

# 2024 Sharing Information on Progress **(SIP) Report**

Nyenrode Business Universiteit

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## About the Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.



“*The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).*”

**Antonio Guterres**

Secretary-General (2017 - Present)

United Nations

”

## Principles of PRME



### Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



### Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



### Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



### Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



### Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



### Practice

We adopt responsible and accountable management principles in our own governance and operations.



### Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

## The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.





# Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

## Letter of Commitment

Nyenrode Business Universiteit demonstrates its commitment to PRME's Principles through the following letter from senior leadership.



### **Adoption of the Principles for Responsible Management Education**

Dear Members of the UN PRME Community, Stakeholders, and Partners,

As Rector Magnificus of Nyenrode Business University, I am proud to reaffirm our longstanding commitment to the United Nations Principles for Responsible Management Education (PRME). For about a decade, Nyenrode has been a participant in the PRME initiative, integrating its principles into our educational approach and institutional strategy.

Our current strategy, which centers on shaping responsible leaders for a sustainable future, is deeply aligned with PRME's objectives. At Nyenrode, we are witnessing and contributing to a significant shift in business education—moving from a traditional shareholder model to one that prioritizes the stakeholder economy. This transition is essential for fostering a business environment that values not just financial returns but also the social and environmental impact of business decisions.

Our focus on this transition approach is evident in how we prepare our students to navigate and lead in a complex, interconnected world. Through our curricula, research, and partnerships, we emphasize the importance of considering the broader implications of business actions on society, the environment, and future generations – what we call transformative education. This is not merely an academic exercise but a fundamental shift in the way we understand and teach business.

As we continue to evolve, we are committed to deepening our alignment with PRME's principles, ensuring that our efforts contribute to the global movement towards responsible management education. Our strategy will continue to drive this transformation, equipping leaders who can balance the needs of all stakeholders while advancing sustainable and inclusive growth.

We are proud to be part of this journey and look forward to working with the PRME community to further these vital goals.

Sincerely,

Prof. Dr. Barbara Majoor  
Rector Magnificus, Nyenrode Business Universiteit  
December 2024



## Institutional Mission, Vision, and Strategy

The following outlines Nyenrode Business Universiteit's institutional mission, vision, and strategic approach to responsible management education.

### **Mission, Vision, Strategy or Purpose**

#### **Relevant Stakeholders**

Board, Students, participants, alumni, businesses

#### **Purpose**

Shaping responsible leaders for a sustainable future

2024 PRME - Strategy

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# Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.

## RME Leadership Accountability

At Nyenrode Business Universiteit, accountability for responsible management education is structured as follows:

### Formalized Senior Leadership Role

#### **Senior Leadership and RME**

Nyenrode has made RME central to its mission by placing accountability at the highest level of leadership, backed by dedicated resources and measurable outcomes.

Nyenrode demonstrates its institutional commitment to responsible management education with the Rector Magnificus actively driving RME implementation. With our board being responsible for the larger Nyenrode strategy it shows up in specific KPI's.

Firstly, in our Transformative Leadership measurement, and integration of this within our programs. Secondly, through the KPI of "State of the art education" which states that new and 50% of renewed programs integrate transformative education, ESG principles & blended learning to facilitate the shaping of responsible leadership.

The effectiveness of this approach is monitored through student leadership development metrics and systematic review of ESG integration in academic programs, reflecting Nyenrode's mission of shaping responsible leaders for a sustainable future.

## Organizational Structure for RME

The following organizational entities at Nyenrode Business Universiteit are responsible for RME:

- ❖ Research-Focused Entity



# Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.

## RME Elements in Degree Programs

Nyenrode Business Universiteit integrates responsible management education into its degree programs through 3 different approaches:

### Program-Level RME Integration

#### **Description of degree programs with RME in the program-level learning goals and assessment rubrics**

Nyenrode systematically develops responsible leaders through comprehensive learning goals and assessment frameworks that measure both technical competencies and personal transformation in sustainability leadership. This showcases our institution's commitment to embedding responsible management principles throughout all degree programs while providing clear evidence of student development from program entry to graduation.

At Nyenrode Business Universiteit, responsible management education is embedded in the learning goals and assessment frameworks across degree programs, reflecting our mission of "serving society by shaping responsible leaders for a sustainable future." Our comprehensive approach spans our MBA, and accountancy programs, each with carefully structured learning objectives and assessment rubrics focused on developing responsible leaders.

Our degree programs incorporate specific learning goals related to the UN Sustainable Development Goals (SDGs), requiring students to demonstrate understanding of both the challenges and potential business solutions across all 17 SDGs. This is complemented by comprehensive coverage of Environmental, Social, and Governance (ESG) concepts, where students are assessed on their ability to understand and apply critical frameworks such as double materiality and stakeholder analysis.

A distinguishing feature of our assessment approach is the focus on ten core competencies essential for responsible leadership, including:

- Systems thinking and complexity awareness
- Collaboration skills and cultural competence
- Self-awareness and reflective capabilities
- Strategic competence and critical thinking
- Integrity and social awareness

Students are evaluated on their ability to demonstrate integrated thinking across environmental, social, and governance domains. This includes assessing their capacity to understand complex sustainability transitions, analyze stakeholder needs, and develop solutions that balance business success with societal impact.

In our accountancy programs, we have pioneered the integration of ESG assurance capabilities into learning goals and assessment rubrics. Students are evaluated on their ability to understand and apply sustainability reporting standards, assess ESG risks, and provide assurance on non-financial information.

Progress is measured through a combination of formative and summative assessments, including practical assignments, case studies, and reflective exercises. The assessment framework particularly emphasizes students' ability to demonstrate "integrated thinking" - understanding the interconnections between business decisions and their broader societal and environmental impacts.

The university employs an assessment framework that measures students' development from program entry to graduation. Central to this is our Responsible Leadership Measurement Tool, which evaluates students' progression across multiple dimensions of responsible leadership. This tool assesses not only knowledge acquisition but also maps the transformation of students' leadership orientations throughout their educational journey.

This approach to RME assessment has proven effective in developing leaders who can navigate complex sustainability challenges while driving business success. Our tracking shows measurable progress in students' development from traditional economic thinking to more integrated approaches that consider multiple stakeholder perspectives and long-term positive impacts.

RME is in the signatory's educational vision, so that it drives the signatory's business model and all educational efforts, courses, programs, degrees, and non-degrees

## Educational Visions

### Scope

University

### Enforcement Date

September, 2024

### Revision Date

December, 2025

### Number Of Pages

15

## Publisher

Nyenrode

## Media

PDF

Onderwijsvisie

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## Description of the business model with RME in all educational efforts

RME is integrated into Nyenrode's educational efforts, as is shown deeply in our educational vision.

Nyenrode has systematically integrated Responsible Management Education into the fabric of its educational model through a comprehensive approach focused on ESG integration and transformative education. This integration goes beyond traditional teaching methods and is measured through specific KPIs that track our progress in developing responsible leaders. Our renewed and new programs explicitly incorporate ESG components, ensuring that every student's educational journey includes exposure to responsible management principles. This systematic approach to RME integration reflects our commitment to transforming business education and shaping leaders who understand their role in creating sustainable value for society.

## Guest Speakers and Showcase Events

### B For Good Leaders Winter Summit

Nyenrode Business University co-hosted the B For Good Leaders Winter Summit in November 2023, bringing together 200 invited leaders committed to driving transformation towards a regenerative economy. The summit, held at Nyenrode's historic campus, served as a platform for exploring new models of regenerative leadership and fostering collaboration among change-makers. The event combined high-level panel discussions with intimate workshop sessions, covering crucial topics including the B Corp movement, female entrepreneurship, and regenerative leadership circles. Throughout the day, four key themes emerged: the urgency of addressing climate change, the essential nature of cross-sector collaboration, the importance of collective vision, and the role of B Corps in inspiring organizational transformation. This summit exemplified Nyenrode's commitment to sustainable business practices and its role in facilitating dialogue between different stakeholders. By bringing together leaders from various sectors, the event created opportunities for meaningful discussions about transitioning towards a more regenerative economy that creates positive social, environmental, and

economic value. The partnership with B For Good Leaders cooperative reinforced Nyenrode's position as a catalyst for responsible leadership development and demonstrated its active engagement in building networks of change-makers dedicated to sustainable business transformation.

**Date**

November, 2023 - November, 2023

**Location**

Nyenrode, Breukelen

**Speakers**

Eric Ezechieli, Frieda Gormley, Christoph Grobbel, Isabelle Grosmaître, Christopher Marquis, Veronique Misteli, Shaun Russell, Marit van Egmond, Leen Zevenbergen

[Supporting Links](#)

Nyenrode Business University co-hosted the B For Good Leaders Winter Summit

**Guest speakers at Nyenrode**

Nyenrode creates educational experiences by combining internal faculty expertise with carefully selected guest speakers who reinforce responsible management principles across all educational programs.

The backbone of Nyenrode's educational programs is its internal faculty, who ensure academic excellence and consistency in teaching responsible management principles. This foundation is enhanced by guest speakers who bring additional real-world perspectives into the classroom. This approach is implemented across both degree programs and Executive Education.

In all of the programs at Nyenrode, lecturers invite guest speakers to inform students about current developments and/or bring innovative ideas and practices into the classroom. For example, Feike Sybesma, former CEO of DSM and a global thought leader in the field of sustainability is a regular contributor to the MBA programs and Board programs of Nyenrode. Furthermore, Marjan Minnesma is a long standing guest speaker due to her insightful lectures on the energy transition combined with her hands-on mentality to showcase how mobility, housing, industry, food and energy consumption can be done in a responsible way. Guest speakers prove to be important for bringing real-life cases about responsible management into the classroom.



## Reward for Life Summit

In May 2024, Nyenrode Business University hosted its inaugural 'Reward for Life Summit,' an alumni event that focused on leadership during times of transition. The summit was structured around three transformation areas that leaders face today: sustainable transition, digital transition, and personal transition. The event utilized a "choose and mix" carousel format, allowing participants to select from various short, interactive workshops led by Nyenrode professors, business leaders and alumni. This format enabled intimate knowledge sharing and practical discussions about leadership challenges in a rapidly changing business environment. Beyond the educational components, the summit combined professional development with social elements, featuring a book bar, yoga sessions, and networking opportunities. This holistic approach reflected Nyenrode's understanding that effective leadership development requires both professional insights and personal growth opportunities. The event was marked how the university approaches alumni engagement, focusing on current business challenges while maintaining Nyenrode's commitment to developing responsible leaders. By bringing together experienced professionals and academic experts, the summit created a dynamic environment for exploring how leaders can effectively navigate the complexities of sustainable and digital transformations while maintaining their personal development. This inaugural summit demonstrated Nyenrode's dedication to providing continued learning opportunities for its alumni community and reinforced the university's role in shaping responsible leaders who can drive meaningful change in their organizations and society.

### Date

May, 2024 - May, 2024

### Location

Nyenrode, Breukelen

### Speakers

Albert Plugge • Willemijn Boskma • Mark Dijksman • Jan Veldsink • Esther Jacobs • Sadik Cevik • Désirée van Gorp • Lizette Cohen • Joep Stassen • Jelle de Jong • Tineke Lambooy • Marjolein Baghuis • Jan van de Venis • Floris Licht

[Supporting Links](#)

[Supporting Links](#)

Alumni Festival



# Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

## RME Elements in Research

Nyenrode Business Universiteit incorporates responsible management education into its research endeavors through 2 different methods:

### Dedicated Research Funding

#### **PhD Researchers around Responsible Management principles**

Nyenrode's research funding and PhD programs actively contributes to advancing knowledge in responsible business practices and leadership through focused doctoral research.

Nyenrode's commitment to responsible management education is reflected in its research funding that enables two full-time PhD researchers to investigate critical aspects of business responsibility. The research projects examine organizational degrowth and responsible leadership behavior - areas that address how businesses and leaders can adapt to meet current challenges.

The first research project examines how organizations can transition beyond traditional growth models to create balanced value. In an environment where climate change and resource constraints require new approaches, this research studies how companies can maintain viability while considering broader stakeholder interests. The project analyzes organizational models that operate within environmental and social boundaries, including case studies of companies that are implementing alternative strategies.

The second project focuses on understanding responsible leadership as a behavioral process. Moving beyond conventional leadership studies, this research investigates how responsible leadership manifests in different contexts. The project aims to develop new frameworks for studying responsible leadership behavior and contributes to Nyenrode's responsible leadership measurement tool.

Both researchers work from Nyenrode's campus, enabling regular interaction with their supervisory teams and integration into the academic community. Their work will be published in academic journals and presented at conferences to contribute to the discourse on responsible management and leadership.

The research findings are incorporated into Nyenrode's educational programs, ensuring students benefit from current insights in responsible management practice. The interdisciplinary supervision teams reflect Nyenrode's approach to examining responsibility from multiple academic perspectives.

### Regular Research Seminars

## Radical Thinkers: Degrowth

In an era where business schools are increasingly called upon to address global sustainability challenges, Nyenrode Business Universiteit hosted ecological economist Dr. Timothée Parrique as part of its Radical Thinkers Series. Parrique presented degrowth as a planned and democratic approach to reducing production and consumption in wealthy nations, challenging conventional economic wisdom. His presentation highlighted how the richest 10% of the global population contributes to half of greenhouse gas emissions, emphasizing the urgent need to address the relationship between wealth accumulation and environmental degradation. The event sparked discussions about moving beyond traditional economic frameworks. Parrique advocated for a more pluralistic approach to economics education, suggesting that business schools should incorporate ecological, feminist, Marxian, and post-Keynesian perspectives to better equip students for addressing complex sustainability challenges. Most significantly, Parrique proposed concrete steps toward a post-growth economy, including replacing GDP with more comprehensive indicators of social and ecological wellbeing.

### Date

December, 2021 - December, 2021

### Location

Online

### Speakers

Timothée Parrique

### [Supporting Links](#)

Radical Thinkers: Degrowth

## Radical Thinkers: Man at the top or in the middle of the chain?

During the second Radical Thinkers Series, environmental philosopher Martin Drenthen from Radboud University discussed humanity's evolving relationship with nature. He outlined the shift from anthropocentrism (human-centered) to ecocentrism (where humans and other species are valued equally). Using the return of wolves to the Netherlands as a case study, Drenthen explored how humans must learn to coexist with wildlife in shared landscapes. The philosopher proposed treating human-wildlife boundaries similarly to how different recreational users share forest spaces. He suggested viewing fences not as barriers but as communication tools between species, emphasizing that humans need to negotiate space with wildlife rather than dominate it. Central to his argument was the concept that humans are not separate from nature but are nature themselves, leading to his key question: "Are we prepared to live together with wild animals?"

**Date**

March, 2022 - March, 2022

**Location**

Hybrid

**Speakers**

Martin Drenthen

[Supporting Links](#)

Radical Thinkers

**Radical Thinkers: On resilience: stabilize, adjust, or transform?**

Professor Stefanie Beninger explored the concept of resilience in business contexts. She defined resilience as the ability to handle both positive and negative disturbances through stabilization, adaptation, or transformation. Beninger's research revealed that successful resilience requires moving beyond individual business focus to develop "intertwined resilience" at personal, organizational, and system levels. She identified key resources that support resilience, including infrastructure and cultural resources, emphasizing that collaboration, diversity, redundancy, and flexibility are crucial elements. An insight from her presentation was the tension between resilience and efficiency. While efficiency often demands specialization and streamlining, true resilience requires diversity and redundancy. Beninger argued that businesses must carefully balance these competing demands and actively choose their approach to resilience - whether to stabilize, adjust incrementally, or transform completely when facing disturbances.

**Date**

November, 2022 - November, 2022

**Location**

Hybrid

**Speakers**

Stefanie Beninger

[Supporting Links](#)

Stefanie Beninger on resilience: stabilize, adjust, or transform?

## Radical Thinkers: Agency Theory

Oslo presented a critical examination of agency theory in corporate governance. Using the simple analogy of ordering coffee, she explained how agency theory addresses who makes decisions and their consequences, with the decision-maker being the agent and the beneficiary being the principal. Sjøfjell challenged the common interpretation that corporate boards must primarily serve shareholder interests, calling this a "legal myth." She argued that boards have a broader legal duty to protect the corporation's interests as a whole. The current narrow focus on shareholders as principals overlooks other crucial stakeholders and treats societal and environmental impacts as mere externalities. She proposed reforming corporate law to recognize a wider range of principals, including employees, stakeholders, society, and the environment. Using the metaphor of a herd rushing toward a cliff, Sjøfjell emphasized the urgent need for legal reform to enable corporations to make decisions that benefit all stakeholders rather than pursuing short-term shareholder returns.

### Date

June, 2022 - June, 2022

### Location

Hybrid

### Speakers

Beate Sjøfjell

### [Supporting Links](#)

Beate Sjøfjell on why it is necessary to review this theory and reconsider the allocation of corporate responsibility, accountability, and liability within companies.



# Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.

## Partnership Approaches for RME

Nyenrode Business Universiteit partners with external stakeholders to advance responsible management education through 2 different approaches:

Knowledge Translation and Dissemination

### Impact Cases

Nyenrode effectively translates academic research into accessible knowledge that creates measurable societal impact, bridging the gap between academic theory and practical implementation.

Nyenrode Business University has developed an approach to knowledge translation and dissemination through its Impact Cases initiative, which transforms complex academic research into accessible, practical insights that drive real-world change. The Impact Cases demonstrate and measure how academic research creates tangible societal impact.

Each Impact Case is carefully structured to showcase research outcomes through the lens of Nyenrode's core values - Leadership, Entrepreneurship, and Stewardship (LES) - with an additional focus on Educational Innovation. This categorization ensures that research impact aligns with the university's mission of "serving society by shaping responsible leaders."

The Impact Cases initiative stands out through several key features:

- Direct connection between academic research and practical business challenges
- Collaboration with external stakeholders to ensure real-world relevance
- Public accessibility through Nyenrode's website, making insights available to a global audience
- Regular contributions from faculty members, creating a growing repository of knowledge
- Formal development and review process to ensure quality and relevance
- Clear demonstration of how research translates into measurable societal impact

Through these Impact Cases, Nyenrode effectively bridges the traditional gap between academic research and practical implementation. By making complex research findings accessible to a broader audience, the university ensures that valuable insights reach those who can implement them in practice. This approach exemplifies Nyenrode's not just generating knowledge, but ensures it creates meaningful impact in society.

For more information and to read all impact cases, go to: [www.nyenrode.nl/impact](http://www.nyenrode.nl/impact)



## Description of partnering activities that involve acting

Nyenrode is taking concrete action to transform business-nature relationships by developing and launching practical tools that enable organizations to give nature a voice in corporate governance, in collaborating with B Lab & Earth Law Center.

Nyenrode Business University has demonstrated its commitment to enacting transformative change through the development and launch of the groundbreaking "Onboarding Nature Toolkit" - a comprehensive framework that provides organizations with practical guidance for incorporating nature as a stakeholder in their governance structures.

At the heart of this initiative lies the recognition that traditional business models need fundamental transformation to address our global environmental challenges. The toolkit represents a pioneering approach by offering organizations four distinct and practical models for implementation: Nature as Inspiration, Nature as Advisor, Nature as Director, and Nature as Shareholder. Each model provides different levels of nature stakeholder engagement, allowing organizations to choose an approach that aligns with their readiness and ambitions.

The toolkit's practical value is enhanced through:

- Real-world case studies featuring companies like Patagonia and Faith in Nature, demonstrating successful implementation of these models
- Detailed step-by-step implementation guides that help organizations navigate the transition
- Specific legal frameworks tailored to the Dutch context, making abstract concepts actionable within existing legal structures
- Clear explanations of key concepts and terminology to build common understanding
- Practical questions and directions to help organizations conceptualize, contextualize, and implement their chosen model

By developing and launching this toolkit at Nyenrode, the university has created a tangible bridge between theoretical sustainability commitments and practical corporate governance changes. The initiative gives organizations concrete tools to transform their relationship with nature from one of exploitation to one of partnership. This work exemplifies Nyenrode's mission of "serving society by shaping responsible leaders for a sustainable future" by providing actionable pathways for organizations to fundamentally reimagine their relationship with nature.

The toolkit's comprehensive approach demonstrates how academic institutions can move beyond theoretical frameworks to create practical tools that enable real organizational change. It represents a significant step forward in helping businesses adapt their governance structures to meet the environmental challenges of our time, showcasing Nyenrode's role as a catalyst for transformative change in business practices.

## Onboarding Nature Toolkit

**Author**

Nyenrode Business University, B Lab, Earth Law Center

**Published Date**

April, 2024

**Degree Of Recognition**

National & International

**Media Name**

Onboarding Nature

**Media Type**

Toolkit

**Duration**

48 pages

[Supporting Links](#)

Toolkit\_onboarding nature

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# Practice

We adopt responsible and accountable management principles in our own governance and operations.

## RME Policy Implementation

Nyenrode Business Universiteit has implemented 1 policy to support its commitment to responsible management education:

Employee equity, diversity, inclusion

### **Policies on employee (including faculty) equity, diversity, inclusion**

**Scope**

Nyenrode Business Universiteit

**Enforcement Date**

September, 2024

**Number Of Pages**

8

**Publisher**

Nyenrode

**Media**

PDF

D&I Program Charter 2023

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## Institutional Aspiration Targets

Nyenrode Business Universiteit has set aspiration targets in 1 different area:

- ❖ Employee EDI Targets



# Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

## Performance Disclosure and Transparency

Regarding transparency in RME performance disclosure, Nyenrode Business Universiteit operates with the following approach:

No Performance Disclosure

SIGNATORY

# Nyenrode Business Universiteit

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## Website

<https://www.nyenrode.nl/>