

**Sharing
Information
on Progress
(SIP) Report**

2017

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01 / MESSAGE FROM THE DEAN

It is with great pleasure that Porto Business School presents its first Sharing Information on Progress (SIP) Report and reaffirms its commitment to the United Nations Principles for Responsible Management Education.

And it is with a strong sense of mission and responsibility that our school also confirms its adherence to the United Nations Sustainable Development Agenda for 2030 and to the corresponding Sustainable Development Goals.

Since 2013, Porto Business School has been intensely engaged in a number of activities and strategic initiatives aimed at facilitating the transition to a more balanced and sustainable future. Not only have we been transforming our educational offer, but we have also made improvements in the school operation and developed a number of important partnerships for this purpose.

Today, our community is more exposed to knowledge and practice on sustainable development, and has more opportunities to learn, share and even venture into truly impactful projects. And this will surely make a difference in the way future leaders will shape our lives.

We strongly believe that the years to come will continue to bring ever more and better opportunities for the school and its community to 'make change happen' towards a more sustainable economy, society and environment.

It is certainly our duty to lead this change by example!



Prof Ramon O' Callaghan

Dean

02 / EXECUTIVE SUMMARY

This document is the first SIP (Sharing Information on Progress) Report issued by Porto Business School after becoming a signatory of the UN Principles for Responsible Management Education in 2013.

An introductory chapter on the Institutional Context is provided, containing a brief Historical Overview and some details on the current Organisation and Governance structure of the school. The main components of the current strategic cycle for 2016-2018 are also described, so as to provide the right context to understand a number of undergoing initiatives and/or activities.

On the following two chapters, the document depicts recent achievements and introduces future goals for Porto Business School, regarding its commitments to the United Nations Principles for Responsible Management Education and to the United Nations Sustainable Development Goals (from the Sustainable Development Agenda for 2030).

In recent years, Porto Business School has certainly consolidated a number of partnerships and recurring initiatives that show a genuine adherence to some of the PRME principles and sustainable practices. However, it is also evident that there is room for improvement in a number of topics, namely in areas such as mission/vision/values formal statements, activity logging, knowledge retention, knowledge creation and sharing, and impact measurement (at all levels).

In particular, regarding the SDG Analysis, it is shown that the school is currently addressing several SDGs in a direct/specific way, with limited or significant results in terms of scope and impact. Other SDGs are being addressed only indirectly, with very limited impact, or are simply not being addressed. Yet, future potential actions (goals) are set for every SDG.

In future SIP Reports, Porto Business School will attempt to maintain the current format as much as possible, in order to facilitate the follow-up of the future goals and potential actions proposed in this document.

03 / INSTITUTIONAL CONTEXT

1. HISTORIC OVERVIEW

Porto Business School (PBS) – U.Porto is a non-profit association that was founded in 1988, when a group of business corporations and the University of Porto (U.Porto) joined together to develop and offer postgraduate education in management, specifically in the northern region of Portugal. It was at the heart of this association that the U.Porto business school was born, named back then as “Instituto Superior de Estudos Empresariais. The MBA and the General Management Program were the very first programs offered at PBS; they have been improved over time and have become the flagship programs of the school, among a range of Open and Customised Executive Education programs and non-degree Postgraduate programs. Today, PBS is supported by the U.Porto and 36 non-academic associate bodies, including public and private, national and multinational business corporations and other institutions. It is in this context of genuine cooperation between the academia and the corporate world that PBS affirms itself to the World as a business school that is open to diversity, oriented to the future and highly motivated to create value amongst individuals, organisations and society at large.

2. ORGANISATION AND GOVERNANCE

Porto Business School has two main governing bodies: the “Supervisory Board” and the “Executive Board”.

The Supervisory Board defines the global strategic directions and is composed of 20 members (10 corporate associate representatives and 10 academic representatives from the U.Porto). It includes two special committees: the “Remunerations Committee” and the “Strategic Follow-up Committee”. The Executive Board is the main executive body and has one President (the Dean) and two executive members (currently an Associate Dean and a Chief Marketing Officer).

The main links to the Business World are ensured by the by the corporate Associates (in particular through the Supervisory Board), in which several large multinational firms are represented. Porto Business School had its new vision and strategic plan approved by the Supervisory Board in 2015. This plan is based on 5 major goals and 20 strategic initiatives, which are intended to facilitate the achievement of those goals within the 2016-2018 timeframe.

Revised Mission: Porto Business School’s mission is to improve the quality of management through advanced education at postgraduate level, custom programs for organizations, corporate partnerships, applied research and consultancy. The school provides students with innovative, challenging educational experiences that go beyond business fundamentals to develop the leadership skills and knowledge required for successful careers in management.

Revised Vision: Porto Business School will: be recognised as a top business school in Portugal and among the best in Europe; be an impactful, sought-after and innovative front-runner school; and be known for excellence in some key knowledge areas and some flagship programs.

3. CURRENT STRATEGIC CYCLE

In 2015, inspired by the new vision, Porto Business School developed a strategic plan for the period 2016-2018. The new strategy is based on five main strategic pillars:

- **Growth**: size and impact are indeed very important, but it is also necessary to build the financial resources needed to enable future investments in innovation, quality, and improved customer experience;
- **Quality**: One must consider not only the academic quality of the programs, but also the quality of academic and non-academic staff, processes and infrastructures;
- **Impact**: In order to develop relevant management and leadership skills in its students, the School must follow a holistic vision on how to effectively integrate the teaching/learning initiatives with individual and organisational goals
- **Recognition**: PBS intends to be identified as a reference in Portugal and in Europe. Recognition will come from various origins: referrals from clients, remarkable alumni, partnerships and international activities, awards, accreditations and rankings.
- **Sustainability**: While the school is naturally expected to contribute to activities or initiatives that foster economic development, our commitment is also to actively engage our community (individuals and organisations) in social and environmental causes, so that the 'triple bottom line' becomes the norm.

To help execution and control, 20 strategic initiatives and a number of related KPIs have been defined and followed-up closely. By the end of 2016, most of the yearly goals had been met and new initiatives were defined for 2017, mainly pertaining to the new marketing plan.

The **20 Strategic Initiatives** covered several key areas:

- MBAs (Upgrade the Magellan MBA, Develop a Global EMBA);
- Network (Strengthen Career Services, Develop Alumni and Corporate Relations);
- Internationalization (Alliances & Programs with international b-schools; Offer programs at PBS for international b-schools; Offer programs abroad; Develop International Advisory Board);
- Differentiation (Create unique Centres of Excellence, Consultancy and Applied Research based on CEs);
- Credentials (Institutional Accreditation with FEP, Proactive management of rankings);

- Marketing (Marketing strategy for the School, Target SMEs);
- Customer focus (Account managers, Specialised team for custom solutions, Implement CRM system);
- Systems (New information system, Business Process Improvement project).

Regarding the **Sustainability** pillar, the main initiatives and/or KPIs are:

- *Create unique Centres of Excellence (CEs) for Consultancy and Applied Research (initiatives #7 and #8)*

The school is already linked to the U.Porto and some of its research units, but seeks to create its own structures in order to be able to create new and relevant knowledge out of consultancy projects and applied research initiatives.

A Centre of Excellence dedicated to 'Business Innovation' has already been launched, and funded projects targeted at SMEs have already been secured in three main areas for the 2016-2018 period: family business succession (474k€), internationalisation (511k€) and technology management (475k€).

Future goal: to create an impactful project within the existing CE or to create a new CE specifically devoted to 'Sustainable Development'.

- *Offer Programs in CPLP and other countries (initiative #10)*

While the internationalization of the school's activities is a priority on its own, which is naturally expected to improve diversity, growth, resilience and reputation, PBS is also very keen on engaging in international projects that extend its impact to developing regions of the globe, such as some CPLP African countries; in 2015, PBS had already cooperated with VdA, one of its clients, to offer a program in Mozambique (to help develop local executives from the telecom industry); in 2016, PBS delivered two customised programs to public authorities in Cape Verde (Ministry of Finance and Planning) and Angola (Provincial Government of Benguela).

Future goal: to keep this trend and offer further executive education programs in CPLP developing countries, alone or in partnership with other entities.

- *Business Process Improvement (initiative #17)*

PBS has identified a number of improvement opportunities in terms of internal process reengineering and optimisation. This project has several dimensions and goals including (i) increasing the resilience and flexibility of the school's information management systems, (ii) improving customer experience, especially in digital interactions, (iii) dematerialising processes based on paper flows. This project has been almost fully implemented by now and a good example of its

outcomes is the end of quality control surveys on paper; currently all quality surveys are conducted online.

Future goal: PBS still uses a paper workflow for expenses/purchases/invoices approval and plans to implement a paperless and integrated approvals workflow in the future.

- *Develop Alumni and Corporate Relations Unit (initiative #20)*

The PBS Alumni Association has existed for years as a standalone/independent entity, and has played a very important role in building engagement within the school community. Nevertheless, the strategic reflexion process determined that the school itself should develop an internal unit exclusively devoted to foster alumni relations, corporate relations and fund raising. In 2016, this new unit was launched and a set of networking, education and engagement activities has been planned. One of them is the creation of a volunteering pool/club for social causes.

Future goal: to develop the dynamics of the new volunteering pool, by creating a set of regular activities and increasing the cooperation with other volunteering initiatives, such as the one at the U.Porto.

- *Scholarship Programs (KPI)*

PBS has increased the scholarship volumes in recent years (2013: 40k€; 2014: 70k€; 2015: 110k€; 2016: 90k€), including the admission of Syrian candidates (refugees) in the full-time MBA program (The Magellan MBA) through a partnership with 'Fundação Jorge Sampaio';

Future goal: to keep a sustainable amount of scholarships (currently around 100k€, or up to 4 full scholarships per year) based on merit and also open to causes such as the (re)integration of migrant qualified young professionals.

- *Funds allocated to Social Responsibility (KPI)*

PBS believes that 'pure philanthropy' should not be the main stream of action when it comes to social action, so we also strive to engage directly in a number of initiatives by sharing and making available our human, physical and technological resources (2015: 30k€; 2016: 46k€).

Future goal: to keep up and increase the support of external entities and social causes, not only by directly funding their needs (e.g. donating money/goods, purchasing their products/services), but also by providing training, consultancy, volunteer work or by hosting/supporting their activities. Budget 2017: at least 40k€.

- *Environmental performance (KPI)*

After moving to new premises in 2014 (LEED Gold certified building), the school has been optimising and monitoring its performance in terms of electricity (2015: -1.5%;2016: -3%), natural gas (2015: -10.9%; 2016: -15%) and water (2015: -5.5%; 2016: -32%) consumption, keeping the year 2014 as the base.

Future goal: Create new set of indicators to measure environmental performance, based on consumptions per unit of activity volume. Calculate the school's overall environmental footprint in a structured way. Foster the use of public/soft transport systems by the school community.

04 / PRME PRINCIPLES ANALYSIS

1. PRINCIPLE 1 | PURPOSE

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

Achievements:

- Although PBS has had a consistent approach to responsible management causes at least over the past decade, the Strategy defined in 2015 for the 2016-2018 period was a turning point at PBS as it literally put Sustainability in the spotlight as one of the main pillars of the school. This means that, along with other goals, the sustainability related topics are now periodically followed at the highest decision level, i.e. by the Supervisory Board in quarterly meetings.
- Specific and measurable goals have been set for sustainability-related topics, including:
 - Yearly value allocated to social causes
 - Yearly value spent in MBA scholarships
 - Yearly resource consumption/savings (electricity, gas, water)
- The school's vision statement has already been presented (above); although it is not explicit in addressing responsible management related issues, it sends clear signals that are linked to the sustainability agenda:
 - PBS wants to have a strong and positive impact on both organizations and individuals (thus, in both economical, societal and environmental terms);
 - PBS wants to be recognized by its excellence in a number of subject areas, and Sustainability is certainly one of them.
- Since 2013, PBS has always had 1 PRME champion (<0.5 FTE), who has been in charge of implementing curriculum changes internally, communicating with other schools and other PRME representatives, participating in PRME meetings in Portugal and abroad, participating in PRME working groups and governing bodies, cooperating with the PRME Secretariat, organizing and helping implement PRME events and other projects, etc.
- Longer programs, such as MBAs and Long-term Postgraduate programs (non-degree), have had their curriculums revised and several PRME related topics included or expanded. There have not been systematic PRME-related programs targeted at staff or faculty,

apart from some open events that were accessible to the whole school community.

- Every year, the PRME-related fees and activities are programd and budgeted.
- For the purposes of this biennial report and the yearly management reports, the school has defined a number of operational and financial metrics that are typically monitored on a quarterly basis. Some other metrics are obtained by periodically surveying the school's stakeholders.

Future Goals:

- Reviewing the school's mission and vision to include more explicit reference to responsible management, in line with the existing value framework and strategic pillars;
- Creating an internal structure or commission to be in charge of all sustainable development-related initiatives, projects and services;
- Attracting the U.Porto to join the PRME network or the UN Global Compact and formally incorporate its values and the Sustainable Agenda in its strategy;
- Increasing the number of school's corporate associates to join the UN Global Compact, and formally incorporate its values and the Sustainable Agenda in their strategy;
- Apply more stringent criteria in terms of procurement, in order to lead all the school's supplying partners to adhere to sustainable principles.

2. PRINCIPLE 2 | VALUES

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

Achievements:

- Historically, Porto Business School has had five action-based Values which contribute to the accomplishment of its Vision and Mission, through the establishment of a one-to-one linkage with the five strategic pillars:
 - *Doing it Well* > Quality
 - *Making a Difference* > Impact
 - *Striving for More* > Growth
 - *Educating for Life* > Recognition
 - *Building Together* > Sustainability
- Although the 'Code of Ethics' has existed at PBS for long, it was promptly updated once the school joined the PRME initiative in 2013 (to stress our commitment with the initiative) and new efforts have recently been pursued to complement it with a new internal regulations that better align with the main U.Porto regulations, including the General Students' Assessment Regulation, Ethics Commission Regulation, Declaration of Principles on Academic Integrity. The new and thorough regulatory framework is certainly a good basis to foster sustainable behaviours and mind-sets in line with the school's values and strategic pillars;
- On changing habits and mind-sets:
 - Several changes implemented by the catering company (e.g. more vegetarian options) had a great impact on the students' and staff's eating habits, as the company was carefully instructed to offer healthier food and beverage;
 - The school facilities are LEED Gold Certified and were built in front of a metro station, thus enabling students and staff to preferably travel by metro and increase healthier habits at an environmental and personal level;
 - The School's parking lot offers free charging to electrical/hybrid vehicles, once again promoting the reduction of fuel consumption and CO2 emissions.
- Porto Business School started evaluating the sustainability-related knowledge of its students. The SULITEST is an international initiative assessing core sustainability literacy with a standardized test. This tool is used by many academic institutions and non-academic organizations in more than 50 countries and serves as a reference to raise awareness on sustainable development and improve

sustainability literacy worldwide. The 2016/17 MBA and EMBA cohorts were evaluated and the results are on the following table:

Programme	Average Score	% Expected answers	Sustainable humanity and ecosystems	Global and local human-constructed systems	Transition towards sustainability	Role to play, individual & systemic change
MBA	68	55%	56%	59%	54%	33%
EMBA	71	59%	59%	53%	62%	57%

- The whole school community was recently surveyed and more than 1000 responses were obtained. This initiative was extremely important for Porto Business School future development as it allowed all kinds of stakeholders to share their ideas on various business and management topics, networking opportunities, potential future initiatives or services, while it allowed an overall evaluation of the school profile and performance over the past years. In particular, two question-option pairs were targeted at sustainability-related topics:
 - *“How do you evaluate PBS with regard to the following features”*
 >> *Commitment to sustainable development (social, economic, environmental)* > out of 1036 answers and on a scale from very weak/low to very strong/high, approximately 68% of the people answered “strong” or “very strong/high”;
 - *“How do you evaluate the PBS graduates in the following dimensions”*
 >> *Strategic thinking, sustainability drive and ethical reasoning* > on a scale from very low to very high, approximately 70% of the employers believe that PBS graduates have a high or very high strategic thinking, sustainability drive and ethical reasoning.

Future Goals:

- Given the recent rebranding and change in the school’s motto, there is now a good opportunity to rethink about the school values and make them more explicitly connected to sustainable development topics;
- More frequent and leaner communication with the stakeholders and with the public in general will be needed to pass on the values of sustainability; above all, more day-to-day sustainable practices in campus will be fundamental to effectively change mind-sets.
- SULITEST can be extended to all long-term postgraduate programs and to the staff (including faculty staff);
- Large survey to stakeholders should be undertaken yearly for follow-up on overall school results, including those on sustainability practices.

3. PRINCIPLE 3 | METHOD

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

Achievements:

- Examples of programs including courses/subjects with a strong emphasis on SDGs and PRME-related topics:

MBAs

- The Magellan MBA
 - Business Ethics (blended learning)
 - Business 360 (*elective course*)
 - Global Supply Chain Management (*elective course*)
 - International Corporate Governance
 - The Lean LaunchPad (incl. online learning)
- Executive MBA
 - Power & Influence (*elective course*)
 - Corporate Social Responsibility (*elective course*)
 - Identifying Growth Opportunities and Developing Strategic Foresights (*elective course*)
 - Modern Dilemmas
 - Corporate Entrepreneurship (incl. online learning)

Postgraduate programs (non-degree)

- PG Business Administration
 - Corporate Governance
 - Risk Management
- PG Tourism and Hospitality Management
 - Environmental Management and Hospitality Engineering
 - Prospective approaches and new business models
 - Hospitality Operations Management
 - Catering Operations
- PG Healthcare Services Management and Administration
 - Ethics and Deontology
 - Healthcare Systems and Policies
- PG Communications Management
 - Lobbying
 - Crisis Management
- PG People Management
 - Labour Economics
 - Social Responsibility and Ethics
- PG Internationalization
 - Risk Analysis

- Human Capital Management
- Geostrategic Potential for Growth
- Supply Chain Management
- PG Sales Management
 - Logistics and Distribution
 - Internationalization models
 - Purchasing Management
- PG Management Control and Performance Management
 - Corporate Governance
 - Internal Auditing and Risk Management
 - Supply Chain Management
- PG Project Management
 - Sourcing, Contracting and Business Law
 - Risk Management
 - Global and Intercultural Projects
 - Quality/Compliance, Certifications and Auditing
- PG Operations Management
 - Decision Processes and Risk Management
 - Operational Optimization
 - Integrated Systems and Excellence Models
 - Logistics and Supply Chain Management
- PG Purchasing and Supply Management
 - International trading and imports
 - Supply Chain Management
 - Planning and Sourcing Risk Management
 - Purchasing Innovation and Sustainability
- PG Real Estate Management
 - Urban Economy Principles
 - Built Heritage Management
 - Urban Rehabilitation
- PG Financial Analysis
 - Risk Analysis and Management in Banking
 - Regulation, Ethics and Governance

Other Executive Education programs

- General Management Program
 - Efficiency and Effectiveness in Operations
 - Company Visit
- Advanced Management Program
 - Macrotrends and Impact on Business
 - Global Supply Chain Management
- Advanced Leadership Program
 - Diversity Management
 - The Future of Work
 - Innovation & Ambidexterity
- Sustainable Management – A Leadership Expedition to the Future
 - Sustainable Development Agenda
 - Sustainable Development Goals

- The Paris Agreement and the implications for the economy and businesses
 - Circular Economy and Business Innovation
 - Ethics in business, stakeholder model and humanist management
 - Greenhouse gas management
 - Social responsibility, sustainability indexes and SDG oriented business strategies
 - New business models: B Corp and social firms
 - Scenario planning (in a sustainable development context)
 - The importance of biodiversity and human rights
 - The SDGs and the company strategy
 - Relevance of sustainability in the automotive sector
 - Challenges for Cities: resilience, risk management and climate change adaptation
 - Traditional capitalism and moral values
 - Leadership for the future
 - Vision, Leadership and Courage
 - Competences for the future
 - Inspiring change
 - Fundamentals of Risk Management (in partnership with the Institute of Risk Management, UK)
 - Strategic Security Management
- All long-term programs (MBAs and PGs) include a Final Project. This module is usually developed in groups and involves solving a practical problem inspired by a real situation. In recent years, the proportion of projects devoted to sustainability issues has clearly risen.
 - Full-time MBA students also have been given the opportunity to develop individual or group projects abroad in private and public non-profit organisations such as the EABC in Bangkok (Thailand), Technoserve in Maputo (Mozambique) or the World Food Program in Rome (Italy). Later on, several graduates chose to pursue their careers in the non-profit sector.
 - In reality, at Porto Business School we envision all programs and courses addressing some related aspects of sustainable development, as opposed to having those topics concentrated in “pure” Business Ethics or CSR courses.
 - Some distinguished scholars and practitioners who collaborate with Porto Business School in PRME-related subjects:
 - Urs Müller (ESMT Berlin, DE)
 - Mark Esposito (Grenoble Business School, FR; Harvard University, US)
 - Henrique Corrêa (Rollins College, US)
 - Paulo Rangel (European Parliament)

- Sofia Santos (BSCD Portugal)

- Porto Business School has also delivered several Customised Executive Programs to its corporate clients that cover PRME-related topics or that are fully devoted to sustainable development and corporate social responsibility topics. Some of these programs are very practical and have included full immersion weeks in a quest to solve some of the simplest and, at the same time, most complex problems of humankind, which are so well summarized by the SDGs. Other programs were co-designed and delivered abroad (mainly in Portuguese-speaking African countries) with some of our corporate clients and associates.

- The learning environment obviously plays an essential role in the learning experience. The current school campus (operating since 2014) is a LEED Gold Certified building and, apart from being a distinctive and highly functional piece of architecture, it includes a number of technological features and systems that allow for significant water, gas and electricity savings. Moreover, the building is fully integrated with the surrounding green areas (local green park) and includes a prairie with over 50 native plant species and lake which hosts several duck species. The lake includes a rainfall capture system and is used for water recycling.

- Another action stream has been the internal business process improvement. This strategic initiative, which was had most outcomes linked to the implementation of the new information management system, helped optimize and centralize a number of educational and administrative processes and contributed to the dematerialization of several tasks (e.g. paper-free quality control surveys).

- Most of the school's faculty body belong to the University of Porto, which offers a number of educational, pedagogical and research opportunities. At PBS, all our staff have access to a number of events and educational programs, as part of their internal assessment and development program.

- Recently, Porto Business School launched a periodic newsletter for its community and the number of publications about sustainable development and other PRME-related topics has been increasing. This also includes some articles published right after the PRME Global Forum, with the latest news on the 'Sustainability 3.0' concept and the role of business schools and HEIs in general in shaping the minds of future leaders for a better planet and for the good of humankind. Other topics such as the Circular Economy, Climate Change or Risk Management have been hot topics in this publication, which distributed to all our community and freely made available to the public on a weekly basis.

Future Goals:

- Introduce new ways (e.g. entity tagging) to monitor the extent to which a certain program or course covers sustainability and other PRME-related topics; use this information to infer about the exposure students have to this knowledge and practice.
- Create new programs and courses (within existing programs) that cover sustainable development topics.
- Create new company/institutional/field opportunities for students who want to develop their final projects in non-profit sectors.
- Cooperate with other units of the U.Porto and other national and international HEIs to bring in the best scholars to the school's classrooms to cover sustainable development topics.
- Work in closer collaboration with the U.Porto to create more and better learning opportunities for faculty and staff in general on sustainable development topics.
- Continue to optimize the learning environment through design and technology, favouring new routines and infrastructures that allow for and induce more sustainable behaviours and resource consumption. Two examples: (1) replacing plastic bottles and glasses in classrooms by water jars, water fountains and recycled paper cups; (2) introduce more steps and higher fees (make it more difficult/costly) to print paper documents, be it for the academic community, be it for the administrative staff, in order to attain a significant reduction in paper consumption.

4. PRINCIPLE 4 | RESEARCH

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

Achievements:

- Porto Business School is one of the hosting institutions of CEFUP (<http://cefup.fep.up.pt/>), the Center for Economics and Finance at the University of Porto. Through this center, some important research is made on SDGs and PRME-related topics, such as Healthcare economics, Poverty, Corporate Governance, Corruption and Fraud, Business Ethics, Labor Economics, Gender Equality, Energy and Environmental Economics, Business Risk, etc.
- With several applications submitted to obtain EU funds (3 approved and 1 waiting for approval), the creation of the new “Center of Excellence on Business Innovation” at Porto Business School has two main expected outcomes:
 - Knowledge creation through consultancy projects and applied research, in cooperation with other research institutes and organic units of the University of Porto, or even with other national and international institutions; the current topics of choice are focused on small and medium sized enterprises:
 - Preparing SMEs for generational succession
 - Internationalization of SMEs
 - Digital business transformation for SMEs
 - Filling some temporary or even permanent positions (chairs), that may in a better position to effectively boost the school’s research activity and give a better support to students and corporate clients in specific fields of knowledge.
- Recently, Porto Business School and the School of Economics and Management of the U.Porto have jointly engaged in an Impact Study, following the BSIS Framework, by the European Foundation for Management Development. This research study was conducted within the scope of the AACSB accreditation process and allowed both institutions to assess their regional impact under various perspectives, including social, economic/financial and environmental aspects.
- In 2016, Porto Business School and BCSD Portugal (Portuguese Chapter of the Business Council for Sustainable Development) initiated a long-term partnership that includes the development of joint research activities and joint publication of research articles and case

studies. This institution is very active and, apart from other events and initiatives that have already taken place, Porto Business School is currently participating in a study to create a Roadmap for the City of Porto in 2030 within the context of Circular Economy and Sustainable Development.

- Since 2016, Porto Business School has been the exclusive partner of the World Competitiveness Center (IMD business school) for Portugal, regarding the yearly research and publication of the World Competitiveness Ranking and Yearbook.

Future Goals:

- Foster new consultancy and applied research projects in corporate clients that cover sustainable development issues, through multidisciplinary approaches in collaboration with other units of the U.Porto ecosystem. Eventually, create new case studies and then bring this knowledge to the classroom.
- Expand the scope of the current Centre of Excellence on Business Innovation to include more sustainable development and PRME-related topics of interest. Another possibility may be the creation of a standalone Centre of Excellence focused on Sustainable Development challenges for businesses (e.g. resilience and climate change adaptation, energy efficiency, biodiversity protection, transition to circular economy paradigms, etc.) potentially in cooperation with the U.Porto and other external institutions.
- Create the conditions to repeat and expand the scope of the BSIS impact study in the future, possibly including other units of the University of Porto and extending the reach of the study, to include more data and insights on national and international impact, as well as on SDG-related impact.

5. PRINCIPLE 5 | PARTNERSHIP

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.

Achievements:

- Porto Business School is itself an association that brings together the Academia (U.Porto) and the Corporate world (36 business corporations). Through its governance model, there is a permanent alignment and a perfect balance between the needs and aspirations of these two worlds and this is certainly an excellent starting point as far as partnerships are concerned. Currently, nine (25%) of our associates are signatories of the UN Global Compact:
 - Sonae Group (General Retailers)
 - EDP – Energias de Portugal (Electricity)
 - Bial Group (Pharmaceuticals & Biotechnology)
 - Novo Banco, S.A. (Financial Services)
 - Redes Energéticas Nacionais, SGPS, SA (Gas, Water & Multiutilities)
 - Banco Comercial Português S.A. (Financial Services)
 - NOS SGPS (Fixed Line Telecommunications)
 - Galp Energia, S.G.P.S., S.A. (Oil & Gas Producers)
 - Caixa Geral de Depósitos (Banks)

- The Alumni and Corporate Relations support area was launched in 2017 and has established a number of strategic objectives:
 - Promote new networking and learning opportunities, by organising master classes, seminars, book reviews, executive lunches/dinners involving alumni and notable invited scholars and executives;
 - Organise recreational, charity and volunteering activities through which the school community (mainly alumni and current students) can interact and cooperate for leisure and for the common good;
 - Search and develop fund raising opportunities at all levels (individual, institutional) and for different purposes (investment in facilities/equipment, educational and/or research projects, etc.);
 - Celebrating excellence by awarding prizes to notable alumni for their successful and impactful careers.

- Porto Business School supports the participation of the school student body in national and international competitions. Every year the full-time MBA is represented in the John Molson MBA International Competition, and our team has already grabbed the first prize once in

the past. One of our students from the PG Tourism and Hospitality Management has also taken part in a Circular Economy Competition organized by the Ellen McArthur Foundation.

- Over the past years, the school has engaged in a number of scholarship, educational and entrepreneurship programs with the University of Porto and other public and private institutions:
 - Erasmus student and staff mobility programs promoted by the European Union;
 - Joint projects with the innovation and technological entrepreneurship units of the U.Porto (UPIN and UPTEC), such as the iUP25k;
 - COHiTEC program (technology commercialization) offered on a yearly basis, in partnership with COTEC Portugal and with international institutions such as North Carolina State University, Brown University e Rutgers University;
 - International week programs for MBAs, hosted by world class business schools such as IE Business School (Spain), McCombs School of Business of the University of Texas at Austin(US), or Cornell University in New York (US)
 - Since 2016, Porto Business School has initiated a promising partnership with GISMA Business School in Germany, where the Magellan MBA (full-time mode) is run in parallel with the Porto Edition; students now have the choice to study in either location during the program;
 - The full-time MBA is part of a dual degree program (MS/MBA) offered together with Carnegie-Mellon University and its Engineering School; currently, the agreement is valid for the departments of Electrical and Computer Engineering, Mechanical Engineering and Civil Engineering);
 - Since 2016, Porto Business School has offered an international week at London Business School for students and alumni of long-term postgraduate programs (PGs);
 - Fundação Dom Cabral in Brazil is another important educational partner; the PAEX program has been running for decades and has been a huge success among SMEs, as it combines top-notch executive education, with a hands-on approach and fruitful networking among participating companies (including international gatherings involving companies from both Portugal and South America);
 - Since 2016, Porto Business School has partnered with IMD business school to offer yearly customised editions of the renowned OWP (Orchestrating Winning Performance) program in both Switzerland and Singapore;

- Porto Business School has cooperated with the “Portuguese Association for Quality” (APQ) in the national Technical Committees for “Risk Management” (CT180) and for “Societal Security” (CT195).

- In recent years, Porto Business School has been part of the Connect2Success program, promoted by the Embassy of the United States of America in Portugal. This is an entrepreneurship program targeted at Women entrepreneurs, in which our business administration students provide advisory services to start-ups and small/medium-sized businesses led by women.
- Porto Business School has continually participated in the Association of MBAs yearly competitions, with several finalists and prizes awarded in recent years, including:
 - Two finalists in the MBA Entrepreneurial Venture Award, Mecwide and GreenFiberTech
 - Three finalists and a Winner of the First Prize for the MBA Student of The Year Award in 2014, Marta Cunha (2013/14 EMBA alumna)
 - Proposed/supported the Employer Award Winner 2016, the SONAE Group (one of the most prominent corporate associates of Porto Business School).
- Porto Business School has actively participated in various instances of the UN/PRME network, since 2013:
 - National meetings of PRME signatories (ISEG)
 - Took part in the annual meetings and projects of the emerging PRME Chapter Iberian in Madrid (ESADE and Comillas)
 - Organized the 2016 annual meeting of the emerging PRME Chapter in Porto, together with a conference on the Sustainable Development Goals 2030, open to the whole school community and the public in general (attended by more than 120 people)
 - Relaunched and co-chaired the Working Group on Climate Change and Environment, including the organization of a meeting in Nottingham, UK, in 2016, and the launch of an online repository of teaching materials on Climate Change & Environment on the PRME website
 - Participation in the PRME Advisory Committee during a mandate of 2 years (2016 and 2017), including contributions for the PRME strategic review and for the organisation of the PRME Global Forum 2017.
 - Participation in the PRME Global Forums 2015 and 2017.

Future Goals:

- Establish an International Advisory Board (as per the strategic plan 2016-2018), composed of notable scholars and corporate executives from various organizations and from different geographies.

- Attract the U.Porto to become a signatory of PRME or the UN Global Compact during the next 2 years. We will also propose a closer collaboration between PBS and U.Porto (and its other organic units and research institutes), possibly for the launch of a university-wide initiative on Sustainability to cover three main streams:
 1. Organisation and Campus Management
 2. Awareness, Education and Research
 3. Networks, Partnerships and Cooperation
- Attract further corporate associates (1 more as a minimum!) to become signatories of the UN Global Compact over the next 2 years.
- Expand the scope of the existing national and international partnerships to cover more SDGs and PRME-related topics and projects.
- Increase the participation of the school community (students, alumni, corporations, faculty staff, other staff) in ever more educational and networking initiatives, mainly those devoted to SDGs and PRME-related topics.
- Continue the existing collaboration with the PRME networks (chapters and working groups), by adding resources and contributions to ongoing projects and by proposing new streams of action where possible.

6. PRINCIPLE 6 | DIALOGUE

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

Achievements:

- Porto Business School organizes over 60 events and some exclusive larger conferences every year:
 - The flagship yearly event has been the **PBS Grand Conference** (<https://www.pbsgrandconference.com/>), which has been attracting an audience of about 1,000 people in every edition since 2010. The latest edition was titled “Be Bold. The future is now” and had as keynote speakers Peter Diamandis (Singularity University, US), David Rowan (Wired magazine, UK) and Lisa Bodell (author and futurist, US). In 2018, Porto Business School will rebrand (“**Vertex**”) and expand the reach of this yearly event (attract new publics, provide more time and networking opportunities), yet putting more emphasis on the future of business and management (global sustainable development certainly included), and following the inspiration of the new school’s motto “Make change happen”.
 - Other thematic events have been very successful and covered PRME-related topics, such as:
 - “**Cosmos, Sustainability and Responsibility**”, a full-day event organized in 2014, with Hubert Reeves (a famous astrophysicist, ecologist and humanist) as keynote speaker;
 - “**Risk Management**” and “**Business Continuity Management**” seminars, organized in 2015, in partnership with APQ (Portuguese Association for Quality);
 - “**Social Responsibility, Art and Society**”, an event organized at PBS in 2016 together with WeArt, which organizes an exhibition at the school campus every year, from October to November.
- The partnership with **BCSD Portugal** is very rich and has also provided a platform to involve our community and our corporate associates in very fruitful events and discussions regarding sustainability and future scenarios. Porto Business School has been participating in several events and seminars organized by BCSD Portugal, including the annual conference (at the EDP headquarters, in Lisbon, 2016) or a seminar on Natural Capital (at the PBS campus, 2016).

- The **City of Porto Municipality** is also one of the school's non-academic associates and Porto Business School is proud to cooperate with this institution in various ways. Apart from the BCSD workshop devoted to set a "Roadmap for 2030 in the context of Sustainable Development and Circular Economy" for the city, since 2017 our school has also been a strategic partner in a recurring and truly impactful project: the **CIDADE+** (<https://cidademais.pt/>) open event . This is an annual open event held in Porto which celebrates "Sustainability and the Environment", by promoting networking opportunities among enterprises, institutional entities and the public in general, where several activities and workshops are organized. The ultimate goal is to learn and share knowledge on sustainable and environmental issues. The event has attracted over 40,000 people over the past 3 years and the numbers have been growing from year to year.

- Another stream through which Porto Business School is working to strengthen the regional and national entrepreneurial ecosystems is through the participation in collaborative initiatives such as:
 - **InvestPorto** (<https://www.investporto.pt/pt/>), to foster the development of the local economy through the creation of new businesses
 - **ScaleUp Porto** (<http://scaleupporto.pt/>), to foster the development of the local economy through scaling-up existing start-ups and other businesses
 - **Reactor** (corporate innovation and entrepreneurship), to promote innovation, by bringing corporates, entrepreneurs and startups closer together, and allowing them to access critical tools such as consultancy, acceleration, investment, national and international networks.
 - **FastStart Porto** (<https://www.faststartporto.com/>), in partnership with "Fábrica de Startups", U.Porto and Startup Discoveries; a full-range startup program targeted at aspiring entrepreneurs, which provides feasible business ideas (to be tested and developed), training, coaching, a working site, networking and investment capital; after the initial testing phase, viable projects are accepted for the "Fastgrowth" phase.
 - **Tourism Explorers** (<https://www.tourismexplorers.pt/>), a national program in partnership with "Fábrica de Startups" and "Turismo de Portugal" (national agency for tourism). This program aims to foster the development of new businesses in the Tourism sector and is implemented in 12 national cities. The winning team of the 2017 edition (the first one) developed their work at Porto Business School and their idea (**Boatify**, <https://www.boatify.pt/>) is very much related to "servitization" and "rentals" as an alternative to "ownership", as a new trend for more sustainable economies.

- Porto Business School also provides a number of **volunteering opportunities** for its community to interact with the local and regional society/environment:
 - **Universidade Júnior** is a yearly initiative of the University of Porto that brings over 6,000 high-school students to the university schools and research institutes, as a means to get to know and explore future higher-education paths and careers. This is the largest national initiative of its type and Porto Business School is also part of it by hosting a week-long program on “Being an Entrepreneur”. During one week, about 20 youngsters learn ideation and innovation tools, get in touch with some management fundamental subjects, visit a company, and develop and present a new business project by using the Lean LaunchPad methodology. The SDGs (as a source of new business ideas) and the “triple bottom line” (as concept to keep in mind) are introduced and emphasized since the first day of the program. By exposing these young individuals to this immersive experience with “sustainable development” in the background, we are alerting and creating awareness in the hope of building more conscious future leaders.
 - **JAP Portugal** (Junior Achievement Portugal) provides a number of educational and coaching opportunities for our students and staff to help children and teenagers get a broader view of our society, economy and environment, especially by expanding their entrepreneurial spirit. The program is run on an annual basis and in 2016 Porto Business School had an all-time record with 43 participants.
 - In recent years, Porto Business School has partnered with the University of Porto to contribute to the **reforestation of the nation**, especially following the strong fires that have occurred in recent summer stations. In 2016, over 100 people planted **1,000 oak trees** in Marco de Canaveses, one of the most affected regions in the interior of Portugal. In 2017, a similar action is planned to take place in the Greater Porto Area.
 - The **Leading Voices Choir** was founded in 2013 and is composed of PBS students, alumni and staff. Over the past three years it has performed in a number of charity concerts, including some events in campus.
 - **Associação Vida Norte, Associação Bagos D’Ouro, Fundação Ronald McDonald** are good examples of organizations with which Porto Business School has established formal cooperation protocols (to provide free education for staff, product or service donations, volunteering activities, etc.).

- Other volunteering initiatives organized by students (e.g. **Giving Friday**), by the PBS Alumni Association (e.g. **solidarity lunches**) or jointly promoted with other companies (e.g. **SIC Esperança, GRACE UniNetwork**) also take place throughout every year.
- In 2017, Porto Business School joined the **EDULOG** think tank, together with the City of Porto Municipality, SONAE Group, PwC and the Unicer Group, to participate in a project that aims to **improve the school performance of children in the poorest areas of the city**, as well as to **stimulate the interest of these local communities for the STEM subjects** (Science, Technology, Engineering, Mathematics).

Future Goals:

- Better knowledge retention and sharing out of open events, including volunteering initiatives (e.g. by video recording, document publishing, posting in social networks, etc.), so that further segments of the community get to know about and benefit from experiences that sometimes are seized by only a limited number of people; this may raise the interest and foster an increase in participation rates.
- Find new ways of measuring and reporting the impact of the communitarian action in which Porto Business School takes part.
- Creating new recreational and fund raising activities (through the Alumni and Corporate Relations unit) that foster the discussions and directly address the SDGs and global social responsibility issues.
- Create new events and introduce the SDGs and other PRME-related topics in existing/planned events, and measure the interest and effectiveness of these actions.
- Proactively engage with public institutions (possibly in consortia with other HEIs, namely the U.Porto) to promote high impact projects that address local, regional or national issues related to the SDGs and global social responsibility.

05 / SDG ANALYSIS

Legend (LEVEL):

0 – No relevant action

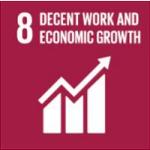
1 – Indirect/related action, very limited impact

2 – Direct/specific action, limited scope and impact

3 – Direct/specific action, significant scope and impact

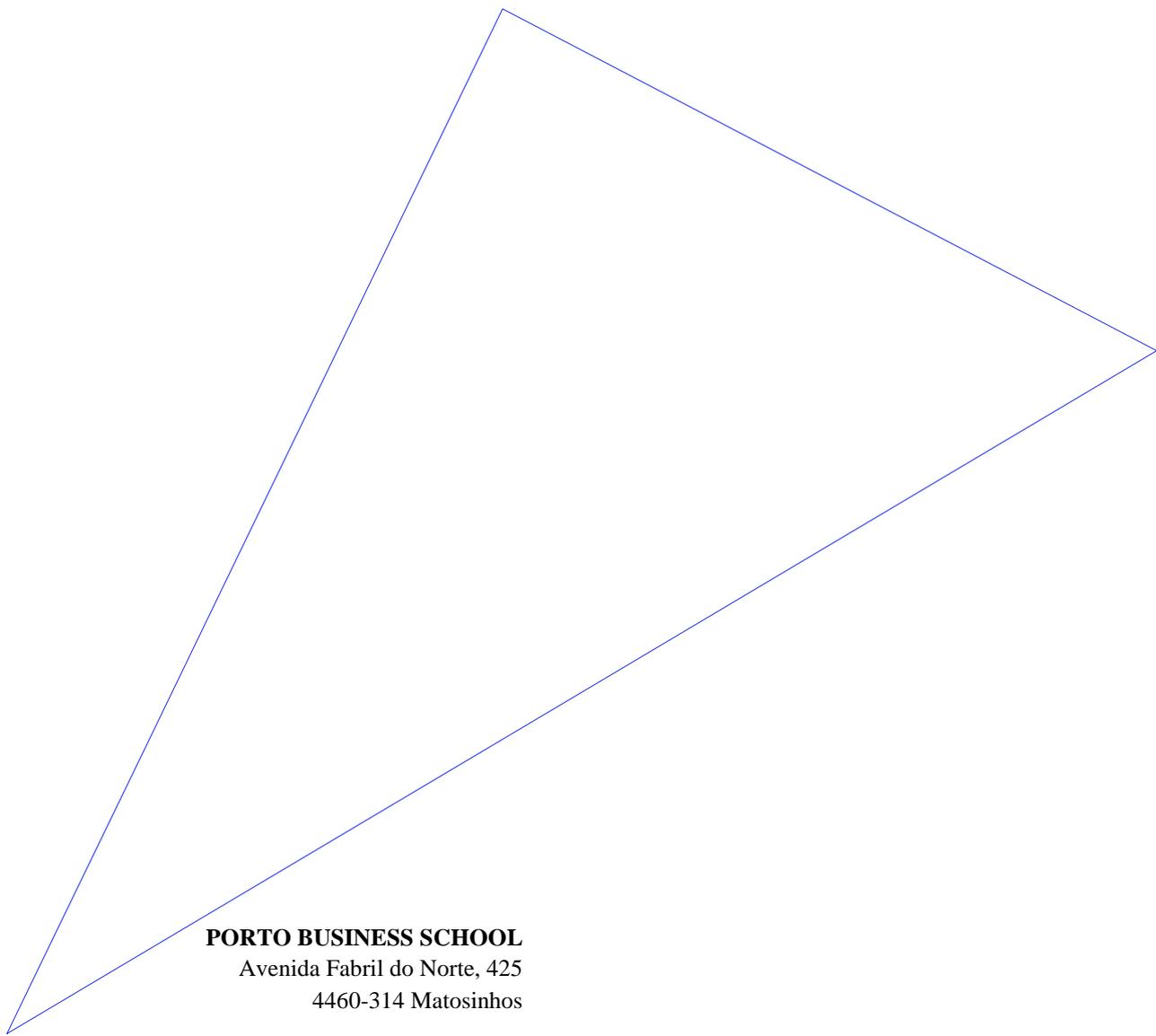
SUSTAINABLE DEVELOPMENT GOAL	LEVEL	ACHIEVEMENTS (PAST ACTIONS)	FUTURE GOALS (POTENTIAL ACTIONS)
 <p>Goal 1. End poverty in all its forms everywhere</p>	2	Charity events, local donations, volunteering activities, etc.	Further volunteering opportunities, fund raising initiatives allocated to specific projects to combat poverty, new partnerships and projects (involving the school community) to address poverty issues in developing countries
 <p>Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p>	1	Refood partnership (food waste collection in campus)	Intensify efforts to provide healthier food in campus and to reduce food waste in campus, food distribution volunteering opportunities, create new educational programs on food industry and services management
 <p>Goal 3. Ensure healthy lives and promote well-being for all at all ages</p>	1	Mainly internal staff well-being through the promotion of healthy habits	Extend education and practical activities on healthy habits to the whole school community (include sessions on healthy habits in curriculum of long-term educational programs), organize events on the benefits of healthy habits for business and management, partner with health clubs or other organizations to provide benefits to the school community
 <p>Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	3	School mission, national and international scholarships, partnership programs, free admission programs/events, etc.	Expand the reach of the school portfolio, by creating new and accessible/sponsored programs for different age segments (younger public, older/retired public) on useful and trendy management topics, such as personal finance, new business creation, etc.
 <p>Goal 5. Achieve gender equality and empower all women and girls</p>	2	School gender ratios are balanced, Executive MBA schedule and admissions' policies favor gender equality	Extend admissions' policies that favor gender balance to further programs (where feasible), improve gender balance in governance bodies, review faculty recruitment and admissions' policies to favor gender balance
 <p>Goal 6. Ensure availability and sustainable management of water and sanitation for all</p>	1	School facilities LEED certified and include a water recycling system, close monitoring of water consumption	Work in collaboration with public entities to study the viability of increasing the access of households to potable water (97% in urban areas, 50% in rural areas) and sanitation (76%) in Portugal, mainly in rural areas; induce joint initiatives on the topic of water savings/availability with associate partners

(continued)

SUSTAINABLE DEVELOPMENT GOAL		LEVEL	ACHIEVEMENTS (EXAMPLES)	FUTURE GOALS (POTENTIAL ACTIONS)
	Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all	1	School facilities LEED certified and include an intelligent energy savings system	Improve system settings to generate further savings; promote energy efficient behaviors; introduce further benefits to promote electric car mobility (more free charging stations, reduced parking fees, etc.); replace equipment/consumables to save energy consumption; evaluate the viability of an investment in photovoltaic panels to produce energy in campus; engage in partnerships to solve specific energy problems in developing countries
	Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	3	School mission, we train national and international leaders for this purpose!	Expand the reach and scope of the entrepreneurship, innovation and incubator programs in which the school is involved; keep better track record and evaluate better the long-term impact of all educational and career development activities; help develop local/regional economies in PT and in other developing countries through specific sponsored projects and programs.
	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	2	Cooperation with APQ, Innovation & Entrepreneurship	Work together with the Porto City Hall and other public and private institutions (e.g. utilities and other critical infrastructures) to improve the resilience and business continuity planning capabilities of organizations and individuals in the region; create educational programs on these topics; partner with other research institutes of the U.Porto (e.g. INEGI, INESC TEC) to promote sustainable industrialization
	Goal 10. Reduce inequality within and among countries	0	N/a	Develop studies to assess and determine the main factors that lay behind inequalities within PT, and create focus groups or think tanks to find feasible solutions to minimize this issue; Create awareness on this issue among the set of associate corporations.
	Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable	1	Roadmap 2030 for Sustainability and Circular Economy in Porto.	Continue to promote new business creation opportunities, in collaboration with the Porto City Hall; Engage in further studies, events and other sustainability initiatives that raise awareness in the public in general;
	Goal 12. Ensure sustainable consumption and production patterns	1	Education for better planning	Create an award that praises innovative approaches in Circular Economy, by inducing responsible production and/or consumption; Introduce more circular economy practices in campus, including purchasing criteria to favor suppliers who follow circular economy practices; Introduce the topic of circular economy and sustainable production and consumption in existing curricula or in new programs.

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SUSTAINABLE DEVELOPMENT GOAL		LEVEL	ACHIEVEMENTS (EXAMPLES)	FUTURE GOALS (POTENTIAL ACTIONS)
	Goal 13. Take urgent action to combat climate change and its impacts*	2	Cidade+ yearly event, Tree planting, Favor carbon-free transportation, PRME Working Group CCE	Calculate the Carbon Footprint of the campus operation, identify major drivers and implement actions to reduce this footprint; help other companies (namely the associate partners and some clients) take explicit climate action measures, including disaster recovery and business continuity planning; reduce the use of plastics in campus; promote multidisciplinary sessions/events to inform the public in general about major trends in climate change and environment.
	Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development	0	N/a	Partner with Scandinavian business schools to offer a new stream of programs on maritime business; partner with national institutions to foster innovation and entrepreneurship in this area; create volunteering initiatives that promote the interaction between the school's community and the local communities in the fishing industry
	Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	2	Tree planting, Garbage collection, events, etc.	Continue to plant trees every year; Acknowledge and actively promote the protection of a certain ecosystem (in Portugal or abroad) and/or its native species (animals and/or plants); Educate corporate executives so that the biodiversity loss can be stopped or, at least, slowed down.
	Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	1	Training for several public institutions in PT and abroad	Continue to train and develop public institutions in process optimization and organizational issues; Work together with the Government (local and national) to understand the main drivers for peace and justice, and act accordingly. Engage in further international programs to admit a certain amount of migrant/ refugee candidates in the full-time MBA..
	Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development	2	New area for Alumni and Corporate Relations, national and international partnerships, etc.	Creating a log to compile all the activity per partnership, especially the initiatives related to the SDGs; Involve the school's associates and other client companies in initiatives to promote the SDGs; measure the impact/relevance of each partnership.



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