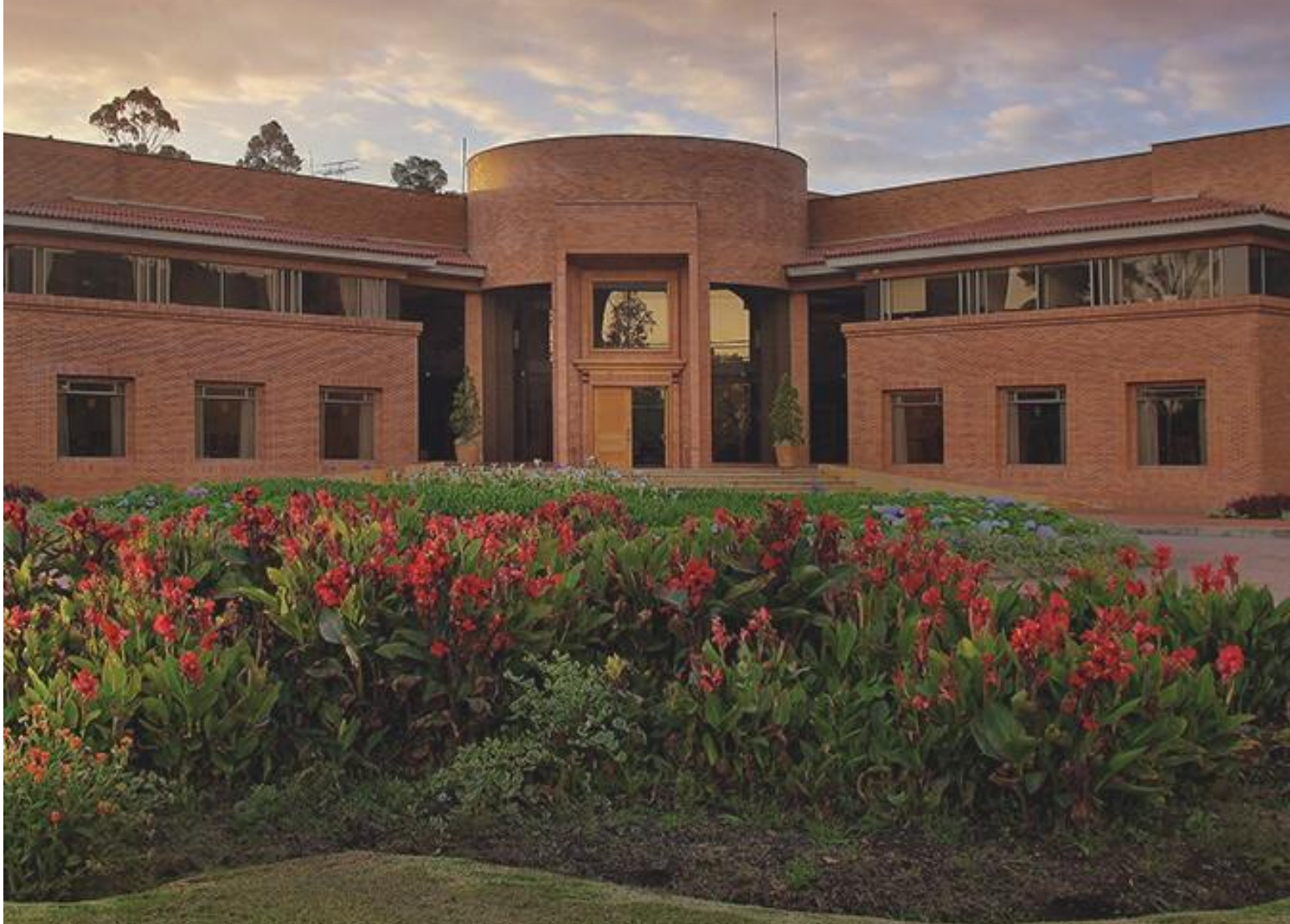


PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

2017-2019



PRIME

This is our Sharing Information on Progress (SIP)
Report on the Implementation of the Principles for
Responsible Management Education

About to proudly turn 35 years old, INALDE was the first business school in Colombia. It was created in 1985 with a steadfast institutional purpose: transforming society with senior management. To date, nearly 6,000 people have trusted INALDE Business School, joining our dear alum community. Now more than ever, it is paramount to stand at the forefront and place all our resources at society's disposal to secure a more prosperous, sustainable, responsible, and equitable future.

Tomorrow's top managers and leaders must work together to build a sustainable present and an innovative future. This goal must be shared not only by organizations but by society at large, as today companies' footprints bear a global impact like never before. The choices made by the people leading organizations will turn every contribution into a true benefit for society's common good.

At INALDE, we hope to raise social awareness, encouraging our students to adopt an environmentally responsible mindset. Thus, we are pleased to be a part of PRME and issue this SIP 2017-2019 Report. We are renewing our commitment to the seven principles ruling responsible educational management. We would like to share our executive education experience that features a human and comprehensive view of organizations. We also hope to learn from other schools and their experiences in topics such as human rights, anti-corruption practices, social responsibility, and environmental care.

Colombia is facing severe challenges in its attempt to consolidate a country in peace and resilient to hardship, and INALDE, as a Colombian Business School, is fully committed to training managers who can serve their communities and society positively.



Alejandro Moreno S.
Alejandro Moreno, PhD
Dean,
INALDE Business School

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.

INALDE's commitment to social responsibility and to human dignity reflects upon its missional frameworks:

INALDE's commitment to social responsibility and to human dignity reflects upon its missional frameworks:

MISSION: Educating people with managerial vocation in ethical leadership, entrepreneurship, and negotiation, using participant-centered methodologies and relying on a humanistic notion of companies.

VISION: Serving as a benchmark for the improvement of organizational management in Colombia.

This means that INALDE wants to be recognized in Colombia for:

An education that revolves around the case method and the anthropological view of business education. Intellectual contributions produced by research groups and centers.

Programs targeted at people with a managerial calling within organizations. Education based on ethics, company-family-society harmony, family businesses, entrepreneurship, innovation, business policies, and governance.

VALUES

- Integrity
- Collegiality
- Service Spirit

LIFELONG EDUCATION

INALDE's EMBA and Executive Education programs have been designed to offer comprehensive and holistic development to students, building ethical leadership and business capabilities to ensure their professional and personal growth. Thus, our School intends to help Colombian business leaders to adopt an approach that favors sustainability and social responsibility for their operations in their respective industries.

Additionally, the impact and continuity of INALDE's alumni remains in their life after their MBA, as they bear a positive impact on their organizations as well as via the creation of new businesses, transforming society as a result. Also, the multiple events organized for alumni, such as the School's continuity sessions, focus on topics associated with ethics, social responsibility, family-work balance, and business sustainability, thus providing a forum to share experiences, insights, and new takeaways among alumni, faculty members, and alumni's guests.

Here are some testimonies from alumni that show the positive impact they have had on society as well as their personal and professional growth.

TESTIMONIES FROM ALUMNI

CATALINA ESCOBAR
MBA Graduate
Class of 1997

Heroine made in Colombia.

President of the Foundation *Juan Felipe Gómez Escobar* and recognized for her nomination to CNN Heroes 2012 thanks to her work against children mortality and teenagers pregnancy in Cartagena, Colombia.

She demonstrates that social entrepreneurship and life commitment are worthwhile.

As a results of her team work, in seven months children mortality decrease in 80% in Cartagena without any public support. The foundation has created a social center to support mother teenagers and take care of children. Also, foundation has built an ICU at the *Maternity Hospital Rafael Calvo*.

In December of 2012, Catalina Escobar was recognized, in Los Angeles, as one of the 10 heroes of the year around the world.



"Without INALDE I couldn't achieved this. I'm a Business Administrator, but INALDE is the trampoline to great things. You eat in two years of experience what sum twenty in real life. After my MBA I'm more secure in decision making, and after read and read, I'm able to quickly detect in which project I have to put efforts and in which not. At INALDE, I learnt to not give importance to things that don't worth it, and to give importance to relevant things; to know how to relate myself, because you are excellent in some things, but not in all. And one professor that I remember with affection is Fabio Novoa; he is a man who forces you to think different, to see other views....and this fits perfect with my personality".

FERNANDO OSORIO
MBA Graduate
Class of 1996

Leader, Visionary and Trainer.

Vice-president and General Manager of the Personal Systems Group for Hewlett-Packard. He is recognized not only as a director but also as a person with quality values and teaching vocation.

One of his important achievements is the creation of a sub-region divided in 6 large groups formed for 43 countries, with a huge cultural diversity, different governments, and different ways to do business, and put *HP* as the number one brand in each of these countries.



"What I most value, and what has become something essential in my life is the education guided by values. INALDE does a great work to strengthen the values that a manager must have. Those values create correct decisions. Case method has been the key of my daily work, because is the same process that I undertake as a director. I think that INALDE has strong programs that put the person as the center of sustainable organizational development".

INALDE'S MISSION

With the support of INALDE's entire Community, there have been three editions of INALDE's MISSION. This is a campaign intended to provide a merry Christmas to children and families at social risk in nearby areas. These three campaigns have taken place at Guasca, Gachancipá, and Zipaquirá.

At every campaign, over 15,000 people, including alumni, participants, and employees, have volunteered to deliver snacks, school kits, and Christmas gifts.



PARTICIPANTS' FEEDBACK AND SUPPORT

To provide participants with customized support and follow-up, the School has developed a model that hinges on two pillars: the EMBA's cohort Head and the academic advisor.

EMBA's Cohort Head

This professor devotes her—his time to following up on and getting to know cohort participants in order to ensure a fluent communication between faculty and program participants.

Academic Advisor

The EMBA's Cohort Head communicates grades to every participant in a written document at the end of each quarter or cycle. This document provides guidance for participants to strengthen their weaknesses and to further enhance the skills they have acquired. The academic advisor receives feedback at a faculty meeting or through direct conversations with professors about their students' performance, covering not only grades but also an overall view of every participant's performance. The advisor then gives feedback to students on ways to improve their performance.

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

CURRICULAR FOCUS ON THE IMPORTANCE OF HUMAN BEINGS IN ORGANIZATIONS

The EMBA Curriculum content aims to maintain a link between education and management ethics from a human dignity perspective, anthropological Focus. With this approach, the School has gleaned three aspects of competences that students should develop: Being, Doing, and Knowing. Resting on these three cornerstones, a number of professional competencies have been targeted and are taken into account when revisiting the Curriculum design in combination with the educational fields.

EMBA Program's Core Competencies

Being

- Ethical behavior in business
- Gloa-oriented
- Assertiveness

Doing

- Common Sense
- Prudence
- Knowledge
- Analysis and Synthesis
- Objectivity
- Prevision
- Advice capacity
- People understanding

Knowing

- Written and oral skills
- Life project development
- Technical knowledge
- Communication skills

Professional Competencies

Being

- Customer Service Orientation
- Holistic Vision
- Environmental Responsibility
- World Citizen Behavior
- Positive Mind

Doing

- Entrepreneurship, Innovation and Creativity
- Leadership
- Negotiation
- Teamwork
- Strategic thinking
- Problem-solving and Decision-making

Knowing

- Technical and Theoretical knowledge of different areas



DEVELOPMENT AREAS

In addition to the ethical core approach that cuts across all subjects and topics, every program features three academic areas—People Management (DPO), Person, Enterprise, and Responsibility (PER), and Business Policy—that focus exclusively on Ethics, Human Rights, Corporate Governance, and Social Responsibility. Also, there are some elective courses that delve into social responsibility issues. Likewise, PER, Person, Enterprise, and Responsibility is considered these matters from an anthropological standpoint and by following the universal principles of ethics. It also covers managers' responsibilities in sustainability and corporate social responsibility.

On the other hand, INALDE believes that entrepreneurship is the key to country progress. Thus, the School's MBA curricula include the subject of New Business Ventures (NAVES). In this course, students learn about new business development and its impact on job creation and a country's economy. At the end of the course, students are required to submit a business plan for a new venture. Out of all the business plans entered, 15% become actual and successful startups.

NAVES

Over the past three years, nearly 240 business plans for new ventures have been submitted.

Approximately 17% — that is to say, 40 business plans — have turned into actual companies that are up and running today.

Among the business ventures developed under NAVES, three social enterprises stand out:

- **Ventura — *Sell Your Talent*** — is a foundation that seeks to create social and economic inclusion opportunities for the over 150,000 cognitively challenged adults who live in Colombia and fail to find employment as a result of limited job openings, their difficulty to move around on their own, available hours, health or communication limitations, as well as their fear to lose legal benefits, among other reasons.
- **Fundación Sol de los Andes (The Andes Sun Foundation)** operates in Facatativá, a city in Cundinamarca. It intends to turn social handicaps associated with children's and teenagers' environments into safeguarding factors, relying on academic, sport, and cultural offerings at schools to enable students to live up to their potential, become more self-sufficient, build their leadership and self-management skills. The foundation also provides parents with tools to care for, communicate, and understand their children's needs and realities.
- **Give Sharing Food.** Thousands of tons of expired foodstuffs are thrown away in Colombia, adding up to nearly Col\$ 2 trillion in losses for manufacturing companies, contaminating the environment, and leaving hundreds of underfed children with no food. GIVE SHARING FOODS helps to mitigate this food waste, managing inventory information and tracking expiration dates for perishable foods, so that these products can be donated to foundations and charities in exchange for a share of the donation value and an annual fee for donating companies' registration and visibility on the app and the platform used.





AoL

INALDE's focus on human beings is reflected in its MBA learning goals. These goals were established in late 2014, as part of the Assurance of Learning (AoL) process. As INALDE has got the AACSB Accreditation in 2020, the need to measure that students are learning effectively has become a topmost objective for the School. The MBA learning goals set forth are:

- Managerial problem solving.
- Ethical Leadership.
- Entrepreneurship.
- Negotiation.

This shows that INALDE Business School is fulfilling the goal of educating managers from the perspective of human dignity and social awareness.



PRINCIPLE 3

METHOD: We will create educational frameworks, materials, processes and environments that enable 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.

INALDE uses cases to enable effective learning experiences for program participants. This is a practice-oriented approach that helps students learn from different scenarios and dilemmas as they develop managerial skills. The case methodology is combined with projects, simulations, role-playing workshops, and outdoor activities. However, as noted before, INALDE encourages students to act prudently in every learning activity organized for them.

Academic Advisors

Academic Advisors support students as they join the program and throughout their first year, attending teamwork sessions, addressing questions and issues, as well as introducing them to the case method and how it works. Academic Advisors also serve as a liaison between program participants and faculty members.

ACHIEVEMENTS

Life Project

In this exercise, students go on a trip to Villa de Leyva, a small town outside Bogotá with a perfect environment for reflection. They are asked to think about their life, their professional and personal goals, their values, fears, and motivators. A number of activities are organized to help them get to know themselves better and to consider a good path to their future. This experience is perfectly aligned with the human aspects of our School's mission, as well as with ethical leadership and negotiation learning goals.

Elective Classes

During the program, program participants must choose three elective courses from a wide selection of alternatives in different areas, such as marketing, operations, finance, general management, and organizational behavior. Students from PAD- Universidad de Piura (Peru) and the Barna Business School (Dominican Republic) come together in Bogotá, joining INALDE students for this week. Classes and lectures are delivered by professor's from Argentina, Mexico, Peru, Spain, and the Dominican Republic

Advanced Negotiations	Creativity Workshop	Building Value in the Digital Era
Strategic Leadership	Communications Workshop	Services and Marketing
High Performance Teams	Financing Entrepreneurs	Sustainability
Think Different	Leadership 4.0	Advance Competitive Strategy

International Week

This activity takes place at IPADE (Mexico), Harvard-IESE (Boston and New York), CEIBS (China), Stanford (Silicon Valley), or IESE (Spain), where students from other countries who attend MBA programs in associated schools (Mexico's IPADE, Argentina's IAE, Ecuador's IDE, and Peru's PAD) gather in one of these locations to attend these sessions. Students can choose which overseas school they wish to attend in order to participate in classes delivered by international faculty. The International Week exposes program participants to a global context and different cultures, while leveraging INALDE's internationalization strategic goal.

Economic Anthropology Every year, INALDE's faculty members are trained in anthropologic contents to be able to adequately teach ethics and the importance of the common good across all disciplines.



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.

INALDE is committed to rigorous research as the bedrock for all learning processes and activities. The school features four formal groups recognized by the National Institute for Science and Development, COLCIENCIAS. One of these groups – the Center for Research, Culture, Work, and Care – aims to expand the current knowledge on human behavior, ethics, and Corporate Social Responsibility (CSR). In turn, the other three research groups – focusing on Strategic Marketing, Family Businesses, and Entrepreneurship & Innovation – have publications dealing with sustainability.

ACHIEVEMENTS

Articles in Peer Reviewed Journals

Cortés-Mejía, S. y Moreno-Salamanca, A. (2017). Explorando algunos sesgos en el juicio ético de los gerentes: un estudio empírico. *Entramado*, 13 (2), 92-109.

Barrera Duque, E., Muller-Sanchez, C., & Osuna Soto, I. (2019). Building a commercialization capability for microcredit institutions. *Suma de Negocios*, 10(23), 100-108.

Rachid, R. R., & Cortés, D. L. (2019). El enfoque del bien común: Un soporte teórico para las Benefit Corporations. *Revista Empresa y Humanismo*, 22(1), 101-136.

Idrovo, S. et.al. (2019). The human resources management contribution to social responsibility and environmental sustainability: explorations from Ibero-America. *The International Journal of Human Resource Management*, 30(22), 3166-3189.

Idrovo, S., & Bosch, M. J. (2019). The impact of different forms of organizational support and work– life balance in Chile and Colombia. *Academia Revista Latinoamericana de Administración*.

Cases

Montes, P. & Moreno, A. (2019) Federación Nacional de Cultivadores de Palma de Aceite – FEDEPALMA. INALDE Business School.

Montes, P. & Moreno, A. (2019). Grupo DAABON: Los retos de globalización de una empresa colombiana con vocación internacional. INALDE Business School.

Montes, P. & Moreno, A. (2017). Incubadora Santander. INALDE Business School.

Montes, P. & Moreno, A. (2017). Oleoflores. INALDE Business School.

Montes, P. & Moreno, A. (2017). Negociación del pacto colectivo Continental Gold. INALDE Business School.

Barrera, E. & Pinzón, C. (2019). Sicor Humanización del servicio al paciente. INALDE Business School.

Serrano, G (2018). Antonia y Francisco. INALDE Business School

Idrovo, S. (2018). Trabajo y Familia: Aliados o Enemigos (A), (B) y (C). INALDE Business School

Gómez, J (2018). La familia Bolívar: un crecimiento basado en principios y valores. INALDE Business School.

López, M. P. (2019). Fundación Fruto Bendito: “Iguales con Amor”. INALDE Business School.



Books and Book chapters

Raufflet, E., Portales, L., García de la Torre, C., Lozano, J. F., & Barrera, E. (2017). Responsabilidad, ética y sostenibilidad empresarial. Pearson Educación.

Barrera, E. (2017). Best Buddies-Alkosto: Del marketing a la RSE, en Responsabilidad, ética y sostenibilidad empresarial. Pearson Educación.

Barrera, E. & Mejía, G. (2017). José René Finol: La hipoteca social, en Responsabilidad, ética y sostenibilidad empresarial. Pearson Educación.

Barrera, E. & Jaramillo, L. (2017). Aliar S.A. en Responsabilidad, ética y sostenibilidad empresarial. Pearson Educación.

Osuna, I. & Silva, J. (2017). Natura: Triple línea de resultados y desarrollo de marca. En Responsabilidad, ética y sostenibilidad empresarial. Pearson Educación.

Moreno, A. & Parra, J. (2018). A Hybrid Corporate Community Involvement in an Impoverished Neighborhood: Analysis of a Case Study from the Catholic Social Teaching Perspective.

Idrovo, S. & Torres, C. (2017). El lado humano de la sostenibilidad: reflexiones desde lo privado y lo público. Universidad de la Sabana.

Idrovo, S. & Torres, C. (2017). Sostenibilidad y responsabilidad social corporativa en el sector hotelero: el caso colombiano. En El lado humano de la sostenibilidad: reflexiones desde lo privado y lo público. Universidad de la Sabana.

Idrovo, S. & Hernáez, M. (2017). Percepción masculina del cuidado doméstico. En El lado humano de la sostenibilidad: reflexiones desde lo privado y lo público. Universidad de la Sabana.

Sandra, I. C., (2017) Primer Informe Global Home Index un Estudio Comparativo en 20 Países. Printerra Industria gráfica

Sandra, I. C., (2018) Segundo Reporte Global Home Index: Una visión desde Latinoamérica. Printerra Industria gráfica

Sandra, I. C., (2017) La responsabilidad desde la familia, vida y trabajo: el cuidado como responsabilidad personal: Hacia una responsabilidad compartida: familia, empresa y sociedad. Baur

López, M. P. (2018) When do women make a difference in the family firm: understanding the Latin American context: Women entrepreneurship in family business. Routledge.

The Center for Culture, Work & Care (CTC)

The general objective of the CTC is to highlight and deepen our understanding of the intimate relationship and influence between culture and work—with companies being a manifestation of both. It also looks at the multiple ways in which relational practices (individual-individual, individual-society, and individual-ecology) play a key role in our work, family, personal, and social life.

The INALDE Family Business Center (FBC)

Given the rapid changes reshaping the environment, the family, and the direction of the economy, family businesses are challenged to secure an effective management style while maintaining family unity and adequate economic performance. Every family business is unique and must therefore seek progress and sustainability mechanisms within its particular culture.



PRINCIPLE 5

PARTNERSHIPS: 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.

Since its foundation, INALDE has built strong ties with companies and the business community at large. The School interacts with senior managers through faculty research, cases, research centers, forums, executive education programs, and consultancy services. The input from the business world bears an impact on INALDE's governance, its strategic development, its research efforts, and its students' learning experience.

ACHIEVEMENTS

International Advisory Committee

Created in 1990, this board meets with international business schools to request advice concerning INALDE's development, to consolidate the school's academic offerings, and to map out the future of the School within a global businesses' environment. Board members include Richard Vietor, from Harvard Business School; Carl Kester, also from Harvard Business School; Vicente Font, from IESE Business School, and Rafael Gomez Nava, from IPADE Business School.

Business Advisory Committee

This committee consists of major companies' CEOs, who offer INALDE their guidance on more sensitive study topics and research avenues across the entrepreneurial world. Curricular Committee: The main purpose of this committee is to collect feedback on the needs currently plaguing the business market in order to identify the strengths and weaknesses of INALDE's MBA curricula. It meets once a year, and its members are the MBA Director, the Curricular and AOL Director, a headhunter, a graduate, an employer, and a current student.

LAMS

Latin American Management Seminar— LAMS. This annual event that has been taking place since 2008 is exclusively geared towards company presidents and general managers. Lecturers and panel members include faculty members and renowned experts with outstanding track records in the managerial and corporate realms. LAMS combines academics and actual management and business experiences to zero in on issues that appeal to organizations' senior managers. LAMS' participants come from different industries and businesses.

INALDE PROGRAM'S SOCIAL SCOPE

National Police Force: A Program on Management Capabilities with a focus on Ethical Leadership was designed for Colombia's Police Force members who were attending a course for their promotion to Lieutenant Colonel. Ninety Police Majors joined the program.

ESAP: All the Governors elected in 2019 attended a Seminar with ESAP to take office. In this opportunity, ESAP chose INALDE to deliver a training day on leadership, management decision making, and managers' calendar as part of its Seminar. All 32 newly elected Governors participated in this training day.



Sixth Forum— What Are We Doing? Hunger, Poverty, and Inequity. In October, Alejandro Moreno, general director, served as a moderator for the panel at the Bogotá Food Bank's Sixth Forum—What Are We Doing? Hunger, Poverty, and Inequity; A Problem or a Path of Concrete Actions. The other panelists included Eduardo Villar, Fundación Grupo Social's chairman; Fabián Andrés Restrepo Zambrano, Producto Doria's president, and Fernando Rodríguez, partner, and alliance developer at Cisco Latinoamérica as well as an INALDE Executive MBA alum.

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.

INALDE promotes the dialogue among companies, government, and academia, through conferences, meetings, research work, events, and blogs.

WISE – Women in STEM Entrepreneurship

INALDE Business School and Wise—Women in STEM Entrepreneurship—launched Wise Bogotá: “The Protagonists of the Future: Female STEM (Science, Technology, Engineering, and Math) Entrepreneurs,” an initiative created by the Inter-American Development Bank and IAE Business School. This program intends to strengthen the entrepreneurial ecosystem and innovation setting with greater female inclusion.

WISE Latin America seeks to bring more women into the entrepreneurship ecosystem, focusing especially in the STEM areas. The goal is to raise awareness of business ventures as career development and growth opportunities, with new startups creating more products and services that contribute to Colombia’s economic and social development (see the video on WISE Initiative).



INALDE IN NATIONAL CONVERSATION

INALDE is working with National Governance in "The Peace" with Legality and Growth with equity



INALDE AS JUROR FOR THE NATIONAL SENIOR MANAGEMENT AWARD, Public Service Administrative Department.

INALDE offered three scholarships for its Management Development Program – PDD (for its Spanish acronym)— to the three winning institutions: the Bogotá’s District Habitat Secretariat, La Cimarrona-Carmén de Viboral Antioquia Utility Company, and Barranquilla City Hall’s Economic Development Secretariat.



INALDE IN THE MEDIA

INALDE is often featured in several national media such as La Republica, Portafolio, and Dinero, with the School’s faculty members publishing their work. Some of these publications include: “La generación de la novedad y el desencanto,” “El reconocimiento: una deficiente práctica organizacional,” and “Dejemos de pensar que la gente solo trabaja por el salario.”

INALDE MAGAZINE

INALDE Magazine is an institutional medium with visibility among several stakeholders and reaching out to all alumni. Over the past three years, the magazine has published nine editions, with three issues a year. INALDE Magazine is largely distributed to all alumni, which means that its circulation grows with every year's new graduates. In 2017, 4,500 magazines were printed for every edition; in 2018, the number rose to 5,000, and in 2019, it stood around 5,500-6,000. Additionally, some 200-300 magazines are distributed among opinion leaders as well as business leaders and executives who have not attended any INALDE program but whose work proves relevant for our country.



ALUMNI

CONTINUITY SESSIONS

INALDE's Alumni Area organizes conferences where graduates, international or national faculty and/or public figures share their experiences, knowledge, and concerns. These sessions address issues associated with CSR, sustainability, and family-work balance. Some specific topics have included: "Family Leadership," "Having Coffee con Entrepreneurs," "What Do Unrelated Executives Contribute to Family-Owned Businesses? Case Discussion: Unrelated Executives in Family Businesses: Challenges and Takeaways," "Family-Owned Business Dynamics," "Social Ventures and Their Business Model," "The Strategic Impact of Human Management in Organizations: Can the Value Added by Talent Be Measured?," "Organizational Culture and Employer Brand," "Work and Family—Allies or Foes?," "Managers As People," "Work Automation and the Impact of Digital Transformation on Human Resources Areas."

EXPERT PANELS

Initiated in 2018, Expert Panels are events that gather lecturers, specialists, and experts on interesting management and business topics. Typically, these panels feature two lectures on a single subject and are moderated by a School faculty member. Some of the topics covered by these panels so far have included: "Cultural Transformation," with Federico Gutiérrez, Medellín's Mayor, and Sergio Muñoz, Banco Falabella's manager, as panelists; "Family Businesses in Colombia: Grupo Gilinski and Bolívar—Founders' Views on Values, and Communications," with Jaime Gilinski, Gilinski Business Group leader; Miguel Cortés Kotal, Bolívar Business Group's Chairman, and Núria Vilanova, ATREVIA's founder and President. Fernando Quijano, La República newspaper Director, served as moderator.

WE ARE INALDE

During INALDE's 2019 Alum Meeting, WE ARE INALDE (SOMOS INALDE), an online platform for the School's alum community was launched. This platform seeks to strengthen the ties among all INALDE alumni.



PRINCIPLE 7

ORGANISATIONAL PRACTICES: we understand that our own organizational practices should serve as example of the values and attitudes we convey to our students

INALDE follows responsible practices to take care of its internal stakeholders, striving to make a positive impact on them and their families.

GEOREFERENCING POLICY

For support and technical personnel to work at INALDE's primary campus, the foremost consideration is people's place of residence, with a preference for locations near the School (Chía, Cajicá, Cota, Tabio, Tocancipá, Sopó, Tenjo, Zipaquirá, Gachancipá, Funza, and Cogua) or North of Street 170 in Bogotá City. For positions requiring a more complex profile, the School expands its scope, reaching out as far as Bogotá City's Portal Héroes. The cases that exceed this area are reviewed with the Human Resource Management Committee.

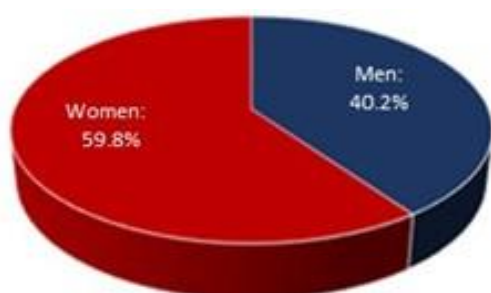
For support and technical personnel to work at INALDE's sites in Bogotá, the foremost consideration is that people reside in that city.

PERSONNEL BREAKDOWN (PERMANENT EMPLOYEES)

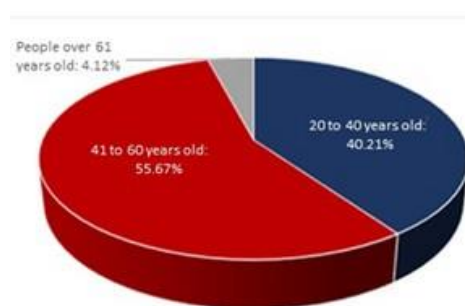
INALDE seeks gender equality and age diversity in its hiring practices. To date, the School features 97 permanent employees holding positions as senior executives, faculty members, heads, researchers, coordinators, analysts, technicians, secretaries, and assistants. The charts below show the gender and age breakdown of INALDE's personnel.

Description	Headcount	Percentage
Permanent Employees	97	100%

GENDER



AGE



BENEFITS

INALDE sets out to look after its employees by providing benefits that intend to address their individual needs.

Extending breast-feeding breaks: According to Article 238 of Colombia's Labor Code, employers must provide female workers with two 30-minute breaks during working hours to breast-feed their children, making no salary discounts on this account for the first six months of their infants' life. INALDE has expanded this benefit for a year after the baby is born.

Extended maternity leave: According to Law Number 1822, passed in 2017, every pregnant worker is entitled to an 18-week leave of absence around the time of her delivery date, receiving her full salary at the time when said leave begins. INALDE has extended this leave for 20 additional days to enable mothers to stay home with their babies.

Birth Assistance: INALDE provides monetary support for new parents, with a bonus of 1.5 the current monthly legal salary (SMLV, for its Spanish acronym) for the first and second child, and 2.5 SML for the third child onwards. The only requirements are: Medical record, Maternity leave certificate, Birth certificate



Medical Insurance Aid: INALDE also provides financial support for employees to pay for their medical insurance, with a monthly allowance of Col\$ 192,500 (sum in 2020). In order to qualify for this benefit, employees are required to submit a certificate of affiliation to a yearly paid medical insurance.

Acknowledgment of 100% Disabilities: According to Article 227 of Colombia's Labor Code, "in the case of proven inability to perform their tasks as a result of a non-professional disease, workers are entitled to receive monetary aid from their employers for up to 180 days in the following manner: two-thirds (2/3) of their salary during the first ninety days and half their salary for the remaining period." It should be noted that current labor laws mandate a payment from employers for the first two disability days, with the above-mentioned scheme coming into effect as of the third day.

At INALDE, if an employee suffers a disability that is duly contemplated by health promoting entities (EPS, for its Spanish acronym), the School will be responsible for 33% of the payment, while the employee's EPS will cover the remaining 67%. Thus, the employee will receive 100% of his/her salary during the disability period. This intends to avoid any impact on disabled employees' income.

EMPLOYEES' WELL-BEING:

INALDE views employees' well-being, preventing any and all harassment situations, and people's professional and personal development as top priorities. A number of governance initiatives have been created to gain a better understanding of employees' needs and to foster a positive workplace atmosphere. These initiatives include the "Committee for Workplace Coexistence," the "Council for Employee Well-Being," and the "Human Management Committee."

ENVIRONMENTAL CARE

As regards environmental care, several environmentally responsible initiatives have been launched for employees, including:

- **Transportation:** In order to mitigate the School's carbon footprint, a route has been established to transport INALDE employees, as well as the Sabana Railway.
- **Recycling Bins:** Bins have been placed around INALDE to encourage recycling for a more environmentally friendly campus.

FUTURE PERSPECTIVES

PRINCIPLE 1

Continue integrating ethics in all programs and courses.

Promote social awareness among students in order to contribute to the solution of Colombian conflicts such as war and poverty

PRINCIPLE 2

Integrate AoL results to curricular innovation with the purpose of strengthen knowledge in ethical values and corporate responsibility.

PRINCIPLE 3

Boost student exposure to national and international cases related with CSR.

Create more workshops where students can analyze and make decisions about ethical dilemmas.

PRINCIPLE 4

Increase the publications about CSR.

Develop interdisciplinary research publications related with sustainability.

PRINCIPLE 5

Promote alliances with companies and business sectors.

Engage more stakeholders' groups in school activities.

PRINCIPLE 6

Hosting more conferences and forums exclusively focused on sustainability.

Create more synergies with government to promote responsible education

PRINCIPLE 7

Increase the actions to environmental care

Continue integrating policies for the well-being of employees





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