

2025 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.





Getting Started

This section provides foundational information about Nyenrode Business Universiteit, including key details and basic institutional data.

Mission

Mission: Shaping Responsible Leaders for a Sustainable Future

Nyenrode Business University stands at the intersection of business education and societal impact. Our mission - "serving society by shaping responsible leaders for a sustainable future" - reflects our deep commitment to transforming business education for the challenges of tomorrow. This mission was purposefully expanded in 2022 to emphasize our belief that business leaders must balance organizational success with planetary stewardship and societal wellbeing.

Strategic Foundation: The LES Trinity

Our strategic approach is anchored in three foundational values: Leadership, Entrepreneurship, and Stewardship (LES). This trinity guides everything we do:

Leadership: Developing visionary leaders who inspire positive change

Entrepreneurship: Fostering innovation that creates sustainable value

Stewardship: Ensuring responsible management of resources for future generations

Strategic Pillars

Our strategy rests on three fundamental pillars that guide our institution's development and impact:

First, our Transformative Education approach recognizes that meaningful change happens at multiple levels simultaneously. At the personal level, we develop self-aware, responsible leaders through our innovative Responsible Leadership Measurement Tool, which helps students understand and enhance their impact on stakeholders. At the organizational level, we equip our students with the knowledge and skills needed to drive sustainable change within their organizations. At the societal level, we prepare leaders to create impact beyond organizational boundaries. Throughout all our programs, we integrate ESG principles and employ blended learning approaches to maximize impact and accessibility while ensuring our education remains relevant to today's challenges.

Second, our Research with Impact strategy bridges the gap between academic rigor and practical relevance. Through our three collaboration areas - Entrepreneurship & Responsible Leadership, Accountability, Governance & Law, and Markets, Organizations & People - we foster meaningful connections between academia and business. This approach ensures our research delivers tangible societal benefits while maintaining scholarly excellence. By focusing on these interconnected areas, we create knowledge that serves both academic advancement and practical application in the business world.

Third, our commitment to Operational Excellence is demonstrated through our journey toward B Corp certification. We are transforming our operations to align with our educational philosophy by restructuring our governance to embed stakeholder responsibility throughout the organization. This process involves measuring and improving our environmental and social impact while creating a living laboratory for sustainable business practices. Our pursuit of B Corp certification represents our commitment to practicing what we teach and demonstrating how institutions can operate responsibly while maintaining excellence in their core mission.

Vision

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Strategy

Mission, Vision & Strategy

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Strategy Alignment

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

Strategic Alignment

Strategic Alignment

Nyenrode Business University has a rich tradition of engaging with society through its education, research, and outreach efforts. Guided by its mission to 'Shaping responsible leaders for a sustainable future', Nyenrode places societal impact at the heart of its academic strategy, curriculum, research, and community involvement.

In the rapidly evolving landscape of business schools, Nyenrode Business University emphasizes the critical role of engagement, sustainable development, and societal impact in its educational framework, research initiatives, and interactions with businesses and society. Nyenrode adopts a holistic approach to societal impact, integrating it into its strategies and activities. Societal impact is a pervasive theme that influences all facets of Nyenrode's ecosystem, including academic strategy, governance, educational offerings, research agenda, and outreach activities.

Nyenrode is committed to engaging with key stakeholders, including industry partners, alumni, and the broader community, to create educational and research opportunities that deliver societal benefits. Ethical and responsible leadership is a core value at Nyenrode, and the university takes concrete actions to enhance both business and society. Nyenrode's graduates, equipped with strong values and practical skills, lead organizations responsibly, thereby extending the university's positive impact on society.

MISSION AND CORE VALUES

Nyenrode Business University's mission, 'Shaping responsible leaders for a sustainable future', underscores its dedication to fostering thriving organizations and a healthier planet. With a focus on transparency, responsible leadership, and sustainability, Nyenrode aims to develop future leaders who are equipped with strong values and practical skills. Over its 75+ years of existence, Nyenrode's educational purpose has consistently extended beyond the mere transfer and creation of knowledge, emphasizing character building and focusing on attitude and personal skills. This holistic approach is embodied in Nyenrode's core values of Leadership, Entrepreneurship, and Stewardship (LES), which reflect its commitment to ethics, responsibility, and sustainability (ERS).

Impact

Nyenrode is dedicated to facilitating professional, personal, and social impact, with the goal of fostering a sustainable society through its research, education, and organizational practices. By demonstrating leadership and taking proactive steps at the organizational, team, and individual levels, Nyenrode strives for a sustainable future. The university maintains transparency in its efforts, serving as a catalyst for social responsibility within the broader community. Responsible leadership is a central focus area, reinforced by the development and piloting of the responsible leadership measuring tool, and the inclusion of postgraduate success and alignment with mission and core values in alumni and student surveys. In 2023, Nyenrode established the Research Collaboration Areas to further align teaching, research, and service activities with its mission.

Nyenrode's mission is also reflected in its membership of the UN PRME (Principles for Responsible Management Education), demonstrating its commitment to the six principles for responsible management education since joining in 2017.

Industry and Professional Engagement

Governance.

Since its founding by business leaders in 1946, Nyenrode has maintained very close ties to the business community. We involve external stakeholders through various channels. The International Advisory Board offers strategic input on international positioning. Program Advisory Boards, which include industry leaders, serve as a sounding board for program content and relevance, thus guiding

curriculum development and making sure Nyenrode stays attuned to trends and developments in the business world. Our International Advisory Board (IAB) consists of prominent professionals from various sectors globally, meets twice a year to advise the University Board on strategy and curriculum from an employer perspective. Corporate partners contribute through guest lectures, research collaboration, and internships. Additionally, alumni have a seat on the Foundation Board.

Partnerships

Nyenrode has many formal partnerships with companies and organizations. In the accountancy field, it partners with all Big Four accounting firms and many mid-tier firms to run its Accountancy degree programs (students are employees at those firms during study). In the MBA, companies sponsor Projects and offer real business cases for student teams to solve. There are also academic partnerships with dozens of universities worldwide which broaden the engagement scope internationally.

Nyenrode Incubator

A signature engagement initiative is the Nyenrode Incubator and Accelerator for entrepreneurs (supported by alumni venture capitalists), which helps students and alumni launch startups, thereby contributing to economic development and innovation.

Nyenrode also hosts numerous industry events – conferences, guest lectures, panel discussions – often in collaboration with professional bodies (for example, an annual Finance Day with the Dutch Financial Times, or HR innovation roundtables with consulting firms). These events not only enrich student learning but position the school as a hub where academia and practice meet.

Alumni Networks

The alumni community of Nyenrode is exceptionally strong and engaged. Nyenrode's alumni association (served by chapters across the globe) organizes reunions, networking events, and mentorship programs. In the past year, over 600 alumni participated in 21 homecoming events at the Breukelen campus, which shows active engagement. Alumni frequently return as guest speakers or even adjunct faculty, sharing real-world insights with current students.

'Nyenrode circles' are thematic groups of alumni and faculty focusing on areas like sustainability, digital business, or family firms, which meet to exchange knowledge and sometimes collaborate on research or community projects. Alumni also help in student recruitment (being ambassadors for the school) and in placement (opening doors in their companies for internships and jobs).

Nyenrode estate

One unique aspect is the living tradition of the Nyenrode estate: alumni often feel a lifelong bond with the campus and each other, referring to the 'Nyenrodian' spirit. This spirit also encompasses a sense of responsibility – alumni and students together partake in charitable initiatives (e.g., fundraising for scholarships, engaging in volunteer days) fostering a cycle of giving back.

IMPACT THROUGH EDUCATION

Nyenrode's (transformational) educational approach is grounded in the LES values of Leadership, Entrepreneurship, and Stewardship (refer to Standard 5). These values drive the design and delivery of all degree and non-degree programs. Societal impact in education is realized through curriculum content, learning outcomes, working with internal and external stakeholders, program structure, pedagogical methods, and extracurricular engagement.

SDG- and ESG-curriculum mapping

To give more meaning to 'sustainable future' in our mission, Nyenrode embraces the 17 Sustainable Development Goals (SDGs) proposed by the United Nations as the agenda to move towards a sustainable future. Each of these goals requires a formidable effort of many stakeholders simultaneously. Given our mission, Nyenrode, as a business university, believes that businesses and organizations can and should be 'a force for the good', i.e. should be instrumental in the efforts to reach the SDGs. That is why it is our promise to all students to increase their competency to act as a responsible leader for the challenges included in the SDGs.

We concretized this promise in AY 23/24 by mapping the essential Environmental, Social, and Governance (ESG)-related concepts to our degree programs. The mapping process measures whether key concepts related to these concepts have been introduced in each program/module/course by looking at three categories (macro, micro, regulatory). It allows discussing overlap and missing concepts in courses among teachers and professors of a given program.

The European Union's Green Deal has initiated significant societal changes, compelling companies to measure and report on their Environmental, Social, and Governance (ESG) performance. The Green Deals aims to drive sustainability and make it measurable, benefiting all stakeholders economically, socially, and environmentally. An ESG Baseline measurement was used to redesign the EFMC program and the Master and postmaster in Accountancy. This approach proved practical and effective, integrating ESG concepts into the curriculum without adding extra study load. It helped teach students the necessary knowledge and skills for ESG assurance assignments.

Mission-aligned Competencies

To measure and quantify competencies of its students, Nyenrode uses its core values (Leadership,

Entrepreneurship, and Stewardship) as a foundation. A working group has developed 10 measurable competences (e.g., systems thinking and complexity awareness, critical thinking, empathy and social awareness, refer also to Standard 5 for the competence descriptions) aligned with our mission and LES values and inspired by the Inner Development Goals (IDG) framework.

The IDG-framework supports our focus on the Sustainable Development Goals by emphasizing personal development for leaders. This alignment with the IDG framework facilitates collaboration with partner universities to nurture responsible leaders for a sustainable future. As a founder of the University Coalition for Student Inner Development, Nyenrode facilitates this collaboration.

SOCIETAL IMPACT THROUGH RESEARCH

In today's world where truth and facts are often obscured, academic thinking is essential. As outlined in our strategy, we are deeply committed to conducting academic research that has a tangible impact on society. To cultivate responsible leaders, we prioritize academic rigor in both our teaching and research. We actively contribute to academic discourse by publishing our findings in esteemed international, peer-reviewed journals. This approach keeps us at the cutting edge of business research and ensures that our educational offerings are informed by the latest knowledge and skills.

Chairs

By creating specific academic chairs Nyenrode promotes education, research and the social debate on stewardship, sustainable business and responsible leadership. Examples include the chairs in Sustainable Business & Stewardship, Sustainable Building & Development, and Business Ethics.

Research Collaboration Areas

Nyenrode's research strategy is anchored in three interdisciplinary Research Collaboration Areas (RCAs) under the umbrella 'Research for a Sustainable future', launched in 2023 aligned with our overall strategy, providing a clear focus on relevant business research that has societal impact.

- Accountability, Governance & Control
- Entrepreneurship & Responsible Leadership
- Markets, Organizations & People

The RCAs reflect a strategic alignment with societal challenges, public policy priorities, and organizational practice. Research addresses pressing topics such as sustainability reporting, corporate governance, circular economy, employee engagement, and stakeholder capitalism. As part of this dedication, we are focusing our funded research projects on PhD research aimed at societal impact within our collaboration areas. Examples of sponsored PhD research projects

(funded in part by gifts from Nyenrode alumni):

- **Degrowth in Organizations:** Lotte Levelt MSc. is researching degrowth in organizations with Dr. Nicolas Chevrollier, Professor André Nijhof, and Dr. Aikaterini Argyrou. They aim to identify how businesses can prioritize sustainability over profit, adapting strategies to address climate change, regulations, and consumer expectations.
- **Accounting for the Uncountable:** Lucas O'Ryan Pinochet MSc is exploring performance management in government with Professor Ivo de Loo and Professor Roland Speklé. His research addresses how governments can measure and manage elusive social objectives like safety and equity, questioning if unmeasurable performance can still be effectively managed.
- **Organizing Innovation Better:** Thu Anh Le Dang MSc is investigating how companies can balance exploring new ideas and leveraging existing ones (ambidexterity) under supervision of Professor Dr. Bo van der Rhee and Dr. Richard Janssen. Her research aims to enhance innovation processes, addressing 21st-century challenges and promoting sustainable societal values.

Impact cases

Impact cases are systematically collected and published to demonstrate how research influences business practices and societal outcomes. These cases are publicly accessible and organized by LES values. Topics range from sustainable housing to the legal rights of nature. Doctoral research also contributes significantly to societal impact. Examples include Diane Zandee's dissertation on decision-making in the circular economy and Henriette Bout's work on moral reasoning in organizations.

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.

Research Collaboration Areas

Nyenrode's developed a new research collaboration structure, one of which actively advances responsible management education by connecting academic research with real-world business challenges, emphasizing both societal impact and practical application.

This is done through the research collaboration areas

- Accountancy, Governance and Law
- Markets, Organizations & People
- Entrepreneurship & Responsible Leadership

This impact statement looks at the specific area of Entrepreneurship & Responsible Leadership as an example of how the RME Principles are integrated in research.

Nyenrode's has three new research collaboration area in Entrepreneurship & Responsible Leadership is working as an organizational entity for advancing responsible management education. Through its structure and faculty members, this research area bridges academic theory with business practice, focusing on how organizations can create both economic and societal value. The area's alignment with Nyenrode's core values (LES) ensures that research directly contributes to developing responsible business practices, while its collaborative approach with external stakeholders enables the creation of actionable insights for current and future business leaders.

The research area demonstrates particular strength in addressing critical business challenges through multiple lenses. Its investigations into sustainable market transformations and circular economy business models provide practical frameworks for organizations seeking to enhance their environmental and social impact. The area's focus on measuring both financial and societal outcomes ensures that research outputs have tangible value for business leaders while advancing the broader goals of responsible management education.

Furthermore, the collaborative nature of the research area facilitates knowledge exchange between academia and industry. Through partnerships with external stakeholders, the research findings are continuously tested and refined in real-world settings, ensuring their relevance and applicability. This approach has proven particularly valuable in developing insights into how organizations can effectively balance profit objectives with broader societal responsibilities.


By maintaining a clear focus on actionable insights while upholding rigorous academic standards, the research area exemplifies Nyenrode's institutional commitment to responsible management education. It serves not only as a hub for knowledge creation but also as a catalyst for transforming business practices toward more sustainable and responsible approaches.

Graduates & Enrollment

2024 Statistics	Number
Graduates	615

Degrees Offered


Bachelor Programs

 Bachelor of Science (B.Sc. or B.S.)

Masters Programs

 Master of Science (M.Sc. or M.S.)  Master of Business Administration (M.B.A.)

Doctoral Programs

 Doctor of Philosophy (Ph.D.)



Purpose

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

Letter of Commitment



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 September 2025



Values

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



Who Champions Responsible Management Education at Our Institution

- ❖ Disciplinary efforts within business school
- ❖ Interdisciplinary efforts across business school
- ❖ Research or issue group, society, or club leading sustainability efforts
- ❖ Senior leadership office



Research

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

Research vs Research for RME/Sustainable Development

88 Peer-reviewed articles were published by Nyenrode Business Universiteit from this past calendar year.

vs

15 Peer-reviewed articles were published by Nyenrode Business Universiteit from this past calendar year in support of RME.

Research Funding

In 2024, Nyenrode Business Universiteit was awarded funding for research that is:



**Institution
Specific**



International

Socializing Research

In 2024, Nyenrode Business Universiteit contributed research findings to:

- ❖ Community organizations
- ❖ Government and policy makers
- ❖ Industry and business networks
- ❖ National media
- ❖ Open-access platforms
- ❖ Public events and lectures
- ❖ Research collaborations
- ❖ Social media and digital outreach



Partner

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

Institutional Partnerships

- ❖ AACSB (Association to Advance Collegiate Schools of Business)
- ❖ AMBA (Association of MBAs)
- ❖ EFMD (European Foundation for Management Development)
- ❖ Financial Times
- ❖ Ministries of Education, Higher Education, or similar national bodies
- ❖ University Councils

Student Organization Partnerships

- ❖ None



Practice

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

Institutional Policies and Practices

- ❖ Accreditation body recommendation documents
- ❖ Buildings/real estate
- ❖ Campus operations guides
- ❖ Carbon reduction or offset commitments
- ❖ Curriculum guidelines
- ❖ Employee equity, diversity, inclusion
- ❖ Environmental stewardship policies
- ❖ Ethical data sourcing guides
- ❖ Ethical leadership or good governance policies
- ❖ Faculty hiring, tenure, and promotion guidelines
- ❖ Local staff/student/faculty transportation
- ❖ Professional training opportunities
- ❖ Responsible procurement policies
- ❖ Student equity, diversity, inclusion
- ❖ Sustainability strategy or strategic plan (school or university level)
- ❖ Travel guides
- ❖ Water
- ❖ Zero-waste guides

Policy Documents Related to RME and/or Sustainability

D&I Program Charter 2023

View document  Download document 



Share

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



Engagement Opportunities

Nyenrode Business Universiteit offers transparent engagement opportunities for members of our institution and community to contribute to our sustainability and responsibility efforts in the following ways:

- ❖ Boards and advisory committees
- ❖ Annual reports
- ❖ Community events and consultation forums
- ❖ Feedback mechanisms (e.g., surveys, suggestion boxes)
- ❖ Open faculty and student meetings and town halls
- ❖ Partnerships with local organizations
- ❖ Public events and panel discussions
- ❖ Sustainability-focused research and collaboration Opportunities

Communication Audiences

Nyenrode Business Universiteit communicates its policies and progress on sustainable development and responsibility with:

- ❖ Accreditation bodies
- ❖ Alumni and donors
- ❖ Boards and advisory committees
- ❖ Business and industry partners
- ❖ Chamber of commerce and local communities
- ❖ Faculty and staff
- ❖ Government and policy makers
- ❖ Media and public relations channels
- ❖ Non-governmental organizations (NGOs)
- ❖ Prospective and current students
- ❖ Research and academic networks

SIGNATORY

Nyenrode Business Universiteit



Address

Straatweg 25 3621 BG
Netherlands



Website

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