executive Education
3 M€ Research

Events

128

public events

10,015

participants

Esade Alumni

760

public events

27,544

participants

Identity, mission and social responsibility



PRINCIPLE 1:

Purpose

We will develop the skills of students so that they can be future generators of sustainable value for companies and for society as a whole, and work for an inclusive and sustainable global economy.

Esade is an academic institution founded in 1958 in Barcelona, as a result of an agreement between lay people and the Society of Jesus. It has been part of Ramon Llull University since 1995. Esade also belongs to the UNIJES Jesuit Universities network. The mission, identity and values of Esade are contained in its institutional documents.

Specifically, its mission is:

“To educate and conduct research in the fields of management and law in order to:

- Train competent and socially responsible professionals.
- Improve organisations and society through knowledge creation
- Contribute to social debate in order to build free, prosperous and fair societies.

Esade fulfils its mission, inspired by the humanist and Christian traditions, in a framework of intercultural dialogue.”

Esade accepts its responsibility to society by fulfilling its mission, which is the development of its three main lines of activity: training, research and social debate, as well as the creation of institutional policies consistent with this. Esade’s social responsibility is written in its DNA and is designed to fulfil its mission.

In recent years, Esade has promoted and approved documents that implement and explain the values arising from its mission: the Declaration of Values, the Guiding Framework for the Educational Model, the Declaration on Spirituality and the Code of Conduct.

To implement and strengthen the identity, mission and social responsibility of Esade, the values, criteria and guidance contained in the institutional documents must be understood and shared by the entire academic community. This will generate harmony in the different programmes, activities and projects carried out. The ongoing challenge is to improve their visibility, development and implementation, without forgetting that the institution itself must have management policies and practices consistent with the values it preaches.

Purpose

Our goal for 2028 is to position ourselves as an academic institution at the forefront of educational innovation and be internationally recognised for our impact on society and for the professional and personal quality of our students.

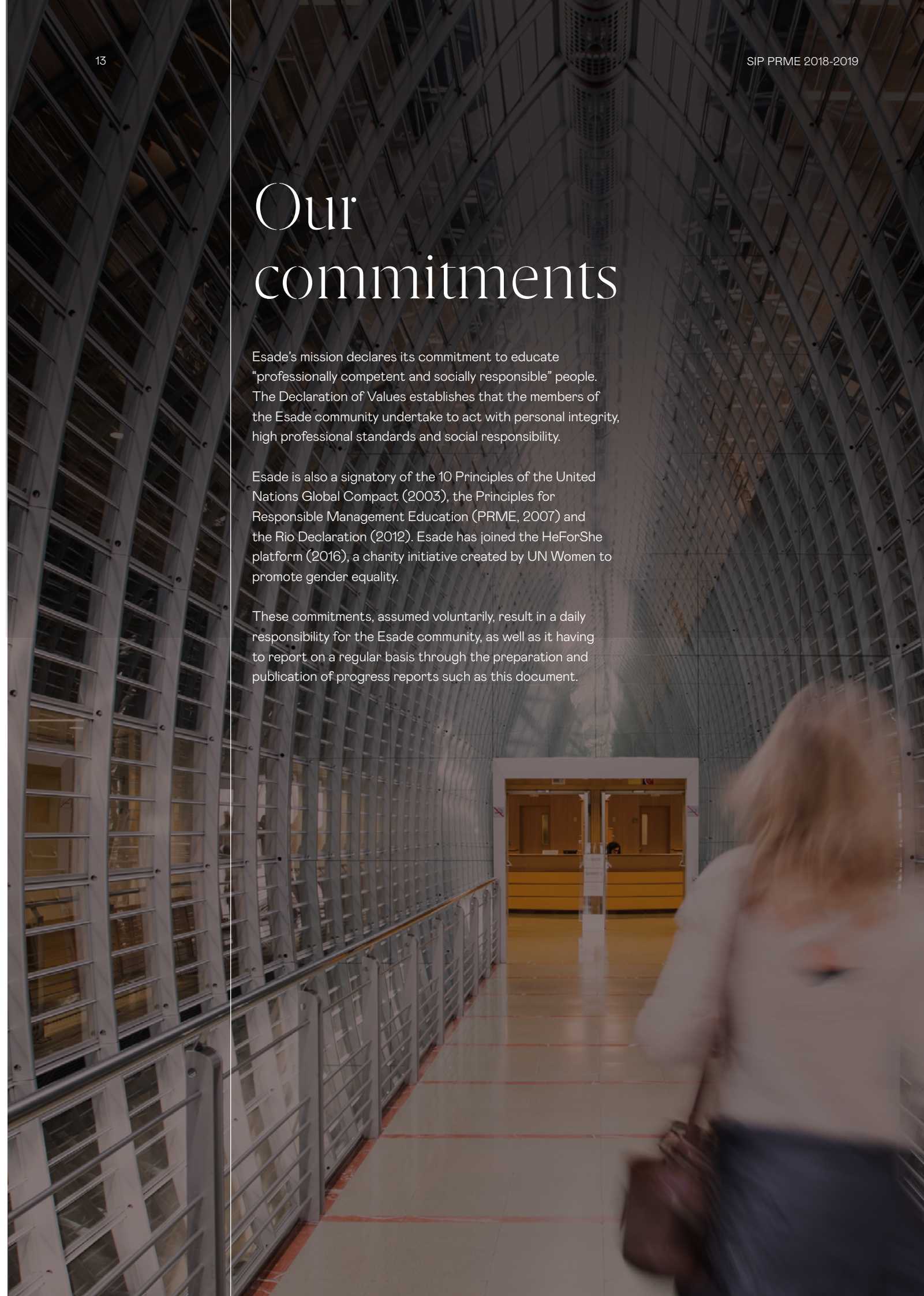


Our commitments

Esade's mission declares its commitment to educate "professionally competent and socially responsible" people. The Declaration of Values establishes that the members of the Esade community undertake to act with personal integrity, high professional standards and social responsibility.












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

These commitments, assumed voluntarily, result in a daily responsibility for the Esade community, as well as it having to report on a regular basis through the preparation and publication of progress reports such as this document.



Our history in social responsibility

Esade's history in social responsibility, as well as the commitments it has acquired in the framework of different international organisations, are shown in the path that the institution has followed for the last 17 years, which is illustrated below:

<p>2002</p>  <p>The Academy of Business in Society</p> <p>Founding member (2002). Supervisory Board member (2002-2008). Constant participation and host of the 6th Annual Colloquium (2007). Member of the Board (since 2012).</p>	<p>2003</p>  <p>Participation since 2003. Declaration of our commitment to institutionalise the SEKN network at ESADE (2009).</p>	<p>2011</p>  <p>Adhered in 2011</p>  <p>THE ASPEN INSTITUTE</p> <p>Aspen Institute Spain representative (since 2011). Participant in the projects: "Economics and Peace Faculty Network" (2011) and "Undergraduate Business Education Consortium" (since 2012).</p>	<p>2016</p>  <p>Adhered in 2016.</p>
<p>2003</p>  <p>Adhered in 2003.</p> <p>Member of the Executive Committee for the Spanish Network (2007-2016).</p>	<p>2007</p> <p>PRME</p> <p>Participation on the taskforce responsible for preparing the Principles (2006). Adhered in 2007. Progress reports: 2010, 2012, 2014 and 2016. Participation in the PRME Champions project coleading the curricular development area (2013-2015)</p>	<p>2012</p>  <p>Adhesion to the Rio + 20 Declaration.</p>	<p>2017</p>  <p>OBJETIVOS DE DESARROLLO SOSTENIBLE</p> <p>Participation in the Challenge-Based Innovation Program, to devise solutions to challenges linked to the SDGs (since 2015). Creation of the Observatory of the SDGs (since 2017). Collaboration with the European Commission to achieve the SDGs (since 2018).</p>
<p>2009</p>  <p>Associated member (2009-2013)</p>  <p>Creation of the Net Impact Club (in 2009). Gold Chapter Status obtained (in 2011).</p>	<p>2009</p> <p>Progress reports: 2008, 2009 and 2010 (GC Advanced). Since 2011 are included in the GRI Report.</p>	<p>2013</p>  <p>Member of the Management Board (2007-2012). Preparation of ESADE's Annual Report according to GRI standards, and integrating the Global Compact's progress report (2011, 2012, 2013, 2014 and 2015).</p>	<p>2018</p> <p>#DondeEstanEllas</p> <p>Adhered in 2016 to promote gender equality.</p>

Our SR-Esade model

Esade decided to develop its own social responsibility model (SR-Esade) and this has been in place since 2010. To do this, it took as its inspiration the model of Losada, Martell and Lozano (2011), which raises, in a systemic and cross-cutting way, the questions and actions to carry out in the different strategic lines and the different subsystems at Esade, as shown in the following figure:



Action areas for SR-Esade

The 2018-2019 Social Responsibility Plan contains and highlights the various projects and initiatives carried out in the eight action areas of the SR-Esade:



Governance of the SR-Esade

Esade has chosen to promote and assess the SR-Esade Plan through its **Executive Committee**, presided over by the General Management, to help it fit better into the implementation of the institutional strategy.

A **Stakeholder Panel** has also been established, formed by representatives from companies and social organisations, suppliers, alumni, students, employers, etc., in order to receive their analysis, feedback and proposals for improving social responsibility and environmental matters.

The **SR-Esade team**, presided over by the general secretary, is responsible for promoting and coordinating the various projects in the SR-Esade Plan and communicating and reporting these.



Some noteworthy examples

in the eight SR-Esade action areas

01. TRAINING

Leading the way to sustainable futures: The value of experiential learning

Using experiential learning, **Maja Tampe**, Assistant Professor in the Department of Social Sciences, got the **29 MSc students studying** her subject "Leading towards sustainable futures" involved in proposing improvements to create a more sustainable world, choosing a specific project in an organisation to do this. Of the 11 teams, **five chose to improve sustainability at the St. Cugat campus itself**. The **cafeteria** in particular attracted a lot of interest, energy and ideas. Three teams examined the topic, creating proposals to **reduce food waste, replace paper cups with multi-use cups and expand the range of products to include more vegetarian and organic options**. Throughout the process they were supported by staff from General Services: **Sandra Carqueijeda, Mónica Collantes and Albert Carbó**. Students from the **Oikos Barcelona** association played an important role, undertaking to continue with the projects.

Social Responsibility

Teodoro Mellen, researcher and member of the spirituality team, taught the Social Responsibility course to **110 students studying for the Law Degree and the Global Governance Degree**. This subject aims to contribute to training entrepreneurial and thoughtful law professionals who are sensitive to diversity and aware of their personal and professional responsibility in relation to society.

Throughout the course, **the students take part in different volunteer workshops at organisations that work directly with people in situations of social vulnerability**, some of which include Fundació Migrastudium, Asociación solidaria con la tercera edad de Barcelona (ASTE), Amics de la Gent Gran, Fundació Privada Servei solidari per la inclusió social, Casa de Família de Nazaret, Refugee4Refugees, Residència Sant Roc de Canet, Escola Moragas, Fundació Triniyove, etc.

The students highly rate this experience that has led them to **personal, spiritual and moral growth whilst improving some of their personal skills and abilities**. They also value the fact that their contribution has been useful in building a fairer and more humane world, and in some cases it is an element that they consider when discovering their own personal and professional vocation.

02. RESEARCH

In the field of research, the following article stands out for its contribution to the topic of reducing greenhouse gases, as well as for the impact factor of the journal in which it was published (Science of the Total Environment, IF: 5.589 (2018)).

The article by Zahedi, S., **Batista-Foguet, J.** & van Wunnik, L. (2019), entitled "**Exploring the public's willingness to reduce air pollution and greenhouse gas emissions from private road transport in Catalonia**", published in Science of the Total Environment (IF: 5,589, 2018). The results of the study show that environmental concern is positively related to the three main factors in the theory of planned behaviour (Attitude, Subjective Norms and Perceived Behavioural Control). The results also reveal that the majority of those surveyed in Catalonia (406 residents) would be willing to pay to reduce air pollution and GHG emissions from private road transportation. **Joan M. Batista Foguet** is Full Professor in the Department of People Management and Organisation, and Director of the Leadership Development Research Centre.



03. SOCIAL DEBATE

In the framework of the 60th anniversary of Esade, **Michael C. McCarthy**, Vice President for Mission Integration and Planning at Fordham University, gave the talk entitled **"Educating future professionals so that they are aware, committed and responsible: how can universities help to achieve this objective?"**. Professor McCarthy explained that to educate people to have charitable values, schools must have the ability to reflect and be able to work in a cross-cutting manner. **"All subjects should enhance the personal growth of the students and help them to be socially responsible"**, he argued.

Challenges and progress in the 2030 Agenda

"The crisis of multilateralism is a new challenge that the 2030 Agenda must face", said **Cristina Gallach**, High Commissioner for the 2030 Agenda, during her speech at the event **"Spain and the 2030 Agenda: Challenges and progress in the implementation of the SDGs"**, held in February 2019 at the Madrid campus and attended by **Javier Solana**, Chairman of Esadegeo- Centre for Global Economy and Geopolitics. Solana, meanwhile, argued that "the sustainability challenges are very significant, and the different sectors must create strategies and synergies for a new model without leaving anyone behind". Solana also added that it is necessary to create global governance instruments that promote sustainable development and defend global public goods.

To look in more depth at the line of action on a European scale, **Eva Jané-Llopis**, researcher from the Department of Social Sciences and member of the EC's high-level platform, presented the main conclusions from the report **"Towards a sustainable Europe by 2030"**, approved by the European Commission for the 2030 Agenda.

04. ESADE COMMUNITY AND STAKEHOLDERS

In May 2019, the **Executive Master Day** took place for the third consecutive year, a day that brought together over **180 participants** at the Sant Cugat campus. The aim was to help them understand the social realities that are not normal for them but that are in fact very close by. The same event took place in March at the Madrid campus with almost **100 participants**.

The participants had the opportunity to hear various personal testimonies: crossing the strait of Gibraltar in a dinghy, suffering domestic violence at home and at work, and homelessness, among many others. Using the SDGs as a reference point, **working groups were created involving organisations, those providing testimonies and students taking the Executive Master to suggest proposals for action.**

This year saw the participation of organisations such as **Iniciatives Solidaries, Fundació SURT; Fundació Adsis; Arrels; Casal dels Infants; the Spanish Red Cross; Fundació Formació i Treball; Best Buddies/ACIDH and Fundació Secretariado Gitano**, who we thank for their generosity and commitment to Esade in participating in this Executive Master Day.

The day helped to provide a broader vision of the reality that as managers and executives we should not forget, as well as to create a context in which to reach commitments and remind us of the responsibility involved in belonging to the privileged 1% of this world and having a present and future decision-making capacity that must be exercised from a more holistic and responsible perspective.

05. INSTITUTIONAL POLICIES

Creation of the Identity and Mission Department

At the suggestion of the Director General, the Esade Board of Trustees approved the appointment of the faculty member **Cristina Giménez** as Identity and Mission Director, with effect from 1 January 2019.

This new department will develop initiatives to **ensure that the educational experience, as well as the professional and personal experiences of the students and the rest of the educational community, are aligned with the institution's mission.**

06. ENVIRONMENTAL RESPONSIBILITY

The solar energy system on the Sant Cugat Campus is in keeping with the non-emission of CO2

The solar energy system for the production of domestic hot water (DHW) is intended to serve the cafeteria of the teaching building on the Sant Cugat Campus. This system works in parallel with the production of DHW using a gas boiler. When the weather conditions are ideal, solar production can meet all of the demand.

07. SOCIAL ACTION AND COOPERATION

During the 2018-2019 academic year, **45 charity** and cooperation initiatives were organised in which over **1,800 people** participated and collaborated with many different entities, including: Oxfam Intermón, Fundació Arrels, La Marató de TV3, Fundació Mambré, Fundació Migrastudium, La Obra Social Sant Joan de Déu, Fundació Exit, Banc dels Aliments, Fundació ASTE, Fundació Amics de la Gent Gran, Entreculturas, Trailwalker and Fundació Miquel Valls.

08. TRANSPARENCY AND ACCOUNTABILITY

In preparing the **2017-2018 Annual Institutional Report**, progress has continued to be made in transparency, following the standards of the G4 Guide of the Global Reporting Initiative (GRI), which certifies this publication each year.



The United Nations sustainable development goals

The main activities carried out during the 2018-2019 academic year, within the framework of the Sustainable Development Goals (SDGs), include:

For the fifth consecutive year, MBA students from Esade, IED and UPC have participated in a new edition of the **Challenge Based Innovation** programme. Grouped into multidisciplinary teams, students have seen their three educational areas come together to create innovative solutions with the aim of improving and fostering the positive development of humanity. To do this, each group identified the challenge they wanted to resolve from among the SDGs. On this occasion, the proposals focused on the **elimination of gender inequality, improving work-life balance, the reuse of household residual water, access to education for nomadic populations in Nigeria and the quality of food** during its transportation. After months of work between Barcelona and Geneva, where they were in contact with **scientists from CERN**, the students have managed to generate innovative proposals based on digital tracking systems, printed electronics, augmented reality and satellite connectivity. The result is six projects that provide answers to real needs.

In December 2018, more than 50 students competed over a weekend in the **Healthcare Solutions Hackathon**, organised by Esade's Fusion Point with the support of **Accenture**, whose aim was to find the best solution to detect and treat mental illnesses.

Organised into multidisciplinary teams, the participants used technological gadgets (such as a portable biomedical device for signal acquisition, a small micro-controller with sensors, tablets and laptops) and the advice of academics and professional experts to develop their ideas. The students from Esade, IED and UPC made functional prototypes to detect and treat psychological symptoms such as anxiety, hyperactivity, depression and bipolar disorder, and presented them to a jury of experts composed of academics from the three institutions, professionals from **Accenture and Sanofi** and **Doctor Ignacio Crespo from Bellvitge Hospital**.

The European Commission created the high-level **Multilateral Platform to contribute to the achievement of the SDGs** in 2017. This is made up of 30 members selected from the public and private sectors, civil society and the academic world in Europe, and led by the Vice President of the European Commission, Frans Timmermans. Its members include Unilever, Enel, WWF, SDG Watch and **Esade, the only business school providing advice**. So far, the Platform has created and launched the *EU Sustainability Award*, provided information for the EU's multi-annual financial framework and, in its role of supporting policy formulation at the European level, prepared a report, commissioned by the EC, with advice and information for the EC reflection document after 2020, published as *"Reflection paper: Towards a sustainable Europe 2030"*. Esade was represented by **Eva Jané-Llopis**, researcher from the Department of Social Sciences and member of the EC's high-level Platform.

The steps taken to meet the SDGs must be accelerated. This is one of the main conclusions from the *second report by the Esade SDG Observatory and the "la Caixa" Banking Foundation*, which highlights that the incorporation of the SDGs into the strategy of Spanish companies is not progressing at the pace necessary to have a sustainable economy within the period established.

As can be seen from the analysis carried out, **Spanish listed companies are a long way from complying with non-financial reporting requirements**. Only 55% submit sustainability, CSR or integrated reports, a proportion similar to that found in the first edition. **Technology and communications companies and those from the energy sector, together with construction companies, achieve the highest figures**: between 70% and 80% of companies from these sectors present non-financial information. These are followed by engineering, consumer goods, financial services, tourism and industry sector companies, with percentages that vary between 50% and 60%. Finally, the companies with the lowest rates are those in property services and consumption, with figures below 40%.

Ángel Castiñeira, professor at Esade and academic research director, states that "great progress has been achieved in the institutional area, but the incorporation of the SDGs into the strategy of these companies is not progressing at the pace necessary to be able to have a sustainable economy by the year 2030".

In May 2019, CEMS Club Barcelona, in collaboration with Oikos Barcelona and the MBA Energy and Environment Club, held a discussion panel on clean energy. Under the question **"How can we reduce the carbon footprint: energy transition and renewable resources?"** industry professionals (**ENDESA EOI, EuroPace, InnoEnergy, SomEnergia, GNE Finance**) discussed the issue and the unanimous message was very clear: **"we must make the transition to an energy model based entirely on clean energy as soon as possible"**. This event was attended by Rafael Sardà, senior researcher at the Spanish National Research Council (CSIC) and academic collaborator at Esade.

Students studying the **Masters at CEMS** and the CEMS Alumni Association launched a call to action aimed at the entire education community to address the great global challenge of climate change.

"As the business leaders of tomorrow, it is our social responsibility to tackle global challenges." They called on all members of the CEMS Community to take decisive action to tackle climate change and be part of the solution.





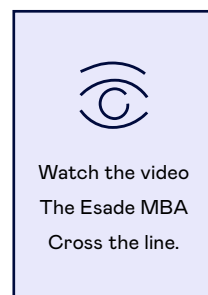
Esade WOMEN

In 2018, the **MBA at Esade was recognised by the Financial Times as the best in Europe for future female executives**. Added to this achievement is the record female participation in the executive version of this programme, the **Executive MBA, which has 40% female participation in its classrooms**, ten percent higher than the global average according to the 2017 Executive MBA Council Survey.

The Top 50 MBAs for Women is produced on the basis of the results, in terms of gender diversity, of their **Financial Times Global MBA ranking**. In this year's edition, **Esade was recognised as being in first place for Europe** and eleventh worldwide, thanks, among other things, to the **salary increase** of its graduates (3rd in Europe), the **development of their professional career** (4th in Europe and 10th worldwide) and their **international mobility** (10th worldwide). The British publication also recognised the academic excellence of the programme, ranking it as third best in the world in terms of the percentage of **female academics in the faculty**.

In the case of Esade, this gap is narrowing, and currently **32% of students on the Full-Time MBA and 40% on the Executive MBA at the school are female**.

The institution runs various projects to promote gender equality both inside and outside its classrooms. Among these, it is worth highlighting Esade's participation as academic partner of Promociona for the sixth consecutive year. The initiative is promoted and developed by the **Spanish Institute for Women and Equal Opportunities** and the **CEOE**, whose goal is to strengthen leadership skills and abilities and through whose classrooms over **400 women** have passed.



Research and social debate

In matters of research and social debate, we should also highlight the presentation of the Investment with a gender perspective analysis, conducted by Esade's Social Innovation Institute and whose goal has been to analyse the funding methods for social enterprises created by women in Europe.

Moreover, in January 2019, the third **Esade Gender Monitor** was presented at the Madrid campus. This study asked over 500 executives about the **equality policies** of their companies and found an increase in the proportion noting difficulty in terms of **work-life balance** (from 27.23% to 46.26% of those consulted), **the pay gap** (from 33.51% to 40.82%) and recognition for their work (from 26.18% to 34.01%).

The conclusion drawn from the report is that the measures companies have introduced to ensure that women reach managerial positions are not sufficient. There is a need to agree new plans and introduce indicators that allow their results to be measured, according to **Patricia Cauqui**, Director of the Esade Promociona Programme and author of the report.



In addition to being the first school to participate in the United Nations platform **#HeForShe**, which aims to boost the presence of women in different areas of society, in 2018 Esade joined the international protocol **#DóndeEstánEllas** (where are the women), with which the European Parliament wants to promote gender equality at public events. One of the main goals of the initiative, in which Esade is the only business school and that includes different think tanks, institutions, associations and organisations from civil society, is to encourage women to participate in public debates, conferences and communication events and showcase their roles and contributions to progress in the European Union.



Esade purchased the ranger electric, an electric vehicle, for the gardening service at the grounds in Barcelona, allowing greater flexibility in transporting the gardening staff and the machinery in a quicker and more efficient way.

These are **silent, low-cost and environmentally friendly** vehicles, which also require practically no maintenance. However, the greatest benefit is related to managing the waste generated during the work and correctly transporting it to the authorised manager with which we have an agreement. Being a 100% electric and environmentally-friendly vehicle, the image of the service will also improve among all its users.



01

Training

A learning ecosystem that promotes a unique, innovative and transformational educational experience, aimed at training skilled professionals who also feel a responsibility to society.



PRINCIPLE 2

Values

We will incorporate the values of global social responsibility into our academic activities and study programmes in the terms that these have been described in international initiatives such as the United Nations Global Compact.



PRINCIPLE 3

Method

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

Courses in ethics, CSR and sustainability

Listed below are some **mandatory and optional subjects** included in the main programmes, aimed at strengthening **responsible leadership**.

→ Degree in BBA

COURSES (english, spanish and catalan)	TYPE	STUDENTS	PROFESOR
Imagine the Future of Business	Compulsory	288	Enrique Rueda
Leadership, Values & Self-Awareness	Compulsory	289	Pep Mària
Sociology I (Spanish and English)	Compulsory	381	Lluís Saez
Sociology II (Spanish and English)	Compulsory	329	Ignasi Martí
"An Enemy of the People": the individual and the common good	Elective	18	Daniel Arenas
Anthropology: Cultures and religious traditions	Elective	24	Pep Mària
Anthropology: In Search of Principles for a Career Philosophy: Lessons from Art and Literature	Elective	30	Ferran Macipe
Anthropology: In Search of Principles for a Life Philosophy: Lessons from Art, History and Economics	Elective	35	Marc Vilanova
Bioètica	Elective	22	Joan Carrera
Business and human rights (2 editions)	Elective	57	Jordi Vives
Dignity, Resistance, and Social Change (2 editions)	Elective	17	Ignasi Martí
EEO: Re-Imagining capitalism: alternatives for the XXI century (2 editions)	Elective	68	Ferran Macipe
EEO: Sustainability, Business and Values (2 editions)	Elective	70	Francesc Lozano
El autoconocimiento: factor clave para la vida profesional de éxito	Elective	30	José Luis Iriberrí
ELS: Comunicació en Públic (2 editions)	Elective	20	Carles López
ESG: Una ventana abierta en América Latina I (2 editions)	Elective	90	Jaume Maranges
ESG: Una ventana abierta en América Latina II	Elective	52	Jaume Maranges
History of Islamic Civilization	Elective	10	Fatma Eryilmaz
Human beings and the power of collectivity	Elective	21	Queralt Prat
Introducció a la política	Elective	14	Daniel Ortiz
La música como fenómeno sociocultural	Elective	25	Eduardo Muraca
Organizaciones internacionales en la globalización	Elective	31	Alejandro Santana
Qui es fa càrrec de la meua vida? (Sobre)viure a Esade entre l'urgent i l'important	Elective	25	Josep M. Lozano
Spain and Catalonia through Cinema (2 editions)	Elective	64	Alex F. de Castro
Sustainable Business Models	Elective	36	David Murillo
Theatre-based techniques to enhance communication skills	Elective	21	Mercedes Segura
Art and Culture in Spain and Catalonia: 2000 years of beauty (2 editions)	Elective	105	Alex Fernández de Castro
Barcelona: Street Art; Art Street y mucho mas: Gaudí, Dalí, Picasso, Miró... Entender su Arte para comprender la sociedad actual	Elective	15	Ana Señor
Creative writing	Elective	28	Anna Iñesta
Never Too Many Movies: Spanish and Catalan society through cinema (2 editions)	Elective	106	Alex Fernández de Castro

→ Grado en Derecho

COURSES (inglés y español)	TYPE	STUDENTS	PROFESSOR
Responsabilidad Social (GED, BGG)	Elective	110	Teodoro Mellen
Ignacio de Loyola: líder y formador de líderes (GED, GBD, BGG)	Elective	6	José María Tejedor González
Seminario: Práctica y crítica de los derechos humanos en el contexto empresarial (GED, GBD, BGG)	Elective	37	Arnau Baulenas Bardia
Derecho de refugio (GED, GBD, BGG)	Elective	55	Marta Llonch Valsells
Tradiciones Religiosas y Derecho (GED, GBD, BGG)	OElective	13	Enric R. Bartlett Castella
Cooperar en América Latina - Preparación prácticas SUD I (GED, GBD, BGG)	Elective	65	Jaume Maranges / Laura Guindeo
Cooperar en América Latina - Preparación prácticas SUD II (GED, GBD, BGG)	Elective	59	Arnau Baulenas Bardia
International Pro-Bono Program (GED, BGG)	Elective	31	Susana Añoveros
Programa Internacional de Derechos Humanos - Filosofía en la Cárcel (GED, GBD, BGG)	Elective	26	Sira Abenoza
Seminario Interdisciplinario sobre Derechos Humanos (GED, GBD, BGG)	Elective	88	Enric R. Bartlett Castella
Inteligencia Emocional en el Entorno Empresarial (GBD)	Elective	31	Francesc Parada
Intercultural Communication Skills (GED, GBD, BGG)	Elective	23	Michel Mourot
Social Thought I (BGG)	Elective	77	Lluís Sáez
Social Thought II (BGG)	Elective	52	Lluís Sáez
Conflictos de valores: El jurista en la organización (2 ediciones) (Diploma Legal 360)	Elective	37	Josep F. Mària

→ Master of Science

COURSES (ENGLISH)	TYPE	STUDENTS	PROFESSOR
Business in Society: Sustainability Strategies (MIM, Mkt, MF, MIE)	Core	471	Marc Vilanova
Geopolitics (MIM)	Core	137	David Murillo / Ángel Saz
International Project in Action (MIM)	Core	138	Marc Vilanova
Sustainability and Corporate Social Responsibility (MSc Global)	Core	53	Ignasi Martí
Business Ethics and CSR (MRes in Management Sciences)	Core	11	Daniel Arenas
Advanced topics in business and society (MRes in Management Sciences)	Elective	4	Tobias Hahn
In Search of Principles for a Life Philosophy: Lessons from Art, History and Economics (MIM, Mkt, MF, MIE)	Elective	45	Marc Vilanova / Ferran Macipe
Managing Development in Emerging Countries (MIM, Mkt, MF, MIE)	Elective	27	Pep Mària / Jaume Maranges
Social Entrepreneurship and Impact Investment (MIM, Mkt, MF, MIE)	Elective	60	Elena Pons
Innovation and Entrepreneurship in Clean-Tech and Sustainable Energy (MIM, MF, MIE, MiBA)	Elective	22	Rafael Sardá
Leading Towards Sustainable Futures (MIM, Mkt, MF)	Elective	29	Maja Tampe
Microfinance and Development (Mkt)	Elective	18	Susana Balet
Socratic dialogue: philosophy and narratives that improve our management skills (3 ediciones) (CEMS MIM)	Elective	60	Sira Abenoza
Understanding mindsets, values and rules through religious traditions (CEMS MIM)	Elective	15	Josep F. Mària

→ MBA

COURSES (ENGLISH AND CATALAN)	TYPE	STUDENTS	PROFESSOR
Business, Government and Society (FT MBA)	Core	187	Daniel Arenas
Managing Ethics and Social Responsibility (FT MBA)	Core	187	Marc Vilanova
Corporate Social Responsibility (Executive MBA)	Core	141	Ignasi Carreras / Sira Abenoza / Rafael Sardà / Daniel Arenas
Corporate Governance (Multinational MBA)	Core	40	Marc Correa
Corporate Responsibility and Sustainability (Esade-AALTO MBA for Executives)	Core	19	Profesor de Aalto
Regulation and Ethics (Exec. Master Bus. Analytics)	Core	24	David Murillo
Sustainable Value Creation by Firms (FT MBA)	Elective	20	Tobias Hahn
Social Entrepreneurship & Impact Investing (FT MBA)	Elective	26	Lisa Hehenberger
Sustainable Management and the SDGs (FT MBA)	Elective	12	Eva Jané & Liliana Arroyo
CBI Challenge Based Innovation (FT MBA)	Elective	9	Lotta Hassi
In Search of Principles for a Life Philosophy (FT MBA)	Elective	27	Ferran Macipe & Marc Vilanova
Valors i direcció pública (EMPA)	Elective	29	Ángel Castiñeira



Training from the social innovation institute (IIS)

The *Esade-PwC Social Leadership Programme* is a joint initiative from the IIS and the PwC Foundation. Created in 2008-2009, this programme aims to **generate useful knowledge so that third-sector leaders can better face their future challenges**. During the 2018-2019 academic year, the report "*NGO of knowledge: influence for social impact*" was presented. This publication is designed to help entities in their knowledge management so that they can learn, gain experience and progress. This will allow them to become knowledge organisations and make the most of the advantages that this creates in terms of enhancing their capacity to influence and thus driving their mission. Recent research on new trends in the leadership of NGOs has also been produced throughout the year, which will be presented at the start of the next academic year.

SUSTAINABLE BUSINESS MODELS (SUSTBUS)

This is an open-access on-line teaching programme jointly developed by the Esade Social Innovation Institute (**David Murillo**, associate professor in the Department of Social Sciences), CBS and NHH, co-funded by Erasmus+. It offers the opportunity to explore six modules, with a total of 32 videos on **how to design and implement sustainable business models**.



Moreover, the SII offers two training courses aimed at people with managerial responsibility in the not-for-profit sector:

→ 20th edition of the Leadership and Management in NGOs and other not-for-profit organisations programme

This programme offers tools for a **more in-depth understanding and to address current issues in the leadership of NGOs and other not-for-profit organisations**, with an updated programme to respond optimally to the challenges facing the third sector. Its main objective is to develop managerial talent, encourage leadership skills and contribute to creating a culture that fosters organisational change, favours improvements in internal management and promotes social innovation. The methodology combines theoretical sessions and practical exercises, discussions about case studies, group reflections, debates, round tables, etc. **52 students** took part in its last edition.

→ 13th edition of the Leadership and Social Innovation Programme

Leadership, the measurement of results, governing bodies, collaboration with companies, innovation and political pressure are topics addressed in the Leadership and Social Innovation in NGOs programme, which aims to **facilitate the continuous training of people who have management responsibilities in not-for-profit organisations** in our country. The programme has five modules that can be taken together or separately. **56 students** took part in its last edition.

University development service

In the training area, the University Development Service (known by its Spanish initials SUD) organises the **Professional Solidarity-Based Internship Programme**, aimed at students from the degree, MSc and MBA programmes who wish to voluntarily work as legal advisers or consultants. This experience is given academic recognition in all programmes and, consequently, fits into the course programme, either as a thesis at the end of the course or as a compulsory internship in the degree. In order to be accepted for these internships, students require prior training and must pass a competitive selection process.

During the internship period, students are supported remotely by academic tutors who, along with the programme coordinator, are responsible for academically assessing their performance. Upon their return, students must reflect on and analyse the experience, from both a professional and personal perspective, without treating these separately. The main lessons from these internships are firstly that the personal and the professional go hand in hand, and that the best way to be an excellent professional is to be an excellent person. And secondly, that there are real people in the world who are suffering, people with names, and that we must heed the call to change everything that we can, with the hope and confidence that the situation can be transformed.

During the 2018-2019 academic year, **109 students ran 60 projects** in Bolivia, Peru, Paraguay, Colombia, Ecuador, Guatemala, El Salvador, Costa Rica, Cambodia, Kenya and the Democratic Republic of the Congo.

Together Programme

Together with Esade Alumni Social, the SUD organises the TOGETHER programme: three-year projects consisting of consultancy and support activities, led by teams of senior alumni, for institutions in Latin America and Africa. Once a year, teams of students from the SUD's Professional Solidarity-Based Internship programme join the project, assisted by former students. During the 2018-2019 academic year, **11 students** participated in **7 projects** located in Mexico, Peru Bolivia, Paraguay and El Salvador.



Student First: Innovate in the classroom



As part of the 2014-2018 strategic plan, the Student First project has achieved two main goals. First, starting the process to transform the educational experience in the classroom, thanks to the involvement of the teaching staff and the students and participants, and to the work of the different parties involved in a cross-cutting project like this one.

Second, this project has contributed to generating a cultural transformation at Esade, creating an ecosystem that facilitates **educational innovation**, which provides the teaching staff with different types of support when carrying out innovation projects, facilitating their management, enhancing and showcasing the initiatives of the innovative projects and recognising innovation within the educational community as a stimulus for the professional growth, courage and good work of our teaching staff.

During the four years of the Student First project, **68 innovation projects** have been run at the Business School and the Law School. In Executive Education, **31 digitalisation projects** of Open programmes have been carried out. The creation of these Open programmes has allowed us to hybridise two Executive Masters Programmes: the Executive Masters in Marketing and Sales and the Executive Masters in Finance. This strategy will be applied to more programmes during the coming academic years.

The Centre for Educational Innovation (CEI) has supported this project by implementing specific training actions such as those detailed below:

- 16 sessions to share teaching experiences from a Student First perspective, with 137 attendees.
- 4 Technology-Enhanced Learning Workshops, attended by 44 faculty members.
- 4 Active Learning Methodology Workshops, attended by 35 faculty members.
- 7 CEI/ICT workshops on the use of the eRoom, attended by 25 faculty members.
- 2 talleres sobre docencia de casos, con la asistencia de 22 miembros de la facultad.
- 2 workshop on case teaching with the participation of 22 faculty members.
- 31 training sessions on the use of authoring tools for auto-creation of multimedia learning materials, with the participation of 49 faculty members.



A few examples are shown in the video, the **Executive Master in.on** and the **Escape Room: An Innovative Leadership Assessment**.

Student recognition

KPMG INNOVATION & COLLABORATION CHALLENGE

A team of Esade students was named winner of the **KPMG Innovation & Collaboration Challenge** held in Buenos Aires, Argentina. The competition consisted of developing ideas that could digitalise health systems and improve the lives of people suffering from non-communicable diseases in isolated communities.

The team, formed by students from the Bachelor in Business Administration (BBA), **Alisa Znamenskaya, Álvaro Lizán, Jaime Machimbarrena and Juan Beltrán**, presented an innovative "health kiosk" concept designed to provide easy access to the service for people who live in isolated communities. "The judging panel valued above all the fact that the Spanish students had designed a solution from start to finish that, if implemented on a large scale, could help many people", said KPMG, who rewarded the winners with a programme at the company dedicated to LEAN health.



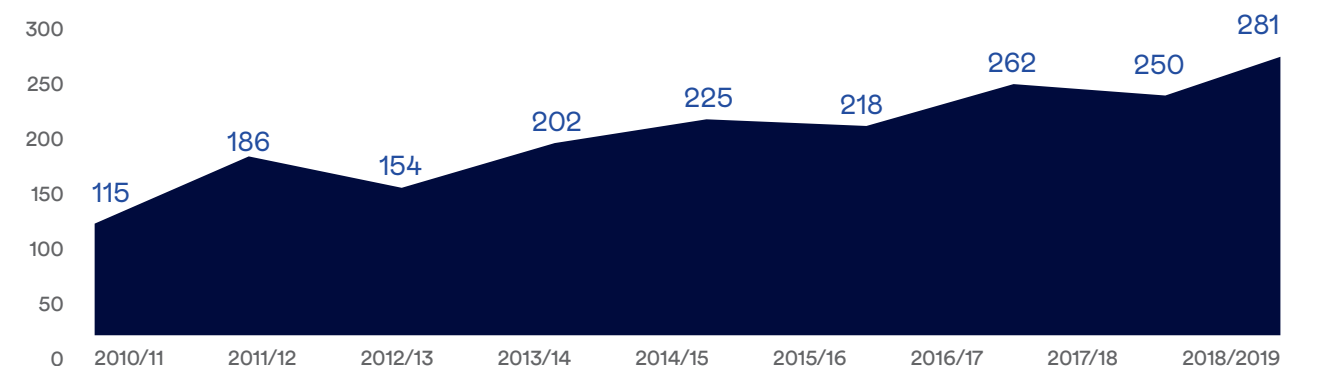
SCHOLARSHIP PROGRAMME: A COMMITMENT TO TALENT AND DIVERSITY IN THE CLASSROOM

The Scholarship Programme is a strategic project for Esade and represents a clear commitment to promoting diversity and equal opportunities in the classroom. In the 2018-2019 academic year, €3.04 million was allocated to this purpose, funded by contributions from former and current students, companies and foundations, as well as the institution's own funds. 281 scholarships were granted, which translates into 281 opportunities for talented young people who do not have sufficient economic resources to study at Esade. In total, 9.4% of Esade students received a scholarship, with an average subsidy of 54%. 18 students have also received a specific scholarship to participate in the SUD Programme and carry out professional internships at NGOs in developing countries.

The process for awarding scholarships is carried out with the utmost rigour. The Scholarship Allocation Committee is the body that studies applications one-by-one, in order to award scholarships to those candidates who meet the necessary criteria. Every year, the General Scholarship Committee also carries out an exhaustive control of the scholarships awarded, approves the scholarship policies of all the programmes, ensures transparency and compliance with Esade's commitment to the donors and resolves special cases.

The contributions from the more than 690 individual donors and 26 companies and organisations who donate help grow the Scholarship Programme year after year, supporting Esade's talent as a way of contributing to society through the training of socially responsible leaders.

Evolution of the number of scholarship students in all programmes.



02

Research

To improve the knowledge and impact of organisations in creating sustainable, social, environmental and economic value, as well as influencing responsible leadership.



PRINCIPLE 4 Research

We are committed to conceptual and empirical research that allows us to improve our understanding of the role, dynamics and impact of organisations in creating sustainable, social, environmental and economic value.

Selection of publications on ethics, CSR and sustainability

Esade is an institution committed to creating valuable research ideas that help organisations and business leaders to be more socially responsible, act ethically and focus on sustainability. Illustrated below are some examples of our commitment to ethics, social responsibility and sustainability.

ARTICLES IN JOURNALS WITH IMPACT FACTOR (IF)

Gröschl, S., Gabaldón, P. & Hahn, T. (2019).

The co-evolution of leaders' cognitive complexity and corporate sustainability: The case of the CEO of Puma. *Journal of Business Ethics*, IF: 3.796 (2018).

Hehenberger, L. & Harling, A. (2018).

Moving towards "impact-adjusted" financial returns. *American Journal of Evaluation*, IF: 1.492 (2018).

Hurtado-Jaramillo, C. H., Chiu, M., Arimany-Serrat, N., Ferrás-Hernández, X. & Meijide, D. (2018).

Identifying sustainability-value creation drivers for a company in the water industry sector: An empirical study. *Water Resources Management*, IF: 2.987 (2018).

Iglesias, O., Markovic, S., Singh, J. & Sierra, V. (2019).

Do customer perceptions of corporate services brand ethicality improve brand equity? Considering the roles of brand heritage, brand image, and recognition benefits. *Journal of Business Ethics*, IF: 3.796 (2018).

Iriberry, N. & Rey Biel, Pedro (2019).

Competitive pressure widens the gender gap in performance: Evidence from a two-stage competition in mathematics. *The Economic Journal*, IF: 2.926 (2018).

Laurence, J., Schmid, K., Rae, J. & Hewstone, M. (2019).

Prejudice, contact, and threat at the diversity-segregation nexus: A cross-sectional and longitudinal analysis of how ethnic out-group size and segregation interrelate for inter-group relations. *Social Forces: An International Journal of Social Research*, IF: 2.291 (2018).

Laurence, J., Schmid, K. & Hewstone, M. (2019).

Ethnic diversity, ethnic threat, and social cohesion: (re)-evaluating the role of perceived out-group threat and prejudice in the relationship between community ethnic diversity and intra-community cohesion. *Journal of Ethnic and Migration Studies*, IF: 2.297 (2018).

Longoni, A. & Cagliano, R. (2018).

Sustainable innovativeness and the triple bottom line: The role of the organizational time perspective. *Journal of Business Ethics*, IF: 3.796 (2018).

Longoni, A., Luzzini, D. & Guerci, M. (2018).

Deploying environmental management across functions: The relationship between green human resource management and green supply chain management. *Journal of Business Ethics*, IF: 3.796 (2018).

Martí Lanuza, I. (2018).

Transformational business models, grand challenges, and social impact. *Journal of Business Ethics*, IF: 3.796 (2018).

Matsuno, K. & Kohlbacher, F. (2019).

Firms' (non)responses: The role of ambivalence in the case of population aging in Japan. *Long Range Planning*, IF: 3.363 (2018).

Purtik, H. & Arenas Vives, D. (2019).

Embedding social innovation: Shaping societal norms and behaviors throughout the innovation process. *Business & Society*, IF: 5.013 (2018).

van Wijk, J., Zietsma, C., Dorado, S., de Bakker, F. G. A. & Martí Lanuza, I. (2019).

Social innovation: Integrating micro, meso, and macro level insights from institutional theory. *Business & Society*, IF: 5.013 (2018).

Zahedi, S., Batista-Foguet, J. & van Wunnik, L. (2019).

Exploring the public's willingness to reduce air pollution and greenhouse gas emissions from private road transport in Catalonia. *Science of the Total Environment*, IF: 5.589 (2018).

ARTICLES IN OTHER RELEVANT JOURNALS

Alcaide, V., Arroyo Moliner, Liliana, Murillo, D. & Buckland, H. (2019).

Understanding the effects of social capital on Social Innovation Ecosystems in Latin America through the lens of social network approach. *International Review of Sociology*.

Arjona Sebastià, C. (2019).

The usage of what country. A critical analysis of legal ethics in transnational legal practice. *Canadian Journal of Law and Jurisprudence*.

CHAPTERS IN BOOKS

Ginès i Fabrellas, A. (2019).

The rise of precarious work in Spain. The effects of increase labour market flexibility. In Kenner, J., Otto, M. & Florczak, I., *Precarious work. The challenge for labour law in Europe*. Cheltenham: Edward Elgar Publishing.

OTHER PUBLICATIONS

Andreucci, D. & Arenas Vives, D. (2019).

Hacia una automoción baja en carbono (Towards a low-carbon car sector). Barcelona: Esade, [S.I.]: Fundación Caja de Ingenieros.

Hahn, T., Fontrodona, J., Murillo, D., Freeman, R. E., Parmar, B. L., Costa Guix, G. et al. (2019).

Ética y crecimiento (Ethics and growth). *Harvard Deusto Business Review*.

Hekoten, B., Anca, C. d., Folguera Bellmunt, C., García Lombardía, P., Martí, I., Navarro Sánchez, S. & et al. (2019).

Managing diversity in companies. *Harvard Deusto Business Review*.

Research projects on social responsibility and sustainability

INVITE. Mathematical structures for linguistic assessments in decision-making processes to find advanced solutions for tourism management in smart cities. Project focused on the development and implementation of decision-making and innovation processes to manage leisure and culture in the ecosystem of smart cities.

KIC InnoEnergy. Project that has the support of the European Institute of Innovation and Technology and that aspires to become an entrepreneurial ecosystem in the areas of energy and sustainability.

mySmartLife. Sustainable cities for a better future. Project to develop a strategy that transforms European urban centres into sustainable environments.

SCALINGS. Scaling up Co-creation: Avenues and Limits for Integrating Society in Science and Innovation. European Union research project that aims to address co-creation processes and ensure that their results are socially robust and effective when they are transferred to other sociocultural contexts.

SUSTBUS Project (Sustainable Business Models). Research initiative that wants to contribute to integrating sustainability and sustainable business models into higher education.

Gender Lens Investing. An investment opportunity for Latin America. Gender equality is one of the fundamental pillars of development for Latin America and the Caribbean and is one of the conditions for achieving sustainable interventions from all economic sectors. .

Social impact – BBK. The end goal of this project is to contribute to the generation of excellent relevant knowledge that contributes in an outstanding manner to the development of an ecosystem with leading social impact.



ISS. The impact of CSR on people management: good practices. The goal of the study is to analyse the impact of corporate CSR strategies and actions on people management policies..

DIGICOM. Activism, participation and governance of digital common assets. The main goal of this project is to study the governance mechanisms for digital common assets in their creation and growth.

EQUAL4EUROPE. Gender equality standards for AHMSSBL institutions throughout Europe. The EQUAL4EUROPE consortium has 6 research institutions (RPI), an international association of universities and a consultancy office. These have a clear focus on the arts, humanities, medicine, social sciences, business and law (AHMSSBL). The main goal is to contribute to greater gender equality in the European Research Area (ERA).

Definition of the key elements to promote urban strategies that allow a transition from the traditional city models to Sustainable and Smart Cities. This research project aims to study how dyadic relationships in a global supply chain can address the problems of modern slavery. The main European coffee brands buy beans largely from Central America and Africa, where working conditions in plantations do not protect the workers.

The role of farmers' relationships in eradicating modern slavery in the coffee supply chain. This research project aims to study how dyadic relationships in a global supply chain can address the problems of modern slavery. The main European coffee brands buy beans largely from Central America and Africa, where working conditions in plantations do not protect the workers.

Education in management, spirituality and inter-religious dialogue. Analyses how much education contributes to the training of executives who can deal with personal, organisational, social and environmental challenges.

Vulnerable subjects in the era of Smart Contracts. The purpose of this project is to highlight the contrast, in the era of smart contracts and blockchain technology, between the introduction of a new type of contractual logic, based on the principles of freedom and flexibility, and the already perceptible retention and rigidity effects associated with this type of contract.

Mapping of impact investment in Spain. The ERA, through the Social Entrepreneurship and Impact Investing Initiative, has carried out a study on the status of impact investment in Spain. The result of the analysis and the recommendations are contained in the following reports, whose objective is to set out the diagnosis of the international and national situation on each aspect of the impact economy and compile a set of over 100 recommendations provided by the members of each Commission:

→ **Feasibility study of the Acumen Fellowship** in Spain, commissioned by the Open Value Foundation. As a result of the research, the Open Value Foundation decided to launch the programme in Spain (the first edition will begin in February 2020).

→ **Study organised by the ERA** (academic partner) and the BBK Foundation (funder). Its goal consists of better understanding how charitable foundations, particularly in Europe, are focusing the management of their impact.

Awards and recognitions for members of the faculty



María José Parada. Associate professor from the Department of Strategy and General Management, received an award for best paper at the 79th Annual Meeting of the Administration Academy 2019. Document: "Hakuna Matata! Interregional differences in the business capital of family businesses" together with Eze, L. and Samara, G.



Robert Tornabell. Emeritus professor, has been awarded the Gold Badge by the Instituto Español de Analistas Financieros (Spanish Institute of Financial Analysts – IEAF) for his long academic career and his leading role in the fields of financial theory and practice.



Alfred Vernis. tenured professor from the Department of Strategy and General Management, won the EFMD Case Writing 2018 competition in the inclusive business models category, with the case: "For&From: Inditex Group's Social Franchise", co-authored with Ezequiel Reficco from the EGADE Business School Monterrey.



Oriol Iglesias. Tenured professor and Director of the Marketing Department, received the award for best presentation in the Brand Science Slam at the 14th Global Brand Conference 2019, for his paper entitled: "Why is co-creation the future of branding?" with Ind, N. & Markovic, S.



Cristina Giménez. full professor in the Department of Operations, Innovation and Data Sciences and **Susana Salvador,** coordinator of teacher development, won the EFMD Case Writing 2018 competition in the continuous improvement category, with the case: "SEAT: Achieving excellence in production and quality", co-authored with Cristina Sancha, OBS Business School.



Vicente Jose Bermejo Boixareu. associate professor in the Department of Economics, Finance and Accounting, received the award for best article at the 16th Annual Financial Economics Research Conference, IDC Herzliya, in June 2019. Document: "Entrepreneurship and unexpected regional gains: evidence from the Spanish Christmas Lottery" with Miguel Ferreira, Daniel Wolfenzon and Rafael Zambrana.



The rector of Ramon Llull University (URL), **Josep Maria Garrell,** and the vice-rector of International Relations and Students at URL and marketing professor at Esade, **Carlo Gallucci,** received the honour of Chevalier dans l'Ordre des Palmes académiques (Knight of the Order of Academic Palms). This honour is awarded by the French government to academics who have contributed to culture and education.

Appointments



Josep Bisbe

Professor in the Department of Economics, Finance and Accounting, has been elected to the Editorial Board of the Journal of Management Accounting Research.



Bart de Langhe

Associate professor in the Marketing Department, has been re-elected to the Editorial Review Board of the Journal of Consumer Research, one of the world's leading journals on market research and consumer behaviour.



Eva Jané-Llopis

Researcher in the Department of Social Sciences and member of the European Commission's high-level platform, has been appointed member of the **Advisory Council for the Sustainable Development of Catalonia (CADS)** at the Government of Catalonia.

EsadeCreapolis receives an award for the rambla of innovation

EsadeCREAPOLIS has received the APTE (Association of Science and Technology Parks of Spain) Award for the best innovative practice in science and technology parks for the **Rambla of Innovation** project, located on the Sant Cugat campus. The award, which has been presented in the framework of the 16th International APTE Conference, aims to recognise the best and most innovative practices carried out by park managers. Both the innovative aspect of the initiative and its impact on the organisations in the technology park and around it have been valued.



Some activities related to research into social responsibility and sustainability

DATE	CITY	ACTIVITY
November 2018	Warsaw	The Esade Entrepreneurship Institute participated in the 14th Annual Conference of the EVPA (community of organisations interested in practising venture philanthropy (VP) and social investment (SI) throughout Europe).
October-April 2019	Madrid	4th edition of the MAD Entrepreneurs classroom programme, a programme for people with higher education and a physical or mental disability.
May-December 2019	Barcelona	6th edition of the BCN Entrepreneurs classroom programme, a programme for people with higher education and with a physical or mental disability.
January 2019	Madrid	Round table: Recruitment and development of talent in the third sector.
February 2019	Barcelona	Round table: Future trends in NGO collaboration with businesses and public administration.
February 2019	Barcelona	Round table: In the framework of the 4YFN, entitled "Impact investing in Spain".
March 2019	Barcelona	Round table: The future of work, are we prepared?
April 2019	Barcelona	Round table: Sustainable vehicles: issues and challenges.
May 2019	Barcelona	Round table: Using knowledge to increase the social impact of our organisation.
May 2019	Madrid	Round table: Progress in digital marketing for NGOs.
May 2019	Barcelona	Round table: The need to speed up the implementation of the 2030 Agenda (around the integration of sustainability into the business world).
May 2019	Barcelona	Round table: Looking and listening, key factors in innovation and sustainable development.

03

Social Debate

Facilitate and support dialogue between different stakeholders on critical issues in the local and global agenda to help build free, prosperous and fair societies.



PRINCIPLE 6

Dialogue

We will facilitate and support dialogue and debate between educators, companies, the government, consumers, the media, civil society organisations and other stakeholders on critical issues related to global social responsibility and sustainability.

Institutional events

60TH ANNIVERSARY OF Esade

Esade celebrated the 60th anniversary of its foundation throughout the 2018-2019 academic year with different events to reflect on the future of higher education and the challenges it poses for education institutions like Esade. Different topics were addressed: The professionals of the future, the impact of technological development on higher education, training people to have a critical mind and values, and educational innovation to respond to educational needs, among others.

In order to share the reflections and proposals in these fields, a website was created that includes all of the information from the events organised during Esade's **#ReadySteady60** campaign.

A highlight is the conference led by **Michael C. McCarthy**, Vice President for Mission Integration and Planning at Fordham University, in June 2019, entitled "**Educating future professionals so that they are aware, committed and responsible: how can universities help to achieve this objective?**". Professor McCarthy explained that to educate people to have charitable values, schools must have the ability to reflect and be able to work in a cross-cutting manner. "**All subjects should enhance the personal growth of the students and help them to be socially responsible**", he argued.

For McCarthy, it is important for professionals "to be able to understand how their work can contribute to their mission". **Cristina Giménez**, Identity and Mission Director, agreed with McCarthy in pointing out that reflection and understanding are key to being able to contribute to a better world. She added that, "if we want to be agents of change, we need to work on our inner dimension".

Koldo Echebarria, Director General, **Josep M. Lozano**, professor from the Department of Social Sciences, **Anna Iñesta**, Director of the Educational Innovation Centre and **Ignasi Martí**, professor and Director of the Social Innovation Institute, also participated in this event.

Ready,
steady, **60** ANNIVERSARY

10TH ANNIVERSARY OF THE Esade CAMPUS IN SANT CUGAT

The Esade campus in Sant Cugat celebrated its 10th anniversary of operating as one of the growth engines of the institution, reinforcing its role as a **driver of innovation and internationalisation**. At an event held at EsadeCREAPOLIS, the Director General **Koldo Echebarria** reiterated his intention to continue his commitment to the campus, which will continue growing in the coming years.

In his speech, Echebarria outlined that “in the coming years, the academic activity of the campus will be consolidated”, in order to turn it into “one of the best campuses in the world for studying management and law”.

Since the 2017/2018 academic year, the Sant Cugat campus has also been the headquarters of the **Rambla of Innovation**, a new support ecosystem for learning and entrepreneurship that represents another step in the evolution of Esade’s educational and academic model, based on the student experience. In its first year of operation, the Rambla of Innovation has allowed students to interact with companies in the Fusion Point through various challenges, have spaces to perform activities in the EGarage and the EWorks, create prototypes in the Fab Lab and participate in experiments in the Decision Lab.



OPENING CEREMONY FOR THE ACADEMIC YEAR

To open the 2018-2019 academic year, Rob Riemen, writer and founder of the Nexus Instituut, gave the opening class entitled “**Intelligence, ignorance and the inflation of higher education**” to students and teaching staff. Riemen reflected on **the importance of education, especially in the field of Humanities, to produce free citizens with an important sense of justice**. For Riemen, humanities represent the most important courses in developing this collective decency, in contrast to other vocations more focused on utilitarian and practical applications, such as the pure sciences.

During the event, he was accompanied by the Director General of Esade, **Koldo Echebarria**, as well as **Joaquín Uriach**, Chairman of the Board of Trustees of the Esade Foundation and **Josep Maria Garrell**, rector of Ramon Llull University.

In his speech, the Director General Koldo Echebarria stressed that “**Esade must make its contribution to the common good and work for a fairer, freer and more dignified society**” and, in line with Riemen’s speech, “business profitability should not be an end but rather a means to build a better society”.

Echebarria defended the need to question the paradigms of today’s society, asking if they are really fair and of benefit to everyone. “Our success or failure will depend on whether we are able to **convey collective decency to our students and cultivate values such as dignity, solidarity and social justice**”.

Big Challenges

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

During the 2018-2019 academic year three events were held within the Big Challenges series. In December, David Wassermann, House Editor of The Cook Political Report, political analyst and prestigious author of numerous articles dedicated to the U.S. elections, offered an insightful reflection on Donald Trump’s victory and the US mid-term elections.

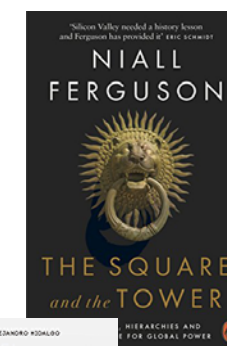
In February, Big Challenges invited Enrique Iglesias, Secretary-General of the Ibero-American General Secretariat (2005-2014), President of the Inter-American Development Bank (1988 to 2005) and Minister of Foreign Affairs of Uruguay (1985-1988). Iglesias reflected on the situation of Latin America as populist governments have been elected in many countries and authoritarianism is flourishing all over the continent. Venezuela, Nicaragua, Brazil were some of the countries analysed in his speech. Moreover, he reflected on the role of the Latin America in an increasingly multipolar world with fewer multilateral cooperation mechanisms.

Finally, in March 2019 Big Challenges hosted a dialogue on the new global role of the USA after Donald Trump’s victory with Christopher Hill, Dean of the Josef Korbel School of International Studies (University of Denver, the former United States ambassador to four countries (his last post was Ambassador to Iraq), Assistant Secretary of State for East Asian and Pacific Affairs and Chief Negotiator for the United States in talks with North Korea (2005-2009)) and Javier Solana, President of Esadegeo, Former European Union High Representative for the Common Foreign and Security Policy (1999-2005), and Former Secretary General of NATO (1995-1999).

Book presentations

The Square and the Tower, de Niall Ferguson

In September 2018 we hosted a talk by Niall Ferguson, who visited Esade to present his new book The Square and The Tower, the history of networks and hierarchies, the way they correlate with power and seek to shape the world.



The future of work, de Manuel Alejandro Hidalgo

In October, Esade hosted a new book presentation, on this occasion on the future of work and on the work of the future, addressing difficult questions such as automation and robotisation written by Manuel Alejandro Hidalgo, professor at the Pablo Olavide University (Sevilla).



Events run by the social innovation institute (IIS)

SERIES OF CONFERENCES ON LEADERSHIP AND MANAGEMENT IN NGOS-NPOS

Through the transfer and generation of knowledge, this series is a leading national and multi-sectoral meeting point to jointly discuss and look in more depth at managerial and social leadership skills in third-sector entities. The events are held in both Barcelona and Madrid, in the framework of the managerial training programmes for NGOs-NPOs provided by the SII, in collaboration with Coca-Cola, Meliá Hotels International and Abertis.



DAY	TITLE	SPEAKERS	PLACE
03/10 2018	Closing of the 12th edition of the Esade Leadership and Social Innovation Programme/Conference: Social entrepreneurship and the future of employment	Ana Sáenz de Miera, Director of Ashoka Spain	CaixaForum Madrid
17/10 2018	Closing of the 19th edition of the NGO-NPO direction and management programme/conference: Exponential activism: the coming together of technological disruption and social action	Liliana Arroyo, expert in digital transformation and social innovation. Playground & Esade's Social Innovation Institute	CaixaForum Barcelona
15/01 2019	Recruitment and development of talent in the third sector.	Fernando, Action Aid; Natalia Peiro, Cáritas Spain; Juan Carlos Melgar, Adsis Foundation	Esade Madrid
05/02 2019	Future trends in NGO collaboration with businesses and public administration.	Adolf Diaz, Taula d'entitats del Tercer Sector Social de Catalunya, m4Social; Carmen Muñoz, Amadip Esmert Fundació; Carles Barba, Aliança Educació 360; Ignasi Carreras	Esade Barcelona
08/05 2019	Using knowledge to increase the social impact of our organisation.	Albert Quiles, Amics de la Gent Gran; Fatiha Benhammou, Fundació Jaume Bofill; Rafael Vilasanjuan, ISGlobal; Ignasi Carreras, Esade	Esade Barcelona
22/05 2019	Progress in digital marketing for NGOs.	Laura Pérez, Save the Children; Marisa Argimon, Oxfam Intermón; Arancha Martínez, It Will Be; Ignasi Carreras, Esade	Esade Madrid

Series of conferences by Esade and the SERES foundation

Each year, Esade, together with the SERES Foundation, organises a series of conferences on the generation of value from the commitment and social action of companies. The events, which are held in Madrid and Barcelona, involve experts who share their experiences and help to share value between companies and society.



DAY	TITLE	SPEAKERS	PLACE
21/12 2018	Anti-corruption policies	Miranda, EcoVadis; Ana Sainz, SERES Foundation; Ignasi Carreras, Esade SII	Madrid
12/02/ 2019	Communication channels with stakeholders	Enrique Maruri, Oxfam Intermón; Tomás Franquet, Meliá Hotels International; Silvia Agulló, DKV Group	CaixaForum Barcelona
10/04/ 2019	How to transform companies through responsibility	Ignasi Carreras, Esade; Ana Sainz, SERES; Ignacio Eyriès, Caser Group; Marieta Jiménez, Merck Spain; Enrique Montañés, CHEP Southern Europe	Madrid
06/06/ 2019	Intrapreneurship as a social impact lever	Ignasi Carreras, Esade; Lucila García, SERES Foundation; Laura Aguado, Ecoembes; Karla Alarcón, Everis; José María Bolufer, Telefónica	Madrid

IIS events

DAY	PROJECT AND TITLE	SPEAKERS	CITY
06/11 2018	PWC-Esade Leadership Programme Presentation of the 2017-18 PWC-Esade Leadership Programme NGO of knowledge: influence for social impact	Jesús Díaz de la Hoz, PwC; Ignasi Carreras and Mar Cordobés; José María Medina, Prosalus; Mercedes Valcárcel, Tomillo Foundation; Ismael Palacín; Fundació Jaume Bofill.	Madrid
22/01 2019	PWC-Esade Leadership Programme Celebration: 10 years of evolution in the social sector. PwC-Esade Leadership Programme	Santiago Barrenechea and Marta Colomina, PwC Foundation; Laura Prieto. Journalist; Ignasi Carreras	Madrid
06/03 2019	Gender - IDB Financial performance and gender equality: Why invest with a gender approach? Presentation of the study, "Investment with a gender approach: How finance can speed up gender equality in Latin America and the Caribbean"	Participating on behalf of Esade and IIL: Luis Vives, Esade	Ciudad de México
30/04 2019	Caja de Ingenieros Foundation Sustainable vehicles: Issues and challenges. Round table and presentation of the study, "Towards a low-carbon car sector. Challenges and opportunities for sustainable investment".	J osep Oriol Sala, Caja de Ingenieros; Cristina Giménez, Esade; Daniel Arenas, Esade; Joan Miquel Malagelada, Automotive and Mobility Club of Esade Alumni; Carla Garriga, Silence; Ricard Jornet, Som Mobilitat	Barcelona



Academic workshops

DAY	TITLE	SPEAKERS	COORDINATOR
20/03 2019	The future of work, are we prepared?	Ma Luz Rodríguez, Universitat de Castilla-La Mancha, DigitalWork; Santiago García García; Ignasi Martí	Social Innovation Institute - Institute for Labour Studies - Alumni Social
21/03 2019	7th edition of the Ethnography Workshop		Esade's Social Innovation Institute; EM Lion Business School; Cardiff University
16/05 2019	Collective action in crisis?	Ignasi Martí, Esade; Martin Kornberger, EM Lyon; Joep Cornelissen, Corinna Frey-Heger, Rotterdam School of Management; Marian Gatzweiler, Edinburgh Business School; Renate Meyer Wu Wien	Social Innovation Institute
05/06 2019	Platform economy, work and precariousness	Ignasi Martí, Anna Ginès, Daniel Arenas, Pedro Aznar, David Murillo	Social Innovation Institute

Other activities

FOOD FOR THOUGHT SESSIONS

The Food for Thought sessions are monthly Friday afternoon gatherings organised by the Institute for Social Innovation at the Sant Cugat Campus of Esade Business School. These sessions provide a space to discuss neither grand theories nor elaborate methods nor incremental contributions, but something that is all too often forgotten: ideas! We encourage people from different professions and disciplines to join and share their thoughts on subjects they find interesting and care about. Previous Food for Thought sessions have covered the following themes: "Who wants to live forever", "Will art save the planet", "Mental Health Matters: Fighting the Stigma", and "Freedom of Expression in a Social Media Era". Our aim is to **create a community that spurs creativity through open dialogue allowing ideas to emerge and develop** while making for an interesting afternoon!

Reports and studies

Investment with a gender approach: How finance can speed up gender equality in Latin America and the Caribbean. Prepared by Esade's Social Innovation Institute with IDB Invest, the private sector institution of the Inter-American Development Bank (IDB) Group.

The transition towards a low-carbon car sector. Challenges and opportunities for sustainable investment. Prepared by Esade's Social Innovation Institute and the Caja de Ingenieros Foundation.

NGO of knowledge: influence for social impact. Prepared by Esade's Social Innovation Institute, together with the PwC Foundation. Coinciding with the tenth anniversary of the Esade-PwC Social Leadership Programme, a conference of the Social Leaders Forum was organised in Madrid.

Events run by the entrepreneurship institute (EEI)

SOCIAL IMPACT COMMUNITY

The impact community brings together students, professionals and academics who want to use their financial and business skills to generate a positive social and environmental impact. Outreach events are held, students who want to set up their social entrepreneurship projects and/or participate in international competitions are mentored and links between students and active professionals are established to generate consultancy or professional career opportunities.

The following activities stand out from the 2018-2019 academic year:

- **Film forum based around the documentary “The Invisible Heart”** by Nadine Pequenezza on the role of Social Impact Bonds. After the screening, a round table was held with Luis Torrens (Planning and Innovation Director from the Social Rights Department at Barcelona City Council) and Miquel de Paladella (co-founder of UpSocial), moderated by Guillermo Casasnovas (post-doctoral fellow at the EEI), as well as a debate with the attendees.
- **Promotion of the Global Social Venture Competition** organised by Berkeley and mentoring of the Esade team of students that reached the regional round.
- **Promotion of the IESE Impact Investing Competition**, organisation of the first round and mentoring of the team selected to represent Esade in the final round.
- **Individual meetings with students** to support them in their search for projects, internships or jobs in the fields of social entrepreneurship and impact investment (in collaboration with the Professional Careers Department).
- **Corporate presentation of CDC** (co-organised with the Professional Careers Department).



“LEARNING AND DOING” ENTREPRENEURSHIP CLASS

The 6th edition of the programme was run during the 2018-2019 academic year, organised jointly between the EEI and the Prevent Foundation: a training and mentoring programme aimed at entrepreneurs with a disability, to help them start up a business or speed up a newly created business initiative. As of July 2019, the results are:

119 Entrepreneurs trained

36 Scholarships for the best business initiative (180.000€ in total)

80 Professionals and executives involved

64 Entrepreneurship projects

THE FUNDAMENTAL TRAINING ON VENTURE PHILANTHROPY AND IMPACT INVESTING

The 2019 edition took place on June 2019, organised by EVPA and the EEI. This event is specifically designed to offer participants who are new to the sector the fundamental tool-kit to practice venture philanthropy (VP) and impact investing (II). 17 participants and 6 trainers spent two days learning the basic concepts and practical tools of Venture Philanthropy and Impact Investment; acquiring the knowledge to develop an impact-centric funding strategy; and, understanding the entire investment process, including techniques used for due diligence, closing and structuring of deals, governance aspects of a VP/II organisation, how to manage an impactful exit and portfolio management.

FACULTY MEMBER LISA HEHENBERGER PREPARED THE PART ON FINANCING OF THE EUROPEAN COMMISSION AND THE OECD LAUNCH ENTREPRENEURSHIP TOOL

The European Commission and the Organisation for Economic Co-operation and Development (OECD) have jointly published a tool which can act as a catalyst to make entrepreneurship policies in a city, region or EU country more inclusive and more social. Lisa Hehenberger is a member of the **European Commission’s Expert Group on Social Business (GECES)** and the **OECD’s Social Impact Investment Expert group**.

04

Esade community and stakeholders

Organisational practices are a reflection of institutional identity and values. Interacting with stakeholders and networks to strengthen relationships and educational, social and environmental commitments.



PRINCIPLE 5 Society

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.



PRINCIPLE 7 Organisational Practices

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

Training in identity and mission

VALUES WORKSHOP

The objective of these workshops is for our community to know and reflect on our identity, mission and values. This contributes to making their professional experience more aligned with Esade's mission.

These workshops consist of two one-day activities. The first one, called "**Esade's values and the Jesuit tradition**" was held in Saint Ignatius Cave at Manresa. The second one, "**Esade's values: proclaimed values and practised values**", was held in the Borja Centre at Sant Cugat. Esade's faculty and administrative and service staff are invited to these workshops to reflect on Esade's values and mission. During this academic year there were four editions of the first activity (with 76 participants), and 2 editions of the second activity (with 29 participants), in total **105 people** attended these workshops during the 2018-19 academic year.

UNIJES MEETINGS

Faculty and administrative and services staff members take part annually in the inter-university meetings held by UNIJES in **Loyola (3 participants)** and **Salamanca (5 participants)** to examine in depth the mission and the purpose of the Jesuit universities and the Ledesma-Kolvenbach university paradigm.

This academic year two additional UNIJES meetings were held: one seminar focused on **the implementation of the Jesuit pedagogical model** held in Deusto-Bilbao (**7 participants**), and a new training programme on **managerial skills in the context of a Jesuit University**. This first edition was held at the Esade campus in Barcelona (**8 participants**).

These meetings also serve to share experiences with colleagues from other Jesuit centres and universities. During this academic year **23 Esade members attended these meetings**.

Esade PARTICIPATES IN THE GLOBAL IAUBS FORUM

"**Innovate and Flourish**" was the theme of the forum of the International Association of Jesuit Business Schools, held at the Xavier University Bhubaneswar (India) with the aim of reflecting on and delving deeper into some of the main challenges and hurdles facing business schools. ESADE was represented at the event by the Director General, **Koldo Echebarria**, the Director of Identity and Mission, **Cristina Giménez**, and two faculty members, **Xavier Busquets** and **Pep Mària SJ**.

Training and development

This year has been of particular importance in linking all of the units, services and people to achieve a plan aligned with the corporate strategy, adapted to the context of change and responding to the real needs of the teams in order to address new challenges.

It is a plan that contributes to achieving present and future goals **by promoting a culture based on the principles of quality and efficient people-oriented organisation, focusing on promoting their talent and human and professional qualities in line with ESADE's founding values.**

The main figures for the Training and Development area during 2018-2019 were:

529 No. people who have participated in the training plan: (69% of the workfor)

81% of the participants were women

90 different courses, held on the 3 campuses | **2,4** per person

30h average training hours per employee

It should be noted that 48% of the training activity has been taught by internal staff, which is an example of our internal talent. We can highlight the activity of ESADE's own faculty members (linked to the executive development programmes and individual development programmes in Executive Education) and the administrative teams (linked to projects on the implementation of the ERP of academic management and CRM).


EXECUTIVE DEVELOPMENT: "LEADING IN EXPONENTIAL TIMES" PROGRAMME

ESADE will face huge challenges in the coming years. We have the opportunity to emerge as one of the world's leading schools, capable of responding to the training needs of generations of people who aspire to transform our society through different areas.

With this goal in mind, a programme has been designed, led by People and Custom Management: **Leading in Exponential Times**. A transformational programme for the school's senior management, in which we have worked on reflecting and discussing the school's transformation lines and the role of the ESADE executive in adapting ourselves to the new context.

The most important external conditioning factors (social, political, economic and technological, among others) that currently influence the strategic vision of the leading corporations in their sectors have been explained by ESADE's prestigious teaching staff. The latest management tools and concepts that are being explored have been examined in more depth. The dynamics, ideas and questions that allow executive teams to anticipate threats and opportunities have been introduced. Proposals have been generated and debated on how ESADE could anticipate or respond to future unforeseen threats and opportunities in the higher education sector.

This first edition involved **48 executives and 12 members of the teaching staff**.



In the video you can see a brief review of the course:
<https://youtu.be/Xq2rjeGGB2w>

IMPLEMENTATION OF THE COMPETENCY-BASED PERFORMANCE REVIEW SYSTEM

This 2018-19 academic year has been marked by the implementation of the competency-based performance review system for ESADE's entire administrative team (executives and specialists).

This is a management tool for Executives and Managers that will increase the personal contribution of everyone at ESADE in a context of trust, responsibility, transparency and alignment; as well as manage and enhance internal talent based on the current and future needs of the Institution.

Other initiatives

WELLNESS PROGRAMME

The HR training plan includes a wellness activity area, whose goal is to **ensure the health and well-being of the people** at ESADE. 21% of the training hours offered during the 2018-19 academic year were dedicated to this type of activity. Highlights include yoga classes on all three campuses and voice care classes, specifically for teaching staff.

IMPLEMENTATION OF AGILE METHODOLOGIES

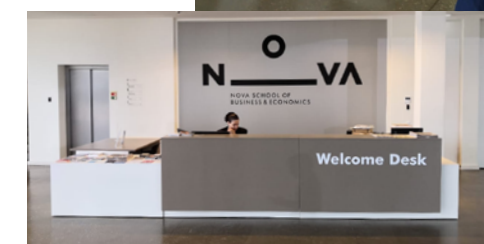
Throughout the 2018-19 academic year, work has continued to introduce a management model in different strategic units that **maximises the value and quality of the service**. The Marketing and Business Intelligence teams at ESADE are leading the management of agile projects, and the People Management team has been certified in **Lean Management**, allowing it to review the processes within its area and introduce tools that can transform the rest of the organisation.

COACH PROJECT

ESADE has been collaborating with the Exit Foundation through the Coach project since 2012. It's aim is to train young people at risk of social exclusion to improve their employability. **Núria Ramisa** and **Laura Roig**, both from the Business School's Admissions department, participated during the 2018-19 academic year.

ERASMUS+ STAFF EXCHANGE PROGRAMME

This programme allows teaching and non-teaching staff from higher education institutions to work at a European institution signed up to the Erasmus University Charter. During the 2018-19 academic year, two people have participated in the Erasmus staff scholarship: **Janette Martell Sotomayor** (SR-E) at the Copenhagen Business School (Copenhagen/Denmark) and **Alberto Garcia Escoda** (GS), at the Nova School of Business and Economics (Lisbon/Portugal).



Relationship between the academic community and the main stakeholders

E-SOCIAL NETWORK MEETING

In February, a group of people representing the "social" factor at ESADE met to reflect on this dimension in the areas of training, culture and institutional practice, and to identify strategic priorities to later transfer them to the institution's strategic planning process.

THE ALIARS-E NETWORK

Made up of **198 partners** (members of the administration team and teaching staff), it is celebrating its 6th year. It is an informal and open network that aims to lead and promote a significant change in sensitivities, behaviours and policies on social and environmental responsibility. Two of the network's forums were run in the 2018-2019 period:

11th Forum of the AliaRS-E network on the circular economy

The event took place in December 2018 with the participation of **Sergi Paniagua**, one of the authors of the report "**Citizens and the circular economy**" (Creafutur), who shared some of the main conclusions from it with the attendees. The circular economy is an economic model that arises from the real awareness of the finite nature of natural resources and the need to preserve them. The event was held at Fusion Point, in the Rambla of Innovation, and was attended by **45 partners**.

12th Forum of the AliaRS-E network on emerging technologies and sustainability.

The spring forum of the AliaRS-E network was held in May 2019 with the participation of the innovation expert **Xavier Ferràs**, tenured professor in the Operations, Innovation and Data Sciences Department, who gave a talk

to those attending on disruptive innovation, social impact and exponential technologies. It was a very informative session and a great occasion for the members of the network to come together. The event was attended by **52 partners**.

DIALOGA AWARD

The personal experience of a victim of bullying and an explanatory video of different school bullying situations were the two works that won the 2018 Dialoga Award, presented by ESADE Law School and the Association of Notaries of Catalonia, in collaboration with the Education Department and the Justice Department of the Autonomous Government of Catalonia. All of the works presented in the fifth edition of this award, in which almost **400 secondary school** and **A-level students** participated, had as their common thread the fight against school bullying, under the slogan "**Breaking the silence about bullying: What can we do?**"

"We have reached and exceeded one thousand participants since the start of this award and we want to keep growing", said **Teresa Duplá**, faculty member in the Faculty of Law and Director of the Conflict Management research group at ESADE. "With your vision of the world, you have given us a whole range of ideas and proposals to promote conflict resolution and fight against bullying", she added.



In the video you can see a brief summary of the ceremony for these awards:
https://youtu.be/_D9Db0bvxE

Student associations

Oikos Barcelona

This club ran many different activities throughout the academic year, including:

- **LEAP Meeting:** Meeting of the Presidents of Oikos International in Leysin, Switzerland, to discuss the strategy and exchange experiences to improve the performance of the chapter.
- **Green Campus Initiative:** There was a campaign to reduce coffee cup waste and clean-ups of natural areas surrounding the campus were organised
- **Sustainability cycle:** A case resolution competition was held with Ethical Time, a sustainable clothing platform, in which 25 students participated.
- **Start-up Turbo:** A 3-day event, in collaboration with the E3 Initiative, in which multidisciplinary teams, formed by students from different Barcelona-based universities in the fields of engineering, design and business, had to develop a disruptive business idea and present it to the judging panel at the end of the weekend.

180 Degrees Consulting

180DC is a university consultancy dedicated to improving education, reducing homelessness and alleviating poverty by helping non-profit organisations to receive the support they need to improve and expand their services. They are also developing a generation of committed future leaders who can make a difference.

The 180DC chapter at ESADE is formed by six students. Two of them focused their dissertations on a pro bono consultancy project at **Fundació Pasqual Maragall**, aimed at progressing in the fight against Alzheimer's.

E-Joventut

Providing students with unique experiences in their introduction to the world of work. **25 students** participated in the finance departments, projects and in the organisation of two major events: **Innovation Quest and Consulting Academy**. Through these, students can have their first contact with the world's best consultants, such as McKinsey & Co, Oliver Wyman and Delta Partners, among others.

TechLabs Barcelona

During the academic year, they offered **free education** to all ESADE students who were interested in developing their skills related to **programming websites, artificial intelligence and big data analysis**. They also organised various free **workshops and visits** to learn about the practical applications of the theories learned and strengthen ties with their peers.

The Studio

During the 2018-19 academic year, the artistic association The Studio held two exhibitions in which artists from ESADE could display their recent works of art. In order to **explore creativity and critical thinking**, both exhibitions contained various types of art, from photographs to texts, short films and watercolours.

These exhibitions were organised by the association's Management Committee, formed by 10 third and first-year BBA students. Each EXPO was visited by approximately 400 people, including students studying various degrees, teaching staff, administrative staff and special guests.

Esade Rugby Lions

The goal of this association, which has 30 players, is to promote the values of rugby: diversity, honour, inclusiveness and respect, which undoubtedly help to **create a better university atmosphere** and strengthen the university's image. Its university matches, events and tours try to continuously show how sport, and especially rugby, is a perfect **transmitter of principles and values**.

Esade Musicians

ESADE Musicians collaborated in the **La Marató** social responsibility event both at the Pedralbes Campus (with a team of 6 people) and at the Sant Cugat campus (with a team of 9 people). Money was collected for La Marató and the event also created a musical atmosphere on the campus

Club CEMS

Members of the CEMS Club prepared a guide to promote correct recycling in the bins around Barcelona and performed the following activities throughout the 2018-19 academic year:

- **Clothing collection** campaign to send clothes to the refugee camp in Greece, in coordination with the charity organisation Echo100Plus, managing to collect 135 kg.
- **Creation of the CEMS Club Sustainability Team** in order to work on CEMS' mission to fight against climate change, raising awareness among their peers
- **Eat for Earth Challenge**, que consistió en cocinar y comer solo comidas vegetarianas durante un mes y publicar las fotos en Instagram. En total participaron 20 estudiantes.
- **PUB QUIZ** on the Sustainable Development Goals, for which 30 participants signed up.
- **Clean energy panel**, in collaboration with Oikos Barcelona and MBA Energy and Environment Club, with 20 attendees..
- **Clothing collection campaign** for Fundació Arrels, managing to collect 18 boxes and bags of clothes.



EsadeCreapolis

→ LA CAIXA FOUNDATION PROJECT: MEASURING THE SROI

(social return on investment)

of the comprehensive care programme for people with terminal illnesses.

The project, carried out by ESADECreapolis, focused on conducting an **SROI analysis that produces an account of how an organisation creates value and a ratio that indicates how much total value is created for every Euro invested.**

The analysis was conducted based on the data and information relating to various representative centres in the network of Psychosocial Care Teams (EAPS).

There are currently 42 EAPs that carry out their work in public and subsidised private hospitals, as well as in homes in all Autonomous Communities, in order to improve emotional aspects for patients and their families. The result obtained is that the return on investment in social terms for the public administration is 1:4.43; that is, for every **Euro invested by the public administration in an EAP, it will receive a return of €4.43**

→ Home Care Services

Project and conference on home care and health services, complemented with qualitative research with users and social workers carried out during the 2017-2019 period. The specific goal consists of **identifying the main problems of a non-financial nature that affect the precariousness of the daily lives of workers in families when performing their activity.**

A partir del trabajo realizado, se identificaron tres problemáticas prioritarias a resolver:

01. Lack of coordination and information.
02. Lack of support tools.
03. Lack of security and stability in contracts in the sector.

For the coming academic year, the plan is to propose specific projects and initiatives to resolve these problems with the participation of the private sector, public administrations and professionals.



The video The future of Glovo packaging explains the work carried out

→ Co-creation project for Glovo

Co-creation workshop with experts, researchers, Glovo executives and its main stakeholders to **define the start-up's new line of business: selling new innovative and sustainable packaging to its retailers.**

Glovo is a high-growth start-up that focuses its activity on "last mile" distribution for stores, businesses and other companies involved in distribution. With the generation of this new sustainable packaging, Glovo's fundamental aim is to use a sustainable and environmentally-friendly solution.

Networks and organisations

UNITED NATIONS GLOBAL COMPACT AND PRME

During the 2018-19 academic year, the research team from the Leadership Chair, in charge of the SDG Observatory, participated in the different annual strategic workshops organised by the Spanish Global Compact Network.

The website of the Spanish Global Compact Network shared an example of successful practice, on this occasion dedicated to the project to eliminate plastic bottles at ESADE, showing progress in its early stages. The SR-E team took advantage of the two on-line courses offered by the Global Compact: **"Do you know how to integrate the Sustainable Development Goals into your sustainability report?"** (October 2018) and **"The private sector response to SDG 13: How to align your strategy to climate change"** (May 2019).

SERES FOUNDATION

In June 2019, a representative from the SR-E team attended the workshop dedicated to the **csr2 impact measurement tool**, held at the Offices of Cuatrecasas.

ANNUAL MEETING OF THE SEKN NETWORK

The SEKN Annual Meeting took place on 13 and 14 June 2019 at the campus of the Universidad del Pacífico in Lima, Peru. At the event, representatives from the Network's member schools had the opportunity to discuss progress in the development of the cases in the SEKN collection that are available from Harvard Business School Publishing. Among other activities, the manuscript of the research work of the SCALA Observatory, a project funded by the IDB and the Canadian International Development Research Centre (IDCR), was presented. Alfred Vernis, tenured professor from the Department of Strategy and General Management, attended on behalf of ESADE.

ANNUAL AASHE CONFERENCE

On 2-5 October, the Association for the Advancement of Sustainability in Higher Education (AASHE), held its annual Conference and Exhibition under the slogan **"Global Goals: Rising to the challenge"**. This event **examined the fundamental role of higher education in achieving the United Nations Sustainable Development Goals (SDGs)** and shared the progress made by various AASHE member schools in incorporating the SDGs into their institutional strategy as an essential part of their social commitment. **Janette Martell**, general social responsibility coordinator, attended on behalf of ESADE.



05

Institutional policies

To progress in the development of institutional policies more in line with the mission, identity and social responsibility of the institution.



PRINCIPLE 7

Organisational Practices

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

Initiatives during the 2018–2019 academic year

CHANGES TO THE MANAGEMENT STRUCTURE

During the 2018-19 academic year, following the change in General Management, various measures were adopted to **reorganise the management structure**.

In order to better adapt the organisation to the priorities of the **2019-2023 Strategic Plan**, approved by the Board of Trustees in July 2019, the role and composition of the Executive Committee was reviewed and other steering committees were created to add the necessary momentum and coordination in certain areas.

CREATION OF THE IDENTITY AND MISSION DEPARTMENT

At the suggestion of the Director General, the ESADE Board of Trustees approved the appointment of the faculty member **Cristina Giménez** as Identity and Mission Director, with effect from 1 January 2019.

This new department will develop initiatives to **ensure that the educational experience, as well as the professional and personal experiences of the students and the rest of the educational community, are aligned with the institution's mission**.

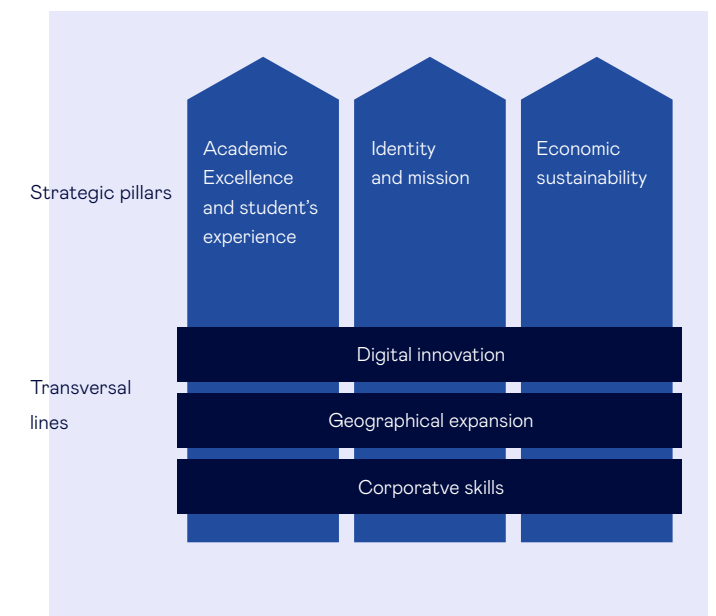
In this regard, it will be responsible for:

- Ensuring the adequacy of the management processes given the mission.
- Promoting cross-cutting actions where the members of our community debate, reflect and are motivated to act in such a way that our mission is experienced and shared to a greater extent.
- Promoting the rollout of its own educational model, in the ESADE portfolio of programmes, to train highly competent and socially committed professionals. The educational experiences will be reviewed with the programme departments to examine how they contribute to the educating of socially responsible professionals.

→ Ensuring the development of the institution's different areas of activity in social responsibility and sustainability.

DEVELOPMENT OF THE INSTITUTIONAL STRATEGIC PLAN

Following the joint work between the General Management and the Strategy Committee of the Board of Trustees, various task forces were created, led by members of the management team, in which over **100 people** co-participated, including both teaching staff and professional staff. The task forces reflected each of the pillars and each of the strategic lines around which the Strategic Plan has been structured.



WORK SCHEDULE REGISTRATION SYSTEM

In compliance with Royal Decree-Law 8/2019, published in Official State Gazette no. 61 on 12 March 2019, as of 12 May, a work schedule registration system was implemented at ESADE, with the agreement of the company committee and the teaching staff.

06

Environmental responsibility

Work for the purpose of raising awareness and promoting the adoption of behaviours and habits, policies and systems that are more in line with a sustainable and responsible vision



PRINCIPLE 7

Organisational Practices

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

Good environmental practices campaign

During the 2018-2019 academic year, the good environmental practices campaign has continued to raise awareness and promote the adoption of behaviours and habits that are in line with a more sustainable vision of the institution.

CAMPAIGN TO STOP FOOD WASTE

During the academic year, the adoption of more responsible behaviour and habits in the institution's cafeterias was promoted. The following image is displayed on a poster that can be seen before ordering products and at the entrance to the cafeteria



CAMPAIGN TO ELIMINATE PLASTIC BOTTLES

In order to promote the use of the water fountains during food breaks at the Pedralbes campus, glass jugs and glasses have been placed in the cafeteria. This cafeteria has 2 water fountains, one located in the staff area and the other in the student area.



EVOLUTION OF CONSUMPTION

The following graph shows the positive evolution of consumption:

	PAPER · ton.	ELECTRICITY · kw/m ²	WATER · m ³ / m ²
2008-2009	73	174	0,72
2009-2010	70	135	0,51
2010-2011	64	135	0,55
2011-2012	50	140	0,53
2012-2013	43	122	0,56
2013-2014	29	110	0,46
2014-2015	27	105	0,81
2015-2016	24	90	0,80
2016-2017	20	91	0,71
2017-2018	19	91	0,77
2018-2019	18	89	0,78

Initiatives to reduce energy consumption and its environmental impact

ENERGY

- Installation of LED lights and presence detectors in new classrooms and communal areas at the Sant Cugat Campus, carrying out a full refurbishment in all classrooms in the teaching building. Highlights include the changing of lights for LED equipment with presence detection and automatic intensity regulation, the installation of new heat recovery units with high efficiency and low consumption electric motors, regulation of the system through CO2 control and continuous monitoring through the Building Management System (BMS).
- Full refurbishment of the climate control system on Floor 2 of building 2. The entire regulation system is automatically activated by presence detectors in all classrooms.
- Installation of a new cold production machine with heat pump. The entire installation is continuously monitored in the BMS.

WATER

- Drip irrigation system in communal areas at the Sant Cugat Campus (gardens of the MBA)

PURCHASES

- Adjustment of the amounts committed to printing by the reprographics service, in keeping with responsible consumption by the institution..
- Installation in all ESADE buildings of new printers adapted to people with functional diversity. The total pieces of equipment by Campus were: 35 in Pedralbes, 27 in Sant Cugat and 8 in Madrid.
- ESADE's buildings have a cardio-protected space, which has the necessary elements to assist a person during the first few minutes of a cardiac arrest.

RECYCLING OF FURNITURE

- Reupholstering of 126 stools and 56 chairs.

TRANSPORT

- Purchase of an electric vehicle for gardening
- Installation of 6 electricity recharging points for cars and 4 for motorcycles in the car park of the Sant Cugat campus.
- Installation of electric charging points at the Barcelona campus (car park in buildings 1 and 2). There is a mixed base for charging both cars and motorcycles installed at both locations
- Creation of a new space for parking bicycles and electric bike charging points

ACTION TO HELP THE CLIMATE

- **The solar energy system on the Sant Cugat Campus is in keeping with the non-emission of CO2**
The solar energy system for the production of domestic hot water (DHW) is intended to serve the cafeteria of the teaching building on the Sant Cugat Campus. This system works in parallel with the production of DHW using a gas boiler. When the weather conditions are ideal, solar production can meet all of the demand. It consists of a primary circuit with six high-performance vacuum tube collectors. Next, there is a 15 kW plate exchanger that feeds the secondary circuit, which feeds a 750 L storage tank. The use of vacuum tubes ensures extremely efficient thermal insulation. In this way, the collector can transform even small amounts of solar radiation into useful heat.



07

Social Action and Cooperation

Commitments and initiatives open to the entire community, to create a collective socially responsible experience with different possibilities for collaboration



PRINCIPLE 7

Organisational Practices

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

Social Action and Cooperation Programme

This is a project open to the entire ESADE community who want a collective socially responsible experience.

The **participating entities are chosen by internal vote** (teaching and administrative staff) from among a group of NGOs previously selected by an internal committee of experts, based on criteria such as:

- The entity being aligned with ESADE's mission and values, having some kind of link with the institution and being proposed and led by a person or team from ESADE.
- The mission of the entity being focused on a specific field (poverty, international cooperation, children, etc.) and the collaboration project fitting in with the nature of our activities and the resources available

During the academic year, the programme was carried out with three entities



CASAL DELS INFANTS
(Barcelona y Sant Cugat)

Social and civic organisation that works in different neighbourhoods alongside children and young people with difficulties, to help open up the greatest possible opportunities for them.



FUNDACIÓN DOWN ESPAÑA
(Spanish Down Syndrome Foundation)
(Madrid)

An organisation that aims to facilitate the inclusion of people with Down syndrome in all areas of their lives. ámbitos de su vida.



JESUIT REFUGEE SERVICE
[JRS] (Internacional)

Organisation whose mission is to accompany, serve and defend refugees and other displaced people.

Different initiatives were carried out with the three entities, among which we can highlight:

- **Academic collaborations** in the development of practical cases in different subjects: Marketing Communications Strategy, with the faculty member **Maria Galli**; Social Marketing with the faculty members **Juan Mezo** and **Gerard Costa**; participation of the faculty members **Pedro Parada** and **Xavier Ferràs** in the activities to run in the new strategic plan of Casal dels Infants; Communication Workshop with **Steven Guest**; Social Responsibility workshops by the Faculty of Law with the faculty member **Rebeca Carpi**; among others.
- **Communication and awareness.** Publicising collaboration with entities and initiatives through ESADE's different channels (screens, social networks, newsletters, etc.) and dissemination of the actions and campaigns they run. Publicising of the Casal's Christmas campaign and donation of money collected at the Christmas Dinner for the CEMS Club students. A further contribution from the MBA students through their Christmas Jingle fund raising.
- **Participation of students in various activities.** Volunteering at Casal dels Infants; participation of the JRS in the Innovation Quest; collaboration in the Christmas toy collection campaign; participation of the CEMS Club students and visit to the head office of the Jesuit Refugee Service in Rome, etc.
- **Meetings with the community.** Visit by Arnout Mertens (JRS) to ESADE to participate in the CEMS Club course and meet different people from the community; organisation of the Madrid Down Syndrome Foundation Christmas Market; participation of Casal dels Infants in the Executive Masters Day to make the professionals/participants aware of the different social realities and for this knowledge to allow them to act through their own companies.



Charity and cooperation initiatives

During the 2018-2019 academic year, 45 initiatives were run, in which over 1,800 people participated. It is worth highlighting the following:

- **Support for the campaign run by Oxfam Intermón** to raise funds for the victims of the tragedy in Sulawesi, Indonesia. A donation of €2,000 was made.
- **Clothing collection campaign by students from the Law Faculty and the CEMS Club** to deliver to Fundació Arrels, which helps homeless people and assists them on their journey towards independence by offering them accommodation, food, social support and health care.
- **Support for La Marató de TV3** through various on-campus activities, in order to raise funds for cancer research. Thanks to the support of over 80 volunteers, €5,480 was raised.
- **Christmas Campaign with the Mambré Foundation**, publicising its initiative to support the most disadvantaged groups. Donation of €1,200.
- **Publication of a collective challenge** to support the #Hospitalaris campaign run by the **Migrastudium Foundation**, which works to welcome immigrants who arrive in the city of Barcelona. €1,710 was collected from the community.
- **Barcelona Magic Line**, a Sant Joan de Déu Social Work initiative in favour of people in vulnerable situations.
- **Support for the campaign run by Oxfam Intermón** to raise funds for the victims of the tragedy in Sulawesi, Indonesia. A donation of €2,000 was made.
- **Workshop with Mary's Meals**, an organisation that works to provide access to education for children in third world countries by offering a healthy daily meal in schools. 35 people participated.
- **Participation in the Coach programme from the Exit Foundation**, which works to find employment for young people who have dropped out of school and are at risk of social exclusion, creating a network with other social organisations and involving the business world.
- **Support for the annual Banc dels Aliments (Food Bank) campaign**, whose main goal is to collect surplus food and distribute it among local organisations so that they can give it to families at risk of exclusion.
- **Charity Saint George's Day thanks to the Fundació ASTE**, which organises university volunteering with the elderly. This involves different students from the Law Faculty.
- **Felt roses charity stall by the Fundació Amics de la Gent Gran**, which promotes company for elderly people living alone.
- **Support with publicising the Entreculturals charity race** to raise funds for the refugee camp in South Sudan.
- **Institutional collaboration with Oxfam Intermón Trailwalker** through the participation of different ESADE teams in this 100 km journey to raise funds and achieve the goal of bringing water to communities with no access to this resource.
- **Donation of 20 computers to the Best Buddies Foundation**, which facilitates the social integration, through friendship, of people with disabilities.
- **Collaboration with the Miquel Valls Foundation in World ALS Day.** Group photo at the different campuses and publication on social networks to raise awareness in the community.

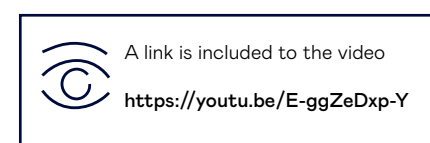
Cooperation with central american universities

Within the framework of the cooperative relationships that ESADE maintains annually with the three Central American Jesuit universities: the Central American University (UCA) in Nicaragua, the José Simeón Cañas Central American University in El Salvador and the Rafael Landívar University in Guatemala, the **7th Academic Exchange Meeting took place at the UCA in El Salvador** from 25-27 February. The goal of the meeting was to share the challenges of quality educational innovation to promote the development of the skills of the teaching teams, therefore allowing students to learn better. Participating on behalf of ESADE were **Cristina Giménez**, full professor from the Department of Operations, Innovation and Data Sciences and **Susana Salvador**, coordinator of teacher development, with different presentations, including "What do we understand by Educational Innovation?" "Competences, key players and levers for change in the relationship with educational innovation" and "The digital component in educational innovation".

In November 2018, the **Manifesto in solidarity with the Nicaraguan people and the Central American University (UCA)** was presented at ESADE, in an event that was attended by: Francisco Javier Sancho, journalist from El País, as moderator; Almudena Bernabeu, lawyer and co-founder of Guernica 37; Sergio Ramírez,

Nicaraguan writer and winner of the 2017 Cervantes Award and Jorge Alberto Huete Pérez, vice-rector of the Central American University (UCA) in Nicaragua. A statement explaining the situation in Nicaragua and the UCA, the institutional link and the history of our relationship with this university was also distributed to the students.

All Jesuit universities in Spain under the UNIJES network decided to promote a manifesto of solidarity against the "violation of human rights" and "repression" that the Nicaraguan population is experiencing, and especially the UCA with its headquarters in Managua, which is running minimum teaching activity in light the violent incidents happening in the surrounding area.



In May 2019, the **Manifesto in solidarity with the Venezuelan people and the Andrés Bello Catholic University in Venezuela (UCAB)** was presented at ESADE. The event was attended by the rector of the UCAB, José Virtuoso S.J, and the administrative vice-rector, Gustavo García, and representatives from ESADE, IQS and the Faculty of Tourism and Hotel Management

Sant Ignasi (HTSI), co-organising institutions of the event. The event aimed to provide additional support to that shown by other institutions, networks and Jesuit universities around the world for UCAB and Venezuela, and to defend the right of the Venezuelan people to a decent life and high quality education in the context of the most severe economic, political and social crisis in its history.

The manifesto was read by **Carlos Losada**, Director General of UNIJES, followed by the testimonies of **Jaime Sabal**, graduate of UCAB and retired ESADE professor, and **Marianne Carrillo**, a Venezuelan national and also a graduate of UCAB and former student from the Law Faculty. In the subsequent discussion with the rector of UCAB, the situation in Venezuela and the role of universities was examined in more depth. **José Virtuoso**, S.J. added, "our universities can play a very important role and contribute their knowledge to help reach a non-violent solution to the problem". The event was closed by **Koldo Echebarria**, Director General of ESADE, on behalf of his colleagues at IQS and HTSI.

Alumni Social Initiatives

The purpose of this ESADE Alumni area is to promote the active participation of ESADE alumni in constructing a fairer society and a more sustainable world, using their professional roles and companies. To do this, various initiatives on professional social contribution and learning and reflection on corporate sustainability are offered to alumni.

→ Pro bono consultancy.

Consultancy for NGOs and social organisations on management issues or legal aspects, to strengthen and contribute to the sustainability of the third sector. During the 2018-2019 academic year, **270 alumni** participated in **27 social organisations**, including AEF (Spanish Association of Foundations), Casa Dalmases (Alba Foundation), Down Madrid, Farma Mundi, Fundació Salut Alta, Fundació Pere Tarrés, TEB Fundació, etc.

→ Together Project for international consultancy.

This offers support to companies that produce products in developing countries through international consultancy. **Nine volunteers** participated in four projects:

- 1. Madre Tierra Amazónica in Bolivia.** Strengthening the marketing of exotic fruit pulp – Oxfam Intermón programme, "Companies that change lives".
- 2. El Huerto Cooperative in Bolivia.** Improving technical capacities in production, marketing and internal finance in the horticulture and seeds sector – Oxfam Intermón programme, "Companies that change lives".
- 3. Suyusama Cooperative in Colombia.** Strategy and economic-financial aspects of a fruit and vegetable company – SHARE, Jesuit Community of learning and development action.
- 4. Cateura Association in Paraguay.** Marketing of handicrafts made by women with recycled materials – SHARE, Jesuit Community of learning and development action.

→ Film forum, events and round tables.

Raising awareness and encouraging reflection and debate on social issues through films and documentaries, round tables and senior management meetings. The following sessions were held during the 2018-2019 academic year:

El futuro del trabajo. ¿Estamos preparados?, Barcelona, Marzo 2019.

Transformando las empresas a través de líderes responsables, Barcelona, abril 2019.

Gracias por la lluvia, el clima cambia de estado de ánimo. Barcelona, abril 2019.

La Agenda 2030, los Objetivos de Desarrollo Sostenible y el papel que pueden desempeñar las empresas, Madrid, mayo 2019.

→ Knowledge and learning with content related to social innovation through on-line sessions

The topics covered in the 2018-2019 academic year were:

Legislation on the publication of non-financial data in annual accounts, January 2019.

Sustainable development goals. New opportunities for Spanish companies, March 2019.

Economy and ecology: green economy blue economy and circular economy, March 2019.

Are the new generations more concerned about the environment? Key considerations about consumers to guide their business model, May 2019.

Investments with social impact, June 2019.

Executive Master Day

In May 2019, the Executive Master Day took place for the third consecutive year. This day brought together over 180 participants on the Executive Masters in Barcelona at the Sant Cugat campus. The aim was to help them understand the social realities that are not normal for them but that are in fact very close to us all. The same event took place at the Mateo Inurria campus in March, attracting almost 100 participants from the Executive Masters in Madrid.

The event focused on real testimonies, from very different sources, with people sharing their stories of life and survival with the participants. In the first part, the participants had the opportunity to hear first-hand about experiences such as what it is like to cross the strait of Gibraltar in a dinghy, suffer from domestic violence at home and at work, and be homeless, among many others. The second part of the day consisted of working on action proposals and commitments at three levels: individual, corporate and with and for the entities that work with us. Using the SDGs as a reference point, working groups were created involving organisations, those providing testimonies and students taking the Executive Master to suggest proposals for action. This

year saw the participation of organisations such as Iniciatives Solidaries, Fundació SURT; Fundació Adsis; Arrels; Casal dels Infants; the Spanish Red Cross; Fundació Formació i Treball; Best Buddies/ACIDH and Fundació Secretariado Gitano, who we thank for their generosity and commitment to ESADE in participating in this Executive Master Day.

The day helped to provide a broader vision of the reality that as managers and executives we should not forget, as well as to create a context in which to reach commitments and remind us of the responsibility involved in belonging to the privileged 1% of this world and having a present and future decision-making capacity that must be exercised from a more holistic and responsible perspective.



08

Transparency and accountability

Specific actions that contribute to building social and internal confidence in the institution, and in its strategy, management and commitment to social responsibility and sustainability.



PRINCIPLE 7 Organisational Practices

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

Throughout the year, the institution publicises its activities related to social responsibility through different channels. We can highlight the following:



→ The 2017-2018 Annual Institutional Report.

Prepared within the framework of the Global Reporting Initiative (GRI), with the rules set by the Global Sustainability Standards Board (GSSB). Its purpose is to contribute to a global sustainable economy in which organisations manage their economic, social and environmental performance, as well as their impacts, in a responsible manner and with transparent reporting. The Report also serves to strengthen the institutional commitment to the ten principles of the United Nations Global Compact.



→ 2017-2018 Identity and Social Responsibility Report (PRME)

which contains the initiatives that ESADE carries out towards fulfilling the Principles for Responsible Management Education and its mission

Plan Anual de Comunicación RS-E

→ The annual SR-E communication communication plan to generate the communicable inputs for the various activities and initiatives for the newsletter, screens, press releases, posters, etc. A total of **21 initiatives** were publicised.

Appendix

Scoreboard

Strategic Plan 2014-2018

Action plan with indicators and objectives

N	Objetives	Indicador	Result 2014 2015	Result 2015 2016	Result 2016 2017	Result 2017 2018	Result 2018 2019	Key Actions	Responsible area
1	Collaborate on different institutional policies and lines of action to promote the RS-ESADE model and focus.	Number of institutional policies and projects linked to RS-ESADE, approved by the CEX and implemented in the training and HR (PAS staff and faculty) areas	2	3	3	3	7	Collaboration and support for policies linked to RS-E in terms of training.	Janette Martell (Training)
			0	2	5	2	2	...and HR approved by the CEX.	Enrique L. Viguria (RRHH: PAS and faculty)
								Promote the environmental responsibility policy.	Janette Martell
2	Collaborate with the community to promote the adoption of more socially and environmentally responsible behaviour and habits.	Consumption: Paper	27 tons	23,8 tons	19,8 tons	18,76 tons	17,9 tons	Implement awareness-raising campaigns	Janette Martell and Nuria Renart
		Water	0,81 m3 water/m2(*)	0,80 m3 water/m2	0,71 m3 water/m2	0,77 m3 water/m2	0,78 m3 water/m2	Promote and support RS-E events: roundtable discussions, aliaRS-E network forum, Solidarity Day, amongst others...	Enrique L. Viguria, Janette Martell and Nuria Renart
		Electricity	105 kw/m2	90,28 kw/m2	91,08 kw/m2	90,97 kw/m2	89,05 kw/m2		
		Number of RS-E event participants	125	248	309	340	234		
		Number of RS-E network allies	132	153	175	189	198	Implement a biannual survey amongst the academic community	Janette Martell
	Overall community opinion (biannual) about RS-E's progress (5 very good... 1 very bad)	NA	ND	ND	3,55 (**)	ND			

N	Objetives	Indicador	Result 2014 2015	Result 2015 2016	Result 2016 2017	Result 2017 2018	Result 2018 2019	Key Actions	Responsible area
3	Collaborate and coordinate initiatives and projects with key stakeholders and national and international institutions in this area.	Number of RS-E initiatives in which we collaborate with other institutions	11	8	20	16	30	Collaborate with Global Compact Spain, PRME, SIGMA Alliance, etc.	Enrique L. Viguria and Janette Martell
		Stakeholders' overall opinion (annual) regarding RS-E's progress (scale: 5 very good ... 1 very bad).	NA	4.07	4.00	4.00	ND	Organise the annual stakeholder Panel	Enrique L. Viguria and Janette Martell
								Implement an annual survey amongst stakeholders	Janette Martell
4	As a socially responsible institution, promote communication, transparency and accountability at ESADE through its key projects and initiatives.	Number of key proposals raised by the community and stakeholders that have then been developed/implemented	2	2	2	1	3	Communicate relevant proposals to corresponding executives/managers	Enrique L. Viguria
		Degree of improvement in terms of the transparency of our corporate website and intranet	NA	23 %	40 %	NA	NA	Promote improvements in the corporate website based on the criteria in the Spanish University Report on Transparency	Janette Martell
		Number of communicable inputs generated by RS-E activities and initiatives	6	10	16	20	21	Promote improvements in the intranet.	Enrique L. Viguria
								Publish RS-E advances in internal media, news aliaRS-E, etc.	Nuria Renart
							Draft the PRME Report and collaborate on the institutional Annual Report (chapter 2, GRI-4 and UNGC)	Nuria Renart, Enrique L. Viguria, and Janette Martell	
5	Develop the institutional social action programme and coordinate solidarity and cooperation initiatives, involving the ESADE community in these.	Num. of volunteering, solidarity and cooperation initiatives	35	35	35	43	49	Manage the institutional social action programme.	Nuria Renart
		Num. of participating faculty, PAS staff and students	762	965	1,555	1,730	1,838	Coordinate and promote solidarity-based and cooperation initiatives.	Nuria Renart
								Organise meetings: Esmorzar Pont-Solidari.	Nuria Renart

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