



PRME REPORT

Principles for Responsible Management Education

2017-2018



Rennes School of Business

— a brief description

Rennes School of Business is an international school of management located in Rennes (Brittany, France) which prepares, “through education and research, innovative and responsible managers to perform in a global environment”.

Rennes School of Business has developed an outstanding reputation for internationalisation: 53% of its 4,600 students are foreign and 91% of its full-time faculty members are non-French, representing more than 70 different countries. This cultural melting pot ensures a rich study environment based on the exchange of diverse viewpoints and experiences.

The campus is bilingual and classes and programmes are delivered in English. Rennes SB has a network of more than 260 partner universities worldwide.

The business school offers a wide range of programmes entirely taught in English: a Bachelor

programme in Management (the IBPM), 16 Masters programmes, and a PhD programme, as well as Executive Education programmes (Executive MBA, DBA and short programmes).

All these programmes benefit from the know-how developed within the School’s Research Centres. The school’s pedagogical approach ensures that the many insights gained from research are translated into Management knowledge and tools that will consequently shape daily business activities, business strategies and business models in a responsible, sustainable and effective manner.

Rennes School of Business is accredited by EQUIS, AACSB, AMBA and the French Ministry of Higher Education.

This triple accreditation is shared with only 2% of business schools worldwide, offering an additional guarantee of the excellence of the teaching and research delivered by the School.



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1 - Letter from Dr. Thomas Froehlicher

General Director & Dean



STATEMENT OF COMMITMENT TO UN PRME

Globalisation and sustainability are key characteristics of today's environment. The world has

become a “global village” where economies are closely interrelated, political, social and cultural dimensions tightly interwoven or openly confrontational.

Rennes School of Business as a Global Management School faces these new challenges, responding to companies' needs, by educating and training students and managers to be ready for tomorrow's world.

Its international dimension, teaching and learning expertise, relying on the values of commitment, social responsibility, intercultural sensitivity and research themes, prepare responsible managers to perform in a global environment.

Rennes School of Business makes a day-by-day commitment to fully incorporate globality, sustainable development and societal responsibility into all aspects of its operations.

The school is taking corresponding action and seeking to nurture a societal spirit within the School via a series of measures as for example:

Institutional Practice

- Supporting and coaching of student activities through the Rennes SB's dynamic network of student associations, with the aim of improving the impact of their actions and developing their learning experience.
- Mixing international and French students in classrooms and in student associations
- Creation of a “Green School” taskforce with the remit to facilitate all joint initiatives undertaken by staff, faculty and students
- A student responsible for CSR in each student association
- Accomplishment of the “Plan Vert” targets stipulated by the Grenelle Act via use of the French PERSEES online self-assessment tool
- An open campus policy in order to sharing facilities with local communities, offering free entry to public debate and organising business events using campus facilities
- A CSR School guide designed to promote all measures aimed at raising awareness and knowledge of waste and recycling management, energy saving, and environmentally-friendly purchasing practices.

Education

- CSR courses in all programmes to train students in the skills and competencies needed for managing companies
- Creation and implementation of a Master of Science in Sustainable Management and Eco Innovation in partnership with the French engineering school EME
- A significant scholarship policy for underprivileged students to increase their access to business education
- Extra-curricular activities and events for students, staff and faculty to raise awareness of socially inclusive and sustainable issues.

Research

- Support to faculty working on sustainable and responsible business themes
- Organization of research oriented events for peers
- Dissemination of research findings especially through the free-access website “Management Insights”

Adoption of the Principles for Responsible Management Education

As an institution of higher education involved in the development of current and future managers, Rennes School of Business is committed to implementing the Principles for Responsible Management Education—starting with those that are more relevant to our capacities and mission, report on progress to all our stakeholders, and exchange effective practices related to these Principles with other academic institutions.

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

We encourage other academic institutions and associations to adopt and support these Principles.

Thomas Froehlicher, *Dean*

February, 6th, 2019

CHAPTER 2

PURPOSE



Mission

Prepare, through education and research, innovative and responsible managers to perform in a global environment.

Vision

“To become one of the most innovative and intercultural ‘Global Business Schools’ in Europe”.

The School’s 2012-17 strategic plan and updated mission statement are based upon three central values: **Intercultural agility, Responsibility, and Awareness**. The central issue is the consolidation of the particular strengths of the School within an innovative, overarching framework. The international dimension and teaching /learning expertise, underpinned by our values of commitment, social responsibility, intercultural sensitivity and research themes, set the School’s objectives and a clearly established mission.

The principle of educating managers capable of responding to their social, economic and natural environmental in a responsible, responsive and innovative manner is at the heart of the School’s identity and therefore enshrined in its Mission Statement.

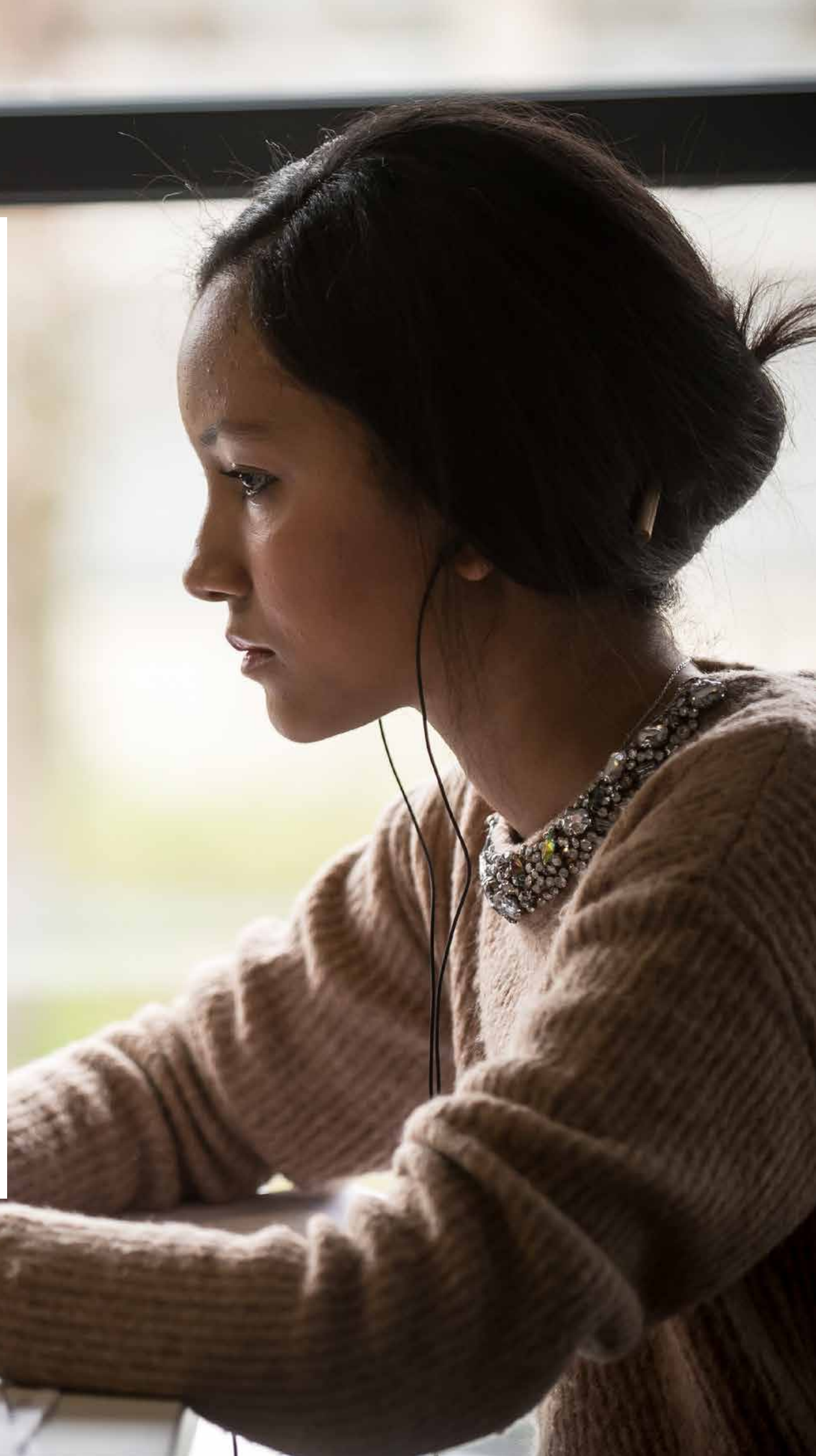
Rennes School of Business has made every effort to integrate **modules dedicated to sustainability, business ethics and corporate social responsibility** into all its programmes ranging from Bachelor's to Executive level. The School monitors the contribution made by each programme and each module to achieving the objective of educating Global Responsible Pioneers.

Global Responsible Pioneer

Rennes SB's mission is translated by the school into the preparation of "Global Responsible Pioneers". The focus is to make future professionals conscious of the new mind-set that they shall acquire in the School to be innovative by devising solutions that will help Society to deal every day with the social, environmental and financial aspects of corporate activity in a global and responsible way.



Educate managers capable of responding their social, economic & natural environment in a responsible, global & innovative manner



CHAPTER 3

VALUES

In line with the mission and vision of the school, a code of ethics has been devised to encourage all members of the Rennes School of Business community to act in accordance with the values for which the School stands.

“We, the leaders, faculty, administrative staff and students of Rennes School of Business, commit ourselves to act according to the following values and to be guided by mutual respect:

- We value integrity and live it by being open-minded, honest and hard working.
- We respect diversity of cultural backgrounds and of individual characteristics.
- We value fairness, solidarity and team spirit.
- We practice tolerance and we support equitable treatment.
- We communicate respectfully with each other and with people outside the School.
- We provide an environment in which constructive opinions can be voiced and considered.
- We are transparent in our messages, activities and decisions.
- We take responsibility for our actions, for which we are accountable.
- We strive for excellence in our work, academic endeavour, teaching, research and management.
- We contribute to sustainable development by being innovative and entrepreneurial”

Efforts in-house also include an eco-responsibility charter, designed to raise awareness, offer training when required, and offer practical tips for recycling, energy consumption, and eco-responsible purchasing.





“École Verte”

A working group was initiated in 2009 to reflect on the School’s ambitions of a “Green School” (École verte) in order to facilitate joint actions by employees, professors and students.

Hence, the School has developed objectives in accordance with the “Green Plan” (Plan Vert) which refers to the French governmental initiatives to make improvements in support of sustainable development, “la loi Grenelle” (French regulation), and for this purpose Rennes School of Business used the French web-based self-evaluation tool, Evaddes. This work has led to progress in various areas, such as the reduction in the use of energy, paper, and water. The group holds meetings on a quarterly basis with the Director of Communications representing the School management, a person representing the Faculty members, two students from the School’ environmental student organisation Ter’n Co and the General Secretary.

Centre for Responsible Business

The Research Centre for Responsible Business was established in 2007 with the mission of creating and disseminating knowledge on responsible business practices.

Its members study the role of business in contributing to more sustainable societies, ethical issues in business practices and the responsibility of business organisations in the eyes of their stakeholders, in particular of consumers and employees. Research insights are disseminated through publications in peer-reviewed journals, in manager journals and in books aimed at students and managers. The Centre also generates debate on good teaching practices in the field of business ethics, corporate social responsibility and sustainability. Open to faculty, students and a wider audience are presentations by company representatives on responsible business practices, which are regularly organised by the Centre.



Channels

through which these values are shared with the community

- Web site page.
- Posters on Rennes SB premises, sharing information about the Eco-Responsibility chapter and code of ethics.
- Newsletters.
- International Development Coordinators
- Events
- Sustainable Development - CSR, good practice guide

Community outreach events & public service activities


Mentoring students, as well as social and environmental activities involving collaboration with NGOs and the public in Rennes.

- Publication of the practical guide to Rennes: The Flâneur - 360 places in Rennes tested - managed by the student organisation "Le Flâneur".
- A Day for Blood Donations organised once a year by the student association "BDE"
- Paniers BIO "**AMAPs**" [Association to Support Local Agriculture]: an event organised throughout the year. The student association Ter'n'Co offers the opportunity to students and staff to order baskets of organic fruit and vegetables at low prices every Tuesday. The food comes from local and organic farms.

- Salon du Développement Durable, "**Sustainable Development Fair**": A high-impact event organised by the student association "Ter'n Co" that takes place each year in the school. The objective is to welcome companies and external associations who are concerned about sustainable development in order to inform students about this important topic.
- **Sustainable Development - CSR, good practice guide**
This good practice guide provides a general overview of the various actions undertaken by Rennes School of Business and has been devised to generate thought and further debate within the School to make Rennes School of Business an ever more responsible place to work.
- **Sustainable Development awareness workshops** for the permanent staff of Rennes School of Business
Rennes School of Business organises, as part of its commitment to Sustainable Development and Corporate Social Responsibility, awareness workshops for the staff in partnership with the "Tour de France Agir Ensemble", the city of Rennes and the universities of Rennes. During a 20-minute session the participants will discover eco-gestures, participate in digital animations and challenges, and learn more about the eco-responsible actions adopted by Rennes School of Business.
- **Hosting of conferences**
Rennes School of Business hosts conferences organised by partner companies, NGOs, and associations all over the year and at least twice a month. The association "Dirigeants Responsables de l'Ouest-Bretagne" (Responsible CEOs in the Western part of France - Brittany) is one example; its objective is to promote CSR among companies in Brittany in order to incorporate CSR into their strategy and their economic model.

In addition, the Centre for Responsible Business organises presentations and events open to a wider public and collaborates with local organisations such as the Rotary Club for its outreach activities (e.g. the Interactive Conference).

Faculty of Rennes School of Business also contribute to the academic community by serving as editors, organising conference workshops and mentoring young researchers and doctoral students.



Would you like to learn more about how we communicate our values to our external stakeholders ?
See Page 54 & 60

Internal stakeholders

- Students
- Faculty and administrative staff
- Alumni
- Associations

External stakeholders

- Companies in Brittany
- Citizens
- Government
- Conférence des Grandes Écoles
- Accreditation bodies
- Parents
- CRICDD -group of universities, Engineering and Management
- Schools in Rennes working together on CSR and sustainable development topics



Upcoming action

The Sustainability Literacy Test (Sulitest)

is a tool for educating students and collaborators about sustainable development, testing their knowledge in this area (CSR & Sustainability) and improving their learning. The École verte working group proposes that the Sulitest be passed systematically by the students, the staff members and the Faculty.

Would you like to learn more how our values shape our pedagogy ?
See Page 22



CHAPTER 4

METHOD

Rennes School of Business is fully committed to the principles and practices of CSR, Sustainability and Ethics.

For this reason each person that registers in any of our programmes is given every opportunity to expand their knowledge in these areas. Our complete portfolio of Management programmes is: Bachelor (IBPM), Master of Management, Masters of Science, Master of Arts, PhD, DBA and also a range of Executive Education programmes, from tailor-made and short programmes to Executive Masters.

Below are the three leading programmes comprising specialist learning components in Corporate Social Responsibility, Sustainability and Business Ethics:

- 1. The **MSc Sustainable Management and Eco-Innovation-SMEI** is our main sustainability programme
- 2. The **Executive Master in Business Administration - EMBA** is the programme with the most direct impact on businesses as its participants continue working in managerial positions while they take classes.
- 3. The **Summer School in Responsible Management** demonstrates how we disseminate Corporate Social Responsibility knowledge internationally and how students from our partner universities appreciate the opportunity to benefit from our expertise in this particular field.

Sustainability, CSR, and Business Ethics are transversal topics in each of our programmes

■ MSc Sustainable Management and Eco-Innovation - SMEI

<https://www.rennes-sb.com/programmes/postgraduate/msc/master-of-science-msc-sustainable-management-eco-innovation/>

The Sustainable Management and Eco-Innovation Master was created in 2013 and is a unique cooperative agreement between Rennes School of Business and the School of Environmental Management and Engineering in Rennes (Ecole de l'environnement - EME).

To achieve this aim, the programme incorporates interdisciplinary modules from multiple business fields (such as Human Resource Management, Operations Management, Information Systems, Marketing and Finance) and Environmental Engineering (such as eco-design and environmental impact assessment). In addition, students from various educational backgrounds, such as Engineering, Environmental Sciences and Business, are able to exchange knowledge and come up with creative ideas in sustainability-related team assignments. As part of the module "Global Quality Management and Sustainability" in the programme, students develop competitive proposals with the objective of offering new simple solutions towards more sustainable living. The best projects enter the "Crisalide challenge" - a programme matching original eco-innovative proposals with business sponsors. Apart from the learning advantages for the Master students, this initiative gives the opportunity to the Rennes School of Business to contribute to the development of eco-innovation practices within the local business community.

OUR TARGETS are students from

- EME
- Rennes SB Students
- International Students

Petya Puncheva

■ Programme Manager MSc Sustainable Management and Eco-innovation and Associate Professor



"The programme is designed to educate students to become responsible business leaders capable of applying sustainability-related knowledge in the formulation of responsible business practices, and integrating ethical considerations into the management of employees. Graduates of the programme develop the expertise necessary for the design and optimisation of eco-friendly products

and services with a view to creating sustainable value for all company stakeholders"

Our graduates are able to

- Establish sustainability diagnoses for firms and institutions and propose a strategy for improvement.
- Define indexes to measure the social and environmental performance of the organisation and design tools to help in the implementation of strategy.
- Master the international standards and laws regarding sustainability.
- Identify organisational needs for information systems to aid the evaluation and application of sustainable management strategy.

Number of students enrolled has been growing since 2013. In the cohort 2017/2018 were 30 students registered

María Alejandra Fernández

Chemicals and Waste Intern



United Nation
Environment
Chemicals and Waste
Unit (Working in
Panama City, Panama
From Bogota,
Colombia)

Dorris Kirui

Global Corporate Social



Responsibility
Assistant at NKD
Firmengruppe
(Working in
Nuremberg, Germany
- from Nairobi, Kenya)

Hélène Gaudin

Analyst associate



ESG (Environmental,
Social & Governance)
at Sustainalytics
(Working in Frankfurt,
Germany - from Laval,
France)



Being a part of Rennes School of Business and taking the MSc in Sustainable Management and Eco-innovation has so far proven an amazing experience, one that will no doubt boost my career prospects within this growing industry. It is already plain to see how much knowledge I have acquired since my internship at the UN Environment-Chemicals and Waste Unit. I have had to apply technical and managerial skills in analysing the environmental repercussions across 33 countries within Latin America and the Caribbean.

María Alejandra Fernández



After my Bachelor studies in The Netherlands I wanted to do a Master in Sustainability but could not find many universities offering what I was looking for. I eventually found Rennes School of Business, where I applied successfully for the MSc Sustainable Management and Eco-innovation. The programme included diverse courses ranging from Marketing and Strategic Management to Engineering, thereby enabling me to study sustainability from a variety of angles. The practical emphasis to the programme has been especially useful - I now apply what I learned on a daily basis within the CSR department of the company where I work. Also of benefit was the diversity of the student body and faculty, especially given the nature of the world we now live in. Most importantly, sustainability has become an increasingly relevant topic in the business world, with many companies incorporating it into their overall strategy. This underlines how good a choice I made in taking a Master programme that tackles this very real challenge.

Dorris Kirui



I joined ESC Rennes School of Business after my BSc. in Economics specifically for its MSc. Sustainable Management and Eco-Innovation, which brings together sustainability and business. It was essential for me to be taught in a multicultural environment and to prepare myself for a job that would have a positive impact on people and the planet. At Rennes SB, I acquired important knowledge on environmental impact assessment and corporate social responsibility trends and challenges through team projects and presentations on current issues such as conflict minerals and climate change. All the courses of the program are relevant to my current position as an EXG Analyst where I assess the environmental, social and governance impact of companies from various industries for responsible investment purposes.

Hélène Gaudin



Executive Master in Business Administration - EMBA

<https://www.rennes-sb.com/executive-education/emba/>

The goal of the Executive MBA programme is to educate senior managers who can confidently use their leadership style to lead a diverse team and achieve consistently strong results in a sustainable manner. They will learn how to operate in an increasingly international, multicultural environment and how to foster innovation and new technologies.

Focusing firmly on practical application, the *Executive Master in Business Administration* provides the very latest insight into leadership management and corporate social responsibility and assures competency in core management skills. Concepts, tools and skills are acquired in an interactive manner through case study work, business simulations, business plans and the analysis of real business organisations.

Since 1995, the Rennes School of Business EMBA has a successful track record of developing skilled senior manager competencies.

The Executive MBA offers 4 major modules in CSR

- > Business & Society
- > Creating Ecological value
- > Responsible Purchasing
- > Implementing CSR Programmes

Irena Descubes

EMBA Programme Manager / Assistant Professor



"The Executive MBA at Rennes School of Business has existed for almost a quarter of a century. Its focus has evolved from a pure business/profit in the early 90s to today's much broader perspective encompassing environmental and societal issues as well as business ethics. This holistic approach allows our students to apprehend the ongoing shift in the global business paradigm that has become the sine qua non condition for their business success"

Julien Veyron

Partner, CEO at Atelier Arcau



"Sustainability/CSR/Business Ethics during my EMBA have been very useful to me and to my compagny. It has positively affected our vision, relationships and working process. In order to solve complex issues and to create meaningful places for people, we always involve as many stakeholders as we can nowadays. After 15 years in focusing on final results and perfection, I strongly believe now that the trip is at least as important as the destination"

Juliana Tabares

Entrepreneur



"In my case I actually picked the Executive MBA because the offered the option of having specifif classes focus on Sustainability and CSR. I knew that all of my assignments could have this Corporate Responsibility ingredients for my personal and professional growth..."



I picked the Executive MBA due to the option it gave me to take classes focusing specifically on Sustainability and CSR. I wanted to concentrate on this area as here in South and North America it remains a secondary concern on the agenda of many companies. However, I firmly believe that it is of great importance for the growth of a company, especially now that the world, the economy and industry are changing so rapidly. One of the things I enjoyed the most was researching and writing my graduation project, a learning experience that taught me much about the many conflicts within the mining industry in developing countries, the variety of stakeholder views on the same problem, and the importance of communication. Today, after working for a multinational consulting company for around 10 years, I have decided to quit in order to start up my own business in order to help companies establish their own strategies and leadership. I am convinced that people within organisations remain the most important stakeholders of all.

Juliana Tabares

Summer Programme in Responsible Management

<https://www.rennes-sb.com/programmes/summer-programmes/summer-programme-responsible-management/>

Don Minday

Senior Lecturer & Department Head,
Management & Organisation



"The CSR Summer Programme on Responsible Management is designed to provide students with a conceptual framework and practical ideas as to how companies can optimise their economic, social, and environmental performance through

a successful Corporate Social Responsibility (CSR) strategy. A strong focus is on how responsible leaders and company stakeholders - employees, customers, suppliers, government, the community, and society at large - can work together to create a more sustainable world. The two-week programme includes 30 hours of classroom teaching, presentations by local managers practicing CSR, and company visits. In addition to growing in environmental and social awareness, students from diverse national backgrounds develop their problem solving, presentation, and cross-cultural communication skills through a variety of team projects"

There is a growing expectation today from company stakeholders that business should not only maximise profits but should also be environmentally and socially sustainable. "People, planet, and profits" is becoming the new standard.

The purpose of the Summer Programme is to provide students with a conceptual framework and practical ideas for understanding how organisations and managers can optimise economic, social, and environmental performance through a successful Corporate Social Responsibility (CSR) strategy.

The Summer Programme examine how responsible managers and their companies' stakeholders - employees, customers, suppliers, government, the community, and society - can work together to create a more sustainable world.

The teaching content provides an integrated view of societal issues and functional areas of business as they relate to Responsible Management.

Specific topics include

- Reframing the purpose of Business
- Stakeholder Management
- Responsible Leadership
- Embedding CSR into the Company's - Strategy and Culture
- Environmental Management
- The Institutional Environment of CSR
- CSR and Investors - Responsible Finance
- CSR and Employees - Responsible Human Resource Management
- CSR and Consumers - Responsible Marketing

In June 2017, Rennes School of Business hosted 57 international students from all over the world in this programme.

Comprising students from 21 partner universities, the group took part in this Summer Programme on Responsible Management, which stretched over 10 days. Beside classes such as “Responsible Leadership” or “Sustainable Strategy”, participants visited industrial companies in Rennes and Nantes and discovered both cities.

“ This type of course is crucial in helping us target professionals with the availability in the summer to learn more about CSR and Sustainability.”

Teaching methods

- Pre-arrival assignment.
- In Rennes, preparation outside of class: reading of articles and case studies and team presentation preparation.
- The classroom sessions are designed to be interactive lectures and classroom debate based on the pre-reading which students completed before coming to class.
- Company visits and guest speakers.
- Project preparation in multicultural teams.

The programme includes classes on Responsible Management, company visits and city tours.

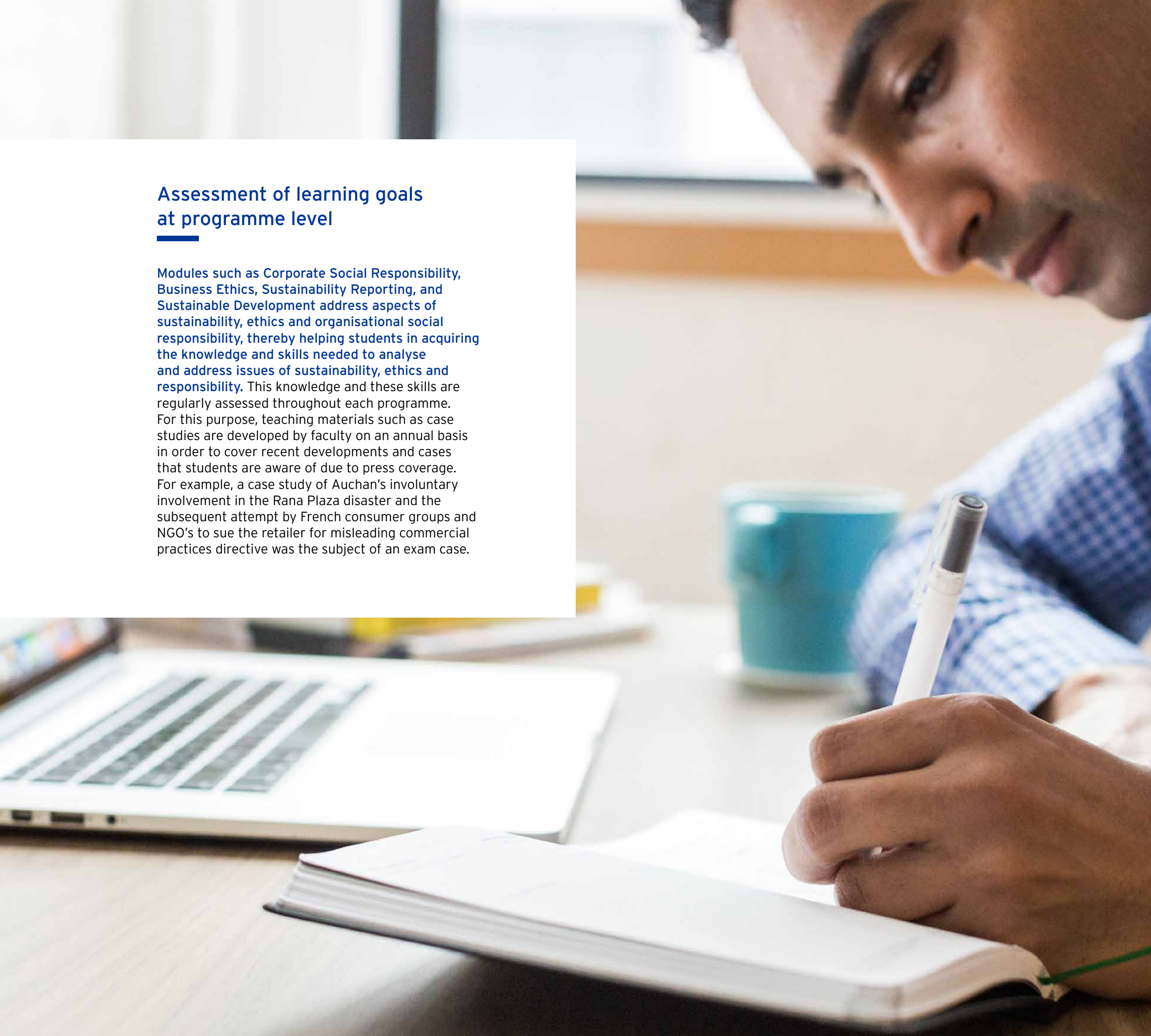
“

I'm Nattapat Pattana, from Burapha University. I hold a Ph.D. in Contemporary Literature and now I'm a lecturer in the Department of Western Languages at my university. I decided to do the Summer Programme to acquire some business knowledge whilst topping up my studies. Plus, Rennes School of Business is one of the best business schools I have heard about. I like the way you give the opportunity to teachers who are non-native English speakers to instruct the classes. They are knowledgeable and open-minded. They were well-prepared to run the classes and they could manage the class and the activities effectively. Moreover, I really like the way they assigned group works for students to cooperate and to listen to stories from other countries”.

Nattapat Pattana

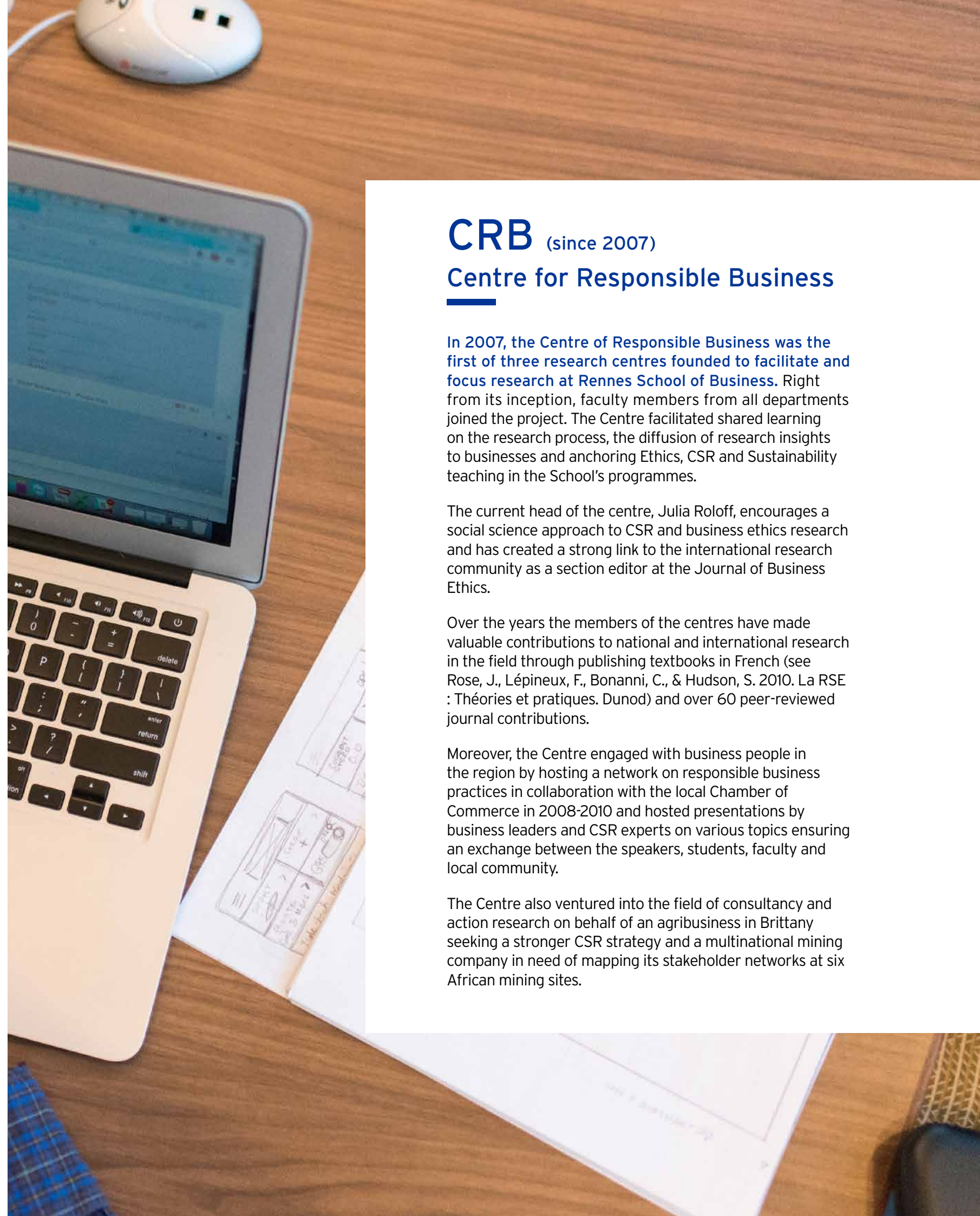
Assessment of learning goals at programme level

Modules such as Corporate Social Responsibility, Business Ethics, Sustainability Reporting, and Sustainable Development address aspects of sustainability, ethics and organisational social responsibility, thereby helping students in acquiring the knowledge and skills needed to analyse and address issues of sustainability, ethics and responsibility. This knowledge and these skills are regularly assessed throughout each programme. For this purpose, teaching materials such as case studies are developed by faculty on an annual basis in order to cover recent developments and cases that students are aware of due to press coverage. For example, a case study of Auchan's involuntary involvement in the Rana Plaza disaster and the subsequent attempt by French consumer groups and NGO's to sue the retailer for misleading commercial practices directive was the subject of an exam case.



CHAPTER 5

RESEARCH



CRB (since 2007) Centre for Responsible Business

In 2007, the Centre of Responsible Business was the first of three research centres founded to facilitate and focus research at Rennes School of Business. Right from its inception, faculty members from all departments joined the project. The Centre facilitated shared learning on the research process, the diffusion of research insights to businesses and anchoring Ethics, CSR and Sustainability teaching in the School's programmes.

The current head of the centre, Julia Roloff, encourages a social science approach to CSR and business ethics research and has created a strong link to the international research community as a section editor at the Journal of Business Ethics.

Over the years the members of the centres have made valuable contributions to national and international research in the field through publishing textbooks in French (see Rose, J., Lépineux, F., Bonanni, C., & Hudson, S. 2010. La RSE : Théories et pratiques. Dunod) and over 60 peer-reviewed journal contributions.

Moreover, the Centre engaged with business people in the region by hosting a network on responsible business practices in collaboration with the local Chamber of Commerce in 2008-2010 and hosted presentations by business leaders and CSR experts on various topics ensuring an exchange between the speakers, students, faculty and local community.

The Centre also ventured into the field of consultancy and action research on behalf of an agribusiness in Brittany seeking a stronger CSR strategy and a multinational mining company in need of mapping its stakeholder networks at six African mining sites.

Presentation Activities

2018

Research Day

Exchange on ongoing research in CSR/
Sustainability



2016

Interactive conference between l'association CEHDD Bretagne and companies such as: Neo-Soft, LIGER, Triballat/ Sojasun



2015

Presentation with the Head of EDF's Sustainability Department, Pierre Mazeau.



2014

- Presentation by Thomas Ruauzel from Accenture Paris, on the Role of Corporate Financial Officers in the development of the Sustainability strategy.
- Presentation of the Responsible investment initiative and Shareholders' Engagement by Waleria Piani, from PRI.
- CSR Pedagogy Meeting, to exchange ideas and coordinate the contents of modules in the same programme.

Research areas from 2014 to 2018

Members of the Research Centre for Responsible Business engage in research on topics in four areas

Corporate Social Responsibility research

this research area reflects the core concepts, theories and practices of responsible business. Here, topics such as reporting and accounting practices, corruption, corporate governance, ethical consumption, fair trade, justice, socially responsible investment, social entrepreneurship, responsible marketing, ethics in sports management, organisational legitimacy, social licence to operate, human rights and the role of business are studied.

Sustainability of Systems

Sustainability is studied in economic, ecological and social systems. This includes the study of eco-systems, communities and societies, financial and economic systems, biodiversity, closed-loop production and issues linked to sustainability and sustainable development.



Organisational behaviour research and leadership

Research has demonstrated that leadership is the single most influential factor explaining whether responsible business practices are implemented throughout an organisation or not. We study topics such as leadership styles, psychological theories of leadership, virtue, reputation, team building, cross-cultural management, stereotyping, emotions, organizational identity, change management, organisational citizenship and conflict management.

Network and partnership research

Influential researchers such as Kramer and Porter (Harvard Business Review, December 2006 and January-February 2011) have pointed out that **partnerships and network structures can contribute significantly to improving the value creation of business in financial as well as in social and environmental terms.** This area encompasses topics such as social network analysis, multi-stakeholder networks and initiatives, public-private partnerships, partnerships with civil society organisations and NGOs, social media, regional development, CSR in supply and value chains.

Marketing and communication research

Research has demonstrated that marketing is often the main delivery vehicle for CSR led initiatives, and communicating challenges and solutions encountered by responsible businesses is of crucial importance for fostering the social change needed in order to create a sustainable society.

YEAR	2014	2015	2016	2017	2018	In press
Number of publications	2	4	5	9	6	3
Number of quality publications (3 stars & more)	1	0	1	3	2	0



Publications 2018

Orlando E. Contreras-Pacheco, Cyrlene Claasen, (2018) **“Mired in deception: escalating an environmental disaster in Colombia”**, Journal of Business Strategy, Vol. 39 Issue: 2, pp.39-46

<https://doi.org/10.1108/JBS-04-2017-0058>

The article analyses concealment and deception in self-defeating organisational crisis response strategies and the possible consequences of their adoption for a company's reputation. It represents an example of where every guideline for addressing stakeholders after a crisis was dismissed. In terms of practical (and social) contributions, this paper is an invitation for companies to be quick, consistent, and transparent with their responses when facing their stakeholders in moments of crisis. Not doing so may have not only a social but also an economic and environmental impact.

Chiu, R. B., Mirowska, A. & Hackett, R. D. (forthcoming).

The bully pulpit: Explaining Donald Trump. Waiting for his fans to come to their senses? Keep waiting...

The objective is to understand how people who exhibit clearly unpleasant characteristics gain followers in a leadership context. This research examines how cultural and personal variables interact to predict the willingness to follow a leader who exhibits these unpleasant characteristics (i.e. being pushy, domineering, loud, manipulative, etc.). This research is very relevant in our current political climate. Authors see examples throughout Europe and in the United States of populist parties, often headed by aggressive, domineering leaders, gaining power and followers.

Hasan, M. R. 2018.

Pourquoi un coup d'œil sur une vidéo se transforme si souvent en 3 heures de «binge watching»?

We Demain, March 9th, 2018.

Available online at:

https://www.wedemain.fr/Pourquoi-un-coup-d-oeil-sur-une-video-se-transforme-si-souvent-en-3-heures-de-binge-watching_a3209.html

> Hasan, Md Rajibul, Ashish Kumar Jha, & Yi Liu (2018)

Excessive use of online video streaming services: Impact of recommender system use, psychological factors, and motives.

Computers in Human Behavior 80: 220-228.

> Lowe, B. and Hasan, M.R. (2018)

Adoption of pro-poor innovations in the context of the BOP and subsistence marketplaces: Challenges, opportunities and research agenda.

In: Yogesh K. Dwivedi, Nripendra P. Rana, Emma L. Slade, Mahmud A. Shareef, Marc Clement, Antonis Simintiras and Banita Lal (eds.)

Emerging Markets from a Multidisciplinary Perspective Challenges, Opportunities and Research Agenda. Springer

> Puncheva-Michelotti, P., Hudson, S., & Michelotti, M. (2018)

O. Journal of Business Research, 88, 234-244. (FNEGE 2)

> Roloff, J. 2018.

La question de l'organisation concrète du dialogue avec les parties prenantes se réveille centrale.

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1,923,000	CNRC	S		
18,920,000	CNRC	S	1,100	49.35
3,624,300	TZA	B	3,500	49.35
755,500	TLA005	B	200	12.23
	TLA008	B	180	6.25
	TLAX	B	180	6.87
	SA5009710	B	180	
	SA5009730	S	17,000	

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➤ Significant research has been conducted into the textile industry on how corporations can improve the social and environmental performance of their suppliers. The discussion ranges from how best to control suppliers to how to empower them to become better and more responsible businesses. The authors wanted to find out what suppliers think about sustainable supply chain management and how first-tier suppliers engage with second-tier suppliers. Are they equally empowering or controlling as their buyers and how do these relationships evolve over time? Our study, conducted in Turkey, shows that a more empowering collaboration can develop over time as personal relationships between managers and auditors evolve. However, we also observe that control and collaboration are simultaneously used and need to be carefully balanced in order to avoid any party abusing the goodwill provided in such a partnership.

CHAPTER 6

PARTNERSHIP

Internationality is one of the main intangible assets which defines the School. For this reason, the objective of Rennes School of Business is to maintain this essential quality by managing a global network, with a view to generating more added value for all of our stakeholders.

NGOs

Each year, in the autumn intake, students enrolled in the 2nd year of the IBPM Bachelor's programme (International Bachelor Programme in Management) work with different non-governmental organisations, incorporated into their studies, in order to set up events for them. In this way, **the students increase their understanding of stakeholders in society, and find out how a non-governmental organisation works.** The students also develop a comprehension of the NGO's point of view, and discover the pleasure of contributing their time and competencies to those organisations. From the NGO perspective, the students' participation is of genuine help.

Companies

Rennes School of Business offers companies opportunities for close collaboration in order to train future managers who will present the profiles sought by recruiting organisations. To achieve this objective, the School creates links between companies and students by organising numerous events and welcomes recruiters who wish to develop their employer brand with young talents.

A man with a beard, wearing a dark suit and white shirt, is looking down at a smartphone in his hands. He is standing outdoors, with a wooden table in front of him and a blurred background of green foliage and a black metal fence. The lighting is bright, suggesting daytime.

Corporate Support for an Academic Community

Companies are not only recruiters of talent and contributors on the teaching and research fronts at Rennes School of Business. They are also loyal financial supporters of the Business School and its students. Companies can assist in a variety of ways, from becoming official sponsors of a year's cohort and paying learning tax through to making tax-advantageous donations. The advantages for companies willing to make such an investment are numerous:

- An opportunity to boost the quality of teaching and research at the Business School
- A preferential tax rate on wealth tax
- A tax rebate on corporate tax
- A chance to contribute to the development of a European Management School in the true spirit of a corporate-academic partnership

Partner Companies

Rennes School of Business provides a permanent link between the students, the Faculty members and the French or international companies. The School thus encourages the presence of businesses within its programmes and events in order to establish a privileged relationship between students, future managers and companies' partners.

Some partners companies:

Altran	Groupe Rocher	Nestlé
Adidas	Groupe Lactalis	Néo-Soft
Airbus	Groupe Le Duff	Neovia
AccorHotels	Groupe Beaumanoir	Niji
Adeo	Groupe Samsic	Orange
Auchan	Groupe Roullier	O2 Care Services
Adecco	Group Royer	P&G
Astellia	HSBC	PSA Peugeot Citroën
BCF Life Sciences	Ikea	Pwc
Bio3G	iAdvize	Regards
Carrefour	KellyDeli	Safran
Credit Agricole	Krampouz	Speechme
Coca-Cola	Kerlink	Sdmo
Conforama	Kering	STG
Danone	KPMG	Suez Environment
Decathlon	Lengow	Société Générale
Deloitte	La Poste	Technicolor
Dolmen	Lidl	Total
Eco-Compteur	L'Oréal	Triballat
EDF	LeroyMerlin	UbiFlow
Even	Manitou Group	Unilever
EY-Earns and Young	Mediaveille	UNI QLO
Faurecia	Mazars	Valorex
Ferguson	Mobility Tech Green	
Fnac	Mondeléz	
Financo	International	

NEWCY

"Newcy" (newcy.fr) is a start-up in Rennes that proposes re-usable eco-cups replacing one-way paper or plastic cups and reducing waste.



The co-founders of Newcy are alumni of Rennes School of Business. Newcy supplies re-usable cup collection points on the Rennes SB campus replacing former one-way cups.





Rennes School of Business memberships

Global Compact and PRME

Since 2010 Rennes School of Business has been a member of **United Nations Global Compact**. In 2007, the School joined the PRME initiative and became a founding member of PRME's France Benelux Chapter. As a member of these two initiatives Rennes School of Business reports on its contribution to the 10 principles of United Nations Global Compact and to the six principles for Responsible Management Education laid out by the PRME initiative.

The Network of Sustainability Centres

Over 2016-18 the **Centre of Responsible Business** participated in the **Network of Sustainability Centres**. This network facilitates exchanges between business people, students and researchers and fosters shared learning between research centres around the world.

European Business Ethics Network & Cercle Ethique des Affaires

The School is a member of the **European Business Ethics Network** and its French section **Cercle de Ethique des Affaires**. These networks foster exchanges between business people and researchers through congresses, publications, workshops and projects.

CRICDD "Collectif Rennes intercampus pour le développement durable"

Rennes School of Business is an active member of this network of 10 universities, Engineering and Management Schools in Rennes working together on CSR and sustainable development topics including organisation of events and challenges.

CHAPTER 7

DIALOGUE

Communicating research insights

From research papers to articles on the Rennes SB web site and in French newspapers

Launched in 2014 by Rennes School of Business, “Management Insights” is a website fully dedicated to the results of research in Management conducted by the School’s Faculty members and shared with a wider audience.

The articles on the website, particularly focused on Marketing, HR, Innovation, Supply Chain Management and Corporate Social Responsibility, aim to provide tools for reflection and decision support to economic, political and media actors.

Making high-quality research accessible to a wider audience and reaching managers, busy with their day-today business is a challenge every business school is facing.

Every article is inspired by an original academic paper to which Rennes School of Business Faculty members have contributed. Every paper in question was previously published in a top-level academic journal. The “Management Insights” format translates the initial academic findings into a more practitioner-based format.

www.management-insights.eu



From Master thesis to management journal and newspaper reporting

Doctoral and Master students also contribute to achieving this objective.

The Master student Laetitia Guibert, for example, together with her supervisor Julia Roloff, drafted an article based on her findings, discussing their practical implications for managers in the *Journal of Business Strategy*, which aims to communicate research to managers.

“How French organisations conduct stakeholder dialogue and whether the presence of a mature CSR strategy helps to make these dialogues successful” was the research question Laetitia Guibert decided to study in her Master thesis. She interviewed 12 senior managers from 11 French business organisations regarding their organisations’ experiences with stakeholder dialogue. Four different types of dialogue models emerged from an in-depth analysis.

A short summary of the study was published as “Management Insights”, which caught the attention of two nationally circulating newspapers, *Libération* and *Ouest France*, which decided to print articles based on this study.

- **Guibert, L. & Roloff, J.** 2017. Stakeholder Dialogue: Strategic Tool or a Waste of Time? *Journal of Business Strategy*, 38(5): 3-11. (CNRS 3)
- **Ouest France** 2017. RSE. Dialogue stratégique et gestion pertinente des acteurs impliqués. *Ouest France Enterprise*, 04. January 2017. Available under: <http://www.ouest-france.fr/economie/entreprises/rennes-school-business/rse-dialogue-strategique-et-gestion-pertinente-des-acteurs-impliques-4715572>
- **Roloff, J. & Guibert, L.** 2017. Actionnaires : la fin du pouvoir absolu ? *Libération*, April 4th, 2017.



Regular presentations

The Centre for Responsible Business organises regular presentations by business, academic and governance experts in CSR. These presentations are aimed to facilitate dialogue between students and experts. Other events are designed to create dialogue on CSR practices with the school's stakeholders such as a Round Table event organised with the Rotary Club Rennes debating with Entrepreneurs and CSR experts from the region the role of CSR of small and medium-sized businesses.

Le jeudi 27 février 2014
à 10h30 - amphi 50CJ5
ESC Rennes School of Business

L'ESC Rennes a le plaisir de vous convier à la conférence
« HOW INVESTORS CAN COLLABORATE TO DIALOGUE WITH INVESTEE COMPANIES ON ESG ISSUES - CASE STUDIES FROM THE PRI INITIATIVE »
animée par Valeria Plant,
Head of Investor Engagements, PRI Initiative

Valeria Plant joined the PRI Initiative in June 2008. Her role is coordinating and supervising the PRI Engagement, Clearinghouse activities to support institutional investors' campaigns with investee companies and policy makers on environmental, social and governance (ESG) topics.

Merci de confirmer votre présence avant le 21 février 2014 à :
seccr@esc-rennes.fr
+33 (0)2 99 54 63 66

ESC Rennes School of Business - 2 rue Robert d'Arbrissel - 35000 Rennes - www.esc-rennes.fr

INVITATION

Rennes School of Business
et le Club Rotary Rennes Nord
ont le plaisir de vous inviter à une conférence-débat

LA RSE* A-T-ELLE DU SENS ?
*RESPONSABILITE SOCIALE DE L'ENTREPRISE

le mardi 15 mars 2016 à 18h30
Rennes School of Business - Amphithéâtre 150

Inscription avant le 10 mars 2016 en cliquant ici

RENNES SCHOOL OF BUSINESS
2 RUE ROBERT D'ARBRISSEL
35000 RENNES
02 99 54 63 65
WWW.ESC-RENNES.FR

Les intervenants

Jacques BREGEON
Délégué Général de l'Association CHEDD Bretagne

Solig LE BRUCHEC
Directeur Général en charge du pôle Commercial Neo-Sort

Maic LE MERCIER
Directeur de L'ESR

Lucas LE PROVOIST
Responsable RSE de Trilateral/Sogasim

Julia ROLOFF
Responsable du Centre de Recherche pour l'Entreprise Responsable
de Rennes School of Business

Conférence interactive
en partenariat avec **YOUSOLIDE**

CHEDD
L'ESR
SOFT
Trilateral

ESC
RENNES
SCHOOL OF BUSINESS

Sustainable Development awareness workshops for the permanent staff of Rennes School of Business

Rennes School of Business organises, as part of its commitment to Sustainable Development and Corporate Social Responsibility, awareness workshops for the staff in partnership with the "Tour de France Agir Ensemble, the city of Rennes and the universities of Rennes.

During a 20-minute session the participants discover eco-gestures, participate in digital animations and challenges, and learn more about the eco-responsible actions adopted by Rennes School of Business.

Hosting of conferences

Rennes School of Business welcomes conferences organised by partner companies, NGOs, associations at least twice a month. The association "Dirigeants Responsables de l'Ouest-Bretagne" (Responsible CEOs in the Western part of France - Brittany) is one example; its objective is to promote CSR among the companies in Brittany in order to integrate CSR into their strategy and their economic model.

CHAPTER 8

ORGANISATIONAL PRACTICES



RENNES SCHOOL OF BUSINESS

The buildings used by Rennes School of Business are provided and owned by the local Chamber of Commerce and Industry and by private investors. As indicated in the first progress report this limits the possibilities for influencing the adaptation of buildings and technologies for enhanced energy conservation. The Chamber of Commerce and Industry and the private owners are in charge of the buildings, and Rennes School of Business is in charge of the maintenance. The measures provided include the consumption of water, energy and paper on the Campus in Rennes which consist of four buildings.

In 2014, solar films were installed on the south side of the building 1, which reduced the usage of air-conditioning during the summer season.

Waste and recycling

As a prolific consumer of paper and IT-related supplies, Rennes School of Business is committed to recycling and, at the very least, consuming in proportion to an ever-rising workforce and student body. The recycling of waste generated by the School canteen, limiting the unnecessary use of office supplies and the recycling of ink cartridges used by all to a greater or lesser extent are amongst the daily challenges of the School.

Some examples of best practices:

- Programme brochures are available to download via the School website in order to reduce printing,
- the online Moodle learning tool enables Rennes School of Business Faculty to present courses online, thereby reducing the amount of printing,
- 350 paper boxes are installed in offices and lecture halls as well as wastepaper collection units in printing areas
- Selective recuperation of printer and photocopier ink cartridges is carried out, for analysis and reconditioning.
- Reusable 'Newcy 'éco-cups'' made available all over the campus

Energy, water and paper consumption

The use of electricity to light the Rennes School of Business premises and to power all computing equipment is costly and impacts the environment. Therefore, Rennes School of Business has set in place at all possible levels a vigorous energy-saving policy designed to produce a more sustainable working environment.

Some examples of best practices:

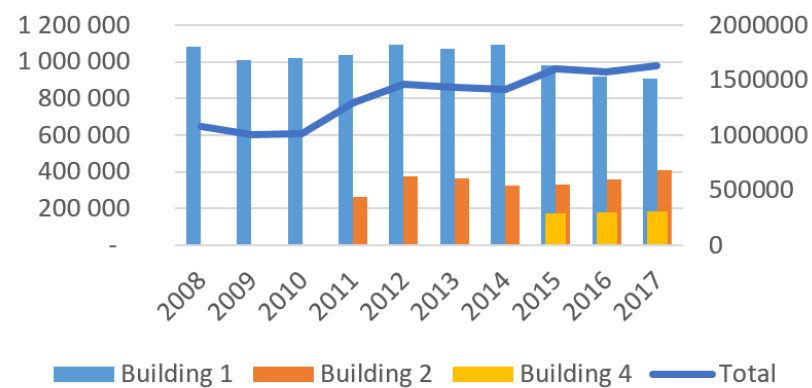
- School computers and printers are set up with an automatic standby mode after 15-20 minutes of non-use; the screen goes on standby first, followed by the CPU 5 minutes later
- Rennes School of Business has gradually applied the use of virtual servers across the organisation, thereby contributing to reducing energy consumption.
- Traditional lamps have been gradually replaced on campus by fluo-compact lighting and LEDs (ex. desk lamps and those installed in entrance areas, toilets and corridors) in order to save energy.
- Rennes School of Business commits to specifying "lower power consumption" when purchasing new equipment.
- "Switch me off" stickers are placed on all toilet and classroom lights by the student association Ter'nCo
- Rennes School of Business printers are set up to print by default in double-sided and black and white format.

Energy

Energy consumption consists of electricity and gas, supplied by EDF and GDF. Energy consumption is related to the outdoor temperature, and increases during cold winters.

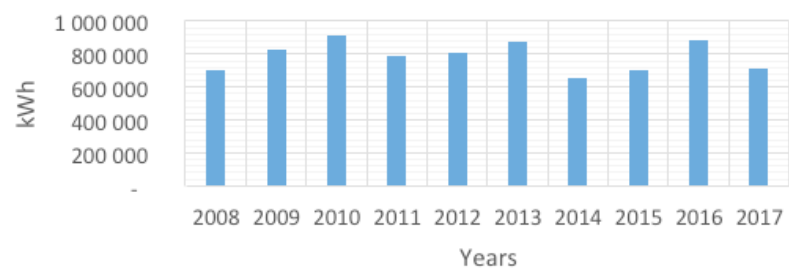
Electricity Consumption at Rennes SB is decreasing regarding the consumption by person

Electricity Consumption (kWh)



The gas supply used to heat the building 1 in the winter can be easily regulated in relation to the outdoor temperature. Therefore, depending on the outside temperature, heating is more or less turned on.

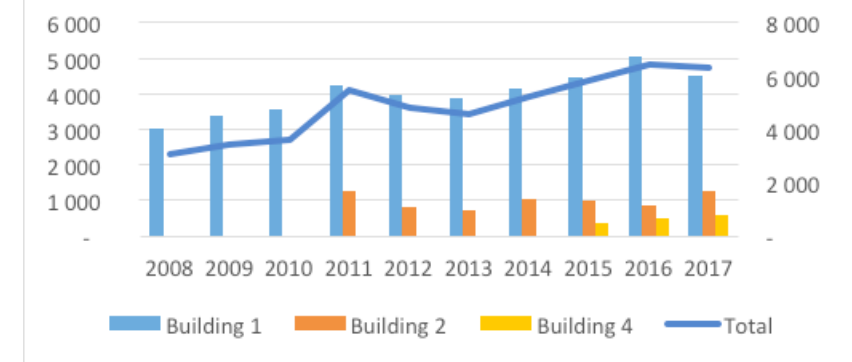
Gas Consumption (kWh)



Water

Water Consumption in general terms has been high in recent years by person but during 2017 the school experienced a decrease. Normal taps have been changed and push buttons are now installed in the toilets to save water in all the buildings, which explains the movement of this figure.

Water Consumption (m3)

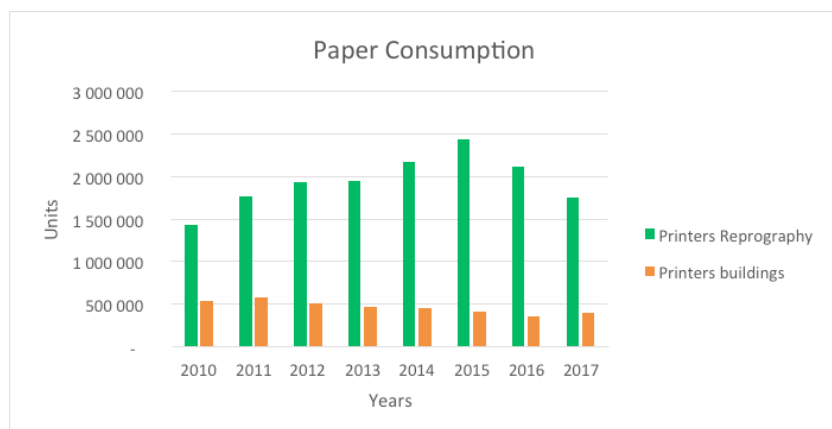


Paper

Paper is the item consumed the most by the School's administrative departments, but also by Faculty and students. Nevertheless, changing practices and technology mean that it is possible to operate in an increasingly digital rather than paper format, even if this approach requires a change of habit and way of working. This shift shows the School's commitment to gradually reducing the amount of printed material handed out in classes, as does the implementation of a Moodle online platform enabling class and work documents to be made accessible in a virtual manner, both for professors and students.

The paper purchased for this purpose is certified according to the PEFC ecological standard (www.pefc.org). As indicated in a previous report, policies have been implemented at Rennes SB to reduce this amount.

Numbers refer to sheets of paper. Reprography is mainly used by teachers so they can print materials for their students. In 2015, Rennes School of Business started to use the web-based tool Moodle as a teaching tool, and promote the possibility of posting handouts and academic material on the website of each module instead of printing materials on paper. This reduces the amount of paper consumed, and energy used during printing, as well as the consumption of ink. In this graph we can see the improved performance from 2016 to 2017 and the positive impact of the use of Moodle on paper reduction in the school despite an increase in students on campus.



The company in charge of the recycling process (Cardboard, Paper) of Rennes SB is Paprec.

Recycling

Cardboard



Paper

30 tons of paper were collected for recycling by Rennes School of Business in 2014. Over the years, this figure has remained constant.



Light bulbs and batteries



Glass



Waste reduction and responsible procurement in the cafeteria

In 2014 a new partner was selected to serve meals in the cafeteria at the School. The name of the restaurant providing this service is **Ansamble Breizh Restauration**, a company with roots in the Brittany region and part of the Elior Group, a global player in the contracted food and support services industry.

Elior Group gives priority to local production, adapts the menus with seasonal ingredients, and introduces organic and fair trade products into the meals. Employees in the previous structure were integrated into Elior Group in order to give them continuous employment. With some adaptations of the facilities, the previous forks, knives and spoons for single use, have now been replaced with washable cutlery. This has substantially reduced waste generation in the restaurant. Another area of progress is switching the plastic cups to and paper cups for hot and cold drinks in the "coffee bar" to Newcy's ecocups.

The cafeteria serves some dishes containing organic ingredients, and plans to increase the amount of organic and locally-sourced food in the future. The dishes/menus will also be adapted to the cultural tastes of the various nationalities of the students.



CVM (www.sarlcmv.com) is the new partner for collecting organic waste in accordance with the French Grenelle II law. This action allows Rennes SB Cafeteria to participate in:

1. The quality of the air
2. Waste treatment
3. Energy autonomy
4. Fertilisation
5. Economic development
6. The fight against the greenhouse effect.



Staff

By 2017, with a total of **131** administrative staff, **78%** are women and **22%** are men and **97%** speak English.

By 2017, **32.9%** of the core faculty is female, **67.1%** are male and **90.4%** is non-French

Recruitment process

The HR division of Rennes SB is in charge of the recruitment process of the staff members. According to the level to be recruited, the process is different:

- The job ad is posted on the intranet (assistant, coordinator, manager...)
- The job ad is posted on social networks, APEC/Pôle emploi (assistant, coordinator, manager...)
- Recruitment agency (director level)

Regarding faculty members, Rennes School of Business promotes job offers on specialised networks accreditation websites, private networks of faculty members, exhibitions and conferences attended by faculty members, etc.

Training / Development

The training plan of the staff is prepared by the HR department of Rennes SB at the end of each year to be executed during the following year:

- Expression of needs from employees through annual interviews with their manager
- Collection of needs at the HR department
- Definition of priorities according to the strategy and requirements of the employee's position as well as to the annual budget
- Launching of the training plan

Health & Safety

The school offers a "Mutuelle" as a complementary health insurance, together with a provident scheme to all permanent employees.



Socially responsible policy

Rennes School of Business places great importance on the notion of integrity, open-mindedness, honesty and engaging the professional skills of its employees and Faculty in the very best way possible. The School respects the diversity of cultural backgrounds within the School, differences between one another and fully supports equal treatment for all. The socially responsible policy adopted and applied by Rennes School of Business can be seen through its efforts to educate and transmit certain skills and technologies, the teaching that it delivers, the services that it offers its students, and its respect for diversity, equal opportunities and the fight against discrimination.

Rennes SB takes care of their employees as the most important resource. For this reason extracurricular activities such as weekly yoga classes play an important role in their self-development, as well as encouraging interaction share with other colleagues from different departments, and generating good conversations and relationships that enhance in general terms the standard of their work.

Rennes School of Business also offers facilities such as sports rooms, a music studio and an outdoor sports field to the employees and the students.

Regarding high-potential students, the School has developed a scholarship programme in order to give them the opportunity to enrol in the school's programmes.

The student association OPERA oversees and guides high school pupils from deprived areas as part of a special programme designed to discover further education studies.

Transportation strategy

- Covoiturage, “carpooling”:
This activity is managed by a member of the student association Ter’n’Co, based upon a Facebook page available for all the students of Rennes SB that encourages students to take part in car sharing. For instance, a student can post a message on this page, asking if someone is going to travel from Rennes to Paris by car, to avoid taking his/her own car or use another mode of transportation.
- Rennes SB encourages their employees to use public transport through a refund policy of 50 % of the STAR subscription (metro, bus). Employees simply have to present a receipt of monthly or annual payment.



Responsible purchasing/ locally sourced products

Rennes SB privilege purchasing of fair trade, local and organic products. Suppliers should be engaged in an eco-responsible approach and respect environmental labels and norms. Any use of paint in the School building must be natural and not contain lead.

Eco-Responsible purchases

(extract from the School's eco-charter)

1. "We are committed to using only toilet paper and paper hand towels, which carry an eco-label.
2. We are committed to using low consumption light bulbs as much as possible.
3. We are committed to including a low energy consumption specification when purchasing new materials.
4. We favour the sale of Fair Trade coffee and chocolate in our cafeterias and coffee machines.
5. We are committed to working first with suppliers committed to an eco-responsible approach"

Balance

Consumption				
Years	2014	2015	2016	2017
Electricity (kWh)	1,416,901	1,598,088	1,575,282	1,626,484
Water (m3)	5,189	5,774	6,406	6,292
Gas (kWh)	651,030	699,911	880,505	712,639
Paper units				
Printers Reprography	2,171,492	2,444,745	2,115,259	1,750,253
Printers Reprography	451,046	405,443	351,234	404,510
Type of User				
Administrative Staff	102	103	113	131
Students	2570	2919	3036	3252
Faculty Members	83	83	80	73
Total	2755	3105	3229	3456
Balance				
Electricity (kWh)/ Person	514.30	514.68	487.85	470.63
Water (m ³)/ Person	1.88	2.10	2.33	2.28
Gas (kWh)/ Person	236.31	254.05	319.60	258.67
Paper units				
Printers Reprography unit/Professor & Administrative Staff	11737.79	13143.79	10959.89	8579.67
Printers Reprography Unit/ Student	175.50	138.90	115.69	124.39

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