



ICN Business School - France

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INTRODUCTION

The ICN Business School's fourth 'Report on Progress' is testimony to its continued commitment to the principles enshrined in the United Nations' Global Compact. This commitment now plays a major part in determining the School's strategy and its governance (I), its research activity (II), the curriculum and teaching methods (III), the student societies and associations (IV) and the School's commitment to the wider community (V).

The contents of this report represent a reinforcement of activities already underway and quoted in previous Reports on Progress. The Director General, Dr Jérôme CABY, appointed in May 2009, reaffirms his commitment to the human values and environmental issues which form the basis of the Global Compact, and which underpin the work of the United Nations and the ICN Business School.

It is important to note at the outset that parts 2 and 3 of this report, specifically requested by the UNO, and describing the activities undertaken and the results obtained, are considered together to avoid any undue repetition.

I) STRATEGY and GOVERNANCE

ICN Business School has taken the decision to set in place an '**ICN Business School Foundation**' in partnership with companies (1), and to facilitate a broader outreach to society at large via an initiative known as '**Cordées de la réussite**' ('Pulling together for Success') (2). The ICN is also committed to incorporating into its general strategy the concern to protect the environment, both in a specific operation to assess the '**Carbon Footprint**' of the School (3) and in its day to day operations (4).

1) ICN Foundation

ICN Business School has recently set up a Foundation, whereby enterprises can contribute financially to outreach activities which reflect the School's values of Communication, Commitment and Innovation. To date seven companies have promised their support as partners in this initiative, and have committed a total sum of 500 000 € over 3 years. The Foundation will serve to design and deliver high quality teaching, support research, strengthen the School's links with the professional world, and further develop the School's outreach activities with the wider community, via the recruitment of students.

The ICN Business School Nancy-Metz Foundation will also be used to finance general interest activities which are already part of the School's strategy, such as:

- furthering the School's contribution to knowledge, and developing its intellectual capital, within the principles and values contained in its mission statement,
- developing and promoting the ICN's teaching activities, nationally and internationally,

- developing the quality of its teaching programmes generally, and organizing specialist courses and seminars,
- developing academic and applied research in management sciences by the creation of Professorial Chairs,
- **developing financial support for students via the award of bursaries, scholarships and other forms of financial assistance,**
- strengthening the School's links with business and management, in particular by facilitating students' access to professional experience.

Strategies to be implemented in order to succeed in this objective include the following : selection of projects deserving financial support, award of bursaries to ICN students, design of an internet site, organisation of national campaigns to communicate news of the Foundation to companies, etc.

Resources made available will include payments made by companies and individuals, grants to run specific programmes, income from other activities, which the School, given its legal status, is authorised to carry out, and the income generated by donations.

The companies participating in the launch of the ICN Foundation are : **Bongrain-Gérard, Caisse d'Epargne Lorraine Champagne-Ardenne, CIC Est, Expertis CFE, Factum Finance, PSA Peugeot Citroën and Société Générale.**

2) Les Cordées de la Réussite

The joint solidarity project set up in the autumn of 2010 by the three Schools in the Artem-Nancy alliance (**Ecole Nationale Supérieure d'Art de Nancy, Ecole Nationale Supérieure des Mines de Nancy and ICN Business School**), has taken the title of a national network of such projects, called: « Cordée de la Réussite ». The specific initiative « Cordée Artem-Nancy: Ensemble vers l'avenir » (« Cordée Artem-Nancy: facing the future together »), is the biggest in the region in terms of the number of partners, and is unique in France in terms of its diversity and its cross-disciplinary character. Synergies created by the three Nancy Schools will generate maximum efficacy in their determination to help and tutor students from the underprivileged areas of Nancy, as identified in the city's 'Urban Strategy', to access a programme of excellence.

The « Cordée Artem-Nancy: Ensemble vers l'avenir » takes its inspiration from the strategic academic partnership which has combined the talents of the ICN Business School, the Ecole Nationale Supérieure des Mines de Nancy and the Ecole Nationale Supérieure d'Art de Nancy for more than 10 years.

'La Cordée' federates 8 Secondary Schools and 6 High Schools in the Lorraine region, and is based on associations which include both students and experts from the professions. In total more than 300 High School students and 450 Secondary School students benefit from the initiative. In addition to the contributions from its technological and professional partners, the Cordée Artem-Nancy is special in that it can mobilise the talents of tutors

with very diverse profiles ; student engineers, student managers, student artist-creators and students from the literary and management majors in the special preparatory classes at the Lycée Henri Poincaré, Nancy. Also involved in the project are practising professionals from the alumni associations of the 3 founding Schools, the Artem-Enterprises association, the regional grouping 'Intermines', and the association «Dessine-moi un Rêve» («Paint me a dream»). Among the 250 Cordées currently operating in France, the Cordée Artem-Nancy is the only one which involves a university level School of Art, the Nancy Ecole Nationale Supérieure d'Art.

The 'Cordée' therefore utilises existing and proven expertise, in that the Schools involved have been conducting this kind of initiative for a number of years, to help local and regional youngsters from environments which hitherto have not been conducive to higher education. The present partnership enables the three pilot Schools to develop the initiative further and to better structure the different projects.

The « **Cordée Artem-Nancy – Facing the future together** », supports 3 types of project :

- **collective tutorial guidance** and events targeting all the pupils participating in the Cordée, such as : information sessions on the project itself, on the different study routes (with visits to Schools, meetings with other students, etc.) on the professions of engineer, manager, and creator (with visits to companies and meetings with practising professionals), and the organisation of conferences and lectures, theme-based workshops, and debates (with discussions on current issues),
- **individual tutorial guidance** to help young students to get over the organisational and methodological difficulties, and difficulties in knowledge acquisition, which hold them back in their studies, and
- **organisation of cultural events** for the target students, to help them to broaden their horizons, e.g. visits to museums, the theatre, operas, artists' workshops, innovative and experimental cinema.

For the « **Cordée Artem-Nancy** », the 3 Schools have created a practical partnership between secondary school pupils, high school pupils, higher education students and Faculty, working together in cross-disciplinary groups. The aim is to help young people from Nancy Urban Strategy areas, to rekindle their motivation, by removing any psychological and cultural obstacles to further study. The objective is, through close tutorial guidance, to help pupils to build bridges between secondary education, higher education and professional life, to change attitudes and remove preconceived notions that young people have about higher education. By sharing experience, dispelling myths, and unlocking the doors to higher education, the chance of success in life for these young students is made that much easier.

3) Carbon Footprint

ICN Business School commenced its Carbon Footprint project at the beginning of 2010 by training one of the members of staff in the official method known as ADEME (Agence de

l'Environnement et de la Maitrise de l'Energie). A collaborative project was then set up between the ICN Business School and the Ecole des Mines de Nancy, as another facet of the ARTEM Alliance. For over 10 years the 3 Schools in the Alliance have been operating weekly teaching workshops which are trans-disciplinary in nature. For one such workshop on 'Sustainable Development', initiated by ICN Business School, the lecturers involved suggested that a group of students might, for their workshop assignment, set in place a project to determine the Carbon Footprint of the Business School. Consequently students from the Ecole de Mines, Nancy, and the ICN Business School have been working on this since October 2010. Many surveys have been undertaken both within and outside the School which should enable the students concerned to present a full assessment in April 2011. After considering the results of the study, senior management of the School, in consultation with other stakeholders, will be taking any strategic decisions which are felt to be appropriate and necessary concerning the School's natural environment.

In parallel with this, the **Conférence des Grandes Ecoles** (CGE), the umbrella body for the Grandes Ecoles in France, of which the ICN is a member, has set up a **Sustainable Development Commission**, which will allow member Schools to share experience on this issue, and carry out a combined assessment of Schools' responses to the Commission's brief to promote sustainable development.

4) Day to Day Activities

Each year the ICN Business School seeks to make significant improvements to those daily practices which impact on the environment. One such practice earmarked for improvement is that of printing publicity materials. Too often the toxic waste produced by printing operations does not follow the recognised routes to safe disposal. Company managers and individual entrepreneurs alike use the pretexts of complex norms, the lack of appropriate disposal equipment and the additional costs involved.

The School's printers, **Lorraine Graphic Imprimerie**, are, however, very concerned by the environmental risks generated by the products used in their activity and are convinced of the positive advantages to be gained by an 'eco-responsible' strategy on the part of their clients. Determined to practise what they preach in this domain, the company has adopted a quality-conscious approach, and is committed to respecting the recommendations outlined in the Charter. The company's initiative has met with the success it deserves, since it was awarded, on June 1st, 2006, the prestigious **Label Imprim'Vert** ('Green Printing Label'). The Imprim'Vert award relates essentially to managing and recycling waste products. Hence, in conformity with the recommendations of the Charter, Lorraine Graphic Imprimerie disposes of all toxic waste products (fixers, plate and film developers, cleaning solvents, used moistening solution, ink and toner cartridges ...). The company takes particular care with the stocking of dangerous liquids, and has replaced products labelled as toxic by less dangerous substances. To develop this protocol, the company has entered into agreements with different partners for the recycling of waste, the maintenance of the cleaning cloths for its machinery and of the machines themselves.

Since December 1st, 2008, Lorraine Graphic has received **PEFC** (Programme de Reconnaissance des Certifications Forestières) certification. The PEFC label (Programme for the Endorsement of Forest Certification schemes) was created in 1999 on an initiative from forestry owners in a number of European countries. The scheme seeks to promote the sustainable management of forests, by ensuring that the wood utilised, amongst other things, for manufacturing paper, comes from forests managed in a sustainable way, as is required by the Helsinki criteria which define this as economically sound, environmentally appropriate, and socially beneficial. This label can only be used on products where there are at least 70% of fibres certified.

II) RESEARCH

The ICN Business School's three axes of research, which reflect the three dimensions of the School's strategy, incorporate the principles of the Global Compact :

- *Axis: « Behavioral skills and Management »*
Sub-themes of this axis include the following : Autonomy and Commitment in the work-place, the Mechanics of Meaning at work, Human Resources and Diversity, Corporate Social Responsibility, Humanistic Management.
- *Axis « Governance and Regulation »*
Sub-themes include : Corporate Governance and Creating Value, Management Control and Assessing Performance, Shareholder Participation and 'Share Power', Sustainable Development, Ethics, Corporate Dialogue, and Remuneration Strategy.
- *Axis « Innovation, Territory and Entrepreneurship Dynamics »*
Sub-themes include : Innovation processes, Interaction in new patterns of Organisation, Management Style and Accompaniment of Entrepreneurs.

The publications listed below reflect these general themes.

1) Publications

a) *Joint Publications*

BOURION, Christian & PERSSON, Sybil (2010), Quand la figure du père fait la différence : des élèves témoignent de leur parcours de la ZEP à l'école de commerce, in GUERET-TALON S. et SALA F., Etre homme ou femme dans les organisations, Contributions à l'éclosion de l'économie de la connaissance, L'Harmattan, 237-254.

IVANAJ, Vera & IVANAJ, Silvester (2010), The Contribution of Interdisciplinary Skills to the Sustainability of Business: When Artists, Engineers and Managers Work Together to Serve Enterprises, Chapter 6, In Global Sustainability as a Business Imperative, Eds. James A.F. Stoner & Charles Wankel, Palgrave MacMillan, pp. 91-109, December.

THEVENET Maurice, BOURNOIS Frank & BOURION Christian (2010), Quelles images du travail et des responsables ? Ed. Eska, Paris, 381 p.

b) *Case study*

BOURION, Christian (2010), L'Agence Commerciale : un cas de whistleblowing face au harcèlement moral, Centrale des Cas et des Médias Pédagogiques (CCMP), Paris, Cote H0554, June.

c) *Research papers*

SCHUMACHER, Günter (2010), Is it in the interest of companies to integrate an ethical dimension into their innovation efforts? A preliminary epistemological examination, Cahier de recherche CEREFIGE, n° 2010-01.

d) *Articles in refereed Journals*

BOURION, Christian & PERSSON, Sybil (2010), Les représentations on line de 313 organisations francophones sur la RSE (Corporate Social Responsibility), La pyramide de Archie B. Carroll à l'épreuve du jeu des acteurs, Revue Internationale de Psychosociologie, Vol. 16, n° 38, 119-146.

BOURNOIS, Frank & BOURION, Christian (2010), Devenue une arme idéologique de combat, la RSE introduit de nouveaux risques psychosociaux, Revue Internationale de Psychosociologie, Vol. 16, n°38, summer, pp. 23-28.

Frank BOURNOIS & Christian BOURION (2010), Le travail et ses responsables : des images controversées et parfois contaminées : Quand c'est la compassion qui crée l'essentiel du sens, Revue Internationale de Psychosociologie, Vol. 16, n°39, autumn 2010, pp. 37-47

BOURION, Christian (2010), La diversité des images du travail et des images des responsables, Du travail bonheur au travail souffrance. Du responsable rationnel au pervers, Revue Internationale de Psychosociologie, Vol. 16, n°39, pp. 49-67, Autumn.

BOURION, Christian & PERSSON, Sybil (2010), Production quantitative et qualitative de plaisir au travail, Compilation des enquêtes Accor, Anact, Comundi, Insee et Ipsos sur le plaisir au travail, Revue Internationale de Psychosociologie, Vol. 16, n°39, pp. 301-320, Autumn.

DAGORN, Nathalie, CHANOT, Laure, DIETSCH, Olivier (2010), L'épargne salariale peut-elle valoriser les images que le salarié construit de son travail ? Par exemple, un plan d'épargne salariale est-il un outil de motivation du personnel pour le dirigeant d'une PME?, Revue Internationale de Psychosociologie, Vol. 16, n°39, Autumn 2010, pp. 321-336.

HOUË, Thierry (2010), Les répercussions de l'éco-logistique sur la performance des flux : réussite et paradoxes d'une unité industrielle, in Revue Française de Gestion Industrielle, Vol. 29, n°2/2010, June.

e) *Articles in Professional Journals*

MORIN-ESTEVES, Christine (2010), L'Egalité hommes-femmes: encore un petit effort,

magazine en ligne Grand Angle, Ed. Conférence des Grandes Écoles, n°5, March.

f) Refereed Conference Papers

ARNAUD, Stéphanie (2010), Humanistic Management and Self-Determination Theory: The impact of the 'perception of work supervision' on employees' 'self-regulated motivation': an empirical French study, 4th International Conference on Self-Determination theory, Ghent University, Ghent, Belgium, May 13-16.

ARNAUD, Stéphanie (2010), Lorsque l'intimité de la personne au travail est mobilisée, placée sous surveillance, et non respectée : Contribution à l'explication de la souffrance au travail, 21ème Congrès AGRH : nouveaux comportements, nouvelle GRH ?, Rennes/Saint-Malo, November 17-19.

HABRAN, Yves (2010), Managing a plurality of fairness perceptions, 26th Annual colloquium of the European Group for Organizational Studies (EGOS), Lisbon, Portugal, June 28 - July 2.

TRICARD, Benoît (2010), A bakhtinian inquiry on building processes. The case of workplace risks genesis on construction sites, 2010 CBS Conference: Constructions Matter, Copenhagen Business School, Denmark, May 6.

WASIELEWSKI, David & ARNAUD, Stéphanie (2010), Corporate humanistic responsibility: towards a new conception of socially responsible management at the individual level of analysis, 10th European Academy of Management Conference (EURAM), Vergata University, Roma, Italy, May 19-22.

g) Guest Lectures and Interviews

ARNAUD Stéphanie, (2010), Le management humaniste : pour une stratégie RH durable, Conférence Le management durable : se sentir mieux pour travailler mieux, IAE Aix-en-Provence, April 28.

ARNAUD Stéphanie, (2010), Management humaniste & performance de l'entreprise, Workshop COPIL CJD (Centre des Jeunes Dirigeants d'entreprises) "Le Bien-être en Entreprise", Paris, March 23.

Krista Finstad-Milion was a guest interviewee on the television programme « The debate » on March 10, 2010, broadcast on the international French channel 'France 24' based in Paris. She was invited as an expert witness on the subject « Is it working for women? » in her role as Vice-Chairperson of the Association 'Est'Elles Executive' and Director of the ICN's Executive MBA programme.

HOUË, Thierry (2010), L'éco-logistique : enjeu de durabilité ou simple opportunité économique ?, Conference 3D Territoires, Nancy, December 16.

PERSSON Sybil (2010), Le manager coach, un nouveau leadership au féminin ?, Association Est'Elles Executive, Laxou, March 12.

2) Professorial Chairs

The ICN Business School has created Professorial Chairs on two topics relating to sustainable development, thus signalling its concern to be a positive driving force in this field.

Chair « Art & Sustainable Enterprise », held currently by **Professor Paul Shrivastava** and coordinated by Dr. Silvester Ivanaj.

Professor Paul Shrivastava is Director of the David O'Brien Centre for the Sustainability of Enterprises at the John Molson Management School, Concordia University, (Montreal, Canada). He holds the Chair in Art and Sustainable Enterprise, co-financed by the ICN Business School and the Lorraine Regional Council, and which studies the dynamics of the relationship between Art, Esthetics and the Sustainable Development of Enterprises. This original inter-disciplinary project involves contributors from different disciplines, particularly ICN Business School research Faculty and other participants in the ARTEM network.

Chair « Corporate Social Responsibility and Innovation », currently held by **Professeur David Wasieleski** and coordinated by Dr. Gunter Schumacher.

Professor David Wasieleski is currently Associate Professor of Management at Palumbo-Donahue Schools of Business, Duquesne University (Pittsburgh, PA, USA). Professor Wasieleski holds the Chair in Operational CSR and Innovation, co-financed by the ICN Business School and the Lorraine Regional Council. He is working on this project in collaboration with Dr. Günter Schumacher and Dr. Stéphanie Arnaud, research Faculty at the ICN Business School.

3) Doctoral thesis

Edina Eberhardt, Assistant Professor at ICN Business School, is preparing a thesis in Management Sciences, on the theme of 'Measuring the Social and Environmental Performance of Enterprises in Lorraine'.

The thesis for the PhD Université d'Écricome is directed by Dr. Jérôme Caby for the University of Nancy 2. The work is financed jointly by ICN Business School and the Lorraine Regional Council.

4) CIG 2010 Conference (International Conference on Corporate Governance)

The themes proposed for papers presented at the CIG Conference 2010 (Conférence Internationale de Gouvernance 2010) demonstrate the ICN's concern, and that of its conference partners and co-organisers, to promote the principles inherent in the Global Compact : sustainable development, corporate social responsibility, legal and regulatory questions surrounding corporate governance, the management of risk, conflict and ethical issues. The following is a list of some of the conference sessions and the papers presented :

Session 4 : Management of Risk, Conflict and Ethical Issues 1

Current Practice on Incentivisation and Control in Banks : management of operational risk in the case of specific Human Resources ?

Loris Guery, University of Nancy 2, CERFIGE Research Laboratory) and Anne Stevenot, University of Nancy 2, CERFIGE

Session 9 : Management of Risk, Conflict and Ethical Issues 2

Financial Difficulty and Corporate Governance: an Empirical Approach

Charbel Salloum, Nehmé Azoury USEK, University Saint-Esprit of Kaslik, Faculty of Management and Commercial Sciences, Lebanon

Session 12 : Law, Regulation and Corporate Structures 1

Law and governance : a contribution from current Behavior

Gérard Charreaux, University of Bourgogne, FARGO (Centre for Research on Finance, Architecture and Organisational Governance)

Session 19 : Sustainable Development / Corporate Social Responsibility

Responsible Sub-contracting and Value Creation

Dominique Casin, Doctoral student, PRCE, University Paul Verlaine-Metz, CERFIGE Research Laboratory.

French Enterprises and the challenge of the norms of Governance and Sustainable Development

Laurence Godard, Senior Lecturer, University of Franche-Comté, LEG/FARGO, University of Bourgogne

5) CHM Conference 2010

Focussing on issues of Marketing Communication, the 2010 CHM Conference ('Colloque Hors Média' or 5th International Research Conference on Marketing Communication) included, among other themes, aspects of sustainable development and corporate social responsibility. The titles of two papers which follow illustrate these themes :

New Perspectives in Sponsorship Research: the Role of Emotions and the CSR Profile of the Sponsor

Pascale Quester, Charles Bal & Carolin Plewa
University of Adelaide, Australia

The Carroll model and the challenge of Sustainable Development

N. Aubourg, B. Canel-Depitre & C. Renault-Tesson, University of Le Havre, France

6) Conference Organisation

The two international conferences which were hosted by ICN Business School in 2010 (CIG, in Nancy and Metz, May 17-18, 2010 and 5th International Research Conference on

Marketing Communication, Nancy, March 25-26, 2010) were organised along sustainable development lines. For example:

- conference proceedings were communicated to participants on USB keys made from bamboo wood, a product of fair trade.
- gifts offered to conference participants were also products of sustainable development initiatives: ecologically-designed cups, in re-cycled plastic, manufactured locally in Lorraine, and conference bags made from fair-trade bio-cotton, with ecologically clean printing.
- Meals were, at the host School's request, served with local and regional produce, and served in materials manufactured by sustainable methods.

7) Research communication

Information on research, in particular the ICN Research Year Book (134 pages for the latest edition), can be consulted on line on the School's internet site, thus helping in the drive to limit the consumption of paper.

8) Student research dissertations

ICN students are, in increasing numbers, choosing subjects for their research dissertation which are linked to the question of CSR. This is either at their own initiative, or it is inspired by the issues raised in lectures, or suggested by Faculty who tutor the dissertations. The following are a few examples of dissertation titles :

- a final year dissertation by an Executive MBA student, presented in March 2010 by Stéphane BRETTANCHER, had as its title: "Is it a good opportunity to create a company in Biotechnology applied to Waste Water Treatment ?" The paper looked at the advantages of bio-technologies in the treatment of waste water.
- a final year dissertation by an Executive MBA student, Dénis HENIUS, which will be presented in March 2011, looks at the topic : "The automobile sector is manufacturing more and more 'green' products, but are the processes which manufacture them 'green'?"
- a dissertation presented by Thomas PUAUD for the ICN Master in Management looked at "Fair Trade and Ethics: the case of the Fashion Industry".

III) Lectures and Teaching Methods

All Degree and Diploma programmes taught at the ICN Business School now include lectures on, or deal with issues concerning, CSR. For example, the ICN Master in Management Degree has increased the number of course modules dealing with this subject, and has asked Faculty teaching other modules to incorporate a CSR dimension into their classes, whatever the nature of their management discipline. The School is pleased to report that all academic departments now contribute to making tomorrow's managers aware of CSR.

In 2010 the **Department of the Business Environment** offered the following modules :

- 'Fair Trade' (new)
- 'Diversity as a Performance Indicator in Enterprises' (new)
- 'Environmental Protection and Sustainable Development'.

The **Department of Finance, Audit, and Control** offered a (new) module in 'Ethical Finance'.

The **Department of Entrepreneurship and Strategy** offered a (new) module in 'Incorporating CSR into Enterprise Strategy'.

The **Department of Human Resources and Information Systems** has extended its module, taught both in English and in French, on 'Ethics and Responsibility' to all final year Master in Management students.

The **Department of Marketing and Supply Chain Management** has submitted a case study to the *Centrale des Cas*, entitled 'MacDonald's goes Green'. The case study, looking at MacDonald's espousal sustainable development, was used in teaching for all year 1 students on the School's Master in Management programme.

The off-campus seminars which, each year, form a compulsory part of ICN teaching include strict guidelines on environmental protection and inter-student solidarity. For example, the seminar entitled 'Team spirit' takes place in a totally natural environment. No motor vehicles are permitted on the site, all sporting events are non environmentally-polluting, and the accommodation is zero-carbon. Environmentally designed crockery and mugs replace plastic products.

The School's corporate partners, which share these values, are keen to be associated with the event. The company **Decathlon**, for example, a well-known manufacturer of sporting equipment and clothing, sponsors the 'Team Spirit' seminar.

The **Banque Populaire Lorraine-Champagne** sponsors the final year Master in Management seminar, which is held each year in Tunisia. Senior managers from the company hold a workshop on integrating handicapped persons into companies.

IV) Student Societies and Associations

The new student association '**Study Easy**' was created in 2010 to help students in financial difficulty. In particular they help them, in partnership with the CROUS and partner companies, to pay reduced prices for their meals at lunch time. The same association also organises an 'inter-generation speed meeting' whereby older householders in the Nancy area offer modestly-priced accommodation to students, in return for light domestic chores, or even a moment of conviviality and social contact.

The association '**Work Cœur Diversity**' was set up in September 2010 with a double purpose :

- to promote professional equality between men and women. In practical terms, the association is the partner of the professional association 'Est'Elles Executive', helping to organise the events held by his association. Est'Elles Executive helps its members to set up professional networks, to share information and experience, and offer guidance and training, using the facilities and expertise of ICN Business School. In December 2010, a round table meeting was held on the theme of 'Women speak up !', or how to make speaking in public easier. Women company directors and managers shared their experiences and gave guidance. Other events are planned for 2011, with 'Work Cœur Diversity' student help.
- to promote the inclusion of handicapped persons into the work place. In this case a partnership has been set up with a training organisation **Companieros** which supports students and others who are interested in their effort to acquire the label Handimanagement. At meetings organised by the students, discussion and practical exercises take place between handicapped people and responsible managers. Through this initiative a link has been created with the consulting firm 'Oh my Coach', set up by graduates from the ICN's School of Coaching, whose aim is to offer guidance to companies wishing to employ handicapped persons.

The association '**Green Touch**' continues its work of making people inside and outside the ICN Business School aware of the issue of sustainable development. Students from this association have chosen to further their commitment by opting, in their second year of study, to follow the Artem workshop on Sustainable Development, which is taught at the Nancy Ecole des Mines, and where the major project underway is to complete the ICN's carbon footprint.

V) Involvement in Local and Regional Community life

The ICN Business School is committed to supporting societal issues which it considers are important to communicate to students and other interested parties.

As a contribution to 'International Women's Day', the association 'Est'Elles Executive' organised a day's training workshop on the theme of 'Tomorrow's Manager is a Woman ... are you ready ?' Faculty researchers from the ICN Business School, from the Faculty of Law, University of Nancy 2, and from HEC Liège Business School participated by giving open lectures and organising discussion workshops. The conference was open to all those, such as Human Resources Directors, consultants, company directors, etc. who are interested in making the idea that women in management are equal to men, a fundamental aspect of their management thinking. The workshop had the added advantages of being able to communicate more widely the latest research findings on the subject and increasing the Est'Elles Executive network.

A conference on the same theme was organised at the ICN Business School in partnership with another student association Citi'zen, the AFNOR and the Club Diversité Lorraine. Mme FERRO-VALLE, an AFNOR engineer, presented the results of the 'Label

Egalité' survey, in which companies, trades unions, women's professional networks, members of the Club Diversité, and company directors seeking to achieve the Label, participated.

A conference on the theme of homophobia was organised in the spring of 2010 in partnership with the Departmental Council of Meurthe-et-Moselle, as part of the 'Journées Equality, Fraternity, Action !' Specialist organisations participated, together with people closely or remotely interested in the question. The HALDE was also invited.

In 2010 two conferences were held on the theme of Sustainable Development:

- In the first conference, Mr HUSSON, vice-president of the Greater Nancy Council participated, as part of the '3 Jours Verts' (3 Green Days) organised by the student association Green Touch. He reaffirmed the importance of sustainable development for Nancy and its surrounding agglomeration.
- During the second conference, Mr THOMAS, project director for sustainable development in the steel company Arcelor Mittal, gave an initial presentation and followed this by organising a business game, designed to raise awareness of the real significance of sustainable development to companies.

The ICN's School of Coaching organised a conference on October 21, 2010 on the theme of 'Stress at work: new tools for HR managers and workers'. Some 50 people attended the conference, organised in conjunction with the graduate association of the School of Coaching, and chaired by Claude BERGHMANS, Director of HR in Industry. The conference provided an opportunity to assess the 'evil of the 21st century' ... stress in the work-place.

CONCLUSION

The ICN Business School's commitment to sustainable development goes from strength to strength. All events and activities listed above will be continued in 2011 and reinforced. Emphasis will be placed on contributions making the ICN and all its premises a more responsible Campus. This will be seen in increased environmental protection, with the results of the School's carbon footprint exercise. It will also be seen at the social and human level, with significant research and teaching inputs in Corporate Social Responsibility, and, from all stakeholders in the School's operations, an increased drive towards real Diversity. In submitting this annual report on the main activities of the ICN Business School for the year 2010, staff and students of the School reaffirm their support for the United Nations' Global Compact and, in particular, for its Principles of Responsible Management Education.

Christine MORIN-ESTÈVES

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