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IESE at a Glance

- IESE was founded in 1958
- More than 34,000 alumni in 100 countries
- Students reflecting 50 nationalities in the full-time MBA program
- 68 full-time professors teach in the MBA program
- Global campuses in Barcelona and Madrid, and a center in New York City

Mission

IESE Business School seeks to develop leaders who can have a deep, positive and lasting impact on people, firms and society through professionalism, integrity and spirit of service.

IESE believes that companies are communities of people and management should be centered around people. The ethical and moral values that the school draws on stem from the Christian tradition and humanistic principles, which emphasize the intrinsic rights and dignity of every person. The school’s core values are clearly articulated within its programs, and have a clear commitment to ethically and socially-responsible behavior in the management profession.

They are the following:

- Respect for others
- Professionalism
- Spirit of service
- Integrity
- Commitment to the common good of companies and society
- Humility
- Learning and listening
- Teamwork

These key values are instilled in IESE students through the curricula, as well as expressed within the teaching approach of the individual faculty members.
A WORD FROM THE DEAN

As an institution of higher learning with a global outreach in both 15 associated international schools and 11 international programs, IESE is committed to continued progress in the implementation of the Principles for Responsible Management Education (PRME) initiative. In fact, the PRME framework is very much in line with IESE’s overarching mission to develop business leaders who have a positive and lasting impact on business and who have a strong spirit of service toward general society.

In the spirit of engaging with our stakeholders, we understand that our own organizational practices should serve as example of the values and attitudes we convey to our students and the community. Our report on the IESE’s PRME engagement provides an overview of some of the key accomplishments by the school over the last 18 months in the areas outlined within the Principles. These include the development of IESE’s 6 research centers and 3 chairs that focus on ethical and responsible business; the design and implementation of innovative courses and programs with a global responsibility dimension; and the generation of relevant research that has had international impact, including 26 journal articles and four books.

IESE is increasingly becoming a global hub for business leaders and academics who are committed to furthering responsible business practices around the world. The school has organized the bi-annual IESE Symposium on Business Ethics and Society for almost 20 years, which brings together renowned experts in the field of business ethics. It has also hosted other key events, such as the EABIS 8th Annual Colloquium at its campus in Barcelona in September 2009.

Our global outreach cumulates with the students that have come through our programs: We have more than 34,000 alumni in 100 countries. It is our wish that our institutional commitment to ethics, which is also reflected by the award-winning MBA student run conference “Doing Well and Doing Good” at the Barcelona campus continues to resonate in their daily business decisions.

Best regards,

Jordi Canals
Dean, IESE Business School
Following the school’s mission, IESE’s objective is to develop outstanding business leaders who have the ability to make a positive impact on the corporate world, and therefore society at large. The school has had a Business Ethics Department since it was founded and a core business ethics course in the MBA program since 1964. In 1980, a member of IESE faculty’s became the first scholar to publish a book in the Spanish language on corporate social responsibility.

In Spain, IESE is a partner of the United Nations Global Compact. Moreover, IESE has signed the Principles for Responsible Management Education (PRME), where it actively participates in the Working Group on “Curriculum Change and the PRME.”

Another aspect of the school’s commitment to corporate social responsibility in business education is its various international research centers and chairs that carry out educational activities and research in this area.

**International Recognition**

IESE was ranked among the top 50 business schools in Aspen Institute’s 2009-10 edition of its alternative Beyond Grey Pinstripes survey, which spotlights innovative full-time MBA programs leading the way in the integration of issues concerning social and environmental stewardship into the curriculum.

In addition, various IESE faculty members have been recognized for their achievements in the area of ethics and sustainability. Prof. Antonio Argandoña was cited in 2010 as one of the top five most productive authors in business ethics research across the globe by The Journal of Business Ethics. In the same prestigious survey, Prof. Domènec Melé was ranked as 15th. IESE Prof. Johanna Mair was recently presented an MBA Faculty Pioneer Award for Social Entrepreneurship by The Aspen Institute.

The Graduate Management Admissions Council awarded the TeamMBA Service Award for Educational Initiatives to IESE’s Doing Good and Doing Well Conference 2009. The Award Ceremony took place in Baltimore on June 19, 2009. Representatives present from IESE included IESE’s Director of Admissions and the DGDW Conference Chair.

"IESE is very interested in corporate social responsibility and business ethics. This is highly significant in an environment where breaches of corporate governance are on the rise around the world."

N.R. Narayana Murthy, Infosys Technologies Member of IESE’s International Advisory Board
IESE's Center for Business in Society

The school’s Center for Business in Society, created in 2007, seeks to promote social responsibility and sustainable development through a variety of teaching and research activities. The specific goals of the center are the following:

• Develop well-founded concepts and arguments as a basis for human quality in business and a beneficial impact of business activity on society and the environment.

• Work to formulate proposals that are both rigorous in their conceptual foundations and practical in their analyses and conclusions.

• Develop practical means to develop a corporate culture and a corporate behavior that favor human development and sustainability.

• Devise management models that make it easier to grasp the complexity and the systemic nature of companies’ relationships with society and the environment; that serve as a basis for the introduction of procedures, systems and policies in the day-to-day running of businesses; and that help managers to recognize the benefits and competitive advantages to be obtained by developing businesses based on the challenges that those relationships entail.

• Encourage the application of criteria of social responsibility and sustainable development in every aspect of business, including the formulation of the corporate mission, the design of management systems, the design, manufacture and sale of company products, and the way companies behave towards society at large.

• Build an awareness of the importance of ethical conduct and corporate reputation among the professional and business media, and also among the general public, by publicizing the practical improvements achieved, offering criteria for problem solving, and helping to create a climate of respect and support for business initiative.

• Promote and facilitate dialogue between the business world and its stakeholders, in the conviction that greater mutual knowledge will lead to innovative business responses to society’s demands.

For more information on the center, visit: www.iese.edu
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.

Our Achievements

Responsible Business Focus

Since its inception, IESE has emphasized the importance of understanding the impact of business activities on people and society in all managerial decision making. Following this approach, the school provides ongoing education for graduates, who live all over the world, often on topics related to CSR. Continuous Education events are organized at key international cities around the world, with support from Regional Alumni Chapters and the participation of IESE faculty members.

Examples of these include the following:

• “Socially Responsible Investing, Sustainability Reporting,” Miami, Oct. 21, 2009

• “In Search of Progress and Balance: Experiments in Development in India,” Barcelona, Dec. 17, 2009

• “Social Responsibility in Small and Medium-Sized Companies,” Barcelona, Feb. 9, 2010

• “Social Responsibility of Companies in the New Economic Order,” Barcelona, May 14, 2010

• “When Will They Ever Learn? An Organizational Behavior Perspective,” Barcelona, May 25, 2010

• “A New Banking Model: Civic Banking,” Barcelona, May 18, 2010
Job Opportunities and Internships in the Responsible Business Sector

The school’s Career Services team plays a critical role in helping IESE students identify job opportunities in the responsible business and development sector. Some 36 percent of job postings for corporate internships in the sector were in the area of social entrepreneurship, 17 percent in NGOs and 13 percent in micro-finance.

IESE MBA Corporate Internships 2009

The following percentages reflect more than 120 projects in the responsible business sector.

<table>
<thead>
<tr>
<th>TYPE OF ORGANIZATION</th>
<th>%</th>
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<tr>
<td>SOCIAL ENTREPRENEURSHIP</td>
<td>36</td>
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<tr>
<td>NGO</td>
<td>17</td>
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<tr>
<td>MICROFINANCE</td>
<td>13</td>
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<tr>
<td>DEVELOPMENT BANK</td>
<td>13</td>
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<tr>
<td>CSR</td>
<td>8</td>
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<tr>
<td>OTHER</td>
<td>13</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
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Custom Programs for International Companies

IESE’s Executive Education team offers, on a regular basis, tailored programs for leading companies on the school’s campuses and other venues which introduce how to incorporate CSR principles and practices in their firms. A recent example of such a program was “Leadership and Human Behavior,” a program developed in partnership with Airbus Military for executives at the school’s Madrid campus.

Advanced Management Programs

IESE’s approach toward responsible business is embedded in the school’s Advanced Management Programs, which are offered all over the world. (See above General Management Programs Map)

Future Perspectives

• The development of Continuous Education sessions
General Management Programs
PRINCIPLE 2

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

OUR ACHIEVEMENTS

MBA Courses with Global Responsibility
Dimension

In line with the school’s focus, IESE has been a leader in the design and development of courses that discuss the ethical dimensions of business activities in diverse areas. In addition to core Business Ethics courses, the school currently offers some 70 elective courses during the second year of the program. This list of electives is modified and fine tuned every year to respond to trends in the business environment and students’ career choices.

Among new electives added to the program recently are Business in Society: Responsibilities and Strategies, Ethical Dilemmas, Ethical Issues in Management, International Business Management and Sustainable Business Development.

Ethics: Interwoven Throughout Curricula

In the full-time MBA program, ethics and corporate social responsibility are woven throughout the curriculum. Within IESE’s Global Executive and Executive MBA Programs, ethics is also an integral aspect of the program. IESE continually updates curriculum content and design. Various innovations have been recently introduced to better integrate courses and strengthen the curriculum. Among these was the expansion of the Leadership and Ethics core course from 12 to 24 sessions in the full-time MBA program.

Faculty Development

When new professors join IESE’s faculty, they are introduced to the school’s programs, activities and mission. They are also provided a mentor, as well as various sources of career support. Career development seminars are offered to junior faculty approximately once a month. The school organizes seminars on teaching methodology and ethics training for both junior and senior faculty on an ongoing basis.

Through these forms of support, IESE faculty remain highly attuned to the school’s focus on social responsibility and what it entails, and are able to transmit this effectively in the classroom.

Future Perspectives

• Continued development of courses and electives focused on corporate social responsibility, as well as faculty preparation
• A wider offering of MBA 2nd-year electives and the creation of a service-learning course
PRINCIPLE 3

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

OUR ACHIEVEMENTS

The Doing Good, Doing Well Conference

The award-winning Doing Good, Doing Well Conference is Europe’s leading student-run conference on responsible business. It brings together hundreds of students, faculty and professionals from all over the world to discuss current trends and initiatives on a broad range of issues including:

- Social entrepreneurship
- Microfinance
- Healthcare
- Energy and environment
- Social investment
- Development
- Careers in responsible business

The conference is led by the MBA Responsible Business Club, made up of current students in the full-time program. The event features some 80 speakers and draws 650 MBA students and other participants from all over the world. For more information, visit http://dgdw.iese.edu/

In 2009, the conference had a special focus on how the current economic downturn is impacting social and environmental efforts driven by business. Speakers shed light on both the effects and the prognosis for responsible business in their sectors including finance, healthcare and energy. They also shared their advice on how to continue to make progress and perhaps even create new business models and approaches better suited to sustainable development in all market conditions.
IESE Insight

Created in 2003, IESE’s online research portal IESE Insight, which includes a print-friendly management review, is published monthly and has grown to some 15,000 subscribers today. Insight provides straightforward articles, as well as multimedia material, that summarize research led by IESE faculty members. It is published in English and Spanish. Following IESE’s focus, articles often delve into the ethical and humanistic aspects of management. Recent material from Insight includes:

- “Learning to Navigate the Rough Seas of Ethics”. Kusyk, Sophia. (article)
- “For Effective CSR, One Size Does Not Fit All”. Argandoña, Antonio; von Weltzien Hoivik, H. (article)
- “Green Keys to Unlock Competitive Advantage”. Berrone, Pascual (article)
- “A Holistic View of Business”. Interview. (video)
- “Social Responsibility Goes Mass Market”. Interview (video)
- “2010: Resolutions for Getting Back on Track”. Interview (video)
- “EABIS Annual Colloquium 2009: The Role of Business in Society”. Interview (video)
- “Philanthrocapitalism: The Dawn of a New Era”. Interview (video)


Research Excellence Awards

IESE’s Research Excellence Awards are presented each year by IESE’s Alumni Association to help foster and promote research that follows IESE’s mission and values. Examples of past award-winners were Johanna Mair and Christian Seelos for their course, “Entrepreneurial Strategies for Social Impact.”

Future Perspectives

- Development of case studies that focus on corporate social responsibility
- Increasing number of publications focused on global responsibility, including books, cases and articles in journals
- Growth of the Doing Good, Doing Well Conference
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.

OUR ACHIEVEMENTS

One of the key priorities of IESE’s research division is the publication of books and the development of cases and technical notes. Reflecting IESE’s approach to management education, business cases take a general management viewpoint and often address ethical aspects of business activity. An overview of research output from January 1, 2009 to June 1, 2010 follows.

Selected Journal Articles

• Argandoña, A.-Moreno, C.M.-Solà, J.M. ‘Corporate social responsibility in the first years of Caja de Pensiones para la Vejez y de Ahorros’ Journal of Business Ethics, Vol. 89, No 3, November 2009, pages 333-346


• Berrone, P.-Cruz, C.-Gómez-Mejía, L.-Larraza-Kintana, M. ‘Ownership structure and corporate response to institutional pressures: Do family-controlled firms pollute less?’ Administrative Science Quarterly, Vol. 55, April 2010, pages 82-113


• Cennamo, C.-Berrone, P.-Gómez-Mejía, L. ‘Does stakeholder management have a dark side?’ Journal of Business Ethics, Vol. 89, No 4, November 2009, pages 491-507

• Ferraro, Fabrizio. 'The role of analogy in the institutionalization of sustainability reporting'


• Lee, Y. 'Home versus host - Identifying with either, both, or neither?' International Journal of Cross Cultural Management, Vol. 10, No 1, April 2010, pages 55-76

• McCann, B.T.-Vroom, G. 'Pricing response to entry and agglomeration effects' Strategic Management Journal, September 2009, online


• Melé, D. 'Integrating personalism into virtue-based business ethics: The personalist and the common good principles' Journal of Business Ethics, Vol. 88, No 1, August 2009, pages 227-244

• Melé, D. 'The view and purpose of the firm in Freeman's stakeholder theory' Philosophy of Management, Vol. 8, No 3, 2009, pages 3-13

• Moschieri, C.-Campa, JM. 'The European M&A industry: A market in the process of construction' Academy of Management Perspectives, Vol. 23, No 4, November 2009. (Online)


• Prior, F.-Argandoña, A. 'Best practices in credit accessibility and corporate social responsibility in financial institutions' Journal of Business Ethics, Vol. 87, April 2009, pages 251-265

• Reiche, S. 'To quit or not to quit: Organizational determinants of voluntary turnover in MNC subsidiaries in Singapore' International Journal of Human Resource Management, Vol.20, No 6, June 2009, pages 1362-1380

• Reiche, S.-Harzing, A.-Krainer, M.L. 'The role of international assignees’ social capital in creating inter-unit intellectual


Books


Book Chapters


- García Ruiz, P.-Rodríguez Lluesma, C. 'Reflexive consumers: A relational approach to consumption as a social practice' Conversations about reflexivity, editor Margaret Archer, Routledge, February 2010, pages 223-242


- Martí, I.-Mair, J. 'Bringing change into the lives of the poor: Entrepreneurship outside traditional boundaries' Institutional work, editors T. Lawrence, R. Suddaby and B. Leca, Cambridge University Press, 2009, pages 92-119
• Martí, I.-Mair, J. 'Social entrepreneurship as institution building’ International perspectives on social entrepreneurship research, editors Jeffrey Robinson, Johanna Mair and Kai Hockerts, Palgrave Macmillan, January 2009, pages 144-159


• Seelos, C.-Mair, J. 'Hope for sustainable development: How social entrepreneurs make it happen’ An introduction to social entrepreneurship: Voices, preconditions, contexts, editor Rafael Ziegler, Edward Elgar, April 2009, pages 228-246

• Suarez, E.-Pin, JR. 'La flexiguridad como estrategia para luchar contra el desempleo y la discriminación. Estudio del caso fundación once y Grupo Fundosa: Flexiguridad e inclusión social’ La crisis como oportunidad para la economía social, CIRIEC-España, (CD-ROM)

Cases

• Alegre, Inés, Dávila, Antonio 'Palau de la Musica Catalana: Gestión, control y la fragilidad de la cultura ' February, 2010

• Borwankar, Anjaney, Heukamp F. H. 'BEMBI: A Modern Indian Culinary Experience? (B): Growth Options in Difficult Times' September, 2009

• Carlberg, Tim, Rosenberg M. 'HIV, AIDS and The Bahamas ' March, 2010

• Friedman, Jared, Rosenmöller, Magda 'CFWshops' February, 2009


• Martín, María, Martín, Pilar, Susaeta, Lourdes, Pin J. R. 'Marco Aldany: La belleza de nuestro negocio' February, 2009

• Moscoso P. G. 'Fundación "la Caixa": Art Exhibitions ‘ April, 2009

• Mutis, Juliana, Ricart J.E. 'Allianz-CARE Micro-Insurance Project in India ‘ April, 2009

• Olivares, Ignacio, Kase K. 'Kantha Bopha Children’s Hospitals: Dr. Beat Richner’s Lifework' December, 2009

• Ribera A. 'Lamb or Lion ‘ July, 2009

• Ribera A. 'What or Who? ' November, 2009
• Ribera A. 'Where does the Balance Lie?’ July, 2009

• Riverola J. 'Javier López-Gil Antoñanzas: Art Lover ' July, 2009

• Ruiz de Alba, José Luis, Chinchilla M. N., Las Heras M. 'Ignacio Valente' July, 2009

• Silvestre Á., Chinchilla M. N., Gay F. 'IM Finanzas' January, 2009

• Susaeta, Lourdes, Galan, Veronica, Pin J. R. 'A Cross Cultural Crash and Labour Conflict: Sài nóng Restaurant ' February, 2010

• Urrutia I., Kase K. 'La gestión del bien-estar corporativo en Unión Fenosa' May, 2009

Technical Notes

• Fernández A. 'Fundamentos para la gestión en tiempos de crisis ' March, 2009

• Huete L. M. 'Hacia un mayor logro personal: 7 batallas para conciliar trabajo y vida personal' January, 2009

• Iglesias, Lino, Stein G. 'Trabajo y desempleo: reflexiones alternativas' June, 2009


• Nueno J. L., Reutskaja E. 'Starchitects, Emblematic Buildings and the Effects on Urban Economies ' May, 2009

Future Perspectives

• Continued output of quality research and relevant teaching materials

• Active participation in international conferences and academic organizations

• Creation of best-practice MBA essay competition
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.

OUR ACHIEVEMENTS

Research centers and chairs

IESE’s research centers and chairs serve as the pillars for all research carried out by faculty members at the school. They provide educational opportunities for executives and carry out research in the area of global responsibility. Virtually all of the centers and chairs receive sponsorship from prominent firms.

Centers


Student Clubs

IESE student clubs play a vital role in linking students with representatives of leading companies, so that they understand the social and environmental issues in the real business world. Student clubs organize events bringing speakers from firms to the school’s campus and provide networking opportunities.

Among these clubs are the following:

- **Responsible Business Club**
The purpose of this club is to provide a means by which students can learn how businesses gain more through responsible practices, to help IESE students nurture responsible behavior in their studies and to apply this to their future career.

- **Club Solidario**
This club consists of a team of IESE students who share the common purpose of promoting social and economic justice and access to resources by supporting projects locally and worldwide.

- **Energy Club**
This club seeks to provide a broad understanding of the challenges and opportunities available in the energy sector.

- **Asian Business Club**
This objective of this club is to develop and sustain an ongoing dynamic relationship with the Asian business environment, and serve as a platform for the exchange of ideas and long term relationships among club members.

- **Latin American Business Club**
This club aims to provide members with access to information sessions involving guest speakers and networking opportunities with other members who have an interest in Latin American business.
• **Women in Business Club**  
  This club seeks to promote the role of women in business and society, and provides networking opportunities and organizes events with prominent women speakers to gain insights from their experiences.

### 10,000 Women Initiative

IESE is a key partner in Goldman Sachs' 10,000 Women project in the Philippines. IESE is one of a group of business schools and non-profit organizations committed to providing management education to women in developing countries under the project. Through the initiative, Goldman Sachs supports partnerships with universities and development organizations to provide 10,000 under-privileged women with a business education over the next five years.

IESE, together with the University of Asia & Pacific, has developed the 10,000 Women Business Training Program (BTP), a 150-hour certificate program targeting 150 Philippine women entrepreneurs who want to scale up their existing businesses. On top of the classroom time, BTP participants will benefit from some 50 additional hours of mentoring by local entrepreneurs. As well as providing under-privileged women with practical management skills, 10,000 Women aims to bolster the quality of business education in developing countries through the preparation of local professors and the development of locally relevant case studies.

### Future Perspectives

- Strengthening of partnerships with firms, particularly through research centers and chairs
- Launch of new initiatives in collaboration with firms, in order to have social impact
- Greater integration of the Business and Society Center with MBA students

### Driving Government Performance

IESE Business School and the Harvard Kennedy School of Government lead the program, "Driving Government Performance," which is aimed at sharpening leadership skills and ethical awareness of senior professionals of public institutions.

The program takes place at IESE's Madrid campus and focuses on four areas: leadership, strategy, motivation and results. "Driving Government Performance" is the only program that the Harvard Kennedy School carries out in Europe.
**PRINCIPLE 6**

**DIALOGUE:** We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

**OUR ACHIEVEMENTS**

**Organization of International Conferences**

IESE organizes many research events that focus on companies’ role and impact on society. Since 1990, for example, IESE has organized the bi-annual Symposium on Business Ethics and Society. This is in addition to an annual forum on Business and Sustainable Development. The school’s Center for Business in Society also organizes a Short Focused Program on Business and Sustainable Development each year. Other key conferences and events include the Family-Responsible Companies Forum and the Diversity Symposium.

**European Academy of Business in Society (EABIS)**

In September 2009, IESE hosted the EABIS 8th Annual Colloquium at its campus in Barcelona. This colloquium focused on governance, in the context of new global governance challenges. EABIS and IESE both share a particular interest in how the role of business in society may change and to what extent governance mechanisms can foster corporate responsibility at the global, company, and individual level.

**Virtue in Business and Management Interest Group**

Within IESE’s Center for Business in Society, IESE has created an Interest Group that aims to be a reference in the development of virtue ethics in business and management, in theory as well as in practice.

To achieve its goal, the Interest Group intends to:

- Organize special tracks in conferences, such as those organized by IESE, EBEN, EABIS and ISBEE
- Publish articles in key refereed journals, as well as edited volumes
- Design and develop teaching notes and case materials for virtue-based business ethics modules and programs
- Prepare regular contributions to the Mercatornet.com newsletter on business ethics and management issues
- Produce and electronic discussion forum for virtue-based business ethics and management issues
Activities in Africa

IESE has provided support in the establishment of two business schools in Africa - Lagos Business School, Pan-African University in Nigeria and Strathmore Business School, Strathmore University in Kenya. These initiatives follow IESE’s goal of promoting social and economic development in emerging regions of the world through management education.

Future Perspectives

- Expansion of programs in developing regions of the world
- Providing platforms for greater exchange of experiences regarding sustainable issues
- Continuation of international ethics research seminar series
ADDENDUM PRINCIPLE

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

OUR ACHIEVEMENTS

IESE: A Family Responsible Company

IESE has obtained the Family Responsible Company (FRC) certificate, which recognizes companies with policies that allow its employees to balance work and family life. It also recognizes companies’ commitment to Corporate Social Responsibility. The measures adopted by IESE focus on solving typical time management problems, and on increasing awareness of this issue.

In terms of work flexibility, IESE recognizes the close relationship between a flexible, responsible environment and employees’ working quality of life and well-being, as well as its link to productivity.

Schedule flexibility is the most commonly adopted measure, and one of the most highly valued by IESE employees. This is why, in order to facilitate reconciliation, the school makes a whole series of flexibility policies available to its employees.

Environmental Responsibility

On its campuses, the school seeks to contribute toward preserving the environment and reducing emissions. All IESE facilities feature energy and water-efficient installations.

The campuses also feature:

- A campus wide recycling program
- Policies minimizing the use of paper for all internal communication
- Energy-saving lighting
• Energy-saving computer equipment

• State-of-the-art videoconferencing installations aimed at reducing travel and therefore emissions

• Water-saving and other sustainable landscaping practices

The DGDW Conference 2010 practiced what it advocates: responsible business. The conference was made carbon neutral by offsetting all emission at the conference, which covered the travel of the keynote speakers, electrical energy consumption plus the general consumption like food, beverages, printed paper etc.

As a next step, all attendees were strongly encouraged to offset the emissions created by their travel and accommodation associated with the conference. This ensured all parties were taking a step toward environmental responsibility.

Support in Emerging Regions

IESE leads many activities in developing regions of the world with the aim of supporting management education and social progress. These include:

• The development of 14 Associated Business Schools in emerging markets

• Support and guidance to various business schools in Africa

• Annual International Faculty Program on IESE’s campus (to prepare junior faculty members at business schools in developing countries)
Foundations and Other Initiatives

IESE provides support to a variety of foundations and projects aimed at boosting social and economic development around the globe. These include the following:

- Niger Foundation Hospital. NIGERIA. Prevention of infant and female mortality in Enugu, Nigeria.
- KIMLEA. Tigoni, Limuru, Nairobi, Kenya. Development project for women in Africa.
- Agreement with SECOT. Volunteer business assessment.
- MDIR. Development of female leadership and access to management positions.
- Fundación del Valle. NGO with diverse activities in Latin America and Africa.
- Fundación Formación y Treball. Barcelona.
- Diverse NGOs leading projects and involving international cooperation.
- Foundation Lápices de Colores

Future Perspectives

- Support to a greater number of projects with important social impact and that are aligned with IESE’s mission.
- Continued staff-driven reduction of wasted energy and other resources on the school’s campuses.
- Greater support to faculty and staff, with the objective of promoting work-life balance.