

Bled, February 23, 2018

Statement of the IEDC-Bled School of Management's commitment to the PRME – Principles for Responsible Management Education



I am proud that the IEDC-Bled School of Management has been among the first signatories of the PRME and takes part among fellow-members of the PRME Champions.

I am furthermore reaffirming the IEDC-Bled School of Management's continuous support to the PRME and its mission of advancing the corporate and environment sustainability and ethics through the incorporation of universal values into curricula, research and activities of the management education, as well as through activities carried out in cooperation with its partners.

In this SIP report, we describe our actions and engagement in accordance with the PRME values and initiatives. We also take this as an opportunity to better understand ourselves and our environment and to learn how to further improve. We commit to Sharing Information on Progress with our stakeholders using our primary channels of communication.

This SIP report is divided into two chapters. First chapter provides general information on the IEDC-Bled School of Management's mission and vision, points out "Responsible and creative leadership" as the main distinctive feature of the IEDC-Bled School of Management, and highlights responsibilities entrusted to the IEDC-Bled School of Management by the PRME. The second chapter presents how the PRME initiatives are integrated in the IEDC Management's teaching, learning processes and research activities, as well as in its partnerships with the Coca Cola Chair of Sustainable Development, the Unites Nations Global Compact Slovenia and by the CEEMAN Association; all partnerships being initiated by the IEDC-Bled School of Management.

Yours sincerely,

Prof. Dr. Danica Purg
Dean and President

A handwritten signature in blue ink, appearing to read 'D. Purg'.

Details for IEDC-Bled School of Management

Type of Organization

Business School

Type of Education

Post Graduate, Executive, Doctoral

Location

Bled, Slovenia

Website

<http://www.iedc.si/>

With this report IEDC-Bled School of Management once again commits to [PRME Principles](#), its vision and mission.

IEDC-Bled School of Management is proud to be among the first signatories of PRME, while IEDC president, Prof. Danica Purg, International Educator of the Year 2010 (awarded by AIB), was one of the six deans, university presidents, and official representatives of leading business schools, who formed an international task force for Geneva Global Forum which launched PRME at the UN Global Compact Leaders Summit in July of 2007. In 2013, Prof. Danica Purg was entrusted to Chair PRME Steering Committee, while the PRME Global Forum 2013 was hosted at IEDC-Bled School of Management in Bled, Slovenia and co-organized by PRME Steering Committee member CEEMAN, also led and founded by Prof. Danica Purg. At the PRME Summit more than 200 members of the responsible management education community convened to discuss the continued creation of a new intellectual, research, teaching, and institutional agenda that develops leaders for the future we want. In 2013, IEDC became the first business school from CEE region to be recognized as a PRME Champion and it continued to be the only one in 2016. Third face-to-face gathering of PRME Champions for the 2016-2017 with Global Forum for Responsible Management Education took place at IEDC-Bled School of management.

To promote changes in business philosophy, strategy, and practice, **in 2007**, IEDC initiated establishment of the **Slovenian chapter of the United Nations Global Compact (UNGC)**, the world's largest global corporate responsibility and sustainability initiative. Offering education, support, and networking for better implementation of sustainable business practices, the UNGC Slovenia provided education and awareness of the strategic value of sustainability in business through various events, conferences and raising awareness.

Since 2010 IEDC has been working on sustainable management in a partnership with Coca-Cola Company through the IEDC Coca-Cola Chair of Sustainable Development.

In 2017 IEDC started with **establishing a Global Institute for Sustainability and Ethics in Rising Economies (GISE)**. Headquartered in Bled, it will connect offices in Germany, South Africa, China and Brazil. It aims to develop an ongoing research and training agenda to drive integrated sustainability and to facilitate the implementation of best practices within rising economies and to serve professionals in the field of sustainable business within rising economies.

Purpose, Values and Methods (Principles 1, 2, 3)

IEDC's mission and vision is to attract the most promising executives and top managers, provide them with world-class management education and other relevant services in an international context, inspire them for lifelong-learning, and prepare them to act and add value as competent and ethically responsible transformational leaders in their organizations and society at large. IEDC is set to be a center of excellence and an agent of change and this is also what we expect from our alumni. To use their knowledge, their skills and their ethical mindset; and shape the world into a better future.

Recognizing the growing importance of sustainable development for business leaders, IEDC-Bled School of Management has taken significant steps in promoting the concept by integrating **sustainability as a required course in its curriculum**, developing innovating **teaching tools and cases**, and organizing **seminars, conferences and networking events** for companies and other stakeholders (for that purpose we fully employed faculty member), with a specific commitment of supporting the needs of Central and Eastern Europe. In 2009, IEDC's achievements in this area was recognized when the school became **the first school from Central and Eastern Europe to be selected as one of Top 100 Business Schools** by Aspen Institute's 2009-2010 edition of Beyond Grey Pinstripes, a biennial survey and alternative ranking of business schools, which assesses how well schools are preparing their students for the environmental, social and ethical complexities of modern-day business.

To deepen its impact and broaden its reach in the field of sustainability, in May 2010, as said before, IEDC-Bled School of Management established **Coca-Cola Chair of Sustainable Development** dedicated to research, education, and practice of successful sustainable value creation, with a commitment of a faculty members and experts in the field, Dr. Nadya Zhexembayeva as the first and Prof. Dr. Mollie Painter-Morland, as the current chair-holder. Every year we have to report to Coca-Cola extensively about all aspects of our work. Since the establishment of the Coca-Cola Chair, we have focused on three distinct groups of activities: research, teaching and outreach, however, much of our efforts have a holistic nature, where research, teaching and outreach are accomplished via creative and powerful synergies.

At IEDC-Bled School of Management we approach sustainable development as an interdisciplinary initiative aimed at:

- **RESEARCH:** Creation of cutting-edge knowledge through applied research activities on the how of sustainable value and disseminating this knowledge regionally and internationally,
- **TEACHING:** Development and dissemination of teaching tools such as case series, syllabi, exercises, and teaching modules, allowing for successful integration of sustainable development agenda into the core management curriculum and inviting managers to reflect deeply on the role of business in society, and
- **OUTREACH:** Organization of seminars, conferences, and educational events aimed at promoting the concepts of sustainable development and sustainable value.

Curriculum Integration in the Field of Corporate Responsibility and Sustainability

In its curriculum, IEDC-Bled School of Management has been putting a very strong emphasis on developing business leaders that are not only concerned with the 'how' of business, but also with the 'why' of business, inviting practicing decision makers to re-think the role of business in society, and reflect on the nature of fundamental business issues, such as profit and value creation. Issues relevant to the role of business in society have always been visibly present in the number of courses, most notably, accounting, finance, operations, and leadership.

In the IEDC EMBA **study courses with direct implication of sustainability and corporate responsibility are:** Business in Society (5 ECTS), Business Ethics and Corporate Governance (5 ECTS), Leadership (10 ECTS). These are all compulsory subjects.

- **Business in Society;** course touches upon main themes of the debate on the responsibility of businesses for their social and environmental impacts, considers some of the management innovations and tools that have resulted, and invites participants to explore their own responses, both as students and as professionals.

- **Business Ethics and Corporate Governance;** teaches participants how to maintain ethical standards, and how to apply principles of corporate governance. In addition to other leadership topics addressed through different courses throughout the Program, this course includes ethics in relation to organization's stakeholders, rules and codes governing the relationship between an organization and its stakeholders, as well as ethical challenges faced by business leaders engaged in leading business transformations.
- **Leadership; consists of two parts: I. Leading through people and II. Leading self and others.**
 - I. Leading through people
This course is designed to take an in-depth, critical examination of HRM, identifying the key strengths and weaknesses of the approach and in doing so.
 - II. Leading self and others
The purpose of this course is to cover the most pressing challenges that are confronting today's leaders and the significant cultural changes that are taking place in business organizations. Participants are led through a number of reflective exercises allowing them to better understand their own leadership traits and performance.

Also **in the IEDC PhD study we have a course specifically dealing with sustainable development: Business in Society** – (5 ECTS); this course provides an in-depth exploration of key questions concerning the relationship between businesses and the societies of which they are a part – including the challenges of climate change and the shift to a low-carbon economy. It will offer grounding in the theoretical discussions on appropriate business responses to these challenges and their possible connection to successful business operations and strategy, together with an opportunity to consider emerging practices of Corporate Responsibility. Participants will be expected to make connections between the ideas discussed and their own business environments.

In its core **management curriculum**, IEDC:

- Was among the first business schools to **integrate business ethics** as a core required topics since 1991;
- Was among the first business schools to **integrate sustainable development** in the mandatory courses of curriculum since 2007;
- Pioneered systematic **use of art in leadership development** for heightening managers' ability to reflect, appreciate beauty and harmony, and aspire for servant orientation in leadership. For its contribution to art and leadership development, in 2012, IEDC MBA program was awarded **The MBA Innovation Award** as one of the four most innovative among more than 700 MBA programs, accredited by AMBA.
- Consistently integrated **speakers from non-managerial background**, such as politics, culture, history, and science into its educational programs to broaden horizons of modern managers and foster appreciation for broader context business operate within.

Together with the Coca-Cola Chair, most notable accomplishments in teaching include:

- Transforming the teaching practice at IEDC and beyond. At the core of these efforts is the desire to **integrate social and environmental issues** across all disciplines of general management, including accounting, finance, HR, marketing, operations, strategy, and beyond.
- Coca-Cola Chair and IEDC faculty has developed **a new sustainable innovation course** for all long programs at IEDC, including the Executive MBA, General Management Program, Young Management Program, and Discover Management Program.
- In 2011, IEDC developed deeper relationships with **the Coca-Cola University**. Upon the initiative of Melissa K. Hungerford, Ph.D., Director, Talent and Development, Eurasia Africa Group, Dr. Zhexembayeva provided extensive consultations to the leaders of Coca-Cola University exploring the possibility of developing a multi-modular sustainability program for senior leaders of the company. Across a few months, Dr. Zhexembayeva served as a pro-bono consultant on both content and process of this potential program.
- Dr. Zhexembayeva's exercises, syllabi, teaching cases and other materials have been featured on such renowned sustainability education outlets as www.caseplace.org (an online knowledge-sharing project of Aspen Institute) and the United Nations Principles of Responsible Management Education (PRME) Inspiration Guide, launched at the **2012 Rio+20 Summit**.
- Finally, to disseminate the accumulated sustainability teaching expertise, the Coca-Cola Chair of Sustainable Development has partnered with the Central and East European Management Development Association (CEEMAN), which connects 210 business schools in 53 countries. The Chair has held **a special Sustainability Forum** within the framework of CEEMAN's International Management Teaching Academy (IMTA), an international platform that has helped to develop over 500 participants from 143 institutions in 43 countries since its inception in 2000. The Chair has created a sustainability track, a one week long program for young faculty teaching sustainable development worldwide has been launched successfully within IMTA in 2013 and is repeated every year since then. Sustainability also became one of the core topics in all CEEMAN educational programs for faculty and staff of higher education institutions.
- **Coca-Cola teaching results in 2016-2017:** Coca-Cola Chair of Sustainable Development at IEDC has taught at extended programs at IEDC MBA (Executive MBA, General Management Program, Advanced Management program, General Management Program, Young Managers' Program and Discover Management Program). The Chair also participated in a number of custom-made programs for internationally operating corporations. The Chair delivered a key-note speech at Coca-Cola branding workshop for water brands in Italy.

Advancing and elevating the quality of management education

IEDC-Bled School of Management:

- Initiated the establishment of **CEEMAN Association** with a goal of strengthening overall socio-economic development of the region, CEEMAN was among first business schools associations to support Principles of Responsible Management Education (PRME). Serving as headquarters of CEEMAN, IEDC then created a call for CEEMAN member organizations to sign the PRME. Furthermore, responsible management education was encouraged by introducing new criteria into the CEEMAN accreditation scheme IQA, whereby schools have to showcase introduction of social and environmental issues into their business curriculum in order to be accredited by CEEMAN. As a result, out of first 100 business schools that signed the PRME Principles, 20 organizations came from CEEMAN.
- Supported the creation of IMTA (the International Management Teachers Academy), CEEMAN's flagship faculty development program, which integrated issues of sustainability, ethics, and social responsibilities as foundational for management faculty. As said before in 2013 IMTA has introduced also a separate one week track on Business in Society, lectured by Tony F. Buono Professor of Management and Sociology and Executive Director, Bentley Alliance for Ethics and Social Responsibility.

Research (Principle 4)

Research Development in the Field of Corporate Responsibility and Sustainability

In the recent years, the most notable tangible outputs of **research** include:

- Publication of a **groundbreaking book**, "Embedded Sustainability: The Next Big Competitive Advantage," co-authored by Dr. Nadya Zhexembayeva, and published by Stanford University Press and Greenleaf Publishing in April 2011.
- Publication of scientific **peer-reviewed articles and book chapters**, such as "*Reconceptualizing CSR in the media industry as relational accountability*", coauthored by Mollie Painter-Morland and Ghislain Deslandes which appeared in Journal of Business Ethics by Springer.
- Publications of applied articles in magazines, radio shows, specialized online portals, and other practitioner-focused outlets, such as "Embedded Sustainability: A Strategy for Market Leaders," which appeared in the European Financial Review in April 2011 or

a month-long series of articles and podcasts for “2degrees Business for Sustainability” network, contributed in April 2012.

- A series of interviews, reviews, newspaper articles, TV presentations and interviews of Prof. Danica Purg on topic of business ethics and sustainability in Slovenian and international media.

In 2012, the renewal and extension of The Coca-Cola Company and IEDC cooperation through the **Coca-Cola Chair of Sustainable Development** was approved for another five years.

In 2016 and 2017 within the activities of the Coca-Cola Chair of Sustainable Development at IEDC, research into *various dimensions of sustainable value-creation* has continued to be of highest priority. In essence, this research agenda aimed to introduce the concept of embedded sustainability to theoretical and applied discourse, inviting social and environmental performance to be integrated into business DNA, its strategy and operations. Most notable tangible output of this research effort in the past 24 months includes:

- Purg, D. and Sutherland, I. 2016, “Searching for meaning: What Forms and Inspires Us?” *Academy of Management Review*. (Forthcoming)
- Painter-Morland, M.J. and Deslandes, G. 2016, “Reconceptualizing CSR in the media industry as relational accountability” *Journal of Business Ethics*, DOI 10.1007/s10551-016-3083-0
- Painter-Morland, M.J., Sabet, E., Molthan-Hill, P., Goworek, H and De Leeuw, S. 2015, “Beyond the Curriculum: Integrating Sustainability into Business Schools” *Journal of Business Ethics*, DOI: 10.1007/s10551-015-2896-6
- Painter-Morland, M. and Slegers, R. 2017. “Strengthening ‘Giving Voice to Values’ in business schools by reconsidering capitalist metaphors”, *Journal of Business Ethics* (forthcoming);
- Painter-Morland, M.J. 2017, “The role of continental philosophy in business ethics research”, In: *Research Approaches in Business Ethics*, Edited by Patricia Werhane and Ed Freeman, Cambridge University Press, forthcoming;
- Painter-Morland, M.J. 2017/ 2018. “Weaving the embodied fabric of moral imagination: implications for women in business,” In: *Building Up Business Ethics: A Festschrift in Honor of Patricia Werhane*, Edited by R. Edward Freeman, Sergiy Dmytriiev, Andrew C. Wicks, Springer, forthcoming;

- Dabic, M., Colovic, A., Painter-Morland, M., Lamotte, O. and Brozovic, S. 2016, "Industry-specific CSR: an analysis of 20 years of research". European Business Review. DOI 10.1108/EBR-06-2015-0058;
- Painter-Morland, M.J. and Deslandes, G. 2016, "Reconceptualizing CSR in the media industry as relational accountability". Journal of Business Ethics, DOI 10.1007/s10551-016-3083-0;
- Painter-Morland, M.J., Sabet, E., Molthan-Hill, P., Goworek, H and De Leeuw, S. 2016, "Beyond the Curriculum: Integrating Sustainability into Business Schools", Journal of Business Ethics, DOI: 10.1007/s10551-015-2896-6.
- Painter-Morland, M.J., "Sustainable development and well-being- a philosophical challenge"— submitted to Journal of Business Ethics, R&R submitted 29 October 2016;
- Painter-Morland, M.J., Kirk, S. Deslandes, G. and Tansley, C. "Talent is more than a word: The (im)possibility of ethical reflection within talent management" with - European Management Review, R&R in progress;
- Horth, D. & Painter-Morland, M.J., "Entrepreneurship rediscovered (in Agambenesque contemplation): inoperable, bare, and glorious? —Submitted to Organization Studies, December 2016;
- Purg, D. & Walravens, A. "Business Ethics and Corporate Governance" (in Business Ethics) —Submitted to Peking University Press, March 2017.
- IEDC-Bled School of Management is **partnering in research activities with CEEMAN** members, other Slovenian universities and has also made some efforts to apply research projects (dealing also with sustainability and responsibility of education) to EU Commission tenders.

Under leadership of Prof. Painter-Morland, we are currently working on preparing a book titled *"Rethinking Leadership in Contemporary Organizations"*. The project aims to understand which kind of leadership is necessary in contemporary organisations. During the various conferences we held, interviews were conducted with executives, and transcribed. In the meantime, we have been approached by senior researchers in South Africa who have done similar interviews. As a result, we are currently crafting joint paper projects, which eventually also feed into the book project. As such, the individual book project has been a bit postponed in order to nurture these international connections.

The Coca-Cola Chair took the lead in designing “Sharing Vocabularies” research projects as part of IEDC-Bled School of Management’s PRME (Principles for Responsible Management) Champion membership. The study examines forces that shape the ways organisations incorporate and integrate values-driven functions. The outputs of the project are:

- A glossary booklet explaining the most important terminologies, role and responsibilities pertaining to integrated sustainability with The Coca-Cola Company listed as sponsor (by mid 2018);
- Six series of best practice case studies on integrating values-driven business throughout the organisation, developed for a practitioner audience.
- A number of research papers on the detailed findings. One has already been submitted to the Journal of Business Ethics and is under review (2017/ 2018).

In 2017, IEDC started with establishment of a Global Institute for Sustainability and Ethics in Rising Economies: GISE, with aim to develop an ongoing research and training agenda to drive integrated sustainability and to facilitate the implementation of best practices within rising economies and to serve professionals in the field of sustainable business (encompassing business ethics, CSR and environmental responsibility) within raising economies through practice relevant research, training and networks. GISE is headquartered in Bled and will also have offices at CBS in Germany, USB in South Africa, SOM in China and FDC in Brazil (based on the already existing infrastructure of the respective Centers). Various successful international corporations have already provided financial support for the institute.

IEDC is the main project applicant and coordinator for H2020 twinning project submitted at the end of 2017. The project “GLOSaRRE: Sustainability and Responsibility for Rising Economies” will decisively expand the world-class research area of sustainability and CSR in rising economies. IEDC Bled School of Management will develop research excellence of corporate sustainability and CSR in rising economies and become more involved in global research and regional dissemination networks through specific activities of an outstanding consortium, where two other partners are premier global academic institutions in the field of corporate sustainability and CSR – Cologne Business School (Cologne, Germany), Copenhagen Business School (Frederiksberg, Denmark), Danube Business School (Krems an der Donau, Austria) and School of Business and Economics (Tromsø, Norway).

Partnership, Dialog (Principle 5, 6)

Supporting Business and Communities Efforts for Sustainability

- Prof. Danica Purg was the PRME Steering Committee Chair in 2013 on the occasion of CEEMAN's 20th Anniversary.
- IEDC-Bled School of Management organized 2013 PRME Summit in September 2013. More than 200 members of the responsible management education community convened to discuss the continued creation of a new intellectual, research, teaching, and institutional agenda that develops leaders for the future we want.
- IEDC-Bled School of Management was invited to be a member of PRME Champions: <http://www.unprme.org/working-groups/champions.php>
- An international conference 'Women Leaders - Agents of Change in Europe', was organized in cooperation with IEDC Coca Cola Chair for Sustainable Development and The European Leadership Centre (ELC) on the occasion of IEDC 30th Anniversary in April 2016.
- Third face-to-face gathering of PRME Champions for the 2016-2017 with Global Forum for Responsible Management Education took place at IEDC-Bled School of management in January 2017.
- In July 2017, Prof. Purg gave a speech at the UN PRME (Principles for Responsible Management Education) Global Forum in New York and received the award for her pioneering work in establishing the UN PRME initiative.
- An international conference 'Women Leaders - Agents of Change in Africa', was organized in cooperation with IEDC Coca Cola Chair for Sustainable Development, the Leading Women of Africa Association (LWA), lead by Ms. Madelein Mkunu and the Graduate School of Business – University of Cape Town (ELC) in November 2017.

Coca-Cola Chair of Sustainable Development has initiated, co-organized or contributed to a wide range of forums

- Workshops at the conference on Trends in CSR, organized by the Coca-Cola Chair in partnership with Tomás Sercovich, Director External Relations at Forética, Spain (June 2016)
- Annual Conference of Ethics and Compliance at IEDC Bled, October 2016

- The Annual International HR Forum on “Is Ethics and Sustainability also HR’s Job?” (October 2016). The conference was led by the Coca-Cola Chair
- Prof. Painter-Morland presented a paper on “Liquid Leading” at 4th International Conference Responsible Leadership, Gordon Institute of Business Science, University of Pretoria, March 2017
- Prof. Painter-Morland presented a paper on “The powers and perils of organizational habituation: Ravaissonian responses to the paradox of structure and flow”, Transatlantic Business Ethics Network, St. Gallen, Switzerland, September 2016
- Prof. Painter-Morland presented a paper on “A Philosophical Analysis of our Reluctance to Embrace Repair and Re-use Innovations” at ISBEE, July 2016 in Shanghai, China
- Prof. Painter-Morland was a panel member on “Confusionism and Entrepreneurship” at ISBEE, July 2016 in Shanghai, China
- Prof. Painter-Morland presented a paper on “Sharing Vocabularies for Values-driven Business” at 40th anniversary of the Center for Business Ethics at Bentley University, July 2016

Partnerships & dialog with business within Slovenian chapter of the United Nations Global Compact (UNGC)

To promote changes in business philosophy, strategy, and practice, in 2007, IEDC initiated establishment of the **Slovenian chapter of the United Nations Global Compact (UNGC)**, which now has 33 institutional members, while open events are attended by various other companies and stakeholders as well. Offering education, support, and networking for better implementation of sustainable business practices, the UNGC Slovenia provided education and awareness of the strategic value of sustainability in business through various events and conferences:

UNGC Local Network Slovenia has continued its mission to educate, support and network for better implementation of sustainable business practices. The strategic value of sustainability in business has been promoted through various events and conferences. To achieve its goals it partners up with peer organization such as EKVILIB – Institute of social responsibility, human rights and development cooperation; Slovenian Network of Social Responsibility (Mreža za družbeno odgovornost Slovenije); EISEP – European Institute of Compliance and Ethics; IEDC Coca-Cola Chair of Sustainable Development.

In 2016 UNGC Slovenia has:

- June 8, 2016, UNGC Slovenija and its partner Ekvilib Institute held, at IEDC, a conference on Trends in Corporate Social Responsibility. Over 80 participants from business and institutions gathered for the talks and workshops by Prof. Mollie Painter-Morland (Head of Coca-Cola Chair of sustainable development at IEDC) and Tomás Sercovich (Director of External Relations at Forética, Spain). The two experts delivered on the questions of how to encourage positive/ethical habits while disincentivizing unethical and unsustainable ones and what is the correlation between Sustainable Development Goals and business and how the former can contribute to the latter.
- October 4, 2016 UNGC Slovenija and its partner EISEP held a second Conference for Compliance and Ethics. This was an educational event where participants gained new knowledge on: challenges of the corporate governance practices in Slovenia and their future development; how to assess compliance management system effectiveness; supply chain compliance and ethics risks; information protection in the light of compliance risks; how to integrate ethics into everyday business practices and act preventively; risk identification and assessment in the supply chain. The event was attended by 72 participants.

In 2017 UNGC Slovenia has:

- March 2017 the management of UNGC Slovenia met with the representatives of the Slovenian government to preliminary convene on the cooperation in the governmental Agenda 2030 for sustainable development and the preparation of the development strategy of Slovenia.
- May 30, 2017 UNGC Slovenia and its partner EKVILIB organized the conference 'Digitalization and Social Responsibility', with two main focuses; transformation from classical to digital business models, and responsible communication in social media. Opportunities and challenges of the digital implementation in organizations were discussed.
- October 3, 2017 UNGC Slovenia and its partner EISEP organized the third Conference for Compliance and Ethics, with a particular focus on: how to manage compliance in view of new EU regulations, the impact of the new EU General Data Protection Regulation on business practices and how to conduct a self-assessment of compliance and ethics program. The conference was attended by some 90 participants.

Similar activities are planned for 2018 and 2019.

Key objectives for the next 24-month period

- Together with a partner consortium, IEDC is applying to H2020 project SwafS-09-2018-2019 which supports research organizations to implement gender equality plans. IEDC has already done an analysis on the current situation of gender equality inside the school and will broaden it after the application is submitted. Besides analysis we will also prepare a set of guidelines and actions which we will later implement in the organizational documents and practices. We aim to 1. Decrease barriers to the recruitment, retention and career progression of female researchers; 2. Address gender imbalances in decision making processes; 3. Integrate the gender dimension in research and innovation content.
- IEDC, together with CEEMAN is part of a consortium preparing a project application for ERASMUS+ Strategic Partnership call which will be submitted by the end of March 2018. The focus of the 3 year project will be on developing innovative solutions for sustainability in higher education institutions.
- We aim to increase the dimension, reach and work of GISE. Mainly by attracting more institutions, involving more companies and providing more resources in terms of researchers, infrastructure and finances. We will blend private and public financing to nurture high quality and relevant research.
- We shall continue to organize workshops on how to write a company report on sustainability.
- We shall continue to support the International Management Teachers Academy (IMTA) to develop faculty for emerging economies and beyond for high quality in teaching sustainable development.
- IEDC Coca-Cola Chair for Sustainable Development will continue to collaborate on projects of UNGC that has its headquarters at IEDC, UN PRME and of other civil society groups in Slovenia and CEE.
- All these projects will be sponsored by the Coca-Cola Chair at IEDC-Bled School of Management and will get a big echo in the media.
- IEDC-Bled School of Management continues discussions with Coca-Cola CSE about bigger participation of Coca-Cola CSE managers and potential managers in its programs dealing with sustainable development.

- IEDC will work on enhancing its research capacities and outputs mainly in the fields of entrepreneurship, leadership, innovation and sustainability. To support this more direct involvement of companies will be sought while also increasing efforts to gain funds from national and international research funding.
- We will continue educating competent and ethically responsible transformational leaders in their organizations and society at large. We will lead by example and work on raising public recognition for the importance of responsibility and sustainability.
- Through CEEMAN and other organizations, we will support educational institutions, particularly in rising economies, to dedicate their activities towards realization of UNGC goals.

Prof. Danica Purg,
Dean and President
IEDC-Bled School of Management

Bled, Slovenia, 23 February, 2018

