

Audencia

3rd Report on Global Responsibility

October 2008



United Nations Global Compact

PRME

Principles for Responsible
Management Education



Audencia in figures:

- More than 2000 students of 42 nationalities
- 10,000 alumni
- 82 full-time faculty
- International affiliated faculty
- 98 international partners from 42 countries
- 300 external experts



London
Paris
Nantes

Audencia's mission

Faithful to its history and to its territorial identity, open onto the world and other cultures, Audencia Nantes School of Management is a school within society with the mission to educate women and men chosen for their high potential regardless of background or origin.

These students rely upon theory and fundamental knowledge in management in preparation for positions as entrepreneurs and managers endowed with human qualities and high-level technical and scientific competence capable of making decisions throughout their life.

Within their scope of action and decision-making, they have the capacity for vision, conviction, and innovation firmly anchored in humanism and a comprehensive general knowledge to enhance the added value of organizations as well as national and international firms.

A word from the Dean



I had the honor of participating in the elaboration of the Principles for Responsible Management Education. As a result, Audencia was one of the first educational institutions in the world to sign the six Principles in July 2007.

Audencia is recognized as a pioneer and even more so in the field of Global Responsibility. We strive to share and spread this experience widely.

It is sufficient to read our mission statement to understand the reasons that led Audencia Nantes School of Management to be the first higher education institution in France to sign the Global Compact in June 2004.

Three essential motives explain this state of mind in relation to Global Responsibility.

The first reason is the cross-disciplinary character of this issue: the challenge involves all disciplines represented in our school from accounting to marketing, human resource management and finance. This means that the whole school is involved.

The second reason is that Global Responsibility is at the center of our three activities: research, education and corporate relations. Thinking and acting in the field of Global Responsibility means taking into account these three activities and using all the opportunities that enable us to interconnect the three.

The third reason is embedded in the school's values. Audencia has defined as its main aim to place at the center people as committed decision-makers. Global responsibility is embedded in this value shared by all of us.

With this third report written according to the Principles for Responsible Management Education, the school continues to show its willingness to share the experiences and actions we believe in and which we put into practice in close co-operation with our partners.

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

A handwritten signature in black ink, appearing to read 'J. Helfer', with a long horizontal stroke extending to the left.

Audencia's idea of Global Responsibility

By choosing the term Global Responsibility, also promoted by the United Nations' Global Compact and the European Foundation for Management Development (EFMD), Audencia wants to promote a wider concept than the more restrictive notion of corporate social responsibility or sustainable development and to stress that commitment to the natural and social environment contributes to an organization's economic performance. The term Global Responsibility illustrates much better some of the recent changes organizations are facing:

- The notion underlines the fact that the economic, social and environmental challenges cannot be faced by corporations alone, but have to be met by all organizations and individual actors, all of these having to learn to cooperate.
- It includes the three (economic, social and environmental) dimensions organizations have to face.
- It highlights the international and intercultural perspective that organizations have to adopt when defining and implementing their economic, social and environmental responsibilities.



Berthoin Antal, A. & Sobczak, A. (2004). "Beyond CSR: Organisational Learning for Global Responsibility", *Journal of General Management*, 2004, Vol. 30(2): 77-98

Audencia's objectives in the field of Global Responsibility

Like any other organization, a management school is embedded in society, has an impact on its economic, social and natural environment and thus has to face the expectations of its different stakeholders. Committing itself to promoting the principles of the UN Global Compact and to implementing them in its own organization, Audencia is in line with its tradition of humanistic values in its strategy and aims to take into account the expectations of its stakeholders and act as "a school in society and for society". In addition, Audencia also has the ambition to strengthen its links with the different actors that comprise its academic community and thus to increase its economic, social and environmental performance.

In addition to these objectives that are shared with all organizations engaged in a Global Responsibility strategy, other objectives are specific to a management school. They are today laid down in the six Principles of Responsible Management Education (PRME). Our aim is to involve the students and the faculty in the implementation of the PRME in order to develop a practice-oriented pedagogy for the former and to give the latter the opportunity to put into practice the theories they develop in their research and enrich their research through this experience.

Audencia's Center for Global Responsibility

In October 2003, Audencia created its Center for Global Responsibility the aim of which is to promote globally responsible management. Founded by André Sobczak, its current director, the Center has the support of twelve companies. It is composed of a team of twenty professors representing different disciplines as well as all the students involved in Global Responsibility projects. In line with our overall aims, the Center has three objectives:

- Research: To develop international, interdisciplinary and practice-oriented research on Global Responsibility.

- Education: To prepare globally responsible leaders through seminars in all the programs of Audencia as well as in executive education.
- Action & advocacy: To contribute to the development of Global Responsibility through interventions in companies, conferences and exemplarity in the management of the school.

Faculty members of Audencia's Center for Global Responsibility

- André Sobczak (German) – Law
- Ariane Berthoin Antal (American and German) - Human Resource Management
- Xavier Bouziat (French) – Human Resource Management
- Christophe Bultel (French) - Communication
- Sébastien Castel (French) – Strategy
- Jean-Luc Castro (French) – Human Resource Management
- Sandrine Frémeaux (French) – Law
- Stephen Gates (American) – Strategy
- Christophe Germain (French) – Management Control
- Carine Girard (French) - Finance
- Jacques Hermant (French) – Strategy
- Cathy Krohmer (French) – Human Resource Management
- Nicolas Minvielle (French) – Strategy
- Catherine Morel (French) – Marketing
- Jean-Philippe Muller (French) – Marketing
- Christine Naschberger (Austrian) – Human Resource Management
- Christine Noël (French) – Law
- Etienne Redor (French) - Finance
- Christophe Villa (French) - Finance
- Bertrand Venard (French) – Human Resource Management

Audencia has entrusted the Center for Global Responsibility with the implementation of the UN Global Compact. Doing so, the school wants to rely on the academic knowledge the professors of the Center have acquired and wants to embed the school's Global Responsibility strategy in its pedagogy and research. To underline the strategic importance of these issues, Audencia has created a Direction for Global Responsibility in Spring 2008. This Direction is headed by André Sobczak, Director of Audencia's Center for Global Responsibility.



www.crg.audencia.com

What follows reports on Audencia's activities during the academic years 2006/2007 and 2007/2008 according to the Principles for Responsible Management Education (PRME).

Principle 1

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

Developing our Global Responsibility Track

Our aim at Audencia is to enable all motivated students to become globally responsible leaders. In September 2004, we thus created a Global Responsibility Track for the students of our Grande Ecole Master Program. This track is not a special program, nor is it a specialization. It is compatible with all existing specializations of the Master Program.

We consider that Global Responsibility is not something that can be learnt only in the classroom. We thus offer additional courses for the students in this track, but above all we involve them in concrete projects with our partner companies or the local community. Furthermore, we involve the students in field research projects because we consider that an initiation to academic research may develop important skills for a Global Responsibility strategy.

Started as a test with six students in 2004 and fifteen students in 2005, the Global Responsibility Track was completely re-organized in 2006 to offer a coherent track throughout the four years that students spend in Audencia's Grande Ecole Master Program. As a result, 45 new students are selected each year to enter the Global Responsibility Track. They make the commitment to:

- Attend seminars on Global Responsibility
- Take part in workshops with representatives of companies and other stakeholder groups
- Define and put into practice a globally responsible team project
- Integrate Global Responsibility within one of their internships
- Integrate Global Responsibility in their master thesis
- Take part in business simulations or challenges in the field of Global Responsibility

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 Ecole Master Program. The track is designed in line with the research fields of Audencia's faculty concerned by Global Responsibility. Students can experiment the great diversity of disciplinary and methodological approaches.

Semester 1

- Introduction to Global Responsibility – André Sobczak
- Reconciling private and professional life – Sandrine Frémeaux
- Emergence of environmental issues – Bernard Lemoult
- Norms and standards regarding Global Responsibility – André Sobczak
- Sports organizations and sustainable development – Sébastien Castel
- Globally responsible governance – Carine Girard

Semester 2

- The commitment of stakeholders – André Sobczak and Ariane Berthoin Antal
- Promotion of equal opportunities – Cathy Krohmer et Christine Naschberger
- Responsible communication – Christophe Bultel
- Management of Global Responsibility – Christophe Germain
- Sustainable conception – Nicolas Minvielle
- Social and environmental reporting – Stephen Gates

Semester 3

- Organizational learning of Global Responsibility – André Sobczak and Ariane Berthoin Antal
- Risk management – Céline Legrand Globally responsible investment – Carine Girard
- Tax and accounting levers of Global Responsibility – Christine Noël
- The manager's ethics – Jean-Luc Castro

Workshops with globally responsible leaders


To complement the seminars organized by Audencia's faculty, several workshops are organized 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 actors in different organizations and thus to explore options for their own commitment in their future career.

- DFC2 Diffusion (technical devices) – Benoit Couteau, President – 09/10/08
- MEDEF (French employers' union) – Soumia Malinbaum, President of the commission on business and society – 10/09/2008
- IBM France – Jacques Delplancq, Vice-President – 23/03/08
- WWF France – Serge Orru, Director General, WWF France – 17/03/2008
- Véolia (world leader in environmental services) – Thomas Le Beux, Development Director – 06/03/08
- Manpower Ouest (world leader in the employment services industry) – Bernard Nebout, Operations Director – 04/02/08

Globally responsible team projects

During the first three semesters, the students have to define a team project, either in co-operation with one of the partner companies of Audencia's Center for Global Responsibility or with other stakeholders. The projects are carried out in groups of 3 or 4 students and supervised by a faculty member in close cooperation with managers of partner companies. During the projects, students experiment the complexity of Global Responsibility issues, define the issues, do documentary research, and identify best practices in other organizations or companies, interview people inside and outside of 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.

Examples:

- Accompanying Saunier Duval, Division of the Vaillant group, and Europe's leading producer of domestic gas boilers, in the implementation of its strategy of Global Responsibility. Theme: internal communication towards the employees aiming at enhancing their commitment and encouraging change in thinking and acting globally responsible.
- Emphasizing globally responsible products in French DIY giant Castorama stores. Theme: marketing and promotion of responsible products through clients survey on awareness level regarding Global Responsibility, and information sheets on responsible products to be found in the stores.
- Making students and all kinds of audiences aware of sustainable development by organizing an annual film festival called EIDOS – 1st edition: 13-14/10/2006 – 2nd edition: 12-13/10/2007 – 3rd edition: 10-11/10/2008.
 www.eidos.online.fr
- Making students and the public aware of sustainable trade by organizing an ethical fashion show called "Clothing the Gap" in partnership with the cooperative Urgania which creates clothing from recycled materials – 1st edition: 31/05/2007 – 2nd edition: 05/2009.
- Organizing a discussion forum called Dialogues Equation between students and professionals on the impact of Global Responsibility on jobs and expected competencies. This project is run together with students from two engineering schools (*Ecole des Mines de Nantes*, *Ecole Centrale de Nantes*). The students undertake a quantitative and qualitative exclusive survey on 800 students and 100 actors of sustainable development. The results help students prepare round tables that they organize with invited experts successively in the three schools. – 1st edition: 03/04/2008 – 2nd edition: 18/03/2009.



www.companieros.com

- Making students aware and preparing them for a better integration of disabled people in companies by participating in the national Handi-Management Challenge and in organizing a one-week information session on disability and work – 1st edition: 26-30/03/07 – 2nd edition: 16-21/03/08.



www.companieros.com

- Identifying and spreading best and innovating practices of Global Responsibility by contributing to Global Responsibility Journal.



See Principle 3

- Encouraging positive information and best practices by a "Tour de France of Sustainable Development" – Three Audencia students identified 30 proposals for a better world and met with the actors involved in these practices during a tour organized over 30 days. The interviews with the actors and the lessons learnt from these practices are made available on a specific blog (1-30/06/08).



www.vivelterre.com

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.

Examples:

- Operational Marketing – Sodexho (a world leader in Food and Facilities Management services) - Montigny Le Bretonneux, France – 6 months.
- ADEME (Agence de l'environnement et de la maîtrise de l'énergie), French Agency for the environment and the management of energy) – Satisfaction analysis after a conference on green products and creation of documents to promote saving paper in the publishing sector – Paris, France – 6 weeks.
- CEADe (Centro Ecumênico de Apoio ao desenvolvimento) (a micro-finance institution) – Discovery of internal organization and external relations - Salvador de Bahia (Brazil) – 6 weeks.
- Solidarité France Népal (Association) in partnership with Alter Eco (company specialized in importation and distribution of fair trade products) – With two other students, two months in Nepal to launch sustainable activities and an association for micro-credit.

Master thesis including Global Responsibility aspects

During their specialization in the last year of the Master program, the students have to write a master thesis that has to deal with Global Responsibility aspects. They have to integrate theoretical concepts acquired during the seminars as well as quantitative or qualitative research methodologies. They are tutored by a faculty member.

Examples:

- "Management of Global responsibility in the various companies working with and for an airport".
- "How to manage Global Responsibility subsidiaries of multinational companies".
- "The place and role of HR managers in Global Responsibility policies"

Participating in business simulations and challenges



SIFE (Students in Free Enterprise) Challenge

SIFE's aim is to make students in higher education more aware of the nature of both companies and entrepreneurs via projects aimed at conciliating social responsibility and economic development.

2007 - Students from Audencia won the European edition, following their performance at the 12-country final held in Warsaw in September 2007 before a jury composed of 20 international companies. They presented four initiatives - The two overseas projects concerned Senegal where the students helped a group of handicapped women to launch their own handicraft workshop, and made a village of 90 people self-sufficient thanks to a new farming system. In France, the students advised an unemployed woman who sought to set up her own business and created a communication campaign so that 600 workers could be kept abreast of their employer's sustainable development actions.

2008 - A team of Audencia students involved in the Global Responsibility Pathway won two prizes of the French final: the 1st finalist prize and the HSBC Prize of corporate social responsibility. The team has represented France at the European Symposium on the 15th and 16th September 2008 in London. 5 projects : "Future in the bag" (selling bags made by disabled women in Senegal), "The Global Responsibility Reviews" (promoting Global Responsibility among regional companies through information booklets dealing with best practices), "Climbing the social ladder" (helping young people have access to higher education by coaching them in the framework of the BRIO project), "A breath of fresh air" (rehabilitation of a 20-year-old ex-offender in the field of agriculture), "Ténéré" (creating a sustainable tourism activity in the UNESCO world heritage ranked desert region of Tiboraghen).

 www.sife.org



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 on the French territory. In 2007, two projects have been financially supported with 10,000€ each.

The projects currently underway are the following:

- The project "*Pot'agé*" consists in setting up a vegetable garden in a retirement home in order to create a recreational activity and to enable older people to feel useful, the harvests being distributed to the *Restos du Coeur* (charitable organization). The garden was inaugurated on May 30, 2008.
- Project "*Res'hopito*" consists in setting up a mutual aid and dialogue network among the patients of the Mother-Child department of Nantes main hospital. This aims at enabling invalid children to communicate with each other through common activities. With the permission of the medical and administrative authorities, five rooms have been cabled and equipped with computers in order to allow a secured exchange among the children.



www.ferrero.fr/etudiants.htm



The students who won thanks to their "*Res'hopito* project".

► Future perspectives:

- To adapt the Global Responsibility Track to students entering the Master Program through direct admissions
- To develop similar tracks for other programs of the school



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".



HALDE Seminar on the theme "Grandes Ecoles, a passport for equality?" organised by Audencia Nantes on December 12, 2007 as part of the European Year of Equal Opportunities for All.



SIFE European final of the SIFE challenge won by a team of students from Audencia's Global Responsibility track in Warsaw on September 17 and 18, 2007.



FAIR TRADE FASHION SHOW "Clothing the gap" fair trade fashion show organised on May 31, 2007 by students on the Global Responsibility track.



DIALOGUE EQUATION Discussion forum held on April 3, 2008 involving three schools: Audencia Nantes, the Ecole Centrale de Nantes and the Ecole des Mines de Nantes. The theme was 'Succeeding tomorrow? What sustainable development can change'.

Principle 2

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

Guaranteeing basic information for every student

Beyond training students looking for a job entirely dedicated to Global Responsibility, our priority is to prepare all our students to become globally responsible leaders, whatever the organization they will work for and whatever their role will be within this organization. Rather than create specialized programs in this field, our aim is to inform all our students on the challenges at stake, while allowing those who want to go further to deepen their knowledge in this field and to get involved in concrete projects through the Global Responsibility Track.

 See Principle 1.

In the long run, and beyond stand-alone courses, we want to develop the mainstreaming of Global Responsibility aspects in the existing courses of the different disciplines. This approach may favor a better integration of the economic, social and environmental aspects in the decision-making of the future managers.

Our aim at Audencia is to inform the students in all our programs about Global Responsibility and the Global Compact. During the last two years, we made a great deal of progress in this field going beyond elective courses that have existed for several years. Priority has been given to our main programs: the Audencia MBAs, the Grande Ecole program (Master in Management), as well as to executive education. The experience we have obtained in these programs will then help us to extend this strategy to all other programs.

Audencia MBAs

Audencia offers different MBA programs: a full-time MBA completely taught in English, a part-time Executive MBA taught in French, a distance learning MBA as well as corporate MBAs. Each of these MBA programs includes seminars on Global Responsibility and business ethics confronting the students with ethical dilemmas. The aim is to raise the awareness of possible dilemmas in the professional life of a manager and to prepare the students to face these dilemmas without imposing particular solutions on them.

Welcoming the Cincinnati MBA at Audencia

In March 2008, Audencia received a group of MBA students from the University of Cincinnati. During one week, these students worked in mixed groups with the students of Audencia's full-time MBA program. To emphasize the importance Audencia attributes to the principles of Global Responsibility, the whole week was dedicated to this issue. Several seminars with professors from different disciplines were organized to discuss the differences between the US and the European approach to Global Responsibility. Furthermore, the students had to work in mixed teams on a case study involving a multinational company aiming at applying their Global Responsibility strategy in a subsidiary in the region of Nantes.

- "Introduction to Global Responsibility" by André Sobczak
- "Recent Development in CSR: Austral-Asian Perspective" by Grant Michelson
- "Diversity Management" by Christine Naschberger
- "Crisis Management" by Céline Legrand
- "Globally Responsible Investing" by Carine Girard
- "CSR & Performance Measurement Systems" by Christophe Germain
- "Corporate Responsibility & Shareholder Value" by Christophe Villa



Organizing a residential week for the Euro*MBA

Since 2006, Audencia has been in charge of organizing a residential week dedicated to Global Responsibility for the students of the Euro*MBA, an international distance-learning and residential MBA organized by six European business schools including Audencia. During one week, the students attend seminars with professors from different disciplines and workshops with managers to discuss the challenges in the implementation of a Global Responsibility strategy. In September 2006, this residential week took place in Nantes and in September 2008 in Aix-en-Provence. Examples of seminars :

- “CSR to GSR” – André Sobczak
- “BOP Strategies” – Graeme Lindsay
- “Economic History of France” – David Read
- “Shareholder Engagement” – Carine Girard
- “Corporate Governance” – Emmanuel Zenou
- “CSR & PMS” – Christophe Germain
- “Ethical Reporting, Ethical Investment” – Stephen Gates
- “CSR and HRM Strategies” – Christelle Havard
- “Leadership Ethics and CSR” – Jean-Luc Castro

International recognition

In 2007, our efforts to integrate the Global Responsibility dimension in 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 distinguish the MBAs integrating Global Responsibility.

Audencia Grande Ecole Master Program

Since September 2004, all 380 students who enter the Audencia Grande Ecole Master program attend a seminar on Global Responsibility during their first week at school. The aim is to give them basic knowledge about the concept of Global Responsibility and the Global Compact, but also to convey some concrete illustrations. Representatives from our partner companies give short presentations during this seminar.

Following this informative seminar, the first year students of the Grande Ecole Master program can then decide to join the Global Responsibility Track that will allow them to deepen their knowledge and experiences in the field of Global Responsibility.



See Principle 1

For the students in the last year of the program, different elective courses are offered in the field of business ethics, Global Responsibility and sustainable development.

Executive education

To inform today's managers about Global Responsibility and the Global Compact, Audencia's Center for Executive Education has been offering seminars since 2004. These seminars called “Paths to Expertise” aim to explore the complex and specific issues encountered by companies. These professional workshops are based on the expertise of Audencia's faculty. They target experienced managers specifically concerned by the issue within their company. A faculty member, expert in the subject area, runs and facilitates the training/discussion workshops over half a day.

The “Paths to Expertise” highlight issues such as “ethics of the manager”, “diversity management”, “stakeholder management” or “corporate governance”.

- Creation of a learning process about Global Responsibility within the company – Ariane Bertoin Antal – 19/12/2008
- Communication on Global Responsibility with salaried employees and all the stakeholders – Christophe Bultel – 21/11/2008
- Running a Global Responsibility initiative and defining performance indicators – Christophe Germain – 17/10/2008
- Making equal opportunities and management of diversity a strength for a company – Christine Naschberger – 19/09/2008
- Measurement of social investment and extra financial notation agencies – Carine Girard – 27/06/2008
- Introduction to Global Responsibility: defining stakes, answering expectations of stakeholders and becoming aware of norms and tools – André Sobczak – 06/06/2008
- The role of public authorities in the promotion of Global Responsibility – Cécile Jolly – 16/11/2007
- How to measure Global Responsibility – Ariane Berthoin Antal – 12/10/2007
- Global responsibility as a tool of differentiation toward consumers – André Sobczak – 08/06/2007
- Global responsibility as a tool of social dialogue – Jean-Paul Bouchet, representative of the union Eurocadres UNI-EUROPA PMS – 11/05/2007
- Diversity of environmental norms: which criteria of choice for companies? – Ariane Berthoin Antal – 13/10/2006

The Cycle of higher study in sustainable development *Cycle des Hautes Études en Développement Durable* was launched in October 2008. This professional training program was created jointly by Audencia Nantes École de Management, École Centrale de Nantes, École des Mines de Nantes and École Supérieure d'Agriculture d'Angers.

Its objective is to prepare managers and the executive staff of companies, public authorities as well as other organizations for the stakes of sustainable development and Global Responsibility in order to help them draw up policies and strategic plans for concrete initiatives. All political, sociological, law and management issues are considered in a global context.

This ten-day program takes place over an eight-month period.

► Future perspectives:

- To make sure that all Audencia programs contain a compulsory pedagogical exposure to Global Responsibility and that it is included in any new program design
- To create further optional courses on Global Responsibility for the MBA program

Principle 3

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

The Global Responsibility Journal

The Global Responsibility Journal is the result of an innovative pedagogical cooperation between faculty, students and company managers who are members of Audencia's Global Responsibility Club. 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 doing 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.

First issues:

- N°1: "Diversity Management" (Manpower) – June 2008.
- N°2: "Launching & Global Responsibility Strategy" (Saunier Duval) – October 2008.



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The Global Responsibility Journal n°1 cover.

The Global Responsibility Awards

Since 2006, Audencia's Center for Global Responsibility has organised the annual Global Responsibility Awards in co-operation with the engineering school Ecole des Mines de Nantes. They are supported by the French Ministry of Industry and the *Région Pays de la Loire* and are organised in partnership with Grant Thornton.

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 Global Responsibility Awards are thus also another 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 economic, social and environmental performance of the participating regional companies. The summary of those evaluations are presented to a jury composed of representatives of the regional governance (*Région Pays de la Loire*), a major French union (CFDT), an NGO (WWF), companies and the two schools. The jury awards prizes in four categories: industrial business, services, SME, and the special award of the jury.



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 Awards make the commitment to disseminate their best practices and to participate in the conferences organized the following year throughout the region.

The innovative nature of this project is mainly linked to the pedagogical approach insofar as it offers students that are not specializing in this field the opportunity to acquire concrete experience in the field of Global Responsibility by placing them in the situation of auditors or consultants.

Since 2006, the Global Responsibility Awards have involved 60 students who have audited 50 companies.



Award winning companies

2nd Award Ceremony: June 14, 2007

- Séché Environnement



- GTB Construction



- Manpower



- DFC²



3rd Award Ceremony: June 10, 2008

- Armor



- Nantes Volutique



- Hotel La Perouse



- Tierr Habitat



» Future perspectives:

- To encourage the writing of case studies on Global Responsibility with the help of the situations described in our Journal of Global Responsibility
- To build up a loyal readership for the Global Responsibility Journal among leaders and managers in France and abroad.

Principle 4

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

European research projects

Research on Codes of Conduct and International Framework Agreements

September 2006 to September 2007

Together with the German consultants Wilke, Maack & Partner, and the Research Institute of the European Trade Union Confederation, Audencia has created a consortium that successfully submitted in September 2006 a project in response to a public tender of the European Foundation for the Improvement of Living and Working Conditions in Dublin on "The impact of Codes of Conduct and International Framework Agreements on social regulation at the company level".

For this one-year research project, an analytical report based on a content analysis of all existing international framework agreements concluded between multinational companies and global union federations and of a sample of 50 codes of conduct has been edited. Furthermore, 10 case studies of good practice in different European companies have been established.

Throughout this research project, two students have been involved, both in the content analysis and its presentation during an expert workshop organized in Brussels.

Research on the promotion of equal opportunities of Audencia's alumni

January to December 2007

At the end of 2006, Audencia successfully submitted a project to the European Commission aiming at improving the understanding of discriminations some alumni may face throughout their career because of sex, ethnic origin, sexual orientation or handicap, and at promoting concrete actions in favor of equal opportunities. This research is embedded in the European Year for the Promotion of Equal Opportunities (2007).

This one-year research has made it possible to prepare an in-depth study of the different kinds of discrimination our alumni might have faced or observed throughout their career based on a questionnaire and face-to-face interviews. A study on innovative ways aiming at promoting equal opportunities set up both in other schools and universities in Europe as well as in companies has been done. One particular aspect of the study deals with the role of social networks in the promotion of equal opportunities.

Our students have been involved in several ways in this research project. They contributed in the literature review and in the drafting of the questionnaire, but also in some interviews with alumni and company representatives.

Research on transnational social dialogue

July to December 2008

Audencia's Center for Global Responsibility together with the Catholic University of Louvain have won a public tender organized by the French Ministry of Labor on Transnational Social Dialogue at the Company and Sector Level. The aim is 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 research involved interviews with representatives from companies and trade unions having negotiated transnational agreements on Global Responsibility, as well as with experts and policy makers. The results of the research will be presented at a conference organized during the French presidency of the European Union in November 2008.



Selected publications

Articles in research journals

- SCHOEMANN, I., SOBCZAK, A., VOSS, E. & WILKE, P. (2008). International framework agreements: new paths to workers' participation in multinationals' governance? *Transfer*, Vol. 14(1), 111-126.
- SOBCZAK, A. (2008). Syndicats et responsabilité sociale des multinationales. *Gestion – Revue internationale de Gestion*, Vol. 33(1), 18-26.
- SOBCZAK, A., RORIVE FEYTMANS, B., & HAVARD, C. (2008). Comment réguler les relations triangulaires de travail? La RSE face au droit dans le travail intérimaire et les centres d'appel. *Travail et Emploi*, (114), 21-31.
- VENARD, B. (2008). Organizational isomorphism and corruption in financial institutions. An empirical research in emerging countries. *Journal of Business Ethics*, 81(2), 481-498.
- BERTHOIN ANTAL, A. & SOBCZAK, A. (2007). Corporate social responsibility in France: A mix of national traditions and international influences. *Business and Society*, 46(1), 9-32.
- GIRARD, C. (2007). Actionnariat : Proposition d'une nouvelle typologie. *Gestion 2000*, 24(4).
- GIRARD, C. & LE MAUX, J. (2007). De l'activisme à l'engagement actionnarial. *Revue Française de Gouvernance d'Entreprise*(1), 113-132.
- SOBCZAK, A. (2007). Legal dimensions of International framework agreements in the field of corporate social responsibility. *Relations Industrielles/Industrial Relations*, 62(3), 466-491.

Book chapters

- SOBCZAK, A. (2008). Legal dimensions of international framework agreements in the field of corporate social responsibility. In K. PAPADAKIS (Ed.), *Cross-Border Social Dialogue and Agreements: An emerging global industrial relations framework?* Geneva: International Institute for Labour Studies/International Labour Organisation. 115-130.
- CASTRO, J.-L. (2007). Le style de management du dirigeant de PME catholique à la croisée des influences sacrées et profanes. In P. ROBERT-DEMONTROND (Ed.), *Autour du sacré*. Rennes: Edition Apogée.
- CASTRO, J.-L. (2006). Influence des valeurs catholiques du dirigeant de PME sur son mode de management des collaborateurs. In M. KALIKA & P. ROMAELE (Eds.), *Recherches en management et organisation* (pp. 513-527). Paris: Economica.
- SOBCZAK, A. (2006). Les enjeux juridiques des accords-cadre internationaux. In B. SAINCY & M. DECOLONGES (Eds.), *Les nouveaux enjeux de la négociation sociale internationale* (pp. 93-115). Paris: La Découverte.

International conferences

- CASTRO, J.-L. (2008, 22-24 October). Four specificities of the company manager's ethics: a guide to build and deliver a business ethics course. Paper presented at the 15th Annual International Conference Business Ethics, St. John's University, New York, USA
- GATES, S. & GERMAIN, C. (2007, 14-17 October). Sustainability and strategy implementation : which contingency factors determine presence and alignment of sustainability measures in strategic management control systems ?, Strategic Management Society conference, San Diego, USA
- VENARD, B. & HANAFFI, M. (2007, 3-8 August). The influence of organizational isomorphism on corruption. An empirical research in emerging countries. Paper presented at the Annual Meeting of the Academy of Management (AOM), Philadelphia, PA, USA
- GATES, S. & LANGEVIN, P. (2007, 25-27 April). Aligning human capital with strategy : the new role of HC metrics, The 30th Annual Congress of European Accounting Association, Lisbon, Portugal
- SOBCZAK, A. (2006, 15-16 December). Legal dimensions of international framework agreements in the field of corporate social responsibility. Paper presented at the ILS (International Institute for Labour Studies) Workshop on: "Cross-border Social Dialogue and Agreements: an emerging global industrial relations framework?" International Institute for Labour Studies/ILO, Geneva, Switzerland
- CASTRO, J.-L. (2006, 5-7 October). An exploration of the influence of Catholic values on management practices of heads of SMCs: The social doctrine of the Catholic Church put to the test within firms. Paper presented at the 6th International Symposium on Catholic Social Thought and Management Education, Pontifical University of St. Thomas (Angelicum), Rome, Italy
- GIRARD, C. & MOREL, C. (2006, 12-14 September). Individual shareholders' perceptions of corporate social responsibility as a segmentation tool. Paper presented at the Conference of British Academy of Management, Belfast, Ireland
- SOBCZAK, A. & HAVARD, C. (2006, 6-8 July). Corporate social responsibility: Threat or opportunity for labor organizations in the era of globalization? Paper presented at the 22nd EGOS Colloquium 2006, Bergen, Norway
- CASTRO, J.-L. (2006, 18-19 May). The company manager, according to the social teachings of the church. Paper presented at the 14th International Symposium on Ethics, Business and Society, IESE, University of Navarra, Spain
- SOBCZAK, A. (2006, 15-16 May). Les syndicats face à la responsabilité sociale des entreprises : quels enjeux et quelles stratégies ? Paper presented at the 74th Congrès de l'association francophone pour le savoir (ACFAS) - "Enjeux et acteurs de la régulation dans une économie mondialisée", Université McGill, Montreal, Canada

Workshops and colloquia organized by the Center for Global Responsibility

- Workshop "Governance, Networking and Global Responsibility" with researchers of Audencia and of ESDS (Ecole supérieure de commerce et de management de l'Université Catholique de Lyon) - 2008, 24-25 January - Nantes, France
- Colloquium "Grandes Ecoles, passeport pour l'égalité ?" and Presentation of the White Book in the frame of the European Year for the Promotion of Equal Opportunities - 2007, 12 December - Paris, France
- Research Workshop co organized with the Berlin Centre of Social Sciences - 2007, 20 August - Berlin, Germany
- Research seminar led by Jean-Pascal Gond, faculty researcher at ICCSR of the University of Nottingham on Social responsibility - 2007, 13-14 March - Nantes, France
- Research seminar led by Pablo Collazzo, Academic Director of EABIS (European Academy for Business in Society) - 2008, 18 September - Nantes, France

► Future perspectives:

- To organize an international conference on Global Responsibility and stakeholder commitment for academics as well as representatives from business and the society at large in November 2009
- To continue to develop publications from our faculty in academic and professional journals

Principle 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.

Audencia Global Responsibility Club

In the framework of its Center for Global Responsibility, Audencia created in 2004 the Global Responsibility Club. It is open to companies of different sectors wishing to undertake reflection and actions in the field of Global Responsibility with the insight and help of a School of Management such as Audencia. They all indicate their social and environmental commitment as being an economic asset for their business and for the community.

Audencia Global Responsibility Club welcomes managers who want to improve their knowledge on Global Responsibility and have opportunities to discuss major issues with other managers.

The Club includes twelve members. The companies represent a wide range of sectors of activity, sizes and locations. All are concerned by Global Responsibility and very much motivated by enhancing and implementing new responsible managerial practices.

Founding Members

- Danone (agro food), "A global leader in healthy food"
- IBM (computer systems)
- Manpower, world leader in the employment services industry
- Moswo, consulting communication agency
- Saunier Duval, Division of the Vaillant group, Europe's leading producer of domestic gas boilers



Members

- Castorama, French DIY leader
- DFC² (technical devices)
- Ferrero, world chocolate goods leader
- Grant Thornton, a world leading auditing company
- HSBC, international banking organization
- Silène, local authority housing agency.
- Veolia, world leader in environmental services



Objectives of the Club

- Encourage and contribute to the development of Global Responsibility within companies
- Promote Global Responsibility through the business and civil community
- Implement concrete actions of Global Responsibility

Working methods of the Club

- Organize workshops on specific issues of Global Responsibility led by faculty and experts
- Develop teamwork and exchange between members and Audencia students on specific concrete issues in Global Responsibility
- Involve the members in the Global Responsibility Awards (testimonies)
- Publish the Global Responsibility Journals with the contributions of the members based on their experience.

The Club's Workshops

The members of the club meet every two months for specific workshops during which an expert or a faculty member of Audencia's Center for Global Responsibility gives them theoretical input and then organizes a debate with different experts or stakeholders.

- "Managing socially and environmentally responsible design" – Nicolas Minvielle – 11/07/08
- "Global responsibility and public policies" – Cécile Jolly, Project coordinator at the *Centre d'Analyse Stratégique* for the French Premier Ministre – 14/04/08
- "Which concrete actions to fight against discriminations and to promote equal opportunities?" – Sébastien Lailheugue, expert at AFIP (*Association pour Favoriser l'Insertion Professionnelle*) – 08/02/08
- "Companies and environmental stakes after the Grenelle of Environment" – Bernard Lemoult – 14/12/07
- "Obstacles to learning Global Responsibility" – Ariane Berthoin Antal – 19/10/07

Meetings between Club members / Students of the Global Responsibility Track

The objective of those meetings is to establish a dialogue between the members of the Club and the students. The former present their approaches and achievements to the latter in the perspective of a fruitful debate where expectations and questioning about how to implement Global Responsibility personally and professionally are most of the time at the heart of the discussion. Such meetings allow authentic contacts that illustrate the commitment of managers in favor of Global Responsibility. They can also be very interesting brainstorming sessions that give inspiration to the companies. Students and managers often find common interest in the perspective of an internship or a job.

» Future perspectives:

- To organize an international conference on Global Responsibility and stakeholder commitment for academics as well as representatives from business and the society at large in November 2009
- To continue to develop publications from our faculty in academic and professional journals

Principle 6

Dialogue: We will facilitate and support dialog 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.

Encouraging exchange of ideas

Audencia's Global Responsibility strategy relies on the involvement of its stakeholders inside and outside the school. Moreover, we consider networks and partnerships as an essential part of our Global Responsibility strategy. We try to involve our different stakeholders in the definition and the realization of our practices. We are always willing to share our own experience to get feedback and help others to make progress.

Meetings and round tables

Since its creation, the Center for Global Responsibility has organized several meetings and round tables for the students and local actors. Some of these meetings have been co-organized with student clubs that have close links with the local community. One of the roles of Audencia's Center for Global Responsibility is to support the students in finding participants at the meetings and in organizing the debates.

- "Diversity: why should we do without all potentials?" – Evening launching ceremony *Soirée du Papillon* of Audencia's Journal of Global Responsibility Cahier de la Responsabilité Globale n° 1 in presence of Fadela Amara, French Minister for city policy, Françoise Gri, President, Manpower France and other experts – Paris – 2008, 3 June.
- "Companies and NGOs: sustainable relationship?" – Serge Orru, Director General, WWF France – 2008, 17 March.
- Three round tables on equality of opportunities about "importance of qualification", "importance of network" and "role of higher education institutions" - Official presentation of the "white book" "Grandes Ecoles: Passport for equal opportunities?" – Nantes – 2007, 12 December.
- "Sustainable development, ethical products, Global Responsibility: all reachable practices" – Arno Lebrunet, Director General, OneMoswo – Nantes – 2007, 6 December.
- "Energy and climate change: 21st century's major stakes" – Pierre Radanne, Past President of ADEME (French agency of environment and energy) and consultant – Nantes – 2007, 14 June.
- "Communication on Global Responsibility processes" – Michel Godicheau, Director Environment and maintenance, Martin Technologies – Nantes, 2006, 6 December.
- "Financial communication and Global Responsibility" – With: Isabelle Lhost, Manager of the Sustainability Advisory Services department at KPMG – Chris Durban, President of the French association of financial translators – Nadia Laine, Senior Client Relationship Manager, Ethical Investment Research Services (EIRIS), representative d'EIRIS in France.

The Global Responsibility Journal

In June 2008, the first issue of the Journal of Global Responsibility was published. The 5000 copies were distributed among the actors of change and Audencia's partners.

This first issue focused on equal opportunities and diversity. It is entitled "Diversity: why should we do without all potentials?".

 See Principle 3 for general presentation of the Journal

Participating in networks

International networks

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). Audencia's Center for Global Responsibility attended the two First European Exchanges on CSR Education in Warsaw and Milan. Since September 2006, André Sobczak, founding director of Audencia's Center for Global Responsibility has been a member of the EABIS Academic Board.

 www.eabis.org

Globally Responsible Leadership Initiative

In July 2006, Audencia joined the Globally Responsible Leadership Initiative (GRLI) led by the European Foundation for Management Development (EFMD) and by the UN Global Compact. Since its integration in the group, Audencia has promoted and coordinated the development of a voluntary reporting standard on Global Responsibility.

 www.grli.org

Cooperation with Hanken Swedish School of Economics and Business

To reinforce our expertise in analysing the implementation of Global Responsibility strategies in different cultural contexts, Audencia has started a cooperation with Hanken Swedish School of Economics and Business in Finland. As Audencia, Hanken is among the first business schools having signed the Principles of Responsible Management Education.

 www.hanken.fi

National networks

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 the awareness among students and alumni on the challenges of diversity management.

 www.afmd.fr

Regional networks

An alliance for Global Responsibility with two engineering schools

Since the end of 2006, Audencia has created a regional alliance for Global Responsibility with two major engineering schools in Nantes: *École des Mines de Nantes* and *École Centrale de Nantes*. We consider that each of the three schools has developed very complementary competencies in the field of Global Responsibility and that a close co-operation can bring about a distinctive offer in research and education.

One of the aims is to develop common courses and projects for the students of the three schools to make them benefit from the complementary competencies of the faculty and researchers of the three schools as well as of interdisciplinary teams.

A cooperation with social partners to promote diversity

Since September 2006, Audencia has created a partnership with the employers' think tank 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 2008, a special program was launched for a small group of companies that want to benefit from the tutoring of this mixed workgroup when defining and implementing their strategy on diversity management.

Involving stakeholders in our approach

Co-ordination by a multi-stakeholder team

A multi-stakeholder team was set up in September 2004 to co-ordinate the different activities of Audencia in the field of Global Responsibility. Headed by André Sobczak, Audencia's Director for Global Responsibility, the team is composed of professors, staff members and students. Its role is to define the priorities for the coming year and to involve the different internal and external stakeholders in the definition and the implementation of the actions contributing to achieve these aims.

The Global Responsibility Blog

In order to allow everybody to be aware of the latest actions in this field and to comment on them we created our Global Responsibility Blog, which has received more than 30,000 visitors since its creation in December 2004.



<http://resgloblog.typepad.com/audencia>

» Future perspectives:

- To launch a club open to students and alumni the aim of which is to increase the awareness of equal opportunities between men and women and give training on the various situations that women can experience during their professional life
- To create a team of Global Responsibility correspondents within our school as well as an advisory body with external stakeholders to help us to continue to improve our policies and results

Addendum Principle:

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

Implementing responsible practice

Natural environment

Paper

A reduced use of paper has been among our first priorities when we started implementing the Global Compact at Audencia. In a first step, we worked together with the school's print shop and its suppliers.

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 comes from forests managed in a responsible way.

We are also aiming at changing the behaviors of the different actors in the school trying to convince them to use less paper. To make progress on this, a group of students of the Global Responsibility Track has worked with three different kinds of actors (the school's secretaries and assistants, the faculty, and the students) to observe their concrete behavior and to give them advice on how to improve their environmental performance. The students are currently preparing different communication tools aiming at giving everybody all the necessary information to use less paper.

Furthermore, the MBA program and the Grande Ecole Master in Management program have decided to replace printed handouts by textbooks and electronic readings made available through the school's intranet.

Energy efficient lighting

In order to reduce the school's energy consumption, Audencia has started to replace traditional light bulbs in our buildings by energy saving bulbs. This first step will lead to a more systematic integration of environmental aspects in the design and maintenance of our buildings.

Promotion of fair trade

One of Audencia's first priorities when implementing the Global Compact at Audencia was to promote fair trade products. Since the end of 2005, it is possible to buy fair trade coffee and tea at the school's cafeteria. This project has been led by a student from the Global Responsibility Track who identified the suppliers and coordinated a marketing campaign.

At that time, we decided not to replace the traditional coffee and tea by the fair trade products, but to give consumers the choice. We thought that it is essential to make people think about their own responsibilities rather to make the decision in their place.

In September 2008, however, we decided to go a step further and to offer, whenever possible, only fair trade products at the school's cafeteria. All hot drinks are now fair trade which allows us to increase the sales of these products and to lower their price.

Transportation to work

In partnership with the Nantes District of agglomeration, Audencia proposes car pooling and price reductions on public transport for travel to and from work. Almost a third of the salaried employees have subscribed to this initiative. This project has been managed by the school's works council.

» 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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