

# 4<sup>th</sup>

## Report on Global Responsibility

December 2009



United Nations Global Compact

**PRME**

Principles for Responsible  
Management Education

# 4<sup>th</sup> Report on Global Responsibility





## Audencia at a glance

- Audencia was founded in 1900.
- Over 11,000 alumni
- Over 2200 students
- 47 nationalities
- 88 permanent professors
- Partnerships with 110 companies
- A campus of 23,000 m<sup>2</sup>



[www.audencia.com](http://www.audencia.com)

## Audencia's mission

Audencia Nantes provides education and personal development guidance to students who will assert themselves as responsible, highly-skilled managers and entrepreneurs having a global awareness and a broad culture who are attentive to giving meaning to their decisions and actions. To do so, Audencia produces and diffuses management knowledge useful for academic disciplines, firms, and the classroom.

By recruiting men and women from around the world, chosen for their diversity and potential, and by making a commitment to educating leaders sharing its values, Audencia accompanies firms in their development.

Thus, Audencia contributes to expanding the influence of the territory that fosters its identity.

## A word from the Dean

The writing of the annual PRME report is always very stimulating for two reasons.

The first reason is that it is quite natural to look back upon all the actions that were undertaken in such a short time but whose outcome is yet to be seen. The positive side of this is in considering that, for a school, being actively committed in the PRME means being at the heart of a process which knows neither interruptions nor conclusions, and, thus, optimism will always remain at the service of a great and worthy cause.

The second reason is that it is possible to measure all the progress made in a single year. For Audencia, the priority given to this phase was that of widespread diffusion and internationalization. Widespread diffusion because the virtues of the PRME have been extended to all school programmes, and in this way the teaching relative to Global Responsibility has become mandatory for all students of the school. Internationalisation because, with our loyal partners in Finland - Hanken School of Economics - and in Brazil - ISAE/FGV, Curitiba - and with the support of a large international group, original initiatives have been undertaken.

In this way, Audencia translates its commitment to the service of Global Responsibility in three essential activities which are teaching, research, and the diffusion of best practices within firms. The year 2008/2009 was, with regard to principles of responsibility, a turning point opening up new horizons.

**Jean-Pierre Helfer**  
**Dean of Audencia Nantes**  
**School of Management**

## Audencia, a pioneer in the area of global responsibility



In June 2004, Audencia was the first institution of higher education in France to sign the Global Compact. By its signature, Audencia makes the commitment to respect and to promote ten principles related to human rights, social norms, the environment, and the fight against corruption.

### PRME

In 2006, Jean-Pierre Helfer, Dean of Audencia, was a member of the task force which was given the responsibility by the United Nations of drawing up the principles for a responsible teaching of management (PRME). These principles translate the values of the Global Compact for management schools. Audencia was thus among the first schools in the world to sign these principles.

The school was invited to present its experience during the first Global Forum for Responsible Management Education organized in December 2008 at the UN.

**“It is widely-known that Audencia stands apart from other Grandes Écoles by the priority it gives to Global Responsibility. The fact that these values are taught by Audencia is an asset for the managers the school educates.”**

**Jean-Cyril Spinetta,  
President of Air France-KLM**

## International recognition

In 2007, our efforts to integrate the Global Responsibility dimension into Audencia's MBA programs were recognized by the Aspen Institute. Audencia is one of only two French business schools included in the Top 100 “Beyond Grey Pinstripes” Ranking that distinguishes the MBAs integrating Global Responsibility.

## Audencia's Institute for Global Responsibility

### Promoting responsible management

Created in 2003, The Institute for Global Responsibility aims to promote globally responsible management which makes the teaching of social and environmental responsibility an economic asset.

In close cooperation with firms, the faculty in the Institute conducts research on the definition and setting up of a globally responsible approach connected to the company strategy making it possible to strengthen their performance and increase their positive contribution to the environment and to society.

This research allows us to educate tomorrow's managers and to accompany those of today through concrete applications all the while encouraging them to see the wider picture.

### Three complementary objectives

- Develop research within a specific laboratory: Audencia faculty pursue and broaden their research activities on Global Responsibility in an inter-disciplinary, international, and intercultural perspective that is close to the issues companies face.
- Enrich teaching: The Institute sets up innovative teaching on Global Responsibility to develop not only theoretical knowledge but also practical competencies and a capacity to see things in perspective.
- Contribute to the completion of concrete actions: The Institute encourages the setting up and completion of concrete projects. The Institute guides the implementation of the Global Responsibility policies at Audencia and establishes the annual report on progress made in the framework of the Global Compact and the PRME.

[www.responsabiliteglobale.audencia.com](http://www.responsabiliteglobale.audencia.com)

What follows details on Audencia's activities during the academic year 2008/2009 according to the Principles for Responsible Management Education (PRME).

**André Sobczak**  
**Director of the Institute**  
**for Global Responsibility**  
E-mail: [asobczak@audencia.com](mailto:asobczak@audencia.com)



# A Year at a glance

## SEPTEMBER 2008

**10** Conference on the topic of “Global Responsibility and Diversity” presented by Soumia Malinbaum, *President of the AFMD (Association of French Managers)*

## OCTOBER 2008

**22** Launch of the club Audencia for “Elles”

**23** Launch of the Cycle for Advanced Studies in Sustainable Development

## NOVEMBER 2008

**26** Conference organized by Audencia for “Elles”

## DECEMBER 2008

**4-5** Presentation of the 3rd Global Compact report of Audencia Nantes at New-York for the United Nations

**9** Launch of a new club for global responsibility within the Resaudencia alumni association

**11** Finals of the Competition “Feeling” sponsored by Ferrero

**18** Conference of the Audencia Executive Academy on the topic of “The stakes of the photovoltaic cell: a new channel for sustainable development or a speculative bubble?”

## JANUARY 2009

**January** Launch of the 4<sup>th</sup> edition of the Trophies for Global Responsibility

**2** Start of classes introducing global responsibility to all first year students

**9** Development of a Guide of Best Practices for a green office for Audencia personnel

**9** Setting up of a line of fair trade products in the In Situ laboratory

**10** Third intake of BRIO (Bond pour la Réussite par l'Initiative et l'Ouverture)

**20** Presentation of a report on “The articulation between transnational agreements on global responsibility and other levels of social dialogue”

## FEBRUARY 2009

**5** A video-recruitment terminal is installed at Audencia

**5** Participation of the Institute for Global Responsibility in in the trade show “Trades & Handicaps”

**10 February/2 September** - Participation of André Sobczak at the “European Multi-Stakeholder Forum on CSR”

## MARCH 2009

**2/11 March** Participation of André Sobczak at the General Assembly of the GRLI in Brazil

## MARCH 2009

**17** Colloquium on the topic of “Developing the infrastructure and logistics with the Grenelle for the environment”

**18** Dialogues Equation on the topic “Managing tomorrow: What will sustainable development change?”

**19** Colloquium on the topic: “Is the competitiveness of the Greater Western region compromised by the Grenelle?”

**30** 2nd edition of the Soirée du Papillon on the topic: “Global Responsibility: a successful implementation, a major stake for firms”

**From 30 March to 04 April** – Visit of Mr. Martin Fougère from Hanken, Finnish partner school of Audencia, speaking on the theme of global responsibility

## APRIL 2009

**2** Conference-Debate in the framework of the Week for Sustainable Development organized by Audencia Nantes School of management, the city of Nantes and the WWF on the theme “Commitment of firms and the stakeholders in sustainable development: what are the stakes? What are the results?”

**4** In collaboration with the city of Nantes and the WWF, Audencia participates in the action “1600 pandas”

## MAY 2009

**13** Visit of André Sobczak to Hanken in Finland

**13** Second edition of the Fair Trade Fashion Show organized by the students in the Global Responsibility Track

## JUNE 2009

**11** During the closing ceremonies of the first Cycle for Advanced Studies in Sustainable Development, a conference-debate took place at the École des Mines Engineering School on the topic: “Sustainable Development: Change course! Act now”

**30** Awards ceremony for the Trophies for Global Responsibility at the Regional Council of the Pays de la Loire.

## SEPTEMBER 2009

**5-12** The Euro★MBA residential week was based on the theme of global responsibility

**15-16** The SIFE team of Audencia represented France in the European Finals and finished first

**16-18** Visit of Ligia Coehlo Martins of the ISAE/FVG, Brazilian partner school of Audencia, speaking on the topic of global responsibility

**21-22** André Sobczak participated in the annual colloquium of the European Academy of Business in Society (EABIS)



**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.



## Our strategy

The Institute for Global Responsibility of Audencia provides short programs for students and managers who wish to develop their competence in this domain in order to contribute to the definition and the setting up of strategies integrating economic, social, and environmental stakes. These programs do not aim to specialize students in Global Responsibility to the detriment of another discipline, but rather aim to provide students with a dual competence.

## Our achievements

### Global Responsibility Track in the Grande École Master Programme

Launched in 2004, the Global Responsibility Track for the students of Audencia's Grande École Master Program offers students various learning opportunities:

#### Seminars on Global Responsibility

Starting with six two-hour seminars in 2004, the Global Responsibility Track today comprises 18 seminars for a total of 66 hours of classroom teaching during the first three semesters of Audencia's Grande École Master Program. The track is designed in line with the research fields of Audencia's faculty concerned by Global Responsibility. Students can experience the great diversity of disciplinary and methodological approaches.

### Workshops with globally responsible leaders

To complement the seminars organized by Audencia's faculty, several workshops are run during the first three semesters for the students of the Global Responsibility Track. These workshops enable the students to discuss informally with company representatives or other stakeholder groups and thus to discover the challenges in implementing Global Responsibility. They also allow the students to discover the commitment of representatives of different organizations and thus to explore options for their own commitment in their future career.

### Globally responsible team projects

During the first three semesters, the students have to define a team project that contributes to the protection of the environment or the development of social solidarity while taking into account economic constraints. During the projects, students are exposed to the complexity of Global Responsibility issues, define the issues, do documentary research, identify best practices in other organizations or companies and interview people inside and outside the company. They write a final report with strategic proposals, recommendations and evaluation criteria for the follow up and implementation. They then take part in the implementation.

### Internships with a Global Responsibility dimension

The students have to create a link with Global Responsibility in one of their three compulsory internships or in their report analysing the skills they have developed during the internship.

In September 2008, 30 students integrated the Global Responsibility Track. In September 2009, the number rose to 37.

### Short programs for international students

The Institute for Global Responsibility at Audencia offers short programs for international students providing them with the context and practices in Global Responsibility in France and in Europe. These programs are customized and last from 3 to 10 days according to the partner school's needs.

The programs usually integrate a series of presentations by professors from Audencia and guest speakers, plus a city tour in Nantes focusing on the economic and social history of the town as well as company visits having implemented innovative Global Responsibility strategies.

During the academic year 2008/2009, Audencia organized short programs on Global Responsibility for the following groups:

- Aston MBA – 22-28 March, 2009
- Yonsei MBA – 28 June to August 7, 2009
- Euro★MBA – 5-12 September, 2009

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→ education

### Executive education

In October 2008, Audencia launched The Cycle for Advanced Studies in Sustainable Development (Cycle des Hautes Etudes en Développement Durable) in cooperation with École Centrale de Nantes, École des Mines de Nantes and École Supérieure d'Agriculture d'Angers. The aim of this ten-day executive education program is to heighten company managers' public authorities' and other organizations' understanding of the current economic, social and environmental challenges and to help them draw up policies and strategic plans for concrete initiatives. Alongside the courses spread over a period of 8 months, the participants work on setting up a joint Global Responsibility project with a regional outreach.

The first group for this program consisted of 18 participants who received their diplomas in June 2009. The second class which began in October 2009 is made up of 21 participants.

[www.responsabiliteglobale.audencia.com](http://www.responsabiliteglobale.audencia.com)

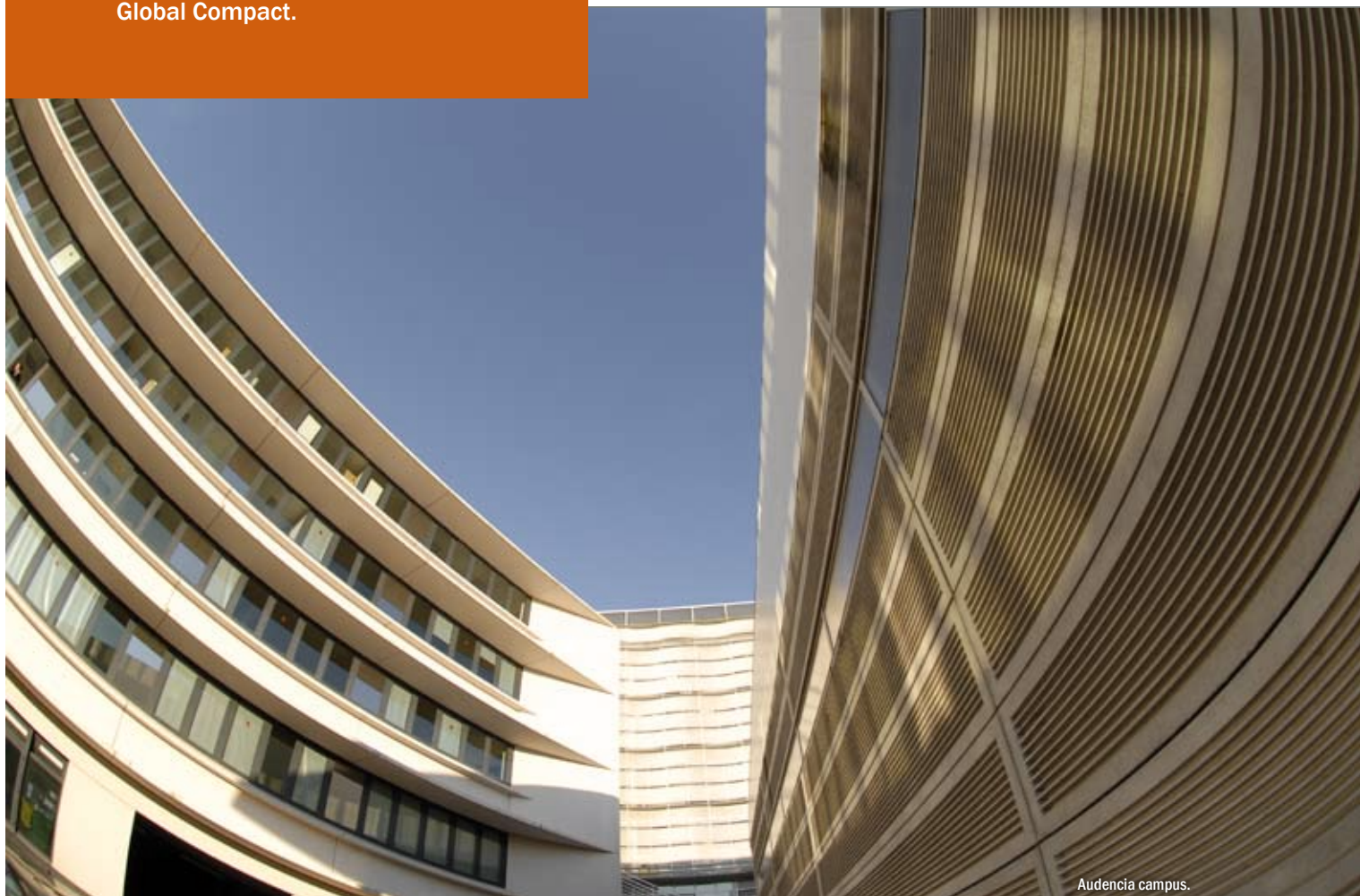
→ companies

## Future perspectives

Development of joint short-term programs with our partner universities.

# 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.



Audencia campus.

## Our strategy

In line with our mission, our aim is to prepare today's and tomorrow's managers to face the economic, social and environmental challenges and to develop effective globally responsible strategies. To do so, we have integrated mandatory courses on Global Responsibility into all programs offered by Audencia and mainstreamed these issues in all management disciplines.



## Our achievements

### Mandatory courses on Global Responsibility in all programs

Since 2009, all programs at Audencia include a required orientation to Global responsibility. Placed at the beginning of each program, these day-long sessions aim to present to students the principles of management which integrate social and environmental commitment with economic performance. In this way, they discover innovative practices set in place within companies, and learn how to analyze the principal standards which are emerging in this domain. These classes are evaluated by exam and group work.

Furthermore, different elective courses are offered to the students in the field of Global Responsibility, business ethics and sustainable development.

### Mainstreaming Global Responsibility in all disciplines

In addition to these required introductory classes, all courses within all disciplines at Audencia must integrate, in at least one of their courses, the specific stakes of Global Responsibility. Each discipline is free to choose the means to integrate these concepts. This can be through a case study, a testimony of a company representative, a company challenge, or a more classic lecture-discussion class.

What follows are some examples of the ways the different disciplines have approached Global Responsibility.

For example, the strategy department has integrated a case study on a fair-trade brand in its course on strategic management. The human resources management department has dedicated one session of its course on human resources management to the management of diversity. The law department has integrated a session on the various forms of corporate governance in the course on company law. The marketing department encourages students to choose responsible products or services for their marketing projects.

## Future perspectives

- Offering seminars for faculty members wanting to improve their knowledge in the area of Global Responsibility
- Evaluation of the impact on students' awareness since the introduction of mandatory courses and the mainstreaming of Global Responsibility in all disciplines

# 3

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



## Our strategy

We are convinced that the training of future managers in the area of Global Responsibility implies the use of innovative pedagogical approaches. In addition to seminars based on face-to-face teaching in the classroom, we therefore develop teaching methods enabling students to enter into a dialogue with various stakeholders and to engage in concrete projects.

## Our achievements

### Feeling, the Ferrero Challenge

Feeling is a challenge created in 2007 by Ferrero (world leader in chocolate goods) especially for Audencia students of the Global Responsibility Track. Its aim is to give the opportunity to set up and support real projects with a social responsibility dimension to be implemented in France.

Students must identify an urgent social challenge in the Nantes region and prepare a strategy and action plan to improve the situation for those concerned. The students must then present their project before a committee made up of representatives of Audencia and Ferrero who select the project which will receive up to 10,000 € financing. In 2008/2009, the students decided to set up a space within a school for handicapped children to explain the stakes of sustainable development.

[www.ferrero.com](http://www.ferrero.com)

## Dialogue Equation on Global Responsibility

Dialogue Equation is a program to train students in social dialogue with various stakeholders. Students in the Global Responsibility Track of Audencia set up joint work groups with students from the two engineering schools in Nantes to prepare an afternoon of exchanges among all students of the three schools and company representatives or other organizations committed to Global Responsibility. To do this, the students, who are trained in debate techniques, develop beforehand the themes to be discussed during the afternoon debate. The afternoon of debates was organized on March 18, 2009 at the École des Mines Engineering School of Nantes.

[www.equation.com](http://www.equation.com)

## The Trophies for Global Responsibility

Since 2006, Audencia's Institute for Global Responsibility has organized the annual Trophies for Global Responsibility in co-operation with the engineering school École des Mines de Nantes. The aim is to identify and to award companies that have adopted innovative practices in the field of global responsibility. This contributes to the spread of best practices. To do this, we rely on audits and interviews that the students from both schools organize in the companies and with their stakeholders.

The Trophies for Global Responsibility are thus also a learning experience for the students who have the opportunity to discover innovative practices. Trained by faculty members and coached by Sustainable Development consultants of Grant Thornton auditing company, the students of both schools use a specific interview grid to evaluate the economic, social and environmental performance of the participating regional companies. These evaluations are presented to a jury composed of different stakeholders.

A first aim is to develop a new learning tool for students in business and engineering schools enabling them to apply the knowledge in the field of global responsibility acquired through face-to-face teaching during company audits. By creating mixed teams including students from both types of schools, the initiative guarantees a wide range of skills necessary for the audits and encourages cooperation between students with different

educational backgrounds. A second purpose is to mainstream global responsibility among companies and in particular SMEs of the region by recognizing the efforts already made and by encouraging the exchange of best practices. Each year, the project starts with promoting Global Responsibility at the regional level through communication events and the organization of conferences with keynote speakers. The winners of the Trophies make the commitment to disseminate their best practices and to participate in the conferences organized the following year throughout the region.

In June 2009, the winners of the Global Responsibility Awards were:

- GTB Construction (Category Large firm – more than 500 employees)
- Bel'M (Category Small and mid-size firm – between 50 and 500 employees)
- Satov (Category Small company – less than 50 employees)

## The Global Responsibility Journal

The Global Responsibility Journal is the result of an innovative pedagogical cooperation between faculty, students and company managers. This new tool is meant to take stock of the situation, but also to propose ideas to everyone interested in implementing globally responsible activities. Launched in May 2008, each issue focuses on a specific topic which is considered from a critical point of view through practical cases. The main objective is to encourage reflection and debate.

Students of Audencia's Global Responsibility Track actively contribute to the Global Responsibility Journal and benefit thus from different ways of learning. First, in cooperation with faculty, they identify innovative practices and the relevant actors that managers who want to implement a global responsibility strategy should enter into contact with. The students then learn more about these practices by conducting interviews with all major stakeholders and comparing them to other actions developed in other contexts. Together with faculty, they select the most innovative actions as well as those that may help managers in other organizations. Finally, in cooperation with a journalist, they learn how to present their findings in a clear and comprehensive way.

The Global Responsibility Journal also constitutes an innovative learning opportunity for the managers who are involved in the process. They have to work with the faculty member and the students to analyze the strategies and actions they have implemented and to present their results, communicating openly on both successes and difficulties. This critical approach helps the managers to improve their strategy for the future and to learn how to share it with stakeholders and other companies.

During the 2008/2009 academic year, two new issues were edited:

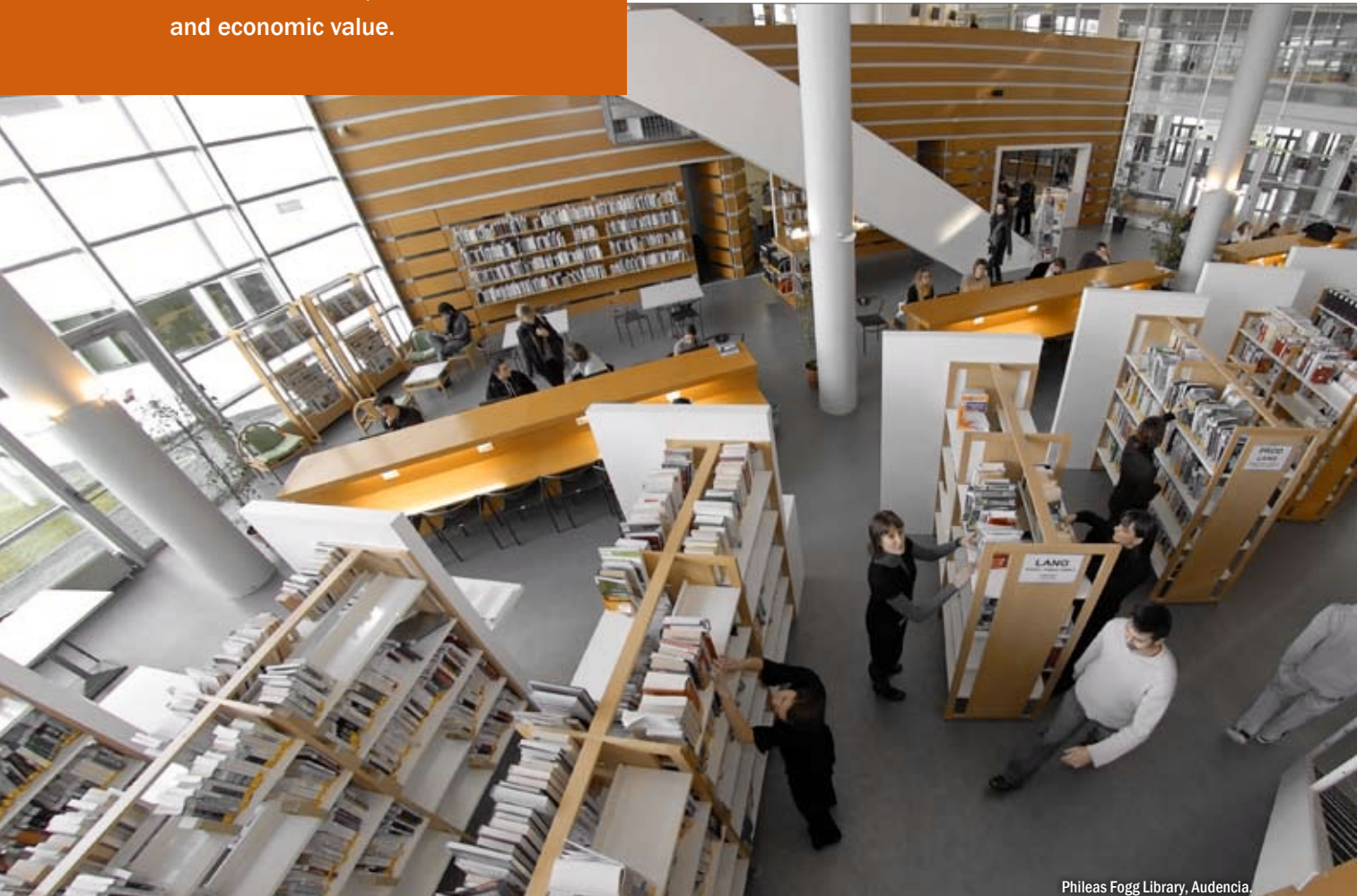
- Bernardin E, Sobczak A. 2008. Initiating and managing a globally responsible approach. *Les Cahiers de la Responsabilité globale* (2): 63p.
- Sobczak A. 2009. Contributing to territorial development. *Les Cahiers de la Responsabilité globale* (3): 62p.

## Future perspectives

- Development of case studies in the area of Global Responsibility
- Publication of a textbook on Global Responsibility
- Organization of an event dedicated to diversity management and enabling students to discuss with the different actors involved in this area



**Research:** We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.



Phileas Fogg Library, Audencia.

## Our strategy

Audencia's research in the area of global responsibility is coordinated by the school's transversal Institute for Global Responsibility and involves faculty of all disciplines and research centers represented within the school.

The Institute has five areas of expertise:

- Stakeholder engagement  
(coordinated by *André Sobczak*)
- Responsible finance and governance  
(coordinated by *Carine Girard*)
- Responsible design  
(coordinated by *Nicolas Minvielle*)
- Diversity management  
(coordinated by *Christine Naschberger*)
- Responsible Communication  
(coordinated by *Christophe Bultel*)

Our aim is to develop an interdisciplinary and comparative research recognized by our academic peers, by the corporate world and by the society as a whole.

## Our achievements

### Research contract

In July 2008, Audencia's Institute for Global Responsibility together with the Catholic University of Louvain won a public tender organized by the French Ministry of Labor on Transnational Social Dialogue at the Company and Sector Level. The aim was to analyze the existing and potential links between international framework agreements on Global Responsibility negotiated at the company level and social dialogue structures at the branch of industry level. The results of the research were presented at a conference organized during the French presidency of the European Union in November 2008. The final report of the study was presented at a conference organized at the Ministry of Labor in Paris in March 2009 and is available on our website.

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→ publications

## Research on consumer attitudes towards fair trade

Since 2009, the research teams in the Institute for Global Responsibility and the IN SITU experimental research center in marketing and distribution have initiated a new program of research and awareness of social responsibility and its applications to marketing. Two targets within the school are concerned: students in the Master Grande École program and school personnel. Thus, around 380 students and 100 members of the personnel this year participated in the first research experiment on fair trade, conducted within the experimental laboratory of Audencia (cf. attached photos). Beyond making participants aware of socially responsible consumption and fair trade, this experiment also has an academic objective: to determine consumer in-store reactions to pricing promotions on fair-trade products and to differentiate the perceptions of and buyer behavior towards fair-trade products according to a profile of social responsibility and of values.

## Chair in Microfinance

The program of research-action of the Chair in Microfinance Banque Populaire Audencia aims to advance knowledge and to produce recommendations for financial institutions, non-governmental organizations and public policy. In 2008–2009, the Chair's activities focused on the study of best practices in Europe and Africa through the visit of Microfinance institutions as well as the study of potential demand for microcredit in France. The Chair's team has also participated in monitoring the experiment conducted by the Banque Populaire with Adie in the area of Bellevue in order to develop the use of microcredit in nurturing new activities.

On the academic side, teachers and researchers of the Chair presented their work in various conferences: Nurmukhammad Yusupov, Ph. D., presented his paper on the potential demand for microcredit at the Eastern Finance Association Conference in Washington and at the AFFI Conference 2009. He also presented the paper written with Christophe Villa "From Group Lending to Lending by a Group" at the Conference XVII Foro de Finanzas in Madrid and at the Symposium AFFI-Eurofidai.

In addition, the Chair also organized the 4<sup>th</sup> Day of Microfinance with the student association AxéSud on April 29, 2009 to educate students and the general public concerning microcredit as a tool to fight against insecurity and poverty.

## Research seminars

Between September 2008 and September 2009, Audencia organized a series of research seminars open to our faculty and students:

- January 8, 2009: Nicolas Berland, Université Paris Dauphine, "Criticisms of capitalism and the history of budgetary control in France in the 1930s and 1950s: the double enrolment"
- January 22, 2009: Philippe Desbrières, Université de Bourgogne, "De la gouvernance financière à la gouvernance comportementale"
- April 2, 2009: Martin Fougère, Hanken School of Economics, Finland, "Réflexions critiques sur la notion de responsabilité sociale"
- September 18, 2009: Ligia Coelho Martins, ISAE/ FGV Curitiba, Brazil, "Corporate social responsibility discourse and practice in Brazil"

## Selected publications of Audencia's faculty

### Academic Journals

- FREMEAUX S, BAREL Y. 2008. *Le don gratuit. Le cas d'un établissement public. Gérer et Comprendre* (94): 80-89.
- FREMEAUX S, BAREL Y. 2008. *Programmes d'aide à la conciliation vie professionnelle-vie personnelle: ce que l'analyse des identités au travail nous révèle. Management et Avenir* (20): 49-64.
- FREMEAUX S, BAREL Y. 2009. *Faut-il sacrifier sa vie personnelle et celle de ses collaborateurs? Le cas de la grande distribution. Humanisme et Entreprise* (290): 1-18.
- FREMEAUX S, BAREL Y. 2009. *À quelles conditions les salariés adhèrent-ils à un projet de crèche? Travail et Emploi* (117): 81-89.
- GOND J-P, PALAZZO G, BASU K. 2009. *Reconsidering instrumental corporate social responsibility through the mafia metaphor. Business Ethics Quarterly* 19 (1): 57-85.
- MICHELSON G, WAILES N. 2008. *The transfer of management ideas to a western "periphery": The case of corporate social responsibility in Australia. International Studies of Management and Organization* 38 (4): 102-120.
- NASCHBERGER C. 2008. *La mise en œuvre d'une démarche "diversité en entreprise". Le cas de l'intégration des personnes en situation de handicap Management et Avenir* (18): 42-56.

- **SOBCZAK A, HAVARD C.** 2009. Les syndicats français face aux nouveaux défis de la responsabilité sociale des entreprises: quelles stratégies et quelles actions? *Gestion* 2000 (4): 26 (4), 195-208.
- **STERVINO S, NOEL C.** 2008. Les coopératives d'activité et d'emploi: un outil juridique au service d'un entrepreneuriat responsable *Management et Avenir* (20): 65-86.
- **VENARD B.** 2009. Corruption in emerging countries: A matter of isomorphism. *M@n@gement* 12 (1): 1-27.
- **VILLA C, MOULIN J-F, BACIN F.** 2009. Finance solidaire: forte demande potentielle de microcrédits en France. *Revue Banque* (715): 52-53

#### Book Chapters

- **NOEL C, NOEL S.** 2009. L'éthique a-t-elle sa place dans la finance? De l'hypocrisie managériale de notre époque. In C.Noël, B.Gumb (Eds.), *Pourquoi les managers se trompent-ils? De quelques illusions et erreurs tenaces en management*: 121-144. Gualino Editeur : Paris, France.
- **NOEL C, PESQUEUX Y.** 2009. Ethique et comptabilité. In B COLASSE (ed.) *Encyclopédie des sciences comptables*. Economica : Paris.

#### Books

- **BERNARDIN E, SOBCZAK A.** 2008. Initier et piloter une démarche de responsabilité globale. *Les Cahiers de la Responsabilité globale* (2): 63p.
- **GOND J-P, IGALENS J.** 2008. *La responsabilité sociale de l'entreprise* Presses Universitaires de France: Paris
- **SOBCZAK A.** 2009. Contribuer au développement du territoire. *Les Cahiers de la Responsabilité globale* (3): 62p.

#### Academic conferences

- **CASTRO J-L.** 2008. Four specificities of the company manager's ethics: A guide to build and deliver a business ethics course, 15<sup>th</sup> Annual International Conference Promoting Business Ethics: Manhattan campus of St. John's University: New York, NY, USA.
- **CHARLES A, DARNE O, FOUILLOUX J.** 2009. The efficiency of the European carbon market: evidence from phase I and phase II on BlueNext, Conférence Internationale de l'Association Française de Finance (AFFI): Brest, France.
- **GIRARD C.** 2009. Comparative study of successful French and Anglo-Saxon shareholder activism, 18<sup>th</sup> Annual Meeting European Financial Management Association (EFMA): Milan, Italy.

- **GIRARD C.** 2009. Comparative study of successful French and Anglo-Saxon shareholder activism, 8<sup>e</sup> Conférence Internationale de Gouvernance d'Entreprise (CIG 2009): Florence, Italy.
- **MIEMCZYK J, JOHNSEN T, BERNARDIN E.** 2009. Developing a Green Supplier Maturity model: Concepts, application and limits, 18<sup>th</sup> Annual IPSERA Conference: Oestrich-Winkel, Germany.
- **NOEL C, LE LOARNE S.** 2009. Rethinking corporate social responsibility: what we learn from the spirituality of work in Simone Weil?, 9<sup>th</sup> Conference Euram, special track on CSR: Liverpool, UK.
- **NOEL C, REDOR E.** 2009. Les parachutes dorés sont-ils (vraiment) contraire à l'éthique? 8<sup>e</sup> Conférence Internationale de Gouvernance d'Entreprise (CIG 2009): Florence, Italy.
- **SOBCZAK A, LEONARD E.** 2009. Transnational social dialogue at the sector and the company level, Conference of the regulating for decent work network: International Labor Office, Geneva, Switzerland
- **STERVINO S.** 2009. Quelles compétences territoriales pour soutenir le développement local? 46<sup>e</sup> Colloque de l'Association de Science Régionale de Langue Française (ASRDLF): Clermont-Ferrand, France
- **VENARD B.** 2009. Corruption in emerging countries. A matter of mimetism, 2009 Annual Meeting of the Academy of Management: Chicago, IL, U.S.A.
- **VENARD B.** 2009. Informal and formal standards: The influence of accounting standard and audit corruption, 25<sup>th</sup> EGOS Colloquium: Barcelona, Spain.
- **VILLA C, BACIN F.** 2009. Evaluation de l'impact en microfinance, Colloque de la Société Française de l'Evaluation (SFE) "Les nouvelles frontières de l'évaluation": Marseille, France.
- **YUSUPOV N, AYAYI A.** 2009. Methodology for the assessment of potential demand and optimal supply of entrepreneurial microcredit: Evidence from France, Eastern Finance Association Annual Meeting: Washington, D.C., USA
- **YUSUPOV N, AYAYI A.** 2009. Methodology for the assessment of potential demand and optimal supply of entrepreneurial microcredit: Evidence from France, Conférence Internationale de l'Association Française de Finance (AFFI): Brest, France.

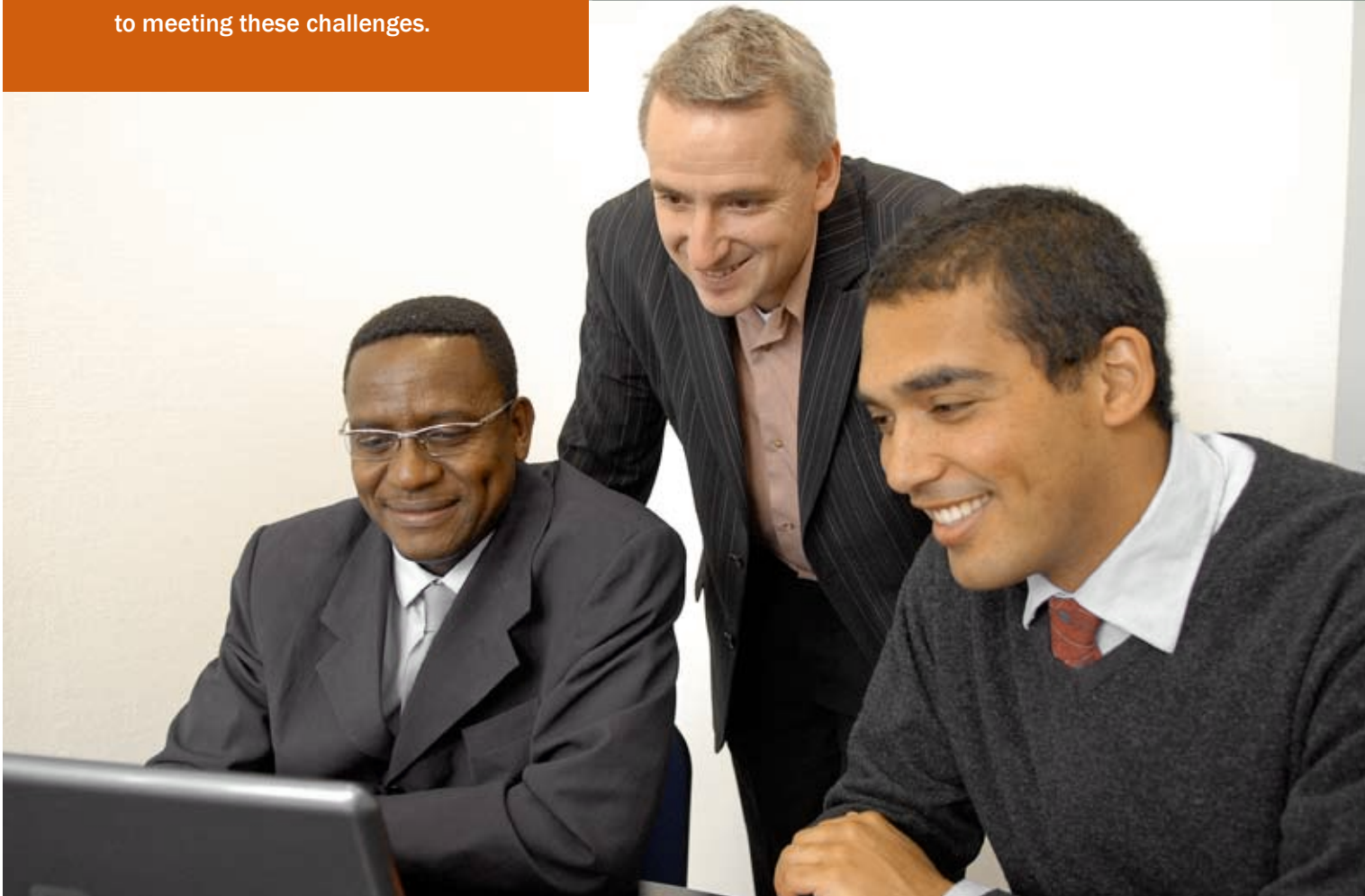
#### Future perspectives

- Organization of a conference on stakeholder engagement in November 2009
- Launch of a research program funded by L'Oréal aimed at comparing Global Responsibility practices in France and Brazil



# 5

**Partnership:** We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.



## Our strategy

The Institute of Global Responsibility works closely with firms to understand better their challenges and practices in terms of Global Responsibility and to accompany them in the definition and setting up of strategies to integrate social and environmental commitments with economic performance. This cooperation is expressed through innovative partnerships based on methods of action research.

## Our achievements

### L'Oréal

In 2009, the Institute for Global Responsibility of Audencia and L'Oréal began cooperation to compare the actions in place within the subsidiaries of this multinational firm in order to stimulate the exchange of practices and evaluate the impact of national contexts on responses to Global Responsibility. The first phase of this project which also involves students in the Global Responsibility Track began with an analysis of practices of L'Oréal in Brazil.

[www.loreal.com](http://www.loreal.com)



### Centre des Jeunes Dirigeants

In September 2006, Audencia created a partnership with the employers' think tank Centre for Young Managers (CJD – Centre des Jeunes Dirigeants) and the trade union CFDT (*Confédération Française Démocratique du Travail*) to exchange points of view and to take concrete actions to promote diversity within companies and among future leaders. In September 2008, a special program was launched for small and medium-sized companies that want to increase diversity among their employees. Based on audits realized by Audencia's students on the companies' situation, the mixed working group helps the managers of these companies to define and implement a strategy and a concrete action plan on diversity management.

[www.cjd.net](http://www.cjd.net)

### Association Française des Managers de la Diversité

In September 2008, Audencia concluded a partnership with the French Association of Diversity Managers (AFMD - Association Française des Managers de la Diversité) to conduct action-research involving Audencia's faculty and managers from AFMD's member companies, to organize common events to promote diversity and raise to awareness among students and alumni on the challenges of diversity management. Since September 2008, Christine Naschberger, in charge of diversity management in Audencia's Institute for Global Responsibility heads the AFMD's working group on the maintenance of handicapped employees in their jobs together with Dominique Bellion in charge of diversity management at the French bank BNP Paribas.

[www.afmd.fr](http://www.afmd.fr)

### Alumni Club for Global Responsibility

The Institute for Global Responsibility has supported the creation of a club for Global Responsibility by alumni within the Réseaudencia alumni association. The club aims to create a forum for thought and exchanges on practices making it possible to integrate social and environmental commitment with economic performance and opportunities for employment in this area. The club's meetings take place in Paris.

[www.reseaudencia.com](http://www.reseaudencia.com)

### Further perspectives

- Extension of the cooperation with L'Oréal to other countries
- Extension of the cooperation with CJD and CFDT to the challenge of maintaining employees over 50 in the job market
- Development of seminars and workshops within our Alumni Club for Global Responsibility

# 6

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



AFMD Speech of September 10, 2008 given by Soumia Malinbaum, President of the French Association of Managers for Diversity, on the theme "Global Responsibility and diversity".

## Our strategy

The Institute for Global Responsibility has the objective of promoting responsible practices in firms and other organizations. To do so, the Institute organizes events for managers and other stakeholders which emphasize not only the need to make a commitment for the environment and society, but also the opportunities that such a strategy represents for the economic performance of the company.

## Our achievements

### Dialogue and debate among managers

#### The "Soirée du Papillon"

Launched in 2008 by the Institute for Global Responsibility of Audencia and the Resaudencia alumni association, the series of conferences entitled "Soirées du Papillon" aims to encourage the alumni of the school to engage in a Globally Responsible approach within their companies and organizations.

The second edition of this event was organized on 30 March at the Cercle de l'Union Interalliée in Paris on the theme of "Global Responsibility: making its implementation a success, a major issue for firms." After a presentation by André Sobczak, Director of the Institute for Global Responsibility, of the problem and several innovative solutions, diverse speakers presented their testimony: Jean-Cyril Spinetta, President of Air France-KLM; Franck Lavalloir, Vice-Director General of Saunier Duval Industries and alumnus of Audencia; Ariane Berthoin Antal, researcher in social sciences from Berlin and member of the International Affiliate Faculty of Audencia.

### **The Global Responsibility Journal**

Created in 2008, the collection of Working Papers in Global Responsibility aims to diffuse innovative practices analyzed by faculty and students of the Institute for Global Responsibility of Audencia. Each issue has a print run of 5000 copies which are distributed among students, alumni, and partner firms of the school. Two new issues came out in 2008/2009:

- BERNARDIN E, SOBCZAK A. 2008. Initier et piloter une démarche de responsabilité globale. Les Cahiers de la Responsabilité globale (2): 63p.
- SOBCZAK A. 2009. Contribuer au développement du territoire. Les Cahiers de la Responsabilité globale (3): 62p.
- See Principle 3 for general presentation of the Journal

### **Other conferences**

- During the National Week for Sustainable Development, the Institute for Global Responsibility of Audencia organized on 2 April 2009 a conference-debate in partnership with the city of Nantes and WWF on the theme of "Company and Stakeholder commitment to sustainable development: What are the stakes? What are the results?" The conference-debate was led by André Sobczak, Director of the Institute for Global Responsibility at Audencia, and included the testimony of Julia Haacke, Director of Company Partnerships at WWF France; Hubert de Boisredon, CEO of Armor, Winner of the 2008 Trophy for Global Responsibility and

Arno Lebrunet, Director of Moswo and founding member of the Club for Global Responsibility at Audencia.

- During the 18 December meeting of the Audencia Executive Academy, a round-table took place on "The stakes of the photovoltaic cell: a new channel for sustainable development or a speculative bubble?" led by André Sobczak with testimonies from Hugues Defreville, head of solar development, Direct Énergie; Luc Derieppe, President, Dome Solar; Philippe Lorec, Director for the Mediterranean Solar Plan and Advisor to the Ministry of Ecology, Energy, and Sustainable Development; Thierry Place, Director General, ATP Solar and Marc Poullin, Director for Solar activity, Groupe ArcelorMittal.

- During the awards ceremony of the Trophies for Global Responsibility at the Regional Council of the Pays de la Loire, held on 30 June 2009, a round-table took place on the topic of "Global responsibility in times of crisis" with testimony from the directors of winning companies from the three first editions of the Trophies: Jean-Yves Fouche, CEO of Biofournil; Gilles Cibert, Director General of the La Pérouse Hotel; Denis Barbereau, Head of Development of Interim Resources at Manpower and Daniel Baumgarten, Deputy Director of Séché Environnement.



1600 pandas in Place Royale.

## Dialogue and debate among the broader society

### 1600 pandas

During the National Week for Sustainable Development, The Audencia Institute for Global Responsibility, the city of Nantes, and WWF organized on 4 April 2009 an event entitled “1600 pandas” to make people in Nantes aware of the threat to bio-diversity. At a planetary level, only 1600 pandas remain and it has become essential to protect their habitat to ensure their survival.

For this event, the students in the Global Responsibility Track installed 1600 “papier-mâché” pandas in Place Royale in the center of Nantes providing an opportunity for the students to talk with passers-by about the environmental issues and measures to take.

[www.les1600.fr](http://www.les1600.fr)

### EIDOS Film Festival on Global Responsibility

In order to raise the awareness of the current economic, social and environmental challenges, the students of Audencia’s Global Responsibility Track organize an annual film festival in the area of Global Responsibility. The third edition took place on 11 October, 2008.

“By associating discussion with images, the Eidos Festival aims to question people and contribute to the understanding of the issues which concern our collective responsibility: climate change, resource depletion, sustainable development, solidarity, etc. The Eidos Festival questions daily life and our relation to our natural, social and economic environment.”

Gilles Vanderpooten, Student in Audencia’s Grande École Program and founder of the EIDOS Film Festival.

[www.festival-eidos.fr](http://www.festival-eidos.fr)

### The Global Responsibility Blog

The objective of the Global Responsibility blog created in December 2004 is to diffuse widely the practices and research of the Institute for Global Responsibility of Audencia. The blog makes it possible to discover, through the observation of Audencia faculty, innovative practices set in place by firms, and to become informed of the latest publications in this domain. Since its launch, the blog has had more than 35,000 visitors.

[www.responsabiliteglobale.com](http://www.responsabiliteglobale.com)



## Dialogue and debate among the broader society

### European Academy of Business in Society

In 2004, Audencia was the first French business school apart from INSEAD to join the European Academy of Business in Society (EABIS) committed to integrating business in society issues into the heart of business theory and practice in Europe. In 2008/2009, Audencia continued to actively take part in various EABIS activities in the areas of teaching and research.

[www.eabis.org](http://www.eabis.org)

### Globally Responsible Leadership Initiative

In July 2006, Audencia joined the Globally Responsible Leadership Initiative (GRLI) led by the European Foundation for the Development of Management (EFMD) and by the UN's Global Compact. Since its integration in the group, Audencia has promoted and coordinated the development of a voluntary reporting standard on global responsibility. In March 2009, André Sobczak, Director of Audencia's Institute for Global Responsibility, attended the GRLI General Assembly in Belo Horizonte, Brazil.

[www.grli.org](http://www.grli.org)

### Principles of Responsible Management Education

After being involved in the writing of the Principles of Responsible Management Education (PRME), Audencia continues to participate in exchanges on their implementation within business schools. Jean-Pierre Helfer, Dean of Audencia, and André Sobczak, director of the Institute for Global Responsibility, were invited to present the school's experiences in communicating its actions for Global Responsibility at the first Forum on Responsible Management Education organized at the United Nations in New York in December 2008.

[www.unprme.org](http://www.unprme.org)

### ISAE/FGV

To develop comparative studies on practices in Global Responsibility, Audencia created in April 2009 a partnership with the ISAE/FGV in Curitiba, Brazil. The city of Curitiba is known world-wide for its commitment to sustainable development and the ISAE/FGV represented Brazil in the writing of the Principles of Responsible Management Education. In September 2009, the school welcomed Ligia Coelho Martins, director of the Center for Social Responsibility and Sustainable Development at the ISAE/FGV for a research seminar and lectures to students on the Global Responsibility track at Audencia. With André Sobczak, director of the Institute for Global Responsibility at Audencia, she made a presentation on globally responsible practices in France and in Brazil during the 2009 EABIS colloquium in Barcelona.

[www.isaebrasil.com.br](http://www.isaebrasil.com.br)

### Hanken School of Economics

In 2008, to reinforce our expertise in analyzing the implementation of Global Responsibility strategies in different cultural contexts, Audencia began a 2008 cooperation with Hanken Swedish School of Economics and Business in Finland. Like Audencia, Hanken is among the first business schools to have signed the Principles of Responsible Management Education. During the academic year 2008/2009, we welcomed Martin Fougère for a research seminar in April 2009. André Sobczak from Audencia held a research seminar in Hanken and both academics presented a communication co-written with Nikodemus Solitander at the 2009 EABIS Conference in Barcelona.

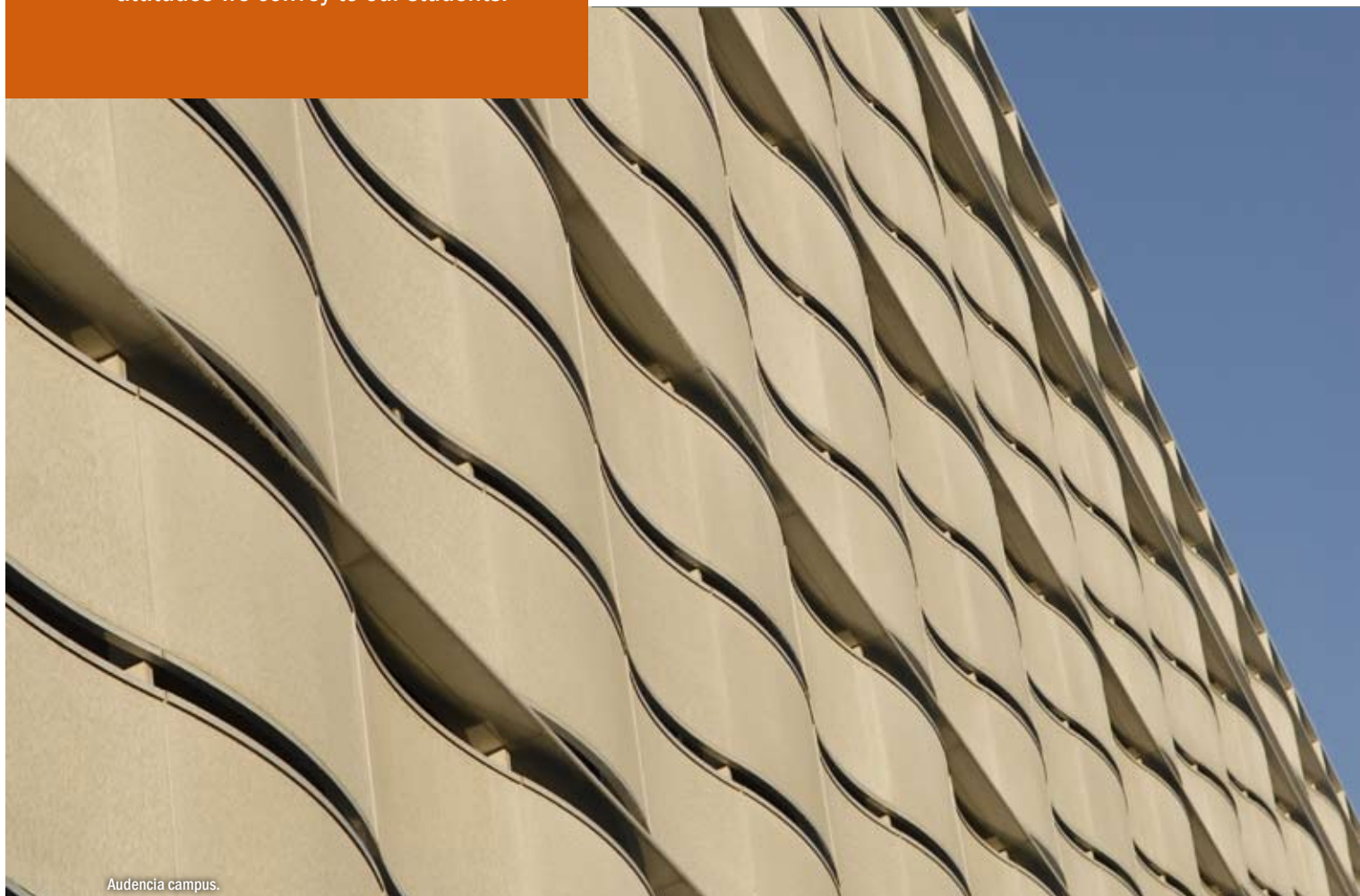
[www.hanken.fi](http://www.hanken.fi)

## Future perspectives

- Organization of two new "Soirée du Papillon" conferences for our alumni in 2009/2010
- Publication of new numbers of our Global Responsibility Journal
- Reinforcement of our cooperation with ISAE/FGV and Hanken School of Economics

#### Addendum Principle:

We understand that our own organizational practices should serve as an example of the values and attitudes we convey to our students.



Audencia campus.

## Our strategy

We are convinced that the principal contribution of a school of management for a better integration of economic, social, and environmental stakes in the strategies and activities of companies is through a change in the curriculum, in research, and in our collaboration with firms and within society. These three dimensions are thus a priority. But for all that, it also means setting an example and progressively integrating principles of global responsibility into our own operations.

## Our achievements

### Social Responsibility

#### Third BRIO class – 10 January 2009

The National Veterinary School of Nantes has joined Audencia and the École Centrale Engineering School in the BRIO project. The objective of BRIO is to encourage high-school students in Nantes from low-income

families to pursue higher education. This year, for the 3<sup>rd</sup> intake, BRIO (Fais un Bond pour la Réussite par l'Initiative et l'Ouverture) welcomed 65 high-school students all mentored by student-tutors of the Grandes Écoles partners. Nearly 120 high-school students will be given support this year (91 last year and 36 during the first year).

The new intake will be sponsored by the French Railways SNCF through its Solidarity Foundation. This Foundation will finance a trip abroad organized for the students in the program.

Financial and pedagogical support will likewise be given by Microsoft which has renewed its partnership established last year.

#### Fair-trade products at the school's cafeteria

One of Audencia's first priorities when implementing the Global Compact was to promote fair-trade products. The school has decided to act as an example.

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Since the end of 2005, it is possible to buy fair-trade coffee and tea at the school's cafeteria.

All coffees, teas and orange juices the school offers to its numerous guests are fair-trade products.

#### **Video terminal JobinLive - 5 February 2009**

A video-recruitment terminal has been installed at Audencia. Developed by the firm, JobinLive, and financed by the Mission Handicap of the Société Générale bank, this terminal makes it possible for students to practice recruitment interviews using video.

### **Environmental Responsibility**

#### **Sustainable Development Label for the Triathlon**

The 22nd Audencia Triathlon at La Baule (26 – 27 September 2009), with the label of “Sustainable Development, sports makes a commitment”, is one of the most important sports events in France to have obtained this label attributed by the National Olympic Committee of French Sports (CNOSF). This is a testimony to the exemplary nature of the approach of Agenda 21 for French sport and of the Sports Charter for Sustainable Development. A precursor in the area of eco-responsibility, the Triathlon this year strengthened its three-year long orientation towards sustainable development. In addition to an assessment of the carbon footprint and compensation for greenhouse gas emissions, student organizers set in place selective sorting and used sustainable and bio-degradable resources. They integrated the social dimension by organizing “handisport” races and free events for children, and by involving students from low-income families in the event.

#### **Use of paper from responsibly managed forests**

A reduced use of paper was among our first priorities when we started implementing the Global Compact at Audencia. Today all products used in our print shop are recycled. This is true in particular for the ink. Furthermore, all paper used by the print shop and in the school's offices has an environmental label certifying that it is recycled according to environmentally friendly practices. Changing the behavior of the different actors of the school (secretaries and assistants, faculty and students) by trying to convince them to use less paper is a permanent process.

#### **Installation of screen savers**

To reduce energy use at the school, the Institute for Global Responsibility and the Communication Service of Audencia have created a new screen saver which has been installed on all self-service computers of the school. The screen saver informs students of the school's commitment to global responsibility, encourages them to think about printing needs to prevent useless printing of documents, and reminds them to turn off the material after use.

#### **Writing of a Guide of best practices for a green office**

The Institute for Global Responsibility has prepared a “Guide of best practices for a green office” and has given it to Audencia employees. This guide explains in a concrete way how to change one's daily behavior in the use of office software in order to reduce the carbon footprint. The guide gives details on how to reduce printer use and reminds users of the importance of turning off computer equipment.

#### **Energy efficient lighting**

In order to reduce the school's energy consumption, Audencia has continued to replace traditional light bulbs in its buildings by energy-saving-bulbs. Between September 2008 and September 2009, the school installed 150 energy-saving-bulbs. This first step will lead to a more systematic integration of environmental aspects in the design and maintenance of our buildings.

### **Future perspectives**

In its new Global Responsibility action plan, Audencia concentrates on two major issues for the next two years:

- To increase diversity and to guarantee equal opportunities among the workforce and our students
- To conduct an environmental audit and to fight against any kind of waste of natural resources

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