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LETTER OF RENEWED COMMITMENT

At EADA Business School, as an institution of higher education involved in the development of professionals, we declare our willingness to progress in the implementation of the 6 Principles for Responsible Management Education, starting with those that are more relevant to our capacities and mission.

Our institution is focused on people as the key element in any organisation and seeks to develop future and current managers who are open to a cosmopolitan view, interested in their surrounding cultures and respectful of diversity, with a deep understanding of the impact which their behaviour and places of work will have in the wider societal setting in which they operate.

Our focus on people is and must be a key and central underpinning of all our programmes, as is the necessary awareness of the effect that management practices have on people and society.

We will report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions.

At the same time, as a signatory of the Global Compact since 2010, EADA is committed to prepare and send the corresponding progress reports.

EADA is a place “Where business People Grow” professionally and personally.

Miquel Espinosa, General Director
EADA AT A GLANCE

Founded in 1957, EADA was one of the first Spanish institutions to provide training programmes that specifically targeted the business world. We have always been known for our strict academic and practical approach geared to applying knowledge to the real day to day company world. Our educational methodologies promote "learning by doing".

For over 50 years EADA has been in the frontline of manager training and in-company training programmes for the business community. Our longstanding relations with over 350 Associated Companies constitute the backbone of our training and intends to address the needs of the corporate world by urging the participants on our programmes to take on an active role in their own career development.

Over 120,000 participants from over 50 countries have entrusted their training to us, which in itself goes to show that EADA is one of Europe's most innovative and prestigious business schools.
On a national level, EADA has participated on various quality certification programmes promoted by state quality accreditation bodies such as ANECA (Agencia Nacional de Evaluación de la Calidad y la Acreditación) and AQU (Agència per a la Qualitat del Sistema Universitari de Catalunya) in Catalonia.

EADA’s commitment to excellence in education can also be seen in the top positions it holds in the main international rankings. Thus for example, our business school is featured on the rankings published by the prestigious daily, the Financial Times, which ranks academic institutions as well as their programmes on participant satisfaction, professional development, quality, the presence of women and the percentage of doctors in the faculty.

What’s more, EADA’s training programmes comply with the quality standards and best practices demanded by the main international agencies that distinguish top educational institutions. Hence, in addition to EQUIS AMBA, EADA is an accredited member of the following organisations:

- **Executive MBA Council:** An association that promotes values of excellence and the updating of Executive MBA programmes.

- **EFMD (European Foundation for Management Development):** The top body that brings together the main business schools on a European level.

- **AACSB (American Assembly of Collegiate Schools of Business):** An international network that assembles the main business schools of America and Europe.

- **CLADEA (Consejo Latinoamericano de Escuelas de Administración):** A network of Latin America’s most important research institutions, universities and business schools.

On a national level, EADA has participated on various quality certification programmes promoted by state quality accreditation bodies such as ANECA (Agencia Nacional de Evaluación de la Calidad y la Acreditación) and AQU (Agència per a la Qualitat del Sistema Universitari de Catalunya) in Catalonia.
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.
EADA Business School is an independent and non-profit institution founded in Barcelona in 1957. Since its inception, EADA has devoted itself to the training and development of business people and their professional development in a holistic and responsible fashion. Thus, ethics, responsibility and sustainability have traditionally been strongly embedded in our institutional culture.

Our institution is focused on people as the key element in any organisation and which seeks to develop future and current managers who are open to a cosmopolitan view, interested in their surrounding cultures and respectful of diversity, with a deep understanding of the impact which their behaviour and places of work will have in the wider societal setting in which they operate. Our focus on people and is and must be a key and central underpinning of all our programmes, as is the necessary awareness of the effect that management practices have on people and society.

EADA’s mission is inspired by the Triple Bottom Line, requiring companies to set and pursue positive goals and results in terms of its economic, social and environmental activity and to account for impacts at all levels. In consequence, and since 2009, EADA is a signatory party of the UN’s Global Compact and since 2012 we’ve been members of its Executive Committee. Similarly, and since 2011, EADA Business School collaborates with the Principles for Responsible Management Education (PRME) of the United Nations and our training and research is inspired by its six principles.

EADA’s CSR activities are based on a process of continuous improvement and takes into account projects and initiatives involving the entire institution in a holistic and transversal mode, looking at the three dimensions of Research, Teaching, and Dissemination and Awareness, and how these play out in the major stakeholder groups in EADA, namely: participants and alumni, employees and society in general.

EADA’s commitment to CSR initiatives is divided into two main areas: training activities and the role it plays as an institution in society.

As regards the first area – its CSR strategy in its training initiatives–, the business school promotes the following values in all its training programmes:

- **Independent thinking**: We defend freedom of thought and mutual respect, ethical values, respect for people and for democratic values.
- **Responsible actions**: Company decisions must be taken based on reflection, transparency, correct practices and social responsibility.
- **Sustainable actions**: We are committed to environmental awareness and sustainability.
- **Integrity**: It is part of our task to maintain a self-critical honest attitude towards ourselves and frank in our professional relationships. We abide by current legislation and firmly believe in equality among people irrespective of their identity.
- **Learning by doing**: We believe that personal development demands effort, participation, reflection and a practical mindset. Participants must be the protagonists of their own learning process and the institution must guide and tutor this process.
- **Entrepreneurship**: We develop in individuals the competencies needed to take risks, become entrepreneurs and generate wealth by setting up companies.
- **Quality**: Our educational activities conform to international quality standards and we periodically undergo evaluations by our participants, accreditation agencies and international bodies.
- **Internationalisation**: It is our vocation to make all people and organisations share our values irrespectively of their country of origin.
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.
In order to ensure compliance with these values EADA’s training activity is based on three fundamental pillars:

1. **The comprehensive and holistic training of professionally competent and socially responsible people.** To this end, on each of our programmes we teach contents, use cases and generate debate with a view to making our participants aware of and training them in social responsibility and sustainability issues. An academic institution such as EADA has the duty to generate knowledge that is relevant to improving organisations and society as a whole.

2. **Academic research on subjects related with sustainability and social impact, which at the same time permeates through the academic syllabuses of our programmes with CSR related concepts.** Specific, applied and relevant research on sustainability in various fields and from various perspectives constitutes a necessary contribution when it comes to helping managers to comply with the agenda of sustainable development goals published by the United Nations.

3. **Compliance with the accreditation standards of the sector’s principal acknowledged international agencies.** In 1999 we received EQUIS accreditation, awarded by the EFMD (European Foundation for Management Development), and since 2007 our MBA programmes have held AMBA (Association of MBAs) accreditation. Furthermore, the EADA International Master in Finance is certified by the international association, CFA, which furthers ethical standards in company financial management.

The multicultural mix in our classrooms has always been one of our differentiating values because we think that today’s professionals need to be able to work in multicultural and change environments. More specifically, the participants on our training programmes come from over 50 different countries. All of them learn to live together with their differences, promoting their own strengths, resolving possible conflicts and working in teams for the common good.

EADA’s commitment to CSR initiatives is also manifested in the role it plays in society as an institution. Proof of this is the fact that since 2009 we have been a signatory member of the Spanish network of the United Nations Global Compact, and a member of its executive committee since 2012. This is an international initiative that furthers the implementation of the well known 10 Global Compact Principles. These are ten universally accepted principles for promoting CSR in the areas of human rights, labour regulations, the environment, the struggle against corruption, in the activities and business strategy of companies.

The Global Compact is a practical framework for developing, implementing and spreading corporate sustainability policies and practices, providing its signatories with a wide range of resources and management tools to help them implement sustainable business and development models.

As a signatory, EADA has incorporated and publicises the 10 Global Compact Principles, which are outlined below:

### HUMAN RIGHTS
- **Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights; and
- **Principle 2:** make sure that they are not complicit in human rights abuses.

### LABOUR
- **Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- **Principle 4:** the elimination of all forms of forced and compulsory labour;
- **Principle 5:** the effective abolition of child labour; and
- **Principle 6:** the elimination of discrimination in respect of employment and occupation.

### ENVIRONMENT
- **Principle 7:** Businesses should support a precautionary approach to environmental challenges;
- **Principle 8:** undertake initiatives to promote greater environmental responsibility; and
- **Principle 9:** encourage the development and diffusion of environmentally friendly technologies

### ANTI-CORRUPTION
- **Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.
PRINCIPLE 3

METHOD:

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.
CSR STRATEGY IN THE TRAINING ACTIVITY

EADA places a real emphasis in the social responsibility behaviour in the management profession and is constantly promoting these values throughout the curricular activities. For instance, the business school has set up a Corporate Sustainability Centre that express the commitment of EADA with the development and promotion of CSR in the Business Administration education.

The school also promotes the existence of Social Responsibility in Final Projects and sets up a Corporate Social Responsibility award for Students who include this topic in their work.

At the same time, social responsibility and ethical values are reflected in the class materials, courses, case studies; often with a particular case study with a focus on ethical concerns. Besides, teachers often encourage students to engage themselves in the critical thinking process in order to analyse the cases from an ethical perspective.

The policy of the school “Learning by doing” is very important for the development of the students because it forces them to be protagonists of their own learning process. They deal with problems that are the most similar with those that they will have to face in the future. These situation are often related with ethical concerns that have to be taken into account in order to find sustainable solution. This unique approach offers an opportunity for students to anticipate future ethical dilemmas, and to learn to respond to these issues in an ethical manner.

EADA also includes within its curricular activities the possibility of cultural exchange programs between students as a way of learning the different visions and behaviors existing from each cultural backgrounds. This approach of teaching is extremely enriching for students because it not only enables to meet people from abroad, but appreciation and embracement of different cultures allowing them to understand the differences existing between different cultures. This skill nowadays is very necessary in a business world where globalization is fundamental. Pupils really appreciate these activities and consider them as an opportunity for developing their cultural comprehension skills in order to enforce them positively in the future during their professional career. In general terms it represents a very interesting opportunity for students to develop the emotional intelligence, a global vision, to learn from different point of views but also the respect of other cultures.

The school organizes many extra-curricular conferences about Corporate Social Responsibility. For instance, the conference organized by the school on November 12th: “The social impact of CSR programs. What is it? How to measure?”. This activity was free and open for all the EADA ´s students. Overall the students appreciate these types of activities because beyond offering an enriching conference for them, it represents a sign of awareness from the School about the topic.
Managing humanitarian emergencies: Elective included in EADA’s International Weeks, which are open to participants from all programmes. The seminar is given by Dr. David Noguera, cofounder and manager of ReAcció Humanitària, an institution devoted to preparing, training teams and creating awareness around humanitarian emergencies. The aim of this training is to introduce students to the main components required in order to respond efficiently to extreme situations. More specifically, the course is based on the *Triple Bottom Line* sustainability parameters: the sustainability of profits – which has to do with the company’s economic sustainability –, the people – who work for the organisation, purchase its products, services or live in the surrounding area – and the planet – the environment, supply chain management, etc. –

Strategic thinking: All the EADA master and MBA programmes include this subject, the objective of which is to embed CSR principles in their strategic decisions in the company. More specifically, in the classroom participants discuss their conceptions of leadership and the impact that their decisions could have both inside the company and on society – making them see that they need to ensure the company’s viability but with a social and environmental impact –. They are also required to work on the concept of negotiation – distinguishing between interest and position –, trust – the ethical consequences of lying or giving false information – and team building – fostering diversity and the participation of all team members –. All these discussions make the students more aware of their skills and competencies and, at the same time, of their socially responsible values. For all these reasons, strategic management from the perspective of CSR is one of the topics that participants can choose for their final Project on their master. Forming alliances for sustainability or companies that provide renewable energies for rural populations are just some of the topics of presented projects.

Global Innovation Management: A Track that is taken by participants on the EADA International MBA and that consists of a week of studies in Bangalore (India), thanks to the exchange we have set up with the Indian Institute of Management Bangalore, one of the main business schools in India. The key challenge is to explore innovation in emerging markets, visiting frontline companies in their sector such as Oracle and General Electric. But social innovation that contributes to lowering the poverty rates of the population of India – for example, 45% of children are undernourished and less than 60% complete their primary education, to which we should add that 139 million Indians do not have access to sanitised drinking water –. Hence participants can get first hand knowledge on the sustainable solutions adopted by companies and which have a positive impact on the population, as well as speak with people who promote sustainable development in the more underprivileged regions, such as Dr. H. Sudarshan, who promotes social initiatives in India’s indigenous tribes.

Sustainable entrepreneurship: This subject is taught on the MBA and involves debating in class successful cases of entrepreneurs who have launched CSR based projects.

Management control: this subject approaches corporate management taking into account all stakeholder groups. Participants study the successful initiatives of Citibank and Transworld Autoparts.
Ethics and professional standards in Finance: Ethics and Professional Standards in Finance (Core. International Master in Finance; International Master in Accounting) The financial crisis that began with the bankruptcy of the Lehman Brothers in 2008 has a direct link to ethical failure within companies. Public confidence in the integrity of big businesses, particularly those in the financial sector, is at rock-bottom. In this course, we will explore the ethical dilemmas faced by investment professionals. We take a practical view on ethics by considering the responsibilities of individuals within the firm. Going beyond legal compliance, we’ll look at codes of conduct and standards of professional conduct to consider their importance to our careers and the long-term longevity of the finance industry.

Sustainable growth in Finance and Accounting: A subject featured on the International Master in Management, International Master in Finance and Executive MBA which emphasises the importance of achieving a sustainable growth rate. This is a company’s maximum growth rate without having to resort to debt and without issuing new shares.

Financial Analysis: One of the main issues discussed on this course is how to finance a company’s growth in a healthy way – sustainable growth from a financial viewpoint. This entails evaluating short term asset management and, at the same time, the organisation’s capacity to generate profits. This is done by analysing the case studies Primo Benzina and Forest of Flowers, which comply with the Triple Bottom Line sustainability standards.

Financial decision making: This subject aims to evaluate the viability of investment decisions concerning long term assets as part of financial decision making. Among the main case studies used in class are Phuket Beach, New Heritage and Ocean Carriers.

Structured finance and energy: This is one of the topics that participants on master and MBA programmes can choose for their final project. It focuses on identifying the business opportunities in the international energy sector as well as the state of the art business models and the professional aptitudes that foster entrepreneurship in this sector. After a comprehensive analysis of the energy sector the students are in a position to develop a business plan of a company in the renewable energies sector and to appraise the company’s legal, commercial and financial viability.

Analysis of the economic environment: This subject addresses the key challenges of the XXI century with special emphasis on commitment to sustainability and the environment. More specifically, students analyse demographic trends, the future of resources – and above all the limits that countries have already exceeded, energy models, climate change, Access to sanitised drinking water and food, etc – and how disruptive innovation through technology constitutes the sole path for going forward in terms of economic and social progress and development. For example, students discuss issues ranging from renewable energies to the concept of the bitcoin. Among other objectives, this course aims to identify the economic variables that will have the most impact on the development of sustainable competitive strategies by companies. It also looks at the geopolitical issues that surround the use of energy and seeks to understand the problems associated with climate change as well as the need to consolidate CSR actions and to familiarise participants with alternative sustainable models –the new ethical economy–.
PEOPLE MANAGEMENT

**Human Resources management:** In this session participants on our International Master in Management and the Full Time MBA discuss how in any organisation the climate of job satisfaction and work conciliation influence task performance and the profit and loss account. One of the case studies that are discussed in class is that of France Telecom, a company known worldwide for the large number of suicides as a result of malpractice in corporate management and the way employees were treated. Another case which is discussed is that of Marie Bohm, who set up a company that is a flagship in conciliation between work and family life and that highlights the relation between socially responsible management and long term profitability.

**Leading oneself / leading others / leading teams / strategic leadership:** These modules are taken by the participants on our master and MBA programmes at our residential campus in Collbató, and their common denominator is sustainable leadership in companies, a far cry from traditional decision making based on short term profits. Thus, for example, in the personal leadership session, students are presented with various complex situations where they have to take sustainable decisions without being conditioned by the surrounding circumstances. Furthermore, when discussing their leadership inside a company they are asked to reflect upon the effects that their decisions may have on other company employees / collaborators, on the community and on the company’s future.

**Strategic human Resource management:** This is a common subject on the master and MBA programmes and it addresses the concept of sustainability from various angles. One of them consists of weighing up from a business and also from a social point of view the decision to fire one or various collaborators. The emphasis here is on reinforcing the idea that one should always be given a chance so as not to generate a culture of fear inside the organisation. Participants are also made aware of the fact that Human Resources management has an impact on the business –so alignment is a key consideration here– and also on the company’s most immediate environment. In addition to this, various cases are presented that help the students understand that work environments which foster the participation of collaborators and promote health in all its dimensions as well as values of respect, are ultimately more sustainable and profitable in the long term.

**Organizational behaviour:** Using case studies such as France Telecom this class highlights the importance of looking after the health and satisfaction of employees. Similarly, students enter into interesting class discussions concerning work and personal life reconciliation policies and actions that can be applied in any organisation. And, as in the rest of Human Resources subjects, the findings of different studies are presented showing the link between these socially responsible initiatives and greater profitability for the company.
Sustainability and Marketing: Sustainability has become part of the standard set of business management issues over the past decade. In fact, to have a sustainability policy increasingly has become a 'license to operate'. Companies that do not adopt this trend will face increasing pressure from governments, investors, NGO’s, media and citizens. This course is comprised of two modules. On one hand, the Marketing Sustainability Module will take an “inside-out” approach, exploring how sustainability locks into business strategy and how it can be leveraged towards the market and other stakeholders. On the other hand, the Being Sustainable Module will look more deeply into what being a sustainable business actually means in terms of management practices.

Strategic marketing: From the perspective of the Triple Bottom Line, this subject places special emphasis on the motivation and emotional benefit that managers can convey to commercial teams that are used to working under pressure. But it also focuses on the sustainable company profits that can be had when customers and distributors are able to tangibilise an honest value proposal which is sustainable in the long term and aligned with social values. Two of the cases that are studied in class are Dove and Patagonia, two good examples of environmentally friendly companies, of good supply chain management and of communication founded on CSR principles, all of which are factors that give companies a competitive advantage in marketing.

Market research: This Executive MBA subject, in addition to explaining the market research techniques needed to design an efficacious and efficient marketing plan, also makes participants aware of the ethical principles that must be maintained in people and company research processes. On the other hand, we share methodologies that measure the sensitivity that key decision makers both in B2B and in B2C businesses have as regards respect for the environment. This constitutes a basic issue for properly orienting the strategy of any organisation and linked investments.

Marketing management (Delivering & Sustainability value): This subject, which is given on the Full Time MBA, addresses the value proposal issue from the Triple Bottom Line – profit, people and planet-. More specifically this issue is dealt with in six different sessions:

- “Building” a brand from a marketing plan based on sustainable growth and contributing added value. One of the cases discussed in class is Mountain Man.
- Pricing: how to set an optimum price that will guarantee fair value and maximise sales.
- Communication: How to adjust the communication strategy to new consumer habits with the objective of defining the brand’s value proposal. One of the cases that are analysed here is the Sephora case.
- Sales management: how to adjust the sales force strategy and structure to each stage of the company’s growth in order to maintain profits. The “Daktronics B” case is discussed, which highlights the main competitive changes that companies must face today in order not to lose value and maintain their profits and financial viability.
- Inbound marketing / Sales / CRM: Using the Hubspot case study–an Inbound Marketing platform that helps companies to attract visitors and convert them into purchasing opportunities– the class focuses on the value proposals for each of the target audiences that an organisation has chosen to address. Another case that is studied is Hilton Hotels because of its strategy centred on improving value to the customer through superior quality and service.
- Sustainable growth management. The “Annie’s Growing Organically” case is used to put forward to the class how we can guarantee this growth in an entrepreneuring company and lose the value proposal due to the appearance of new markets and segments.
TOURISM AND HOSPITALITY MANAGEMENT

**Sustainability in the Tourism and Hospitality industry:** In recent years sustainability has gained significant strategic relevance within the supply chain: securing access to key natural resources. This is in fact a defensive strategy, which revolves around the absorption of societal costs and changes in the business environment. But the absorption of costs, whether they are societal in nature or not, is only half the story. Creating revenues is the other half. In the end, to create value you have to transform costs into (higher) revenues. This is the challenge that companies, also in the Hospitality Sector, face: how to turn the unavoidable trend of sustainability into an opportunity for creating more value.

**OPERATIONS & SUPPLY CHAIN MANAGEMENT**

**Strategy:** In this subject which is taught on the Executive MBA programmes, social, environmental and economic sustainability is constantly taken into account as an essential component in all strategic decisions. More specifically, students discuss the difficulties involved and the impact on quality of delocalising the production departments of companies (Dell case study) and of supply chains (Ikea and Zara case studies). In addition to this, the class also focuses on the impact of products such as soft drinks on consumer health (for example, by studying the case "The cola soft drinks war continues: Coke and Pepsi in 2010"), on good governance and strategic Human Resources management ("Samsung Electronics" and "The growth strategy of General Electric" case studies). Participants also receive a lecture given by Carlos Sopeña, general manager of Viver de Bell-lloc, a company in which over 90% of its employees have some type of disability.

**Sustainability in Supply Chain Management:** A subject included on the International Master in Management programme, which looks into efficient and effective supply chain management from the point of view of the Triple Bottom Line, with special emphasis on its positive impact on the planet. The participants form small groups to work on different cases on this topic, including the Lipton 2020, McDonalds and Herman Miller case studies.
ASSIGNMENT OF CLASSROOMS FOR A SOCIAL CAUSE

In 2015 we have ceded classrooms in Barcelona and Collbató to Prevent, a social enterprise dedicated to the training of people with mental and physical disabilities (deafness, blindness, etc.), to develop their training programmes.

- **Solidarity project and Christmas video:** The EADA International Admissions department came up with the initiative of making a video featuring Christmas greetings by our students with the goal of raising a euro for each view. A total of 20 students from the master and MBA programmes took part, reaching the set target of 1,000 views and that of spreading the values of solidarity, diversity, internationality and friendship. They raised 1,000 euros which went to the ‘EADA Teaming’ project.

- **Collaboration with the body, Shalom:** In 2015 we began collaborating with Shalom, a social non-profit organisation which was set up to address the work and economic needs of adults with disabilities. More specifically, we placed an order with them to produce original wooden boxes, following sustainable procedures, in order to make various Christmas hampers.

- **Training project for Fundació Comptal:** A practical-experiential seminar was held in the summer of 2015 on the Collbató residential campus targeted at 36 professionals from Fundació Comptal, a non-profit organisation that works to provide opportunities for the future for underprivileged children, adolescents and youths in danger of social exclusions, as well as for their families. The training they received had the double objective of consolidating cohesions within the group and of also introducing innovation into their day to day tasks.
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.
ACADEMIC RESEARCH

It is the duty of an academic institution such as EADA to produce knowledge that is relevant to improving organisations and society as a whole. With the double objective of raising awareness among future managers around CSR related issues and of fulfilling the United Nations Sustainable Development goals, EADA has increased the number of research articles, books and contributions to conferences, working papers and presentations at academic congresses. The case studies which are studied in EADA’s classrooms address all aspects related to CSR. Some examples are: stakeholders’ capacity to create value, the role of cooperatives in generating renewable energies, CSR theories, human values in the Operations and Supply Chain Management strategy, the ethical image of brands, human and sustainability values at work, conciliation between work and family life and the rise of ethical businesses, among others.

What’s more, many of these papers have been produced by EADA professors following years of research into CSR actions in the company world. Doctors Steven Poelmans, Desirée Knoppen, Elisabet Garriga, Carme Gil, Joan Boada, Eric Viardot and Aline Nasuda are some of the EADA faculty members who have written various of these articles.

Examples of Academic Research on ERS issues over the last three years are as follows:

- (Mobb-10 And Conse-10): Factorial Structures And First Approach To The Study Of Their Reliability And Validity. Revista Interamericana De Psicologia Ocupacional, 32, 53-73.
- Sierra, V; Iglesias, O; Markovic, S; Singh, J.J (2015) Does Ethical Image Build Equity In Corporate Services Brands?
- The Influence Of Customer Perceived Ethicality On Affect, Perceived Quality, And Equity. To Appear In Journal Of Business Ethics.

To this long list we should also add David Roman, professor of the EADA Marketing department, who became the first European to be given the prestigious Curtis E. Tate prize awarded by Nacra –North American Case Research Association– for writing the case study “Pills against the pain of others” on Doctors Without Borders (MSF), in 2012. After managing to have it published by the prestigious journal Nacra The Case Research Journal, the international reference on business cases covering different disciplines –marketing, entrepreneurship, finance, new technologies, CSR...– that are studied and discussed in leading business schools and universities, Roman’s research was selected by an expert panel in 2013 as the best in the world.
**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.
EADA supports the international agenda of the United Nations Sustainable Development Goals. More specifically, since 2012 we have been members of the executive committee of the Spanish Network of the Global Compact and we actively participate in the meetings and in designing the agenda and activities that the local network organises in Spain. For example, in the celebration of the 10th anniversary of this body, in studies on the progress of CSR in Spain and in launching the Compactlink, the online community of the Spanish Network of the Global Compact which aims to promote CSR initiatives and to develop innovative projects in the form of collaborations.

Throughout the year, EADA organises various events which are open to all professional profiles and that aim to make different areas of knowledge more readily accessible to society and generate debate on key current issues.

- **HR day forums**: Over the seven editions of these day forums, EADA professors and heads of Human Resources from prestigious companies have discussed different CSR initiatives that can be launched by HR departments. Thus, for example, sessions have been held on issues related to work climate and emotional intangible factors, beliefs and emotions inside the company, socially responsible labour relations and inclusive companies.

- **Be Marketing Day**: This is a unique event that has been held three years in a row and that aims to brief professionals from all sectors on the latest trends in marketing. It features a series of half hour lectures that are held simultaneously over an afternoon where experts analyse burning issues in marketing today such as the new customer profile and new consumer habits, management administration, marketing strategies in the commercial sphere, online marketing, the rise of pharmaceutical marketing and CSR actions that contribute added value to customers.

- **Be Finance Day**: The first edition of this event was held in 2015 with the aim of bringing the world of finance closer to society. Four lectures were given by EADA professors and by frontline experts such as Christian Felber, under the slogan “Financing and sustainability”, where the speakers outlined the guidelines for a new more ecological and sustainable economic model. More specifically, the four lectures addressed these issues: new alternative sources of financing to banking institutions, strategies for financing a startup project, the new international economic setup and the economy for the common good.
SOCIAL ECONOMY

EADA shows its founding values and sensitivity to PRME ideals through work with other companies and associations with a strong emphasis towards social awareness (the so-called Social Economy or Third Sector). Each day more, we are committed to social projects that improve business management, team building or innovation of companies. Some have been mentioned above, but further training and support is provided to institutions such as:

THE DINCAT GROUP

Created by over 300 organizations working in the field of intellectual handicaps. Project Modules in different areas of business management, of 16 hours duration and with 15 participants in each.

SOCIAL BUSINESS CITY BARCELONA

Innovation and Social Entrepreneurship Project, supported by Muhammad Yunus (Nobel Peace Prize, 2006), with a focus on reducing youth unemployment in the city. The project is based on a cooperation agreement and includes the provision of a training grant and advice to entrepreneurs, and support to the creation of the Yunus Social Business Centre in Barcelona (YBCSB).

Project based on the latest theories on local development, social entrepreneurship, social innovation and impact assessment, which has the overall goal of creating a favourable climate for business and social innovation at the local level by removing obstacles to the generation of ideas, their implementation and development. The YBCSB has as its goal the evaluation of activities and results, producing and disseminating academic knowledge of enterprise, innovation and social impact.

SHIP2B

It is a private foundation that aims to accelerate business projects with high social impact by providing the best entrepreneurs with the support of a community of mentors, experts, institutions and large companies. It also has the first and largest investment network impact of Spain and a joint venture fund to invest in disruptive startups that generate double return: social and economic. In February 2015 EADA signed a partnership agreement with Ship2B in order to promote social innovation projects emerging high-impact and sustainable under the B-Challenge Programme, which focuses on accelerating social innovation that supports the validation phase of the project idea and momentum of a first pilot.

B CORP

EADA has signed a collaboration agreement with Roots For Sustainability (R4S), representing social enterprise in Spain to B Lab Europe -the world body which gives businesses the B Corp certification, whose main mission is to help companies to obtain this distinction after incorporating stringent social and environmental standards. B Corp aims to be more than a certification for companies, and to become a management tool that allows the measurement and management of the economic, social and environmental performance of the organization.
SCHOLARSHIPS AND TRAINING PROGRAMMES

In EADA Business School we have defined a scholarship programme to facilitate access to all candidates who have interest and talent. The programme mainly focuses on support for candidates from emerging countries and encourages the development of female talent that sometimes cannot access management positions. Also, due to the crisis in Spain in recent years, we have created a scholarship programme also aimed at local professionals with great potential who want to increase their level of employability. In 2013-2014 we increased the amount allocated to scholarships in all programmes and have delivered a wide range of scholarships [www.eada.edu/en/about-eada/scholarships](http://www.eada.edu/en/about-eada/scholarships)

SCHOLARSHIPS FOR PARTICIPANTS IN EXECUTIVE EDUCATION PROGRAMS IN 2013-14

<table>
<thead>
<tr>
<th>DATA</th>
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<tbody>
<tr>
<td><strong>143</strong> Scholarships</td>
</tr>
<tr>
<td><strong>825.000€</strong> overall amount</td>
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</tbody>
</table>

SCHOLARSHIPS FOR PARTICIPANTS IN EXECUTIVE EDUCATION PROGRAMS IN 2014-15

<table>
<thead>
<tr>
<th>DATA</th>
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<tbody>
<tr>
<td><strong>201</strong> Scholarships</td>
</tr>
<tr>
<td><strong>1.060.669€</strong> overall amount</td>
</tr>
</tbody>
</table>

Types of scholarship 2014-2015:

- Artur Alsina
- EADA Foundation
- Women Directors
- Banking plan
- Entrepreneurs
- SME
- New company creation
- Cultural revitalization companies
- Techno-EADA
- Elite athlete
- Generational relief
- Fem Talent
In 2013-2014 we increased the amount allocated to scholarships in all programmes and have delivered a wide range of scholarships:

- Women Leadership Scholarship
- Elite athletes scholarship
- Wing Excellence Scholarship
- Diversity Scholarship
- Asian Pacific Scholarship
- India, Near East and Middle East Scholarship
- EU Scholarship
- Central and Eastern European Scholarship

### DATA

- **32** Scholarships
- **25%** for Master/MBA
- **190,150€** overall amount

Distributed in geographical areas as follows:

- Latam: 53%
- Middle East: 7%
- Europe: 26%
- Asia: 6%
- Africa: 8%

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Las becas que el año pasado ofrecimos fueron las siguientes y bajo estas temáticas:

- Women Leadership Scholarship
- Elite athletes scholarship
- Wing Excellence Scholarship
- Diversity Scholarship
- Asian Pacific Scholarship
- India, Near East and Middle East Scholarship
- EU scholarship
- Central and Eastern European Scholarship
- Master Scholarship NGOs
- US & Canada Scholarship

### DATA

- **62** Scholarships
- **25%** for Master/MBA
- **375,600€** overall amount

Distributed in geographical areas as follows:

- Europe: 44%
- Middle East: 5%
- Latam: 32%
- USA: 5%
- Asia: 11%
- Africa: 3%
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.
Academic research is of no value whatsoever unless it has a positive impact on society. For this reason EADA considers it absolutely essential to produce research that can be applied to companies and to share the knowledge generated by faculty with all of society. To this end, every year we publish studies and reports on various CSR related issues, which contribute value to companies and are very useful to them, helping them to make progress in their socially responsible management. Some of these studies are:

- *Diagnóstico Financiero de la Empresa Española*, (Financial Diagnosis of the Spanish Company) brought out annually by EADA in collaboration with CEPYME. This is a survey directed by the director of the EADA Master in Financial Management, Rafael Sambola, which has become one of the country’s key economic barometers presenting a detailed and comprehensive analysis of all the indicators of the Spanish economy.

- *Diferencias retributivas entre géneros*, (Gender based remuneration differences) a report drawn up by ICSA Grupo for EADA with the participation of Dr. Aline Nasuda, a professor in the Strategy, Leadership and People Department. This survey, brought out every year, presents in figures the discrimination that many women are still confronted with when it comes to accessing management positions.

- *Evocación salarial 2007-2013*, (Salary Trends 2007-2013) is also a joint collaboration with ICSA Grupo with the participation of Jordi Costa, director of the Personnel Administration, Strategic Labour Relations and Compensation programmes. This report is also one of the country’s leading surveys and it analyses the causes behind salary trends for intermediate management posts.

- *El valor de compartir principios*, (The value of sharing principles) jointly drawn up by the main business schools in Spain and lead by Dr. Elisabet Garriga, director of the EADA Corporate Sustainability Impact Centre. This study presents and assesses reliable and updated data on the CSR initiatives of the Spanish companies that adhere to the Spanish Network of the United Nations Global Compact.

- *Nivel digital directivo*, (The digital level of Managers) a study drawn up by EADA, RocaSalvatella and Penteo, presented at the Executive Meeting 2015 –the annual EADA alumni gathering– which analyses the implementation of digital technologies in companies and more specifically, how managers transfer their digital competencies to the organisation as a whole.

In addition to all these actions, EADA’s professors share their analyses and opinions on current affairs issues on our [corporate blog](http://corporateblog.com), providing insights that are very useful to company professionals. The magazine *EADAView* has the same function, that of publicising and sharing knowledge, and is brought out twice a year. It features interviews, reports and articles of opinion on topics of interest for the corporate world and for our students.
Mission of PRME is inspire and champion responsible management education and research in order to impact positively the actual and future corporate responsible leadership.

Over the past three years PRME has launched regional PRME Chapters. PRME Chapters are regional platforms that advance the Six Principles of PRME within a particular geographic context, performing an important role in rooting PRME within different national, regional, cultural and linguistic contexts.

The Emerging Chapter Iberian, established in the middle of 2014, has the objectives of boost Portuguese and Spanish executive education institutions to spread CSR concepts and values through all programmes curricula and research.

EADA with Spanish Global Compact Network leads the project: "Map of Post 15 Sustainable Development Goals".

According to the Sixth Principle, in the PRME Chapter Iberian, in order to “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”, we consider very important to engage a strong relationship with the Spanish Global Compact Network.

According with the Post 2015 Business Engagement Architecture corporations are a key stakeholder capable to boost the positive implementation of the Sustainable Development Goals.
With the purpose of making the 17 Goals of the Post 15 Agenda more understandable for corporations, especially SMEs that are the most typical in Portugal and Spain, PRME and Global Compact Spanish Network engaged in a joint project called “Map of Post 15 Sustainable Development Goals”.

Map of Post 15 Sustainable Development Goals: methodology and objectives

Work groups:
- Members of different Spanish Corporations
- Representatives of the Global Compact Spanish Network
- Universities and Business Schools of the PRME Chapter Iberian

Through:
- Workshops
- Meetings with experts
- Literature review

Objectives:
Identify relevant actors.
- Identify the strengths and weaknesses related to each of the 17 SDG.
- Facilitate their implementation into the Spanish socio-economic environment.

Promote a new model for a sustainable future in Spain from a Human Rights perspective, where the public sector involves the private sector in the definition of legal frameworks.

Foster and maintain the current business composition, especially SMEs.

Promote financial education and awareness at all levels and promote responsible credit and lending.

End discrimination in employment.

Promote awareness on the environment, sustainable food and social values among schools and businesses in order to foster a culture of responsible consumption.

Protect biodiversity as key to ensuring the sustainability of resources and the sustainability of the chief economic sectors in Spain. For Responsible tourism.

Ensure quality of life/welfare (health, labor, agriculture, social utility).

Improving access to energy and infrastructure as well as to information in this area, which will lead to a change in the business model.

Drive innovation through changes in the model of incentives.

State: Businesses and greater efficiency.

Promote sustainable cities and sustainable transport through environmentally-friendly technological advances that will change the transportation model, infrastructure and cities.

Promote sustainable tourism, changing the sector's approach, with the focus being centered on responsible citizens.

Adapt to a low carbon economy, respecting the international framework and fostering regulation in the long term.

Export expertise, simplifying procedures.

17 proposed Sustainable Development Goals

1. End poverty in all its forms everywhere.
2. End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.
3. Ensure healthy lives and promote well-being for all at all ages.
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
5. Achieve gender equality and empower all women and girls.
6. Ensure availability and sustainable management of water and sanitation for all.
7. Ensure access to affordable, reliable, sustainable and modern energy for all.
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all.
9. Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.
Spanish private sector priorities for achieving the SDGs

- Foster spaces for public-private dialogue on health and education that will circumvent regulation and changes of government
- Raise awareness of and promote preventive health
- Promote equal pay and shared responsibility within the family and make this a priority
- Foster job evaluation maps
- Promote equal opportunities in access to education and foster links between universities, schools and businesses
- Increase public and private investment in research and patents

- Encourage SMEs to implement guidelines on Good Governance and create tools to foster Competitiveness and Transparency
- Make the fight against corruption a priority for Spanish companies by means of accountability mechanisms
- Promote and raise awareness of the role of companies in the protection of Human Rights (Guiding Principles), with special focus on labor conditions, national, and the supply chain worldwide
- Foster a new culture and procedures, alternative to the current judicial system, for the resolution of disputes

- Make use of the Agenda for Sustainable Development Goals as a common arena for collaboration between government/companies/third sector
- Balance the relationship of complaint/collaboration between companies and the third sector and endeavor to favor collaboration, (Dialogue / Training / Meetings)
- Measure the impacts of companies’ business activities and social organizations
- Foster, through the Global Compact, spaces for dialogue between different agents involved in the Agenda
- Enhance the quality of information in the reporting of financial information
- Promote a more inclusive Development Agenda with SMEs, taking their characteristics into account

10. Reduce inequality within and among countries.
11. Make cities and human settlements inclusive, safe, resilient and sustainable.
12. Ensure sustainable consumption and production patterns.
13. Take urgent action to combat climate change and its impacts (taking note of agreements made by the UNFCCC forum).
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
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.
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.
17. Strengthen the means of implementation and revitalise the global partnership for sustainable development.
We understand that our own organisational practices should serve as example of the values and attitudes we convey to our students.

**SOCIAL ACTION**

EADA sets an example for society through all its CSR actions which can be classified into four large blocks: the social benefits it provides for its employees, initiatives to preserve the environment, the integration of people at risk of social exclusion and a scholarships programme which facilitates access to education to anybody and any company.

🏆 **SOCIAL BENEFITS FOR EMPLOYEES**

EADA Business School identifies and recognises its employees as key stakeholders, for it is these employees who perform the necessary activities to enable the proper management of the institution and ensure the quality of services and their positive impact on society. EADA bases its relationship with employees on the following “pillars”:

- Respect for human rights and non-discrimination (on the basis of gender, disability, religion)
- The Right to Health, Safety and risk prevention in the workplace
- Responsibility and respect towards people and their families
- Professional and personal development through a personalized training plan
- Social Action for Community (EADA Teaming)

Examples through which these “pillars” are put into practice include the following:

**FAMILY CONCILIATION PLAN / WORKING LIFE**

After participants, EADA’s staff are the most important asset of the institution. We believe that a commitment to welfare in the workplace is essential to ensure excellent performance towards our participants, as well as employees’ commitment to institutional values and the retention of talent. For this reason, EADA has implemented a series of measures that enable better work-family balance, adapted to meet the particular needs of employees: flexible and personalised working hours, flexible holiday dates, etc.

**PREVENTION OF OCCUPATIONAL HAZARDS**

EADA’s policy of prevention of occupational risks rests on the assumption that improved productivity can be achieved without endangering the health and safety of our employees and workers. Thus, we continue to implement a comprehensive prevention policy that promotes risk assessment, preparation for emergencies, planning of preventive action and campaigns of health surveillance.

**FLEXIBLE COMPENSATION AND BENEFITS**

We stress the importance of flexible remuneration policies and social benefits in the areas of transport, acquisition of technology, health care and private insurance, which are issued to all employees. Among these benefits, all EADA personnel and their families can access a discount of up to 70% for the study programs of the institution.

**EQUALITY PLAN**

EADA is committed to establish and develop measures to ensure equal treatment and opportunities for our employee community. Although there is no legal imperative to do so in Spanish legislation, our institution has chosen to implement (beginning in 2013, and up for revision in 2016) an “Equality Plan” that aims to respond to specific needs expressed by our staff through a “Labour Climate” questionnaire.

This Equality Plan defines the criteria to improve the institution in the following areas:

- Selection: Develop a communications policy to ensure no discrimination in the selection and recruitment system
- Promotion: Establish a human resources policy that regulates and communicates the system for internal promotion
- Prevention of Harassment: Establish a benchmark and promote prevention policies
- Communication, language and non-sexist image: Implement a policy of communications transmitted to the entire workforce
- Representation: Strengthen the presence of women in management positions
ENVIRONMENTALLY FRIENDLY INITIATIVES

HP chose EADA in 2014 as an example of a company committed to the responsible use of printing for its international communication campaign of its new range of multifunctional HP Officejet Pro X ink printers, which offer cost savings and reduce energy consumption and emissions.

In order to explain the advantages to companies of using this new printing system a team of HP professionals visited EADA in summer to make a video on the introduction of this state of the art printing infrastructure in all the areas of the business school since May 2013 when the old laser printers were replaced. The video was shown in many countries around the world and highlighted the best practices in printing adopted by EADA.

The idea of introducing this cutting edge technology arose from the need to cut costs, improve the service and printing quality but also in order to facilitate the transition from paper to the digital office via printers that comply with the energy efficiency and low emissions requirements of the ENERGY STAR regulation.

Furthermore, in order to build awareness among the staff concerning responsible printing, before they make print outs they receive an alert which tells them the number of print outs they have made that week or that month. This is a popup that is displayed on their computer screen and which gives them a very graphic comparison of the correlation between the number of printouts they make and the number of trees that are cut down, the amount of CO2 emissions that this generates and the energy expenditure this entails, in addition to the economic expenses entailed for the company.
INTEGRATION OF PEOPLE AT RISK OF SOCIAL EXCLUSION

EADA is an institution which has a commitment with the collective of people with mental disorders. To this end, in 2006 the school commissioned the reprography service, both for EADA headquarters in Barcelona as well as for the Collbató residential campus, to Apunts, a social economy company that provides digital and courier services, made up of a team of people with mental health disorders. Since then we have increased the number of professionals from Apunts for this area and we currently have five people working, as well as reinforcements during specific times when there is a heavy work load. They are all in charge of managing all the stationary material for students and professors as well as of distributing the pedagogical material that is used in the classrooms.

What’s more, Apunts provides its services in keeping with CSR parameters. Consequently, all its corporate actions are founded on ethical, social and environmental commitment. More specifically, this company, which belongs to Fundació Joia, a non profit organisation specialised in mental health, has two key objectives: on the one hand to become the socially responsible supplier of multinationals, SMB’s and self employed professionals, and on the other, to create job posts for people with disability due to mental health disorders and who are at risk of social exclusion. By hiring its services, EADA helps this organisation to accomplish its objectives and integrate people with mental disabilities into society.

Furthermore, in addition to this we should also mention the social action programmes on which EADA has actively collaborated:

- **EADA Teaming**: Each month employees spend 1 euro of EADA’s payroll to Teaming project.
- **COMIDART Project**: In collaboration with the American School of Barcelona and the Barcelona Museum of Contemporary Art (MACBA), to support the schooling of children living in extreme poverty.
- **Intermón Oxfam Trailwalker 4th Girona ’14**: This tour refers to the distance that children do daily Ethiopia, Burkina Faso, Nicaragua, Dominican Republic, South Sudan and Indonesia to access a drinking water well. The proceeds were close to 700,000 €, dedicated to support more than 400 Oxfam projects worldwide.
- **“No Child without Glasses”**: Collection of eye-glasses for a recycling project to help children in families with few resources.
- **Floods in Bosnia**: EADA supported an initiative by the participants of the MBA programs to raise funds for the Novak Djokovic Foundation for the victims of the floods that hit the country in 2014.
- **Food Bank**: EADA participates each year in a Christmas campaign to collect food for the Spanish “Food Bank”. In the last edition of 1,000 kilos of food destined for needy families were collected.
- **Annual blood donation campaign with Red Cross**: In order to get the maximum number of donors, from January 2015 a single annual blood donation campaign is organized.
- **Participation in the “Cursa de la Dona” AECC**: organized each autumn by the Spanish Association against Cancer (AECC). In addition, through the intranet and internal magazine “EADA Press” monthly inform the advice of the AECC to prevent different types of cancer.
- **Support for the Johan Cruyff Foundation**: On the occasion of the celebration of the International Tournament Final 6v6 Cruyff Courts, we welcomed a total of 80 people who enjoyed the weekend at our facilities in RTC. The Johan Cruyff Foundation organizes various sporting events for disabled children.
Since its inception, EADA has devoted itself to the training and development of business people and their professional development in a holistic and responsible fashion. Thus, ethics, responsibility and sustainability have traditionally been strongly embedded in our institutional culture, as can be shown from the significant number of ERS-related activities described in SIP Report.

In the last 2 years everybody in EADA worked hard to improve the presence of sustainability related concept in the programme curricula, in the research output and shared knowledge with the society, especially in the corporate world.

Our focus on people and is and must be a key and central underpinning of all our programmes, as is the necessary awareness of the effect that management practices have on people and society.

Aware of the importance of setting an example with our own management, this focus on people must also be reflected in our own internal operations and organisation. To this effect, all EADA faculty and staff must be able – and feel that they are able – to contribute to the growth and development of the organisation and offered the possibility of having a positive impact on society through their work and activities in EADA.

Active cooperation with Executive Commitee of Global Compact and PRME Chapter Iberic is a clear demonstration of our strong commitment with the positive impact of the professionals to reate a better world for everybody.

As a signatory to the principles, we believe that the values of social responsibility and sustainability are important in all areas of the School’s activities. This includes the areas identified in the principles: the business school curricula, programme design, courses and learning, research as well as in partnerships and dialogue with all our stakeholders.

Specifically, we aim to continue improving in the following areas:

- **Faculty Training about Sustainability related concepts.**
  We will set up a formal training about Sustainability to enable all professors to be teach taking into account sustainability related topics and concepts in all the programmes curricula.

- **Curricula and Programme Design**
  A complete transversal analysis of sustainability-related concepts in all the programmes is under way, in order to ensure greater co-ordination between disciplines and consistency in the delivery of these issues is consistent throughout the whole programme, and that all strategic & cross functional concepts that are learnt during the year can be applied within the context of sustainability.

- **Helping companies on their SDG agenda development**
  EADA, as an executive education institution, will work to help companies in the definition and implementation of their Sustainable Development Goals agenda.