

Trinity
Business
School

Transforming Business for Good

Strategy Horizon 2030

UPDATED JULY 2025



Trinity College Dublin
Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin

Transforming Business for Good

Trinity Business School is triple-accredited Business School at the heart of a world-renowned university, located in an international capital city and hub for digital business. We are committed to work with our students and various stakeholders in building an inclusive and sustainable economy for all. Our strategy of “Transforming Business for Good” is reflected in our teaching, research and operations.

Universities play a pivotal role in helping humanity address the changes and challenges of our time. This strategy has been created to realise the potential of the School and consequently address the greatest challenge ever facing the business community, the environmental emergency. As we enter a new era of climate uncertainty, the need to act courageously in addressing these challenges has never been more pressing. We are ready and committed to face these challenges and seize opportunities to make a difference for our tomorrow.

The Trinity Business School Strategy with a 2030 horizon will harness our strengths and values to deliver business education and research that promotes responsible leadership and eco-sustainability.

In the context of these challenges, we present a strategy that will leverage our excellence in research, education and thought leadership to address these challenges and subsequently transform our own operations to deliver eco- sustainable and humane business practices. The actions planned are ambitious and, as we begin to embed them, we will be learning in practice, co- creating solutions, and defining research outcomes that will position us at the frontier of knowledge.

As we embrace Transforming Business for Good, we seek to open new frontiers of opportunity and establish a set of values that will distinguish us as leaders of good business for generations to come.

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Introduction & Context

Motivation & Opportunity

This 2016-23 strategy had an objective to transform what had been a relatively small school of business within a world class university into a full suite business school. In 2022, the Growth & Development Strategy was completed ahead of schedule, marking significant achievements in expanding its operations and enhancing its global standing. Implementing the strategy included broadening the School's academic offerings with the launch of new MSc programmes in Digital Marketing Strategy, Law & Finance, Operations & Supply Chain Management, Business Analytics, and introducing Ireland's first Flexible EMBA. The School also re-entered the Executive Education market. It successfully achieved triple accreditation status (AACSB, AMBA, EQUIS) while also receiving the Athena SWAN Bronze award, recognising its commitment to gender diversity.

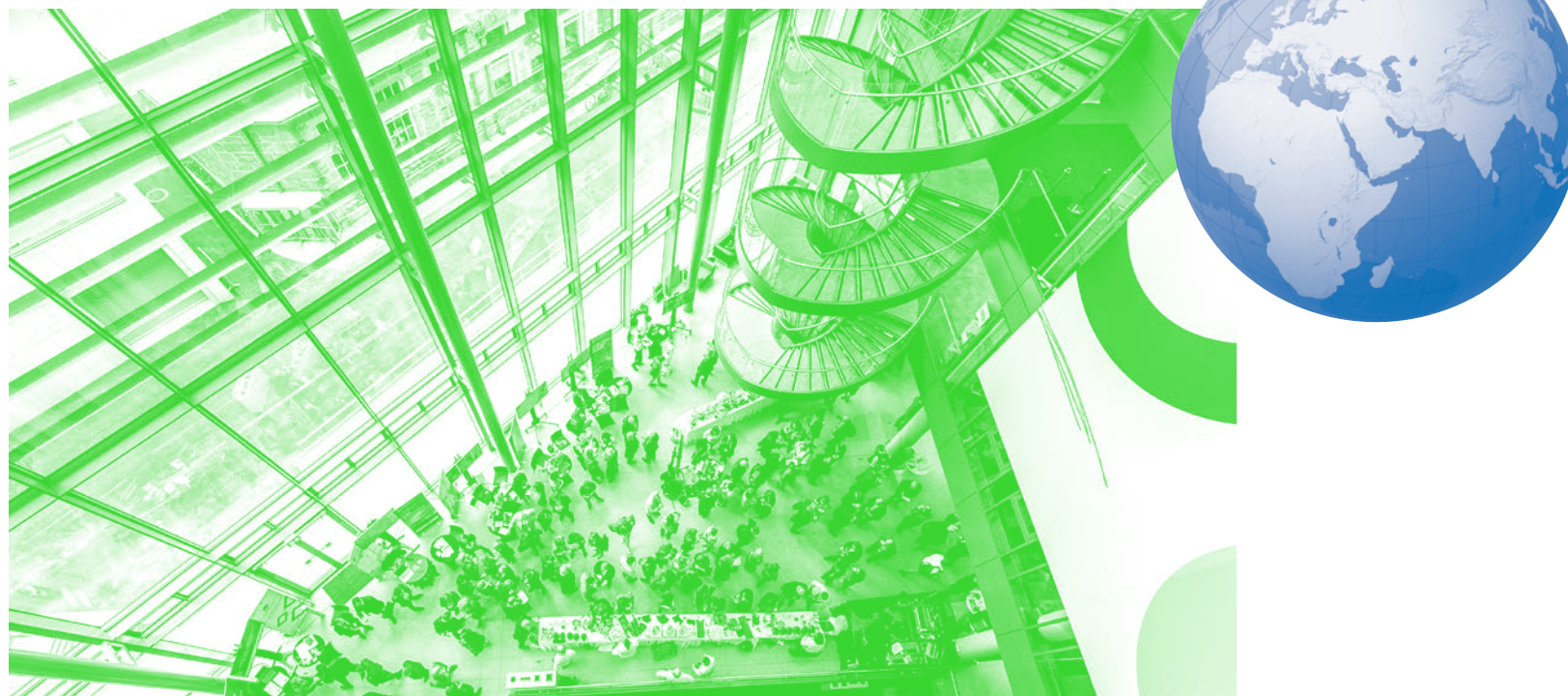
The next strategy was developed by the Trinity Business School community of staff, students, alumni, associates and practitioner partners from industry, not-for-profit and public sectors. Very quickly, we converged on the need for the School to take a lead in tackling the environmental emergency. We were of course going to contribute through our research, education and thought leadership activities, but we felt that this wasn't going to be enough. We also needed to 'walk the talk' and make sure that our School adopted practices that were sustainable. This sensation was reinforced when while taking a 15-minute break, we heard a crowd chanting. We could see thousands of people making their way to the Dáil Éireann – the Irish parliament. We heard the chants again, it was now evident from their high pitch tone that these were the voices of school children and our own future students. They were pleading with our government to save the planet and highlighting that there was no 'planet B'! With their voices ringing

our ears, the School then unanimously committed itself to embodying eco-sustainable practices, moving beyond mere educational contributions to tangible action. With a reinforced resolve spurred by the urgent plea of future generations, the strategy, named 'Transforming Business for Good: Horizon 2030', is a response to both environmental challenges and a pivotal moment in the School's evolution, setting ambitious environmental goals to be achieved by 2030.

So welcome to Trinity Business School's 'Transforming Business for Good: Horizon 2030 Strategy'. The strategy must be considered in context. It has been created at the nexus of a global challenge for the business sector and an inflection point in the history of Trinity Business School's development; providing an opportunity to enhance the impact of the School.

"Our mission to 'Transform Business for Good' means helping to build a sustainable and inclusive economy. It is the right thing to do and the only viable option. Together, with our students, we will generate new initiatives and drive the crucial shifts needed in business and education."

Professor Laurent Muzellec Dean of Trinity Business School



Challenges & Opportunities

The global challenge for business cannot be understated. We are in the midst of a climate emergency which threatens the survival of human life on the planet. Business has played a major role in creating the carbon emissions and promoting unsustainable consumer behaviour that have led to this emergency. We also need to reverse the depletion of, and indeed rebuild, the world's natural resources and biodiversity. We must do this not just to preserve our natural heritage, but more starkly because the survival of humanity depends on it.

Technological Innovation such as Artificial Intelligence is undeniably having a profound effect on humanity. AI is already transforming the way we live, work, and communicate. It is also affecting the way we learn and therefore affects the way we teach and assess.

Alongside these challenges, we also want humane business. That is a business that nurtures the liberty, diversity and well-being of humanity and does not derive profit or value from the exploitation of people receiving less than a living wage. Increasingly, it is becoming more transparent that these conditions too often fail to hold. We believe that responsible business is good business, not only because it is just, but because it is more sustainable and the best means of enhancing the welfare of society. Responsible business is more challenging in terms of the standards it needs to meet and the smaller number of options available to it.

However, these are not really limitations. Responsible businesses have greater appeal to consumers, have more motivated employees, wider financing options and faceless constraint from regulations. Trinity Business School wants to nurture and support. It aligns with our values and our general philosophy of aiming to 'put in more than you take out'. Therefore, we have named our new mission and strategy **Transforming Business for Good**.

"I am very passionate about Trinity Business School's strategy of 'Transforming Business for Good'. We are in a time of tremendous change. Businesses are dealing with environmental, technological, and societal challenges, and Trinity Business School is at the forefront of this change, preparing the graduates of the future and executing research that will help make future breakthroughs. It is a very exciting time to be part of the Advisory Board to help shape the future of the Business School."

Cathriona Hallahan, Chair of Trinity Business School Advisory Board



Mission

Trinity Business School's mission is to Transform Business for Good. This means business which is:

- 01 Ethical** and so 'good' from a moral perspective;
- 02 Impactful** and so 'good' in terms of high-performance; and
- 03 Sustainable** thereby invoking a permanent 'for good' interpretation.

Values

We adopt a philosophy of being a positive force for good by seeking to 'put in more than we take out' of every area of activity. The UN Declaration of Human Rights and 17 Sustainability Goals are primary principles and objectives consistent with our values. To this end, our shared and fundamental values embrace:

- 01 Excellence:** achieving our greatest potential
- 02 Eco-sustainable:** responsible and sustainable management
- 03 Ethical & Humane:** practice with integrity and moral business standards
- 04 Equality & Diversity & Inclusion:** embrace and celebrate equal opportunity

"Doing business in the 21st Century has to be about 'Transforming Business for Good' – or we won't get to the 22nd Century."

Mary-Lee Rhodes, Associate Professor of Public Management, Trinity Business School



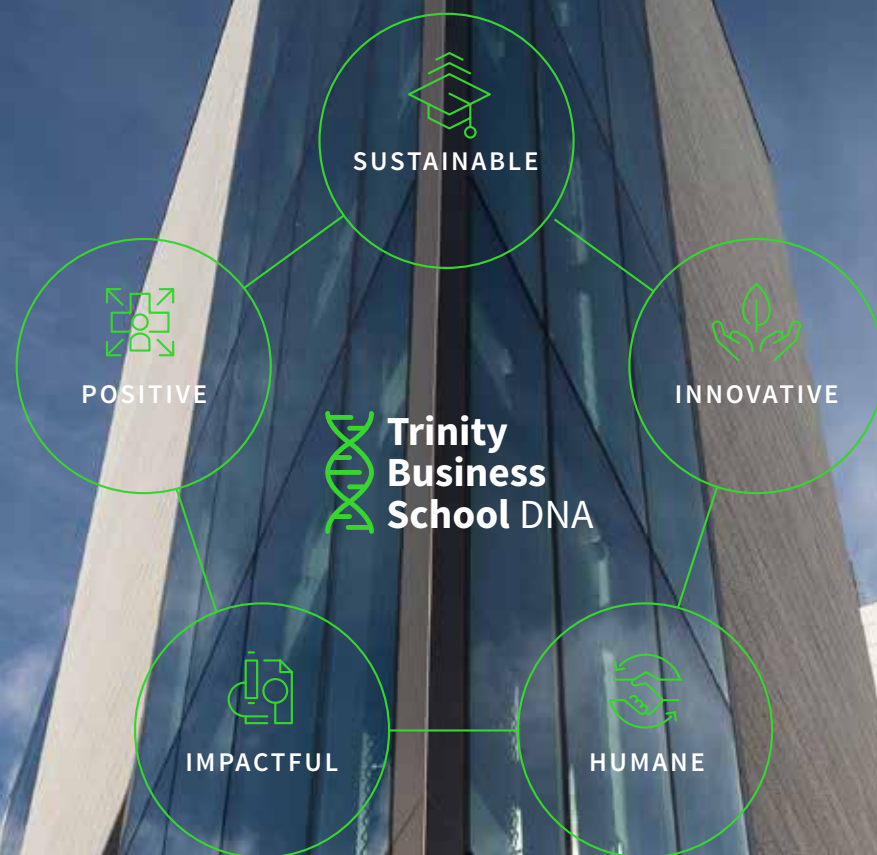
"This strategy challenges us to realise our potential as an accredited university-based business school community to achieve meaningful impact through crossing disciplinary and practice boundaries."

Paul Coughlan, Professor in Operations Management, Trinity Business School

Vision

To be a leading incubator of transformative ideas, pioneering innovative and sustainable business solutions for global challenges.

Our vision is to inspire and equip a diverse community of students, alumni educators, and partners to create lasting impact through responsible and forward-thinking practices. We strive to foster an ecosystem where innovation meets sustainability, preparing the next generation of business leaders to navigate and shape the future with integrity, creativity, and a deep commitment to the betterment of society and the environment. Our vision is supported by a sense of purpose illustrated through the five words that forms our DNA: Sustainable, Positive, Innovative, Impactful and Humane.



01 **SUSTAINABLE:** an education focused on sustainable business development

We place economic, environmental, and social sustainability at the heart of our educational offering. Our programmes create great opportunities for our graduates and enable their organisations to deliver excellent business performance for good. Our graduates learn cutting-edge management from leading researchers and business executives/entrepreneurs. This education aims to promote high-performance business which is humane as well as consistent with the UN's Sustainability Development Goals.



02 **POSITIVE:** a set of values – where we “put in more than we take out”

We expect our graduates and staff to ‘put in more than they take out’ throughout their career so that they hand over a better planet, economy and inclusive free society to future generations. We consider that ‘business performance must move beyond shareholders’ value and focus on the impact of business on the wider economy, society and the environment. We value Nature Positive approaches.



03 **INNOVATIVE:** embracing innovative curriculum through technology integration and industry partnership

We embrace innovations in our teaching approach (e.g. including Generative AI and online delivery) as well as our curriculum. We deliver cutting edge programmes focusing on topics such as business analytics, digital marketing strategy, and sustainable finance that serves the vibrant business ecosystem of Dublin. We are adjacent to the European Headquarters of multinational digital companies such as Google, Salesforce, HubSpot, Meta, Microsoft, and the Irish Financial Services Centre (IFSC), professional services industries, and Ireland’s cultural industry sectors. We develop innovative and industry relevant programs with our neighboring key stakeholders. We are based in a highly entrepreneurial university and equip students with the education needed to excel in both established and new businesses and organisations.



04 **IMPACTFUL:** relevant, impactful & rigorous, research

Undertaking leading international research which addresses relevant questions for thought leadership, to better inform business and society. We provide both creative and critical assessment of real-business practice and public policy. Our research centres (the Trinity Centre for Social Innovation and the Trinity Centre for Digital Business & Analytics) work on impactful and relevant projects (e.g. Nature Positive Economy) and actively cooperate with government, local authorities, and industry partners. To enhance impact, we ensure that our research findings are communicated in an accessible manner to a wider non-academic practitioner audience through appropriate publishing channels, policy fora and events.



05 **HUMANE:** personal well-being & development

We provide opportunities for our students and staff to explore and develop their business and personal potential on our degree programmes and at work in order to sustain a healthy career existence in today’s dynamic but often challenging work environment. We engage with businesses which respect the UN SDG’s including human rights and workers’ rights.

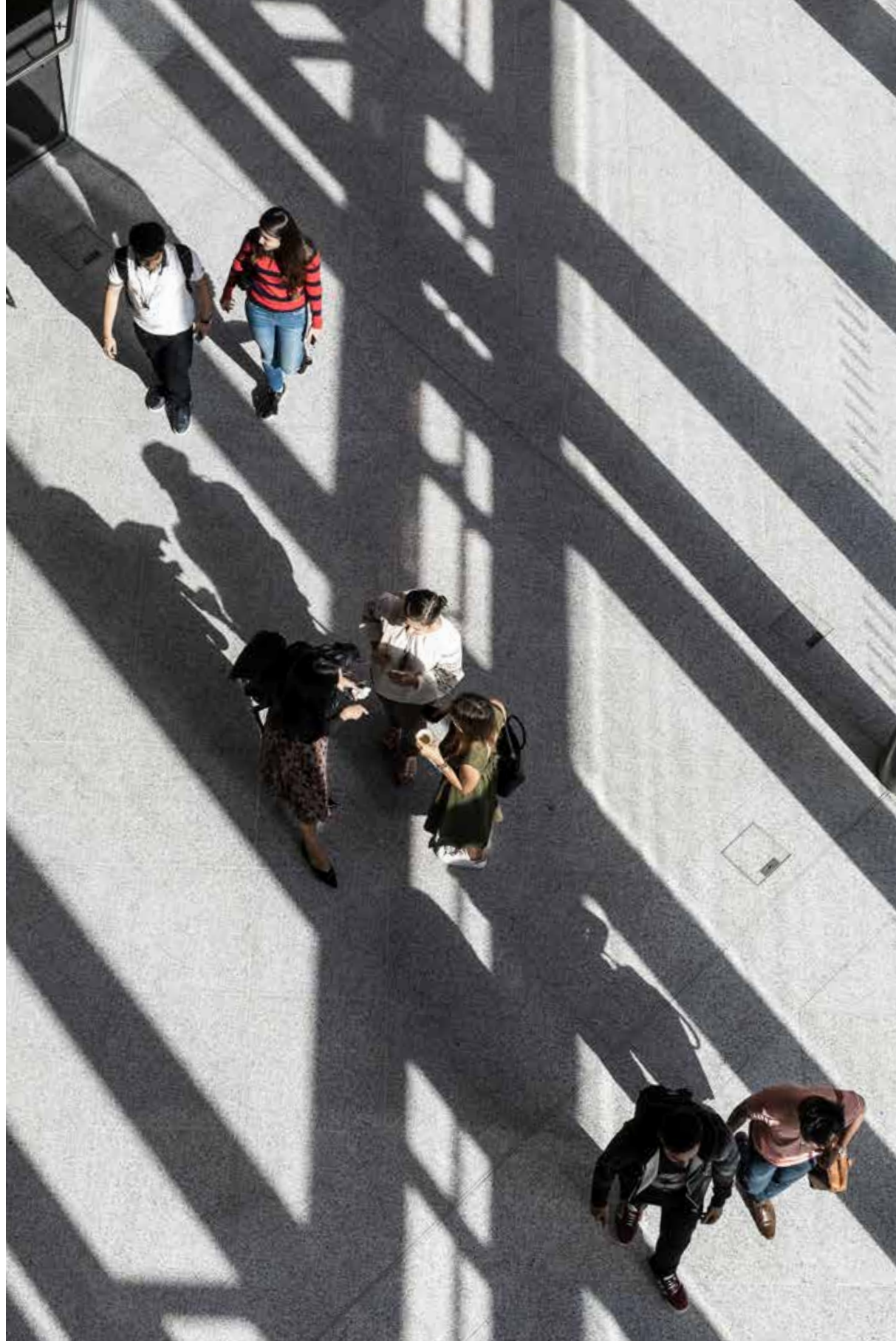
Strategy

Our strategy aims to deliver our mission by focusing on six key objectives:

- 01** To continue to enhance the international reputation of the School as a university-based business school located at the heart of the vibrant business ecosystem of Dublin city, engaged with business and society as a force for good.
- 02** To place responsible leadership and sustainable principles at the heart of our pedagogical and research activities.
- 03** To use and responsibly embrace technology as a tool to efficiently Transform Business For Good.
- 04** To become more socially inclusive and diverse and enable greater opportunity to access our education.
- 05** To support and empower staff members to be innovative and impactful in their activities (e.g. teaching, research, student support).
- 06** To continuously adapt our offering by introducing innovative and flexible postgraduate programmes, and facilitating lifelong learning via our Executive Education unit.

“Trinity Business School gives me the opportunity to dream big. Being part of the Pathways to Business programme has transformed my confidence and skills, nurturing a passion to inspire other students to access the same opportunities.”

Klaudia Pasik, Global Business Student



“An organisation’s strategy that is inspired by a true sense of deep purpose can be transformative for the organisation and its stakeholders.”



Louis Brennan, Fellow and Professor in Business, Trinity Business School

School-level Learning Goals (SLGs) for our students to:

- 01** Learn at the frontier of management from both leading researchers and high-performance business executives and entrepreneurs.
- 02** Take a deep and responsible view of the term ‘business for good’, be capable of promoting diversity and responsible (in particular, sustainable and ethical) business practices in organisations, and develop an awareness beyond profit to include the wider impact of business on society and the environment.
- 03** Explore and develop their business and personal potential as well as prepare for a healthy career existence in today’s dynamic, and often challenging, work environment.
- 04** Engage in modes of learning and assessment which equip them to address grand challenges. These modes incorporate a blend of research-led and real-business education through interactive learning.
- 05** Undertake, apply and/or disseminate, as appropriate, rigorous and creative research which informs their understanding of management in both private and public sectors of the economy.

It is expected that each of the School’s programmes will implement each of the above School-level Learning Goals. The combined set of modules in each programme should cover its Programme-level Learning Goals (PLGs), but each module need not necessarily implement each of the PLGs or SLGs.

Strategic Objectives

Undergraduate

We create a vibrant learning environment where students and their ideas can flourish to help them realise their career aspirations and address the grand challenges facing business and society.

- 01 Ensure that all of our undergraduate teaching recognises business as being part of and dependent on the natural world and society and develops capabilities in our students to lead and promote sustainable, responsible and ethical practices in organisations.
- 02 Support innovative and interactive modes of teaching and learning which enables our students to communicate with confidence and self-awareness in oral and written modes.
- 03 Develop flexible and innovative pedagogical methods that integrate the latest technological advancements (e.g. online learning and generative AI) while ensuring educational outcomes by upholding the integrity of assessments.
- 04 Enable more students from socio-economically disadvantaged backgrounds to study at the School, providing increase support throughout their time in the business school.
- 05 Enhance the student lifecycle experience by continuously benchmarking and developing strategies to improve student satisfaction scores for modules and overall programme satisfaction scores for each programme from year to year of 5.



"As an undergraduate of Trinity Business School, I feel that excellence and ethics are at the core of everything we do. The environment that's curated by the faculty, with active collaboration from Society Chairs, encourages the student body to develop and excel."

Ethan Voss, BESS student & member of Dublin Business and Economics Society



Postgraduate

We push the boundaries of postgraduate learning and provide an international educational experience that is project led, technology enhanced and responsive to real-world business challenges.

- 01 Adapt or launch innovative and cutting-edge programmes that cater to market needs and support students and organisations in 'Transforming Business for Good'.
- 02 Balance traditional education with the needs of today's learners by facilitating flexible and lifelong learning by adapting our modes of delivery via new online, blended, and stacked programmes (MSc's, Postgraduate certificates) and modules (micro-credits).
- 03 Continuously develop our existing curriculum strengthening emphasis on "Transforming Business for Good" by emphasising topics such as responsible leadership, eco-sustainability, ESG, and diversity in the learning outcomes of modules, and hence embedding these topics across our programmes.
- 04 Develop flexible and innovative pedagogical methods that integrate the latest technological advancements (e.g. online learning and generative AI) while ensuring educational outcomes by upholding the integrity of assessments.
- 05 Enhance the student lifecycle experience by continuously benchmarking and developing strategies to improve student satisfaction scores for modules and overall programme satisfaction scores for each programme from year to year.



"Trinity Business School embraces diversity and empowers me to be a leading woman who inspires and positively influences people's lives."

Vanessa Cezario Felix, MBA student

Research

We are focused on the quality, relevance and impact of our research. We create an environment for all our academic staff to pursue and produce their best work possible.

- 01 Achieve greater impact on industry, society and public policy through high quality and highly relevant research, which helps organisations and society to transform for good.
- 02 Increase the dissemination of relevant research via executive education, media commentary, books, and leading international practitioner publications.
- 03 Strengthen and expand our portfolio of research centres (the Trinity Centre for Social Innovation, and the Trinity Centre for Digital Business & Analytics) and research clusters to help achieve the School's strategic goals by creating pioneering and impactful thought leadership that permeates all of the School's education programmes.
- 04 Greater emphasis on PhD students publishing and presenting at international quality outlets.
- 05 Enhanced School research culture and output by supporting grant seeking application, offering research mentoring, supporting visiting faculty and sabbatical leave for research purposes.
- 06 Encourage and showcase research in the areas of sustainability and responsible business ('research for good'), as well as research quality.



"At the Trinity Centre for Digital Business & Analytics, our faculty conducts cutting-edge research that is made available to the wider community via academic journals but also books, seminars, workshops, and micro-credits modules."

Dr Ashish Kumar Jha, Associate Professor in Business Analytics

"Trinity conducts impactful research, and our teaching equips students with the global outlook required for their future careers. There is no better place to deliver this than in the heart of Dublin, a city that is open to the world."

Professor Catherine Welch, Chair of Strategic Management, Trinity Business School



Executive Education

We empower senior executives and business leaders to deliver impact within their organisations and ensure strategic renewal, agility, and competitive advantage in order to transform business for good.

- 01 Become an executive education centre of choice for senior leadership in Ireland and Europe intent on delivering ethical, data-driven and eco-sustainable business at the highest performance levels.
- 02 Create impact in climate action and environmental protection as well as in diversity and human rights.
- 03 Deliver a portfolio of online and face-to-face courses that are integrated with the thought leadership and expertise of the School's academic and practitioner experts.
- 04 Drive industry engagement and partnerships through collaboration in executive education — with other areas of the School, University, business, government and NGO's.
- 05 Enter the Financial Times Executive Education rankings and gain Unicon membership.



“Dublin Airport’s partnership with Trinity Executive Education continues to go from strength to strength. Flexibility and adaptability has always been at the heart of the work we have done together, allowing us to meet our ever-changing business needs.”

Michael Flynn, Lead Innovation Manager,
Dublin Airport



“Trinity Executive Education empowers today’s executives at board and senior management levels as well as developing tomorrow’s innovative leaders. We enable leaders to deliver impact within their organisations and ensure strategic renewal, agility, and competitive advantage in order to transform business for good.”

Michael Flynn, Director of Executive Education, Trinity Business School



Faculty & Professional Staff

We work with talented, diverse, and inspirational academics who deliver world class academic research and are internationally recognised for their thought leadership.

- 01 Develop and maintain a faculty profile with good gender and international diversity, that delivers our Accreditation, Ranking and Quality Assurance strategic objectives.
- 02 Nurture our collegial culture within the School based on our values of dignity, respect, integrity and zero tolerance towards bullying.
- 03 Develop the School as a desirable environment within which to develop and progress a meaningful career. Provide opportunities for professional and academic staff to meet their career, personal and developmental goals within the School and to contribute to the fulfilment of the School's strategy.
- 04 Empower and respect all staff (core and adjunct faculty, and professional staff), ensure that all have the opportunity to take on leadership roles within the School.
- 05 Provide the opportunity for sustainability and AI training to all core faculty and professional staff.
- 06 Encourage core faculty to engage in Executive Education and consulting.



"Our ambition for impact permeates every facet of our being. But it starts in the classroom. At all levels of delivery, we are committed to creating memorable experiences, and in designing impactful curriculums, we enable our graduates to be a force for good when they move onto their next chapter."

Sinéad Roden, Associate Professor of Logistics and Supply Management, Trinity Business School

"To 'Transform Business for Good' not only because it is the right thing to do – especially as there really is no Planet B – but also because it is the new frontier of competition. Businesses that are unable to deliver ethical, humane and sustainable goods and services simply won't survive."

Professor Andrew Burke, Former Dean of Trinity Business School & Chair of Business Studies

Careers, Alumni & Corporate Relations

We build strong strategic relationships within our extensive global network of alumni and corporate partners to foster both personal connections and the exchange of knowledge that result in mutual support and collaboration.

- 01 Enable the School's postgraduate students to secure positive careers in Ireland or internationally within 3 months of graduation.
- 02 Deliver an excellent applicant-to-alumni life-cycle experience rated at least 4 out of 5 or above by students and alumni.
- 03 Ensure 80% of postgraduate and undergraduate students convert annually to become engaged alumni and active members of the Trinity Business School community.
- 04 Encourage enterprise contributions to Trinity Business School including sharing job vacancies, participating in company projects, and company visits and internships, providing guest speakers, supporting research and providing scholarships.
- 05 Positively contribute to the ranking of Trinity Business School with key international bodies.
- 06 Organise a targeted Employer & Careers Forum focused on the needs of each specific programme.



"The power of the global network of the Trinity community is outstanding. We are a group of global citizens who are not just connected through our education, but also a deep desire to lead businesses towards a more inclusive, ethical and sustainable future"

Alice Delahunt Chief Digital & Content Officer, Ralph Lauren



"At Trinity, I have learned from world renowned faculty and talented students. These diverse voices enhance my educational experience and inspire the business leader I hope to become."

Devin Patel, International Management Student & postgraduate student representative on the School Executive Committee



"The MBA at Trinity equips you with more than just a degree from a leading global university. You become part of a family where social and cultural diversity is celebrated and networks are formed for life."

Chad Glasgow, MBA student



Accreditation, Ranking & Quality Assurance

We challenge ourselves to rise through the global rankings and maintain triple accreditation. We continually reflect, adapt, and map out new opportunities for innovation and improvement.

- 01 Audit and assist with the achievement of quality assurance across all of the School's activities.
- 02 Facilitate quality assurance of the School's degree programmes to conform with Trinity College, AACSB, EQUIS and AMBA standards..
- 03 Maintain School and Programme-level accreditations, and the Athena Swan award.
- 04 Rationalise reporting procedures to decrease frequency of reporting by programme directors, and increase effectiveness of quality assurance mechanisms.
- 05 Facilitate periodic Carbon Footprint Assessments and Carbon Management Plan

"It is important for Trinity to lead by example. Not only through innovation, insightful lecturing and consistent evolution of its programmes, but also to do it in a way that sets the standard for creating a better world for all. Its mission to lead at the frontier of good and humane business practice for the next generation can help spark innovation, creativity and leadership for a better tomorrow."

Jamie Heaslip, MBA Student Growth lead at Stripe and member of Trinity Business School's Advisory Board



Marketing & Communications

We deliver a rich tapestry of communications that are driven by a shared conviction and ambition to attract and then nurture the greatest talent.

- 01 Attract high-calibre students, ensuring that classes are comprised of students with a fair balance of nationalities, good gender balance, and high levels of English language proficiency - to provide an excellent student experience and to support Careers Service employment targets.
- 02 Ensure that student recruitment targets are achieved, while placing a greater emphasis on the recruitment of Irish and EU students to reduce the negative impact of long-haul international travel on the School's scope 3 emissions.
- 03 Build the School's global brand to have it recognised as a leading European Business School.
- 04 Ensure that internal and external communications disseminate and promote the School's strategy, programmes, research, thought leadership, news, and achievements.
- 05 Deliver an excellent applicant-to-alumni life-cycle experience rated at least 4 out of 5 by students and alumni.



"Trinity Business School recognises the need to radically alter how and what we teach in all of our business school programmes. Continuing to teach 'business as usual' which will exacerbate the climate emergency and biodiversity crisis is no longer something we can countenance."

Martha O'Hagan-Luff, Assistant Professor of Finance,
Trinity Business School



"Trinity's management education reflects our conviction to find new ways to address the formidable challenges facing business and society today. Being part of a business school with a strong social agenda gives our MBA an advantage when attracting the world's most talented students."

Eoghan O'Sullivan, MBA Admissions Manager, Trinity Business School



Operations

We embrace the entrepreneurial spirit of the School in guiding our operations and ensure we develop and inhabit our space responsibly.

- 01 Ensure professional staff have the resources they need to continuously improve our services so that we offer a distinctive, high quality support service to students, staff and alumni.
- 02 Deliver an excellent applicant-to-alumni life-cycle experience rated at least 4 or above by students and alumni.
- 03 Deliver on the School goal of developing and inhabiting our space responsibly by conducting a review of how we utilise our space and implementing any recommendations with the aim of improving our environmental sustainability and enhancing the staff and student experience.
- 04 Work constructively with University level services (including the Academic Registry and IT Services) to improve the systems, processes, policies and practices with the goal of increasing efficiency and enhancing the staff and student experience.
- 05 Contribute to the School's Climate Action agenda by managing operations across a wide range of activities in a sustainable manner.

“Green and eco-sustainable thinking is a key part of our culture at Trinity Business School. This strategy challenges us to co-create new ways to become more eco-sustainable across all our operations. It will be a collective effort that will drive further collegiately within our School.”

Pamela Hennessy, Head of Business Development & Operations, Trinity Business School



“Contributing to an egalitarian world in which resource inadequacy does not prevent someone from achieving their dreams is one of the reasons why I joined the Trinity Business School.”

Rangan Das, MBA student



“Trinity Business School’s mission to transform business for good resonates with the complexities of life today. We live in a time of unprecedented political upheaval and of major disruption to public health. We are challenged by rapid urbanisation, huge migration and extensive digitalisation. It is a time in which climate-change and biodiversity depletion are advancing at a perilous pace, and we live in a world where systemic inequity persists. Through this plan, Trinity Business School shares its vision of how we aspire to prepare our graduates and faculty to face these challenges with appropriate skills and an ethos of inherent ethics and professionalism.”

Professor Orla Sheils, Vice-Provost/Chief Academic Officer & Professor of Molecular Diagnostics, Trinity College Dublin



We have grown exponentially and firmly secured our place among the top business schools in the world. The initiatives outlined in this strategic plan represent a significant advancement for the School. The targets we have set are bold and their pursuit will require the support of our entire community. We invite you to join us in taking this ambitious stride towards achieving our vision.

Let’s Transform Business
for **Good, together.**



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Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin

Trinity Business School

Trinity College Dublin, Dublin 2, Ireland
T. +353 (0)1 896 4867 E. business@tcd.ie

tcd.ie/business

 @tcdbusiness

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