



# GLOBAL RESPONSIBILITY REPORT 2012



*Excellence in progress*



# A message from Frank Vidal, CEO of Audencia Group



**"THE PUBLICATION OF THIS ANNUAL REPORT IS THE OPPORTUNITY FOR AUDENCIA GROUP** to take stock of its progress in the area of Global Responsibility and to identify the new objectives that the Group would like to achieve. More than a comprehensive reiteration of the initiatives taken, this exercise reflects the wish of the management, faculty and personnel to work together to put the Group's values into practice. The internal survey conducted in 2011 placed responsibility as one of the Group's three core values. "Global Responsibility Day", organised by and for the employees in April 2012, confirmed to us that a great many people were already taking action in this direction. It is now for us to capitalise on these voluntary measures, to apply them to the whole

group and ensure they spread. The Group's ambition for the next few years is to inculcate Global Responsibility as a new way of managing and, more broadly, of behaving. We are working to make Global Responsibility an inherent feature of all functions within the establishments and an integral part of relations with our stakeholders."

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Global Responsibility Report 2012

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# EDITORIAL

André Sobczak, Director of Research at Audencia Nantes School of Management, runs the Institute for Global Responsibility and Entrepreneurship (IRGE) whose mission is to promote management and entrepreneurship reconciling social commitment, environmental protection and economic performance. He explains the expectations of the Audencia Group's Global Responsibility approach in 2012.



"We are organising our Global Responsibility approach more each year, which is a permanent learning process. In 2012, we decided to create a dedicated full-time post to coordinate the establishment's activities in this area. This has made us the first higher education and research institution in France to start the LUCIE labelling process and to subject itself to an audit by the environmental rating agency, VIGEO. This frame of reference, based on the principles of ISO 26000, covers all the social, environmental, local and governance issues faced by an organisation. We have added to it features specific to higher education and research establishments, as defined by the Conférence des Grandes Écoles and the Conférence des Présidents d'Universités. Until now, our annual CSR report was in line with the United Nations' Principles for Responsible Management Education, primarily centred on teaching

and research activities. While including this information, from now on our CSR report will give a more significant place to the way in which all the establishment's departments have adopted the Global Responsibility approach and incorporated it into their daily routine. It allows us to communicate to our stakeholders the principal elements analysed for our LUCIE labelling measures. Other highlights of 2012 include: the creation of the Chair of SMEs & Global Responsibility, funded by four local businesses; Audencia Nantes' hosting of the RIODD (international network for research into organisations and sustainable development) conference, attended by 112 researchers of 16 nationalities; the publication of 18 articles related to Global Responsibility by Audencia Group research professors from five different disciplines (law, strategy, marketing, finance and human resources); and the organisation of a conference for all personnel during National Sustainable Development Week. Not to mention Audencia Group's very

strong commitment in its local area, demonstrated by running the shared CSR scheme in Pays de la Loire, the completion of a study on the prevention of waste and sustainable design also for the Loire-Atlantique regional council and lastly, support of the strategy of Nantes Métropole's CSR resources hub."

## 82%

of first-year students on the Audencia Nantes Grand École programme would like to incorporate CSR in their future employment.

(Source CSR Audencia Nantes 2012 survey)

# Global Responsibility: Not just an issue, but also a Group value

A prestigious higher education and research institution with over 3,300 students, Audencia Group is also a business employing more than 250 people. Thus, Global Responsibility issues, which cover social, environmental and economic dimensions together with governance, concern the establishment in two ways. On one hand, it is a matter of developing and disseminating knowledge and experience to provide the best response to the major challenges of today, and on the other, of applying these qualities to its internal management.

**G**lobal Responsibility is one of the values of Audencia Group. All the Group's schools have long been engaged in actions in this area. The year 2012 saw increased cooperation between the schools, to their mutual benefit. Besides this, Global Responsibility is a promising area of collaboration with the École Centrale de Nantes.

## AUDENCIA GROUP GIVES MEANING TO ITS MISSION

Audencia Group educates and guides the development of students with a calling to be responsible managers. Students master the best techniques, are

open to the world and different cultures and careful to give meaning to their decisions and actions. In this way, Audencia Group produces and disseminates management expertise of use to academic disciplines, businesses and education.

By welcoming men and women from all over the world, chosen for their diversity and potential, and by being involved in the education of leaders who share its values, Audencia Group supports businesses in their development. Audencia Group is thus contributing to the influence of the area that shapes its identity.

## AN INSTITUTION-WIDE COMMITMENT WITHOUT BORDERS

Over the last five years, Audencia Group has appointed a large number of professors doing research on Global Responsibility. The number of articles published in academic journals and projects funded by companies or public authorities make the Group one of the best-known French and European institutions in this field. Its faculty and staff are involved in the governance of French and European academic networks on the issue of Global Responsibility—bodies such as the Academy of Business in Society (ABIS) and RIODD (an international network for research into organisations and sustainable development). The concept of Global Responsibility, which is broader than that of CSR, as developed by Audencia Group academics highlights an international dimension. The School's representation at the United Nations to help define the specific characteristics of higher education and research during the drafting of the Global Compact clearly shows that these challenges do not only concern companies, but all organisations.

**THIS REPORT PRESENTS SOME OF AUDENCIA GROUP'S ACTIONS AND COMMITMENTS** in response to the principles defended by these frames of reference. They are indicated in a pictogram at the start of each section.

LUCIE



GLOBAL COMPACT



WWF



PRME



DIVERSITY CHARTER





## GLOBAL RESPONSIBILITY & AUDENCIA GROUP, A 9-YEAR HISTORY

Since 2004, Audencia Group has been constantly developing its Global Responsibility approach. To outline this evolution, the following is a list of the key dates and fields covered by the different frames of reference used by the Group. Audencia Nantes launched its Global Responsibility development strategy in 2004 by signing the United Nations **Global Compact**. The principle is simple: signatories agree to respect and promote ten universal principles relating to human rights, working conditions, the fight against corruption and environmental protection, and to publish an annual report on progress made in these areas. Two years later, **in 2006**, Audencia Nantes signed the Diversity Charter, **whose main purpose was to invite signatory companies to take practical steps to demonstrate their commitment to diversity**. Today, the CEO of Audencia Group, Frank Vidal, is its representative in Western France. **In 2007**, at the request of the United Nations, the School helped to define the **Principles for Responsible Management Education (PRME)**. The goal was to adapt the Global Compact to the higher education and research sector and promote the development and dissemination of knowledge in such a way as to better reconcile social commitment, environmental protection and economic performance. Following this **in 2010**, a strategic partnership agreement was signed with the **WWF France**. The aim of this agreement is to work together to educate managers capable of incorporating environmental

factors in their future careers, but also to limit these impacts on Audencia Group's activities. Lastly, **in 2012**, Audencia Group started the application process for a LUCIE label, a programme that recognises a responsible and sustainable commitment in compliance with the ISO 26000 standard. The basic criteria of this approach are respect for students and partner businesses, environmental protection, loyalty and responsibility on the

markets, the development of human capital and respect for fundamental personal rights. The central idea is to combine the ambition of the establishment with the general interest while ensuring transparency in the control and decision-making system.

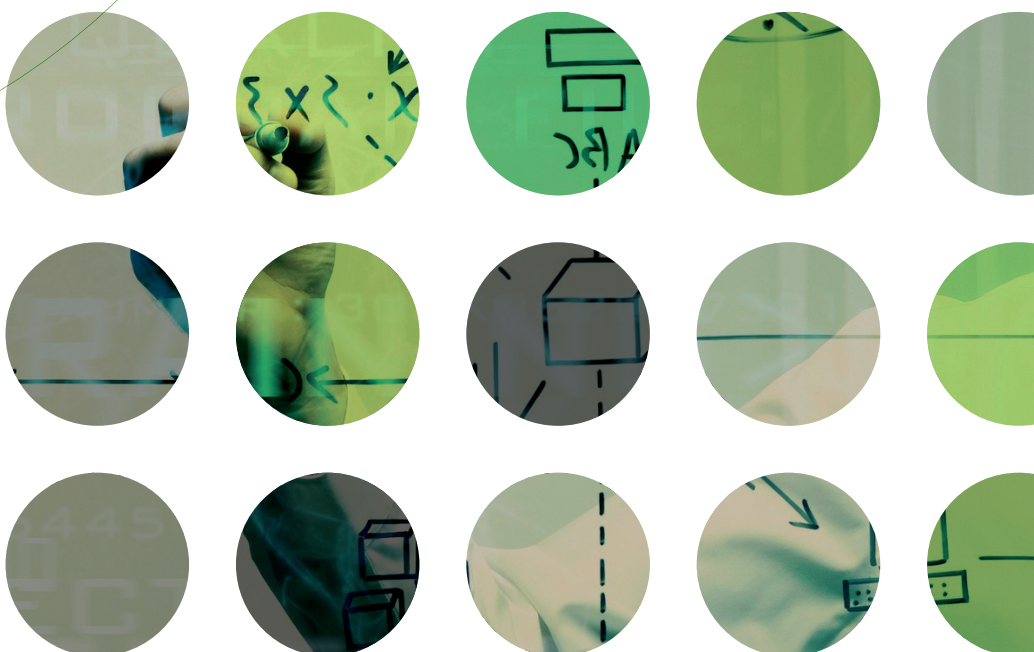
## + INFORMATION

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

## Did you know?

### AUDENCIA GROUP WAS BEHIND THE CONCEPT OF "GLOBAL RESPONSIBILITY"

**THE GROUP'S RESEARCH PROFESSORS** developed the concept of "Global Responsibility". The concept relates to corporate social responsibility, but the term "global" highlights the transversal nature of the issues, which are not uniquely social, but are environmental, societal and economic as well. It also emphasises that challenges arise and initiatives develop at the international level; for example, through the Global Compact. Lastly, "Global Responsibility" demonstrates that the concept is not limited to the corporate sphere, but that it concerns all organisations and individuals, all of whom have to learn to review their practices to better reconcile economic, social and environmental factors.



# Responsible governance

Audencia Group has chosen an unusual model of governance. The school is one of the very first in France to have opted for association status with tripartite governance and a clearly stated aim: to ensure the transparency of the control and decision-making system.

The majority of members of the Board of Governors are appointed because of their knowledge of higher education and research or of a business sector to which Audencia Group wishes to commit itself, which enables the Board to make decisions pertinent to the Group's strategy. Bruno Hug de Larauze, who is CEO of the IDEA Groupe, President of the Pays de la Loire Regional CCI and an Audencia Group governor, defends the place of Global Responsibility, stating: "Each of us, each of our businesses, our organisations, has to be actively involved in the necessary and desirable, energetic, social and societal

transition through globalisation, the internet and activism of the younger generations."

## TAILOR-MADE SUPPORT

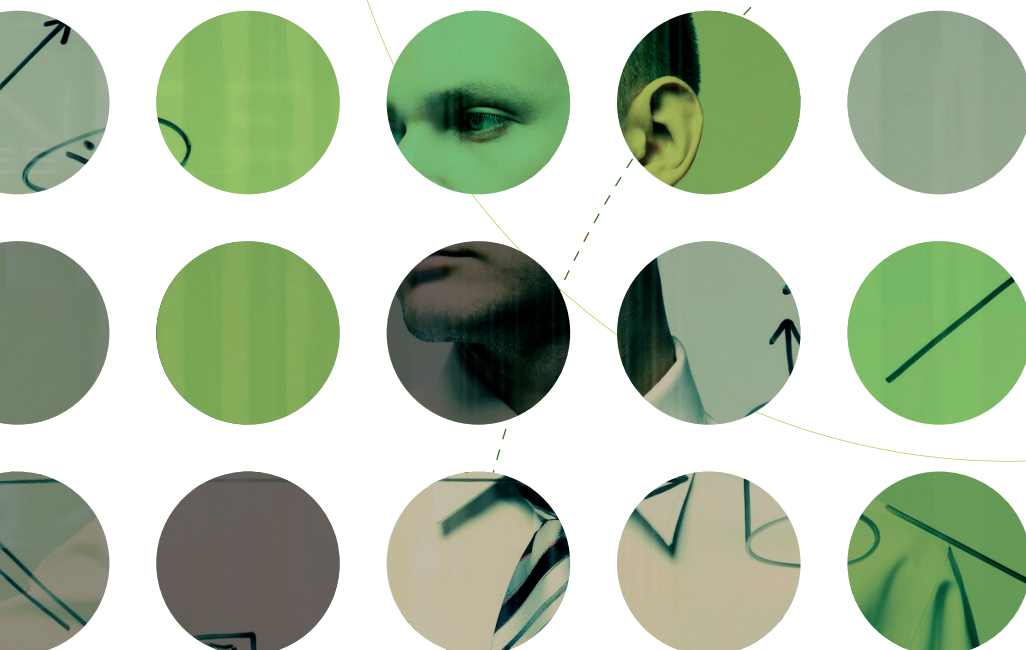
Tailor-made support enables the Board of Governors to better understand the specific challenges of the Group's schools, and through seminars and meetings with different Audencia Group directors, it ensures that the management and supervisory bodies fully execute the responsibilities incumbent upon them. The composition of the Board of Governors has a degree of stability that reinforces members' expertise and trust between them and the management.

## TRANSPARENCY OF DECISION-MAKING AND THE BUDGET

The Audencia Group CEO regularly informs the executive committee about preparation for meetings of the Board of Governors and the decisions made by the group. If relevant, the directors then relay information to their staff. Twice a year, Audencia Group's president and the CEO present the Group's strategy and changes to it to all the staff. Strict accuracy and legal compliance of the accounts are verified each year. In 2012, Audencia Group voluntarily called in an outside body to conduct an audit of the different risks linked to its activities. This audit led to the establishment of Executive Committee working parties to better manage the risks identified.

## AUDENCIA GROUP BOARD OF GOVERNORS

- **3 people** are ex-officio members representing three local bodies: Nantes Métropole, the Conseil Général de Loire Atlantique (Regional Council), and the Nantes Saint-Nazaire Chamber of Commerce and Industry.
- **14 members** are heads of companies or qualified public figures.
- The Vice-President of the Regional Council, the President of the École Centrale de Nantes, the President of the University of Nantes and the President of Audencia Alumni also sit on the Board of Governors.



# Highlights of 2012



## Did you know?

### NETWORKS DIRECTLY AFFECTED BY THE GOVERNANCE OF AUDENCIA GROUP

- **PRME** (Principles for Responsible Management Education): In 2007, Audencia helped define the principles of the Global Compact for education and research establishments alongside the United Nations
- **AFMD** (French association of diversity managers)
- **WWF** (World Wildlife Fund): Audencia has been a strategic partner of the NGO since 2010
- **Diversity Charter**: Signatory since 2006
- **Global Compact**: Signatory since 2004

- **25% of the seats** are held by Audencia Group graduates.
- **3 new heads of companies** joined the Board of Governors in 2012: Patrice Chéramy, CEO of Crédit Agricole, Loire Atlantique-Vendée; Alain Guillemin, CEO of the Terrena Group; and Gérard Lignon, Director of Airbus Saint-Nazaire and President of the Jules Verne IRT (a technology research institute).

In 2012, Audencia Group staff took part in many events, hosted a number of events and produced publications on the subject of Global Responsibility. Here are the year's highlights, many of them reflecting an active commitment to Global Responsibility.

**APRIL >** Publication of a handbook by Christine Naschberger, "Faire de la gestion du handicap un atout pour l'entreprise" ("How to make managing disability a business asset").

**2 APRIL 2012 >** Organisation of a lecture, as part of the Semaine Nationale du Développement Durable (the national sustainable development week), to inform Audencia Group employees about the internal initiatives relating to Global Responsibility in education and research, setting an example and discussing actions in the local area.

**21 TO 24 MAY >** Audencia Nantes hosts the annual conference of RIODD (an international network for research into organisations and sustainable development) with the participation of 112 researchers and doctoral students of 16 different nationalities.

**JUNE >** Presentation of the first results of Audencia Group's carbon footprint, coordinated by Climat Mundi.

**19 & 22 JUNE >** Lecture chaired by André Sobczak at the United Nations Forum for Responsible Management Education as part of the Rio+20 Summit in Brazil.

**28 JUNE >** Launch of the joint CSR scheme in Pays de la Loire, coordinated by Audencia Group at the request of the Regional Council and in partnership with the Comité 21, to define a common frame of reference to unify local stakeholders committed to Global Responsibility.

#### 22 & 23 SEPTEMBER >

"Développement durable, le sport s'engage" ("Sport committed to sustainable development") recognition awarded by the CNOSF (the national Olympic committee for French sport) for participation in the Audencia-La Baule Triathlon.

**22 TO 26 OCTOBER >** First "Well-Being at Work Week" for Audencia Group employees, including workshops on working conditions, office inspections by ergonomists, introduction to basic first aid, relaxation sessions and social gatherings.

**17 & 18 DECEMBER >** VIGEO audit of Audencia Group's CSR policy as part of the LUCIE recognition application process, based on ISO 26000, an international standard in the area of Global Responsibility.

**6** HANDBOOKS  
published in the Global  
Responsibility series

**50%**  
OF EMPLOYEES  
took part in the first "Well-  
Being at Work Week"



# Educating responsible managers

Audencia Group has initiated a new educational strategy to disseminate knowledge and encourage the adoption of the Global Responsibility approach, through curriculum content and the teaching methods used, pooling experience and through internship placements.

## INCORPORATING GLOBAL RESPONSIBILITY INTO THE CURRICULUM

All general and continuing education programmes leading to an Audencia Nantes qualification include a compulsory Introduction to Global Responsibility class. The aim of this class is to identify corporate economic, social and environmental challenges, to present the value for businesses of getting involved with their stakeholders and to analyse the different frames of reference in the field of Global Responsibility. More important still is that Global Responsibility issues are an integral part of numerous courses across the board, in finance, marketing, accounting and the management of human resources. Within the framework of the strategic partnership with

the WWF France, a commitment was made that, by the end of 2013, 10% of 80% of all courses would be devoted to social and environmental issues and how to incorporate them in the strategy and management of businesses. To support research professors in this curriculum change, workshops on research into Global Responsibility are held regularly (through the Grande École Programme–WWF France Partnership). In addition, students on the Audencia Nantes Grande École Programme can choose to take the Global Responsibility course to develop their skills in this area. This transversal course comprises 66 hours of face-to-face classes over three semesters and includes practical projects, workshops with people working in the field and work experience in the field of Global Responsibility.

### A meeting of continents

Academic recognition of Audencia Group in the field of Global Responsibility has led to partnerships with American universities. Each year, Audencia Nantes welcomes MBA students from George Washington University (Washington, DC) and Shenandoah University (Virginia) for a study week on the specific features of Global Responsibility in a French and European

context. In addition to seminars led by Audencia Group research professors, the international students visit companies who are locally engaged in the scheme to understand the measures they take. In 2013, Audencia Group plans to launch an MBA in Responsible Management at the international level.

## DEVELOPING INNOVATIVE TEACHING METHODS APPROPRIATE TO GLOBAL RESPONSIBILITY

To help present and future managers draw up and implement a Global Responsibility strategy,

**16**  
PROFESSORS  
from **8 different disciplines** led research projects at the Institute for Global Responsibility and Entrepreneurship in 2012



PRME



teaching methods must encourage theoretical debate and thinking based on actual business practice. Instruction is based on the analysis of concrete examples. **The many and regular contacts with those involved in** Global Responsibility and in the framework of the chairs enable Audencia Group's research professors to incorporate real problems in their research and teaching. This is reflected first in the manuals on Global Responsibility, of which some published by Audencia Group professors are used for reference on the subject.

*E.g. Sobczak A, Minvielle N. 2011. Responsabilité Globale: Manager le développement durable et la responsabilité sociale des entreprises. [Global Responsibility: Managing the sustainable development of businesses] Vuibert: Paris. Moutot J-M, Bascoul G. 2009. Marketing et développement durable: Stratégie de la valeur étendue. [Marketing and sustainable development: A strategy of expanded value] Dunod: Paris. The material is then reflected in educational case studies showing the challenges of incorporating Global*

*Responsibility into strategy and management. E.g. Arnaud N, Naulleau M. 2011. BENETEAU: Une restauration socialement responsable? [Benetau: A socially responsible restoration?] Centrale des Cas et Médias Pédagogiques, CCMP n° H0573. Bayle Cordier J, Perrin A. 2013. Tetra Pak France: Une stratégie de Responsabilité Globale emballante? [Tetra Pak France: An exciting Global Responsibility strategic package?]*



Besides this, research professors support students in competitions, **challenges and practical projects on Global Responsibility, especially in the context of the student associations.** *E.g. Ferrero France invites students on the Audencia Nantes Global Responsibility course to take part in the Feeling competition. This consists of working with local stakeholders to devise a joint social project intended for children. The team that demonstrates the feasibility and usefulness of its project with greatest enthusiasm wins €10,000 to make their plan a reality. In 2012, the winning team helped a school for autistic children in Nantes develop its methodology. Finally, Audencia*

Group organises **Global Responsibility workshops each month to show students diverse approaches and expectations, and to develop students' ability to talk to different stakeholders.** *An Audencia Group visiting speaker: François Guérin, CEO of Bel'M, on 9 November 2012, discussed CSR policy with students on the Global Responsibility course.*

#### **MAKING CSR AN INTEGRAL PART OF STUDENTS' CAREER PLANS**

To best guide students in building a responsible professional career, it is essential to systematically include instruction on incorporating Global Responsibility in all fields

concerning the business world. **Three key words: Analysis, Information, and Support.** **In their internship reports, all students on the Audencia Nantes** Grande École programme must describe and analyse the Global Responsibility of their host company and the economic, social and environmental impacts of their missions. The reports of graduates' experiences and the support of Audencia Careers when seeking an internship or employment placement results in a more advanced presentation of the different jobs and careers possible for students.



## TEACHING GR, A SUBJECT OF STUDY WITH THE UN

**"THE INSTITUTE FOR GLOBAL RESPONSIBILITY AND ENTREPRENEURSHIP** put me in touch with the United Nations at the beginning of 2012. From October 2012 to February 2013, I was able to join the team running the PRME project in the United States. I was the only researcher from a business school to work alongside them. During this unique experience, I conducted research projects on the subject, focusing on the way to introduce the CSR dimension in business schools in India. I was also able to work on the preparation for the Global Compact LEAD symposium and with the anti-corruption team. The trust the United Nations has in Audencia Nantes and in my work over this specific experience is explained by the fact that the École was the first academic establishment to sign the Global Compact and that the work supplied during the drafting of the PRME is recognised." *Umesh Mukhi, doctoral student from Audencia Nantes.*

## FROM INTRODUCTION TO VOCATION

**"I CHOSE TO JOIN AUDENCIA NANTES FOR ITS STRONG COMMITMENT TO SUSTAINABLE DEVELOPMENT,** which is translated into practical reality by developing awareness in classes and opportunities for internships. In the course of these experiences, I decided to incorporate CSR fully into my work, to become a CSR consultant and work in sustainable development departments." *Boris Cailloux, Audencia Nantes PGE student, class of 2013, and an intern at PPR, working on sustainable development missions.*

### EDUCATING PROFESSORS ABOUT THE CHALLENGES OF GLOBAL RESPONSIBILITY

Audencia Group makes its commitment to Global Responsibility a powerful means of differentiating itself and places particular emphasis on professors' expertise in this field when appointing them. A number of professors were appointed after making Global Responsibility one of the themes of their research.

At the same time, the Group is continuing its development of CSR expertise by organising academic seminars and conferences—such as the 7th RIODD conference, an international network for research into organisations

and sustainable development, on 21-24 May 2012. In addition, the Group developed a mentoring programme for young professors, supported by

established professors within the faculty and academic mentors who are international experts on the subject of Global Responsibility.



## OUR TEACHING PARTNERS

- **PRME** (Principles for Responsible Management Education): In 2007, Audencia helped draft the principles of the Global Compact for higher education and research establishments alongside the United Nations team.
- **ABIS** (Academy of Business in Society): Member since 2004; the first school of management in France to join. André Sobczak is a member of its Academic Council.
- **EURAM**: Member of the "Business and Society" committee of the European Academy of Management.
- **WWF** (World Wildlife Fund): Audencia has been a strategic partner of the NGO since 2010.
- **CGE** (Conférence des Grandes Écoles): Social inclusion group
- **FERRERO France**

# Global Responsibility gives structure to research

Because research results have progressively highlighted the importance of Global Responsibility in strategy and business activities, Audencia Group has decided to continue to explore their reach with its partner companies, notably in the framework of the Group's chairs. Conducive to innovation and a genuine vector common to all management disciplines, Global Responsibility changes business models and allows management styles to progress.

## A TRANSVERSAL AND INTERNATIONAL AVENUE OF RESEARCH

Within Audencia Research, one of the five areas of investigation is devoted to research on the management of Global Responsibility. This transversal area welcomes permanent professors who may also be a member of one of the establishment's avenues of research in a particular discipline. Seminars are organised to discuss ongoing research and encourage collective projects. Several doctoral students supervised by Audencia Group research professors are involved in this area of research. About a quarter of all academic journal publications by Audencia Group's faculty relate to Global Responsibility.

To fund its research into CSR, the Fondation Audencia focused its 2010-2015 campaign on Global Responsibility and entrepreneurship. This made it possible to develop chairs in these fields and to prioritise funding for research projects on subjects as varied as the fight against corruption, the promotion of gender equality at work and even the development of healthier eating habits in children at school canteens. Audencia Group professors are members of numerous international academic networks specialising in Global Responsibility, like the ABIS (Academy of Business in Society) and RIODD (international network for research into organisations and sustainable development).

*E.g. Naschberger C, Quental C, LeGrand C. 2012. Le parcours de carrière des femmes cadres: Pourquoi est-il si compliqué et comment le faciliter? [The career paths of women executives: Why is it so complicated and how can it be made easier?] Gestion: Revue Internationale de Gestion 37(3): 43-50.*

**A strong international dimension** Audencia Group research professors participate in world conferences and publish in international journals. They cooperate with colleagues at academic institutions abroad and develop comparative research to analyse how Global

Responsibility is adapted within the context of each country. They are members of working parties at the United Nations on the fight against corruption and the promotion of women's careers. The aim is to devise education kits in order to make progress on these two priority issues.

The Fondation Audencia also funds comparative research projects on the way in which businesses present Global Responsibility accounts to stakeholders and on consumers' perception of the environmental nature of a product or service. One of Audencia Group's doctoral students is currently working on the development of responsible new business models in emerging countries.

## RESEARCH, THE DISSEMINATION OF KNOWLEDGE

Audencia Group professors supervise a number of doctoral students whose theses relate to the issue of Global Responsibility. The Group's corporate chairs fund several bursaries for doctoral candidates working on this subject. To capitalise on its professors' expertise in the field of CSR, Audencia Nantes decided, in partnership with the WWF France, to review the general orientation and structure of its MBA programme in order to transform it into an MBA in Responsible

## The RIODD\* conference in Nantes

**FROM 21 TO 24 MAY, AUDENCIA NANTES HOSTED THE 2012 RIODD conference, welcoming no fewer than 112 doctoral researchers of different 16 nationalities—a high point in the life of the School!**

\* International network for research into organisations and sustainable development



Management and include more of its professors' research on Global Responsibility. Lastly, in partnership with other Grandes Écoles in its region, Audencia Group organises continuing education courses on Global Responsibility, such as the Advanced Studies in Sustainable Development course, to train directors and managers capable of incorporating Global Responsibility in strategy and management. Audencia Group professors teaching this continuing education course can

disseminate their research on the subject of CSR.

#### **A USEFUL COOPERATION WITH BUSINESSES**

In 2012, two new chairs directly linked to the issues of Global Responsibility were created at Audencia Group:

- the SME & Global Responsibility chair, funded by Bel'M, les Coteaux Nantais, SCE and Sigma; and
- the Chair of Ecologically Intensive Agriculture, funded by the Crédit Agricole SA

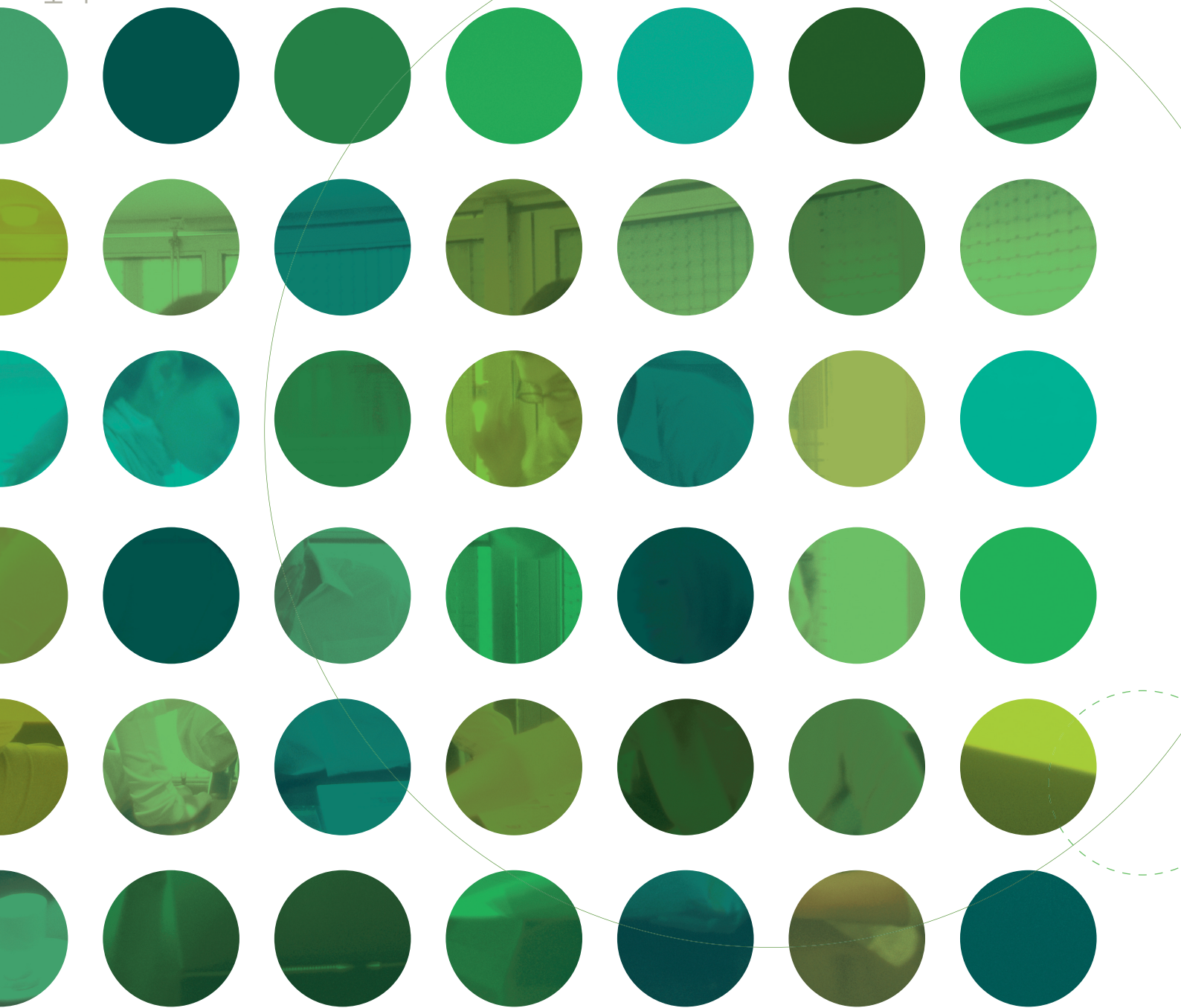


### **Did you know?**

#### **THE WORK CARRIED OUT WITHIN THE SPHERE OF THE BANQUES POPULAIRES**

Chair of Microfinance has been recognised by the Banque de France in its annual report on microfinance in France. In 2012, the Chair of SME & Global Responsibility organised three workshops with international experts (Brazilians, Belgians and Quebecois), which were coupled to events open to all, in order to better disseminate the research work in the local area.





» group and La Caisse, Régionale Atlantique Vendée of Crédit Agricole.

These two chairs have been added to the Banques Populaires Chair of Microfinance, which has worked on entrepreneurship and Global Responsibility since 2006, and the ERDF Chair of Innovation and Customer Relations, which in 2012 conducted important work on the incorporation of sustainable development by local authorities. Audencia Group professors

play an active part in the work of many professional networks devoted to Global Responsibility in order to identify concrete problems of businesses in these fields. For example, they work with Adie and the Nantes-Saint-Nazaire CCI on social entrepreneurship, with the French association of diversity managers on social dialogue about diversity and with Autre Cercle on fighting homophobia.

In the future, Audencia Group will endeavour to continue this cooperation with businesses in order to continue to develop useful research on Global Responsibility. The projects of Chairs on Responsible Branding and the Durability of Family Businesses are already being finalised.

#### **THE INFLUENCE OF RESEARCH**

Audencia Group publishes a series of Global Responsibility

## Research serving the region

### THE CONTRIBUTION OF AUDENCIA GROUP'S RESEARCH ACTIVITIES

for the benefit of the local area is demonstrated by the "Démarche partagée pour la RSE en Pays de la Loire" (Shared CSR scheme in Pays de la Loire), launched on June 28, 2012 before more than one hundred stakeholders in the economic development of the Loire Valley. At the request of the Regional Council, Audencia Group leads the programme in partnership with the Comité21. The ultimate aim is to create a common CSR frame of reference and to unify the different stakeholders working in the local area to provide effective support for micro-businesses and SMEs in addressing Global Responsibility measures. Other projects underline the contribution of research to the local area, such as brainstorming sessions and action plans run with the Loire-Atlantique Regional Council as part of the departmental waste prevention plan (project launched in March 2012) and the project to create a CSR resources hub with Nantes Métropole, which was launched in 2011.

handbooks, "Cahiers de la Responsabilité Globale", intended to highlight innovative practice in the field of CSR for directors and managers. Each handbook focuses on a specific practice used in a company. The reader is free to draw inspiration from it to decide what actions to implement in his or her own organisation. The sixth handbook was published in April 2012. **Handbooks on the following subjects have been published:**

- Diversité: Pourquoi se priver de potentiels? [Diversity: Why deprive yourself of people with potential?]
- Initier et piloter une démarche

## TALKING TO THE DIFFERENT STAKEHOLDERS

**"RIODD, LIKE OTHER INTERNATIONAL CONFERENCES,** provides the opportunity to talk to one's peers and to add to one's expertise. The unusual feature of this conference at Audencia was organising a round table discussion to share research results with the region's economic policy makers." *Sandrine Frémeaux, Professor and Head of the Law Department at Audencia Nantes.*

*"Entre économie et morale: Éloge d'un droit de la RSE" [Between economics and morality: In praise of CSR legislation], 7th RIODD Conference, Nantes (France), Sandrine Frémeaux.*

*"RSE, capitalisme conscient, économie sociale et solidaire, économie de communion: Confrontation de quelques économies innovantes" [CSR, conscious capitalism, social and united economy, the economy of communion: Some innovative economies go head to head], 7th RIODD Conference, Nantes (France), J. Bayle-Cordier; A. Grevin.*



## OUR PARTNERS RESEARCH

- **RIODD:** International network for research into organisations and sustainable development
- **ARACT:** Regional association for the improvement of working conditions
- **ADIE:** Chair of Microfinance
- Business **BEL'M:** Founding sponsor of the SME and GR chairs
- Business **SCE:** Founding sponsor of the SME and GR chairs
- Business **Les Côteaux Nantais:** Founding sponsor of the SME and GR chairs
- Business **Sigma:** Founding sponsor of the SME and GR chairs
- Business **IMA Technologies:** Research project on free enterprise
- Business **VM Matériaux:** Research project on managing talent
- Business **Flcury Michon:** Research project on health & nutrition education
- **Banque Populaire Atlantique:** Founding sponsor of the Chair of Microfinance
- **Fédération des Banques Populaires:** Founding sponsor of the Chair of Microfinance
- **Caisse Régionale Atlantique du Crédit Agricole:** Founding sponsor of the Chair of Ecologically Intensive Agriculture

de Responsabilité Globale [Initiating and steering a Global Responsibility scheme]

- Contribuer au développement du territoire [Contributing to local and national development]
- Agir en partenariat avec une ONG [Working in partnership with an NGO]
- La Responsabilité Globale, moteur du dialogue social [Global Responsibility, a driver of labour talks]
- Faire de la gestion du handicap un atout pour l'entreprise [Making managing disability a business asset]

Conferences and round tables open to the public are

also organised, during which Audencia Group professors talk about CSR., e.g. "Alternité et Dorel ayant participé à des conférences sur les mots responsables." The Microfinance Chair works with the student association Axésud, which is dedicated to the subject, to organise Microfinance Day, the most recent of which took place in September 2012. These gatherings create synergies that provide special opportunities for the students to learn about each person's work and objectives. The frequency of these contacts enables everyone to get to know each other, to work on joint projects and to broaden their audience.

# The pivotal role of people in Global Responsibility

Audencia Group makes it a point of honour to make the most of its human capital, and the Group's students are obviously the first concerned in that concept. Every day, the Group works to ensure each person's basic rights are respected, to prevent any form of discrimination and to promote equal opportunities. Audencia Group also applies itself to creating a stimulating working environment in which every employee can flourish as an individual.

## BEING RESPONSIBLE FOR STUDENTS' FUTURES

The first responsibility of Audencia Group to students is to support them in building their career and personal plans and to develop the skills needed to make those plans a reality. This assumes ongoing contact with different stakeholders in the constantly changing world of business and employment and takes account of changes in the content of the Group's courses and teaching methods.

## Research to serve educational innovation

The research activities of Audencia Group's research professors ensures that they keep up with changes in business strategy and practice and incorporate new concepts in their courses. A considerable amount of research is conducted in partnership with businesses and translates into case studies that encourage discussion with students.

## Did you know?

**IN 2012, CAREER ADVISORS** spent more than 1,000 hours with individual students and/or graduates, helping them develop their career plans.

## An effective Business Education Committee To ensure that most students find a job soon after the end of their degree programme

(52% even before graduation, per an Audencia Group 2012 survey), the programmes systematically cover market changes and innovative sectors. Each year, the Business Education Committee provides an opportunity to discuss these changes and ensures that our orientation is relevant, with the aim of serving both students and businesses. Notably, this committee has made it possible to confirm the value of double degrees, a direction taken five years ago, and the necessity of professionalising in the digital world. In a more operational way, all programmes invite businesses to sit on their steering committees. Social inclusion, a priority for **Audencia Group** Audencia Nantes offers social and cultural inclusion bursaries to students. For the last five years, the Fondation Audencia has supported this trend by also allocating part of its budget to the distribution of bursaries for students responding to specific projects. In total, bursaries represent a budget of over €700,000. In 2012, 165 students received a bursary, either out of Audencia Nantes' own funds or from the Fondation Audencia. In addition, some Audencia Group programmes are open

to apprenticeships, enabling students to have their schooling funded by a company. In 2012, 36 Audencia Nantes students were apprentices.

## BRIO, the group's flagship initiative

In partnership with other organisations, Audencia Group initiated the BRIO programme, which guides secondary school students from deprived backgrounds into higher education. Created in 2006, BRIO has been awarded "Cordée de la Réussite" ["Roped together for success"] recognition, which was issued by the Ministry of Higher Education and Research in 2008. This scheme is included in the "Dynamique Espoir Banlieues" ["Hope for housing estates drive"], whose measures are developed at the national level by the Ministries for Cities, National Education and Higher Education and Research. BRIO is thus a local extension of a national drive. Along with Audencia, the École Centrale de Nantes, the École des Mines and Oniris participate in the implementation of BRIO, whose objectives are to help 11th and 12th grade students with good potential from modest families and to break down psychological and cultural obstacles that make them abandon preparatory classes or programmes of excellence at universities.



The idea is to encourage wider social inclusion for all post-secondary school diploma programmes and to promote equality of opportunity and success for all. This is also a fight against all forms of discrimination, whether social, regional or familial. BRIO also addresses cultural inclusion, the development of self-confidence and access to information about vocational guidance. The mission of Audencia Group is not limited to teaching and passing on knowledge, but also extends to communicating civic values to students so that they become true global citizens and develop an awareness of their responsibilities. This is why the Group encourages them to get involved in student associations and to blossom in cultural, sporting or social activities.

#### Student associations, revealing talents

The Group's student associations provide an environment very conducive to new ideas. They enable students to be fully

involved as citizens in numerous humanitarian and social projects, both locally and abroad. Students on the Audencia Nantes Grande École Programme also have the possibility of taking a year out to pursue a personal project, usually humanitarian in nature. On its side, SciencesCom organises a publicity campaign each year in support of a national cause.

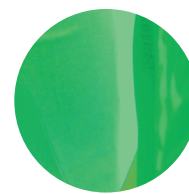
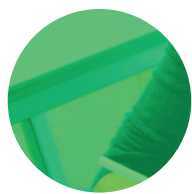
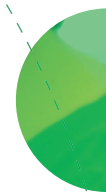
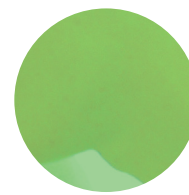
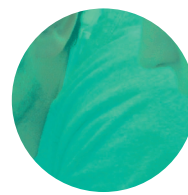
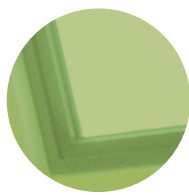
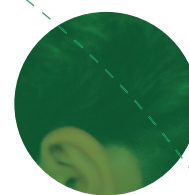
#### AUDENCIA GROUP INCREASES THE VALUE OF HUMAN CAPITAL

Developing the skills of all staff members, limiting recourse to insecure employment contracts, monitoring work/life balance, providing precise information about career development procedures – these are actions taken and commitments made by Audencia Group to foster good working conditions.

#### Social dialogue, first and foremost

To ensure that Audencia Group employees feel comfortable with the company and are involved in its life, it is essential

to develop an ongoing social dialogue with employees and their representatives. A union representative, also a personnel representative, is currently negotiating a new company agreement in order to adapt the collective agreement to which Audencia Group is tied. Over and above respect for obligatory annual negotiations, Audencia Group has opened negotiations on several other aspects in recent years. They have given rise to a number of action plans, notably relating to seniors and gender equality. As a promoter of social dialogue, general management takes care to consult and inform the bodies concerned about every operation that could have social repercussions. To flesh out the social dialogue, Audencia Group publishes a social report each year, although not required to by law because of the size of the organisation. Audencia Group regularly cooperates with trade unions in the area of research and education to show students the importance of labour talks. ➤



- » To be able to find a place in the company and feel valued, every employee needs sources of motivation and especially information about job requirements and internal changes.

### **Involvement through information and motivation**

Audencia Group has introduced a job frame of reference, which lists the skills required for each post and the associated know-how and interpersonal skills expected of the specified employee. It indicates the level of remuneration for the qualification held by the staff member in this post. Added to this is a transparent system of bonuses, which each unit manager divides equitably between his team members.

### **Stimulation through change and the internal mobility policy**

Employees are motivated through the development of their skills and career prospects offered to them. This is why Audencia Group puts emphasis on annual individual interviews and on employee education. The

budget allocated to education and training represents 2% of the wage bill, and for internal mobility, of the 21 permanent posts open to applications in 2012, 6 were filled by internal candidates.

### **Equality at work**

In order to start an action plan and reduce the pay gap between men and women to a position of equality, Audencia Group produced a report comparing the position of men and women. The figures show that at the end of 2011, women represented 73% of the total workforce, 54% of executives and professors and 46% of the management committee. To raise students' awareness of equality at work, Audencia Group has supported the creation of the "Audencia pour Elles" ("Audencia for Her"), an association for students and graduates. In 2012, the School also contributed to the creation of the "Financi'elles" ("Fund'her"), a network of women executives from the finance and insurance sectors, to fight against the glass ceiling.

### **A commitment to protect the environment**

As part of its action plan for environmental protection, Audencia Group is endeavouring to promote CSR by raising awareness amongst employees and to educate and persuade them to make a commitment to protect the environment. During annual interviews, each employee is invited to talk about their contribution to CSR. Since 2011, a Global Responsibility workshop has been held every month to raise awareness and inform employees about the actions they can take in this area. 2 examples:

- *Collective social economy initiatives in the presence of Scopis, a cooperative business in the communication sector, January 2012*
- *Eco-design as part of European Waste Reduction Week, November 2012*

Aside from these activities, an employee information meeting is held during Sustainable Development Week. In 2012, a guide to environmentally friendly behaviour was drawn up for employees. Lastly, at the



## OUR PARTNERS STUDENTS

- **Eidos**, student association: Promotes sustainable development in its diverse dimensions and raises awareness of these issues in a large population
- **Axésud**, student association: Facilitates access to microfinance services for the poorest populations
- **Enactus**, student association: Raises students' awareness of the practice and transmission of the principles of business and entrepreneurship through a responsible collective approach
- **Net Impact**, student association: Promotes managerial changes with a view to incorporating social, societal and environmental dimensions in decisions
- **Audencia Competition**, student association: Organisation of the Audencia-La Baule Triathlon
- **Un Autre Monde**, student association: Students become involved in activities of a humanitarian, social and collective nature, such as the construction of a training farm and setting up a water supply pipe system in Africa or the creation of a newspaper with children from deprived districts of Nantes.

beginning of 2013, an internal competition was organised, inviting teams to put actions in place that would improve their economic, social and environmental performance.

### A civic commitment

In order to show that the environmental protection measures taken internally are consistent with those taken by public bodies, Audencia Group has contributed to many local environmental initiatives. Audencia Group and the local works council, for example, signed a mobility plan with Nantes Métropole to support employees who use public transport. The group provides employees with tramway tickets for travel between sites and participates in the schemes proposed by the town, such as the cycle scheme and the car-sharing scheme. In 2012, Audencia Nantes participated in a call for projects to increase the use of cycles, organised by Nantes Métropole, and to create a new 32-place cycle shelter. Audencia Group also participates in national initiatives such as Sustainable Development Week and European initiatives such as European Waste Reduction Week.

## OUR PARTNERS HUMAN RESOURCES

- Diversity Charter: Signatory since 2004
- ANRDH: National Association of HR Departments

## PASTORAL CARE TO ENCOURAGE SOCIAL INCLUSION

**"THANKS TO BRIO, WE HAVE FORMED SPECIAL LINKS WITH OUR TUTEES THROUGH WORKSHOPS AND TRIPS OUT—we** share our Experiences with them and help them develop more self-confidence. On their side, the secondary school students give us a lot back. You sense their enthusiasm about coming to the workshops and you feel the contact is useful to them. Ultimately, sharing goes both ways, and it is this that makes BRIO the most practical and rewarding project I could have taken part in." *Kévin Delvas, second-year student at Audencia Nantes, tutor of the class of 2013.*

## ENHANCING KNOW-HOW AND INTERPERSONAL SKILLS

**"TO BE A RESPONSIBLE SCHOOL IS ALSO TO DO AS MUCH AS POSSIBLE TO ENSURE THE STUDENTS FIND A JOB APPROPRIATE TO THEIR SKILLS AND EXPECTATIONS. To do this, as a career advisor, I help them define their career plans and to enhance their interpersonal skills and know-how."** *Agnès Marchand, Audencia Careers Manager.*

## WIDE-RANGING ACTIONS IN HUMAN RESOURCES

**"AUDENCIA GROUP'S COMMITMENT TO PROMOTING RESPONSIBLE MANAGEMENT OF HUMAN RESOURCES** has motivated all our activities for many years. Nonetheless, the new configuration created by the Group has made it possible to roll out wide-ranging actions in terms of Global Responsibility and thus to enhance and formalise this dimension." *Delphine Lambert, Director of Human Resources, Audencia Group.*



# Reducing our environmental impact

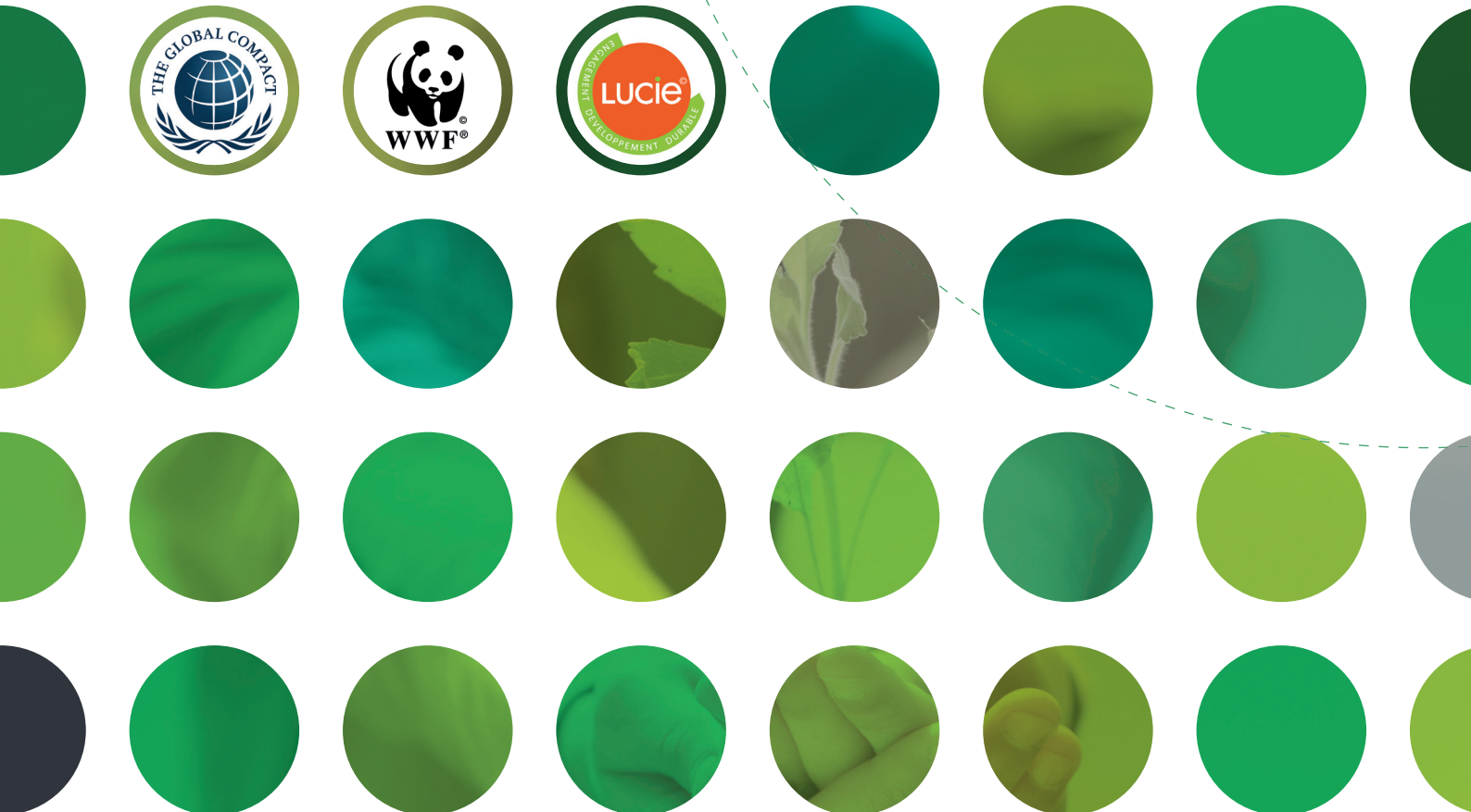
Within the framework of its strategic partnership with WWF France, Audencia Group is involved in environmental protection. The Group takes account of environmental issues in its investment decisions (equipment and furniture) and in the design of its teaching programmes. In an operational way and with the aim of reducing negative impacts on the environment, Audencia Group is committed to raising awareness amongst its employees and to acting on the ground with local communities to better control the consumption of water, energy and other raw materials.

## AN AMBITIOUS MEASURE

Results from the measure initiated in 2011 made it possible to identify travel by students and employees as the cause of the most significant environmental impact, leading Audencia Group to draw up an ambitious strategy in this area with the support of WWF France. Accordingly, a "travel policy" was put in place that allows every employee making travel arrangements

to measure his or her carbon footprint and thus better visualise their impact on the environment. The Group has also defined a framework of actions to protect the natural world and to improve environmental performance. This relies on the daily task of analysing energy bills, limiting travel by personnel and students and the provision of laptops equipped with webcams to permit videoconferencing.

Audencia Group is already organising a Virtual Business forum, which will let companies and students on internships avoid having to travel to the meeting. The impact is twofold: less use of transport, and optimum time management. For other events, participants are invited to use environmentally friendly transport such as the train or tramway.



## A GENUINE DETERMINATION TO REDUCE NEGATIVE ENVIRONMENTAL IMPACTS

For all Audencia Group stakeholders to feel affected by this environmental scheme and to ensure these potentially great results are permanent, it is essential to establish a plan of action combining staff education, raising awareness, dedicated communication and cooperation with local communities and the supervisory authorities. As part of its strategic partnership with WWF France, signed in 2010, Audencia Group committed to reducing the environmental impact of its activities. This partnership includes objectives and indicators in the fields of climate policy, waste management, the management of green spaces and the organisation of events. Joint assessments are made several times a year by Audencia Group teams and those of WWF France to measure progress.

### >>> Examples

Each year, Audencia Group organises the Audencia- La Baule Triathlon, which attracts more than 7,000 athletes and over 60,000 spectators. Since 2009, this student-organised event has obtained the French National Olympic Committee's sustainable development label.

Similarly, the Business Forum has been eco-designed since 2012. Employees are educated about environmental and sustainability issues, and an eco-events charter is being finalised by the group.

## OUR PARTNERS ENVIRONMENT

- **WWF:** Audencia has been a strategic partner of the NGO since 2010
- **Climat Mundi:** Global Responsibility workshop organisation
- **Evea:** Global Responsibility workshop organisation
- **Eidos:** Promotes sustainable development in its diverse dimensions and raises awareness of these issues in large populations

## "AN ISSUE FOR EVERYONE"

### SOLÈNE CATTANÉO, AUDENCIA GROUP GENERAL RESOURCES MANAGER

**How do you incorporate the concept of sustainable development in your day-to-day activities?**

"Sustainable development, a major feature of our daily routine, and it is by acting on the ground every day that we shall succeed in best protecting the environment. Within the School, the form it takes is that as each area is refurbished, it is updated by installing proximity sensors, low-energy lamps, mixer faucets and the use of water based paint (eco-label, NF Environnement—French environmental standard). Green spaces are not treated with pesticides, cut only occasionally and weeded by hand to encourage biodiversity and avoid the risks of staff being exposed to hazardous chemicals and water pollution. Catering and travel are also targeted: 30% of the catering food supplies are now organic and 90% of fresh produce and food cooked on site. Lastly, we are collaborating with Nantes Métropole, under the mobility plan, and creating 32 additional cycle spaces."

**The environmental scope of general resources is large and diverse; ultimately, isn't this a centralised issue?**

"It's clearly an issue for everyone, as much for staff as for the students and partners—particularly the service providers of general resources and the School's other service providers—the aim being to extend the measure to all suppliers. In parallel, we have set up a recyclables sorting facility and invite everyone to use it to dispose of their waste for maximum efficiency. To popularise this responsible measure and make it accessible to all, the communication department has supported us by producing an entertaining covering for the garbage bins and getting the message across with humorous videos through the student association EIDOS. Note that in 2012, Audencia Group's first carbon footprint calculation was produced by Climat Mundi, a specialist in carbon strategy. The aim is to make every member of staff aware of their responsibilities and to set waste reduction targets consistent with our activities."

# Local stakeholders, partners on a daily basis

Fully involved in their local area, Audencia Group and its three schools respond with alacrity to the needs expressed by local institutions and businesses in relation to sustainable development, as well as taking the initiative in driving forward measures to disseminate knowledge and understanding of good practice in the matter of Global Responsibility.

## GETTING INVOLVED WITH SUPPLIERS

Audencia Group has built relationships of trust with its partner-suppliers of goods and services, most of them based in the local area. The mantra is transparency of selection, loyalty and mutual respect, an excellent climate that enables Audencia Group to promote responsible practices.

## Disseminating social responsibility

The personal awareness of the many purchasers within the Group together with the School's culture have naturally led to the inclusion of the social and environmental performance of products and services in the purchasing criteria. In this way, numerous service providers (catering, cleaning, printing and recycling) have proved their commitment to Global Responsibility at the time of their selection. It is now time to deploy a responsible purchasing policy for all suppliers and to include students' purchases in this measure.

## Encouraging the creation of lasting links

Audencia Group has arranged long-term partnerships with outside contractors in the same fashion as was done with suppliers. These lasting links enable the contractors to understand specific characteristics of the institution and to make the necessary investment for high-quality service. Around 90% of suppliers to the IT department have been working with it for the last four years.

## GETTING INVOLVED IN THE LOCAL AREA

Within the framework of a responsible strategy, it is essential to coordinate the interest of businesses with the general interest. Audencia Group contributes to the economic and social development of the region in which it is based and participates in general-interest initiatives in fields as varied as health, culture, sport and knowledge.

Audencia Group enrolls its activities in the academic and economic networks of its local area. The Group has identified seven local "ecosystems" in which it develops teaching programmes and research and creates partnerships with businesses and other academic institutions. Audencia Group has also included representatives of

leading businesses in these areas on its Board of Governors. The Group's close relationship with the École Centrale de Nantes is part of this pattern of pooling skills in order to maximise the influence and reputation of the area. The Audencia-La Baule Triathlon, for example, has races in seven categories open not only to professional triathletes, but also to amateurs and children to allow them to try this sport. Amongst the events, the General Public / Disability Challenge Tri-Relais has been a model of solidarity for several years. Audencia Group supports local businesses, notably in the area of research, to enhance existing practice and to help businesses progress by informing them on ideas and experiments conducted in other parts of the country or the world. The Group organises numerous conferences and round tables open to local directors and managers. Audencia Group has also created a Chair of SME & Global Responsibility, funded by four SMEs in the Pays de la Loire, and with the support of SMEs of Western France, the Group is on the verge of creating a Chair of the Durability of Family Businesses. The Group also works closely with professional networks in the area, particularly the CJD (Young Directors Centre) and the DRO (Responsible Directors in the West).

## Did you know?

**IN FIVE YEARS, AUDENCIA GROUP STUDENTS AND FACULTY** have planted more than 400 trees in La Baule to offset the environmental impact of the triathlon event.

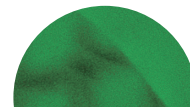
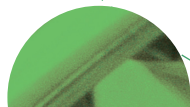
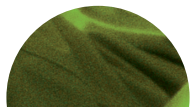
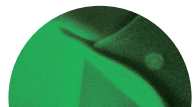
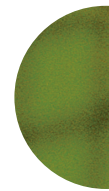
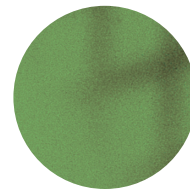
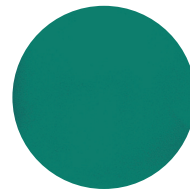
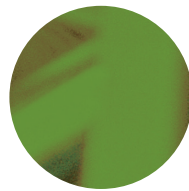
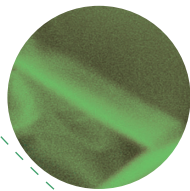
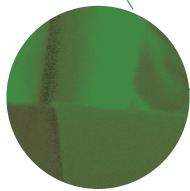
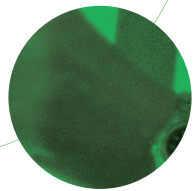
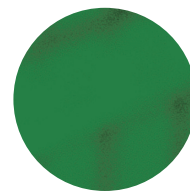
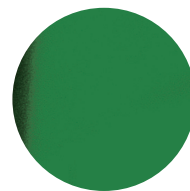
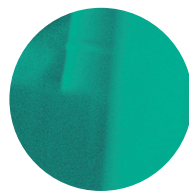
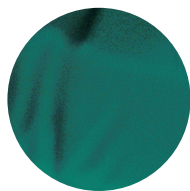
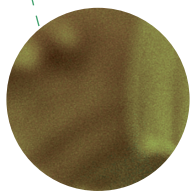
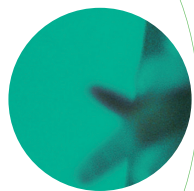
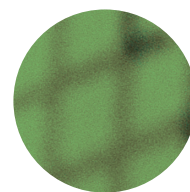
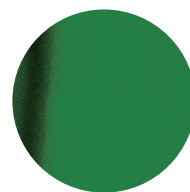
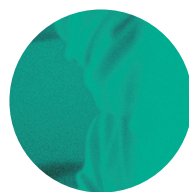
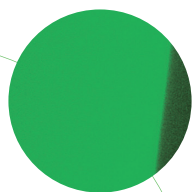
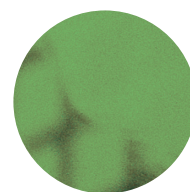
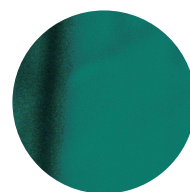
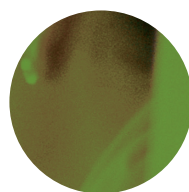
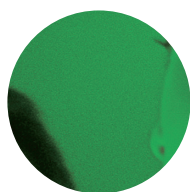
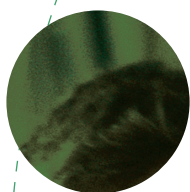
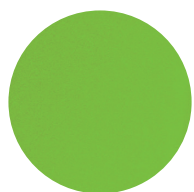
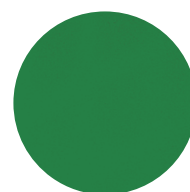
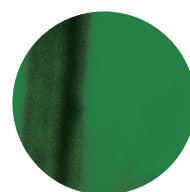
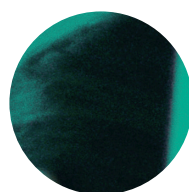


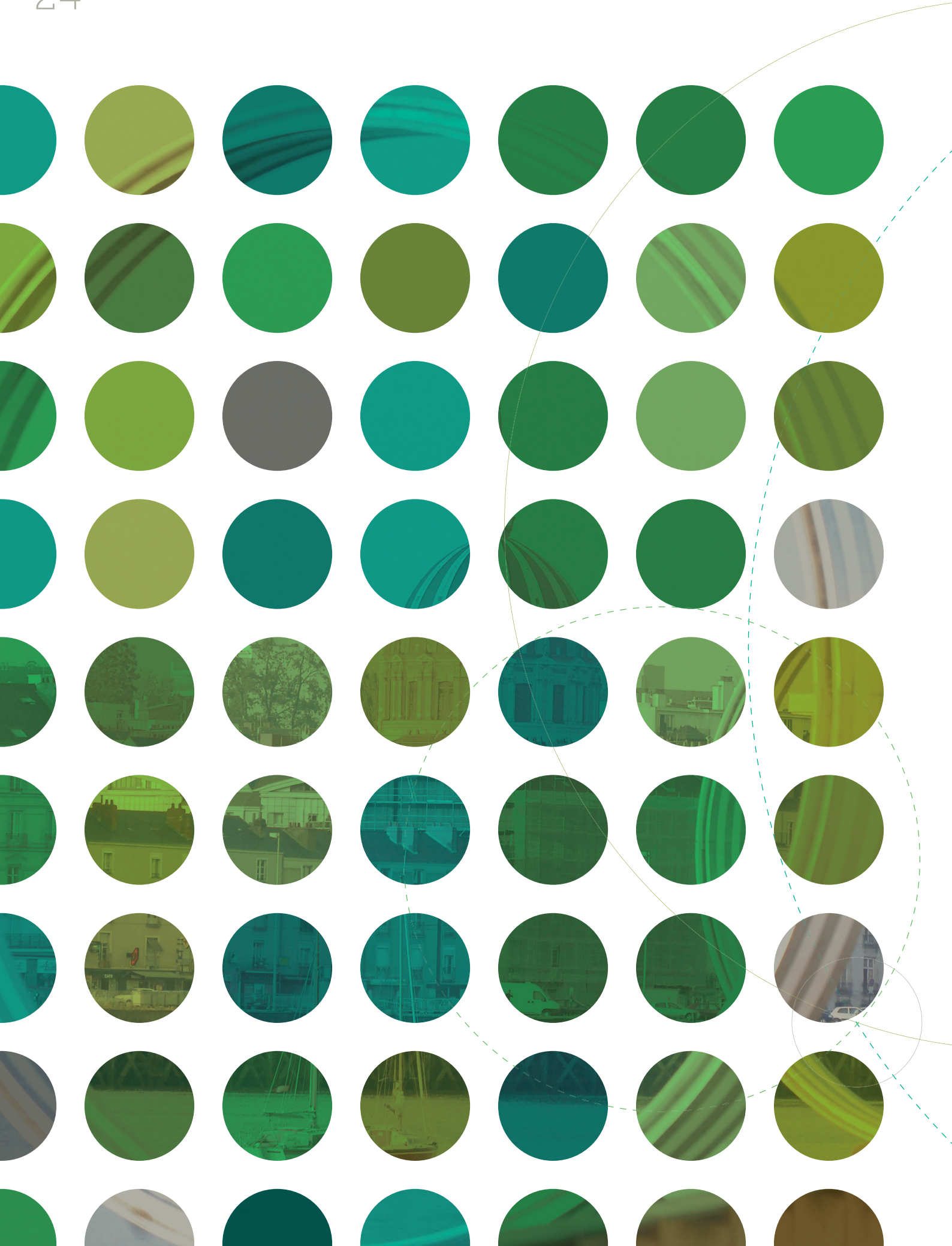
## CONTRIBUTING TO INNOVATION IN THE LOCAL AREA

Audencia Group assists local authorities with the promotion and development of Global responsibility, particularly in microbusinesses and SMEs. The group is steering a "Démarche partagée pour la RSE" (a shared CSR scheme) on behalf of the Pays de Loire Regional Council, which aims to create a regional frame of reference and team-building events. In 2012, this scheme involved more than 200 Loire Valley economic development networks and stakeholders. Audencia Group

also coordinates a scheme aiming to promote eco-design and waste prevention on behalf of the Loire-Atlantique Regional Council, and the Group is working with Nantes Métropole on setting up a CSR internet portal enabling SMEs to identify local initiatives and support. Lastly, the group puts special emphasis on entrepreneurship. The Audencia Group incubator assists students and graduates with setting up a business and thus assists with economic growth in the area. In 2012, the incubator supported 28 projects. The group also uses its expertise in supporting entrepreneurs

to benefit other schools in the area, such as Centrale Nantes and the École des Beaux-Arts de Nantes (Nantes School of Art). In the field of the arts, Audencia Group is actively involved in the development of the Quartier de la Création (creative district) on the Île-de-Nantes. The future Médiacampus that is to be SciencesCom's new home will be in this district. The Group's professors will contribute to research projects in this field and Audencia Group is working with the École des Beaux-Arts to create an art incubator as well.





## FINDING SUSTAINABLE SOLUTIONS TOGETHER

**"AUDENCIA GROUP HAS BEEN VIGILANT ABOUT THE ENVIRONMENTAL COMMITMENTS** we have made: ISO 14001 certification, the use of vegetable inks, etc. On a daily basis, we support each other in our beliefs in order to find sustainable solutions."

*Dominique Goubault, CEO of Goubault Imprimerie (printers).*

## LEARNING HUMAN AND SPORTING VALUES

**"BEING PART OF AUDENCIA COMPETITION IS A VERY REWARDING EXPERIENCE.** Not only does an entire team work for almost a year to make the Audencia-La Baule Triathlon happen, an event that attracts more than 7,000 athletes and 60,000 spectators each time, but more than that, we absorb the human and sporting values that characterise it."

*David Lambert, class of 2016, Student President of the 26th Audencia-La Baule Triathlon*

## RALLYING LOCAL STAKEHOLDERS AROUND GR

**"ONE OF THE MISSIONS OF THE REGIONAL ECONOMIC SERVICE** is to rally the area's economic stakeholders around the issue of their responsibility to society. For this reason, we have collaborated with Audencia Group for several years. The object of these partnerships is based on their contribution of expertise and on their knowledge of the different networks operating in the region." *Fabienne Renaud, regional councillor responsible for the economy*

# 9

## BUSINESSES

in Pays de la Loire are founding sponsors of one or more of the 5 Audencia Group chairs

## Did you know?

**THE 7 LOCAL "ECOSYSTEMS"** are food and agriculture, the supply chain, banking/finance/auditing, creative industries, the management of innovation, entrepreneurship and Global Responsibility.



## OUR PARTNERS

- **DRO:** Dirigeants Responsables de l'Ouest (Responsible Directors in the West), member since 2011. The association brings together heads of businesses convinced that Corporate Social Responsibility (CSR) improves the economic performance of their business.
- **Comité 21:** A network of those involved in sustainable development; Audencia joined in 2012.
- **CCI Nantes Saint-Nazaire**
- **CJD:** Centre des Dirigeants Responsables (Young Directors' Centre), a tripartite collaboration with Nantes Métropole for responsible purchasing in public contracts.
- Business **Bel'M**
- Business **SCE**
- Business **Les Côteaux Nantais**
- Business **Sigma**
- **Caisse Régionale Atlantique du Crédit Agricole**
- **Nantes Métropole**
- **Regional Council**
- **Pays de la Loire region**
- **Banques Populaires Atlantique**
- **Adie**



## INFORMATION

on the blog about the shared scheme <http://www.paysdelaloire-rse.fr>



# 2013 – an ambitious year

## 2013 DIARY

For 2013, Audencia's schedule is again packed with cultural and sport events, meetings with professionals, and national and international contacts. It includes events that are internal and/or open to the public.

### FOCUS ON THE "DON'T MISS" EVENTS OF 2013

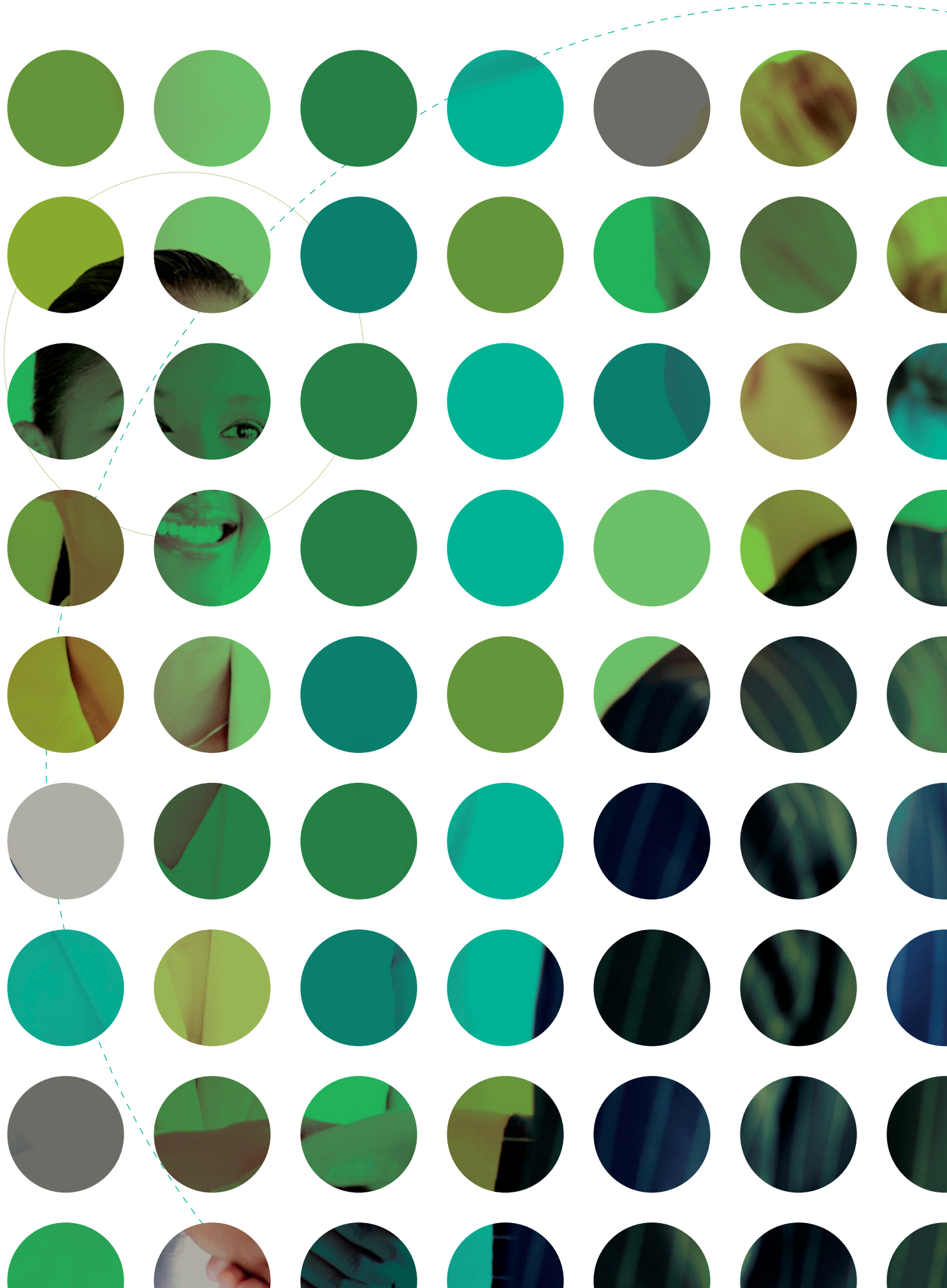
- **MARCH 15, 2013:** Prize award ceremony to the staff team winning the Audencia Group employees' CSR inter-department challenge.
- **MARCH 20, 2013:** Lecture on "Global performance in SMEs: Conditions of integrating and implementing sustainable development", chaired by Jean-Marie Courrent, Associate Professor of Management Sciences at the University of Perpignan and Director of the Sustainable Development in SMEs monitoring unit. Lecture open to the public and organised by the "Chaire PME et Responsabilité Globale".[9]
- **MARCH 24 TO 27, 2013:** International conference of IPSERA (International Purchasing and Supply Education and Research Association), attended by international researchers.
- **APRIL 11:** 5th Diversity Day, organised by students on the Audencia Nantes Global Responsibility course.
- **MAY 2 & 3:** International Conference on governance for researchers.
- June will be devoted to roots in the area with **THE JUNE 3RD** launch of the CHEDD (Advanced Studies in Sustainable Development), the Class of 2013's collaborative project with Centrale Nantes and the Angers École Supérieure d'Agriculture on an environmental billboard campaign in the non-residential catering sector.
- **SEPTEMBER 14 & 15:** 26th Audencia-La Baule Triathlon

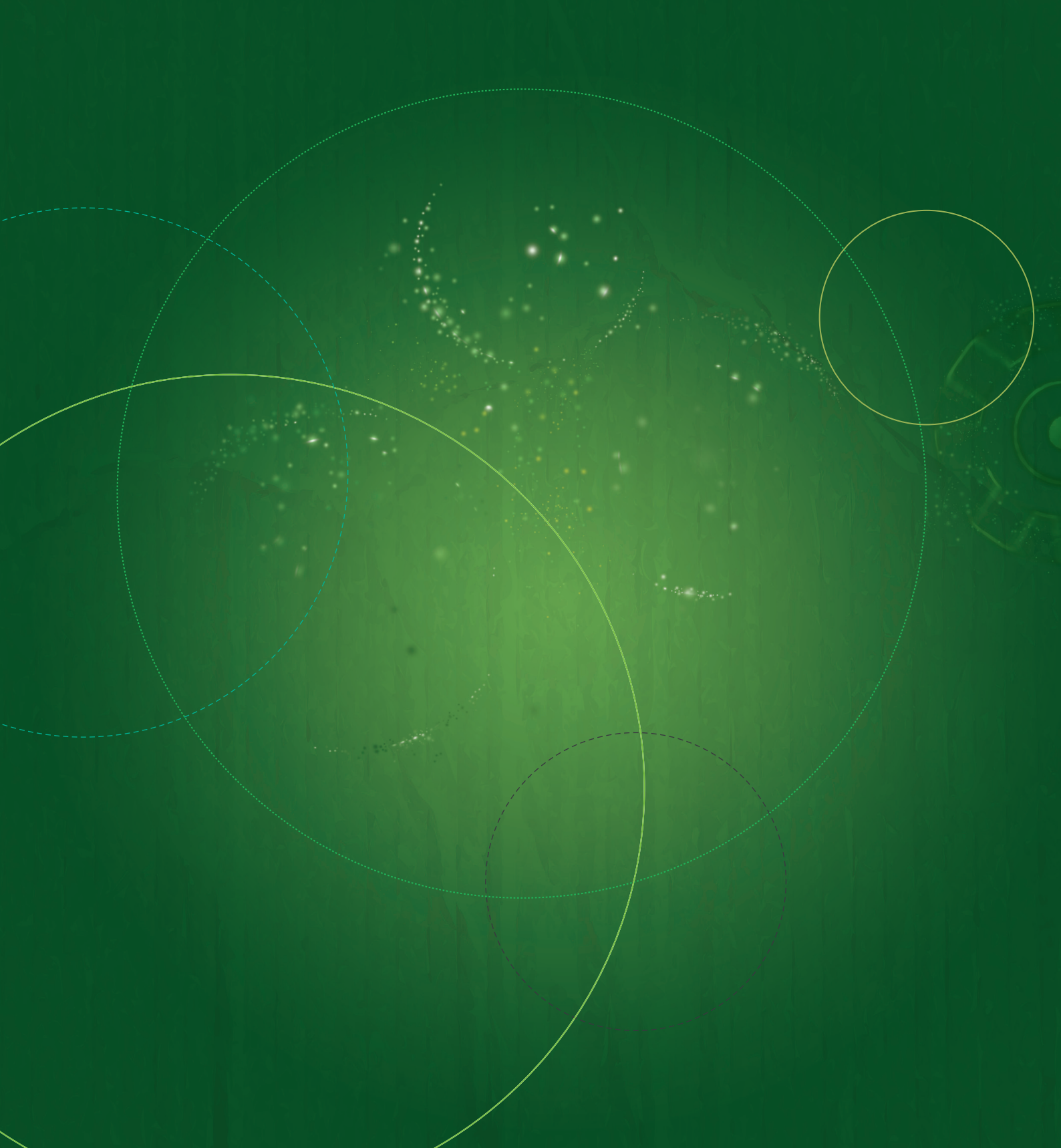
Global Responsibility occupies a leading and expanding place in Audencia Group. All teams have redoubled their efforts to claim ownership of this scheme and to respect and forward it. In order to further qualify this commitment and move towards excellence, some areas of priority action for 2013 should be emphasised.

### "AUDENCIA GROUP WILL CONTINUE TO MAKE PROGRESS," SAYS ANDRÉ SOBCZAK

"In 2013, we will be the first higher education and research institution in France to obtain the LUCIE label, the benchmark label in the field of Global Responsibility. We are thus affirming our ambition to be the leader in this field and our determination to encourage other stakeholders in our sector to review their practices in order to contribute to the education of responsible managers, and to the development of responsible strategies and practices in businesses together with growing the reputation of our local areas. One of the year's flagship projects will be the introduction of the "MBA in Responsible Management", in which every module includes a CSR dimension and which will develop numerous collaborations between students on this international programme and the businesses of the Loire Valley. In this field of research, 2013 will allow us to host two international academic conferences and

launch new chairs. Regarding our employees, worry about well-being at work remains one of our central concerns, so Audencia Group will continue to make sure that the mechanisms needed to support temporarily vulnerable employees and students are functioning well. Besides this, we expect to make progress in reducing our consumption of water, energy and paper. By setting up a support tool, we shall be able to monitor our carbon footprint and all those concerned will attempt the challenge of being even better internally, with sustainable solutions. We are going to work on drawing up relevant criteria for selecting responsible suppliers, inspired by the research that Audencia Group has done since 2012 with Nantes Métropole and the CJD on Global Responsibility in public contracts. In general terms, Audencia Group is going to continue to improve the existing schemes, implement them generally, develop dialogue with the different stakeholders and quite simply, progress."





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