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Universidad de Navarra – School of Economics and Business

to: PRME Steering Committee
c/o PRME Secretariat
United Nations Global Compact Office
685 3rd Avenue, 12th Floor
New York, New York 10017

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Adoption of the Principles for Responsible Management Education

As an institution of higher education involved in the development of current and future managers, the School of Economics and Business of the Universidad de Navarra is committed to implementing the Principles for Responsible Management Education—starting with those that are more relevant to our capacities and mission, report on progress to all our stakeholders, and exchange effective practices related to these Principles with other academic institutions.

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

We encourage other academic institutions and associations to adopt and support these Principles.

Ignacio Ferrero,
Dean School of Economics and Business
OUR SCHOOL

Who we are
The School of Business and Economics is one of the Centers of the Universidad de Navarra. The School, founded in 1987, offers higher education programs and performs research activities in different areas of Business and Economics. Undergraduate programs and some graduate programs are offered on the main campus of the University, based in Pamplona, where it also conducts most of its research. We have recently launched a new Campus in Madrid, in which part of our graduate programs are offered.

Numbers from 2018/2019

Employees
71 employees
7 full professors,
24 associate professors and
10 assistant professors
30 other staff

Students
Total of 1,226 students
1,117 BSc students
51 MSc students
58 PhD students

Research
2 research departments, 1 research institutes and 2 research chair centers

Educational portfolio

3 main BSc programs:
BBA (Spanish and bilingual)
Economics (Bilingual)
Economics, Leadership and Governance (Bilingual)

2 double degree BSc programs:
BBA + Law (Spanish and bilingual)
Economics + Law (Bilingual)

4 MSc programs:
Master in Economics and Finance,
Master in Banking and Financial Regulation
Master in People Management for Organizations and
Master in Governance and Culture of Organizations

2 PhD programs: Economics and Business and Governance and Culture of Organizations
**Principal 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.

Ethics, Responsibility and Sustainability is an integral part of our values and strategy. Indeed, this is a fundamental part of our School, given its foundational Christian roots and the mission of the University. As the school strives to fulfill its mission, it places a proportional weight on instilling in students a deep sense of service and responsibility towards all members of society. In practice, the ethical dimension influences all the realities of our school: studies, research and social responsibility.

Students are at the center of the university life and professors advise students personally and help them to undertake their studies and become responsible citizens. There is a unique culture of trust, genuine interest in the other and generosity that allows for an enormous bandwidth of opinions to be exchanged on a daily basis. The University has successfully operationalized these values for five decades, and the School, tasked with teaching subjects like Economics & Business that are often thought to be at odds with these values, has been driven by the same shared commitment to serve the common good and the University as a whole.

Based on the humanistic values that inspire the mission and vision of our School, we strive to place people and their needs at the center of all our activities.

**Education in an Ethical environment**

It is worthy to highlight that a common thread throughout this report is the fact that the School’s essence gravitates around students and their learning and all our efforts can be said to balance their experience in both knowledge and human development.

As can be expected, the wellbeing of the students is considered to be paramount for the flourishing of the whole community. Every student has a professorial mentor who gives advice on any academic or personal matters that the students feel they need to share.

The University of Navarra has 16 Student Residences with more than 1,700 places. University Student Residences are centers that provide students with housing and promote cultural, professional and human education and direct their
activities toward the service of the University community and society in general. They offer a university environment that is conducive to intense study, in an atmosphere of professionalism and fellowship, where personalized attention is paid to students and their particular needs. They organize cultural, social and sporting activities that contribute to a holistic form of education and are open to all, including non-residents. University residence life enriches students throughout their formative years, as they come into contact and share spaces and moments with other students from very diverse backgrounds.

Our environment is especially distinctive regarding others in Spain, with more than 25% of our undergraduate students and 75% from graduate students are international. Our bilingual BBA program has 50% of international students and with all programs it comes to 25%. This gives our students a great place to understand the diversity and differences from all around – different cultures = different needs. The necessities each of them may bring to the University, enriches and help them being well prepared to reach successful results.

In addition to all, the University Strategic Plan (Horizonte 2020) comes out with projects that aim to incrust in daily lives not only a temporary benefit, but looking to the future. In the 2030 Agenda proposed by the UN, Sustainable Development Goal 3 is included: Healthy Living Guarantee a healthy life and promote well-being for all at all ages.

The University of Navarra has specialized health agents, is concerned about the health of employees and students, and its researchers and teachers contribute from this field to the improvement of society. Thus, the University aims to give visibility to the activities and initiatives that are happening, at the same time that it wants to promote its growth and its healthy impact both on and off campus.
PRINCIPAL 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.

The University’s Christian identity provides a comprehensive approach to academic education that prompts professors to spur on the progress of knowledge by relying on the beacons of faith and reason, which mutually reinforce one another to advance the frontiers of human understanding. Academic activity done with an open mind raises basic questions about human beings and the world. Students are given opportunities to ask themselves those big life questions, as well as explore the ethical foundations of their profession, in the subjects, seminars and workshops that make up the curricula.

Our Mission

The School’s mission is to serve society and improve the business world and the economy through excellent education and research, both underpinned by humanistic Christian values. The school tries to educate the business leaders of the future: trustworthy individuals with rigorous preparation and with a capacity to innovate, place people at the center of organizations, create a team-spirit towards shared goals in organizations and set goals which improve the lives of global and local communities. The School also tries to foster evidence-based and useful economic policy proposals for the common good of all societies.

Our Vision

Our education and research are characterized by a strong humanistic inter-disciplinary background, and their practical orientation. We aim to be an internationally well-positioned School, integrated in both global and local corporate and public policy communities, and engaged in transforming the culture of organizations towards a genuine service to society. Towards these ends:

- Our program portfolio is designed to serve all stakeholders involved in the business world.
- The design of both undergraduate and graduate programs contains a relevant humanistic perspective, where human values are given a prominent role in the development of education.
• Each student receives personalized mentoring throughout her program.

• Research follows an interdisciplinary approach and is centered on key business-economics areas such as Macroe-Finance, Business Ethics, Industries (Energy, Health, and Banking), Small and Medium Enterprises, and Corporate Strategy.

• The School aims to become a forum for both debate and dissemination of ideas relevant for both the corporate world and public policy makers.

• The School regularly communicates with alumni (and receives feedback from them) through newsletters, events and talks, workshops and anniversary gatherings, and several informal meetings both at the School and at corporate partners. At these events we receive a constant flow of feedback and suggestions.

• A sense of belonging is instilled in students so that they keep engaging with the university community in different forms, both economically and otherwise, through the exchange of ideas, sharing their time and helping promote the University.

**Our Values**

We share the core values of the University of Navarra, and strive to instill them in our programs, research and daily activities, which are focused on business administration and economics. Our values are based on:

01. **Work** is the manifestation of the dignity of each person, a factor in personality development, a bond between human beings and a driving force of progress. Among other consequences, excellence in work implies dynamic organizations aspiring to innovate and engage all economic stakeholders in a concerted effort to attain the common good of society.

02. **Freedom** - The School is a place for harmony, study and friendship, open to people of all conditions, without discrimination based on religion, race, ideology, nationality, sex, etc. A love of freedom and responsibility is the basic principle of academic and professional life in the business world.

03. **Respect** - The School helps students acquire knowledge and develop certain attitudes, such as respect for others, the ability to listen, appropriate behavior, a civic spirit and respect for nature. All these habits help students prepare for their professional lives and encourage the members of the academic community to
assume their social responsibility. Respect for privacy is part of the commitment undertaken by those who work in our academic community.

04. **Interdisciplinarity** - The School’s mission statement requires a collective enterprise that requires dialogue between specialists from different academic areas. With this approach, the diversity of the sciences is mutually enriching, students acquire an overall vision and knowledge is not overly compartmentalized.

05. **Responsibility** - The work of professors of the School is characterized by a sense of responsibility towards society as a whole, and they seek to impress upon students the need to promote social justice in the context of their present and future circumstances. We constantly raise students’ awareness of their privileged position in society as a potential engine for transformation through their work in companies and public policy institutions.

06. **Service** - As its founder wished, the School has an explicitly stated aim of service as it aspires to contribute to the material and moral betterment of society. This driving force leads it to learn about and respond to the problems and needs of society in the fields of business and economics. Solidarity is a fundamental aspect of the university spirit. The School encourages members of the academic community to participate in specific initiatives to serve those most in need.

07. **International Dimension** - The School’s educational model promotes an interest in other cultures and helps enrich the international experience of students, professors, researchers, and professionals through international experiences, such as exchanges, research stays, and international congresses. Our education and research are characterized by both a strong humanistic interdisciplinary background, and a practical and professional orientation. We aim to be an internationally well positioned school, integrated in both global and local corporate and public policy communities, and engaged in transforming the culture of organizations towards a genuine service to society.
PRINCIPAL 3 - METHOD

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

All undergraduate students of the School have a class on anthropology, then on ethics, and finally on business ethics. Building on and augmenting the theoretical ethics education, students in most classes have discussions whenever particular values are dealt with. The debates vary from short conversations about obviously value-laden words like price discrimination in Marketing to giving a whole course a theme, such as:

- Social and Political Leadership
- Environmental Economics
- Economy and Society for Sustainable Environment
- Roots of Solidarity
- Corporate Social Responsibility
- Sustainability, a driver for market creation

Our students are motivated to develop their end of graduation (EOG) work in different areas, which include, for an example, sustainability and social responsibility. Some of this work is done in collaboration with companies from Navarra and are real cases applied to real problems. EOG work is carried out under the supervision of a professor and presented to a tribunal at the end of their course.

In order to collaborate with our students, we have signed an agreement with two associations of companies from Navarra, CEN (Confederación de empresas de Navarra) and AJE (Asociación de jóvenes empresarios de Navarra).

Some of the EOG examples that follow this important topic:

- Analysis of Sustainability Drivers
- Corporate Social Responsibility in Fashion
- Social entrepreneurship
- Connected to sustainable mobility
- Experiments with animals
- Insertion of people with disabilities
- Renewable energy industries
- And so many other regarding business plans for small business in this thematic.

The program in Economics, Leadership and Governance (ELG) includes a course on Roots of Solidarity where students do not only learn the theory behind this social principle, but also get a chance to put it into practice through group projects.

We believe students have great potential to have an impact in the world. That’s
why we strive to give them the opportunity to engage in responsible management practices from early on. The first Social Impact Summit – Mazingira (eco-systems in Swahili) took place in March 2019. This activity, organized by ELG students, was an opportunity for students and practitioners to know more about social impact in the business world and learn about sustainability and innovation.

The 2019 University of Navarra International Case Competition (UNICC) was focused on sustainability, bringing together 16 teams from around the world to discuss creative solutions for a real life business case. The school recently became the coordinator for the University’s newly created working group in sustainability. Bringing together researchers and educators from the school of Architecture, Science, Engineering and Law, the working group will pool efforts to advance the University’s commitment to environmental sustainability. In 2020, the first UNAV’s international workshop on sustainability will take place.

Some activities are designed within the classroom to bring the issue of sustainability to life for students. In Global Political Economy, students are encouraged to participate in the Aim2Flourish initiative, which highlights business as a force for good in advancing the UN’s Sustainable Goals. Also, the professor of the course will participate in one of the 2019 Academy of Management Professional Development Workshops (PDW). The session “From Inclusive Thought to Action: How Can We Develop Individuals that Shape a More Inclusive World?” is a join work with professors from other 16 countries sharing how they worked with their students to convert inclusive thinking into concrete actions. The school also participates in IBECC (International Business Ethics Case Competition).

The School is involved in the VW Chair, and our professors have taken part in projects dealing with sustainability and with a multidisciplinary team (School of Engineering, and different VW departments).

To our graduate students, the School also fosters the insertion of Ethical issues on their career, and likewise undergraduates they have to successful complete at least topic in this area. The Master in Economics and Finance is considered to be a preparatory degree for a doctorate in finance and is very technical in character. Since 2015 it has managed to integrate a seminar series on ethics in finance and economics. Likewise, the PhD also has humanistic and ethical components. Each PhD student (both full-time and part-
time) is required to take a class called Anthropological Basis for Research. This class is taught by different University wide professors.

In terms of student life, students have many opportunities to volunteer for activities that are recognized academically by the school. The University’s volunteering platform allows students to professionalize their volunteer work. “Excellence” is the School’s Honors Program. Besides special seminars and company visits, participants also engage in social services and acts of solidarity. Moreover, through TANTAKA, the Solidarity Time Bank of the University, students can devote time to helping others, especially those with social needs and incapacities. In this context, some of the student volunteers join forces with other social organizations (more than 50) that work in Navarra.

The School, situated on the University campus, also offers a wide variety of cultural and sporting activities to its students. We encourage participation in activities, such as Clubs, Case Competitions, Seminars, Visiting Professionals, Excellence Program, Museum, Gym, and cultural activities often hosted by the University Residences. For those students connected to the Catholic Church, there is Chaplaincy service both in Spanish and English.
PRINCIPAL 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.

Ethics, Responsibility and Sustainability are areas of interest and work for many of our faculty members.

The role of ethics and the concrete and very real influence of values can be gauged by how many of the researchers publish papers on ethics-related subjects, even though they are not scholars on business ethics. Professors from our School also hold joint appointments: some sit on the Boards of two interdisciplinary research centers of the University namely the Institute for Culture and Society and the Enterprise and Humanism Institute. These research institutes focus their activities on topics related to high social impact, such as Development and Poverty Studies, Sustainability of our Financial System or Human Resources Solutions in organizations.

The role of ethics and the concrete and very real influence of values can be gauged by how many of the School’s researchers publish papers on ethics-related subjects, even though they are not scholars on business ethics. The School is the seat of the Virtue Ethics in Business research group that has more than 60 members and is growing rapidly.

Altogether, we have published more than 60 papers on ethics, sustainability and social responsibility in international journals; please refer to annex 1 for research output from the last 5 years.

Recently, the Dean has published a chapter in Cambridge University Press on Research Ethics. Following on from this commitment, faculty members are working on several research projects or research lines related to environmental questions and have published papers on these issues in journals, as Environmental Economics, Environmental and Resource Economics, Journal of Cleaner Production, Social Indicators Research, among others.

The University has a centralized Ethics Committee that screens projects and ensures that they meet the ethical guidelines of each area. One of the members of the University Ethics Committee is a full professor at the School.
Young and recently hired professors at the School are encouraged to participate in a training program at the University called DOCENS, where they delve into the Christian inspiration of the University and acquire skills related to teaching, mentoring and research. Beyond research, our faculty participates very actively in other areas related to ethics.
**PRINCIPAL 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.

The School, through its Institute of Business and Humanism, in partnership with BBVA, we offer "The Business and Humanism Workshops", which are brief meetings that aim to promote the relationship between management, academics and professionals in general, on topics related to different objectives of the School, such as "Transformation of the work and inequality", "Social Innovation", "Man, machine and ethics", "Education for citizenship".-

Consequences for the economic and political future of Spain.

These workshops have a national appeal and are carried out through discussion tables. In addition, we also aim to encourage ongoing dialogue between researchers and entrepreneurs. To this end, the Institute has established long-lasting relationships with business forums in various cities in Spain, such as the Business Forum of Navarra, Valladolid, the Region of Murcia, Asturias, Alava, Andalucia, Comunidad Valenciana, among others.

On the other hand, we develop research projects in collaboration with the two Chairs we have signed with VW and Cuatrecasas. As an example of the outcome from the research in sustainability, the article "Carbon footprint in corporate logistics operations in the food sector" published in Environmental Quality Management, 2018.

We believe that School may foster students to engage in different and interesting projects to better serve some underdeveloped countries. From the Economics, Leadership and Governance program students have the opportunity to carry out a project in sustainable innovation with a recent agreement established with the University of Tanzania. Other than this project, students from this program organize the “Social Impact Summit”, a two day completely immerse on discussing topics related to social impact for economies.

The School also believes in being a place for discussion and reflection. In March 2019 it had host the 1st Sustainability in Business Summit. The summit brought
together speakers from the business world, such as María Mendiluce and Rodney Irwin (World Business Council for Sustainable Development) or José Luis Blasco (Global sustainability director, Acciona); policy makers (Izaskun Goñi Razquin - General Director, Economic policy, Navarra Government); students and business managers. From an initiative of the University, and led by our School, we took advantage of the Summit event to launch the Sustainability Committee. Its purpose is to manage and coordinate among all the University's centers projects and initiatives regarding sustainability.

As members of PRME, we are exploring the possibilities for joint work and discussion with other institutions. We’ve recently joined the PRME Working Group on Climate Change and the Environment, and are already active members in the PRME Working Group for the Sustainability Mindset.
PRINCIPAL 6 - DIALOGUE

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

The commitment of the University of Navarra to the Environment is considered in the University’s own ideas and, lately, it has been formulated more concretely in the strategic Plan, called Horizon 2020 projects that we participate in. It is a deep and long-term commitment, which goes beyond what is often seen as fashionable short-term fixes and is consistent with the identity of the University. Through a participatory and transparent approach to all aspects related to environmental sustainability, we are working on different areas and at different levels: in our facilities, buildings and landscape, in the lifestyle habits and behavior of students, teachers and employees, in research and teaching, etc.

Currently, an environmental and energy audit of our buildings is in progress which will help define the main indicators for monitoring sustainability and to set up a working group tasked with this responsibility. The commitment with sustainability is embedded in the School’s mission. The University as a whole has endeavored to move towards a more eco-friendly and sustainable campus over the last few years. For instance, University is trying to make the campus more pedestrian-friendly. The use of bicycles has also been encouraged, and special lanes have been built throughout the campus. Recently the University and the urban sustainable mobility company Lime have signed an agreement to install 50 electric scooters on campus. This pilot test is part of a set of measures whose objective is to promote in the University a model of non-polluting mobility that facilitates the movement of students and professionals through its facilities.

The premises of the School were designed in line with clear sustainability criteria. In recognition to its sustainability strategy and efforts, the University has recently received the Green Flag Award - being the first Spanish university to achieve it.

Specifically, the Amigos Building, which hosts the School and other centers at the University, including the Institute of Modern Languages and the School of Management Assistants, are regarded as prime examples of sustainable architecture. Great care was taken during
the design stage to maximize energy savings and thus minimize the environmental impact. We believe that this awareness of environmental issues will be finding its way to our students as well.

The University has reached 103rd place among the most sustainable universities in the world according to the latest edition of UI GreenMetric Ranking 2018. This represents an improvement of 27 posts compared to the previous edition. This qualification has been possible thanks to the good management of our infrastructures, resources and waste.

In this edition, 719 universities from 81 countries participated, and six relevant indicators for sustainability have been assessed: infrastructure, energy and climate change, water use, waste, transport and education. The best performance in this second edition is due to the good use of energy. The energy used in the campus has **100% renewable origin** and the renewable technologies used are mainly wind, hydroelectric, and solar photovoltaic.
ANNEX 1 – Most relevant academic research articles from the last 5 years


