
Social Responsibility at **EM Strasbourg**



Social Responsibility Report for EM Strasbourg Business School
2019 Edition

Mission & Values

EM Strasbourg

In 2007, the Institut d'Études Commerciales Supérieures (IECS) merged with the Institut d'Administration des Entreprises (IAE), thus creating a brand new entity: **EM Strasbourg Business School**. As the sole business school in France to be fully integrated into an internationally recognized university, EM Strasbourg strives to educate competent, responsible, and agile managers to become global citizens, ready to find their place in society and able to develop a performance-driven management style.

Since its creation, EM Strasbourg has adopted a continuous improvement approach and built its programs on quality research. The School offers its students the opportunity to develop the **adaptability** they will need to evolve in environments that are as diverse as they are complex. This quality goes hand in hand with the transmission of the School's three values: **diversity, sustainable development, and ethics**.



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“The goal of EM Strasbourg is to give students the necessary agility along with the keys to understanding a professional world in full transformation. This goal is in keeping with an international environment and a renewed relationship with the economic world.”

Ethical management and sustainable development are the best guarantees for lasting company performance.

Today's society expects managers to go beyond the scope of their organization. Tomorrow's managers will not only be respectful of laws and regulations, but will have to be pioneers, people who work toward both personal and societal aspirations. I am convinced that this approach guarantees the involvement of all stakeholders in modern organizations for the greater well-being of all.”

Dr. Herbert Castéran, Dean of EM Strasbourg Business School

“Be Distinctive”

It is the slogan adopted by EM Strasbourg. It is an invitation for students to not only develop what makes them different but to transform it into a strength. The School has recently gone further in its approach to social responsibility: since March 2019, its diversity, inclusion, and equal opportunity policy “Be Distinctive” has been supported by a charter bearing the same name and broken down into seven commitments:

1. **Be distinctive . . . by being curious.** Cultivate curiosity in all its forms, whether it be in actions, content, or spirit. Connect our messages to the testimonials, stories, and experiences of everyone, from here or elsewhere.
2. **Be distinctive . . . by breaking free from the norm.** Illustrate our commitment to valuing individual uniqueness and thought. Demonstrate the positive effects that come with being yourself and thinking critically.
3. **Be distinctive . . . by being European.** Establish our strategic local position in the heart of Europe while defending the values associated with being a European citizen: respect for human dignity, freedom, democracy, equality, human rights, etc.
4. **Be distinctive . . . by being free.** (Re)Affirm freedom of thought, refuse assertion, and reject prejudice. Demonstrate that the students at EM Strasbourg Business School honor their individual thoughts and uniqueness.
5. **Be distinctive . . . and humanist.** Bring forth our desire to cross knowledge and disciplines and remind ourselves that humanism is a founding value of the university from which we come.
6. **Be distinctive . . . by drawing inspiration from differences.** Acknowledge and illustrate the richness that diversity represents. Enriching ourselves with the differences, cultures and experiences of others is a true state of mind.
7. **Be distinctive . . . by being open to the world.** State with conviction that openness to the world has been part of EM Strasbourg's DNA from the very start. And this is true in all of its actions: education, partnerships, research, etc.

The Three Values of EM Strasbourg

Social responsibility is at the heart of EM Strasbourg's mission. The organization's operations are guided by three essential values: diversity, sustainable development, and ethics. These values can be found at all levels of the organization. They are applied within the School for students, staff, and all stakeholders and shine through in our research, teaching activities, and the strong links that EM Strasbourg fosters with the economic community.



Ethics

Companies adopting ethical practices nowadays have a constructive impact on society and send a positive message that boosts customer loyalty. These practices are a token of the trust that can be placed in organizations not only by customers but also by employees who, as a result, evolve in a healthy work environment. In such a context, employees are encouraged to resist pressure tactics and conflicts of interest. Ethics are the key to combining well-being and productivity.



Sustainable Development

At this point in time, it is in the best interests of companies to be aware of the impact that they have on the environment and society. To optimize their performance and strengthen their competitiveness, they must find a way to develop sustainably based on three pillars: economic efficiency, social equity, and environmental quality. Managers who follow suit and master the subject constitute a real added value in companies.



Diversity

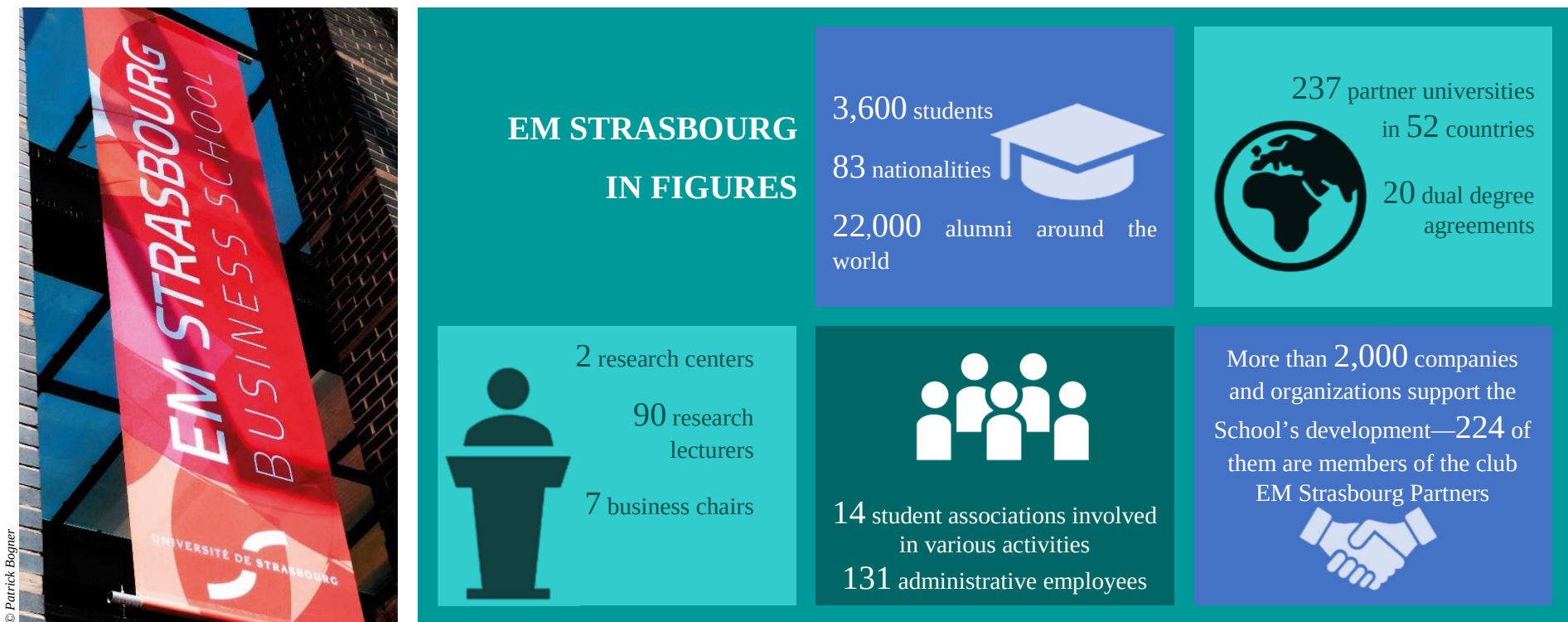
Immense potential resides in what makes everyone different, unique. This is what EM Strasbourg highlights through its research, teaching, and partnerships with the economic world. The School promotes equal opportunity and encourages its 3,600 students to showcase their uniqueness in order to foster their personal development. These managers of tomorrow are therefore aware of the richness diversity has to offer, which they will be able to put to good use in their future career. ●

The Pillars of CSR

EM Strasbourg relies on all of its stakeholders to structure its social responsibility strategy, which is defined based on dialogue with its students, research lecturers, administrative staff, and external partners.

Since its creation, the School has been engaged in a process of acquiring quality labels and accreditations to increase its influence and continually improve its practices in pursuit of excellence.

The CSR Office, the hub of the School's social responsibility and sustainable development policy, promotes the School's values, which have become an integral part of its DNA.



Dialogue with Stakeholders

EM Strasbourg is well established at both the local and international level. Relationships built with local authorities and the business community have enabled the School to forge links with economic actors who support its development: the Chamber of Commerce and Industry (CCI), local authorities, the Eurometropolis of Strasbourg, the region of Grand Est, etc. Today, a network of 2,000 companies—200 of which are members of the club EM Strasbourg Partners—contribute to the School's growth. The School has produced 22,000 alumni and has partnerships with more than 200 universities around the world.

Network of Partners

The School maintains ties with a network of partners to foster the sharing of best practices relating to social responsibility.

Idée Alsace: EM Strasbourg has partnered with Idée Alsace, a regional network of actors committed to the responsible development of businesses and regions.

AFMD (French Association of Diversity Managers): This association promotes diversity and contributes to the advancement of managerial practices. It brings together companies, governments, and institutions for higher education and acts as a major link with the institutional and political world.

EM Strasbourg Partners

EM Strasbourg Partners is a network of companies that are committed to EM Strasbourg Business School and, in this context, have a fundamental role to play: to assist with the development of education and research in management by providing financial and human support. This network acts as a bridge between EM Strasbourg and companies, enabling companies to voice their needs in education, training, and applied research in management. The School can therefore place managers trained for the realities of the economic world in internships, co-ops, jobs or Prospect' Acts (consulting assignments entrusted to students by companies). Many meetings, such as conferences, forums, and training courses in the field of management, are organized in order to breathe life into this network.



"Be distinctive"! This is a great goal for all students at EM Strasbourg who will leave their mark on tomorrow's world of business. Our economic, social, and digital environment is evolving at an ever-accelerating rate. An energy company like ÉS recognizes the value of women and men who are keen to assert their uniqueness and audacity and to seize every opportunity to pave the way for the future. "The audacity to undertake" sums up in few words our company's aim focused on customer satisfaction, expertise, responsible initiatives, and our ability to develop active partnerships.

It was therefore only natural that I agree to act as a mentor to the class of 2017-2018. EM Strasbourg and ÉS share a foundation of common values and the desire to encourage skill development. EM Strasbourg's diverse profiles, professional expertise, and entrepreneurial approach are all vectors of performance for companies.

The future is in your hands. It is up to us to help you shape it. Best of luck to everyone!

Marc Kugler, General Manager of Électricité de Strasbourg and mentor of EM Strasbourg's class of 2017-2018

EM Strasbourg's Approach to Continuous Improvement

As an institution for higher education, EM Strasbourg must be in constant search of ways to improve its practices. This quest is what guarantees external recognition and a place in the rankings, which boost the School's attractiveness and promotes its development. To structure its approach, the School has earned itself a number of quality labels and accreditations that enable it to monitor its progress. This entails self-assessing our methods in order to pinpoint the drivers of action that lead the School toward excellence.

EM Strasbourg is EPAS and AACSB accredited, which testifies to the quality of its programs of study. However, the School has also earned external recognition specific to its values, which include ethics, diversity, and sustainable development. In 2012, it was awarded the Diversity Label for its commitment to fighting discrimination. EM Strasbourg also adheres to the guiding principles of the UN Global Compact and PRME (Principles for Responsible Management Education) for training responsible managers, which attests to its commitment to social responsibility.

This strategy results in extensive work that is carried out step-by-step and effective in the long run. The quality label criteria and the principles adopted together constitute a guideline that paves the way forward and gives rise to reflection and internal evaluation. This is a real plus for EM Strasbourg, which then acquires the necessary elements to stand out during audits conducted by accredited organizations.



AACSB Accreditation

Since 2015, EM Strasbourg has held the American accreditation AACSB (Association to Advance Collegiate Schools of Business). Its evaluation is based on various criteria such as faculty qualifications, the extent of resources deployed, and the relevance of the educational approach. The Peer Review Team applauded EM Strasbourg's strategy, especially with respect to the School's leadership and Three Values Pathway, and highlighted the drive and commitment of the School's teaching and administrative teams.

EPAS Accreditation

In 2009, EM Strasbourg's *Programme Grande École* received EPAS accreditation by the European Foundation for Management Development (EFMD). This accreditation recognizes outstanding programs in management and has been renewed in 2012 and 2017 for a five-year period. The strengths of EM Strasbourg identified during its evaluation notably include its personal development program, research culture, mandatory international exchange for all students, high degree of autonomy and staff professionalism.



Diversity Label

In 2012, EM Strasbourg positioned itself as the first public institution in higher education to acquire the Diversity Label. Renewed in 2016 for a period of four years, the quality label is a testament to the implementation of measures relating to equal opportunity and antidiscrimination in a process of promoting diversity. This quality label concerns all grounds of discrimination prohibited by law and encompasses all of the School's activities: research, programs, and publication.

Global Compact

Since 2008, EM Strasbourg Business School has been committed to the UN Global Compact, an initiative that encourages organizations around the world to adopt socially responsible practices. It unites more than 13,000 organizations in 170 countries and focuses on ten principles that fall into four domains: human rights, environment, labor, and anti-corruption. These principles were supplemented in 2015 with the seventeen Sustainable Development Goals (SDG), also known as the 2030 Agenda for Sustainable Development. It is an action plan for ensuring a fair transition to sustainable development by 2030.



NOUS SOUTENONS
LE PACTE MONDIAL



University of Strasbourg

EM Strasbourg has the distinctive feature of being the only *Grande Ecole de Management* in France to be part of an interdisciplinary university center of excellence: the University of Strasbourg. It is one of the first business schools to have gained autonomy and to have a foundation. While playing a key role in the heart of the city and on the international stage, this interdisciplinary university draws on all areas of knowledge in order to pursue an innovative policy with respect to full-time and continuing education, research, and the employability of its 50,000 or so students.



Principles for Responsible Management Education

PRME is a voluntary initiative grouping 650 signatories from leading business schools around the world. Supported by the United Nations, PRME aims to give students CSR tools and knowledge so that they can bring about necessary changes for advancing society. The strategy hinges on the implementation of six founding principles embraced by EM Strasbourg:

Principle 1 | Objective: Develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Principle 2 | Values: Incorporate into our academic activities, curricula, and organizational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Principle 3 | Method: Create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Principle 4 | Research: 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 | Partnerships: 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: Facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

PRME is a global movement that is divided into regional entities or "Chapters" grouping several countries in order to respond to the challenges of sustainable development at the local level. In November 2017, forty or so directors of schools and universities in France and Benelux gathered to create the France Benelux Chapter, of which EM Strasbourg is a member. It is an interschool working group that gathers with the goal of promoting sustainable development in the education sector via collaborative initiatives and sharing best practices. ●

CSR Steering Committee

One of EM Strasbourg's many governing bodies is dedicated to social responsibility: the CSR Steering Committee. Meeting for the first time in 2012, the Committee annually brings together administrative staff, research lecturers, students, and external figures (notably representatives of the CSR Chair's member companies) who work to implement the School's values.

Several elements were discussed during the last meeting held in November 2018:

- A presentation by Herbert Castéran on the new "Be Distinctive" Charter and its breakdown into seven commitments
- A point on the Diversity Label, which is subject to a midterm audit by AFNOR
- A reminder of the CforCSR© Platform's content and functioning
- A presentation of the Sustainable Development & Social Responsibility Label
- A review of CSR Chair activities
- A point on the next edition of Values Night
- A look back at the news from the Humanitarian Association (BDH) and the Three Values Association (B3V)

This committee is a good opportunity to engage in a dynamic dialogue between stakeholders who are involved in promoting the values of EM Strasbourg. It helps to reinforce the organization's CSR strategy and to advance discussion on future concrete actions to be carried out.

The CSR/3 Values Web Page on EM Strasbourg's Website

The website is a window on how the School functions; the events it participates in or organizes; its student, alumni, and partner company networks; etc. One of the columns is dedicated to CSR. Here, you can find articles by research lecturers, students, and associates; portraits of various economic players; information on EM Strasbourg's news relating to its three values; etc. This year, opinion columns were published on various topics including food alternatives, ethical fashion, and even well-being at work.

CSR/3 Values Office

Nowadays, social responsibility is a key part of organizations. EM Strasbourg has given itself the task of supporting the managers it trains in acquiring these values, which will allow them to adapt to this new era in the world of business. The School has followed suit by creating an office specifically dedicated to CSR, which is at the core of its management strategy.

This office intervenes at several different levels of the organization. It is notably in charge of the CforCSR© Platform, a tool that allows students to do online training and certify their knowledge of CSR. This certification is valuable to employers who are looking more and more to hire responsible managers.

The CSR Office also organizes Values Night, an annual event when a thousand EM Strasbourg students attend conferences led by external speakers and research lecturers and then put their creativity to the test during a challenge related to the three values.

While the Office is significantly involved in the training of responsible managers, it equally strives to interact with internal and external partners of EM Strasbourg: student associations, research lecturers, administrative staff, and partner organizations, whether they are experts in CSR or simply eager to be involved in structuring the School's approach.

Relationships maintained with specialized organizations such as Global Compact help with staying up-to-date on best practices and growing the network of partners. In 2018, the School received tremendous recognition for its commitment when its CSR Report was awarded a trophy for best communications in the category for nonprofit organizations. It is for this reason that the CSR project coordinator had the opportunity to be part of the Global Compact jury to select the COE winner of the 2019 edition.



▲ Joannice Haenel, CSR Project Coordinator

"The CSR/3 values pathway that we offer to students aims to raise their awareness of this topic and to give them the keys to look at their professional life through the prism of organizational and corporate social responsibility. As an asset that is increasingly sought after by employers, it can play an instrumental role in helping students stand out. At a time marked by climate marches or even the manifesto for an ecological awakening signed by approximately 30,000 students in France, it is becoming paramount for higher education institutions to answer young people's call to consider the environmental and social impact of our activities. The School has been committed to this initiative for many years and continues to question and improve its practices, especially by regularly engaging in dialogue with its stakeholders and forging links with organizations and networks working to this end."

Happiness Officer: Agathe Yverneau's New Role

At the start of the 2018 academic year, Agathe Yverneau transitioned from her role as CSR project coordinator, which she had held since arriving at EM Strasbourg in 2013, to the new role of happiness officer.

Recognized as one of the major factors influencing individual and group performance, employee well-being is at the heart of Agathe's new assignment. To put a smile on her colleagues' faces, she organizes several enjoyable events throughout the year—thematic breakfasts, king cake in January, crepes on Candlemas, etc.—and even activities to raise awareness, such as a zero waste workshop with the association Zéro déchet Strasbourg, an escape game on the topic of disability, and a sophrology session to reduce stress.

While culinary get-togethers have proven to be highly appealing, other activities have made it possible for administrative staff to come together for team building. Employees notably had an opportunity to visit the European Parliament and to discover the role of an MP via role-play. Within the School, employees were invited to immerse themselves in the administrative office of one of their coworkers in order to discover his or her job during the operation "Vis mon job" [Experience My Job] or to participate in "Coffee Roulette" whereby employees volunteered to have coffee with a colleague selected at random. There is no shortage of opportunities to better understand the various roles and inner workings of administrative offices at EM Strasbourg and to create a friendly work environment.

These events have often been a huge success. While the objectives of the new happiness officer are not easy to quantify, their achievement is measured based on satisfaction surveys and the number of people participating in the activities she organizes.

To find new ideas, Agathe looks to her counterparts in other companies but is also very attentive to what her coworkers have to say.

"You learn a lot behind your desk, but you learn even more by interacting with your colleagues and taking into account their expectations." ●



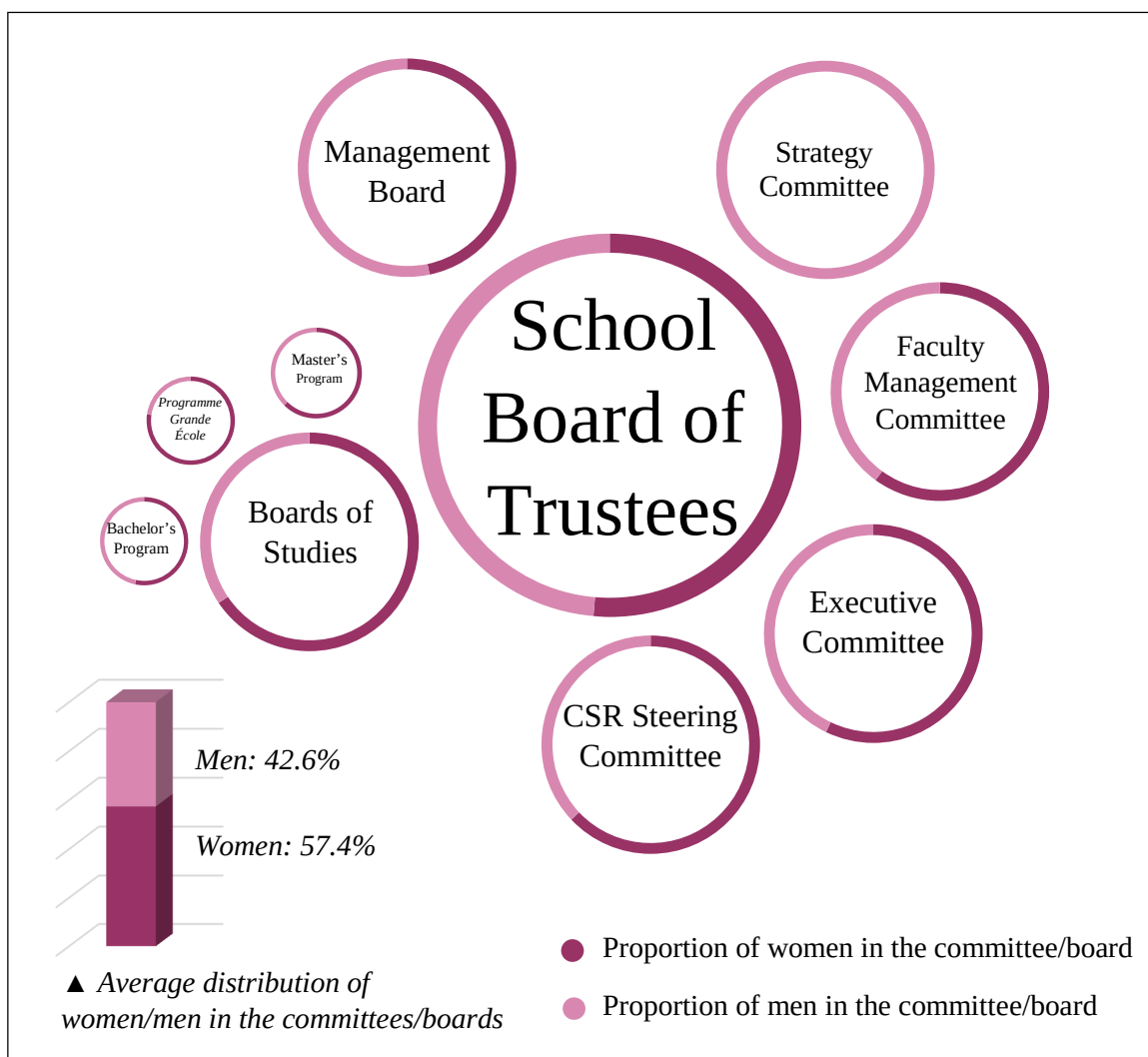
▲ Agathe Yverneau, Happiness Officer at EM Strasbourg

School Governance

EM Strasbourg's governance hinges on the principles of transparency and participation of all stakeholders in the decision-making processes. It is therefore the voices of students, administrative staff, research lecturers, as well as external businesses and institutions that guide the School in its social responsibility initiatives.

The School Board of Trustees

EM Strasbourg is administered by a director elected by the School Board of Trustees and then appointed by the Ministry of Higher Education, Research, and Innovation. The School Board of Trustees is made up of external figures, research lecturers, administrative staff, and students who gather three times per year to define the School's research and education programs within the framework of the institution's policy, deliberate on executive contracts, submit the distribution of jobs to the University Board of Trustees, etc. The School Board of Trustees is consulted during recruitment and approves the School's budget as well as its execution. Several committees and boards revolve around the School Board of Trustees:



The **Management Board** gathers once every two weeks to shape the School's policy and strategy.

The **Strategy Committee**, which is composed of figures from the academic and professional world who are involved in the life of the School, serves to assist the School Board of Trustees in making the best decisions possible from a strategic perspective.

The **Faculty Management Committee**, which is in charge of decisions concerning the employment and qualifications of research lecturers, decides whether to renew their contracts after examining their records.

The **Executive Committee**, which is specifically responsible for decisions of an academic nature, oversees the main pedagogical orientations of the School.

The **CSR Steering Committee** works to unite the School's internal and external stakeholders in order to discuss the School's strategy and news relating to CSR.

The **Boards of Studies** decide on educational changes and innovation. A board of studies exists for each program: Bachelor's, Grande École, and Master's.

School governance organizational chart



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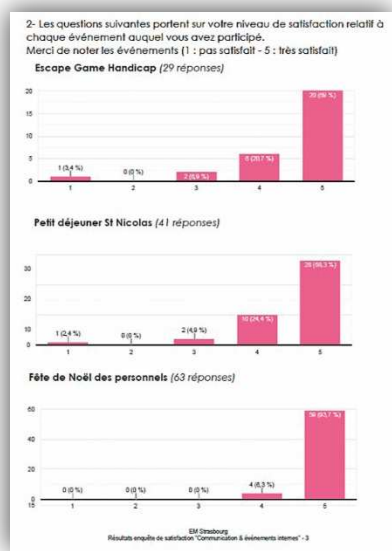
EM Strasbourg Staff

The CSR/3 values strategy directly applies to the staff of EM Strasbourg: equal opportunity, antidiscrimination, talent development, and workplace wellness are all causes EM Strasbourg furthers on a daily basis as part of its responsibility policy.



▲ New communication campaign for the helpline

Well-Being Survey A well-being survey was formerly carried out to measure administrative staff's level of satisfaction at work. It became obsolete when the position of happiness officer was created: employee fulfillment is now achieved through the implementation of concrete actions and evaluated using feedback questionnaires.



▲ Extract from the satisfaction survey on "happiness" events



The Fight against Discrimination Since 2011, EM Strasbourg's helpline allows students, staff, and external stakeholders to report situations involving discrimination that they either experienced or witnessed. A neutral and attentive individual can be reached by either telephone or e-mail. This individual is responsible for transmitting information to a committee in charge of resolving issues related to discrimination. In September 2018, a new communication campaign was launched to give more visibility to this helpline.



▲ 2019 Disability Escape Game

Disability Escape Game As part of the European Disability Employment Week, an escape game was organized at EM Strasbourg to draw employees' attention to disability. During this game—which was organized around themes relating to the different types of disabilities, job accommodations, or preconceived notions—"prisoners" had to collectively search for clues and solve puzzles in order to escape from the room in which they were held captive.

Last year, the disability contest "Un jour, un mail" [A Day, an E-mail] took place in partnership with the association Les entreprises pour la Cité. In order to win, the forty-nine or so participating research lecturers and administrative staff members had to answer questions on disability.

This activity was a fun way to challenge stereotypes and raise staff awareness of these issues.

Internal Mobility Internal mobility, a true driver of skills development, is highly encouraged within EM Strasbourg. While providing employees with job security, internal mobility allows them to develop their potential and effectively reflects the relationship of trust and hierarchical recognition that exists within the organization.

Telework Recognized today as a vector of performance and well-being in business, telework was put in place at EM Strasbourg on January 1, 2019. It concerns twenty-three employees who have the option of selecting two half days per week (two full days for those with a disability) during which they work from home, thereby enabling them to reduce their weekly commute.

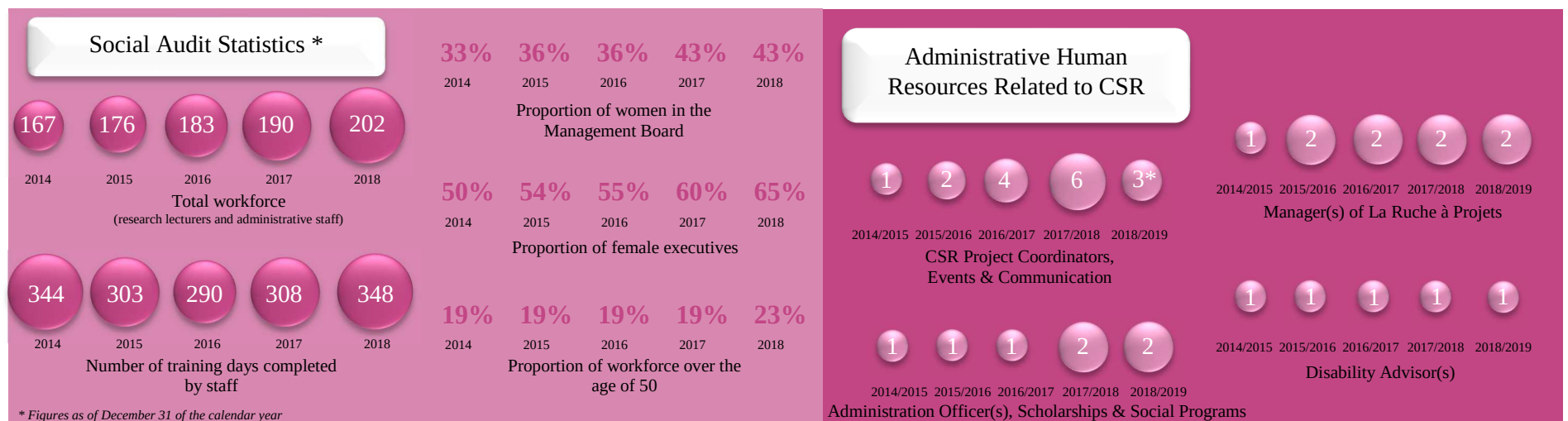
Skills Development One of EM Strasbourg's many advantages of being an educational institution is its readiness to train its staff in a culture of knowledge sharing. Skills development is a key element in the School's human resource management strategy. Multiple internal training programs exist and are offered to all administrative and teaching staff. Internationalizing profiles is a focus of EM Strasbourg's training plan. To promote language proficiency, English courses have been offered to administrative and teaching staff for several years by Barbara Bettazzoni, Head of Foreign Languages and Cultures Department. More than 150 hours of English training was provided over the course of the 2018-2019 academic year.

Staff may also participate in training days on various subjects: IT tools, sustainable development, human relations, etc. However, certain employees go even further and seize the opportunity to return to their studies in order to upgrade their qualifications. This was the case for Marion Bromley who, after earning her undergraduate degree in human resources, took on the position of internship & international corporate development advisor in January 2015. After holding this position for three years, she decided to enroll in the second year of EM Strasbourg's Master of Entrepreneurship via continuing education, thereby enabling her to earn a degree while working.

"At EM Strasbourg, we are given the opportunity as administrative staff to go back to school. I began reading up on this option two years ago since I knew several coworkers who had already seized the opportunity. I then decided to follow suit by enrolling into the second year of the Master of Entrepreneurship via continuing education, which allowed me to study without taking time away from work." **Marion Bromley, Internship & International Corporate Development Advisor**

In her role at EM Strasbourg, Marion is responsible for supporting the professionalization of students in the Bachelor's Program by helping them find internships and navigate the administrative procedure. At the same time, she participates in the annual boards of studies and works to improve the structure of programs.

Following her master's degree, Marion received a promotion at EM Strasbourg. As of September 2019, she will become head of the entrepreneurial center La Ruche à Projets, a service that opened in 2013 to group entrepreneurial projects undertaken within the School. ●



At the Heart of EM Strasbourg's Values:

EM Strasbourg has set out to boost access to the School for all students

Measures

Passerelle

Actions taken by the Association Passerelle are aimed at promoting diversity within member schools. These measures are grouped into two programs:

Ascension sociale: Support is offered to high school students of humble walks of life to help them navigate higher education and develop their career objectives.

Passerelle Handicap: Support is the same as for the program Ascension sociale, but the goal is to fully integrate students with disabilities so that their disability does not constitute an obstacle.

Intercultural Skills Test

EM Strasbourg students must all study abroad at some point during their studies. The objective of this exchange is to develop their ability to evolve in an international environment. Prior to their departure, their intercultural skills are tested in order to draw up a report of their strengths and weaknesses based on various criteria. This report serves as a foundation for a personalized development plan that they must implement during their stay abroad in order to address any shortcomings. Upon their return, students are asked to retake this test to assess their progress, which can be highlighted when applying for a future job.

"The idea is to help students acquire invaluable skills for working in an intercultural environment that they may draw on in the job market."

Dr. H el ene Langinier,
Associate Professor and
Coordinator of the
Intercultural Skills Test

PHARES handicap

Since 2014, EM Strasbourg is engaged in the program PHARES (Beyond Disability, Advancing and Succeeding in Higher Education). It aims to support students with disabilities in order to make it easier for them to access higher education. The process encourages them to gain self-confidence by highlighting their assets and developing their skills.



Resources

Many resources are available to students, regardless of their program of study. The goal is to provide help to those who feel they are in need so that they can develop their skills and thrive throughout their studies and in the working world.

Cap Career helps students to develop their career objectives via a personal development program composed of three steps: pinpointing one's strengths, gaining self-confidence, and looking to the future. They benefit from personalized coaching adapted to each profile to gain the confidence that they will need throughout their career.

The **Business and Corporate Development Office** aims to organize events, such as conferences, forums, and meetings with alumni, in order to build a close relationship between students and companies. Company representatives can also be members of selection boards, propose case studies to students, and contribute to the School's internal scholarships policy (ESCALE).

The **International Relations Office** supports students wishing to do a university exchange in another country as part of their studies and helps foreign students acclimate to life at EM Strasbourg. Its role is to simplify interactions with EM Strasbourg's 237 partner universities, especially with respect to programs of study, administrative formalities, scholarships, cultural adaptation, etc.

The **Foreign Languages and Cultures Department**, staffed with over sixty teachers, enables students to prepare for roles as international executives thanks to the intercultural environment in which they grow. ●

Equal Opportunity for Students

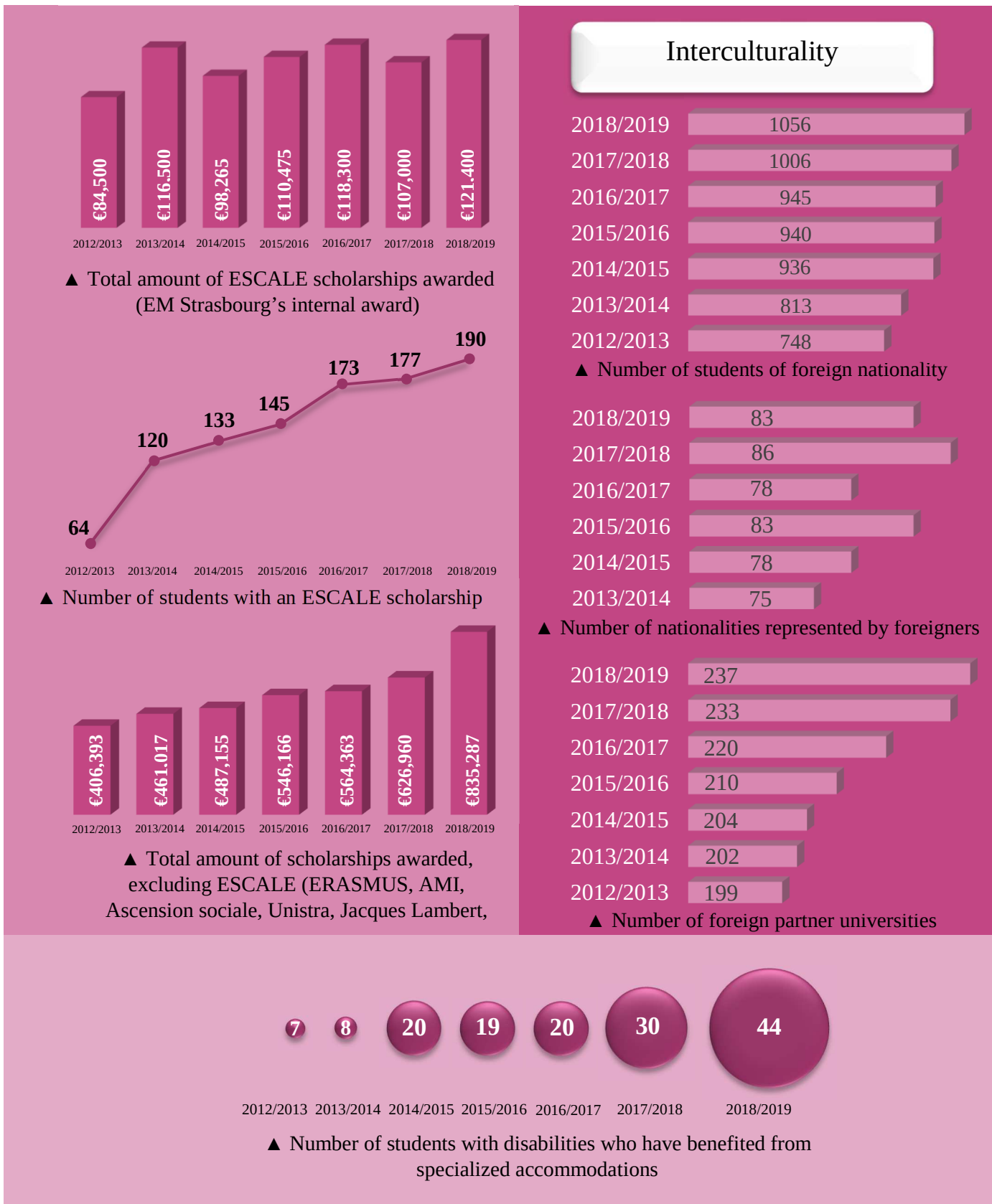
thanks to measures that make it possible to overcome obstacles.

Mentoring for Excellence

This initiative, which has been designated a “cordées de la réussite” partnership, was put in place at EM Strasbourg in 2009 with the aim of boosting access to higher education for young people whose social and local environment limits their academic ambition. Mentoring for Excellence allows them to break through cultural, social, and psychological barriers that hinder their development.

ESCALE Scholarships

Several solutions are offered to students lacking the financial resources necessary to cover their tuition fees. The following scholarships can notably be listed: Jacques Lambert, AMI, Villes Jumelles, CROUS or even ERASMUS in the context of a university exchange. In 2013, EM Strasbourg introduced its internal scholarship, ESCALE, which complements the other measures in an effort to make higher education accessible to everyone. However, in some cases, this assistance remains insufficient and the School may go so far as to partially, or even totally, exempt concerned students from tuition fees.



▲ Dr. Sarah Richard, Disability Advisor at EM Strasbourg

Dr. Sarah Richard: EM Strasbourg’s Disability Advisor

Dr. Sarah Richard occupies the role of disability advisor at EM Strasbourg Business School. In this capacity, she supports students with disabilities by providing them with academic accommodations and, in so doing, she gives them the keys to complete their studies. Several measures have been successfully put in place to push them in this direction. At the start of the 2018 academic year, the number of students with disabilities rose nearly 50%. This rise is enough to keep Dr. Sarah Richard busy implementing accommodations adapted to the needs of each student in order to assist them in the best possible way.

While these accommodations enable students with disabilities to earn their diploma, the ultimate goal of this approach is make it possible for them to enter the job market. With this objective in mind, the Disability Advisor has developed a network of companies that have redefined their hiring policy for people with disabilities by adapting the work environment to their condition.

EM Strasbourg in Its Surroundings

Au boulot à vélo

In partnership with the University of Strasbourg and the CNRS, EM Strasbourg has participated in the operation “Au boulot à vélo” for the past two years. By way of this event, the School encourages its staff members to commute to work by bike as part of a policy for promoting sustainable transportation. An online platform allows participants to record their trips in order to determine the total number of kilometers travelled for each participating organization. Last year, thirty or so employees from EM Strasbourg took part in the challenge and recorded a total of 1,477 km during the operation. That score nearly tripled this year with more than 4,113 km travelled in one month by thirty-two participants! On average, each participant biked nearly 7 km each day.



Workshop by Zéro Déchet

In March 2019, the association Zéro Déchet Strasbourg spoke with School staff about waste reduction and recycling. The Association ended its workshop with a do-it-yourself on how to make homemade laundry detergent, a good alternative to chemical solutions sold in plastic bottles by large retailers.



▲ Making laundry detergent at the do-it-yourself workshop by Zéro Déchet



Tour de France Agir Ensemble

Organized by the Association des Villes Universitaires de France (AVUF), the Tour de France Agir Ensemble made a first-ever stop at EM Strasbourg in November 2017. It is a national operation to raise awareness of eco-friendly actions. The operation united the City of Strasbourg’s different partners including the University of Strasbourg, the Eurometropolis of Strasbourg, CROUS, INSA, EM Strasbourg, etc.

Participants thus participated in fun activities to learn more about the environmental impact of transportation, food, and the use of technology. The operation took place once again in 2018 and brought together some eighty students, research lecturers, and collaborators for workshops on climate and sorting waste.



▲ Tour de France Agir Ensemble

Bouchons d’amour

As part of its partnership with Les bouchons d’amour, EM Strasbourg collects plastic bottle caps from various bottled beverages (water, soda, milk, etc.) for the Association which sells them to a manufacturer of recyclable plastic pallets.

The profit earned via these sales is used to purchase equipment for people with disabilities. It is a good way to make their daily lives easier while recycling plastic waste that is harmful to the planet.

Eco-driving Awareness

On November 9, 2017, the company Bemobi installed a driving simulator in one of the School’s rooms. Throughout the day, employees took turns learning about eco-driving via a simulated seven-minute drive. This system helped them understand the ways in which a car’s fuel consumption can be optimized to make driving more environmentally friendly.

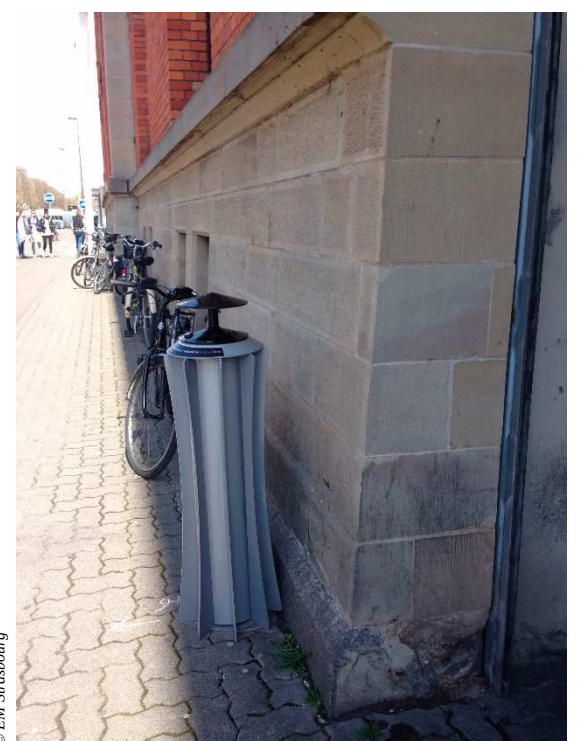
Recygo

EM Strasbourg is a member of La Poste’s Recygo program which involves collecting and recycling paper. All of the School’s administrative employees have “Eco’belles,” boxes placed in their offices for collecting used sheets of paper. These Eco’belles are collected once a week by La Poste’s network of mail carriers and then sorted in a center chosen from within the French social and solidarity economy so that the paper can be recycled in the processing industry by French papermakers.



Cy-clopeurs

Cigarette butts are one of the main sources of pollution in cities. They can take several years to decompose and make their way without fail into wastewater systems if they are not picked up. To avoid contamination of this nature, EM Strasbourg put seven Cy-clopeurs in place in April 2018. These devices are each capable of collecting 10,000 butts which are then 100% recycled in the cement industry. In the span of one year, these devices collected more than 134,000 cigarette butts, which spared the equivalent of twenty-two Olympic swimming pools from chemical constituents found in cigarette butts!



▲ Cy-clopeur placed on Blvd de la Marne

Research & CSR

EM Strasbourg brings together eighty research lecturers and nearly forty PhD students who are grouped within two research centers: LaRGE (Management and Economics Research Center) and HuManiS (Humans and Management in Society). Their work, such as publishing articles in scientific journals, participating in international conferences, or even writing books, provides a solid scientific basis for teaching activities within the School.

Research Center HuManiS



Directed by Professor Sébastien Point, HuManiS unites no fewer than fifty researchers working in the major fields of management: entrepreneurship, logistics, marketing, social responsibility, human resources, and even strategy and information systems. Recognized for the quality of its projects and its dynamic research activity, HuManiS is positioned as a key actor in the growing competition among universities and business schools. It attracts researchers from France and around the world and forms, in conformity with a project initiated in 2018 and expected to continue until 2022, a coalition around common themes that fall within three major areas:

- Global Talent Management & Social Responsibilities
- Marketing & Digitalization
- Entrepreneurship & Management of Change



© Alexis Cheziere

Dr. **H el ene Langinier**, in her publication “Context matters: Expatriates’ adjustment and contact with host country nationals in Luxembourg”, investigates the ways in which workers adapt to a foreign environment based on the international context. While literature illustrates how important it is for expatriates to mix with locals in order to improve performance in business, the associate professor explores a more peculiar situation in her article: the particular case involving the Big4 (the four largest financial audit firms on the planet) in a cosmopolitan city. In such an international context, expatriates are led to primarily interact with their foreign counterparts, thereby placing interactions with locals on the back burner.



© Bartosz Szlanski

Dr. **Sarah Richard**, after defending her PhD dissertation on the process of disclosing disability in 2016, is sustaining her momentum as she carries out new research on the topic of disability. In her article “Combatting disability discrimination: A comparison of France and Great Britain,” published in 2018, she compares the situation surrounding the employment of people with disabilities in France and Great Britain. While people with disabilities have less chance of being employed than people without disabilities in both countries, the gap is more pronounced in Great Britain. In her publication, Dr. Sarah Richard identifies among other things a lack of efficiency in mechanisms for implementing policies aimed at employing people with disabilities, resistance within the Anglo-Saxon legal system to adopt more proactive legislation, and a system of quotas in France as reasons for the gap between the two countries.



© Debara Zaparova

Marie Stadge is preparing a PhD dissertation entitled “Institutionalization process of CSR strategies within French universities” in which she explores factors that accelerate the integration of environmental and societal issues into university strategies. By educating citizens and future leaders—the actors of tomorrow, universities have an impact on how society evolves.

They therefore have a significant influence on their environment and are increasingly encouraged to take into account the sustainable development goals defined by the UN in their teaching and research activities as well as in their modes of governance. As part of her study, Marie Stadge looks to decipher the institutional processes—or practice guidelines—that guide the strategic decisions of universities with respect to sustainable development and the way that management teams and sustainable development project leaders use these processes to change practices and institutions. •



Research Center LaRGE

With sixteen full professors, eleven associate professors, and four non-tenure-track associate professors from EM Strasbourg, Sciences Po Strasbourg, and other university entities, LaRGE primarily focuses its research activities on the field of finance and is one of the largest research centers in this sector in France. Behavioral finance, banking economics, corporate governance, and SME financing are among the themes addressed by members of the Management and Economics Research Center, directed by Laurent Weill.



© Alexis Cheziere

Marie Lemaire works at LaRGE in the context of her PhD dissertation entitled “Organizational paradoxes and identity work: The case of the solidarity economy” and supervised by Prof. H el ene Rainelli-Weiss. Her research concerns “hybrid” organizations because they pursue two objectives: economic profit and societal change in favor of ethical principles. These two aims are likely to clash and affect companies at different levels. Employees, in particular, may find themselves beset with identity tensions that they must learn to manage. The PhD student is therefore interested in the meaning that employees give to inconsistencies and conflicts between their duties and their desires.

Marie Lemaire has specifically looked at the case of Biocoop. The company has defined highly developed specifications, which enable it to govern its activities at the economic, ecological, and social level, that must be respected by any establishment wishing to join the Biocoop network. The article studies how the employees of these establishments perceive and apply these specifications.

Omar El Moussawel, as part of this PhD dissertation entitled “Country of Origin Ecological Image: Dimensions of the Construct and their Impacts on Consumers’ Likelihood of Purchasing Eco-Products”, studies the image that products project to consumers based on the social and environmental context of their country of production. The image of the same good indeed varies according to different criteria depending on its origin. To highlight this phenomenon, the PhD student studied the behavior of a sample of “responsible” buyers, i.e. who integrate the social, economic, and ecological impact of goods in their purchasing criteria. His objective is to create a set of theoretical scales in order to rank producing countries based on the trust they inspire among these responsible consumers. The factors studied include respect for working conditions and the application of laws on sustainable development. Omar El Moussawel has already carried out his research on consumers in France and Australia. The very different contexts allow him to construct two measurement scales that vary according to a consumer’s environment. He hopes to extend his study to the United States of America to create a third scale related to yet a different context.



▲ **Dr. Sihem Dekhili**, Associate Professor

“For some years now, the topic of environmental and social responsibility has attracted a lot of attention and has been of interest to the different specialties of management science: we speak for instance of ethics in corporate governance, environmental accounting, and responsible brand image.

I am primarily focused on the topic of responsibility, which I address from a marketing perspective with “the consumer” being an object of study. My investigations are therefore in line with the responsible consumption movement.

In particular, I am interested in exploring the dysfunctions and the limits of responsible supply with the goal of achieving greater efficiency in organizations.

The main research questions that I have addressed concern three areas of research: firstly, the obstacles to responsible practices; secondly, the effectiveness of ecolabels; and finally, co-creation as a pathway to developing ecological supply.

My work in the field of ecological consumption and the PhD dissertations that I supervise place emphasis, on one hand, on the crucial role of information surrounding supply and how to communicate its benefits to the target audience. On the other hand, emphasis is placed on the complexity of the consumer decision-making process. The skepticism individuals have toward green communication and the obstacles to adopting responsible practices lead us to put the scope of the “green and ethical movement” into perspective! At the same time, these limits open immense research opportunities that broaden the scope of the notion of quality and, more globally, of the value of ecological goods.

Sustainable development, a current and important topic, concerns all stakeholders, but beware of greenwashing which plagues several organizations!”

Dr. Sihem Dekhili, Associate Professor, qualified by the CNU for the position of full professor, and Head of the second-year Master of Business Engineering (continuing education)

Business Chairs

A chair is a win-win partnership that promotes cooperation between an institution for higher education and companies. These entities engage in dialogue in order to define areas of research and adapt programs of study. EM Strasbourg has seven business chairs, one of which is exclusively devoted to sustainable development and CSR.

Sustainable Development and CSR Business Chair

Companies increasingly tend to include social and environmental issues in their strategy. They are expected to act on these issues and must redefine their values in order to develop in a sustainable manner.



▲ **Dr. Pia Imbs**, Associate Professor in management science and Head of the CSR Chair

EM Strasbourg’s CSR Chair supports these companies in their thought process. It addresses all aspects of strategy and management relating to CSR with an aim to share best practices, discover managerial innovations, and support applied research.

To this end, conferences are organized, seminars are held, and advice is provided to companies to raise awareness among management. These activities lead to the publication of scientific articles and the creation of CSR case studies for each member company.



▲ **Dr. Lovanirina Ramboarison-Lalao**, Associate Professor

Dr. Lovanirina Ramboarison-Lalao, Associate Professor at EM Strasbourg, carries out his teaching and research activities around the School’s three values rooted in CSR.

In his CSR approach, he considers human and social aspects by stressing that diversity managed with good intelligence is a driver of performance for a company. In a context marked by globalization and increased ease of international trade, he considers cultural differences to be a factor of wealth. These days, considering them is “above all a moral, as opposed to a legal, obligation”: beyond respecting antidiscrimination laws, accepting everyone by respecting differences related to culture, generation, gender, nationality, religion, etc. must be a vector of mutual enrichment, creativity, and performance.

EM’s bassador of these values, Dr. Ramboarison-Lalao transmits and shares them with various EM Strasbourg stakeholders

- by giving courses during which he raises students’ awareness of respect and tolerance in the pursuit of excellence and organizational performance “Excelsior: be different, be yourself”;
- by supervising master’s theses and leading research projects on various themes such as the notion of servant leadership, the relationship between leadership and gender, between well-being and diversity, or even female entrepreneurship in developing countries, etc.; and
- by interacting with fellow EM Strasbourg colleagues and his international coauthors or exchanging with internal and external actors involved in CSR Chair activities.

CSR Chair Highlights

Activity carried out by the CSR Chair, which was created in 2008, is today in full swing and includes many events. Here is a look back at this year’s highlights.

October 16, 2018 EM Strasbourg, in partnership with AFNOR, the French association for standardization and a member of the CSR Chair, organizes a conference on increased energy savings with the 2018 version of ISO 50001.

November 30, 2018 The School participates in RISE, the International Meeting on Environmental Health, at the Council of Europe on the topic of new expressions of environmental justice.

December 10, 2018 The CSR seminar on dialoguing with stakeholders is organized with presentations for members and new member companies invited for the occasion.

December 11, 2018 The School participates as an expert in the Forum “Strasbourg for Good”, organized by les Echos at the CCI Strasbourg Campus.

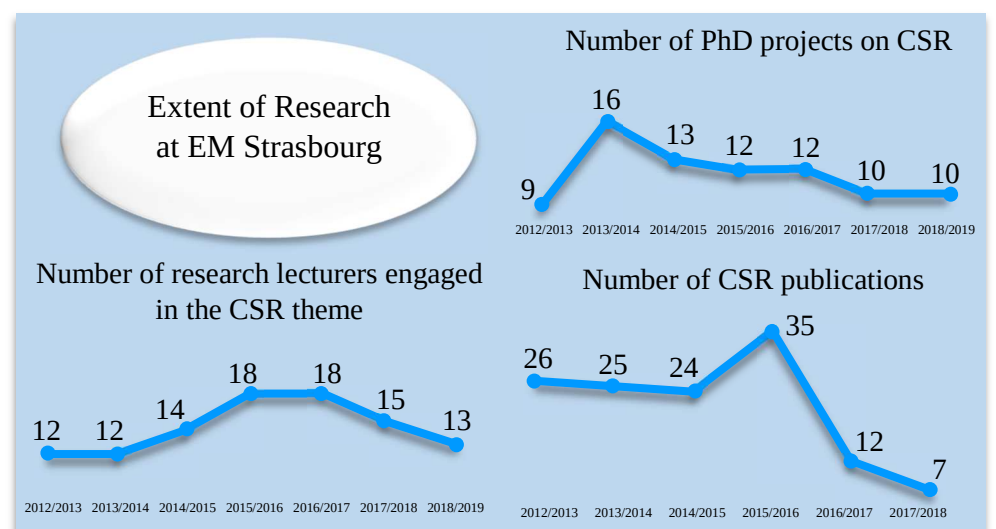
January 22, 2019 EM Strasbourg organizes and participates in the CSR seminar on how to determine which CSR risks and challenges are the most relevant for a company.

February 11, 2019 Dr. Pia Imbs is interviewed by the newspaper les Echos Executive within the context of an article on educating people about the values of ethics, diversity, and sustainability.

April 2, 2019 Conference at EM Strasbourg on whether quality of life at work is an obligation, an opportunity, or icing on the cake.

CSR Chair Partners

BDR Thermea, Idée Alsace, Réseau GDS, Schroll, L’Alsacienne de Restauration, AFNOR, EDF, Abrapa, SPIE, Syndicat des Eaux et de l’Assainissement Alsace-Moselle



Teaching & CSR

The three values of EM Strasbourg are rooted in its governance policy. They appear at the teaching and administrative staff level, are shared with external stakeholders, and studied by many researchers in the scope of their work. However, they can also be found in the teaching provided to students through program tracks dedicated to these themes, specific courses, CSR-related projects, and various events.

EM Strasbourg's mission is to coach students so that they become managers who are responsible and open to the world. By choosing to attend this School, they have given themselves the keys to acquiring skills that will enable them to adapt in an ever-complex and evolving world. In this way, the School contributes to transforming the economic world: its graduates will know how to deal with issues and new societal challenges in order to build a world based on ethics, sustainable development, and diversity.

The Three Values at the Core of the *Programme Grande École*

While the first year of the *Programme Grande École* is general, the educational objective of certain courses is to respond to societal challenges. A large portion of these courses incorporate an aspect of CSR, whether it be related to governance practices in finance, ethics in human resources, or even sustainable development in marketing. Students must choose a major in the second year of the program. For instance, they may choose the specialization Responsible Human Resources Management, which trains student to become managers who integrate notions of ethics into team management.

All students in the *Programme Grande École* at EM Strasbourg have to study abroad for one year. This is a good way for these young managers to open their mind to new cultures and to recognize the richness diversity has to offer. This experience ensures that they are prepared to grow in a professional environment as part of an international team.

Bachelor's Program

Social responsibility plays a significant role in the teaching provided within EM Strasbourg's Bachelor's Program. Although these programs of study are not explicitly focused on CSR, they nevertheless enable students to be aware of the challenges inherent to this topic. Social responsibility is mentioned loud and clear throughout the admissions process: anyone who applies to the Bachelor's Program at EM Strasbourg and goes through the selection process knows that they are preparing to study in a school with solid values. While they are not taken into consideration in the selection criteria, the notions of responsibility constitute rather a strong message that encourages students to be aware of the impact they have on the world.

In the second year on the Bachelor of International Business, students have to complete a professionalization project in line with one of the School's three values. Student begin preparing this project, which is an important part of their education, in the very first year of the program. Projects led by students take many different forms and have involved providing assistance with water needs in Laos or to young people with disabilities in Rwanda, supporting women with regard to menstrual periods in Tanzania, etc. While many projects in the past have been aimed to help faraway, underprivileged populations, others have been carried out locally: a group of students notably organized a rally to benefit a cancer association in Wolfisheim, situated in the French department of Bas-Rhin. Another project involved providing support to an orphanage in Neudorf, a neighborhood of Strasbourg.

BIB: Creation of the IFM Specialization

Given the growing interest that students in the Bachelor of International Business program show in social responsibility issues, the curriculum has evolved in favor of CSR. A working group has indeed gathered to create the International Fair Management (IFM) specialization. Students who choose this specialization will explore an ethical dimension to classic fields of study, such as finance, marketing, and human resources, which will strengthen the skills that they acquire today through various CSR projects entrusted to them. This specialization was born of a desire to offer students interdisciplinary programs as opposed to those involving a single discipline.



Dr. Didier Wehrli, Associate Dean for the Bachelor's Program



Dr. Aline Pereira Pündrich, in her classes on Human Resources & Socially Responsible Perspectives, illustrates the mutual links between human resources and corporate social responsibility. CSR has to be the strategic foundation for contemporary organizations in order for it to have an effect on their governance and mobilize all of their stakeholders. These entities are often considered impersonal even though they are made up of human beings who bear the notions of ethics and responsibility. It is the behavior of these internal and external stakeholders, as well as the links that unite them, that give life to organizational values. By putting the individual first, Dr. Pereira Pündrich shapes responsible managers who know how to adapt the strategy of their organization to CSR and vice versa.

Cap Career

By focusing on personal development, Cap Career guides EM Strasbourg students in developing sound career objectives in tune with their personality, values, and aspirations. Their approach—rooted in the School’s DNA—is in line with the slogan: “It is time to be yourself”.

Students are thus encouraged to play an active role in shaping their future. They take courses to work on their job application tools. For example, they learn how to perfect their résumé, cover letter, and LinkedIn profile, they train for job interviews, and they receive tips on how to negotiate salary. Meanwhile, each year at EM Strasbourg, students attend soft skills seminar weeks to learn more about themselves, develop their people skills, and shape their professionalism. Many services are available to them: they can complete skills assessments, participate in professional development workshops, or meet with coaches to receive professional guidance. Students also have the possibility of gaining practice on digital platforms dedicated to employment such as Visiotalent, My Job Glasses, AssessFirst, Agorize, JobTeaser, Seekube, etc.

Integrated into the Bachelor’s Program and *Programme Grande École (PGE)*, Cap Career activities are spread over a three-year period and target progressive objectives. The first phases involves introspection: students to get to know themselves and pinpoint their strengths with the goal of developing career objectives. In the second phase, students acquire experience working in a company, thus enabling them to put their abilities to the test and gain confidence. The final phase involves looking into the future in order to make decisions that match set career objectives.

“The more students know themselves, the more they are able to interact with others and better find their way.” **Pauline Govart, Cap Career Coordinator**

To bring forth the personal development dimension, seminar weeks are energized by large flagship events based on fun and practical experiences. Through sporting challenges, cooking contests, role-play, or even improv theater, students—accompanied by career coaches—learn about CSR issues as future managers, cultivate their “Be Distinctive” in a multicultural environment, and develop performance-driven management.



▲ **Pauline Govart, Cap Career Coordinator**



EM's Kitchen

Personal and Professional Development in PGE

In the first year of the *Programme Grande École*, students participate in the EM Winter Games, a set of sporting challenges aiming to develop their leadership and teamwork skills. In the following year, they swap their tracksuit and sneakers for a chef’s hat and apron for EM’s Kitchen. In teams of ten, made up of French and international students, they have to prepare a meal representing the diversity of their team with a budget and limited time. This exercise teaches them to stimulate their creativity, to be organized, to communicate, and to innovate while enriching themselves with diversity. In their last year, the role-play game EM’ergency enables them to grasp sustainable development issues while managing a fictive ecological crisis. To help them prepare, students receive lessons on improv theater and discover the importance of collective intelligence via board games.

The Case for the Bachelor’s Program

Likewise, Cap Career activities integrated into the Bachelor’s Program pursue the same objective with the same results: personal and professional fulfillment. In first year, the Cap Career seminar focuses on students’ return from abroad and identifies the behavioral skills that they were able to develop while away. In second year, improv theater workshops aim to help students manage emotions and adopt a professional attitude. Finally, in the last year, students learn to manage their stress and to improve their communication and teamwork skills during an escape game in English.

Thanks to these activities, students gain the self-confidence needed to let their true colors shine and to steer their future. To address any remaining uncertainties, Cap Career offers in-depth, individual guidance to optimize each journey.

Raphaëlle Vogel Reflects on Her Involvement at EM Strasbourg

When she came knocking on EM Strasbourg’s door for the EMBA in Sustainable Development, Raphaëlle Vogel already had ten years of experience leading strategic projects related to sustainable development in an international industrial company. Her professional experience touched on dialogue with stakeholders, eco-design of products, circular economy, or even responsible communication.

During her year at EM Strasbourg, she received credit for several courses thanks to a VAE [validation of prior experience], but she especially took a step back and reflected. *“This year has enhanced my expertise and my business practice by providing me with sound general knowledge that I put to use every day. I appreciated the openness and the freedom that we were given to discover various fields alongside high-caliber professors and students who, for the most part, wished to integrate sustainable development into not only their own practice but also that of their companies.”*

In 2015, Raphaëlle Vogel chose to become an entrepreneur and created Stepping Stones. Since then, she has helped clients adapt to major transformations by helping them define a forward-looking vision and map out the stepping-stones needed to reach it. This unique and positive support makes it possible to innovate, optimize, and sustain organizations. *“Sustainable development enables us to widen our horizons, explore and pave new paths, open our minds, and forge links. This approach allow us to adapt to major changes underway such as the depletion of resources and the evolution of consumption patterns.”*

Raphaëlle Vogel has never since lost touch with EM Strasbourg: she has led conferences during after-work activities organized by the Alumni Association, encouraged students to reflect on tomorrow’s society during the 2019 edition of Values Night, and trained members of the CSR Chair, directed by Pia Imbs, on the steps involved in preparing a social responsibility report.



Raphaëlle Vogel, Director of Stepping Stones and former student (EMBA in Sustainable Development)

Values Night

Throughout their studies, all students from EM Strasbourg participate in the School's flagship CSR event: Values Night. The 2019 edition brought together some 1,000 students and administrative staff members for one night dedicated to themes relating to diversity, ethics, and sustainable development.



▲ *Herbert Castéran, Caroline Creven-Fourrier, Raphaëlle Vogel and Francis Kurz during the conference "Salariés, managers ou entrepreneurs, avons-nous tous un rôle à jouer dans la société de demain ?"*

Conferences

The night began with a conference on whether workers, managers, or entrepreneurs have a role to play in tomorrow's society. During this conference, Herbert Castéran, Dean of EM Strasbourg, Caroline Creven-Fourrier, Head of Diversity and Inclusion at Syngenta, Francis Kurz, Director of Algae Natural Food, and Raphaëlle Vogel, Founder of the CSR consulting firm Stepping Stones, shared their vision of corporate social responsibility. Their insights revealed that responsible corporate behavior creates value and allows a company to stand out from its competitors by providing advantageous solutions to its stakeholders. Performance and CSR do not compete with one another: they complement one another.

Raphaël Domjan, Eco-adventurer and Public Speaker, took over for a second conference on sustainable development and contemporary climate issues. Founder of SolarPlanet, Raphaël Domjan was the first to travel around the world aboard a boat powered entirely by solar energy and is committed to proving that renewable energies offer extraordinary potential for meeting the needs of humanity.

"There is no other battle worth fighting if we lose the fight against climate change," Raphaël Domjan, Eco-adventurer and Founder of SolarPlanet

Raphaël Domjan calls himself "an explorer, not an entrepreneur." During Values Night, his goal was therefore to pass on his passion for sustainable development to the future business leaders before him so that they get involved in future project supporting the ecological transition. Students, showing enthusiasm throughout the event, took advantage of the conferences to ask many questions touching on topics related to the three values.

The Forest of Values

Like every year, EM Strasbourg calls on the creativity of its students. Divided into groups, students had to combine imagination, communication, and coordination to meet a creative challenge thrown their way: represent, within a certain time span, one of the three values on a cardboard tree using paint, pieces of wool, paper ribbons, etc. The creations were then showcased in the School's entrance hall. It is thus from the teamwork of a thousand participants that a forest of values flourished, spreading messages of fraternity, acceptance, and respect for the planet. A prize was awarded for each of the three values.

This fun exercise was an opportunity to instill the School's values into students who will take them on their professional journey as responsible managers.

The administrative staff of EM Strasbourg were also invited to attend the conferences and supervise the teams of students during the creative challenge. Their role was to unite these teams around the common goal and to answer any questions. Employees who were absent that evening were invited to take an online course on the three values via the CforCSR© Platform.



▲ *2019 Forest of Values*

E-learning Platform: CforCSR©

Corporate social responsibility is integrated into EM Strasbourg's programs of study. Certain courses provide students with clarity on the three values of the School. Another tool complements Values Night and constitutes the first part of the CSR/3 values pathway: the online CforCSR© Platform. The platform is divided into two sections: **Training** and **Certification**.

The training course makes it possible for students to practice and acquire skills via training modules on the basics of CSR. These modules use articles, videos, books, and professional or student scenarios on various themes such as discrimination, intergroup relations, the seventeen Sustainable Development Goals, or corruption in the workplace.

The certification that follows assesses these skills. Students receive a score attesting to their level of understanding of key concepts in CSR.

The CforCSR© Platform was developed in accordance with the international standards of the EPAS and AACSB accreditations. The results obtained by future managers demonstrate their ability to meet the challenges of overall performance, which is economic, social, and environmental.

	PGE (sample: 324)	Bachelor's Program (sample: 160)	Master's Program (sample: 381)
CSR test/ethics	85%	78%	91%
CSR test/sustainable development	94%	84%	95%
CSR test/diversity	94%	84%	94%

▲ *EM Strasbourg students having scored above 50% on the CSR certification test, which corresponds to the advanced-expert level. 2019 figures.*

Influence

The three values of EM Strasbourg shine through in its surrounding environment thanks to the commitment of its stakeholders. Exchanges between students and actors from the private and public sector are numerous and include involvement with associations, business creation as part of set career objectives, or internships carried out in collaboration with organizations, etc. There are plenty of opportunities for EM Strasbourg students to transmit these values and to thus have a positive impact on both the economic and social level. This is what the School promotes by multiplying partnerships.

Economic Impact of EM Strasbourg on Its Local Environment

EM Strasbourg has a strong influence on its surroundings, its partner companies, and the economy. Dr. Herbert Castéran, Associate Professor and Dean of the School, has evaluated the financial impacts.

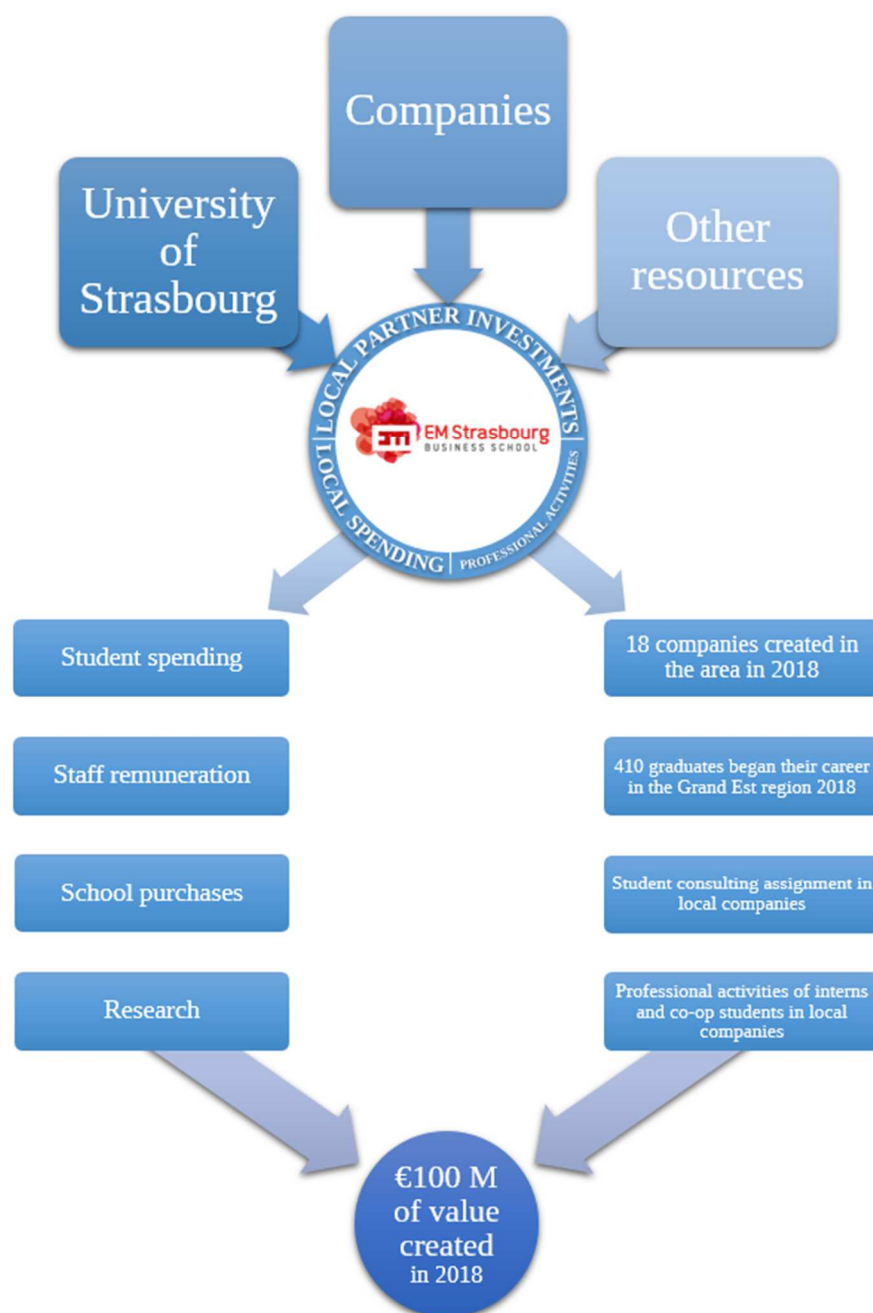
His economic impact study of EM Strasbourg shows that the investments made by the School's partners (state, companies, etc.) had an impact of 100 million euros on the French departments of Haut-Rhin and Bas-Rhin in 2018.

Therefore, on average, a student from EM Strasbourg creates €30,700 worth of value each year in Alsace. These amounts are the result of two factors:

- The demand created by the School's internal stakeholders in its surroundings: student spending; remuneration of administrative staff, lecturers, and speakers; School purchases; and miscellaneous spending
- The supply generated by School activities: students and graduates working in local businesses, business creation in Alsace, the impact of the School's presence and communications on the appeal of the area, and the impacts of research activities on the surroundings

EM Strasbourg therefore creates immediate value in Alsace. The scientific methodology used is transferable to other institutions for higher education, whether they be business schools or universities and their different entities.

Data calculated from the study on EM Strasbourg's economic impact on the local environment, taken from the study by Dr. Herbert Castéran (2018 figures) ►



Charte Entreprises & Quartiers

In 2016, EM Strasbourg signed the Charte Entreprises & Quartiers [Companies & Neighborhoods Charter], an initiative launched in 2013 at the national level that now mobilizes a group of eighty signatory companies committed to contributing to the economic and social development of priority neighborhoods.

In November 2018, a workshop/meeting within the framework of this charter was held for signatories from the French department of Bas-Rhin. In total, thirty or so companies gathered to think up new actions relating to the School-businesses relationship. The state has committed to strengthening the quality of job shadowing that takes place in ninth grade in priority education networks. The goal in the department of Bas-Rhin is to offer 500 quality job-shadowing opportunities to students in these networks. During the workshop/meeting organized between the signatories of the Charte Entreprises & Quartiers, more than sixty offers were collected. EM Strasbourg proposed five of these offers and, in turn, welcomed students in the months of December 2018 and March 2019. It was an opportunity for these junior high school students from Collège Lamartine to discover administrative occupations and to learn about how a grande école functions.

At the same time, four students took individual guidance workshops to help them in their search for a job-shadowing opportunity. They received advice on how to understand a company's codes, draft a résumé and cover letter, and prepare for a job interview. To complement these recommendations, which will serve students throughout their career when looking for an internship or a job, several documents were provided to them:

- A document to help them think about their career objectives based on their interests and desires
- A model of a post-internship feedback report to allow them to assess their first experience in a company
- An information booklet to help them keep a written record of the work they completed

Through this charter and the actions that it has committed to undertaking, EM Strasbourg contributes to the development of the city's priority neighborhoods.

Relations with the Business World

Prospect'Act Projects

Through its strong links with the professional world, EM Strasbourg offers to support companies in their development by assigning first-year students in the *Programme Grande École* a Prospect'Act project. In groups of four to six, students have to conduct exploratory research on various subjects: establishing an external communications strategy, proposing a sales pitch, identifying actors at the international level, etc. While CSR topics are not necessarily central to this project, they are often addressed in an interdisciplinary manner.

Scheuer & Le Scao

Prospect'Act is what led a group of students to work in collaboration with Scheuer & Le Scao, a company that designs and manufactures ecological cleaning products. As part of their project, the students conducted market research in Belgium and Luxemburg with several objectives: identifying the main actors in this sector of activity in order to build a relationship with new suppliers, studying the distribution channels often used in this sector, listing similar 100% natural and harmless products, and detecting trends in this market. Their study has made it possible for the company to gather useful information for its development since it wishes to expand its geographic distribution perimeter and establish itself internationally.

Other Projects

A large number of EM Strasbourg's partners have business in sectors related to at least one of the three values. A company that donates a portion of its revenue to the protection bees notably entrusted one project to students. Other projects have concerned solutions for clean mobility, ecotourism, or buying local.

Prospect'Act projects are win-win: students responsible for carrying out projects train in the field while contributing to the development of the School's partner companies.

Le Labo

Arthur Choynet and Nathan Lambert, two students in the Programme Grande École majoring in management have embarked on the creation of Le Labo, a fast-food restaurant that combines the practicality of fast food with a healthy and environmentally friendly way of eating.

This project was born the day two friends were looking for an enjoyable place to eat that was both quick and healthy. The result: the majority of chains offered products that were high in calories and not very responsible. That is when the idea hit them to create a place where you can enjoy burgers that are 100% diet-conscious and derived from local and sustainable agriculture.

Le Labo thus opened its doors for business in an apartment situated in downtown Strasbourg. Fatty foods that are found on classic fast-food menus are replaced by lighter alternatives. A nutritionist works in collaboration with the company to pair taste with nutrition: complete meals are prepared from organic and as-local-as-possible products such as sweet potatoes, avocados, almonds, lemons, and innovative foods including insects or algae. When choosing their suppliers, Nathan and Arthur meet with farmers to learn about the farming methods used and to verify that they match the values that the young men uphold. They are in contact with cooperatives, which guarantee that producers are monitored and the products are indeed organic.

Their concept is served with an educational side: demonstrate to Le Labo's customers that better food is possible. Cooking workshops, debates on eating local, tips printed on receipts, etc. are all ways of toning down the impersonal image of fast food and giving it a human touch, which is increasingly removed from the major fast-food chains around the world.

"The goal of Le Labo is to support consumers in this new form of food that is not only healthy but also environmentally friendly, two key issues of our century."

The interest that these two young entrepreneurs take in healthy and responsible food is not new: Nathan, who has family who work in the restaurant industry, has been interested in issues concerning sustainable consumption. Arthur, a sports enthusiast, is a fan of a balanced diet. The fact that they entered EM Strasbourg and discovered the School's values pushed them in this direction and broadened their horizons.

While the two students chose to specialize in entrepreneurship, they had not expected to start their company so quickly. It is thanks to a combination of factors that they became involved in this project and acquired the status of student-entrepreneur. Today, they have found an investor ready to support them and are negotiating with a bank in hopes of opening their first establishment at the end of the year.



La Ruche à Projets

Inaugurated in 2013, La Ruche à Projets is the name of the entrepreneurial center at EM Strasbourg. It is a place where students are able to incubate their start-up projects. The center allows them to gain academic recognition for successfully completing their projects with all of the necessary training and tools. Its purpose is to unify the School's entrepreneurial activities involving, for instance, degree programs, awareness-raising initiatives, and research teams.

La Ruche à Projets has notably supported a solidarity-based second-hand clothing initiative led by a group of students involved in a program initiated by the association Enactus. An international association involved in promoting social action through entrepreneurship, Enactus strives to foster a generation of responsible and dedicated leaders.



▲ Arthur Choynet and Nathan Lambert, founders of Le Labo

Student Associations

Humanitarian Association (BDH)

With its goal of promoting human values in the city of Strasbourg and abroad, the Humanitarian Association carries out several initiatives throughout the academic year. It has notably engaged with the association Abribus, making it possible for its members to get involved in helping people most in need by preparing and delivering hot meals every Sunday for the homeless. Certain *BDH* members go even further and are personally dedicated to offering their culinary talents and generosity throughout the week.



© BDH EM Strasbourg

▲ 2017/2018 delegation on assignment in Cameroon

The Humanitarian Association helps EM Strasbourg shine throughout the world. Each year, a group of students travels to a foreign country to bring support to underprivileged people. These outreach trips are very popular with members of the Association. The active members of the *BDH* therefore carry out a real selection process in order to determine which candidates will be part of the delegation. For instance, candidates must send their résumé, attend an interview, and show their motivation throughout the year by participating in organized fund-raising activities.

In 2018, fourteen members of the Association travelled to Yaoundé, Cameroon, to support women in creating their own microenterprises. In partnership with Lifetime Projects, a humanitarian and cultural association based in Strasbourg, students were able to share the skills they learned in business school and breathe life into these women's projects.

This year, thirteen students spent a month in Bolivia as part of an art therapy project aimed at providing support to orphans through drawing, painting, music, dance, theater, cooking, etc. All of these activities encourage social interaction as well as the development of these children's artistic skills and sensitivity.

Three Values Association (B3V)

In 2017, the Diversity Association (*BDD*) and the Sustainable Development Association (*B3D*) merged to form the current Three Values Association (*B3V*) of EM Strasbourg. This alliance enables the new association to have more weight and to promote all three of the School's values among the students of the School. To assume this role, its members act through various actions:

- Mentoring for Excellence, an initiative that has been designated a "cordées de la réussite" partnership, promotes access to higher education for young people whose social and local environment limits their academic ambition. Offering tailored support, this program targets two audiences: high schoolers, who receive guidance on résumé writing and post-secondary options; and students completing the professional track of intensive post-secondary foundation classes in economics and sales [*prépa ECP*] (reserved for students with a vocational high school diploma), who receive support in preparing for the competitive exams and interviews for entering *grandes écoles*. In the spirit of sharing and confidence building, these mentoring sessions are punctuated with activities such as cultural outings and invitations to participate in the Three Values Association's conferences. While this program is currently reserved for students from the high school René Cassin, starting next year, mentors from EM Strasbourg will share their knowledge with students from the high school Albert Schweitzer, in Mulhouse.
- Awareness campaigns on various subjects in line with the three values are launched: on the social networks, the Association regularly posts publications that draw attention to environmental and social risks (loss of biodiversity, the impact of waste on the planet, social inequality, etc.). The Association encourages students to participate in different climate marches that took place over the course of the year and in other events such as Sustainable Development Week or the Easy to Change Challenge. Recently, an awareness campaign on the topic of consent was carried out by the members of *B3V*. Its design took the form of short exchanges via text message. With reference to the French science education *YV* program *C'est pas sorcier*, the campaign recalled the rules of consent.



© B3V EM Strasbourg

▲ 2018/2019 mentors and mentees



© B3V EM Strasbourg

▲ Examples of text messages raising awareness of harassment

- Workshops to learn how to make your own organic and ecological cosmetics, such as soap, face care products, hair products, etc., have also been offered.
- Conferences on different themes relating to EM Strasbourg's values are organized. In 2018/2019, the Association gave two of these conferences: one on ethics in fashion and the other on the topic of zero waste to raise public awareness of eco-responsible actions.
- This year, the *B3V* organized an after-work activity during which its members prepared dishes using "forgotten" winter vegetables in an effort to promote them.

When it comes to funding, the Association manages the weekly sale of organic and local vegetable baskets to students and administrative staff. Videos of recipes made with these products are posted on social networks to inspire buyers to prepare healthy ecofriendly meals. The Association also contributed to—and benefited from—the 2019 edition of Values Night thanks to its members who cooked and sold ethnic dishes during the event. Vegan desserts were notably on the menu, demonstrating that ecological alternatives exist in the baking world.

EMission Madagascar

In the second year of the Bachelor of International Business (BIB), students are required to implement their professionalization project, which they prepared in first year. This project must be in line with at least one of the School's values: ethics, diversity or sustainable development. It is within this context that the association EMission Madagascar came to be. It is made up of six students who travelled to Madagascar last spring to help orphans and underprivileged young people between the ages of three and twenty-four in partnership with the association *La vie devant Toi*.

"We come to offer support to centers that help underprivileged young adults enter the workforce and thrive in their personal life." **Axel Mikaelsson**, *President of EMission Madagascar*

Thanks to a crowdfunding campaign, occasional events, and the business partners that they solicited, these students from EM Strasbourg were able to fulfill their mission. Their trip included a visit to four shelters where they provided young people with personal hygiene products, pens, felt-tips, USB keys, and some bicycles that will make going to school a bit easier for students with the least access to transport.

They also paid for furniture, such as beds, tables, chairs, or refrigerators, to improve the quality of life of the shelters' residents and carried out repairs to the facilities. Members of EMission Madagascar notably installed solar panels in the Ambano Center and built toilets and a shower in the Antsirabé Center.



▲ Some members of EMission Madagascar alongside children from the Antananarivo Center



Marine Bousseau Wins the National Competition to Promote Professional Ethics in 2018

Each year, an essay writing competition on ethics in the working world is organized for students by the French department of Rotary in collaboration with the Conférence des Grandes Écoles and under the patronage of the French National Commission for UNESCO.

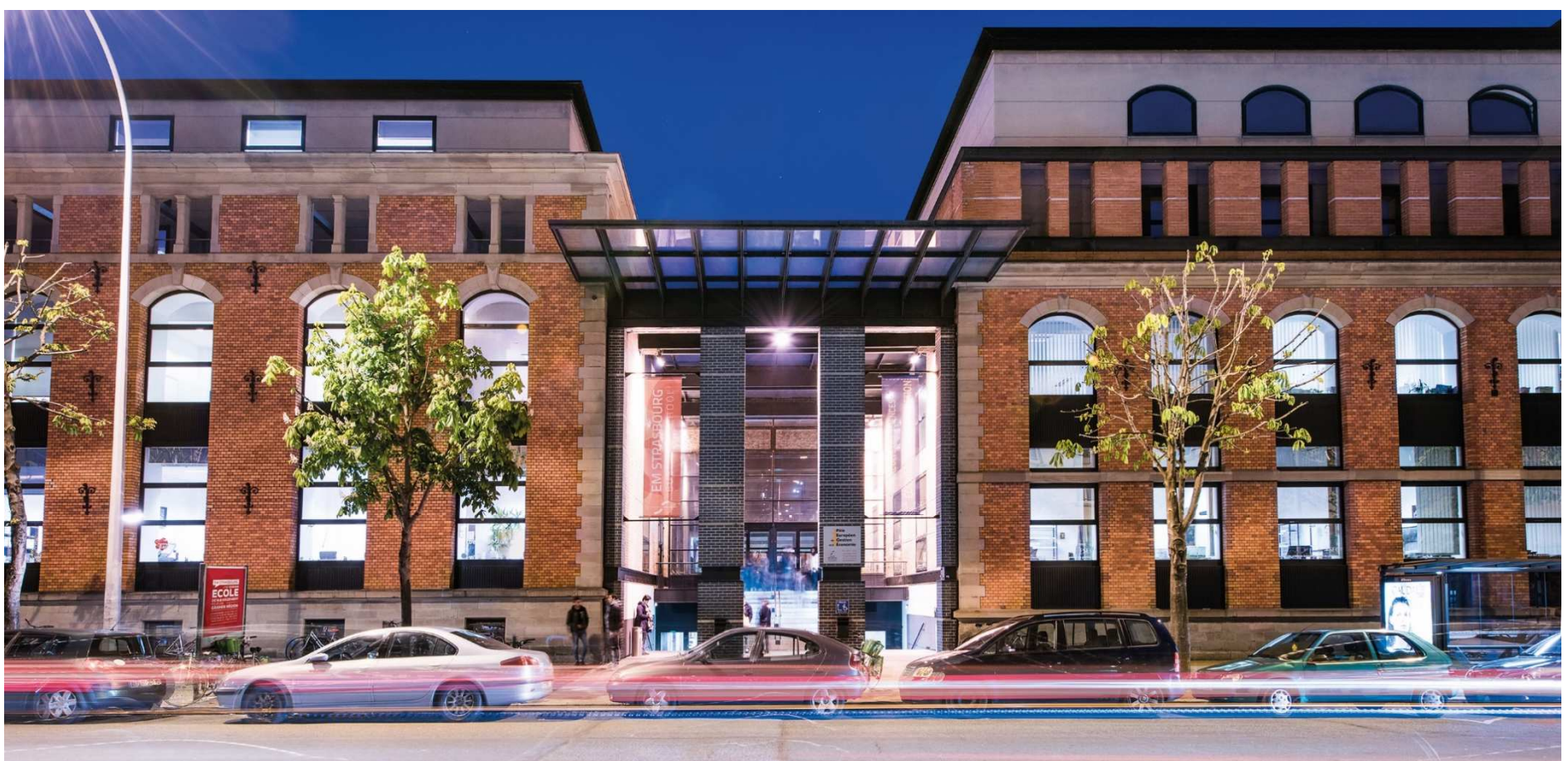
The 2018 edition of this competition, proposed to students by the CSR/3 Values Office, was an opportunity for Marine Bousseau to stand out. She won the prize for the Alsace/Franche-Comté/Territoire de Belfort district and earned national recognition thanks to her essay entitled "L'avènement des nouvelles technologies : le sacre d'une éthique 2.0 ou le triomphe d'une chimère" [The Rise of New Technologies: The Victory of Ethics 2.0 or the Triumph of a Chimera].

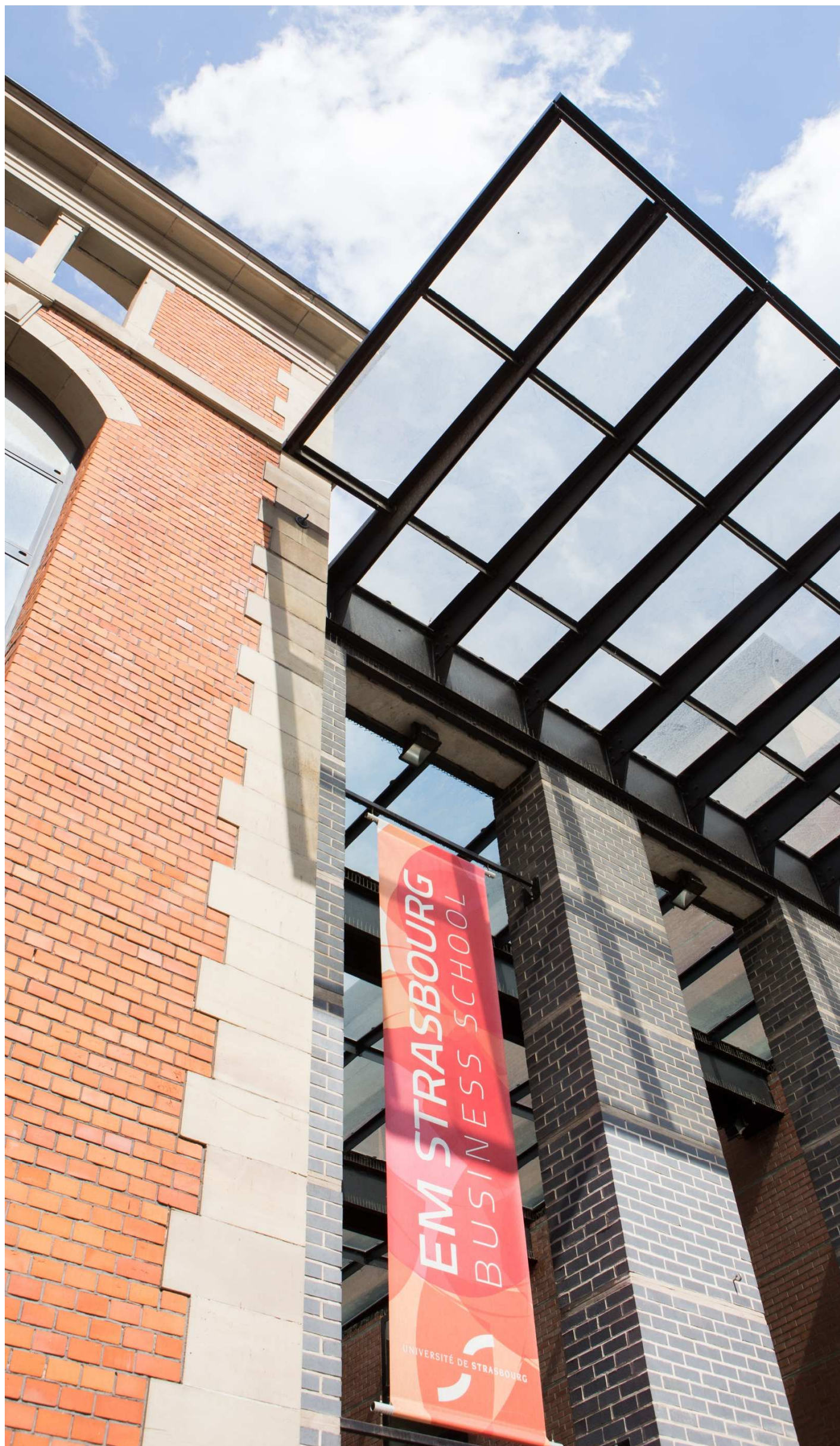
The idea came naturally to Marine, who completed intensive post-secondary foundation classes in literature before studying e-marketing and digital strategy at EM Strasbourg.

"After studying philosophy prior to entering EM Strasbourg, I was naturally drawn to moral and ethical questions. When I heard about the professional ethics competition, I was immediately tempted to participate." **Marine Bousseau**, *winner of the 2018 edition of the professional ethics competition*

Marine plans on keeping up her momentum by extending her master's degree specialized in ethics. She is already working on a project with one of her friends that involves broadcasting podcasts which provide solutions for employees confronted with ethical issues. To make their project a reality, they hope to receive EM Strasbourg's scholarship for ideas, funding to promote students' innovative initiatives.

When it comes to ethics, the School's programs of study are definitely bearing fruit as this year again the National Competition to Promote Professional Ethics was won at the regional level by a student from EM Strasbourg: Axelle Dorisse, winner of the 2019 edition with an essay questioning ethics in the agri-food industry. ●





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