iaelyon SCHOOL OF MANAGEMENT

UNIVERSITÉ LYON III JEAN MOULIN

iaelyon School of Management: a responsible native School of Management

PRME & UN GLOBAL COMPACT Report 2013-2015

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OBSIS BUSINESS SCHOOL IMPACT SURVEY

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iaelyon School of Management: A responsible native School of Management PRME & UN GLOBAL COMPACT Report 2013-2015

iaelyon has been a member of PRME and the UN Global Compact since 2013. This report is the School's first progress report drafted in order to share insights on the developments implemented from that date.

Subscribing to the PRME and UN Global Compact principles has helped the School both strongly state its responsibility commitments towards the various internal and external stakeholders and structure its new developments.

In this report, the **iaelyon** activities and progress, highlighting its involvement in a genuinely responsible approach, are set out according to the six PRME principles.

A WORD FROM THE DEAN

At **iaelyon**, we believe that the societal responsibility mission reflects the founding values of our School of Management and guides its developments in terms of programs, research and support activities toward our stakeholders in all their diversity. We understand that our own practices should serve as example of the values and attitudes we want to convey to our students. The impacts of all our activities on the world and the city are significant.

This responsibility applies daily to the reality of our respective professions. It is integrated into our School's strategy and overall operations. Our responsibility cannot consist in a superficial speech to meet reference or standard requirements. It helps in optimizing our collective achievements and giving them a meaning in which we believe and which we intend to share widely. The current and future managers we educate should contribute to the sustainable prosperity of businesses and organizations, to their international openness and to their long-lasting territorial roots.

I am also pleased to confirm that the School supports the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labor, Environment and Anti-corruption.

I am very happy that this first Communication on Engagement Report offers the School an opportunity to share widely with our stakeholders the insights on its responsible commitment and its aim to educate socially sensitive and responsible managers.

Jérôme Rive, Dean, **iaelyon** School of Management

think large

IAELYON PRESENTATION, VISION AND MISSIONS

iaelyon presentation

iaelyon was established 60 years ago within public University Jean Moulin. It is now the largest Business Administration and Management Higher Education and Research institution after Paris in France. The specificities of its education and research approach relate to the founding principles of its creator, Gaston Berger, businessman and philosopher.

iaelyon offers a complete range of programs at all levels of education (Bachelor's, Master's, PhD & Executive DBA), and all types of education (pre-experience, field-based and continuing education) and covers all management fields with over 50 specialized Master's programs.

iaelyon pursues a development model ensuring constant integration of research, education and business practice activities with an approach to a management philosophy in dialogue with the Social Sciences and the Humanities. Since its origin, partner relations have been at the heart of its mission as well as responsiveness to stakeholders' needs. The **iaelyon**'s activities are very strongly rooted in its surrounding territory while having an international reach. It should be emphasized that the Rhône-Alps region is the second region for innovation and development and the 8th European region in terms of Gross National Product in Europe. **iaelyon** is particularly sensitive to the impacts its activities have on its territory, not only in economic and financial terms but also in terms of society and image. **iaelyon** measured its various impacts through the Business School Impact Survey (FNEGE/EFMD) in 2012.

As part of its vocation within public University, **iaelyon** aims for excellence and added value creation by developing each student according to his/her talents. Teaching is nurtured by the **iaelyon** faculty, research works in the frame of its Research Center where various management research methods are practiced: qualitative methodes, quantitative methods, action research and qualimetric intervention research.

The institutional motto "Think Large" reflects a mindset which combines adaptation and openness. This entails in particular the development of education programs integrating the Management and Humanities dimension and the promotion of a vision of Business Administration and Management research open to the diversity of methodological approaches and epistemological positions.

Vision

iaelyon upholds a vision of management that is open to the world and proud of its humanistic mindset. **iaelyon** serves and acts globally as a bridge between Management, Social Sciences and Humanities.

Missions

- Educating socially sensitive and responsible managers in cross-disciplinary and specialized programs.
- Producing, questioning and disseminating management and business knowledge to think large and innovate.
- Creating the conditions for Agoras bridging academic, socio-economic and institutional Worlds.

iaelyon

key figures

More than **7,000** students in pre-experience, field based and continuing education programs (of which **3,000** Master's students). A network of over **45,000** Alumni

A FULL SERVICE SCHOOL

General, selective and professional Bachelors', Masters', MBA, Ph.Ds and Executive DBA offer a full and unique range of programs. **iaelyon**, which has always promoted double skill programs, is also the first regional pole for Education in Chartered Accountancy and Audit and the first regional center for Ph.D. education in Management.

Over **150** permanent faculty staff and scholars, over **70** international visiting professors, over **400** practitioners

A RESEARCH CENTER WHICH GUARANTEES THE QUALITY OF PROGRAMS

The **iaelyon** research activities and knowledge creation guarantee the quality of teaching which is nurtured by the latest scientific advances and managerial innovations and contribute to the production of skills.

150 INTERNATIONAL ACADEMIC PARTNERSHIPS

50% OF THE PARTNER SCHOOLS AND UNIVERSITIES ARE INTERNATIONALLY ACCREDITED (AACSB, EQUIS, EPAS, AMBA, ...)

iaelyon relies on the strength of its network of 150 partner Universities and Schools spread over 50 countries to offer the best opportunities in student and academic mobility, to develop double-degrees and provide a range of off-shore programs.

OVER **800** SOCIO-ECONOMIC PARTNERS

IAELYON IS SERVING BUSINESS DEVELOPMENT

The links with businesses are the cornerstone of the **iaelyon** commitment to educate managers ready to cope with the evolutions and changes of the socio-economic world.

OVER **250** MILLION EUROS/YEAR, **900** JOBS CREATED PER YEAR

IAELYON HAS MAJOR IMPACTS UPON ITS REGION

BSIS BUSINESS SCHOOL IMPACT SURVEY

The **iaelyon** economic weight makes it one of the main actors in the Lyon Metropolis and the Rhône-Alps region. The Business School Impact Survey (BSIS), a tool developed by the FNEGE and the EFMD, estimates that the **iaelyon** total financial impact reaches 257,3 millions Euros per year, while 903 jobs have been created through its activities.

P1-2 PRINCIPLES 1 & 2: PURPOSE AND VALUES

Principle 1

Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Principle 2

Values

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Framework and Strategy

The introduction to the PRME report, signed by the Dean specifies that "CSR has been part of the **iaelyon**'s DNA since its origin" 60 years ago. This needs some explanation. Like the other IAE in France, **iaelyon** owes its creation to Gaston Berger, then Director of Higher Education at the Ministry of Education, where he worked for the democratization of universities. Gaston Berger was both a man of thought and a business man who also studied at University. He was a humanist philosopher, founder of the prospective movement in France, an approach to decision-making theories which requires to "think large, ahead and in-depth, think about man and take risks" (Berger, 1959). He thus created the IAE (Institutes of Business Administration) in France, which then became University Schools of Management aiming to educate business executives and leaders by fostering upward social mobility. One of the purposes was to help students from various backgrounds access executive positions: he particularly believed in diversity and in the need to expand and renew 'elites' in the field of management. Gaston Berger also applied the same principles to Engineering Schools by creating the INSA (National Institutes of Applied Sciences).

Since the foundation of the IAEs, there has been a will to integrate social responsibilty in these schools of business administration and management. On the occasion of the **iaelyon**'s 60th anniversary in 2016, a time for reflection was launched to take stock of the achievements as regards the School's founding values. **iaelyon** CSR purposes had to be revisited and updated too in order to better meet the societal challenges of the 21st century. This report is in line with this approach.

Today, **iaelyon** pursues the mission of opening the academic world to its social responsibility. With over 7,000 students, **iaelyon** enhances its mission as a responsible stakeholder in relation with other sustainable development stakeholders in the Lyon Metropolis and the Rhône-Alps-Auvergne region. **iaelyon** acts indeed mainly on a territory of over 7.8 million inhabitants whose prosperity is highly dependant on the capacity of businesses and organizations to innovate. It is necessary to face the challenges of economic gobalization in a region which has an industrial economic base. In this context, **iaelyon** has already showed its clear legitimacy and societal responsibility in its regional territory (and beyond) by upholding and expanding its participation in the territory's developments through the following actions:

- **iaelyon** has educated **tens of thousands of young people in the last decades** while making them pay a symbolic university fee (less than 7% of the program real cost) and preparing them for sustainable employability. These students have not only been educated in management techniques but they have also benefited from a socio-cultural openness. Many of them also have had the opportunity to gain a year-experience abroad in the frame of the **iaelyon** partnerships with universities across four continents. The alumni have spread across businesses in the Rhône-Alps region and all over France and abroad, bringing in their innovative management and sustainable economic development skills.

- **iaelyon** educated **many engineers** in Management by providing them with a double skill which has been valuable for themselves and for the companies they belong to.
- **iaelyon** pursues its action in terms of young people's preparation and fertilization of business skills by emphasizing the **integration of humanities** and social responsibility into its programs and by strengthening its partnerships with business communities, in particular through field-based studies, life-long education and Validation of Prior Experience.
- **iaelyon** also emphasises the internationalization of its programs, which is particularly important in a region where businesses must accelerate their **internationalization** process.

All these missions, which contribute to the future of the Lyon Metropolis are symbolized by the **iaelyon** logo and its "Think Large" signature. The integration of societal responsibility into the **iaelyon**'s DNA is dealt with more specifically in chapter 6.8.5. of ISO 26000 standard on societal responsibility in the frame of a dialogue with communities and local development.

Achievements

Integration of diversities

As an actor of French Public Higher Education, **iaelyon** upholds **Republican values such as equal opportunities**. **iaelyon** supports projects of education and professional integration of young students, employees and active people training for new occupations. It should particularly be noted that the School has a role in fostering social upward mobility as an integral part of its public service mission. The proportion of middle and underpriviliged social classes has always been high in its student body profile.

Whether in pre-experience, field-based or continuing education, **iaelyon** educates, in **double-skill and specialization**, managers, entrepreneurs and experts of all backgrounds and ages. More specifically, the school offers education paths which enable working managers to revitalize in a context where professional lives are both less and less linear and more and more demanding.

Statistical data on students show a **social and cultural mix rate** which is much higher than in other management institutions in France, particularly in private institutions. Each year, 20 to 25% of the **iaelyon** students on average receive a grant based on social criteria. Nearly 40% of the students come from middle and disadvantaged classes and 50% from privileged and very privileged socio-professional classes. The cultural mix also has developed and **iaelyon** has each year an average of 11% of international students from more than 85 nationalities. Finally, **iaelyon** welcomes students both from general education (84%) and from technological and professional education (17%).

40% of middle and disadvantaged classes & **50%** privileged and very privileged classes

11% of international students

85 nationalities represented by **iaelyon** students

84% come from general education

17% come from technological and professional education

84% of Master's graduates are recruited **6** months after graduation

70 international professors of over **25** different nationalities

31% women sit on the **iaelyon** Board of Directors

The results in terms of work placements are outstanding and the companies are satisfied with them in the frame of their recruitments: 84% of Master's graduates are professionally integrated six months after graduation, 64 % of them were recruited at the end of their second year of the Master's internship (results from the professional integration survey for the 2015 intake)[1].

The governance bodies and teams are representative of cultural and gender diversities: Over 70 international professors with over 25 different nationalities teach each year at **iaelyon**. The **iaelyon** governance integrates national and international representatives from the academic and socio-economic worlds in its various bodies. Thus, 30% of the **iaelyon** Board of Directors' members, presided over by a business leader or manager, come from the business world, 42% participate in the activities of the **iaelyon** International Advisory Board and 22% are members of the **iaelyon** Research Center external Steering Committee. 37% of the International Advisory Board members are international representatives of the academic community. 31% women sit on the **iaelyon** Board of Directors, 40% women in the aelyon Management team and 31% in the **iaelyon** Research Center external Steering Committee.

A wide range of ages are represented among students, faculty and administrative staff as well as in governance bodies, in order to foster performances resulting from the inter-generational dialogue.

(1) For further information, 2014 data : 87% of Masters' graduates professionally integrated after 6 months with 57,8% of them recruited at the end of the Master 2 internship

Educating socially sensitive and responsible managers

iaelyon offers teaching methods and programs aiming to educate skilled managers aware of their societal responsibilities and open to the links between management and humanities. **iaelyon** expects from its graduates not only to have a solid basis of general and technical knowledge and know-how but also an attitude of anticipation and prospective developed thanks to their sensitivity and open-mindeness. Taking into account societal responsibility is thus part of the various specialized programs (marketing, finance, human resources, logistics, information systems, etc.) in addition to CSR and sustainable development dedicated programs. The implementation of these programs results in fostering dialogues and openness to the worlds among faculty, students, companies, public authorities and local institutions, consumers, media and all stakeholders interested in questions related to global societal responsibility and sustainable development.

These purposes have been formalized in **Intended Learning Outcomes** for all the **iaelyon** programs in addition to each specialty's specific skills. These skills include :

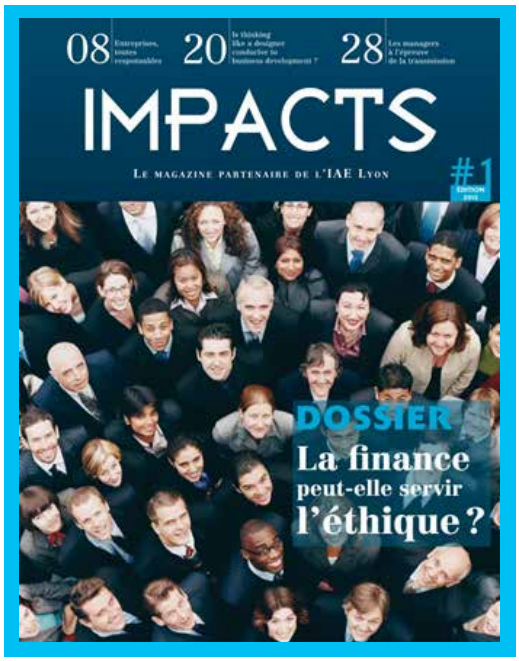
- Integrate socially sensitive and responsible management within the missions of leaders and managers,
- Apply analytical theories to practical situations,
- Adapt to the diversity of the worlds with open mindedness, think outside the box and adjust to specific contexts.

Measurement of the impacts on the development of the immediate environment

iaelyon is aware of the scope of its impacts on its immediate environment in connection with its regional rooting. In 2012 , the School measured the impacts of its activities in the frame of the pilot Business School Impact Survey (BSIS)[2] and measured their nature and scope not only in financial and economic terms but also in terms of contribution to the regional community, innovation and activities development, image and attractiveness on the impact zone. This approach helped **iaelyon** not only quantify and qualify its contributions to the socio-economic environement and the regional stakeholders but also innovate in its forms of communications with stakeholders thinking in terms of influence & impacts versus key figures & linear progressions. Internally, this approach enhanced the personnel's sense of belonging and strengthened, by a mirror effect, the meaning of the missions they carry out on a day-to-day basis. This process also led to thinking more about development strategy in conjunction with impact objectives.

In the framework of an innovating collective project conducted by 6 Schools of Management in the Rhône-Alpes-Auvergne region, the measure of impacts is currently being updated in order to present the global Schools' impacts on the Rhône-Alpes-Auvergne region's development support, on the occasion of an event which will take place in 2016.

In Spring 2015, **iaelyon** also launched a magazine entitled "IMPACTS" mainly in order to highlight for stakeholders the School's contributions and



expertise regionally and internationally. The magazine has been designed as a space for sharing experiences and disseminating knowledge. The magazine alternates in-depth reports in which practitioners and academic experts confront their opinions on main issues regarding business and organization corporate activities and shorter articles to bring forward innovative thought. The in-depth thematic of the first issue addressed the question of Finance and Ethics. The second issue of IMPACTS shall be released in January 2016.

(2) First developed by the FNEGE – National Foundation for Management Education, this process has been provided jointly by the FNEGE and the EFMD-Management Development Network to national and international management schools.

Development of societal impacts on research and education activities

iaelyon is a place for producing, questioning and disseminating knowledge in the field of Management and Business Administration. Research aims to answer stakeholders' questions especially those related to the impacts of Research on the societal responsibility of organizations. The objectives relating to enhancing understanding of the role and impact of companies on social, environmental and sustainable and economic value creation are part of the research activities of the **iaelyon** Magellan research center. As in medicine and engineering sciences, research in the field of management integrates social responsibility as an action science, because management methods are essential to the prosperity of businesses and organizations, and to employment growth.

Support for disabled students

A scheme aiming to make education available to disabled students has been implemented at University Jean Moulin. Academic directors and administrative staff work in close cooperation with the "Handicap" unit in order to better address the constraints of these students[3] and help them succeed in their studies. Support processes enable these students to pursue their program thanks to specific arrangements such as note-taking assistance, educational support, time arrangements,… Up to now, disabled students have all validated their credits and passed their degree. Since 2012, the **iaelyon** Master's in Human Resource Management has developed the "Handinamic towards employment" program. This program aims to strengthen the employability of young disabled people. Its principles of action are volunteerism, mutual help, emulation and generational affinities between young people, whether handicapped or not. It also translates into student tutoring of handicapped students to encourage them to define a study project that is in keeping with their aspirations and their potential. Thus, young diasabled students receive support for twenty Thursday afternoons per year from four students through tutored projects.

(3) On average, 1% of **iaelyon** registered students are handicapped students

Integration of iaelyon actions into University Jean Moulin green plan

iaelyon takes an active part in sustainable development actions within its university. These actions include:

Energy improvement of buildings

After having produced a carbon footprint in 2011, University Jean Moulin has set out the objective of producing a more substantial carbon footprint in 2016. To do so, University Jean Moulin has determined since 2014, the primary energy KW/hour for students and staff. This measurement unit aims to measure the impact of the university in terms of greenhouse gas emissions to implement building energy improvement projects. Today, the indicators operate at 720 Kwhep per student and 12 500 per staff member. These indicators will be calculated each year to encourage improvement actions. The Campus Plan 2016 aiming for an energy improvement of buildings will be implemented in January 2016.

More responsible public purchasing

Being a public university-based school, the **iaelyon** administrative services have to work according to the public works contracts system. A greener public purchasing policy has been achieved and translates into the introduction of environmental criteria, the so-called "green clauses" into the choice of offers. Thus, paper used by the **iaelyon** administrative services benefits from the FSC (Forest Stewardship Council) label which guarantees that forest management takes into account economic, social and ecological aspects. It also benefits from the ecolabel which guarantees that paper's environmental impact is reduced all along its life cycle. To limit staff paper consumption, all the School's printers are set to default double-side and black and white printing.

In staff, students and faculty's everyday life, from eco-gestures to waste sorting

University Jean Moulin develops for its staff and students an ecogesture campaign aiming to increase awareness as regards eco-responsible gestures at work and in the study place. These eco-gestures which are easily applicable at home too, are linked to very varied actions: computers, waste, energies, water, safety, transportation, handicap…. These small insignificant daily gestures can however have a positive impact on the University greenhouse effect balance and contribute to better protect the environment. The University, through waste sorting processes encourages students, staff and faculty to sort as much waste as possible. For example, all staff separate paper from other waste in order to add value to paper through a specialized service provider: La Corbeille Bleue (The blue bin).

Intra-sites travels giving preference to alternative modes of transport to the private car

Located in the Business District Center, the University benefits from so-called "soft" urban modes of transport: the "velov '" and public transportation (bus, metro, tramways, trains). Moreover, the association "la Petite Rustine" (The little repair patch) was established to provide staff and faculty with a dozen of self-service bicycles for their inter-sites professional journeys. **iaelyon** acquired a hybrid vehicle in its vehicle fleet and intends, starting in February 2016, to provide staff members who have to travel in the frame of their missions with a Bluely subscription so that they may use the Bluecars available in the Lyon Metropolis.

CSR integration in the objectives of iaelyon
6 strategic themes

THE INTEGRATION OF THE CSR INTO IAELYON DNA HAS BEEN MENTIONED IN THE INTRODUCTION. BY "UNWINDING" THIS DNA, WE MAY FIND ITS GENES IN THE **IAELYON** DIFFERENT STRATEGY THEMES: EDUCATION, INTERNATIONALIZATION, PARTNERSHIPS, RESEARCH, HUMAN RESOURCES AND MANAGEMENT. THESE ASPECTS ARE ILLUSTRATED BY A FEW EXAMPLES TAKEN FROM EACH STRATEGIC THEMES OF THE **IAELYON**.

Education

iaelyon genuinely integrates CSR into its education strategy. A particularly significant investment has been made in the implementation of the **"success in undergraduate studies" plan** aiming to help students better succeed in their studies and if need be, change program. Another action addresses the integration of teaching linking Management and Humanities. This action is particularly significant to offer perspectives and codes of social integration to young people who are not part of society's most privileged social classes. In order to foster professional integration of young graduates, **iaelyon** pursues the **development of field-based programs** on apprenticeship and contracts of professionalization. These schemes help implement complementarity between theory and practice and foster cross-fertilization between businesses and **iaelyon**: businesses which welcome students enrolled in field-based programs may participate in the process of "translating" theoretical education into innovative practices. Field-based programs contribute to the development of employment because it participates in value creation in businesses and students are often recruited by the companies in which they complete their internship in positions which would not have been created spontaneously, in particular in the case of SMEs. Additionally, core faculty benefit from concrete applications of theory and may more easlily access relevant research themes having an impact on societal responsibility impact thanks to the contacts they developed with field workers.

Internatio-nalization

The **iaelyon** strategic actions consist in strengthening students' preparation to work in multicultural contexts through courses taught by professors from various countries. They also have the opportunity to spend one or two years abroad during the five years necessary to obtain their Bachelor's and Master's in the frame of integrated studies, gap-years and international internship's mobility.

Partnerships

The **iaelyon**'s strategy aims to better meet companies' expectations in terms of Intended Learning Outcomes. It is not merely a question of closely adhering to the immediate business demand but rather to think with them about a real prospective in terms of professions. It involves increasing the proportion of external members in education steering committees as well as implementing committees bringing together business sectors to reflect on medium and long-term job market trends and needs.

Research

As in medecine and engineering sciences, research in management has a particularly significant societal responsibility since it impacts in many ways a company's health and jobs. To be relevant and significant, research relies on a close scientific observation of companies and organizations. This form of responsible research develops strongly at Ph.D. level at **iaelyon**, in particular in the form of intervention research dissertations, CIFRE dissertations (in-company Ph.D.) and Executive DBA dissertations.

Management

iaelyon cannot teach Management in a responsible way without trying to develop excellence in its own management practices. To this end, managerial processese have been implemented and are operated on a permanent basis: internal contract of objective and means between the **iaelyon** and University Jean Moulin, management meetings, steering committees, staff support at various hierarchical levels, etc. All the innovative practices in terms of societal responsibility have started to be discussed with other Schools of Management in France. This translated into the participation of **iaelyon** in ADERSE (Association for the Development of Corporate Societal Responsibility) works and in future networking initiatives (CSR Network) on the occasion of the **iaelyon** International Week in January 2016.

Human Resources

Among the CSR stakeholders of **iaelyon**, we may naturally include academic and administrative staff who must work in synergy and in team. It is also necessary to develop academic resources by helping each member of the teaching body be at the cutting edge of teaching and research skills in his/her area of specialty. To do so, the role of the Departments (Teaching & Research Poles) has been strengthened to support each core faculty individually. Regarding administrative staff, the **iaelyon** societal responsibility consists in making sure they can work in good conditions and that coordination with faculty is reinforced. To this end, administrative service projects have been implemented and include staff on a participatory basis.

Principle 3

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership

Methods

Framework and Strategy

This chapter shows how strategies related to societal responsibility are implemented on the one hand with the **iaelyon** internal stakehoders and on the other hand, in the frame of education programs.

Achievements

Towards internal stakeholders

A commitment charter of the iaelyon community

The **iaelyon** management brought together the **iaelyon** staff in three bi-annual working seminars on CSR in January 2014, July 2014 and January 2015. This process involved the Dean and the management team, the directors of Departments as well as the administrative heads of services. The **iaelyon** presidents of associations and student representatives also took part in this process. First of all, reflections focused on the range of responsibilities in everyone's professions in conjunction with internal and external stakeholders and students. At the end of these seminars, participants have wished to put in writing their responsibilites and commitments in order to share them. This document aimed to emphasize that each person, each team and all staff of the school is committed to a form of excellence in terms of societal responsibility which goes beyond statutory and professional obligations. It is a necessary condition for fully playing our role as a public service institution, responsible of its impacts and its activities to society.

The 10 commitments of the **iaelyon** community members are presented hereafter in the annex 1.

This charter has been presented and approved during the iaelyon Board on February 26, 2015 and has been made public on the occasion of the European Week for Sustainable Development which was held from May 30 to June 5, 2015 at University Jean Moulin. The commitment charter is shared within the School and posted internally, which strengthens its binding aspect.

Administrative service projects in the frame of CSR

Following the commitments made by the **iaelyon** community, administrative service projects about the quality of relationships, service and facility have been implemented. Three services supported by an instructor have already been implemented and others are being developed so that the process is gradually extended to all the School's administrative services. These projects help heads of services both increase their managerial skills and bring together their teams around a collective project. Finally, they emphasize the service relations which should be constantly strengthened. The experimentation launched in September 2014 concerned 3 administrative services: the Bachelor's service, the Continuing education service and the Masters' service.

CSR integration into the programs

CSR is integrated at four levels in the programs: integration of CSR courses in the programs, of education schemes allowing to reach the **iaelyon** CSR objectives in terms of social promotion and diversity, a perspective of education in general knowledge and management-related subjects to strengthen general knowledge in the frame of the **iaelyon** "Think Large" objective.

INTEGRATION OF CSR SPECIFIC COURSES INTO ALL PROGRAMS

Two programs focus explicitely on the CSR dimensions:

- Bachelor's in Team Management, Quality and Sustainable Development
- Master's in Social Audit, CSR and Sustainable Development.

Outside these programs, all Master's students attend an **Ethics and Managerial Responsibility** course in their first year of Master's (23 hours). In addition, **CSR and Business Ethics** related courses are integrated in all programs, whether in the frame of specific seminars or within the courses themselves. For example, responsible finance is integrated into the Master's in Finance content and Ethic Sales is likewise taught in the Marketing programs, etc. The annex 2 presents the list of CSR specific courses. In the "Partnerships" part of this report, an example is also given of the Master's in Finance regarding the Socially Responsible Investment challenge.

For example, the administrative manager of the Continuing education service agreed with her team on 5 key values to share on a daily basis:

1. Commitment characterized by respect for hierarchy, autonomy, sense of responsibility, complementarity, versatility, self-initiative.
2. Mutual respect characterized by courtesy, politeness, constructive feedback, compliance with the rules, active listening, adaptability and recognition and awareness of others' work.
3. Confidence characterized by dialogue and communication, assertiveness, mutual help and solidarity.
4. Gratitude expressed when a service has been provided, by going beyond provided services and giving a positive feedback.
5. Sharing by acting collectively, by helping each other, by circulating information and creating moments of conviviality.

Education schemes highlighting CSR objectives of social promotion and diversity at iaelyon

One of the **iaelyon** most important responsibilities in the frame of public education is to keep equal opportunities, as part of French Republic values, alive. It should also allow young people of modest means to succeed in their higher education studies and to be able to access executive positions in companies, outside the positive discrimination schemes. Since Bourdieu's works on social reproduction, important efforts must be made in France in terms of upward social mobility. It involves in particular access to higher education for the less privileged categories also with differentiated teaching methods. French legislation provides that universities accept high school graduates in the first year without any selection. Some of these students wish to pursue their studies sometimes without having the required capacities while demonstrating other potential talents, which is a difficulty that must be overcome. **iaelyon** thinks that it would be irresponsible to fail these students again whereas they need to be helped, listened to and if necessary assisted in switching program. Three additional schemes have been implemented: the Plan to "succeed in undergraduate studies", the support in choosing the best adapted programs and the development of field-based programs.

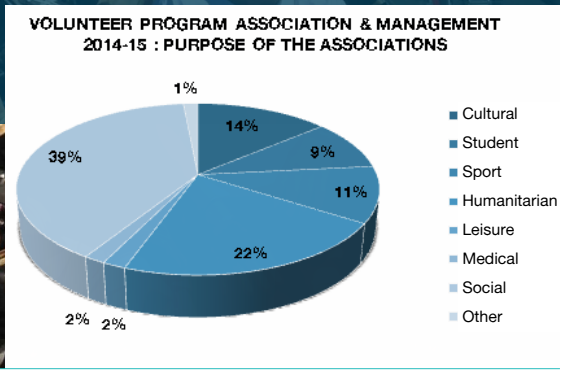
PLAN TO SUCCEED IN UNDERGRADUATE STUDIES PLAN

The national plan to succeed in undergraduate studies has been launched by the Ministry of Higher Education and Research with the aim to cut failure rate by half among students registered in their first year at University (continued on page 24)

Volunteer Program "Association & Management"

Since 2014, iaelyon has integrated in its 1st year of Bachelor's programs an activity entitled Volunteer Program Association & Management, worth 1 ECTS. Starting with a field experience, each student reflects on volunteers' motivations, the operation of an association and the role of the association in civil society. This initiative targets the 1,000 students enrolled in the first year of the Bachelor's in Management and allows thus to provide around 20,000 hours of volunteer work to associations in the Lyon Metropolis.

The purpose of these associations in which students have carried out their missions was as follows:



The testimonies of a student and an association are presented below:

"During my experience in an association, my missions were to assist volunteer workers in their various Red Cross activities. I participated in a French language course, I welcomed people with Alzheimer and I entertained them with educational games, I was a teaching assistant during first aid training program, I could sell clothes at the Vesti'boutique to people who needed them most".
Mégane Delhaye Bachelor's 1 Management, French Red Cross Society

"It is somewhat incompatible to want to link volunteerism and compulsory in the same project. But when we have been approached by **iaelyon**, we have realized that it was a great opportunity. If this compulsory exercize could help some students commit themselves and discover activism and if we could provide an impetus, it was worth the while. "
Sabine Eyssartier, responsible for mobilization at Handicap International (HI)

At **iaelyon**, several tools and initiatives have been deployed, some of them for many years:

- The creation of a welcome and integration day "Succeed at **iaelyon**" for the thousand students in their first year of Bachelor's in order to let them discover their new environment and the numerous opportunities of programs and services offered by the School
- The implementation of a compulsory positioning test in Logics, French language, English language and general knowledge for 680 students
- The development of tutoring through specialized refresher courses on collective and individual prerequisites. All first-year students are offered remediation in Mathematics and/or advanced courses in French Language
- The implementation of a booklet "Paths" which aims to support students in their orientation during their first year of Bachelor's
- The next restructuration of the Bachelor's first semester, in order to help students switch program immediately at the end of the first semester during the first year of Bachelor's

SUPPORT IN CHOOSING THE BEST ADAPTED PROGRAM

The objective is to help students adopt a reflexive approach in order to adapt their professional project to their aspirations. It should also help them build their education in relation to their project. A booklet entitled "Student Path and Project" (PPE) handed out in the first semester includes two parts: the first part focuses on "tools vital to success, which are studied in lectures on Student Paths and Projects as well as in tutorials". The second part focuses specifically on the "professional project".

The employment-career services also support graduates' professional projects and then professional integration. Individualized services are offered within the Employment-Career service with individual and collective workshops, company presentations in the frame of career and business evenings, presentation of professions to students by Alumni who present their professions and their professional careers, a Management Career Fair as well as an internship and professions Fair. Concerning professional projects, students have access to **TalenToday**, an innovative solution helping to ensure consistency between individual profile and required softskills, in line with the professions targeted by the **iaelyon** programs. Regarding professional integration, students in their 3rd year of Bachelor's and in their 2nd year of Masters's are encouraged in priority to train for the Voltaire Certificate on the training platform and to take this exam. The **Voltaire Certificate** is part of the program of studies for students in their 3rd year of Bachelor's in Management. Students may thus promote their additional skills in French language and command of the French Language with their future recruiters, whether in the frame of an internship research, of finding a company for field-based studies or applying for a job, or as part of their function. The e-tool **"Goinglobal"** facilitates the search for international internships/jobs. Finally, as regards the search for internships or companies for field-based studies and the development of networks, **iaelyon** offers a private social network **Link'iaelyon** to students, businesses and Alumni.

SUPPORT IS GRADUAL AND DEVELOPS THROUGHOUT THE STUDENT PATH

- Level Bachelor 1: improvement of self-knowledge and assistance to students in their construction of an education path
- Level Bachelor 2 : Knowledge, know-how and soft skills balance in the third semester
- Level Bachelor 3: Personalized Professional Project (PPP)
- Master's: Assistance in choosing a Master's, mid-term reviews of capacities in terms of knowledge, know-how and softskills

DEVELOPING FIELD-BASED STUDIES

For several years, **iaelyon** has created field-based programs. Within the current portfolio, besides 9 entirely field-based professional Bachelors' and 8 Master's, one of the **iaelyon**'s department, Euginov, offers only field-based programs from the 2nd year of the Bachelor's to the Master's. In the field of Management, Mintzberg's works, in particular its "Managers, not MBAs" book have shown the importance of linking theoretical education and professional life and reflexivity. In the frame of field-based education, students participate throughout their education in the reflection and action around issues companies have to face, which is very formative intellectually and helps address not only complicated but also "complex" issues within the meaning of Edgar Morin : unlike the case method, problems that occur in the economic world are now more nebulous than well-explained before, data are not easily accessible, solutions are multiple and different from the search of optimal solutions. It should be noted that many companies, large groups and SMEs, discover the added value of such students thanks to the field-programs. In the majority of cases, they recruit them at the end of their studies, which helps create jobs that would not have been opened without field-based studies.

STUDENT CULTURAL OPENNESS IN THE "THINK LARGE"CONTEXT

iaelyon developed many actions aiming to open students to Social Sciences and Humanities, general knowledge, industrial culture and regional economic life.

Introduction of Humanities in the iaelyon programs

To develop in a more and more complex world, businesses have to find innovative solutions on a daily basis in order to meet their markets' challenges. Within organizations, various actors must demonstrate their adaptation and creativity qualities to innovate. Thus, the command of only a Management technique is not sufficient. To invent tomorrow's solutions, it becomes necessary to enhance analytical models of businesses and their environment through a search for meaning, a more detailed knowledge of oneself and the others, a better understanding of the worlds by putting people at the heart of all learning. "Humanities" are thus defined as the theoretical and empirical knowledge which aims to understand the complexity of human behaviours. This covers varied disciplines such as philosophy, sociology, literature, psychology, anthropolgy, political science, epistemology. There is also a praxeological dimension related to sensitive experience, openness to cultures but also to arts practice. The approach adopted within **iaelyon** is one of openness to Humanities through the transmission of knowledge and the stimulation of a more personal discovery and deepening approach. Students will thus develop their creative (ability to adapt) and socialization (professional integration) skills. More generally, an openness to the diversity of the worlds helps improve each student's reflexive capacities regarding the techniques they use, their experiences, their personal and professional projects. The promotion of Social Sciences and Humanities enables **iaelyon** to both develop and strengthen its positioning by enhancing its university affiliation while producing meaning in times of strong innovation needs and major ruptures to better meet the socio-economic and institutional worlds' expectations.

The internship thesis at the end of the 2nd year of the Master's internship is the last building block in the Master's student education. Its objective is to address a managerial issue after having linked both theoretical and empirical perspectives. It is now asked from students to use bibliographical references from Humanities external to the sole field of Management.

Cultural openness activities

Student cultural enrichment is also part of **iaelyon** societal responsibility. The following activities may be mentioned :

"Art and management" conferences: These conferences consist in confronting the viewpoints of a manager and an artist on the way of managing a project, of inventing new ones, of bringing people together around an idea, of managing and motivating a team. This cycle helps strengthen bridges between different worlds, but also give students, executives and business leaders the opportunity to share good practices and unconventional managerial styles which are part of the innovation process. A few examples of the conferences are given in the "Dialogues" part of this report.

Creativity and expression workshops: creativity and expression workshops help Bachelor's students develop their innovation and creation capacities and interact as a group on topics other than the ones studied in the frame of their university studies. Within a pilot scheme, 3 workshops have been offered to students in 2014-15 and were led by a professor in charge of the Art and Management projects around poster graphic-design, urban planning, … thematics. These workshops will be offered again in 2015-16.

Technological, industrial and managerial cultures: The "Technological, industrial and managerial cultures" course is taught to Bachelor's students to meet the following objectives:

- Better understanding business structurations and operating modes as well as the challenges businesses face on the basis of real cases;
- Understanding the interactions between the context- business – manager;
- Discovering the industrial and technological worlds.

This is a classroom-based course (12 hours) with an innovative teaching form. It consists in a lecture complemented by company virtual visits via videos posted on the pedagogical platform followed by face-to-face testimonies of interviewed business leaders and managers. Most companies are members of the "Métallurgie Rhodanienne", the partner industry branch of **iaelyon** with which the initiative has been carried out.

PARTICIPATION IN CITIZEN REFLECTION ON THE REGION'S ECONOMIC PERSPECTIVE

For several years, **iaelyon** has partnered with Lyon Society for Political and Social Economics (SEPL), which has been housed at the Lyon Chamber of Commerce and Industry for 150 years. The SEPL governance includes faculty from **iaelyon**. The iaelyon faculty participate in the organisation of conferences in link with the socio-economic community and **iaelyon** students take part in the reflection. Each year, a book written by the **iaelyon** faculty presents a synthesis of the works which deal with themes corresponding to regional strategic challenges such as agri-business industry development, business tourism, international development, SME funding, circular economy, etc.

CSR integration at the level of student association activities

iaelyon encourages student involvement in student associations as an integral part of their education and personal development.

In order to develop their sense of societal responsibilities, **iaelyon** led CSR educational actions intended for Presidents of students' association and supports in particular activities having a social responsibility impact.

Association presidents' education

In the frame of its "integrated CSR" approach, **iaelyon** has educated the Presidents of Student Association to the principles of the Global Compact and PRME since 2015 and helps them understand societal responsibility. In the frame of its educational and citizen approach, the School believes that associations are the ideal medium to prepare future responsible managers. Several "Dean's lunches" have been dedicated to student CSR education: presentation of the approach within **iaelyon**, actions analysis within associations and recommendations in terms of sustainable development. A meeting with the "Dialogues in Humanities" partner (set up by the Lyon Metropolis) has been organized to strengthen sensitivity and citizen awareness of the Presidents of the student Association at **iaelyon**.

EXAMPLES OF CSR ACTIVITIES LED IN THE FRAME OF STUDENT ASSOCIATIONS

Serious Games

Designed and supported by the Association That's iaelyon, this national challenge is open to Students in their 3rd year of Bachelor's and in their 1st year of Master's regardless of their fields and coming from all parts of France, who wish to apply their knowledge in terms of business strategy including social responsibility. Thematics are suggested in cooperation with partner companies. For the second edition of this project, three companies (Solorea, La Poste and LCL) have invited students to reflect on topics such as responsible behaviour, the impact of new technologies on loyalty or the role of social representations as regards the perception of public companies. Thus, teams have to integrate these reflections in a Business Plan they will draw up. The depth of the analysis and its link with the suggested actions are an integral part of the project evaluation and therefore of the final ranking.

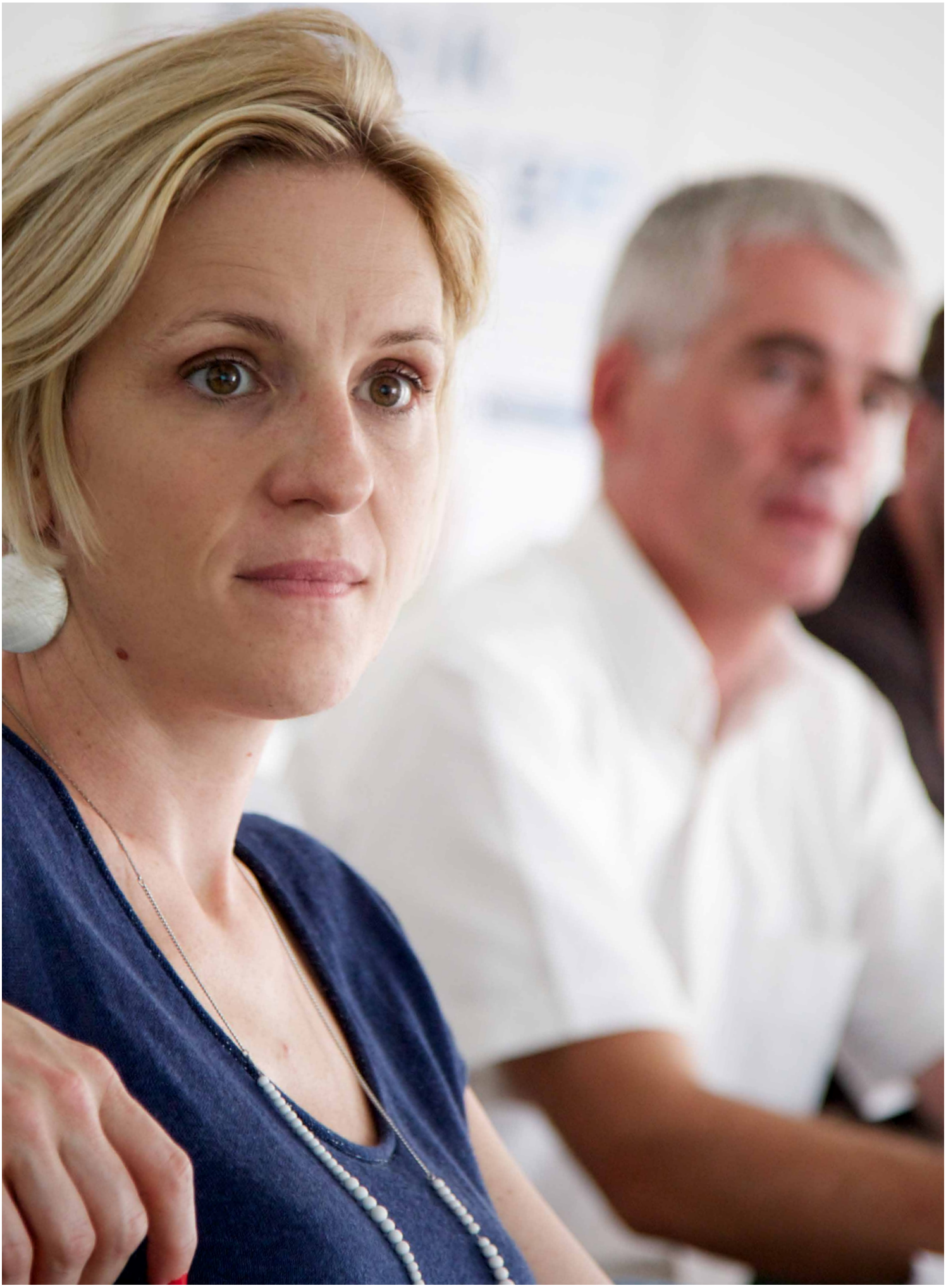
Enactus Association

The **iaelyon** Masters' students are currently developing the **iaelyon** Enactus association which aims to enable the emergence of a generation of young responsible and committed leaders. Enactus' mission is to develop their entrepreneurial spirit and commitment to society by supporting them in the implementation of social entrepreneurship projects thanks to the involvement of business professionals and the **iaelyon** faculty. **iaelyon** Enactus is currently developing 3 projects:

- A collaboration with the Léon Bérard Cancer Center which aims to help post-baccalaureate students suffering from cancer pursue their studies,
- A "refugee" project which aims to foster refugee integration,
- A "street story" project which aims to reintegrate homeless people by educating them to become tour guides.

Projects

iaelyon pursues and enhances projects and initiatives with its teams, students and in the framework of its course portfolio. From September 2016, new developments are in progress in the frame of programs: new field-based programs to meet the needs of specific sectors of activities, integration of new "Management and Humanities" courses into all Masters' programs... The actions intended for the Presidents of student Association will also be continued.



Principle 4

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.

Research

Framework and Strategy

iaelyon is one of the most important research sites in the field of CSR in France (See the list of CSR publications and list of the **iaelyon** dissertations on CSR in the annex 3). All research activities are designed to integrate societal responsibility while making sure they strengthen **research impacts** and emphasizing CSR dedicated research. Social responsibility is to be found in the three cross-disciplinary research groups in addition to the functional research groups within the **iaelyon** Research Center: for example, the international management group has an obvious CSR dimension since it focuses on explaining the conditions for a harmonious development of businesses in the frame of internationalization. The Network, Innovation and Complexity group is also very significant in the field of CSR since businesses and organizations are often helpless nowadays when facing new economic challenges. A research group is specifically dedicated to Corporate Societal Responsibility and is made up of 32 members. It is led by Professor Denis Travaillé, Director of the **iaelyon** Research Center.

Achievements

Research group on Corporate Societal Responsibility

The increasing concerns regarding sustainable development at the level of business management reveals the interest of a fundamental reflection on Corporate Societal Responsibility and its instrumentation in the form of performance measurement and control standards and models. For many experts and managers, it is today necessary to integrate into a same management model, economic, social and environmental dimensions which are considered to be the three components of sustainable development. The management and corporate societal responsiblity thematic crosses several Management disciplines and requires a multi-disciplinary approach with a dialogue with other human and social science disciplines. It raises also specific research questions regarding the size of organizations, their sectors of activity (industry, services, …), their location (at local level and worldwide), their purpose (public organizations, non-pofit organisations…). A collective work, coordinated by Denis Travaillé, Jean-Pascal Gond and Emmanuel Bayle, was published in October 2014 on the subject of “Societal responsiblility of organizations : from words to deeds”. A conference helped disseminate research achievements to the general public.

The notion of corporate social responsibility (CSR) created considerable enthusiasm among managers, consultants, researchers as well as within the political, institutional and mediatic spheres. However, the CSR argumentation adopted by large companies, institutions and organizations of all forms also generates some scepticism. The research focus on societal responsibility is thus questioning the links between CSR speeches and practices. Including not only private companies but also a large range of organizations, research offers an analysis framework and concrete examples of CSR deployement within the French-speaking area. It aims to answer the main following questions: how do actors' symbolic strategies dovetail with concrete actions implemented by organizations; What difficulties do managers have to overcome in order to move from words to action in the field of CSR, what factors facilitate or prevent ensuring socially responsible practices in organizations ?

Socio-economic Management research group

One of the **iaelyon** research groups created 40 years ago by Henri Savall, in the wake of François Perroux' works, entirely focuses on the theme of integrated social responsibility and adopts research methods relying on social responsibility itself (in the sense of Van de Ven's concept of "engaged scholarship"). The socio-economic group is involved in a form of action research led as an independent scientific body "with" companies and organizations' stakeholders (and not "about" companies), inspired by methods used by action sciences other than management, such as medecine or engineering sciences. Research in socio-economic management aims to develop a knowledge based on management methods which foster the sustainable economic development of companies, organizations and regions and include social responsibility. It shows that it is possible to build a scoreboard with global performance and corporate social responsibility indicators on the basis of a qualimetric methodology. These indicators are not limited to visible financial perfomances, mainly focused on short-term perspectives regardless of the considerable hidden costs related to socially irresponsible practices. The contributions of these research works on Corporate Social Responsibility are detailed in ISEOR's last work entitled "Socially Responsible capitalism exists".

The iaelyon International Week: International research workshop on ethics and societal responsibility

iaelyon has developed since January 2007 the "**iaelyon** International Week" event aiming to develop the international dimension into the **iaelyon** campus. Each year, during one week in January, over sixty international faculty from 25 different nationalities are hosted by the School to teach and participate in Research workshops and in workshops on Innovative Pedagogic Methods. These workshops help stimulate **iaelyon** research and foster cooperation between the colleagues from different countries who participate in them. The increasing pace of scientific production from the **iaelyon** core faculty within the last four years in the field of CSR should be noted: 7 books, 31 chapters, 30 communications in scientific congresses, 8 articles in peer-reviewed journals and two educational cases. A detailed list of these publications is included as an annex.

Research Chair on the development of cooperative and mutual benefit models

In a time of great societal and economic challenges in which performance and solidarity issues are raised worldwide, an in-depth reflection on new ways of doing business and organizing market economy is required. The cooperative and the mutual benefit system to which over a billion persons subscribe in the world appear today as an extremely serious alternative to the classic shareholder model. As a consequence, **iaelyon** - University Jean Moulin, the Crédit Agricole Centre Est, world leader in retail banking in France, and the Jacquet-Brossard group, Business Unit of the international agricultural cooperative group Limagrain, have partnered to create a research Chair on the " Development of cooperative and mutual benefit models". The chair's works were presented during the Cooperatives' world summit in October 2014, before 4,000 representatives of cooperatives coming from around the world.

ADERSE academic association

iaelyon is strongly involved in the academic association ADERSE (Association for the Development of Research on Corporate Social Responsibility, recognized by the FNEGE (French Foundation for Management Development). One of the **iaelyon** core faculty serve as President and Treasurer. This association aims to foster dialogue between faculty and practionners on innovations in terms of CSR concrete practices. Research deals in particular with initiatives and experiences made by companies and organizations in order to be exemplary and transparent beyond rhetoric as regards social responsibility. Unlike other academic associations, ADERSE does not intend to denounce companies or organizations' irresponsible behaviours but to share knowledge allowing businesses or academics to be exemplary in terms of CSR and sustainable development. These works stand out from other forms of CSR and sustainable development research led mainly in vitro or from a single academic viewpoint. In 2015, the **iaelyon** management submitted to ADERSE research work on CSR integration into the **iaelyon** strategy since its establishment 60 years ago. This research emphasizes the need to complement CSR education with the **iaelyon** management practice excellence in order to educate socially sensitive and responsible managers capable of in-depth analysis.

Colloquia on social responsibility organized with ISEOR and the Academy of Management

The **iaelyon** has hosted annual colloquia organized by the ISEOR socio-economic management research center in partnership with the American Academy of Management and South-American Universities for fifteen years. These colloquia bring together three hundreds researchers every year on average on themes related to social responsibility: organisational and sustainable development, innovative approaches to management control in the frame of global performance, etc. In 2009, ISEOR organized with the "Social Issues in Management" division the first colloquium on indicators measuring social responsibility and sustainable development. This series of colloquia organized in transatlantic partnership are simultaneously interpreted into English, Spanish and French. These initiatives promoting CSR are unique in Europe and have been officially recognized by the Academy Of Management.

Projects

iaelyon intends to pursue the actions already underway and to develop them in particular through the following actions:

- **Development of Chairs, in relation with businesses and organisations, in particular at the level of the of the Lyon Metropolis and the Rhône-Alps-Auvergne Region.**
- **Development of international research partnerships on CSR. To this end, iaelyon draws in particular on the advice of Anthony Buono, one of PRME executives. Thus, the School will take the opportunity of these annual meetings in the frame of the iaelyon International Week to launch a "CSR/Socially sensitive and responsible management" club in order to build a collective reflection and to spread good practices in terms of governance, teaching methods/programs, research and relationsips with external stakeholders (companies, communities and civil society).**

Principle 5

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.

Partnerships

Framework and Strategy

iaelyon aims to develop partnerships not only at regional and national levels but also worldwide in order to foster the dissemination of management innovative forms through societal responsibility while sharing good practices with developing countries where traditional CSR approaches are considered to be difficult to transfer without modification. For 25 years, **iaelyon** has thus chosen to work with schools of management in order to serve company development and managerial skills in countries such as Algeria, China, Lebanon, Morocco, the Czech Republic, Senegal, etc. Among the 150 international partners of **iaelyon**, nearly 25% are PRME members.

Achievements

At regional and national level

Constant interactions with organizations in the territory

At regional level, **iaelyon** dialogues with its stakeholders and exchanges on CSR good practices. Faculty and students are in constant relation with companies in the region, which offers opportunities of reflection on CSR implementation, in particular through work and internship theses or dissertations carried out within companies. Specifically work is done not only within large groups such as Renault, Auchan, SNCF, Deloitte, Le Crédit Agricole, but also within small local companies, very much involved in CSR. This is the case for example of EO GUIDAGE, that specialized in the sector of disability accomodation, and which was been chosen as a real case study for the 2014 IMBA.

The socially responsible investment (ISR) challenge initiative led in partnership with Crédit Agricole Centre-Est and Amundi Asset Management may illustrate the crossed synergies that produce company partnerships, forms of innovative teaching methods and management research. In this framework, the Master's in finance participate in the ISR Traders'Challenge. In 2014, 14 students participated in a pilot scheme and in 2015, over 150 students participated. This challenge relies on a virtual investment platform developed in an ad hoc manner by an Information Systems management team at University Jean Moulin. It lasts for 3 months and ends with an evening bringing together the students involved, the supervising educational team and partners form the socio-economic world. During this evening,

the challenge results are announced and awards are presented. The challenge top 10 winners are invited to visit Amundi's trading room. The traders' challenge is actually directed towards the CSR dimension since the challenge winner is not the student whose investment will have achieved the best financial performance but the one whose investment will have achieved the best ESG (Ecological, Social and Governance) performance. Investment behaviours are then studied and help nurture research in the field of responsible finance.

"With the global financial crisis, our profession's image has been severely tarnished. Since then, we are facing a lot of agressiveness. It is as much an economic as a confidence crisis. It is up to us to explain that our work which can naturallly be ethical is above all a supporting and educational work".
Adrien Verlhac, head of sustainable development at Crédit Agricole Centre-Est.

Contributions to local think tanks

iaelyon also participates in local think tanks. This is the case for example in the Valpré debates, meetings with business managers and also with schools, associations, political and religious associations on the subjects of societal responsibility and humanism in businesses. **iaelyon** is a partner of the "Dialogue with Humanities" association, an association created by the Mairie de Lyon (City Hall of Lyon) and which aims to develop inter-institutional citizenship. **iaelyon** is also part of the steering committee of the ALES (Lyon Ethics Association) association, a meeting place for socio-economic actors on ethics and CSR themes. The School participates in the responsible business meetings organized by the ORAVEO company along with Bref Rhônalpes paper (specialized in supporting companies, in particular SMEs, in their CSR process). Finally, **iaelyon** cooperates with the Rhône Road Safety Companies Club to promote road safety among students through awareness-raising actions on professional road safety risks and energy saving. The school's commitment was formalized in February 2015 in a partner charter in the presence of the Prefect for defense and security and with the support of MACIF, an insurance company.

Worldwide

Several programs have been created in emerging or developing countries. 19% of **iaelyon** students on average are registered in offshore programs such as:

- In Senegal, the **BEM Dakar** School and the University Gaston Berger in Saint Louis have been the **iaelyon** partners since 2013. These schools are involved in a CSR process through joint programs with **iaelyon** in Ethics and managerial responsibility with offshore perspectives for its Master's around the thematic of quality-safety-environment, in addition to the Master's in Management of Pharmaceutical Companies and Medical Technologies in which the ethical and social responsibility dimensions are taken into account. BEM Dakar has decided, following the **iaelyon** recommendations, to integrate the UN Global Compact and the PRME.

- In Morocco, **iaelyon** has been **HEM Business School** partner since 2006. The programs taught target Masters' in Finance, in Marketing & Sales, in International Management and in Human Resources. HEM Morocco has been a school involved in citizen actions since 2012 in the frame of its Foundation which aims to open access to knowledge and culture through actions such as University Citoyenne® (Citizen University). This unique concept in contemporary Morocco, consist in a series of seminars open to all without prerequisites and designed to initiate and raise awareness about socio-political, managerial and economic life in Morocco.

- An Executive Doctorate in Business Administration-DBA was created in 2013 in partnership with the **University of Balamand** in Lebanon to generate managerial knowledge from innovative practices in countries from the Middle-East. This program mainly relies on qualimetric and soci-economic management research methods which aim to make social responsibility and sustainable economic development compatible. All students carry out an intervention research in a company or an organization to improve socio-economic performance. They assess the results with the various actors involved and draw lessons from them which are then compared to the various other social responsibility approaches in different cultural contexts.

At the international level, **iaelyon** is beginning to share innovative experiences in the field of CSR with other management institutions which participate in the PRME network. The school attended the PRME Forum held in New York in June 2015. In addition, representatives from the School participate regularly in CSR meetings at regional, national and international level.

Projects

iaelyon wishes to pursue and develop the actions already launched and reflections are underway to undertake additional projects such as:

- CSR & Socially sensitive and Responsible Management CLUB Project: the aim is to identify companies and organizations which signed the UN Global /PRME as well as other companies which are sensitive to this approach. iaelyon wishes to create an exchange club to move forward in the CSR challenge. Among partner companies, around twenty of them are already part of the UN Global Compact. iaelyon wishes to strengthen its links with these companies.
- With the CCEF (French Chamber of Foreign Trade), a working group is foreseen on the theme of responsible globalization.
- With the "Dialogues with Humanities" association, the iaelyon considers international cross-fertilizations to disseminate the citizen and interinstitutional dialogue worldwide, starting with its academic partners.
- iaelyon organizes the ADERSE 2016 congress on campus, in partnership with American and European universities.
- iaelyon considers adhering to the Lucie label for meetings between companies and academic bodies which intend to promote ethics, in particular in the field of responsible finance and the development of CSR indicators.

Principle 6

We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Dialogue

Framework and Strategy

One of the **iaelyon**'s mission is to create the conditions for Agora to set up a permanent dialogue with actors of the socio-economic, academic and institutional worlds. Beyond conferences with a CSR dimension, **iaelyon** defines itself as a place for removing barriers and serving the territory. Every year, **iaelyon** organize events which bring together 11,000 participants on average, echoing the School's citizen and societal mission.

Achievements

Between September 2013 and June 2015, **iaelyon** organized 13 events with a CSR dimension, widely open (professionals, students, researchers…) and which brought together 2,320 participants, mainly from the socio-economic world:

5 events in 2013-14
800 participants

8 events in 2014-15
1 520 participants

A list of these events is presented in the annex 4 of the present report.

iaelyon thus asserts its major part in the promotion of a "socially sensitive and responsible management" linking its positioning, its research and programs and the expertise of its core faculty. In this context, the "Work Innovation & Health" Mornings (4th edition in 2014) have been designed in the framework of the University Degree on"Management of Quality of Work Life and Health", the "Philosophy & Management" conference series questions and clarifies managerial practices through a philosophical reading grid. The partner event policy is in line with the "socially sensitive and responsible management" dimension. **iaelyon** is the reference interlocutor for many professional organizations (ANDRH, ANACT, …) and partner events are selected and co-developed in order to uphold **iaelyon** fundamental values.

Conferences open to the city

The will to remove barriers expressed by **iaelyon** translates into orginal initiatives:

The "Art & Management" series of conferences

4 conferences organized in 2013-2014, 300 participants in each conference. Organized by **iaelyon** and the Acteurs de l'Economie Rhône-Alpes (Actors of the Rhône-Alps Economy) magazine in partnership with the Musée des Beaux-Arts de Lyon (Lyon Fine Arts Museum), this series of conferences relies on a dialogue between a business manager and an artist about the managerial dimension (innovation, team management…):

- October 2013 : Thierry Roche, Architect and Michel Troisgros, Starred Chef
- January 2014 : Vincent Carry, les Nuits Sonores and Guillaume Mulliez, Dimo Gestion
- February 2014 : Jean Lacornerie, Théâtre de la Croix-Rousse and Georges Fontaines, Réseau Entreprendre Rhône-Alpes

Alongside this series of conferences, a round table on the theme "Can Art play a part in Management Education?" was organized in November 2013 at the initiative of two faculty staff of the School (C. Falcoz et Y.F Livian).

The "Philosophy & Management" series of conferences

3 conferences organized in 2014-2015, 300 participants in each conference. Organized by the iaelyon and the Acteurs de l'Economie Rhône-Alpes magazine in partnership with the Faculty of Philosophy - University Jean Moulin, this series of meetings relies on a dialogue between a business manager and a philosopher:

- Can philosophy save companies? with Bruno Roche, in charge of the Company Department at the Collège Supérieur, Philosophy lecturer and Jean-Philippe Demael, Directeur General of Group Somfy (November 2014)
- Can Ethics be present at all levels of the company? with Geert Demuijnck, Philosopher, Ethics Professor at EDHEC Business School and Jean-Frédéric Geolier, President of Mille et Un Repas (January 2015)
- Can we lead people while pursuing utopia? with Christian Charignon, Tekhnê Architectes and Jean-Jacques Wunenburger, Faculty of Philosophy - University Moulin (February 2015).

iaeyon Alumni "Art & Management" event

In order to lower walls between the worlds, the iaelyon also chose to organize 3 to 4 large iaelyon Alumni evenings in Lyon cultural institutions, alongside large exhibitions or during artistic events (Dance Biennal, Contemporary Art Biennal).

- La Sucrière, 12th Contemporary Art Biennial (December 2013).
- Gadagne Museum,"Lyon, center of the world !" exhibition (April 2014).
- Suumer evening on the Manufacture des Tabacs Campus: artistic performance with the creation of a works of art by a grafitti artist during the evening (June 2014).
- Dance Biennal: Dada Massilo spectacle and philosophical swimming-pool (Sept.25, 2014).
- Lyon Contemporary Art Museum, Erró Retrospective (Nov. 18, 2014).
- Lyon Fine Arts Museum, Jacqueline Delubac, the choice of Modernity (January 8, 2015).
- Summer Evening on the Manufacture des Tabacs Campus: collective performance with percussions, Ryth'n Team (June 18, 2015).

Projects

iaelyon pursues its Philosophy and Management series of conferences and plans several events on CSR among which a seminar on diversity in April 2016. In addition, the School will welcome the thinker Pierre Rabhi on the occasion of a large conference which will bring together 1,000 participants around the concept of "happy sobriety".

ANNEXES

ANNEX 1 – Societal Responsibility: the **iaelyon** charter of commitments

As Member of the iaelyon community, we commit ourselves to:

1. Making the societal dimension part of everyone's work, missions and responsibilities

2. Reducing our environmental impact on a daily basis

3. Educating responsible citizens open to the worlds and aware of their managerial responsibilities

4. Developing our activities with objectives, consistent actions and feedback in a perspective of continuous progress

5. Building responsible and respectful relationships

6. Organizing group times and projects to share good working practices

7. Fostering exchanges to understand professional specificities in line with our values and missions

8. Going beyond usual work collectives to integrate dynamics of extended cooperation

9. Combining expectations and requirements from the academic world and external partners while promoting well-being and balance

10. Being responsive and proactive towards our various stakeholders

Charter approved by the iaelyon Board on February 26, 2015

ANNEX 2 – PROGRAMS AND COURSES ON CSR AT IAELYON

PROGRAMS EXPLICITELY INTEGRATING CSR

Licence 2 et 3 Management des Equipes, Qualité & Développement Durable
Bachelor's 2 and 3, Team management, Quality & Sustainable Development (Field-based program)
Academic Director : Nathalie Krief, Associate Professor
Created in 2011
460h
2013-2014 : Bachelor's 2 : 23 étudiants - Licence 3 : 53 students
2014-2015 : Bachelor's 2 : 22 étudiants - Licence 3 : 52 students

Master 2 Management des Ressources Humaines et Organisation, programme Audit Social, Responsabilité Sociale et Développement Durable
Master's 2 Management HR & Organisation, Social Audit, CSR and Sustainable Development (Field-based program)
Academic Director : Emmanuel Beck, Associate Professor
Created in 2011
368h
2013-2014 : 18 students
2014-2015 : 13 students

Master 2 Management des Opérations et Qualité, programme Sécurité industrielle, Environnement, Certification
Master's 2 Operations and Quality Management, Industrial security, Environment, Certification (Field-based program)
Academic Director : Marc Bonnet, Full Professor
Created in 2003
368h
2013-2014 : 21 students
2014-2015 : 17 students

Master Management des Opérations et Qualité, Programme Manager QSE, Qualité Sécurité Environnement
Master's Operations and Quality Management, Manager Quality, Security and Environment (Field-based program, in partnership with partenariat ESQESE)
Academic Director : Isabelle Géniaux, Associate Professor
Created in 2012
2013-2014 : 29 students
2014-2015 : 31 students

Diplôme d'University Management de la qualité de vie au travail et santé
University Degree Management of quality of life and Health in the workplace (continuing education)
Academic Director : Thierry Rochefort, Adjunct Professor
Created in 2012
2013-2014: 10 students
2014-2015: Not open

COURSES EXPLICITELY OR IMPLICITELY INTEGRATING CSR

Achats et développement durable
Purchase and sustainable development
Pre-experience program – Master 2 – 23h – 2013-2014 : 10 students – 2014-2015 : 16 students
http://iae.univ-lyon3.fr/formation/06330007-achats-et-developpement-durable-533136.kjsp

Audit social et environnement
Social Audit and environment
Pre-experience program – Master 2 – 23h – 2013-2014 : 18 students - 2014-2015 : 19 students
http://iae.univ-lyon3.fr/formation/06210134-audit-social-et-environnement-148879.kjsp

Business ethics and crisis management
Continuing education – Master 2 – 36h – 2013-2014: 13 students – 2014-2015 : 17 students
http://iae.univ-lyon3.fr/formation/062002 09-business-ethics-and-crisis-management-fc--241905.kjsp

Démarches sécurité et environnement
Security and environment processes
Pre-experience program – Master 2 – 23h – 2013-2014: 21 students – 2014-2015: 16 students
http://iae.univ-lyon3.fr/formation/06340019-demarches-securite-et-environnement-150022.kjsp
A vérifier avec CP
Déontologie, éthique et réglementation bancaire
Professional deontology, Ethics and banking regulations
Pre-experience program – Master 2 – 23h – 2014-2015 : 13 students

Déontologie, éthique et réglementation bancaire
Professional deontology, Ethics and banking regulations
Pre-experience program – Master 2 – 23h – 2014-2015 : 23 students

Déontologie des métiers de la banque et de l'assurance
Professional deontology in banking and insurance functions
Pre-experience program – Professional Bachelor's – 16h – 2014-2015: 97 students - 2014-2015: 84 students
http://iae.univ-lyon3.fr/formation/06220006-deontologie-des-metiers-de-la-banque-et-de-l-assurance-148364.kjsp

Développement durable
Sustainable development
Pre-experience program – Master 2 – 23h – 2013-2014 : 22 students – 2014-2015 : 17 students
http://iae.univ-lyon3.fr/formation/06250027-developpement-durable-587743.kjsp

Développement durable et logistique inverse
Sustainable development and reverse logistics
Pre-experience program – Master 2 – 23h – 2013-2014 : 13 students – 2014-2015 : 13 students
http://iae.univ-lyon3.fr/formation/06250035-s3b-developpement-durable-et-logistique-inverse-cours-optionnel--154243.kjsp

Droit de la santé au travail
Links between psychosocial risks and Quality of life in the workplace
Continuing education – University Degree – 28h – 6 students
Module 4 Le lien prévention des risques psychosociaux et qualité de vie au travail
Formation Continue – Diplôme d'University – 36h – 16 students

Ethique et développement durable
Ethics and sustainable development
Pre-experience program – Master 2 – 23h – 2013-2014 : 13 students – 2014-2015 : 5 students http://iae.univ-lyon3.fr/formation/06220055-ethique-et-developpement-durable-cours-optionnel--557589.kjsp

Ethique et GRH
Ethics and HRM
Continuing Education – Master 2 – 23h – 2013-2014: 16 students – 2014-2015: 24 students
http://iae.univ-lyon3.fr/formation/06200204-ethique-et-grh-564767.kjsp

Ethique et GRH
Ethics and HRM
Pre-experience program – Master 2 – 23h – 2013-2014 23 students – 2014-2015 : 23 students
http://iae.univ-lyon3.fr/formation/06210438-ethique-et-grh-917948.kjsp

Ethique et politique des sociétés contemporaines
Ethics and Politics in contemporay societies
Pre-experience program – Bachelor's 3 - 40h – 2013-2014: 118 students – 2014-2015 : 125 students
http://iae.univ-lyon3.fr/formation/05290000-ethique-et-politique-des-societes-contemporaines-527925.kjsp

Ethique et responsabilités managériales
Ethics and managerial responsibilities
Pre-experience program – Master 1 – 23h – 2013-2014: 424 étudiants – 2014-2015 : 427 étudiants
http://iae.univ-lyon3.fr/formation/06220065-ethique-et-responsabilite-manageriale-556543.kjsp

Ethique et responsabilités managériales
Ethics and managerial responsibilities
Pre-experience program - Master 1 – 23h – 2013-2014 : 34 students - 2014-2015: 34 students
http://iae.univ-lyon3.fr/formation/06220259-ethique-et-responsabilites-manageriales-693507.kjsp

Gestion de la qualité et développement durable
Quality management and sustainable development
Pre-experience program – Licence 2 – 46h – 2013-2014 : 23 students – 2014-2015 : 21 students
http://iae.univ-lyon3.fr/formation/06340000-gestion-de-la-qualite-et-developpement-durable-149117.kjsp

GRH et diversité
HRM and diversity
Pre-experience program – Master 2 – 23h – 2013-2014: 17 students – 2014-2015: 27 students
http://iae.univ-lyon3.fr/formation/06210422-s4a-grh-et-diversite-cours-optionnel--917968.kjsp

GRH et diversité
HRM and diversity
Continuing education – Master 2 – 18h – 2013-2014: 16 students – 2014-2015 : 16 students
http://iae.univ-lyon3.fr/formation/06210206-grh-et-diversite-564918.kjsp

Le lien prévention des risques psychosociaux et qualité de vie au travail
Links between psychosocial risks and Quality of life in the workplace
Continuing education – University Degree – 35h – 2013-2014: 16 students

Management des équipes et développement durable
Team management and sustainable development
Pre-experience program – Licence 2 – 23h – 2013-2014 : 23 students – 2014-2015 : 22 students
http://iae.univ-lyon3.fr/formation/06340002-management-des-equipes-et-developpement-durable-148842.kjsp

Management des organisations et responsabilité sociale
Organisation management and social responsibility
Pre-experience program – Master 1 – 23h – 2013-2014: 71 students – 2014-2015 : 62 students
http://iae.univ-lyon3.fr/formation/06210231-management-des-organisations-et-responsabilite-sociale-581281.kjsp

Management des organisations et responsabilité sociétale
Organisation management and social responsibility
Continuing education – Master 2 – 15h – 2013-2014 : 23 students - 2014-2015 : 14 students
http://iae.univ-lyon3.fr/formation/06210218-management-des-organisations-et-responsabilite-societale-fc--914711.kjsp

Normes, certifications et développement durable
Criteria, certifications and sustainable development
Pre-experience program – Licence 3 – 46h – 2013-2014 : 53 students – 2014-2015 : 53 students
http://iae.univ-lyon3.fr/formation/06340004-normes-certifications-et-developpement-durable-149119.kjsp

Normes et audit environnement
Criteria and environmental audit
Pre-experience program – Master 2 – 11,5h – 2013-2014 : 10 students – 2014-2015 : 16 students
http://iae.univ-lyon3.fr/formation/06310047-normes-et-audit-environnement-150086.kjsp

Organizational Behavior and Corporate Social Responsibility
Pre-experience program – Master 2 – 23h – 2013-2014: 24 students – 2014-2015: 29 students
http://iae.univ-lyon3.fr/formation/06210227-s3-organizational-behavior-and-corporate-social-responsibility-csr--148992.kjsp

Performance et développement durable des organisations
Performance and sustainable development of organisations
Pre-experience program – Master 2 – 23h – 2013-2014 : 18 students – 2014-2015 : 18 students
http://iae.univ-lyon3.fr/formation/06220083-s3a-performance-et-developpement-durable-des-organisations-557544.kjsp

Problématique environnementale internationale
International environmental issues
Pre-experience program – Master 2 – 23h – 2013-2014 : 6 students – 2014-2015 : 16 students
http://iae.univ-lyon3.fr/formation/24220021-problematique-environnementale-internationale-cours-optionnel--587750.kjsp

Responsabilité sociale, développement durable
Social responsibility and sustainable development
Pre-experience program – Master 2 – 23h – 2013-2014: 24 students
http://iae.univ-lyon3.fr/formation/06210226-responsabilite-sociale-developpement-durable-581304.kjsp

Responsabilité sociale de l'entreprise
Corporate social responsibility
Pre-experience program – Master 2 – 23h – 2013-2014 : 29 students – 2014-2015 : 29 students

Responsabilité sociale de l'entreprise
Corporate social responsibility
Pre-experience program – Master 2 – 23h – 2013-2014 : 26 students – 2014-2015 : 30 students
http://iae.univ-lyon3.fr/formation/02290024-responsabilite-sociale-de-l-entreprise-cours-optionnel--588016.kjsp

Responsabilité sociétale de l'entreprise
Corporate social responsibility
Pre-experience program – Master 2 – 23h – 2013-2014 : 10 students– 2014-2015 : 11 students
http://iae.univ-lyon3.fr/formation/06250121-responsabilite-societale-de-l-entreprise-620150.kjsp

Risks management and sustainable development in Europe (1)
Pre-experience program – Master 2 – 23h – 12 students
http://iae.univ-lyon3.fr/formation/06220096-s3a-risks-management-and-sustainable-development-in-europe-1-cours-optionnel--150264.kjsp

Risks management and sustainable development in Europe (2)
Pre-experience program – Master 2 – 23h – 2013-2014 : 21 students – 2014-2015 : 13 students
http://iae.univ-lyon3.fr/formation/06220097-s3b-risks-management-sustainable-development-in-europe-2-cours-optionnel--150265.kjsp

CSR SEMINARS IN THE FRAMEWORK OF THE IAELYON INTERNATIONAL WEEK 2014
January 6-11, 2014

18 hours' seminars – Pre-experience and continuing education – 20 to 25 students per seminar
http://iae.univ-lyon3.fr/formation/international-week-2014-53-intervenants-a-l-iae-lyon-issus-de-23-pays-708800.kjsp

Managing cultural diversity in organisations
Tuba Birkan Ilidiri - Okan University (Turkey)

Environmental management and environmental policy
Alberto Cavaliere - Università di Pavia (Italy)

The importance of crisis communication management
Allen Scott Duncan - Culture Calling (France)

Sustainability marketing
Canan Madran - Cukurova University (Turkey)

Diversity in work teams
Lorella PIGNET-FALL – **iaelyon** (France)

Corporate Social Responsibility in emerging Markets
Florencia Roitstein - Universidad de San Andres (Argentina)

From individual property to a global ethics
Eddy Souffrant - University of North Carolina - Charlotte (USA)

Dealing with the challenge of sustainability
Andrea Stocchetti - Ca'Foscari University of Venice (Italy)

HRM and work-life issues
Diane-Gabrielle Tremblay - Teluq - University du Québec à Montréal (Canada)

CSR SEMINARS IN THE FRAMEWORK OF THE IAELYON INTERNATIONAL WEEK 2015
January 5-10, 2015

18 hours' seminars – Pre-experience and continuing education – 20 to 25 students per seminar
http://iae.univ-lyon3.fr/formation/international-week-2015-57-intervenants-a-l-iae-lyon-issus-de-25-pays-894467.kjsp

Developing Women Leaders
Alma Hall & Kenneth Sibal - Georgetown College, Kentucky (USA)

Sustainable Business: Meeting the Challenge
Darren Hoad - Bath Spa University (United Kingdom)

Sustainability marketing
Canan Madran - Cukurova University (Turkey)

CSR and Diversity Management
Lorella Pignet-Fall - **iaelyon** (France)

Corporate Social Responsibility in emerging Markets
Florencia Roitstein - Universidad de San Andres (Argentina)

International Business Ethics
Florencia Roitstein - Universidad de San Andres (Argentina)

Collective Responsibility, University and Innovation
Eddy Souffrant - University of North Carolina - Charlotte (USA)

Dealing with the challenge of sustainability
Andrea Stocchetti - Ca'Foscari University of Venice (Italy)

HRM and work-life issues
Diane-Gabrielle Tremblay - Teluq - University du Québec à Montréal (Canada)

ANNEX 3 – Research Output integrating the societal responsibility dimension from September 2013 to August 2015

The major part of productions come from the Management and CSR – societal Responsibility-Research Group - iaelyon Magellan Research Center (32 members).

	2013-2014	2014-2015
Classified peer-reviewed journals	12	8
Communications with proceedings	15	30
Other works (works' chapter, other journals)	11	31
Works	1	7
Case studies	0	2
Colloquia and seminars	5	3
TOTAL	**44**	**81**

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Bohas, Amélie ; Dagorn Nathalie ; Poussing Nicolas, (2014), « Responsabilité Sociale de l'Entreprise : quels impacts sur l'adoption de pratiques de Green IT ? », Systèmes d'Information et Management (SIM), 19(2).

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COLLOQUIA AND SEMINARS

April 21, 2015
Unpacking Management Control Systems to Balance Profit-Sustainability Tensions - Jean-Pascal Gond
Jean-Pascal Gond, Professor of Corporate Social Responsibility, Cass Business School, City University, London
http://iae.univ-lyon3.fr/la-recherche-a-l-iae-lyon/centre-de-recherche-magellan/unpacking-management-control-systems-to-balance-profit-sustainability-tensions-par-jean-pascal-gond-922784.kjsp

January 7, 2015
6th international research workshop in the frame of the **iaelyon** International Week 2015
Session 3: "Management and Societal Responsibility of Organizations"
Chair: Denis Travaillé
- Caroline Coulombe, Université du Québec à Montréal (UQAM): "Internships as a CSR practice: CMA CGM internship program"
- Yves Fassin, Ghent University and Vlerick Business School: "Sustainability and CSR reporting in IPOs"
- Lin Ku-Jun, Tamkang University: "Corporate culture, social responsibility and performance"
- Alfred Marcus, Carlson School of Management, University of Minnesot: "Innovations in Sustainability"
- Tsutomu Nakano, Aoyama Gakuin University: "An Emergence of the «Ethical Fashion» in Japan: A Study of the Culture and Structure"
- Darko Pantelic, University of Novi Sad: "Impact of Marketing on sustainable business practices and consumption patterns"
- Juan M. San Martin Reyna, Universidad de las Americas Puebla: "Exploring and Comparing Social Business Responsibility in Family Business in Mexico and the UK"

December 10, 2014
La responsabilité sociétale des organisations (RSO) - Des discours aux pratiques ?
(CSR – From theory to practice)
Conference organised on the occasion of the publication of the collective work of the Research team of the **iaelyon** Research Center on "Management and Societal Responsibility of Organizations"
(150 participants)
http://iae.univ-lyon3.fr/la-recherche-a-l-iae-lyon/centre-de-recherche-magellan/la-responsabilite-sociétale-des-organisations-rso-des-discours-aux-pratiques-conference-895027.kjsp
June 12-13, 2014
Seminar «La responsabilité sociale des entreprises et le développement durable».
(CSR and sustainable development)
Luciano Barin Cruz, HEC Montréal
http://iae.univ-lyon3.fr/la-recherche-a-l-iae-lyon/centre-de-recherche-magellan/axe-rso/la-rse-et-le-developpement-durable-par-luciano-barin-cruz-hec-montreal--835236.kjsp

April 15, 2014
Seminar : «Les nouvelles approches de la responsabilité sociale des business schools et des universités»
(New approaches of Social Responsibility in Business Schools and Universities)
Presentation by Professor Anthony F. Buono, Bentley University (Boston), organised by the reserach group in Socio-Economic Management.

January 16, 2014
Seminar «Que faire de la performativité ? Enjeux et perspectives du concept de performativité pour l'étude de la RSE et de la stratégie»
(What to do with performativity? Challenges and perspectives of the concept of performativity for CSR and strategy)
With Jean-Pascal Gond, Professor of Corporate Social Responsibility, Cass Business School, City University, London
http://iae.univ-lyon3.fr/la-recherche-a-l-iae-lyon/centre-de-recherche-magellan/que-faire-de-la-performativite-enjeux-et-perspectives-du-concept-de-performativite-pour-l-etude-de-la-rse-et-de-la-strategie-794117.kjsp

September 16-17, 2013
L'entreprise sociale en Europe, une réponse à la crise ?
EMISE Symposium - European Consortium of partners of the « European Manager in the Social Economy »
Organized with Jeanine Verna, Associate Professor, **iaelyon**
120 participants
http://iae.univ-lyon3.fr/relations-entreprises/devenir-partenaire/l-entreprise-sociale-en-europe-une-reponse-a-la-crise--658338.kjsp

ANNEX 4 – The 13 events on CSR organised by **iaelyon** from September 2013 to June 2015

Date	Title	Guest Speakers	Number of participants
April 7, 2015	Mieux être au travail – Well-Being at work Conference of Philippe Bernoux (Partenaire : APSE)	Philippe Bernoux, author of the book: « Mieux être au travail: appropriation et reconnaissance». – Well being at work : appropriation and recognition	120
March 17, 2015	Burn-Out: comprendre pour agir – 4e Matinée Travail Innovation Santé Burn-Out: Understand in order to act – 4th exchanges on Innovation and Health in the workplace	Thierry Rochefort, Adjunct Professor, **iaelyon**, Expert for Quality of Life at Work for the HR Direction of Groupe d'EDF - Alexis Poncet, Psychiatrist - Célia Badet, Regional Director, PSYA - Adeline Chazit, Senior Consultant and Psychologist, HR consultancy Partners - Sabine Bataille, author of the book « Se reconstruire après un burn-out «- Jean-Claude Delgennes, Technologia, Director - Maître Gerbert Rambaud, Avocat en droit social au Barreau de Lyon (Lawyer)	250
March 17, 2015	Egalité et mixité professionnelles: de l'influence des discours des médias et des entreprises … aux leviers d'actions –Professional equality and mix: from the influence of media and company rethoric… to levers of action (partners : GDF-Suez and the Women Magazine Ici et Ailleurs).	Muriel Morin, HR Vice Director, Gender mix, RSE, Orientation at GDF-Suez - Christophe Falcoz, Adjunct Professor, **iaelyon** - Marie Thévenet, young entrepreneur - Pierre-Yves Ginet, Editor of the magazine Femmes Ici et Ailleurs	150
January 23, 2015	L'éthique peut-elle s'inviter à tous les étages de l'entreprise ? Can ethics be rooted in every level of the company? – 2nd Conference of the cycle « Philosophy & Management » (partner: Acteurs de l'Economie Magazine)	Geert Demuijnck, Philosopher, Ethics Professor, EDHEC Business School and Jean-Frédéric Geolier, President, Mille et Un Repas.	300
January 15, 2015	Regards croisés sur les pratiques des philanthropes – Different viewpoints on philantrophists' practices	Nathalie Sauvanet, BNP Paribas	100
December 10, 2014	La responsabilité sociétale des organisations (RSO) - Des discours aux pratiques ? Corporate Societal Responsibility (CSR) – from words to deeds ?	Emmanuel Bayle, Professor, Université de Lausanne - Jean-Pascal Gond, Professor, Cass Business School, City University, London - Denis Travaillé, Professor, iaelyon - Patrick Dham, Development Director Immobilier, Crédit Agricole Centre-est	150

November 14, 2014	La philosophie peut-elle sauver l'entreprise ? – Can Philosophy save the company ? 1st conference fo the cycle « Philosophy and Management » (partner : Acteurs de l'Economie Magazine)	Bruno Roche, In charge of the Corporate Department at Collège Supérieur, Agrégé de Philosophie et Jean-Philippe Demael, General Director, Groupe Somfy.	300
October 2, 2014	Morning discussions « Qualité de vie au travail » Quality of worklife - ANDRH - iaelyon (partners : PSYA, ANACT)	Hervé Lanouziere, General Director, ANACT - Marie-Claude Pelletier, Consultant GROUPE ENTREPRISE EN SANTE (QUEBEC) - Rémi Sintes, Consultant PSYA Rhône-Alpes & Auvergne - Régis Mulot, Animateur de la commission QVT de l'ANDRH.	250
June 24, 2014	« Politique et marché : quels rôle dans le développement de l'électricité renouvelable ? » - Politics and market: what is their role in the development of renewable electricity ?	Association Avenir Climatique, société Origo (électricité renouvelable).	60
February 18, 2014	1ères Rencontres « Santé et Diversité »: Risques psychosociaux et discrimination – « Health and Diversity » : psychosocial risks and discrimination (partners : ALLODISCRIM and the cabinet JLO Conseil)	Project Coordinator: Christophe Falcoz, iaelyon. Numerous participants (academic and practitioners), includingt Roland Gori, Emeritus Professor in clinic psychopathology, Université d'Aix-Marseille, author of the book «Faut-il renoncer à la liberté pour être heureux ?».	120
November 27, 2013	Conférence du cycle Tout Un Programme « Lutte contre les discriminations : quoi de neuf ? » - Fighting discrimination : what's new ? (partner : Acteurs de l'Economie Magazine)	With Azouz Begag, former Minister; Amélie Vidal-Simi, PDG Henkel France and Bernard Devert, Priest, founder of the Association Habitat et Humanisme	300
October 3, 2013	«Quand la performance de l'entreprise passe par la satisfaction des salariés : quels outils de mesure ?» – « When business performance relies on employees' satisfaction : what measuring tools ? « (partner : Top Employeurs)	Animated by Catherine Glée-Vermande, Associate Professor, iaelyon, with Benoit Montet, Top Employeurs France ; Daniel Depoisier, ACTEMS Conseil ; Pierre Montarnal, La Poste Rhô-ne-Alpes and Thierry Rochefort, EDF.	200
September 16-17, 2013	L'entreprise sociale en Europe, une réponse à la crise ? – Social enterprise, an answer to the crisis ? Colloque EMISE (consortium European Manager in Social Economy)	Numerous speakers (academic and practitioners, international dimension	120

ANNEX 5 – Correspondence Table with the UN Global Compact Principles

UN Global Compact Principles	Pages in which UN Global Compact Principles are handled
Human Rights Principles	7.9.13.15.27.31.37
Labour Principles	14.15.17.18.23.24.26.48 sq
Environmental Principles	16.17.18.43.45.46
Anti-Corruption Principles	15.21.35.37.41.48 sq

think large

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