

December 21, 2016

Ms. Lise Kingo
Executive Director of the UN Global Compact
United Nations Global Compact Office
801 Second Avenue (Second Floor)
New York, NY 10017 United States

Object: COE grace letter submission

Dear Executive Director of the UN Global Compact, dear stakeholders,

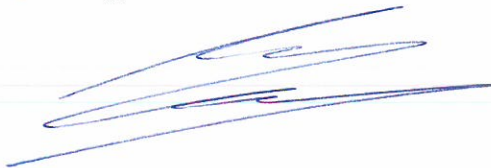
We recognize that a key requirement for participation in the UN Global Compact is the annual preparation and posting of a Communication on Engagement (COE) that comprises of a chief executive statement of continued support for the UN Global Compact, a description of practical actions in support of the UN Global Compact, and a measurement of outcomes or expected outcomes.

IESEG School of Management has in the last months significantly adapted its corporate social responsibility and sustainability commitments. Our programs and policies have evolved accordingly and these changes have led to some delay in the design and content development of our COE report.

In this context, we hereby ask for an extension period in order to be able to post a COE that will describe our organization's efforts and progress in support of the UN Global Compact in the most appropriate way.

Our COE will be posted on the UN Global Compact website by March 26, 2017.

Sincerely,



Dr. François Maon

Co-Coordinator of the IESEG Center for Organizational Responsibility (ICOR)
Associate Professor of Strategy and Corporate Social Responsibility