



The Alba Social Report

**Alba Graduate Business School,
The American College of Greece**
<http://www.alba.acg.edu>

2020-2021



WE SUPPORT

PRME

Principles for Responsible
Management Education

« Η προκοπή σας και η μάθησή σας
να μην γίνει σκεπάρνι μόνο δια το άτομό σας,
αλλά να κοιτάζει το καλό της κοινότητος,
και μέσα εις το καλό αυτό ευρίσκεται και το δικό σας.»

Απόσπασμα από το λόγο του Στρατηγού Θ. Κολοκοτρώνη στην Πνύκα, 7 Οκτωβρίου
1838

Εφημερίδα Αιών, 13 Νοεμβρίου 1838

“Your prosperity and learning should not be tools used solely for your personal benefit.
You should use these tools to look after the public good
and within this [public] good you will find your own prosperity”

Extract from the speech of General Th. Kolokotronis at Pnyka on 7 October 1838
Published by ‘Aion’ Newspaper on 13 November 1838

***This report is dedicated to the memory of our beloved colleague
Dr. Yiota Pastra, who initiated and worked hard
for all Alba CSR initiatives and is no longer with us.
She will always be remembered for her dedication and passion
to responsible education and social giving...***

Table of Contents

1	Welcome Address.....	5
2	Letter From The Dean.....	7
3	The Alba C.E.RE.S. Pillars and Activities.....	8
4	Commitment through Participations, Memberships and Co-operation	10
5	Commitment through Reporting.....	11
6	Key Developments, Years 2020-2021.....	11
7	Adherence and Support to the United Nations Principles	19
	7.1 The United Nations Principles for Responsible Management Education: The Six (6) Principles	19
	7.2 The United Nations Global Compact (UNGC) Academic Participation: The Five (5) Areas. .	21
	7.3 The United Nations Global Compact (UNGC): The Ten (10) Principles	21
8	Concluding Remarks and Plans for the Future	22
9	References.....	23

LIST OF TABLES

Table 1: The Alba C.E.RE.S.: Overview of Pillars and Activities 9
Table 2: The Alba C.E.RE.S. Pillars, Activities and Developments, 2020-2021 11
Table 3: UN PRME Principles and Alba Activities 20
Table 4: UN Global Compact Academic Participation Action Areas and Alba Activities 21
Table 5: UN Global Compact Principles and Alba Activities 21

1 WELCOME ADDRESS

We would like to welcome you to the sixth Social Report of Alba Graduate Business School, The American College of Greece. This report refers to the main activities and developments that took place during 2020-2021.

In 2009, Alba Graduate Business School (Alba) formalized its Social Responsibility activities through the formation of a Social Responsibility Committee. In 2013, based on Alba Social Responsibility scope, activities and plans, we decided to establish the Alba Center for Business Ethics, Social Responsibility and Sustainability (C.E.RE.S). Gradually, C.E.RE.S activities expanded to actions on sustainability and sustainable development.

What needs to be emphasized is that all of the developments and activities are underlined by the key values of the School (phronesis, integrity, creativity, innovation), and aim to serve the School's vision of a more prosperous society for all parties involved, for a business world thriving with activity, innovation and sustainability, for leaders who inspire, aspire and enact.

Our mission is to educate the visionary leaders of tomorrow, hence our academic environment is one caring for and interacting with all stakeholders, nurturing socially responsible leaders and managers, who will be the agents of change for a society where human rights are respected, labor is honored, the environment is protected and corruption is nonexistent.

This report outlines our rationale, key activities, and plans for the future. We hope that our initiatives will help us further support and promote sustainability and social responsibility, relevant research and education, the values of the UN PRME and the values of the UN Global Compact.

We would like to thank all our stakeholders, as well as all those who have contributed to the enrichment and development of the School's Social Responsibility activities, and who have contributed to the preparation and publication of this Social Report. We hope that this social responsibility report meets its aim of transparency and forms the basis for further dialogue with our stakeholders.

The Alba Social Responsibility Committee:

Dr. Pavlos Vlahos, Associate Professor of Marketing
Ms. Maria Doukaki, Marketing & Communications Director
Ms. Marina Gryllaki, Executive Development Director
Ms. Antonina Kalkavoura, Corporate Affairs Director
Ms. Zoe Kourounakou, International Office Director

Ms. Stella Mariou, Quality & Accreditations Director
Ms. Lila Efstathiadi, Academic Programs Director

2 LETTER FROM THE DEAN

Alba has been committed to social responsibility values ever since our establishment in 1992. Aspiring to educate the visionary leaders of tomorrow, who will actively contribute to changing and shaping all of society and the business world, Alba embraces social responsibility principles and values in its operations and its program curricula. Our academic environment is characterized by a set of values that contribute to the Alba character and culture, such as phronesis, integrity, creativity and innovation.

Being part of the American College of Greece, we increased our network of stakeholders, as well as the opportunities to further expand and promote business ethics, social responsibility and social and environmental sustainability. Towards this direction is also the recent (2021) establishment of the “Theodore Papalexopoulos Endowed Chair in Sustainability”. We believe that we can (and should) contribute to social responsibility and sustainability values, activities and awareness by:

- being a catalyst in the understanding and implementation of social responsibility, through:
 - knowledge dissemination (education and training),
 - knowledge creation (research) and
 - leading by example (our own culture and practices)
- creating links of cooperation between different social actors.

As with our previous Social Reports, the aim of this Social Report is twofold: (a) to provide information on our engagement with social responsibility initiatives and activities and (b) to provide an opportunity for further interaction with our stakeholders. Both of these aims are not only served through the report but through the creation of the Alba Centre for Business Ethics, Social Responsibility and Sustainability (C.E.R.E.S.). We believe that this center has been and will continue to be an important platform for the organization, support and promotion of social responsibility initiatives and activities, as well as for the interaction of different stakeholders.

Taking the opportunity of the Social Report, I would like to restate:

- our support to the United Nations Global Compact
- our support to the United Nations Principles for Responsible Management Education
- our commitment to the principles and values of Social Responsibility and
- our commitment to enhancing work and awareness about Social Responsibility.

Prof. Konstantinos Axaroglou
Dean

3 THE ALBA C.E.RE.S. PILLARS AND ACTIVITIES

The enactment of the Alba C.E.RE.S. scope of activities can be described through five (5) interrelated pillars. Each pillar represents the key operations of the School and points to our interaction with different groups of stakeholders, both nationally and internationally. The pillars are:

Figure 1: The Alba C.E.RE.S. Scope of Activities

Responsible Education: business ethics, social responsibility and sustainability values, topics and practices form an integral part of our educational programs.

Responsible Research: both academic and applied research address areas relating to business ethics, social responsibility and sustainability issues.

Responsible Culture: provisions through scholarships and open seminars and workshops are available to potential students and other stakeholders.

Responsible Workplace: activities are undertaken for the protection of the environment and for catering for employee needs.

Responsible Employees: Alba employees are active in social responsibility activities (such as philanthropy), on a voluntary basis. Employee activities are organized by the Good Citizenship Committee that was initially formed in 2004.

This categorization of our activities enables us to:

- describe, explain, communicate and plan our social responsibility and responsiveness,
- follow a parallel structure with the principles we are committed to serve and promote by being signatories and participants of the UN Principles for Responsible Management Education



- place adequate emphasis on our contribution to sustainable development issues and developments through the nature of its activities, namely knowledge dissemination, knowledge creation and leading by example.

Each of the pillars consists of different sets of activities undertaken by the school depicted in the figure that follows.

Table 1: The Alba C.E.RE.S.: Overview of Pillars and Activities

Pillars	Components & Activities	Further Details
Responsible Education	• Academic Programs	Sustainability / Ethics & CSR courses in Academic Programs
	• Executive Education	<ul style="list-style-type: none"> • Positive Leadership Series • Alba Educational CSR Partnership Series • Executive Family Project
Responsible Research	• Academic Research	CSR related academic research and contributions
	• Applied Research	CSR related applied research projects and events
	• Hubs and Centres: AHEAD, C.E.RE.S.	AHEAD: entrepreneurship, start-ups, small business and family business support, coaching and mentoring CERES: CSR memberships, cooperation, events, training, dissemination; research
Responsible Culture (in alphabetical order)	• Academic Environment	<ul style="list-style-type: none"> • Code of Ethics • Scholarships and Financial Aid
	• Alba Library Services	Alba Library donations to other Libraries
	• Career & Alumni	Provisions to students and alumni in relation to career development
	• Memberships, Participations & Co-operations (in chronological order)	<ul style="list-style-type: none"> • UN Global Compact & Global Compact Network Hellas (since March 2008) • UN Principles for Responsible Management Education (since December 2009) • Global Sustain (since 2012) • Hellenic Network for CSR (since 2013) • ACG Committee for Sustainable Development, The American College of Greece (since 2015) • NBS, Network for Business Sustainability (2014)
	• Public Events	<ul style="list-style-type: none"> • Alba Events Engagement: <ul style="list-style-type: none"> ○ Alba Organized Events ○ Co-organized Events ○ Participation in Events ○ Events Under the Scientific Co-ordination of Alba
	• Publicity, Dissemination & Communication	<ul style="list-style-type: none"> • Participation in CSR Events • In the Press • Social Media & Website on Social Responsibility
	• Environmental Sustainability	<ul style="list-style-type: none"> • Recycling
	• Human Resources	<ul style="list-style-type: none"> • Provisions • Events & Seminars



Pillars	Components & Activities	Further Details
Responsible Employees (Volunteerism)	<ul style="list-style-type: none"> Community Involvement Philanthropy 	<ul style="list-style-type: none"> Cooperation with NGOs Good Citizenship initiatives

4 COMMITMENT THROUGH PARTICIPATIONS, MEMBERSHIPS AND CO-OPERATION

Our commitment to social responsibility is further demonstrated through the **participation, membership and cooperation of the school with key organizations** that promote, enhance and facilitate social responsibility. In particular, Alba is:

- An academic participant of the **United Nations Global Compact (UNGC)** and the **Global Compact Network Hellas**, since March 2008
- The first Greek Business School that has become a participant of the United Nations **Principles for Responsible Management Education (PRME)**, since December 2009
- Member of **Global Sustain** (previously EuroCharity), since 2012
- Cooperating with **Hellenic Network for Corporate Social Responsibility** on specific activities outlined in 2013

During 2014, we extended our participations and co-operations by becoming a member of the **Network for Business Sustainability**, a community of Business Schools' Sustainability/Social Responsibility Centres organized and hosted by Ivey Business Schools

5 COMMITMENT THROUGH REPORTING

A fundamental requirement for our continued participation in the UN PRME is the publication of a Social Report. We have published three Social Reports. The Social Reports refer to calendar years. In particular, we have published:

1. The Alba Social Report 2009
2. The Alba Social Report 2010-2011-2012
3. The Alba Social Report 2012-2013-2014
4. The Alba Social Report 2015-2016-2017
5. The Alba Social Report 2018-2019
6. The Alba Social Report 2020-2021

All Social Reports become publicly available by being uploaded on the Alba website, the UN PRME and the UN GC sites.

Moreover, the Alba Social Responsibility activities and updates are reported in the Alba General Assembly report, since 2008.

6 KEY DEVELOPMENTS, YEARS 2020-2021

The table that follows provides key activities and related metrics when available for the Years 2020-2021. It is not to an exhaustive list of the activities and initiatives undertaken. It rather focuses on the most important ones.

Table 2: The Alba C.E.RE.S. Pillars, Activities and Developments, 2020-2021

Pillars	Components & Activities	Developments 2020-2021
Responsible Education	Academic Programs	<ul style="list-style-type: none"> • The course “Sustainability, Business Ethics & Corporate Social Responsibility” is a core course in the majority of the Alba Academic Programs and this year it has been redesigned to include 21 lecture hours (compared to 14 hours up until last year). • The Alba Executive MBA includes a course on “Sustainability” and a course on “The Ethical Organization”. • The MSc in Tourism includes the core course «Sustainability in Tourism». • To further involve our MBA students with Social Responsibility and Social Entrepreneurship concepts, we have managed to attract proposals from non-governmental organizations (NGOs), which have been structured to business projects in the framework of the capstone course “Field Consulting Project”, offered in the last term of the program.

Pillars	Components & Activities	Developments 2020-2021
	Executive Education	<p>1) Remot-e / Remotivat-e Learning Series for the HR Ecosystem</p> <p>In cooperation with the Greek People Management Association (GPMA), Alba Graduate Business School offered the HR community a remote synchronous learning series aiming to empower the members of GPMA. This series equipped the participants with the mind tools and the mindset to effectively, collaboratively, and creatively cope with current challenges related to the COVID -19 pandemic, which severely affect numerous facets of corporate, organizational, professional, and personal contexts (https://www.gpma.gr/online-seminaria-sdade-amp-alba-graduate-business-school/).</p> <p>The series was delivered via the Zoom platform and was comprised of the three following sessions, delivered once per week:</p> <ul style="list-style-type: none"> • Positivity and Resilience • May Day Crisis Readiness Simulation • Harnessing Ecosystem Wisdom <p>During the series, participants had the opportunity to explore new notions, exchange ideas and practices, immerse into new forms of network learning, and discover ways to diffuse the knowledge to their Organizations and their community. The program was free of charge.</p> <p><u>2. Alba – SEV Learning Series</u></p> <p>Alba and SEV (The Hellenic Federation of Enterprises), join forces with a new learning initiative that aims to add value to the business community and to empower human capital in Greece with cutting -edge knowledge and contemporary competencies in order to effectively lead themselves, their teams and their organizations through contemporary challenges, towards growth.</p> <p>Through a series of executive seminars, sponsored by SEV and addressed exclusively to SEV corporate members, participants will have the opportunity to attend learning sessions that address contemporary trends, priorities and challenges and that blend academic excellence with business relevance.</p> <p>The learning initiatives are designed for executives across seniority levels, functions and industry sectors, with a special focus on the learning needs and aspirations of middle level executives that wish to address their management challenges and leadership transitions in the era of disruption.</p>

Pillars	Components & Activities	Developments 2020-2021
		<p>The seminar fees are sponsored by SEV. A nominal registration fee to be covered by participants becomes a donation to specific NGO.</p> <p>During 2020 – 2021 the following seminars took place:</p> <ul style="list-style-type: none"> -Sales Effectiveness Program: Managing and Developing Sales Teams -Goal Setting and Performance Management -Advanced Negotiations -Management in the Digital Era -Agile and Scrum -Design Thinking -Understanding business analytics -Manager as a Coach -Women in Leadership -Managing Team Dynamics -Human Resources Management -Strategic Management of Learning & Development -Women in Mentoring - Negotiations -Positivity & Resilience in Organizations <p>-Youth Learning Series 2020-21, sponsored by Chipita SA (now part of the Mondelez Group)</p> <p>In Winter 2021-22, Alba Executive Development orchestrated a synchronous online program addressed to undergraduate public university students in the area of Thrace. The program was sponsored by Chipita SA and aimed to empower students with horizontal soft skills and digital skills. The program attracted more than 50 participants and included the following courses: Positive Mindset & Resilience, Well Being, Managing Change, Innovation and Digitalization.</p> <p>It's worth noticing that the Alba-SEV Learning Series Initiative has been featured as a best practice at the 2021 NBS SCC Workshop, while it has been promoted through the NBS Website, LinkedIn and Twitter.</p> <p><u>3. Corporate Sustainability and Responsibility School</u></p> <p>The CSR School aims to provide advanced training regarding the identification of sustainability-related business opportunities and the inclusion of responsibility in the core of one’s business strategy, in order to achieve sustainable value and formulate a more resilient organization.</p> <p>The first school took place in September 2019 at the premises of The American College of Greece while for 2020 and 2021, due to the pandemic, it went virtual through a series of webinars.</p>

Pillars	Components & Activities	Developments 2020-2021
		<p>The current trend urges businesses and organizations to incorporate the social responsibility and sustainability principles within their business strategy, transforming the 'traditional' business model. The CSR School provides participants with the knowledge and tools needed to fulfill their organizations' social purpose through a holistic approach in which social impact is infused in the businesses' everyday operations and mission.</p> <p>The training program is envisioned as a journey that covers all major identified areas that relate to the responsible management of sustainability. Within 6 weeks, during which a minimum of 48 hours of sustainability-related knowledge and management experience is shared, trainees gain an up-to-date overview of major developments around the largest environmental, social and governance challenges affecting businesses nowadays.</p> <p>During the 12-part seminar series, the participants attend lectures by distinguished academic faculty members from institutions such as Wharton, University of Pennsylvania, and OECD, discuss relevant case studies, learn about best practices that have been implemented by experienced senior professionals and exchange views and thoughts around the incorporation of relevant theory into the CSR initiatives of their own organization. The lectures are delivered in English.</p> <p>The topics of the CSR School are the following:</p> <ol style="list-style-type: none"> 1. Setting the frame 2. Leadership 3. Value 4. Governance 5. Supply Chain 6. Environment 7. Circularity 8. Employees 9. Finance & Banking 10. Reporting 11. Capital Markets 12. Partnerships <p>The program is addressed to professionals and practitioners interested in gaining in-depth perspective and knowledge on corporate sustainability and responsibility as well as undergraduate, graduate and post-graduate students.</p> <p>On June 10, 2021, CSR Hellas, in collaboration with the University of Crete, Alba Executive Development and the Office of Public Affairs, organized an online High-Level Panel Discussion on "Education as a foundation for Sustainability", thereby initiating the 3rd CSR-School.</p> <p>This advanced training program consisted of 12 four-hour webinars welcomed prominent academics and practitioners covering a wide-range of thematic areas, such as sustainable value creation, legal aspects of CSR, circular economy, etc. 36 trainees participated in the CSR-School 2021.</p>

Pillars	Components & Activities	Developments 2020-2021
		<p>More information on the CSR School maybe found at: https://csr-school.eu/</p>
Responsible Research	Academic/ Applied	<p>Academic Research:</p> <p>2021</p> <ol style="list-style-type: none"> 1) Kay, A., Charles, T., Vlachos, P.A., Reb, J. “Mindfully Outraged: Mindfulness Amplifies Retribution via Moral Outrage at Third-Party Injustice,” Accepted: <i>81st Annual Meeting of the Academy of Management</i>, 29 July - 4 August 2021 2) Kioses, I., Vlachos, P.A., Doukidis, G.D., Vrechopoulos, A. (2021). “Phasing Out Single-Use Plastics in Grocery Retailing” <i>California Management Review</i> (Insights), Available at: https://cmr.berkeley.edu/2021/04/phasing-out-single-use-plastics/ <p>2020</p> <ol style="list-style-type: none"> 1) Bachrach, D.G., Vlachos, P.A., Irwin, K., Morgeson, F. (in press). “Does how firms invest in CSR matter? An attributional model of how job seekers react to configurational variation in CSR,” <i>Human Relations</i> (ABS=4) – (first two authors equally contributed) 2) Vlachos, P.A., Avramidis, P., Panagopoulos, N., (2020) “How to Optimize Your Company’s Approach to Data Privacy,” <i>Harvard Business Review</i>, Available at: https://hbr.org/2020/08/how-to-optimize-your-companys-approach-to-data-privacy 3) Theoharakis, V., Mylonopoulos, N., Vlachos, P.A. “Who should care about the Facebook ad boycott?” <i>California Management Review</i> (Insights), Available at: https://cmr.berkeley.edu/2020/07/facebook-ad-boycott <p>WORKING PAPERS</p> <ol style="list-style-type: none"> 1) Kassinis, G., Kay, A., Papagiannakis, G., Vlachos, P.A. “Dark Cloud With a Silver Lining: How Stigma Reduces the Market Fallout of Greenwashing?,” <i>Journal of Management Studies</i> (ABS=4; FT; Special issue: Organizational Stigma) (equal contribution) (3rd Revision). 2) Tasoulis, K., Vlachos, P.A., Kay, A., Farndale, E. “Who cares about corporate social responsibility? An organizational justice perspective,” <i>Academy of Management Review</i> (ABS=4*). (1st Revision) 3) Kay, A., Charles, T., Vlachos, P.A., Reb, J. “Mindfully Outraged: Mindfulness Amplifies Retribution via Moral Outrage at Third-Party Injustice,” <i>Organizational Behavioral and Human Decision Processes</i> (final edits) (ABS=4) (1st Revision) 4) Avramidis, P.K., Serfes, K., Panagopoulos, N., Vlachos, P.A. “Competition and Data Privacy” <i>Management Science</i> (writing-up) (ABS=4*).

Pillars	Components & Activities	Developments 2020-2021
		<p>5) Vlachos, P.A., Luffareli, J., Stamatogiannakis, A., Bachrach, D.G., Morgeson, F, A. "A Stage Attributional Model of CSR, <i>Journal of Applied Psychology</i> (ABS=4*) (data collection)</p> <p>6) Vlachos, P.A., Avramidis, P., Lounsbury, M., Koritos, C., & Petmezas, D. "Great expectations: Institutional Logics and the Evaluation of Corporate Social Responsibility," <i>Journal of Business Research</i> (ABS=3).</p> <p><u>Applied Research:</u></p> <p>Applied research consists of new and ongoing projects regarding CSR and sustainability for years 2020-2021 as given below:</p> <p>a) PAINLESS - Energy-autonomous portable access points for infrastructure-less network. PAINLESS was launched in 2018 with the visionary aim to establish a training and research platform to pioneer green, energy-autonomous portable network nodes which are self-subsistent and limitlessly-scalable, to satisfy future demands with minimal infrastructure. PAINLESS relates to H2020-MSCA with a vision to produce the first generation of experts in a radically new wave of energy autonomous networks that will revolutionize the wireless networking technology landscape and the plethora of associated vertical business sectors.</p> <p>b) FIREMAN - Framework for the Identification of Rare Events via Machine learning and IoT Networks. This project aims at providing a big-data-based optimized framework to predict and detect rare events in industrial processes (especially in maintenance), also including possible interventions, thus avoiding cost of damages as well as accidents.</p> <p>Moreover, Alba continues to run the annual survey "Recruitment Confidence Index" which maps the trends of the Greek labor market. It is estimated that RCI has collected more than 2,500 unique answers during the 13 years of its existence in Greece, involving HR executives from all business sectors either private or public. It also receives important publicity in specialized and general press (political and financial national newspapers, labor market and HR community magazines, websites, etc.). The results are constantly used by national institutions (ministries and general secretariats, research centers, consultants) and international bodies (delegations of international institutions to Greece) for the production of national reports related to the condition of the Greek labor market. Furthermore, the HR executives deeply appreciate their participation at the annual RCI event, where they have the chance to network, exchange opinions on current market trends and be exposed on the most recent research on HR and other issues.</p> <p>In unprecedented situations, like the one we went through during the last two years (COVID-19), knowledge is power and Alba Graduate Business School, in a continuing effort to support Greek companies to better deal with the COVID-19 crises, set out to measure, for the third consequent semester, COVID-19 impact on Greek companies.</p>

Pillars	Components & Activities	Developments 2020-2021
		<p>The aim is to comprehend the current post-COVID-19 business environment and especially how COVID-19 has shaped business operations in Greece.</p> <p>The results of the annual RCI survey are available free of charge to all interested parties, are made public through various communication means. Past reports may be found at: http://www.alba.acg.edu/about-alba/news-and-events/news/rci-2021-help-us-compehent-how-covid-19-has-shaped-business-operations-in-greece/</p>
Responsible Culture	Scholarships/ Financial Aid	<ul style="list-style-type: none"> • Total amount of scholarships / financial aid we offered in academic year 2019-2020: € 1,177,507 • Total amount of scholarships / financial aid we offered in academic year 2020-2021: € 1,271,610
	Public Events/Seminars	<p>1. “VentureGarden” Athens & Heraklion</p> <p>The VentureGarden program supports idea-stage entrepreneurs (both new businesses and established ones) through the ongoing support of training, mentoring, and the program's alumni community. The goal is to empower participants by helping them identify, adjust, and fine-tune the value proposition embedded in their idea. Alba and their partners in Northern Greece at the American College of Thessaloniki designed VentureGarden to accommodate people who do not have access to relevant education and/or the local start-up ecosystem. During the pandemic, all our activities moved to Zoom and Teams. Zoom allowed for synchronous training. The mode of delivery changed and became more flexible, welcoming guest speakers and allowing for group work. Teams helped us build the community with fun activities and support each cohort asynchronous. Mentoring was also virtual, allowing for better and more flexible scheduling. We also managed to welcome participants who would not join us in class under normal circumstances.</p> <p>2. Supporting Refugee Entrepreneurs – Craft Your Business</p> <p>"Craft Your Business" is a project aiming at training and empowering refugee entrepreneurs. It is part of a broader program managed by the International Rescue Committee (IRC) in several countries that focuses on helping refugees earn their income. It is powered by the Citi Foundation and, therefore, free of charge for the participants. The project started in September 2019, and Alba has offered training and personalized entrepreneurship coaching to more than 80 entrepreneurs. Training consists of 10 sessions (from idea to product). Each participant receives 3 hours of coaching. Ten participants, selected by an independent panel, receive a micro-grant offered by IRC and Alba's extended entrepreneurship and technical coaching. The program was initially designed to be classroom based and coaching meetings to be held physically. However, given the importance of the program for the participants' well-being, we worked closely together with our project partners, who made sure that all participants had access to wifi or mobile network. Training and coaching were delivered via zoom on school-based accounts to monitor the flow of service delivery. In addition,</p>
Responsible Culture		

Pillars	Components & Activities	Developments 2020-2021
		the team quickly developed new monitoring and re-posting tools to ensure that the donor's KPIs were achieved (and documented).
	NGO Hosting and other Social Contributions	Due to COVID19 Pandemic during the last two years, we could not host any events/activities in our effort to support and various NGOs. Nevertheless, we have supported them in other ways as evident from our activities mentioned below.
Responsible Workplace	Environmental Sustainability	<p>Activities are undertaken for the protection of the environment during the day-to-day operations of the organization (for example, paper, can, glass, toner, plastic caps and batteries recycling). Wasted paper ends up to the Municipality of Athens recycling bins for further processing, used toners and batteries are offered to specific organizations, which make sure of recycling them, while the plastic caps are given to another Municipality of west Attica who recycles them and offers wheel chairs to people with special needs.</p> <p>Moreover, Alba Graduate Business School is in the process of identifying more ways to eliminate its carbon footprint and resources waste. Towards this goal, the following actions were implemented during 2021:</p> <ul style="list-style-type: none"> • The renovation of all restrooms in the campus, installing water waste censored taps with flow control. • The replacement of all windows at the ALBA Association Building
	Human Resources	Provisions: ongoing, including private health insurance, additional paid holidays, employee scholarships, continuous development and training of the staff.
Responsible Employees	Volunteerism	<p>The Alba employees are active in social responsibility activities, in relation to philanthropy, community involvement and environmental protection. Students are also informed on all these activities and participate on a voluntary basis. Examples of such activities during 2020-2021, which were also supported by students, are the following:</p> <ul style="list-style-type: none"> • Gathering of medicines for the NGO "Doctors of the World" • Collected 50 books and donated them to "Erythros Stavros" hospital to keep company to COVID-19 patients. • The Alba Library organized a book Bazaar and the money raised from this activity were used to support the NGO EMFASIS and the Doctors of the World.

Furthermore, the Alba Graduate Business School and The American College of Greece have fully embraced the vision of a sustainable learning community, which is based on

collaboration, integration and interconnectedness within the Colleges, and between the Colleges and the local community. As a result, ACG (Deree College & Alba Graduate Business School) has been awarded with the **STARS GOLD Rating** from the “Association for the Advancement of Sustainability in Higher Education” (**AASHE**). STARS is a voluntary, self-reporting framework designed for colleges and universities worldwide, in order for them to measure their sustainability performance, in the areas of **Education, Research, Operations, Environment, Planning, Administration, as well as Community Engagement**.

This distinction is the result of a collective effort, through the support of different ACG departments and colleagues who, through their work and active personal engagement, helped build a strong case. Following US best practices and as also reflected in President Horner’s 2025 vision, ACG has come a long way as an academic institution since the first STARS report was submitted in 2015. With more than 900 participants in 40 countries, AASHE’s STARS program is the most widely recognized framework in the world for publicly reporting comprehensive information related to a college or university’s sustainability performance. As we stand, ACG is the only academic institution in Greece that submits such a report and one of the two institutions outside the US & Canada to have achieved such a rating.

7 ADHERENCE AND SUPPORT TO THE UNITED NATIONS PRINCIPLES

The purpose of this section is to bridge the United Nations Principles with the Alba Social Responsibility activities. To achieve this purpose the section refers to three groups of United Nations Principles, namely the Principles for Responsible Management Education, the United Nations Global Compact Areas of Academic Participation and the United Nations Global Compact Principles. Each of the three subsections that follow addresses each of the three groups of principles. The principles are stated and an indication of that part of the report referring to those principles is indicated.

7.1 The United Nations Principles for Responsible Management Education: The Six (6) Principles

ALBA has been supporting and acting on all six (6) principles. Plans for the future make sure that further activities will be undertaken by the school.

Table 3: UN PRME Principles and Alba Activities

	Principles:		Report Page No.
		As institutions of higher learning involved in the education of current and future managers we are voluntarily committed to engaging in a continuous process of improvement of the following Principles and their application, reporting on progress to all our stakeholders and exchanging effective practices with other academic institutions:	5-8
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.	8-19
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.	8-19
3	Method	We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.	8-19
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.	8-19
5	Partnership	We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.	8-19
6	Dialogue	We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.	8-19
		We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.	5-8

7.2 The United Nations Global Compact (UNGC) Academic Participation: The Five (5) Areas

Alba has been active in most of the five areas. Further activities have been planned for the future, in order to further enhance our Academic Participation.

Table 4: UN Global Compact Academic Participation Action Areas and Alba Activities

	<i>Five Areas of Action:</i>	<i>Report Page No.</i>
1	Conduct applied research and thought leadership to advance best practices.	8-19
2	Promote the UN Global Compact Ten Principles and educate a variety of audiences about sustainability.	8-19
3	Support UN Global Compact business participants in implementing and reporting on their sustainability efforts.	Indirect support
4	Lend capacity to Global Compact Local Networks and/or the UN Global Compact in New York.	
5	Join the Principles for Responsible Management Education (PRME) for more information.	√

7.3 The United Nations Global Compact (UNGC): The Ten (10) Principles

Although Alba fully supports, embraces and promotes the ten (10) principles of the United Nations Global Compact, no explicit references or measurement (using the Global Reporting Initiative indices) is undertaken in the context of this report, as the report mainly focuses on the Principles and Areas relevant to non-profit academic institutions.

Table 5: UN Global Compact Principles and Alba Activities

			<i>Principles:</i>	<i>Declaration</i>
Human Rights	Principle	1	Protection of Human Rights	Alba Graduate Business School, The American College of Greece, fully adheres to, supports and promotes the ten (10) Principles of the United Nations Global Compact
Human Rights	Principle	2	Complicity in Human Rights Abuses	
Labour	Principle	3	Freedom of Association and Collective Bargaining	
Labour	Principle	4	Forced and Compulsory Labor	
Labour	Principle	5	Child Labour	
Labour	Principle	6	Discrimination	
Environment	Principle	7	Precautionary Approach	
Environment	Principle	8	Environmental Responsibility	
Environment	Principle	9	Environmental Friendly Technologies	
Anti-Corruption	Principle	10	Corruption	

8 CONCLUDING REMARKS AND PLANS FOR THE FUTURE

In concluding our Fifth Social Report, we would like to restate our commitment to further enhancing our Social Responsibility involvement, as well as our dialogue and engagement with our stakeholders.

Our plans for the future include:

- To further enhance, measure and report the Alba Business Ethics, Social Responsibility and Sustainability Initiatives, as outlined by our five (5) pillars
- To enhance and promote Business Ethics, Social Responsibility and Sustainability to the Business Community and Society at large, by organizing events and activities
- To further engage with other key stakeholders and key organizations for the enhancement of Business Ethics, Social Responsibility and Sustainability, nationally and internationally
- To provide the platform for the creation and utilization of active, national and international networks of key stakeholders
- To further develop training platforms, educational programs and modules on Business Ethics, Social Responsibility and Sustainability
- To undertake and contribute to theoretical and applied research on Business Ethics, Social Responsibility and Sustainability related topics

These activities will help Alba enhance its support, promotion and innovation relating to Social Responsibility and serve the United Nations Principles for Responsible Management Education, as well as our academic participation in the United Nations Global Compact.

For further information, please visit our website at <http://www.alba.acg.edu/about-alba/sustainability-social-responsibility/> and /or e-mail us at SocialResponsibility@alba.acg.edu

9 REFERENCES

Alba Graduate Business School Website, <http://www.alba.acg.edu>

Sargeant, A. (1999) Marketing Management for Nonprofit Organizations. Oxford: Oxford University Press.

United Nations Global Compact. The Principles for Responsible Management Education. United Nations Global Compact.

United Nations Global Compact, Academic Participation Website.
http://www.unglobalcompact.org/HowToParticipate/academic_network/index.html

United Nations Global Compact, Communication on Progress Website.
<http://www.unglobalcompact.org/COP/index.html>

**For more Information about the
Alba Social Responsibility Visit:**
<http://www.alba.acg.edu/about-alba/sustainability-social-responsibility/>
and Contact Us at:
SocialResponsibility@alba.acg.edu
<http://www.alba.acg.edu>

Tel.: +30 210 896 4531-8
Fax: +30 210 896 4737

**Inform Us and Be Informed
about Volunteerism and More:**
E-mail: goodcitizenship@alba.acg.edu
