

# ANTWERP MANAGEMENT SCHOOL

## SHARING INFORMATION ON PROGRESS

### PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

| An Initiative by the United Nations Global Compact



**PRME** Principles for Responsible  
Management Education

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## Colofon

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*We would like to thank the BASF Deloitte Elia Chair on Sustainability, a joint academic partnership of the University of Antwerp and Antwerp Management School, for their continual support.*





## Message from the Dean

As the Dean of Antwerp Management School, I strongly believe that sustainable competitive advantages in the business world and academic world can only be achieved when organizations apply the principles of sustainability directly to their strategic decisions. I'm convinced that a 'responsible management mindset' is absolutely necessary to grow in a highly competitive environment. One of the main objectives of Antwerp Management School, when it comes to management and business education, is thus to make the shift from mere knowledge transfers - the traditional aim and intent of management education - to the broader development of responsible managers, leaders and 'Global Citizens'; In other words the creation of sustainable mindsets.

The fact that an economic perspective was added to the Sustainable Development Goals, launched in 2015, illustrates the central role of business in the transition towards a sustainable future. At the same time, Volkswagen's ongoing emissions scandal reminds us that there is still room to evolve when it comes to conducting business transparently. At the Antwerp Management School, we see it as our responsibility to equip students with the ability to see from a long-term perspective, embracing a truly systemic view. To this end, we need continuous research activity, teaching and the promotion of sustainability initiatives that impact all of our stakeholders.

Over the past years, I have been delighted to see an increase in regard to multiple initiatives, such as the work conducted by the BASF Deloitte Elia Chair on Sustainability. This Chair has had a strong impact in the last three years by bringing networks together, launching flagship educational initiatives and steadily expanding its outreach through research activities with highly-valued partners. These efforts have successfully reached the crucial target groups of academics, business leaders and students, bringing Antwerp, and Belgium itself, into the forefront as a dynamic and growing center for sustainability research and teaching. We are grateful to our Chair partners for their continuous support. Furthermore, I see increasing attention being paid to the theme of sustainability within our student community, research symposia on societal themes and partnerships with a variety of stakeholders. This attention is leading to greater social impact and the development of cutting-edge knowledge that strongly contributes to achieving our mission.

Looking forward, we aim to consolidate this continual evolution and positive momentum in the years ahead by furthering curriculum development in the various degree programs, as well as strengthening the development of faculty and our research and teaching partnerships. As a first step in this process, we will be creating a comprehensive policy with objectives and performance indicators focused on the standards that we are committed to: PRME, UNG Global Compact, Sustainable Development Goals, as well as our campus management design and activities as we prepare to move into a new building. This policy will enable us to measure our progress and monitor our impact, and I am already looking forward to reporting on this in 2018!





## OUR DRIVERS TO COMMITMENT

Several elements underpin our commitment to sustainability and its role as one of our key strategic objectives. First and foremost, it is strongly anchored in the mission of our school.

The Mission Statement of Antwerp Management School is as follows:

*“Antwerp Management School is an international business school preparing future managers and leaders for key roles in the global business community. We help our customers in creating sustainable value by cultivating talent to become Global Citizens, mastering the art of making decisions and leading people.”*

As the Mission states, Antwerp Management School aims to prepare future managers for key roles in the global business community and passionately promotes responsible management, entrepreneurship, sustainability, leadership and professionalism.

 **CREATING  
SUSTAINABLE  
VALUE**



Figure 1: Mission House of Antwerp Management School

The mission of Antwerp Management School (AMS) has been anchored in a ‘mission house’ (see Figure 1), a concept that shows the way in which AMS wants to contribute to the development of the leadership qualities and responsible management skills of the ‘Global Citizens’ who seek to contribute to a sustainable society.

The foundation of the ‘AMS Mission House’ is formed by state-of-the-art management knowledge embedded into a business and organizational context. It is not simply about pure knowledge; it is about knowledge that is linked to business and the creation of sustainable value.

Building on this foundation, Antwerp Management School then distinguishes **three central pillars**:

1. Self-knowledge that leads to better cooperation with others
2. Global perspective that leads to ingenuity to provide adequate and responsible solutions to problems and issues
3. Social awareness and societal consciousness, which contributes to the development of a sustainable society

The foundation of a solid knowledge base, embedded in organizations and businesses, along with the three central pillars above, ensures that participants have the ability to develop into responsible future leaders. By stimulating capacities for cooperation, visionary thinking and acting from a global and socially-committed perspective, competencies such as long-term thinking, holistic thinking and integrated thinking are increasingly being recognized as being crucial in delivering leaders capable of transforming the societal challenges of today into the business opportunities of tomorrow. In short, creating truly sustainable value.

On a global level and to further anchor our mission, Antwerp Management School has underwritten the principles of the **United Nations Principles for Responsible Management Education (PRME)** since 2012, and in 2013, became a member of the **United Nations Global Compact**, joining the commitment to the 10 principles listed below. AMS also held the secretariat of the Belgian Chapter of the Global Compact in 2014 and 2015, illustrating our strong commitment to creating partnerships and strengthening links with international sustainability standards.

On a local level partnering with stakeholders such as The Shift and Cifal Flanders, United Nations Training and Research Centre on Sustainability means that we are expected to formulate our own ambitions with regard to Sustainable Development Goals. With both organizations we are working to further the SDG agenda within our school and programmes.

**THE SHIFT**  
CONNECT COMMIT CHANGE



# OUR DRIVERS TO COMMITMENT



Global Compact Network  
Belgium

## 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.

## Labor

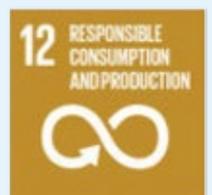
- Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4:** the elimination of all forms of forced and compulsory labor;
- Principle 5:** the effective abolition of child labor; and
- Principle 6:** the elimination 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.



## THE PRME Principles

**PRME 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.



**PRME 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.



**PRME Principle 3 | Method:** We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.



**PRME 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.



**PRME 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.



**PRME Principle 6 | Dialogue:** We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.





# AMS Facts and Figures 2015-16

- › 192 Faculty
- › 600 Visiting Lecturers
- › 68 Staff Members
- › 10 Competence Centers
- › 8 Full time Masters
- › 1 Executive MBA
- › 6 Executive Masters
- › 45 Executive Programs
- › 32 Company Specific Programs
- › 243 Full-time Master students
- › 118 Part-time Masters Students
- › 2.500 Executive Participants
- › 34 Nationalities FTM students
- › 21.728 Alumni worldwide
- › 85 Countries with Alumni
- › 11 Corporate Partnerships
- › 17 Knowledge Partnerships
- › 8 Academic Partnerships



AACSB (Association to Advance Collegiate Schools of Business)



AMBA (Association of Masters in Business Administration)



NVAO (Nederlands-Vlaamse Accreditatie Organisatie)



RICS: Master Real Estate is accredited by the Royal Institution of Chartered Surveyors



**Executive MBA**  
Ranking 2015



## GLOBAL CITIZENS, MASTERING THE ART OF MAKING DECISIONS AND LEADING PEOPLE

EXECUTIVE PHD	FULL-TIME MASTERS	EMBA & EXECUTIVE MASTERS	EXECUTIVE PROGRAMS	COMPANY SPECIFIC PROGRAMS
for professionals 4 years part-time research based <i>Degree</i>	for recent graduates 10-12 months <i>Degree</i>	for professionals 18-24 months part-time <i>Degree</i>	for professionals part-time <i>Certificate</i>	tailor made designed

COMPETENCE CENTERS



## Our progress on Purpose, Values and Method principles 1, 2 and 3

The AMS Mission Mouse, the UN Global Compact, the adopted PRME principles and the Sustainable Development Goals, are all drivers for our continual efforts to further integrate sustainability in our curricula, research and all other activities. In this section, we will report on the progress that we have made over the past two years in the areas of Purpose, Values and Method.

### Integrating Societal Consciousness

Building on the various initiatives undertaken since 2012, we asked ourselves in 2014 and 2015 how we could further integrate sustainability into our curriculum. We considered different options, such as introducing obligatory or elective courses, bottom-up approaches or faculty awareness programs. The question always came back to the point of an obligatory approach versus a voluntary approach. In line with our ambition to be responsible educators, we decided on a combined approach and a new project in the academic year 2015/16. It was created as a means of developing responsible management education that equips and empowers students with the necessary information on issues of sustainability, with the goal of challenging their teachers and fellow students to address the topic in their courses and working groups. The empowerment process is spread over the entire academic year and is composed of different elements, all having the aim of enabling students to challenge their fellow students and teachers on sustainability issues. There was a kick-off launch with internationally-renowned CR expert Wayne Visser, a 'context of CR' lecture providing an understanding of what CR encompasses, interactive come-back sessions whereby students examine how they can integrate sustainability issues into their learning, and an assigned reflection paper to finish the school year.

Five Full Time Master programs participated, comprising a total of 240 students in all: Master in Management, Master in Human Resource Management, Master of Global Management, Master of Global Supply Chain Management and Master of Innovation & Entrepreneurship.

The feedback that we have received is encouraging and the program will be continuing into the coming years. The desired long-term impact is to deliver future leaders that are well-equipped to turn global challenges into sustainable business opportunities, which is in line with the mission of the school. Additionally, multidisciplinary thinking is encouraged through a sustainability theme that runs across all programs. This theme will help foster dialogue among faculty and help cultivate new ideas for combined research, training and educational initiatives.

The program is part of our **Leadership and Development Career Track (LDCT)**.

### Leadership Development and Career Track

All students and participants of our Master Programs embark on an intensive Leadership Development and Career Track (LDCT). The focus is on personal development and development in a group context. This is important, as leadership (and thus 'taking responsibility') is not only an individual, but also a collective, process. That's why we foresee an intensive individual learning path that is complemented by a collective learning path, taking place throughout the academic year.

- We work on increasing each students' self-awareness, helping them gain insight into their personal strengths, areas for future development, leadership potential, intercultural awareness and career interests
- We help the student acquire critical management skills: communication skills, presentation skills, negotiation skills
- We actively stimulate the student to reflect on his or her specific learning process by examining their future career: Which jobs will allow them to build on their strengths? In what kind of environment will they feel comfortable and be able to perform best?

The focus throughout this track revolves around working with a mixture of exercises, self-analysis instruments, reflection moments, skills training, individual follow-up, collective sessions and peer coaching.



## Community Projects

Societal Consciousness and showing (shared) leadership in support of a **community project** is an important part of the LDCT curriculum. All of the students and participants of our Master Programs, including our Executive MBA, are therefore required to work on a community project throughout the year. These projects are important because:

- They give our students and participants the possibility to grow in both self-awareness and societal consciousness
- We want our students to become 'Global Citizens', with an open-minded insight on the diversity of people living nearby
- It is our strong belief that these community projects trigger our students to take (shared) leadership for a common, worthwhile goal; not one assigned by us, but rather chosen by themselves



Here a few examples of projects:

### Street Store

The students of Master in Innovation & Entrepreneurship (MIE) organized the first **Antwerp Street Store** on April 1st, 2015. The newspaper 'Gazet van Antwerpen' reported that the activities of that day were a beautiful initiative of these students." For their Street Store Project, the MIE students gathered a wide variety of clothing and cosmetics to be gifted to the homeless and others in need.



Another group of MIE students worked with the **Food Surplus Entrepreneurs Network**, which is a network that creates awareness about food waste and implements various methodologies to combat food waste. The students input was centered around co-creating a manual and dissemination guide to help others create 'Food Exchange Cafes', a concept wherein people meet to exchange food they would otherwise dispose of. Participants in these events also seek to establish future Food Exchange Cafe events in Antwerp to further create awareness of local food waste.

A group of students from the Master of Management program worked with **City Pirates** in Antwerp, a project that works with athletic youth in combining football and education. Young players receive, for example, assistance with homework before training, and have to do well in school before being allowed to take part in matches. In this way, the project aims to illustrate the importance of education to the young players, having them participate in sports and education simultaneously in a multicultural environment. The students worked with City Pirates to create content for further promotion and awareness for the project, to attract financial partners and to organize an event.



*“The Community Project makes you realize that you are incredibly lucky, but also that you can help to make less fortunate people feel the same.”*

MARK S. EM BA 2014 - 2016

*The Community Project is a valuable part of the program. It is not easy to understand before you do it, but afterwards, everyone felt this was in some way an absolutely mandatory part of the EMBA.”*

DIRK C. EM BA 2014 - 2016



## Consultancy projects

Antwerp Management School graduate students are able to **assist companies and organizations** in reviewing their current strategies and developing new opportunities and solutions. Teams of supervised students work on business challenges and it forms part of their overall assignment. Since the end of 2014, it has been our aim to increase the number of projects with a sustainability focus, year on year. In 2015, we had 3 projects with a sustainability focus, while in 2016, we had more than 10. In the years to come, we will keep increasing these numbers and put a measurement system into place to measure our progress. For example, students from the MGM worked with EDF Luminus two years in a row on their sustainability reporting. Another group of students from MGM worked with the non-profit organization Exchange on identifying opportunities for north-south projects, while students from MIM worked with Pfizer on their mobility plan.

Within the Master of Global Supply Chain Management, a group of students worked with Tri-Vizor on a project centered on ‘carpooling for cargo’, resulting in a groundbreaking warehousing/transport consolidation project with Pepsico and Nestlé. In addition to winning several awards in Belgium, it was also mentioned in the top 30 list of projects at the **World Economic Forum 2.0 CRS**, as well as being recognized by the European Logistics Association as European Project of the Year.

Within the EMBA program, there we had 2 consultancy projects. The first project focused on building a sustainable business model, while the other focused on developing a framework for driving sustainable excellence from a general management position.

As we continue our efforts, we aim for a yearly increase of sustainability-related consultancy projects spread over the Full Time Masters and EMBA programs.

The students are not the only ones to be asked to participate in social projects, though. The school itself is active in this area, with the school establishing **The Antwerp Management School Fund for Sustainable and Innovative Entrepreneurship**.

› **The Antwerp Management School Fund for Sustainable and Innovative Entrepreneurship** was created in 2010 on the occasion of the 50th anniversary of Antwerp Management School.

The objective of the Fund is to encourage the development, coaching and education of students and young entrepreneurs from developing countries. The Fund aims to support AMS Fund ‘Fellows’ in the long-term realization of sustainable and innovative business goals, with each Fellow being offered the opportunity to enroll in a one-year full-time Master’s degree program at the school, the Master of Innovation and Entrepreneurship. The final goal of the fellow’s education is the development and application of their acquired knowledge and skills. To facilitate their entrepreneurial project, the fellows will receive individualized support during their studies as well as after their return to their respective home countries, with the school seeking to cooperate with governments, authorities, businesses, along with local and international organizations and entrepreneurs, to support our fellows in the realization of their professional goals.

The Antwerp Management School Fund is managed by the **King Baudouin Foundation**. It is our objective over the next two years, to increase the number of students enrolled at our school through utilization of this fund.



## Education for Life

December 15th Antwerp Management School organized the “Education for Life” initiative whereby we supported Antwerp based children in need. We did this in cooperation with OCMW Antwerpen which is a locally based welfare organization. Students and stakeholders alike were invited to bring a shoebox filled with books, school supplies such as notebooks, binders, book covers, and pencils, educational toys such as puzzles and book bags or backpacks in exchange for 4 keynotes from our outstanding professors. By donating relevant and thought provoking insights from faculty such as Jamie Anderson, Koen Marichal and Wim Coreynen a traditional Christmas market was turned into an educational fair.



**Marijke Cassiers**, coordinator OSMW, was very content with the initiative: “At school children often use material offered by schools but at home, for homework, such materials can sometimes lack due to difficult (financial) family circumstances. Education for Life is a great example of a project whereby we can stimulate learning and education for those who are less fortunate. With our activities for marginalized people we reach yearly around 700 new families and 900 children. By stimulating self-confidence and lifelong learning we enable people to create their own opportunities and thereby contribute to their own (financial) welfare.”

## Campus management

Creating an environment in which students, faculty and staff can flourish is equally important to us.

Antwerp Management School is currently leasing a building from the University of Antwerp, in the heart of the 'University Quarter', but will need to move by the end of 2017 due to our lease not being renewed. A new school site was found in the heart of the city, comprising a building classified as a historical monument, and a site where a new building can be erected. The site is owned by OCMW, the municipal agency in charge of social welfare. Given the **prime location** of the site, property developers and high end retailers had their eyes set on this location. Rather than choosing to develop the site with a commercial party and maximize monetary profits, OCMW looked for a counterpart in the semi-public sector with the potential to generate a positive impact on the neighborhood and the city as a whole.

The school's vision was never centered on having a new building. We were looking for more than 'bricks'. We were actually looking for a place where we could initiate the development of an ecosystem that fosters sustainable value creation, entrepreneurship and innovation. As both a developer and supplier of knowledge, possessing a vast network of corporate clients and alumni as well as the capacity to build communities around societal challenges, AMS seeks to take on its role in a true ecosystem. Furthermore, the AMS mission house demonstrates the embedding of societal engagement and stakeholder approach into the DNA of the school and its staff. Therefore, we find that the objectives of AMS and OCMW are a clear match, and an agreement has been successfully reached on the conditions of a long-term lease.

In the immediate vicinity of the new building are start ups, such as StartupVillage, IdeaLabs, KBC Start It and De Winkelhaak, along with De Studio (featuring theatre accommodation and offices for small creative agencies), a hub for Kdg Hogeschool students (featuring film studios), a congress center, the faculty of Product Development at UA, City Council offices (entrepreneurship, city marketing) and others. All of the elements and the willingness to create win-win opportunities and to integrate with the local community are located there.

Apart from the medium- to long-term effects of this move, OCMW is also quite pleased with the immediate impact of the arrival of hundreds of students, both juniors and executive-level, on the SME's in the area. OCMW leadership feels that that this move will help bring back community life to an area that has been dealing with an aging population and unoccupied houses.

### Taking campus management forward

While we work hard to integrate sustainability into our current campus management, we currently lack an overall campus policy on this issue. We have fair-trade tea and coffee, water dispensers and a personal glass bottle for each staff member, and are careful of our energy use, but we are well aware that more can be done at the campus level. We conducted a **CSR Scan** in the first quarter of 2016, and the results showed that there is significant room for improvement in regard to environmental efforts, whether water, energy usage and supply chain criteria, but also in terms of career planning, and training and development.

The move to a new site provides AMS an excellent opportunity to consolidate the results of the CSR Scan and to develop policies, objectives and performance indicators within a working group context. This working group is in the process of being assembled and will link into the PRME office, using the Sustainable Development Goals as a wider framework from which to work from.

# PRME 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.

## Knowledge & Research

The mission of this division of the Antwerp Management School is:

“To be a Flemish and international point of reference for outstanding management research, as a source of inspiration for both practitioners and academics, in areas of expertise that fit within a socially responsible business school”.

It has almost become impossible for one person, institution or organization to possess all the knowledge necessary to meet the challenges that face not only organizations, but also society as a whole. How can we create knowledge based upon current scientific insights, while and that simultaneously offering practical and applicable answers? Our vision is that, together, we can create more knowledge than we can individually. As the challenges we face grow increasingly complex, there is a need for a customized approaches, innovative solutions and specific knowledge. This is the unique offering of the **Competence Centers at Antwerp Management School**. By creating a network with various partners, and through active cooperation with public authorities, fellow knowledge institutions and civil organizations, we have chosen a collaborative model in which the total exceeds the value of the different entities.



## Competence Center Corporate Responsibility

In the period of 2013 and 2014, the focus of the CCCR was very much that of building the activities of the **BASF Deloitte Elia Chair on Sustainability** and managing the secretariat of the Global Compact Network Belgium Secretariat (14/15). Recently, however, the CCCR has initiated the creation of its own vision and mission, with relevant activities and research to match.

It is our vision to be the 'go-to' place for Corporate (Social) Responsibility (CSR) in terms of content development and thought leadership, striving to become the Belgium's market leader in the areas of applied research, education and customer-specific projects in the area of CSR. We seek to contribute to the acceleration of sustainable development by strengthening organizations and society in regard to strategy, organization and management, by connecting science, knowledge creation and practice. We are particularly focused on themes from the newer economic models such as sustainable business modelling, the circular economy and the sharing economy, as well as social intrapreneurship, CSR management/development and responsible management education.

In 2015, we welcomed Academic Director Lars Moratis to AMS, specifically to work with us on the academic development of the Competence Center, while in 2016, we welcomed partner **Sustenuto** as well as launching the CSR Trends Report at an event with over 80 representatives from business, academia and civil society. The CSR Trend Report is a document based on interviews with experts, experienced practitioners, and national/international thought leaders, as well as corporate best practice, and observations of current literature and trend reports. The report gives an in-depth examination of the top 20 CSR trends, leading to insights on the future of CSR and what these trends may mean for the role organizations play in the creation of a sustainable future.



2016 has also seen the launch of a new way to innovate strategies, policies and actions in the field of CSR and sustainability, in the form of a '**CSR Vitamins**'. This is a series of three seminars per year, in which international thought leaders offer fresh, actionable and sometimes surprising perspectives on topics in the field CSR and sustainability. The first session featured internationally-renowned expert Dr. Per Espen Stoknes speaking on the workings of the human brain and how this relates to dealing effectively with the issue of climate change in organizational practice. The second session is scheduled to present Futerra co-founder and storytelling expert Ed Gillespie.

### Academic Case



In 2016 we worked with beverage company **Spadel** on a mid-term review of its sustainability strategy, aiming to both look back (2010-2016) and to look forward (2016-2020). The two-fold objective focused on enabling Spadel to **optimize its sustainability performance** by fine-tuning its approach to sustainability, recognizing the commitment and motivation of everyone involved, and leveraging opportunities within the company as well as the business environment it operates in. Secondly, there was also a focus on providing the foundation for an academic case study to allow the sharing of knowledge and experiences on Spadel's implementation of sustainability principles.

In all our activities, we closely work together with the BASF Deloitte Elia Chair on Sustainability, a joint academic partnership between the Competence Center Corporate Responsibility and the faculty of Applied Economic Science at the University of Antwerp.

In the course of 2016, the Competence Center will be consolidating the different initiatives into a clear strategy and value proposition and continue to build a co-creative network leading to sustainable and applicable knowledge creation.



## The Future Leadership Initiative

The **Future Leadership Initiative** is an AMS competence center that pioneers shared and authentic leadership, carrying out research and supporting leadership development initiatives within the school and with customers.

Our foundation partner is **KBC** and our knowledge partner is **Cronos**.

We fully support the ambition of the school to develop management and leadership in a socially conscious way.

In 2015, we took the following initiatives:

### › Research

- a. We carried out a research project with Colruyt examining value-based leadership. Colruyt is well known for its focus on sustainability, while operating in the very competitive retail business sector. They place a strong focus on their mission and values in their management and leadership practices.
- b. We wrote a white paper on ethical decision-making, and also organized a workshop with interested organizations to discuss and exchange best practices in this area.
- c. We secured private funding for a research project to map leadership development in the care sector. This mapping will bring together the various stakeholders to reflect, combine efforts and take initiative for the leadership needed to reinvent care.

### › Development

- a. We want to put authentic and shared leadership on the agenda of the education sector, especially secondary schools that are going through a transformation process due to new regulations and technological evolutions. We developed, on voluntary basis, a workshop format that could help school leaders to reinvent their leadership practices, and we are currently look for partnerships to further develop this practice and distribute it.
- b. We established a co-creating platform of organizations (TFLI Connect) that want to share and develop their experience in shared leadership. Membership is explicitly pluralistic, involving the Flemish government, private organizations and educational organizations. In addition, we included a social organization every year that has the desire to develop its leadership, but doesn't have access to resources. For 2015-2016, we chose Kavka, an important Antwerp-based organization that stimulates youth cultural development and entrepreneurship. TFLI Connect explicitly co-creates leadership between private, social profit, non-profit and government in order to contribute to society at large.

*The results of these initiatives are still limited, and are in an exploratory and experimental phase.*

*TFLI Connect started well in November 2015, with 9 organizations participating.*



## NEXT GENERATION INDUSTRY

Competence Center Next Generation Industry (NGI) has the goal of transforming “older” industrial activities toward innovative and sustainable future-proof industries. Scientific research supports NGI in assisting all types of organizations to discover new strategies based on sustainable solutions. In particular, the focus of the NGI lies in the transition from product- to service-oriented companies, and the importance of cooperation alongside the value chain as well as across industries. Through our activities, the NGI Competence Center also supports a wide range of sector-based federations in their guidance of organizations to a new future



## NEXT GENERATION WORK

HR analysts generally agree that time span of our “working lives” will continue to grow longer in the years to come, due to a number of factors. This reality will have a profound effect on society, as well as individual organizations. Effective managers will need to successfully deal with issues of employee flexibility, human capital, differing competencies and inter-generational diversity in the workplace. Competence Center Next GenerationWork (NGW) focuses on these challenges and on the overarching concept of ‘work’ in the future. A good example is the recent publication of ‘12 keys to Sustainable Human Resource Management’ by Prof. Peggy de Prins.

*Another key example of NGI's work is a symposium that was held in 2014 around the Special Olympics*



Antwerp Management School organized the **Scientific Symposium of the 2014 Special Olympics European Summer Games** in Antwerp. The Special Olympics organizes sports activities for people with intellectual disabilities (in contrast to the Paralympics, which holds Games for those with a physical disability). As a school, we believe in “walking our talk”, which is why we took the lead in this very ambitious project.

This symposium exemplified our goal of educating individuals, as well as companies, on the inclusion of people with intellectual disabilities in the workplace.

This one-day event included speeches from academic experts and the **European Commissioner of Inclusion**, along with films, **workshops** and testimonials from companies. Participants were able to gain an understanding of the benefits and challenges of working with people with intellectual disabilities.



## The Inclusive Research Project, now ID@Work

The Special Olympics research symposium resulted in an innovative research project at our school, proving that people with intellectual disabilities, or 'ID', can also contribute as researchers:

**ID@Work** is a research project aimed at supporting organizations in attracting, developing and retaining employees with an intellectual disability. By systematically investigating cases (organizations that have already built up experience with the employment of the target group), ID@Work identifies the levers that can help facilitate the employment of intellectually disabled people, as well as the potential challenges and obstacles related to this type of employment effort.

ID@Work is innovative in the sense that the research team itself is inclusive, with Antwerp Management School hiring two employees with an intellectual disability as scientific researchers to carry out this research project. Together with a senior research team, they learned how to perform every step of the research process. In doing so we already achieve our goal for two people within the target group, using a collaborative approach that brings all relevant stakeholders together, in a field that is highly fragmented. Hence we co-create social as well as economic value.

ID@Work allows AMS to put one of the pillars of its mission house into practice, namely that of **societal consciousness as a leverage for sustainability**. By realizing this research project, AMS aims to sensitize employers to the potential untapped talent existing in the labor market. Consequently, this project will have an impact on labor market dynamics, by increasing job opportunities for the target group, as well as supporting potential employers in overcoming perceived barriers for employment.



### POWERED BY



## PRME PRINCIPLE 5 & 6 PARTNERSHIP AND DIALOGUE

Creating partnerships and being in, and facilitating, dialogue with a variety of stakeholders, forms a red line in all of our activities. Following are some of the flagship initiatives that have seen the greatest progress over the past two years, in terms of sustainability:

### The BASF Deloitte Elia Chair on Sustainability

Founded in 2012, the **BASF Deloitte Elia Chair on Sustainability**, a joint project between Antwerp Management School and the University of Antwerp's Faculty of Applied Economics, aims to inspire embedded Corporate Responsibility policies throughout the value chain, in every industry. Through awareness building, research activities and teaching, this partnership between academia and business has a mission to shape future leaders and achieve genuine thought leadership on sustainability issues. Below is a short description of the key impact the Chair has had over the past few years, per focus area of the Chair:

#### 1. Fundamental and applied research with businesses, government, sectoral and societal organizations, and fellow academic partners.

- a.  The **CR Barometer** research project brought together four academic institutions and organizations such as The Shift, Belgian Chambers of Commerce and the VBO/FEB.

This partnership published the second CR Barometer study in Belgium, with support from the Belgian Federal Institute of Sustainable Development. The CR Barometer 2015 is the second measurement of the status of CR in Belgium, with the first being carried out in 2011. This research project fulfilled several goals: conducting a flagship research project, seeking wider academic collaboration and seeking collaboration with other voices in the sustainability landscape.

Impact: greater collaboration between CR academia and creation of useful knowledge for businesses, society and government. This report was mentioned in the Belgium's National Action Plan on Human Rights as an initiative to help further the integration of the human rights theme into the business sector. An international CR Barometer research project is scheduled for 2016.

- b. SME's (small- and medium-sized enterprises) is another focus point with research on tangible business impacts with the goal of identifying business-relevant sustainability issues across the value chain and creating a policy around them. A project has been approved by these entities that will result in a comprehensive framework of this method and a structured inventarization of useful sustainability initiatives and their KPI's (key performance indicators).

#### 2. Teaching and curricula development on relevant sustainability concepts: we constantly seek input from business partners in regard to academic instruction in this field.

Next to our regular lectures on business ethics we have two flagship projects worth mentioning:

- a. The **International Week on Sustainability** at the University of Antwerp (UA) sees an annual participation of 250 bachelor-level students from the UA, over 40 faculty from international academia, and respected CEOs and business thought leaders.
- b. The earlier mentioned Integrating Societal Consciousness project with 5 Fulltime Masters participating and over 200 students engaging in lectures, exercises, assignments and useful interaction with respected CR experts.

#### Focus area 3 of the Chair: Building societal awareness around corporate responsibility through business- and academic conferences, media testimonials and events.

In the last few years, we have continued to build a broad group of CR professionals representing business, civil society and government attending our events. As our reputation grows, our professors are being given more opportunities to participate in speaking engagements, such as Luc Van Liedekerke's ongoing involvement in both the EBEN network and the CR World Forum Lille. Also the launch of CR Barometer report saw over 300 participants in attendance.

# MAKE IT WORK SERIES

The series ‘Sustainability – Make It Work!’ has tripled its participation over the past 4 years.

In March 2015, the Chair welcomed Stuart Hart to address its annual event entitled ‘Make it work: Strategies for sustainable entrepreneurship’. Mr. Hart is co-founder of the “Bottom of the Pyramid” economic theory and a thought leader on the implications of sustainable development relative to business strategy. Over the course of two days, a full program took place, which included meetings between the press, senior AMS and UA management/research staff, with the expressed goal of spreading the message of sustainability within academic institutions. The highlight of the event was Stuart Hart’s evening lecture to an audience exceeding 500 people, with many students in attendance. A session for 80 Young Managers was held, reflecting this group’s importance in driving sustainability within organizations, as well as an interactive workshop with Stuart Hart exploring the challenges of sustainable entrepreneurship. Some key conclusions from the event: “it’s up to you”, “rethink your value proposition” and “dare to be gutsy!”



On February 29th, 2016, the Chair organized ‘Make it work! Creativity engine to sustainability’, with keynote speakers **Daan Roosegaarde** and **Philippe de Woot**. That evening, we also held the biannual Philippe De Woot inter-university thesis award ceremony, which saw a substantial increase in its international exposure, with 63 submissions from 19 different countries. Philippe de Woot is emeritus professor at Université Catholique de Louvain, co-founder of the Louvain Corporate Social Responsibility Network, and an active member of the Global Responsible Leadership Initiative. The award named after him, the **Philippe de Woot Award**, takes place every two years, and was created to promote sustainability and corporate social responsibility. During the ceremony, prizes are awarded to Master’s students whose thesis or consulting project contributes to the understanding of sustainability or Corporate Social Responsibility in an original and innovative way. The participating students were also encouraged to present their work in scientific seminar preceding the award ceremony. Daan Roosegaarde, an inspiring artist and creator of sustainable designs, stimulated the participants with examples of his creative work. Who better to ask when we want to make the point that creativity is the engine to sustainability? Some memorable quotes:

“My dream is that the new generation, not out of arrogance but out of curiosity, claims the new world. This is our world. We have a say about our future. We are creators, not consumers.”



The impact of these ‘Make it Work’ events is seen with the growth of a key audience, with a tripling of participation over the past four years, creating increased visibility for the Chair and its mission to shape future leaders well versed in sustainability.

#### 4. Strengthening cooperation with other organizations in the Belgian sustainability landscape in a catalyzing role.

This fourth pillar, added to the Chair mission in early 2014, starts from the fact that a small country like Belgium is ideally suited to garner the positive impact of close collaboration and the pooling of resources in the area of sustainability. We have been working on this pillar in a number of ways, including the CSR Barometer research project that brought academic partners together with civil society organizations.

A key example is Antwerp Management School's involvement with the **Global Compact Network Belgium (GCNB)**, which is affiliated with the United Nations Global Compact. AMS has hosted the Secretariat of the GCNB since 2014, continuing to build the network's profile and activities. The focus has been on guaranteeing continuity for the GCNB, using AMS's core competencies in strategic management and network building. A study commissioned by the GCNB entitled "GCNB Value Proposition & Scenarios" emphasized that the network should study how to be embedded in an overall network of organizations active in the field of sustainability and corporate responsibility. At the same time, a consolidation effort was initiated by the two main CSR related organizations in Belgium, namely 'KAURI' and 'Business and Society', resulting in a merged organization called 'The Shift'. Given the joint ambition and focus on Sustainable Development Goals, an alliance between The Shift and GCNB was created, with a shared services center allowing for joint activities, communication and harmonization of membership fees. As of January 2016, the secretariat of the GCNB sits with The Shift.

#### Future ambition

As the Chair shifts into a new strategic period in the years 2016-2020, it will be increasingly focusing on the mission of creating sustainable mindsets which encompass a focus of integrating sustainability within educational initiatives. This means that there will be a **closer connection to the PRME** in the years to come.

## AMS alumni organization

The Antwerp Management School Alumni network is dedicated to putting into action the three pillars of the school's mission: **Self Awareness, Global Perspective and Societal Consciousness**. The theme of sustainability covers a vast area of subjects, which means that sustainability targets and sustainability challenges are increasing in scope and number. With so many **alumni (over 20 thousand)** from so many different **backgrounds (85 countries)**, we believe that sustainability is a theme that is of interest to a big majority of our alumni.

The following examples highlight how we implemented sustainability into our activities:

In 2015, The Alumni Association chooses to work closely with the **Competence Center Corporate Responsibility**, whose goal is to contribute to the development of CSR with sound research and teachings.

Working with our competence center gives us access to a wide pool of international experts. When the competence center brings in experts for their own research projects, we always take the opportunity to invite them to share his/her knowledge with our alumni in the form of speeches, workshops and debates. We find this to be an economically wise approach to avoid excess costs.

Thanks to this close collaboration, we organized a well-attended workshop with **CSR guru Wayne Visser**.



## The Global Citizen Award

Every two years, the Alumni Association, presents its Global Citizen Award to an outstanding and inspiring person who has dedicated his life to the advancement of society. The Global Citizen is a thought leader who has a universal view of the world in which we live today and is dedicated to enhancing the quality of life for mankind as a whole. Global Perspective, Societal Consciousness and Self-Awareness are the core values of our School's Mission Statement.



On 27 November, 2015, Prof. Dr. Peter Piot received the **2015 Antwerp Management School** Global Citizen Award. He is the Director of the London School of Hygiene & Tropical Medicine, and Professor of Global Health. He was the founding Executive Director of UNAIDS and Under Secretary-General of the United Nations from 1995 to 2008. Under his leadership, UNAIDS became the chief advocate for worldwide action against AIDS, spearheading UN reform by bringing together the 10 UN system organizations. His contribution to global health, and his engagement and leadership in the field, make him an inspiration for past and future generations to come. He is a role model who lives the values of a Global Citizen.



## Back to the Future of HRM@AMS

Antwerp Management School has a rich tradition in the field of Human Resource Management.

In 1995, it created the first Belgian full time master program in HR, exactly 20 years ago as of 2015. In April 2015, for this occasion, we invited all of our HR alumni and HR professionals to put sustainable HR on the map. Prof. dr. Peggy De Prins, Academic, Director of the Master in Human Resource Management, presented key findings about her recent research on the theme, based on her book entitled '*12 keys to sustainable HR*'.

Her session was followed by a keynote from Prof. Dr. Ans de Vos, SD Worx Chair "Next Generation Work: Creating Sustainable Careers", Antwerp Management School. A debate with key players from the business world (Janssen Pharma and UZA) closed the afternoon, followed by a networking reception.



## OUTLOOK

This report shows a substantial increase in initiatives and projects over the past two years, all with the aim of further strengthening the Antwerp Management School ‘mission house’ illustrated earlier in this report, as well as our commitment to the PRME and Global Compact Principles. Going forward, **it is our ambition over the next few years to consolidate our spectrum of initiatives and guiding principles into a comprehensive strategy, using the Sustainable Development Goals as a wider framework of reference, as a fundamental part of our overall core business strategy for education and research.**

In June 2016, we took a first step in this direction with an organization-wide workshop, in which all staff was introduced to PRME and the Sustainable Development Goals, followed by an interactive workshop.



Within the SDG number 4 ‘**Quality Education**’ we concentrated on 5 key areas that we considered as being the most relevant to us:

- Vision/mission & guiding principles
- Internal management (campus management)
- Education & curricula development
- Research
- Community involvement and dialogue

Current initiatives were mapped providing a baseline assessment, in combination with a CSR Scan that we carried out earlier in 2016, and challenges within each of the 5 key areas were identified. One of the key results of this workshop was that our ‘mission house’ is a strong message to the world on our sustainability ambition, but that we need further work in truly integrating sustainability into our curricula development and teaching. Another result was that the new building that we are scheduled to move into actually provides interesting opportunities for sustainable campus management, including a ‘green roof’ as well as water- and energy-saving objectives. Internally, there is greater scope for multidisciplinary research and collaboration between the research divisions and educational divisions. Finally, we are proud keep our minds open to partnerships and projects such as ID@work.

The workshop participants provided us with excellent feedback for the **further development of our PRME strategy and setting annual and long-term objectives that we can measure and report on. Out of this workshop, a cross-company working group will be established to take this further, and to ensure that all AMS divisions are involved.**

We are looking forward to reporting on our progress in 2018!



List of Relevant publications mentioned in this report



CSR Trends Report



CSR Barometer



BASF Deloitte Elia Chair on Sustainability Activity Report



TFLI White paper on ethical decision-making



Peggy De Prins, '12 keys to sustainable HR'

*Extensive publication lists of our faculty can be found  
at the Antwerp Management School Website*