



GEM'S 7TH SIP REPORT

January 2021

Our Commitment to Global Compact , PRME & the SDC's



**GRENOBLE
ECOLE DE
MANAGEMENT**

BUSINESS LAB FOR SOCIETY

une école



Renewal of Commitment to PRME

Dr. Loïck Roche, Director of Grenoble Ecole de Management

Renewing our commitment to PRME, the SDG's and to a Sustainable Future for All

"Our house is on fire, and we look away."
Jacques Chirac, Johannesburg, World Summit on Sustainable Development 2002.

"I want you to act as you would in a crisis. I want you to act as if our house is on fire. Because it is." Greta Thunberg, Davos, World Economic Forum 2019.

Almost 20 years after Jacques Chirac's admonition, radical and robust actions consistent with the urgent challenges needed to address climate change are still pending, despite the fact that children are now reprimanding the world's inaction. This dire diagnosis now shared by a critical mass of the world's population is ever growing. Unfortunately, it seems that those making decisions have not yet reconciled with the reality principle and as we continue the death drive towards irreversible damage to our climate and ecosystem, inequality grows, terrorism still threatens, a global pandemic rages, injustice goes unpunished and populism is on the rise. Ironically, to one degree or another, we have all become environmentalists; there is no other option, even for those late to embrace this transition, either by opportunism, in bad faith or with questionable motives. All the while, an avalanche of affirmation of intentions hides the continued lack of structural and systemic action necessary to address this crisis.

Over twelve years ago, we were one of the first French business schools to sign the Global Compact and Principles for Responsible Management Education. Today we have to forge a new path, a new direction in coherence with our ecosystem and the world's. Humanity's flourishing and long-term

survival depends on our ability to transform "business as usual" and its impact on the climate, biodiversity and the planet's inhabitants. This can only be done through preparing future entrepreneurs, business leaders and citizens for the challenges we face and offering them a holistic educational experience that integrates them systemically in all of their decision making and strategic planning.

Addressing climate change and the climate emergency depends on the understanding that we all share the same planet – interconnected and interdependent. Understanding that saving our planet is above all about saving ourselves and helping our planet thrive for future generations. Because it is already too late; because we are consuming faster and faster all the Earth's resources; because we have entered the Anthropocene, this new geological era defined by the irreversible impact of human activities on the earth's ecosystem; because if we want to bequeath future generations a habitable planet, the climate emergency must be our first concern.

This is not to confine our perception of ecology and the transition to sustainability, to its environmental and animal territorial waters – knowing the climate and the planet's biodiversity have been, perhaps, irreparably damaged. Ecology means to open up to other horizons and aspire to other crossings and must integrate humans and well-being. What I call **human ecology** encompasses social relations, human subjectivity, mental and physical health and integrity, as well as environmental concerns. The 17 SDG's offer us an international framework for thinking

about this and working transnationally and collaboratively toward reaching these goals.

This is a natural transition for GEM. Our students, faculty and staff are driving this strategic and paradigmatic transformation and making it a primary concern for future learners and companies. Our own local ecosystem is driving this change, giving our territory indisputable legitimacy and recognition on these questions, hence GEM's unwavering commitment in Grenoble's candidacy and election to be the European Green Capital in 2022.

In the report that follows, we summarize our institution's key strategic ambitions, actions, best practices and emerging indicators in sustainability and global responsibility led by our Sustainability Hub and co-constructed

with engaged members of our Sustainability Committee and our students.

This letter also serves to formally renew GEM's commitment to the Global Compact and PRME principles, to bring more focus, attention and a sense of urgency to advancing the SDG's. Our institution has been making progress and is recognized as one of the top business schools driving transition nationally and internationally, as a "Business Lab for Society". There is still a tremendous amount of work to do and anticipate, as we have learned during this global pandemic. We must invest, innovate and experiment together. We have to prepare our students to act for change and provide solutions to the major challenges of ecological, societal and economic transformation that must occur and contribute to a more resilient, just, peaceful and responsible world.



*Excerpts of this letter can be found in the article published in French by Loick Roche on LinkedIn November 24, 2020 ["Pour une écologie de l'écologie"](#).

THE PRINCIPLES OF RESPONSIBLE MANAGEMENT EDUCATION

As members of an institution of higher education involved in the development of current and future managers, we declare our willingness to progress in the implementation, within our institution, of the following Principles.

Principle 1 (Purpose): We will develop the capabilities of students to be future generators of sustainable value for business and society and to work for an inclusive and sustainable global economy.

Principle 2 (Values): We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Principle 3 (Method): We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Principle 4 (Research): We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Principle 5 (Partnership): We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Principle 6 (Dialogue): We will facilitate and support dialogue and debate among educators, businesses, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

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

SUSTAINABLE DEVELOPMENT GOALS



THE PRINCIPLES OF RESPONSIBLE MANAGEMENT EDUCATION...

...AT THE HEART OF GEM'S STRATEGY p.5

GEM STRATEGIC PLAN 2020-2025
GEM MANIFESTO FOR A SUSTAINABLE FUTURE
SUSTAINABILITY HUB
SUSTAINABILITY COMMITTEE
AMBITION ZERO WASTE
FOCUS



Purpose
& Values

...AT THE HEART OF GEM ACTIVITIES p.11

PEDAGOGY & CURRICULUM
TRANSFORMATIONS FOR SUSTAINABILITY
RESEARCH FOR SUSTAINABILITY
FOCUS



Method &
Research

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SUSTAINABLE CAMPUS MANAGEMENT
PROMOTING A CULTURE OF EQUALITY
STUDENT EMPOWERMENT FOR SUSTAINABILITY
SUSTAINABILITY KEY EVENTS



Empowerment
& Exemplarity

...AT THE HEART OF OUR EXTERNAL COMMITMENTS & RELATIONSHIPS p.37

INTERNATIONAL COMMITMENTS & FRAMEWORKS
NATIONAL COMMITMENTS & FRAMEWORKS
FOCUS
PARTNERSHIPS & NETWORKS FOR SUSTAINABILITY



Partnerships
& Dialogue

CONCLUSION p.41

From CSR to Sustainability and beyond

AT THE HEART OF GEM'S STRATEGY 2020-2025

GEM'S STRATEGIC PLAN 2020-2025

The challenges of ecological and societal transition are at the heart of Grenoble Ecole de Management (GEM) strategy and our mission as follows:

"Through our expertise in Management of technology and innovation, our close link with our territory and ecosystem, and our capacity to anticipate and accompany transitions, we are using education and research to provide responses to the great challenges of the 21st century and therefore contribute to a world that is more just, more peaceful and more responsible."

Our 2020-2025 strategic plan is focused on 3 axes:

MANAGEMENT, TECHNOLOGY & INNOVATION (MTI): Enrich and disseminate the management of technology and innovation to guarantee organizations sustainable development, engine of prosperity and peace.

GEM FOR SOCIETY: Have a positive and differentiating impact on society, and support our stakeholders to be committed and responsible players.

SCHOOL OF THE FUTURE: Imagine and build the school of tomorrow.

More specifically, sustainability issues are formally included in the key commitments of the strategic plan, in connection with the SDGs:

Ethics and integrity of learners, employees (SDG 10)



Gender equality (SDG 5)



Access to education for all (SDG 4)



Economic peace (SDG 16)



Fight against global warming (SDGs 12 and 13)



The strategic plan is available on our website and is currently being deployed within the various GEM departments by breaking down through objectives and action plans.

The GEM MANIFESTO FOR A SUSTAINABLE FUTURE

The GEM Manifesto for a Sustainable Future is the updated version of the school's first CSR Charter created in 2010. **This updated version makes clear links between GEM's strategy and the transversal SDG's and was created collaboratively with faculty, staff and students in the Sustainability Strategy, Governance and Engagement workgroup summer 2020.**



**GRENOBLE
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BUSINESS LAB FOR SOCIETY

UNE BRÈCHE


The GEM Manifesto for a Sustainable Future

Through our expertise in Management of technology and innovation, our close link with our territory and ecosystem, and our capacity to anticipate and accompany transitions, we are using education and research to provide responses to the great challenges of the 21st century and therefor contribute to a world that is more just, more peaceful and more responsible.

In the coherence with our mission, Grenoble Ecole de Management (GEM) is publicly committed to respecting the principles of [Global Compact](#), [PRME](#) and the UN 17 SDGs ([Sustainable Development Goals](#)) Agreement.

In alignment with the 2020-2025 strategic plan, GEM invites its stakeholders to commit with us to act for a real ecological, economic and societal transformation:

- Act ethically and defend the physical and moral integrity of people: refuse any behavior or speech that violates the rights, health and dignity of each individual ([SDG 3](#)).
- Defend the right to be different, encourage diversity and oppose all forms of discrimination, in particular by ensuring gender equality ([SDG 5 and 10](#)).
- Promote access to quality education for all, work for inclusion and equal opportunities ([SDG 4](#)).
- Promote solidarity and the principles of economic peace and fight all forms of corruption and violence ([SDGs 11, 16 and 17](#)).
- Recognize the ecological emergency by actively fighting against global warming by preserving natural resources and biodiversity, in particular through our Zero Waste ambition ([SDGs 12 and 13](#)).

And encourages its participants and stakeholders to respect and uphold these principles.

I renew my commitment and I add my signature

297 colleagues have already signed the GEM Manifesto for a Sustainable Future
188 adjunct faculty have already signed the GEM Manifesto for a Sustainable Future
936 students have already signed the GEM Manifesto for a Sustainable Future



PRME
Principles for Responsible
Management Education



This manifesto is shared with all the GEM's stakeholders, internal stakeholders, especially incoming students are encouraged to sign it electronically, comment on it and commit to sharing these values and commitments.

SUSTAINABILITY HUB

The sustainability Hub is a division of GEM's Quality; Strategy & International department has been led by Jaclyn Rosebrook, Head of Sustainability and Global Responsibility since 2009.



Jaclyn Rosebrook-Collignon,
Head of Sustainability & Gobal Responsibility

Vanessa Barbier,
Project Manager Sustainability

Vanessa Barbier, a member of the Sustainability Committee since 2018 joined the team in the spring of 2020 with expertise in company relations and co-pilots the Sustainability pedgagogy/research workgroup.

The mission of the Sustainability Hub at GEM is to:

- co-create a culture of social, environmental and economic responsibility, recognized and sustainable, with all stakeholders, using inclusive, cross-functional and collaborative approaches;
- define and coordinate the School's sustainability policy, in particular by co-steering the Sustainabiltiy Committee. "

SUSTAINABILITY COMMITTEE



GEM's Sustainability Committee is a collaborative community of faculty, staff and students to pilot strategy and actions.

Founded in 2009 and composed of faculty, staff and students, since 2018 it has been co-directed by the Sustainability Hub and members of IMPACT and is today made up of 100 active members and stakeholders annually.

“Our mission is to accelerate and support GEM's ecological, societal and economic transition with all our stakeholders.”



A strong link with Impact GEM, the sustainability student association founded in 2006 with nearly 100 members annually.

**Since
2009**

**150
members**

**Co-
construction
Mutli-
stakeholder**

**Co-piloted
with
students**

4 KEY Priorities for 2020-2025

**Obtain the
French
Sustainability
Campus
Certification**

**To act for
awareness and
literacy for ALL
students, staff
and faculty on
sustainability**

**To be
promoters of
human
ecology**

**Towards
carbon
neutrality in
2030**

Our Activities:

- 1) Initiate, coordinate, deploy, support and map projects and actions in 6 strategic areas and working groups:
 - **Governance-Strategy-Engagement**
 - **Sustainability Pedagogy-Research**
 - **Diversity and Inclusion**
 - **Sustainability Mobility**
 - **Zero Waste - Responsible Purchasing and Consumption**
 - **Ecosystem Partnerships, Collaboration & Impact**
- 2) Be a space of convergence and synergies for initiatives concerning sustainability (cf. SDGs) in collaboration with the various relevant and competent services of the school

The Work Group Pilots



Sabine Lauria
Program Director
For Sustainability Mobility



Susan Nallet
Head of Student Experience & Employability
For Diversity and Inclusion



Jaclyn Rosebrook-Collignon
Head of Sustainability
For Ecosystem Partnerships,
Collaboration & Impact

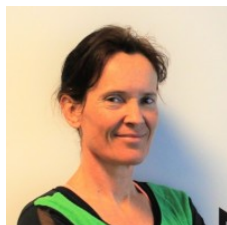


Thibault Daudigeos, Researcher and Professor
Chair Territorial Ecosystems in Transition

Vanessa Barbier
Sustainability Project Manager
For Sustainability Pedagogy-Research



Sandrine Cortet
Student communication and
events Manager



Géraldine Faure-Lafaye,
Coordinator for International
Programs



Fabienne Virolle
Purchasing Manager

For Zero Waste – Responsible Purchasing and Consumption

ZERO WASTE AMBITION

In 2017, Grenoble Ecole de Management announced our ambition to become a Zero Waste school by systematically applying the **5 R's: Refuse, Reduce, Reuse, Repurpose, Recycle**.

The approach not only focuses on reducing waste and our carbon footprint, but also integrates social and human issues of sustainability, ethics and global responsibility.

The [details of our approach can be viewed here](#) or in the Sustainable Campus management section of the report.

FOCUS

Students Driving Strategic Transformation in Sustainability



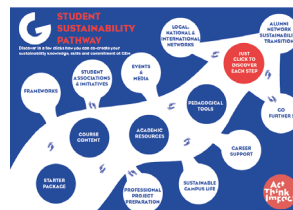
[A Manifesto “Pour un Réveil Écologique”](#) a national French initiative with global reach was launched in 2019 that over 300 GEM students have signed to date. By signing the manifesto students pledge to refuse to work with companies that don't integrate urgent environmental issues into their practices and share this commitment publicly on their LinkedIn page. Following this movement, an independent collective of 4th year students called **GEM en Transition** formed in 2019. Their aim is to accompany and advocate for change in the curriculum of GEM assuming the role of consultants with the following objective “**every student educated with the knowledge and**

skills to contribute to an ecological transition”. Using tools and methods inspired by the – Wake Up Call for the Environment, this student group sent a questionnaire to all the students in the Grande Ecole Program. Their key findings: 90% of the students want these topics integrated into the core curriculum, 50% said they would refuse to work for a company that damages the environment. GET presented their results to the direction of GEM and work on operational implementation with the Sustainability Pedagogy & Research group. Acting as intrapreneurs and change agents, they are driving transformation of strategy and co-constructing curriculum within their own school.

SUSTAINABILITY ORIENTATION & INTEGRATION ACTIVITIES

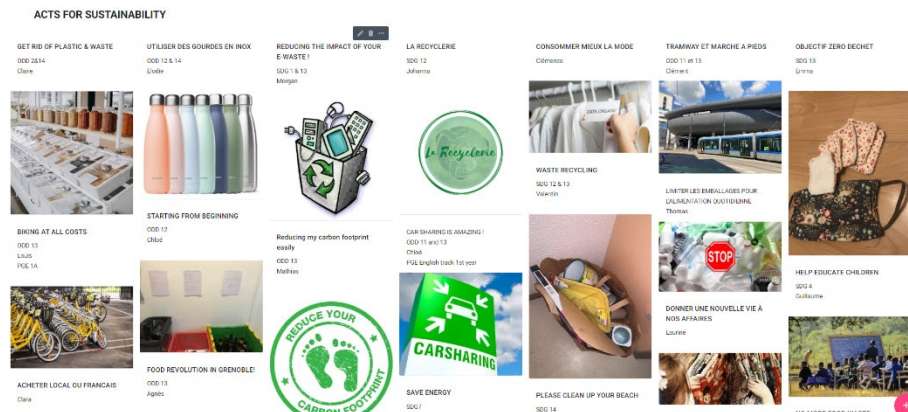
Sustainability@GEM, an integration week to discover how to get involved and act to meet today's environmental, social and economic challenges and accelerate the world's tranformation to a sustainable future and includes:

- 120 actions &
5 key trends
from the Acts
for
Sustainability
Challenge**



Outcomes 2020:

120 actions to fight against climate change



GEM students carried out a concrete action in their community in response to one of the 17 Sustainable Development Goals (SDGs). The objectives: 1) encourage them to take concrete action, 2) raise awareness about the urgent challenges of ecological, economic and societal transition, 3) identify one of the 5 engagements of GEM and the SDG's. 120 actions were posted on Padlet, with numerous actions focusing on SDG 12 "Sustainable Consumption and Production" and SDG 13 "Climate Action".

5 top student takeaways to accelerate the ecological transition

- **Tech for Good:** using apps to avoid waste or to facilitate carpooling, the choice of an alternative search engine and of course more sobriety in use.
- **Ecological Solidarity:** giving a second life to all unused objects or sharing meals, skills and know-how.
- **Educate for Impact:** by getting involved through an association or a citizen movement, natural site clean-up challenges
- **Play for Change:** using education to inspire impactful action, playful nudges, and ecological scavenger hunts.
- **Individual to Collective Action:** shift individual action and responsibility to collective impact, start with a single action and align it with collective change and transformation.

TRANSVERSAL INTEGRATION OF SUSTAINABILITY

Since 2018 the Sustainability Pedagogy & Research Work Group brings together, on regular basis, 29 members, made up of students, staff and faculty.

Their objectives is to **accelerate the transversal and systemic integration of sustainability issues** across all our programs, **promote and strengthen links between research and pedagogy**, ensure that GEM students and learners **develop the skills necessary to assimilate ecological and societal transition issues** into their professional and managerial practices.

Objective : To empower our students, learners, staff, faculty and other stakeholders and contribute to the **development of knowledge and skills to contribute actively to the ecological, societal and economic transformation in their professional and managerial practices.**

Much work is in progress from revising our current competencies-based learning referential for sustainability transition, to curriculum mapping, prospective new course and learning track development and developing co-learning opportunities for our students inside and outside the classroom.

Key Priorities

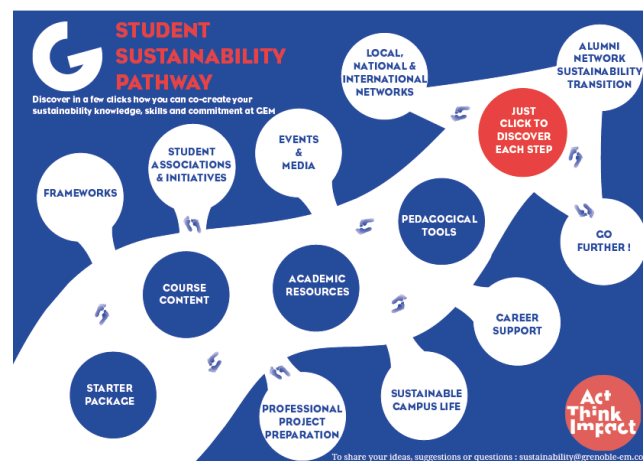
- Promote cross-functional and interdisciplinary coordination with each DFR to accompany the transformation of core curriculum.
- Provide incentive, time allocation, support and resources for faculty in transforming their course content
- Capture and anticipate the evolution of remove professions and the needs in skills in sustainability.
- Involve all internal stakeholders to provide visibility of our current academic programs, research and practices in sustainability and contribute to its transversal improvement and robustness.
- Give visibility internally and externally to our sustainability initiatives in pedagogy and research to foster collaborations and strengthen the links between teaching, research and support activities and interactions with GEM stakeholders

Key Outcomes

Student Sustainability Pathway - New in 2020 !!

A dynamic and innovative pedagogical tool for students to discover how to co-create their sustainability knowledge, skills and commitment at GEM

This pedagogical tool serves as a transversal, interactive resource to show how, when and where students can co-create and develop their sustainability knowledge, skills and commitment during their studies... and beyond. This pathway is a dynamic mapping that illustrates the systemic approach of our school to integrating and accelerating an ecological, societal and economic transition for a sustainable future. This beta version of the tool rolled out in September 2020 is a dynamic, collaborative and evolving project, a work in progress to impact and accompany transformation in the explicit and hidden curriculum at GEM.



SUSTAINABILITY SPECIALIZATION TRACKS & CERTIFICATES

In addition to the work being done with the Sustainability Pedagogy & Research workgroup to integrate sustainability education transversally across all programs, GEM continues to develop deeper and more focused learning opportunities through the creation of specialized courses, programs and learning tracks.

« **Innovation for a Sustainable Transition** » specialization track is its second year of offering in our 3rd Year Master Grande Ecole program. Students enrolled in this track are simultaneously doing internships in companies and alternating with their studies to take back what they learned and apply it in real time in real business contexts. (135 course hours). Nearly 100 students have enrolled in this track since its creation.

“Smart & Sustainable” specialization in the MBA (three 27-hour modules) for students who see sustainable development as a goal and competitiveness lever, and who perceive their role in society and business as a transformational one. This is also offered as a certificate course in Executive Education offering.

“Responsible leadership and followership” (24 hours) a new specialized course offered to develop critical thinking and become more “responsible” as future leaders and followers.

“New Energy Technologies: Energy Transition and Sustainable Development” a MOOC, since its deployment has 15 595 enrolled on this course and has a 4.4 star review.

“Towards responsible business in a sustainable world” (96 course hours) Year 2 of the Master’s Grande Ecole Program

“Developing Resilient Management” The pandemic made it abruptly necessary to find new ways of managing. Executive Education responded quickly with this new 10-hour customized online training course. Objective - develop the tools to better manage post-crisis situations in teams. Topics include cooperation, servant leadership, emotional intelligence, remote management. The pilot program was offered free of charge. Subsequent cohorts are eligible for full funding by the French national continuing education training fund.

FOCUS – Pedagogical Innovation & Tools for Sustainability

Sulitest is mandatory for all incoming students at GEM since 2017

Average score @ GEM in 2020
60% for French-speaking students
70% for international students
Benchmark
Worldwide: 57%
In France: 59%
Over 900 tests taken at GEM in 2020



The Sulitest is also used as an indicator and key measurement in GEM's Assurance of Learning process.

GEM is a founding member of the Sulitest community since 2014

Serious Games Promoting Sustainability Topics

21 days: The Innovation Quest

This serious game with on-line and low-tech versions aims to create an innovation habit with limited resources. Participants will learn how to innovate with limited resources, in just few minutes of daily game play over a three week period. Participants explore Why innovation does not always mean doing something new but differently!

An immersive new game to better anticipate ethical dilemmas

With Finethics, the first ever virtual reality serious game, GEM looks into ethical and moral issues. The School wants to encourage future leaders to build their own ethical reasoning by working on their respective decision-making processes. This first session was based on ethics in finance, as it took place within the context of a collaboration with the "Finance de demain" ("Finance of tomorrow") network. In the near future, additional topics are to be developed with professionals from other sectors. (2019)

Climate Change Literacy Workshops

The Sustainability HUB Offered three-climate collage workshops, 2 to discover the pedagogical tool and 1 to train staff, faculty and students on how to facilitate the Climate collage. Over 45 people received training in 2019-2020.



OUR BACK-TO-SCHOOL CHALLENGE, THE 10-DAY ACTIVE LEARNING SEMINAR for a “Green New Deal”

700 + STUDENTS Impacted

In 2018, GEM sent first-year students of the Grande Ecole Program (PGE) into the city to test their ideas for innovation with local citizens. In 2019, the School “tricked” its students to make them aware of the abuses in the use of personal data. This year, new PGE students explored an ephemeral virtual campus with a platform conceived in collaboration with Laval Virtual. Students and GEM teams involved in the back-to-school activity interacted with each other, met up and talked to each other “in person” with their personalized avatars.

In 2020, incoming students discovered the topics of the challenge using clues scattered around the pop-up campus. They had 10 days, combining courses and virtual workshops, to learn how to handle the “art of controversy” and propose a “green new deal” project that is easy to implement in the Grenoble ecosystem. This “new deal” focused on one of the 6 societal and environmental issues identified during the Covid health crisis and chosen among the priorities and commitments of GEM and our ecosystem: health, work, energy, food, education and the urban environment. Economic, social and environmental challenges that included reducing the carbon and energy footprint, sustainable and affordable, responsible consumption, livable and hospitable cities (urban agriculture, pollution reduction, etc.).



Outcomes: an exhibit of 144 virtual stands where students pitched their “green new deal” project to a jury of professionals, GEM staff, faculty and visitors! Over 700 students involved in this 10-day active learning project.

Promoting Inclusiveness & Diversity in our Student Body

GEM is committed to ensuring “inclusive and equitable quality education and promote lifelong learning opportunities for all (SDG 4)”. GEM has always been a resolutely international school – attracting more than 3000 international students per year from 143 different countries. But this does not go far enough to create a diverse student body. To break down the social barriers and other obstacles to pursuing higher education, and to promote equal opportunities in access to higher education, GEM offers targeted programs like the Refugee Grant Program and the Data Asperger Program. In addition to special programs, GEM actively deploys other national support systems to target recruitment and accompany potential students from modest social backgrounds or for those with disabilities from the baccalaureate. GEM was a pioneer in terms of developing equal access policies and initiatives to its programs. The school began a parallel development and recruitment policies and support as early as 2004 with FACE Grenoble (Fondation Agir Contre

l'Exclusion). [Two post-baccalaureate diversity entrance exams](#) (“the social ladder” since 2007; disability since 2009) are presented to high school students from modest economic backgrounds or with disabilities. 33 students were recruited in 2019 through these initiatives.

- Data Asperger Program: 28 students in 2019 cohort, 20 students in 2020 cohort.
- Management & Handicap Certificate: 86 certified and 84 new students currently enrolled.
- Career Booster for Migrants & Refugees: 4 annual workshops free to 25 students per year
- The Refugee Grant Program since 2015: 13 migrants have already joined one of the GEM programs.
- A partnership with the *Institut de l'Engagement*: students whose social commitment and community service is remarkable are selected and benefit from full tuition remission. 16 students to date
- The GEM Financial Advisor, a loan simulator chatbot with advice for students struggling with financial issues.
- Specific support during their studies, professional development, and internships and jobs searches for students who enter on these programs.

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The 1st Data Asperger cohort

In January 2019, 28 students started the new Data Asperger program co-designed with Grenoble INP ENSIMAG, a local engineering school and the Digital Campus in the Alps. The program already has a successful track record as around 20 of the students, diagnosed with Asperger syndrome, have found a job following the training.

“GEM Refugee Grant Program” Recognized

The “GEM Refugee Grant Program” received the “Positive Impact on Society” Trophy handed out at the French Ministry for Ecological and Solidarity Transition during the Campus Responsible national Green Gown awards event.

This program, which provides individual scholarships to refugees, was launched in 2015 by GEM and works with the consortium of Université Grenoble Rhône-Alpes Refugee Working Group. The School was also commended by the jury during the 2019 International Green Gown Awards Institute of International Education (IIE) in New York as part of the United Nations High Level Political Forum. To date, 13 students have been enrolled in GEM programs thanks to this initiative.

Since 2018 GEM also offers an annual series of personal and professional development workshops for refugee students in Grenoble called “The Career Booster” open to refugee students from all higher education institutions in the Grenoble area reaching 25 students annually. This program is run in the context of our local consortium collaboration the local university and with the metropolitan consortium RISING.

RESEARCH FOR SUSTAINABILITY

Interdisciplinary research is key to finding solutions to our world's greatest challenges in sustainability. A recent informal survey found that 75 research faculty (out of 135) are working on sustainability related topics (30 clearly, 45 somewhat).

Research at GEM is organized into departmental and area focused teams, in addition to the work done in the school's 5 research chairs and there are many interdisciplinary research projects and collaborations that have begun to flourish within the school and through formal and informal partnerships.



CHAIR INCLUSIVE SUSTAINABILITY: Territorial Ecosystems in Transition

To face daunting ecological and social challenges, actors in territorial ecosystems are increasingly included in the process of rethinking and co-designing new services for their citizens. The goal of this multi-partner chair is to produce the necessary knowledge to **imagine, analyze, test and disseminate new measures to support a transition towards sustainable and inclusive living spaces and place citizens at the heart of concertation and action.**

Research Areas

- New eco-responsible behaviors, in conjunction with the Consumer Behavior and Energy Management research teams
- New organizational models: The transition of territories raises new questions of economic governance, particularly in terms of the scale of governance.
- New methods of developing innovative projects: co-innovation and co-designed experiential projects, allows partners to imagine and test on a small-scale new ways of seeing and doing their jobs, to develop and validate new practices, to design new experiential training modules as a tool for deploying transformation. One experiment focuses on the design of a service around air quality data for citizens. Another experiential device created is the [Fabularium](#), a tool for showcasing and narrating “micro-adventures” in our territory.

The Alternative Forms of Markets and Organizations team works across disciplines with the Strategy, Collective Action and Technology team to identify innovative business and organizational models that make it possible to provide new services to citizens.

A [Citizen Research Panel](#) created in 2020 enables researchers to conduct studies on current issues in the Grenoble area. Following the example of cities such as Hamburg and Hong Kong, Grenoble has constituted a research panel dedicated to its residents, a unique initiative in France. An interdisciplinary scientific committee oversees this panel with researchers across all managerial topics and academic departments. A study deployed in May 2020 “Mobility practices before, during and after lockdown” was conducted with 1014 inhabitants from the panel.

Contact : [Thibault DAUDIGEOS](#)
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THE ENERGY RESEARCH TEAM & THE ENERGY FOR SOCIETY CHAIR

The Energy Research team focuses on managing energy technologies and innovations for a low-carbon economy, climate change, geopolitics, markets, innovation, and decentralization. The Energy Management research team combines research on strategic management, technology innovation and energy policy in order to create and share knowledge that will help businesses and society move towards a low-carbon future. Through research and research-based consulting, the team continues to expand expertise on energy efficiency issues such as corporate management, governance for low-carbon societies, innovations for clean energy technologies, and the factors and consequences of diffusing new energy technology.

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The objective of the Energy for Society chair is to study the **impact of new energy services reconciling business attractiveness and acceptability of new energy services by citizens**. As the energy sector experiences an unprecedented period of change, any decision or orientation in relation with energy policies and choices is subject to a large number of uncertainties. But the energy transition offers a unique opportunity to act differently.

How will companies elaborate new strategies in relation to these evolutions? How will they convince consumers to adopt virtuous behaviors? How will companies attract support to the energy transition? The Energy for Society Chair proposes analyses and solutions based on research in these fields and articulates three complementary working areas.

Research areas

- Understanding how companies cooperate to create innovative energy services
- Understanding corporate strategies in relation to sustainable innovation
- Understanding the implication of the “as a service” trend on future business models in the energy sector

Recent publication

Covid19: the drop in energy consumption in 2020 will be unprecedented

Analysis by Morgan CrenesHead of the Data & Research department at Enerdata, and Carine Sebi – Enerdata – April 29, 2020

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DIGITAL ORGANIZATION & SOCIETY – NEW RESEARCH CHAIR IN 2020

The mission of the Digital Organization & Society Chair is to **produce and disseminate scientific knowledge on the impact of digital technologies on individuals, organizations and our society**. It is supported by some fifteen research professors from Grenoble Ecole de Management. The aim is to understand how these technologies are changing our daily lives, the way we work and interact with others; the way companies innovate, create value or reorganize; the way our society functions, its ability to adapt or resist, its uses and representations.

Research areas

- Impact of digital technology on the individual - phygital and embodied cognition, sensory rejuvenation and faces, art & branding in a digital context, e-banking, body position and decision making
- Rights, personal privacy, cybersecurity and digital data protection
- Impact of digital technology on organizations: value creation and big-data, crowdfunding of innovations and ideas
- Impact of digital technology on society: transhumanism, post-human society and ethical issues

Recent publications:

[Stop Digital Overload :The Guide](#)

[Telecommuting: the motivation of employees during confinement?](#)

Contact:

[Pierre DALZOTTO](#)

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[Fanny RABOUILLE](#)

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CHAIR FOR PUBLIC TRUST IN HEALTH

The chair's objective is to **examine trust at both the organizational and institutional level, explore how the public at large develops trust over time** by looking at the construction, degradation, and repair of trust involving multiple audiences.

The main focus of research conducted by the Chair is on the health field, a societal domain in which the issue of public trust is of particular importance. In doing so, the Chair brings together researchers from organization studies, sociology, and social history to gain a

deeper understanding of how organizations are perceived as trustworthy in a social system marked by multiple audiences, rules, norms, and values.

Research Areas

- Social dynamics of public trust in health
- Gamification of trust including both the development of classroom games as heuristics for understanding trust, and the exploration of trust dynamics in real-time user interactions.
- Relationship between trust and customer-orientation in intra-organizational and inter-organizational settings.

Recent production:

[Covid-19 vaccinations: why are the French defiant?](#) Charles Clemens Ruling

Contact:

[Charles-Clemens RULING](#)

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CHAIR FOR ECONOMIC PEACE, MINDFULNESS AND WELL-BEING AT WORK

The Economic Peace, Mindfulness and Workplace Well-being Chair was the first research chair created at GEM in 2012.

The research is multidisciplinary, combining management sciences, psychology, medicine and philosophy and combines field experience and experimentation and focus on the following topics:

- **Economic peace:** in a world at economic war, how economic players can become contributors to social peace and better living together, thanks to human, efficient and sustainable enterprises.
- **Mindfulness and management:** understand how mindfulness works, its application in a professional and its impacts on well-being, regulation of managerial relations and wealth creation.
- **Stress, well-being and managerial development:** improving preventive stress management and taking into account well-being at work for the benefit of employees and the organization's performance.

In addition to numerous publications, conferences, podcasts and other intellectual productions, the chair's activities include the launching of the first Peace Economics Trophies to award and recognize companies and organizations that are walking the talk.

Recent Productions :

New 2021 ! Executive Certificate "Managing the Transformation: from Self-knowledge to Collective Engagement" beginning in 2021. This program aims to equip managers and business leaders with the skills necessary to accompany the transformation of their

organization and deploy collective intelligence for a sustainable performance positive impact for all stakeholders.

« [The co-construction of quality of life indicators](#) » Fiona Ottaviani, 2018

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Peace Economics Trophies – 1st Edition

GEM organized on May 2019, the first edition of its Peace Economics Trophies. The aim of the event was to highlight and support projects in relation to well-being at work and innovative relations between society and organizations.

The Trophies aim to encourage virtuous management practices. 75 French and international companies put forth their respective projects. Ten were rewarded with a two-year support by the Research Chair for Peace Economics, Mindfulness and Well-Being at Work.

FERE Chair – Women and Economic Renewal

The Chair “Women and Economic Renewal” is an internationally oriented chair designed to promote and engage in research on the subject of **women in the workplace, entrepreneurship and innovation and support economic renewal by women.**

Research Areas:

- Observatory on the impact of female entrepreneurship on territories
- Creating knowledge about the place of women in the economy
- Experiment and test method and tools used to accompany women in the context of the “GEM-Premières incubator”.

Recent production:

[Discover a variety of articles on Sexual Harassment in the Workplace here](#)

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FOCUS – Key Indicator

GEM researchers recognized for research contributing to the SDG's

In the recent Financial Times article “Weighing up business schools’ work on sustainability” a new independent study of academic publications raises questions about how to assess schools’ research by Wilfred Mijnhardt, policy director at Rotterdam School of Management at Erasmus University. Mijnhardt mapped the links between European business schools’ research output and the UN’s sustainable development goals (SDGs). Grenoble Ecole de Management came in 5th in this first independent study of research contributions to the SDG’s in business schools that also calls into question the current metrics that international rankings use to measure research impact and the lack of incentive for research relating to the SDG’s and sustainability overall.

The European SDG top 10 (ranked by ratio of SDG-related publications)

	Total publications	SDG publications	Ratio	Rank
University of Glasgow, Adam Smith Business School	22	20	91%	1
University of Leeds	36	32	89%	2
University of St Gallen	70	61	87%	3
ESCP Business School	36	31	86%	4
Grenoble Ecole de Management	51	43	84%	5
ESSCA	111	92	83%	6
The University of Amsterdam	70	58	83%	7
IESE Business School	108	89	82%	8
Frankfurt School of Finance & Management	34	28	83%	9
Mannheim Business School	76	62	82%	10

Note: Not adjusted for volume of publication. Source: RSM SDG Mapper

Source: <https://www.ft.com/content/6b499b5b-76fc-4fee-9684-f8055e52c46e>

AT THE HEART OF GEM LIFE

SUSTAINABLE CAMPUS MANAGEMENT

CARBON FOOTPRINT

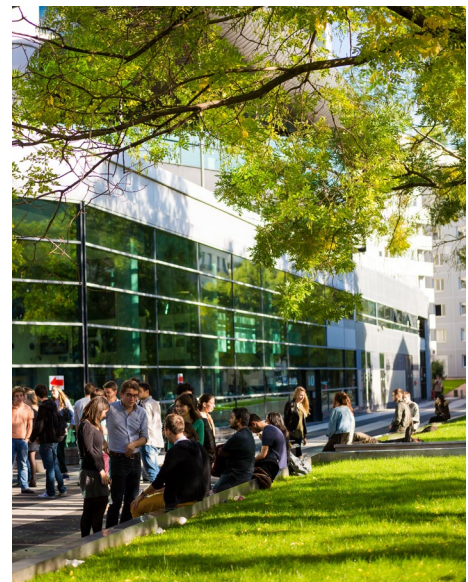


Since 2013 GEM has carried out carbon footprint measures of its activities while offering extracurricular training to staff and faculty every two years in alignment with the Grenelle law in France. Students from IMPACT, as well as several interns have contributed to this strategic project that is updated every two years. **The school measures all three scopes of our GHG emissions** and is accompanied by the expertise and reporting tool created by the innovative social entrepreneurial firm Toovalu since 2015. Currently we are updating our carbon footprint with the objective of deploying a comprehensive carbon strategy and roadmap aligned with the Paris Accords.

In 2021 GEM will begin drafting a **carbon reduction strategy** and national and international reporting on our progress with ACT - THE ASSESSING LOW CARBON TRANSITION INITIATIVE.

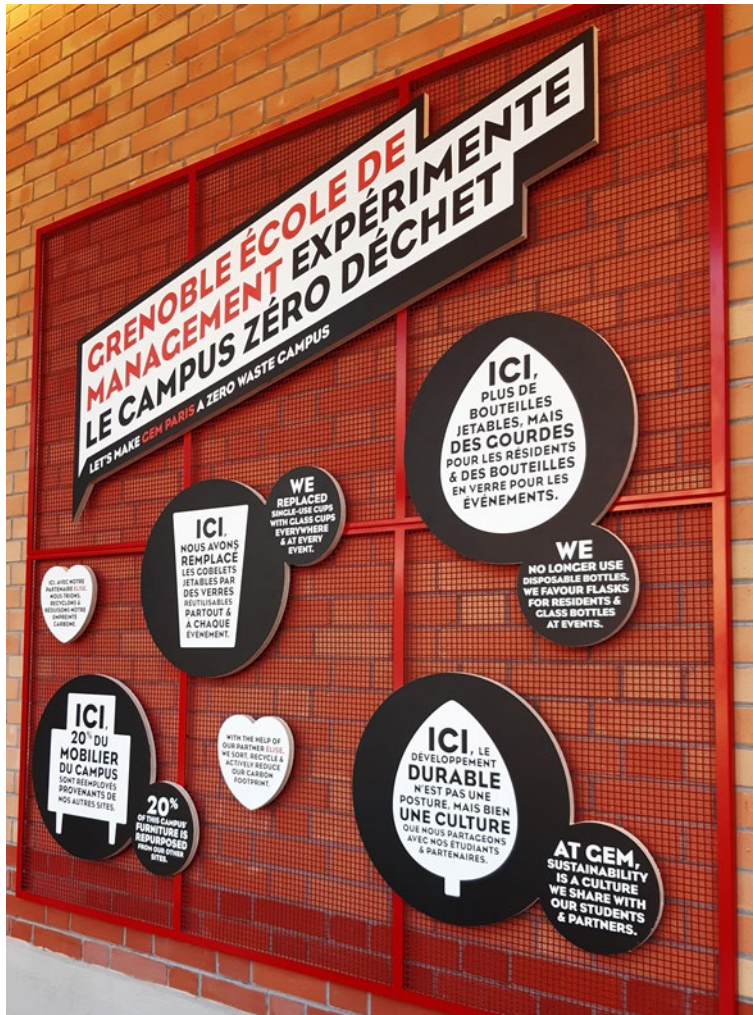
ACT is a voluntary initiative of the UNFCCC secretariat Global Climate Agenda supporting corporate climate accountability. An ACT assessment provides companies with a feedback report outlining best practice and opportunities for improvement and a rating to track progress. ADEME, the French Agency for Ecological Transition, and CDP, co-founded the initiative in 2015 at COP21.

Objective – Carbon Neutrality in 2030



ZERO WASTE CAMPUS MANAGEMENT & PRACTICES

Key actions that contribute to our Zero Waste ambition:



New cafeteria offering local and/or organic food, locally processed, zero plastic and compostable packaging and waste reduction initiatives

Comprehensive Recycling Program including E-waste and compostable waste with local partners and the metropolitan authorities

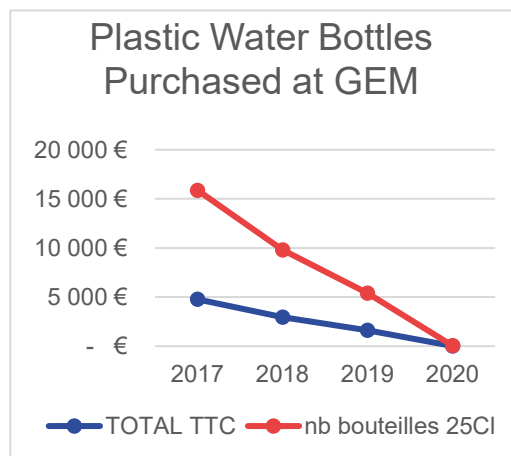
100% renewable electricity contract with the local utility company

Numerous eco-friendly alternative mobility initiatives

Zero plastic bottles for events, coffee machines with incentive pricing for waste reduction

Zero goodies initiatives donating funds to local associations instead
Responsible purchasing charter, collaboration with our suppliers for sustainability

8.3 K Tons of
Paper Recycled
in 2019



0 Plastic Bottles
Purchased in
2020

An environmentally responsible campus cafeteria

Since September 2019, the cafeteria located on the main campus in Grenoble serves “home-made”, vegetarian and locally sourced meals. Café Perret, run by a local family business, also discounts or gives away left over food goods at the end of the day to avoid food waste.

A zero waste «zone» was created at the start of the school year to offer advice, tips to staff and students to tend towards a zerowaste target on a daily basis, and works with the metropolitan area on a composting project for their biodegradable packaging. Over 25 local organizations working on Zero Waste were present to share their practices and initiatives with the incoming students.

A Zero Waste entrance examination

During the Grande Ecole competitive entrance examination, GEM decided to replace the traditional jury members’ goody bags by a donation to its associations. The jury members voted for which three associations, dedicated to social and environmental issues, would receive €5,600. With the institution’s zero waste ambition, plastic water bottles were banned. Goodies for candidates were also replaced with reusable cups and customized t-shirts (a t-shirt kiosk was set-up at the school).

Students also got to try indoor rappelling: the aim was to increase awareness on the health benefits of sports and physical activity.

Zoom - Responsible Purchasing in Action & Research at GEM

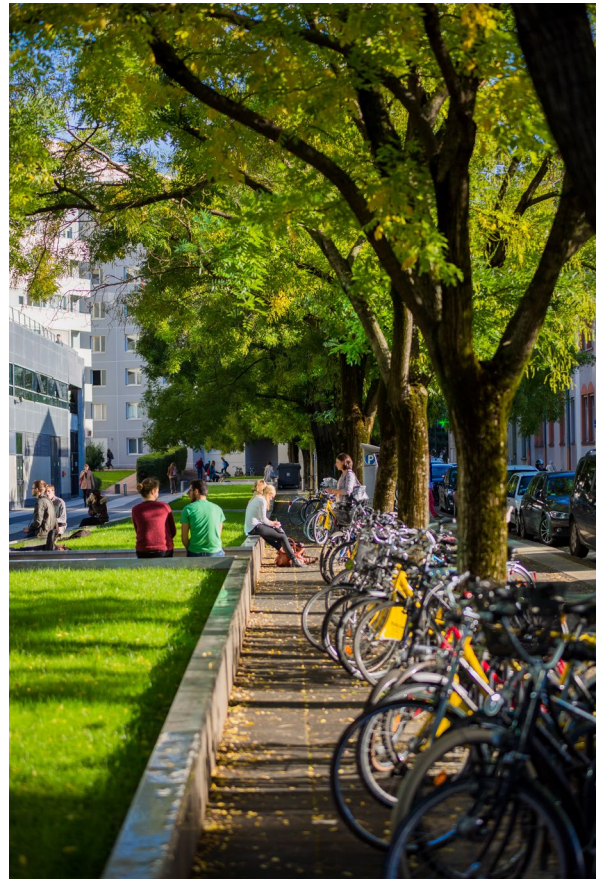
Led by our Purchasing Manager, Fabienne Virolle, GEM created and adopted a **responsible purchasing charter** in 2018 to reduce the school’s environmental impact and promote more equality and inclusiveness through dialogue with our key suppliers and in our purchasing practices. This is a key transformational tool that allows the school to drive change through sustainable purchasing practices and simultaneously collaborating and experimenting with our suppliers on their own sustainability journey.

GEM researcher Hugues Poissonnier led workshops with the responsible purchasing certified companies to produce a [white paper that highlights the ambitions, difficulties and best practices](#) that mark the path to purchasing excellence. Objective: share experience and inspire French companies to engage in the certification process to transform practices and build an ecosystem of efficient and sustainable purchasing.

ECOFRIENDLY MOBILITY

GEM has had a company eco-mobility plan for over 15 years that reimburses staff for 50% of their public transportation costs. GEM also participates actively in the [Grenoble PDIE](#) (Grenoble's interenterprise plan to promote sustainable mobility practices) co-constructing policies and programs to further the local territorial dynamic. Numerous awareness raising events and an campaigns.

- New! GEM Ecomobility Roadmap for 2021: focus on bicycles, carpooling, car sharing, etc.
- New! [Student guide for eco-friendly travel and mobility](#) during international exchanges
- Annual events and competitions to promote ecofriendly mobility
- Survey of employees on their transportation & mobility practices
- New! Secure bike cages in the GEM parking Lot
- Bike Pumps installed on GEM Campuses for cyclists
- Discounts for E-Bikes purchases and VAE long-term rentals (E-Bikes)
- Annual Car Share subscription offered to all staff & student associations with CITIZ
- Two hybrid cars leased for professional use
- Implementation of the Metropolitan Area Sustainable Mobility Package



PROMOTING A CULTURE OF EQUALITY

WoMen@GEM is a project launched in 2017 that works on **issues to reduce the gender gap and gender stereotypes** and works in synergy with the **work group Diversity & Inclusion**. GEM now is near parity in key management roles COMEX and GEM programs; employees have privileged access to a company day-care next to the school, and events, workshops and conferences throughout the year for students and graduates such as career readiness for women, stop sexism, and negotiating for women.

Driving efforts to improve gender equality

In January 2019, a new decree was issued to provide a framework for gender equality in the workplace. Every year, French companies with more than 50 employees must

compile and communicate a Gender Equality Index.

The index is composed of five indicators calculated on the basis of 100 points, with a minimum of 75 points required. The index measures various data in terms of gender equality:

- Gender pay gap
- Differences in pay raises for men and women
- Differences in promotions for men and women
- Systematic raises for women on maternity leave
- Number of women in the top 10 earners at a company

In 2018, Grenoble Ecole de Management's Gender Equality Index was 86 points out of 100.

New! Sexist & Sexual Violence Alert & Care System

GEM staff and faculty, along with the student collective ReAgir actively participates in the national Higher–Ed taskforce for diversity & gender equality contributing to a recent white paper. A new “care system” for reporting – Sexist & Sexual Violence was deployed in 2020 to accompany, inform and support victims at the school and those who witness all types of SSV. A special training session was delivered to the 22 student associations at the beginning of the school year.

The Gender Equality Pact of the French Conférence des Grandes Ecoles

Committed for several years now in the fight against gender inequalities, GEM actively participates in the national working-group on this topic led by the Conférence des Grandes Ecoles. For GEM, signing the Gender Equality Pact represents a natural step forward in its on-going investments, which includes the WoMen@GEM project. The School's commitments were renewed during International Women's Day in 2019. An exhibit - Portraits of women who “make” GEM (both as staff or students) were displayed, representing different role models and showing how important women have been in the growth of GEM.

Survey: harassment and fighting gender inequality

Over 25% of students (representing approximately 800 students on all programs) participated in the “Sexism and violence against GEM students” study. Established 3 years ago, further to the students' request, the survey covers topics such as sexual, moral and online harassment, sexism, and the role of all the interested parties. Depending on the results, solutions or awareness actions are put in place. In 2019, results show a sense of harassment level below the national average but nonetheless present. Sexist harassment largely persists; verbal harassment is making a comeback, whereas cyber harassment is decreasing.

STUDENT EMPOWERMENT FOR SUSTAINABILITY

STUDENT ASSOCIATIONS

GEM is home to over 22 students associations that contribute to a vibrant student life. Associations organize nearly 700 events annually with budgets of up to 500,000 euros and teams of up to 150 students. Their activities range from sports, culture, business focused, humanitarian and more. Their impact - environmentally, socially and economically - is substantial in the school and our local, national and international ecosystem. Student associations that focus on sustainability issues at GEM have a history at GEM, **Impact**, the first sustainable development student association was created in 2006 and students have been full participants in the Sustainability Committee since its inception.

Many other associations focus on activities that further many of the Sustainable Development Goals.

SOS solidarity a humanitarian association, **Aloha** an intercultural integration. However, like many higher-education organizations, GEM has struggled to maintain links, awareness of initiatives and mature projects in sustainability and find ourselves starting from scratch or “reinventing the wheel” each year due to the natural turn-over of students.



The Sustainability Hub and Committee has developed processes to encourage and support students to co-construct and become active learners and their sustainability journey during their studies while also contributing to GEM's own transformation through their involvement in the governance and the implementation of the school's strategic and operational projects in this area. Our approach is founded on a 4 pillar methodology of action - LISTEN, CO-CONSTRUCTION, RESPONSIBILITY, INITIATIVE.

LISTEN: creating a framework and spaces for students to express themselves and being attentive to their input on ecological, societal and economic transition issues.

CO-CONSTRUCTION: working with students to define and implement our Sustainability policy, particularly within the context of Sustainability Committee and workgroups.

RESPONSIBILITY: entrusting students with impactful missions, mentoring and supporting them in their sustainability journey and skills development AND empowering them to fully participate in GEM's transformation as a business school.

INITIATIVE: Encouraging the creativity and proactivity of our students, in the classroom and beyond, on topics related to the ecological, social and economic transition

FOCUS

SUSTAINABILITY REPRESENTATIVE IN EACH STUDENT ASSOCIATION

Since 2019, all student associations regardless of their focus have a designated sustainability representative and receive 9 hours of training at the beginning of the school year by the association IMPACT to raise awareness of sustainability practices at GEM and mobilize them for action and contributions within their own associations. The 22 representatives are also invited to participate in the Sustainability Committee activities, plenary meetings and work groups. In 2020, this integration training included calculating their carbon footprint of their activities.

PROJECT MANAGEMENT & SPECIAL PROJECT FOR SUSTAINABILITY

Students that are committed to having a positive impact on the planet and its inhabitants carry out projects in the contexts of their studies that drive change, inspire and empower others. In the first year of the Master's Grande Ecole Program, all students have to deploy a real project in the context of this course. Nearly 700 students are trusted with nearly 70 projects annually and manage these projects in teams of 10. In 2020, nearly 40 of these projects had a direct link or impact on the Sustainable Development Goals. Many of these projects involve the organization of awareness raising events, fund raising or simulation games. Some examples of projects are: CopinMyCity, Cycles & GO, Green Mobility Challenge, Carrotmob – Zero Food Waste, Refugees- Untold Stories, UNICEF, Disability Awareness, The "Greta Thunberg Effect", Action Against Hunger

Students can also develop projects during their gap year or in parallel to their studies with support from GEM's "Talent Office", or even carry out projects after their studies. Three recent projects in particular highlight our students growing and urgent preoccupations with the planet and their future.

[A documentary mini-series called OTRAVIA](#) – that The 7 seven minute episodes focus on "social enterprises": a company that puts economic efficiency at the service of a "common good" mission like environmental preservation or social reintegration. These organizations innovate in the way they manage and govern, giving power to the various stakeholders (suppliers, employees, customers).

Another documentary, [Foutu pour Foutu](#) (loosely translated as "We're Screwed"), is the story of two 25-year-old self-described "losers" who have just graduated from college – one is a recent GEM graduate another from the local university. These two recent graduates have not yet started to build their lives; they are told that the world is falling apart. "When we know that our current model of society is at the end of its run, when we are aware of the ecological disaster underway, of the risks of collapse and of the challenges that the future holds in store for us? Where do we go from here?"

[Travail au Sens Propre](#) (or "Work in the literal sense") is an educational journey undertaken by two young GEM students in search of meaning in their future professional choices, which aims to question their relationship to work, and how it can influence the development of the individual person and a virtuous society. They documents their study trip in articles, blogging and videos as they went to meet people in other countries who made inspiring

choices. At the same time, they explored foreign education systems, public authorities and social norms in Europe (France/Germany/Denmark).

Many other impactful initiatives or events are student-driven or involve their participation in their organization. Some take the form of competitions to give visibility to social entrepreneurship and socially and environmentally responsible companies. [GEM Start-Up Contest](#) organized for the last 3 years to recognizes local socially innovative entrepreneurs. National and international social entrepreneurship competitions like ENACTUS or the Hult Prize are also organized annually by students at GEM.

HULT  PRIZE



[INCUBAGEM](#). GEM's start-up incubator is a tool develop and support student entrepreneurs in their business creation. IncubaGEM is also an incubator run by the students of the Specialized Master in Entrepreneurship of GEM. This program emphasizes both action learning pedagogy and the transmission of an entrepreneurial ethic. 25 of the 60 start-ups at Incubagem have a social or ecological focus.

CAREER SUPPORT (MAKING SENSE/MAKING A DIFFERENCE)

More and more students are driving change and seeking professional opportunities in companies and organizations that refuse to recognize and adapt to the environmental, social and economic urgencies the world is grappling with. Not only are GEM students like those from “GEM en Transition” pushing for change within the curriculum of the school, they are sending clear messages to future employers that they will not work for them if they are not sincerely committed to changing their practices and missions.

A specific “CSR” tag on our search engine for internship, work-study and employment offers helps students identify companies and organizations in the Social and Solidarity Economy or a CSR-oriented missions. A careers service webpage is specifically dedicated to students looking to learn about career opportunities engaged sustainability transition.

On January 30, 2020, **a CSR corner was integrated into our Career Fair** and more than 10 targeted companies were welcomed there free of charge. In 2021 it attracted more than 13, along with other professional workshops and conferences.

"GEM Sustainability Community" private facebook group was created in April 2020 and already has 443 members to share recruitment news, highlight sustainable organizations and share other information around sustainability.



Contact :

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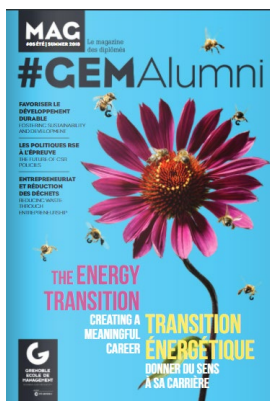
SUSTAINABILITY & ALUMNI RELATIONS

Not only are current students driving change, GEM alumni are engaged and currently working as sustainability and CSR professionals in various organizations and companies. With more than 37,500 members, the global GEM alumni network scope of influence is undeniable. GEM is working hard to keep this network in touch together and with our institutional activities today.

Alumni Group in Sustainability Transition & WoMen@GEM

A clear indicator of the growing importance in the business world and among our alumni was the creation of a **special networking community on Facebook & LinkedIn dedicated to Sustainability Transition** in 2017. The community is growing and they organize meet-ups and events to share and develop their networks. **WoMen@GEM is another focused alumni group** that was created the same year. GEM Alumni Association and Her Century, a global women's empowerment organization launched the "WoMen @ GEM" - Alumni Club" with a series of mentoring and empowerment events for women. These communities are growing significantly and are sharing with GEM their professional and personal commitments to questions and actions around sustainability.

The GEM Alumni Mag published twice a year highlights inspirational alumni who make up this growing community and represent the values of GEM across the world.



Two recent #GEMAlumni Mag – highlighting our alumni working to impact sustainability issues in their professions.

GEM is also connecting with the new initiative Alumni for the Planet in France to accelerate and create more synergies with alumni from institutions all over France coming together around this common focus of sustainability to accelerate the transformation of businesses from the inside.



Member of Alumni for the Planet



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Isabelle FITAMANT

isabelle.FITAMANT@grenoble-em.com

[ALUMNI WEBSITE](#)

FOCUS

Sustainability@GEM integration week

13 video messages from sustainability change agents in our local, national and international ecosystem – two of the inspiring messages were from GEM alumni and even the Mayor of Grenoble

Thomas Gouriou

GEM Alumni MS Innovation & Technology Management
Founder Mont Vrac

Franck Paillaret

GEM Alumni MS Entrepreneur
Co-Founder of Les Affranchis - Local and Organic Zero
Bullshit Soap Factory

Marie Pailler

GEM Alumni Master's Grande Ecole Program
CSR Manager at PETZL - a local French manufacturer of
mountain gear

SUSTAINABILITY – A FEW KEY EVENTS IN 2019-2020



European Week for Waste Reduction: each day of the week featured a different zero waste initiative in connection with local higher education institutions and local actors organized within the framework of AGIR Ensemble - Sustainable Campus in Sustainable Cities. This week featured Zero Waste and Vegetarian Meals, inauguration of composting in the school's cafeteria with the metropolitan authorities, two film projections and debate: "Under the Trash is Hope" and "My Zero Waste Life", Zero Waste DIY workshops, conference on the impact of digital technology on the planet and humans, a mobility challenge and bicycle repair workshop.



Climate & Energy Emergency- Managing the End of a World

The Sustainability Committee in collaboration with the student associations Impact & GEM en Debat, with expert Jean Marc Jancovici, founder of the Shift Project and key contributor to the carbon accounting method, was attended by over 250 students and open to the public.

GEM's 11th Geopolitics Festival - 20,000 participants



**FESTIVAL DE
GÉOPOLITIQUE**
Les mondes en devenir

Nearly 20,000 participants in 2019, including online participants, attended some of the festival's hundreds of conferences and events on the theme of "(Des)union Européenne ?" (A European (Dis)-Union?). Innovations

for this new edition: Conferences hosted by Youtubers and the simulation of a European Parliament session aimed at students in French Grande Ecole Preparatory Classes. Understanding geopolitics is essential for addressing core sustainability issues across the world. GEM has been an advocate for making this subject essential learning in business school education in France for over 11 years.



Territory Start-up: an evening of collective creativity that turns to citizen energy, to invent, support and accelerate responsible and social local projects and ideas. The dynamic **Start-up de Territoire**, is a national initiative already deployed in 6 regions in previous years. The first local edition was held at GEM in 2018, organized by the association GAIA. The objective: to decompartmentalize, set in motion, inspire local players, and then support projects with a strong social and local impact – from foodwaste, to refugees,. 458 participants worked on 40 different sustainability challenges submitted teams of 10 to use creativity and collective intelligence guided by a facilitator to imagine solutions to the collective needs of the territory, help ideas to become a project, and support local carriers. At the end of the marathon evening teams are set up to support and follow the projects that were seeded throughout the months to follow – a collaborative citizen incubator.



SharinGrenoble created in 2014 by Grenoble Ecole de Management and the city of Grenoble, is an annual event dedicated to the “sharing” economy, the Social Solidarity Economy, social innovation and new collaborative practices for citizens. This event brings together students, partners, companies, citizens and local actors and authorities to share and stimulate the debate on the economic, social and environmental impact of new collaborative practices within the local urban space. There are plenary sessions, conferences, networking opportunities but also open-classrooms where GEM researchers and their partners offer courses and workshops open to the general public and citizens, an opportunity to share research and expertise related to these practices. In 2020 over 130 participants and nearly 60 different organizations were present.



The Energy Encounters (focused on hot topics like green finance, digital for energy efficiency...) Dedicated to the news of the energy sector in connection with the research work of our dedicated team: 130 participants from the economic and academic environment come together at for an event co-organized with students of the Junior Enterprise and MS Energy Management and Marketing.

MIT Global Start-up Workshop in 2020

Despite the pandemic, Grenoble Ecole de Management (GEM), Massachusetts Institute of Technology Global Startup Workshop ([MIT GSW](#)) and the sponsors of this project decided to remain mobilized to maintain the Elevator Pitch Competition and Sustainable

Society Startup Challenge events in April 2020. This challenge invited teams to confront the major challenges that the Alps (or other communities) face. Start-ups focusing on social and sustainable issues at any level of their development were encouraged to participate. SSSC finalists had to prepare a five-minute pitch and pitch decks. They were evaluated based on their understanding of the identified issue, their value proposition, the market opportunity and their management team.

ZERO WASTE ZONE 2019-2020



The Sustainability Hub hosted a 3-Day Zero Waste Zone in 2019. 400 square meters dedicated to 20 different stands highlighting GEM partners and local associations, social entrepreneurs and other community based initiatives sharing their zero waste solutions with incoming students and the GEM community.

GEM GALA

The annual GEM Gala graduation ceremony is a key moment for GEM students to celebrate their success and a rite of passage to their professional lives. It is also a key moment where the school's values, legacy, reputation and sense of community are on display. Attended in 2020 by 4500 parents, students, alumni, faculty, Directors and VIPs, this event has a huge impact on the environment – many of them flying internationally to attend. The GALA student association that works yearlong with the GEM administration, especially the purchasing department, to co-organize the event. While the budget was trimmed in 2020, the students themselves suggested taking more risks: Make the Gala an “eco-friendly” event. The event integrated the following key actions aligned with our Zero Waste Ambition and was awarded the Ecofest label 2020 after not qualifying for it for the 2019. A key indicator of success and progress in making events at GEM more sustainable!

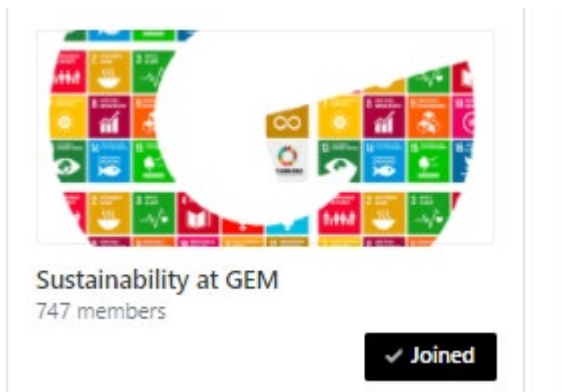




Since 2006, the ImpAct association has been developing [Ecofest](#), a tool, but also a label, which makes it possible to audit the sustainable impact of any type of event. The objective of this label is to help event organizers have an overview of the impacts of their project on the environment, to improve and promote their decisions and actions in this when organizing an event. Ecofest label and audit process is shared with other students and organisations and is now used in 6 other cities in France



COMMUNICATING TOGETHER ABOUT SUSTAINABILITY



The sustainability Hub manages a Yammer group on the internal social network. It has 747 members. This is a space of convergence where information, events, resources, questions are shared with GEM staff, faculty and students. This group is one of the largest in GEM's Yammer network dedicated to a specific topic or sector.

AT THE HEART OF OUR EXTERNAL COMMITMENTS AND RELATIONSHIPS

INTERNATIONAL COMMITMENTS & FRAMEWORKS

A signatory of the **UN Global Compact** since 2007, GEM, as an advanced signatory since 2008 promotes the United Nations Principles for Responsible Management Education (PRME) and the 17 Sustainable Development Goals (SDGs). SDGs 4, 5, 10, 13 and 16 have been put at the heart of GEM's strategy and are complemented by specific actions geared towards goals 7, 9 and 11.

GEM has also been a signatory of [SDG Accord](#) since 2018 with a self-assessment / reporting of our practices in relation to the SDGs. This initiative is led by Global Alliance and supported by [HESI](#) - of which GEM is also a member.

International Accreditations - In particular, **EQUIS** - require regular reporting in a dedicated chapter - Ethics, Responsibility and Sustainability. The accreditation process and continuous improvement also feeds and guides the transition to GEM as Grenoble Ecole de Management holds the triple crown of business accreditations that distinguish the world's leading business schools: **AACSB International** (Association to Advance Collegiate Schools of Business), **EQUIS** (European Quality Improvement System), **AMBA** (Association of MBAs) for its MBA and MIB programs.

NATIONAL COMMITMENTS & FRAMEWORKS

Through **external leadership roles** - including active membership and contributions to French national task forces, work groups and boards of administration - GEM is collaborating to promote ecological, economic and social change, create tools and facilitate the integration of SR issues in higher education. One outcome has been the construction of the French national quality improvement framework and certification process for "Sustainable and Responsible" campuses in France. GEM, since 2012, has carried out a **voluntary annual self-evaluation** using the "**Sustainability & Social Responsibility Framework & Indicators**" for French schools of higher education. We have used this tool to pilot our Sustainability strategy since 2012. This referential has now been transformed into an online assessment tool available for <https://persees.org/>. The Sustainability Assessment Platform for Higher Education Establishments (PERSEES) is deployed by the national professional association CIRSES; it a bouquet of online, scalable digital tools, helping higher education and research establishments assess and evaluate their Sustainable Development and Social Responsibility practices.

FOCUS

GEM member of the task force that created the French national

“Guide to Competencies for Sustainability & Social Responsibility”

to assist higher education institutions to integrate key skills into their curriculum and competencies frameworks.

GEM actively supported Grenoble’s candidature for the **European Green City Awards 2022 !**



Positive Impact Rating: GEM in the top 30 business schools in the world

For the very first time, students assessed the positive impact on the planet by business schools. The Positive Impact Rating ranks GEM in the top 30 in the world for the year 2019. This ranking reinforces the ambition of GEM to always go a step further in its commitment to transition from a business school to a school for business for society.



GEM signs an appeal for “Rallying higher education for climate change”

Led by The Shift Project, this petition aims to unite the higher education teaching community around the topic of climate change challenges. GEM is one of the 5 first French management schools to sign this commitment for structural and curriculum change in summer of 2019.

Classement des écoles de commerce les plus écologiques

Lauréat	Rang	Note moyenne (sur 20)
HEC Paris	1	17.77
Grenoble EM	2	17.67
Edhec	3	17.54
Kedge	4	16.68
Burgundy SB	5	16.57
La Rochelle BS	6	15.45
Essec	6	15.45
Toulouse BS	8	15.33
Montpellier BS	9	15.12
Skema	10	14.89
Audencia	11	14.68

GEM Ranked 2nd Most Environmentally Responsible Business School in France by the Figaro in 2020. GEM is proud of this recognition, but even more it more important to accompany and inspire the transformation of higher education as a whole; sustainability should not simply be a competitive edge or a branding advantage. It is important that all higher education transform together collaboratively to impact systemic change, especially concerning international and national ranking systems.



Agir Ensemble: Sustainable Campuses in Sustainable Cities – In 2019 GEM joined an alliance of local actors, notably Université Grenoble Alpes, student restauration (CROUS), the metropolitan authorities and other territorial actors to build a collective approach to sustainability and territorial social responsibility. This

network and working groups created this national labelled consortium to accelerate transformation locally on our campuses and community. Our objectives are to share, innovate, create synergies and augment our impact collectively.

PARTNERSHIPS & NETWORKS FOR SUSTAINABILITY

GEM shares with, contributes to and learns through an involvement in different movements, collectives and networks, as a member of:



CIRSES (Member since 2013 – Vice President since 2018)



Campus de la transition (GEM faculty members of the Scientific Committee)



Campus responsables –Member since 2009



CGE-CPU Sustainability Mission & Work Groups - contributor to task forces since 2009



The Sustainability Literacy Test (Sulitest) (Board of Director and Founding Member)



FECODD – member for the scientific committee since 2019



Global Compact & Global Compact France Signatory since 2007



HESI - Higher Education Sustainability Initiative since 2012

The SDG Accord **SDG Accord & Global Alliance since 2018**



SDSN (*Sustainable Development Solutions Network*) & SDSN France since 2019



PRME Advanced Signatory since 2008
PRME France Benelux – founding member and contributor



Agir Ensemble – local consortium of higher education, student services, municipalities and local authorities that collaborate on sustainability activities



Shift Project –Signatory of Shift Project call for integration of climate emergency in higher education curriculum



REFEDD - GEM association Impact member of board of administration– French National Student association bringing together students associations for sustainability

GEM hosted CIRSES annual seminar 2020

"Better being together to act together". Three days of exchange and sharing with more than 100 people and 70 different institutions (including 40 present for all 3 days). CIRSES is a community of actors and professionals committed to the transformation of higher education in France towards a sustainable world!

Conference "How to act together in higher education for the climate and a sustainable world?"

Round Table "Sharing and promoting Grenoble's local (inter)actions to inspire".

Conference & workshop - "Indicators to make sense & boost our actions" - Focus on the Sustainable Campus Label (DD/RS des Campus)

Workshop - The Quest for Frugal Innovation

<https://www.cirses.fr/article5.html>

CONCLUSION

FROM CSR TO SUSTAINABILITY AND BEYOND

This 7th SIP summarizes GEM's key actions and progress on **PRME principles** and our global commitment and our institution's maturation on our sustainability journey the past two years. In 2021 the **Sustainability Committee** and our engaged stakeholders are busy growing existing projects and planting new ones – despite the social isolation that has been imposed on much of the world and many workplaces. An attentive reader will notice that there has been a shift in language from our previous reporting from the using the **term CSR to sustainability** –notably in the “**GEM Manifesto for a Sustainable Future**”, which replaced our 10-year-old CSR charter. This was a conscious semantic shift for our institution. This decision was made after numerous discussions with members of the Sustainability Committee to clarify and describe the scope of our actions at a moment when the term CSR is finally on everyone's radar, especially in business schools.

CSR evokes compliance with standards and norms, often looks backward and reflects on what an organization has done to contribute to society. Sustainability is forward-looking and implies transformation and a sustainable strategy for the future. It also directly refers to the SDG's transnational framework that offers a holistic vision of the full scope of sustainability.

At GEM this new choice of terminology – that we use in French, as well – an indicator of maturity, also signifies a change in paradigm within our organization and converges with the ever-growing awareness of the systemic approaches and prospective thinking that we need to address the ecological and social emergencies we are facing today. The Covid19 pandemic and the current crisis we are all experiencing globally has only reinforced this realization. We must use this crisis as a lesson, that yes, we can “just stop” doing things as before, we can change attitudes, and behaviors when humanity faces urgent challenges and imminent dangers. We can make reasonable and responsible sacrifices to save lives and the lives of future generations. We can change directions, impact and alter the itinerary of planetary destruction. **Sustainability is about what we do and where we go tomorrow.** There is still much work to do but we are committed to continue to **ACT, THINK and IMPACT for a sustainable future.**

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