

2017
REPORT

Corporate Social Responsibility at IÉSEG



IÉSEG
SCHOOL OF MANAGEMENT





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OUR COMMITMENT

CSR at the heart of IÉSEG's Vision

Corporate Social Responsibility is at the heart of IÉSEG. Since 2013, our School has engaged in a Vision process to define what IÉSEG will look like in 2025. During a period of 18 months, all members of the IÉSEG community participated in a process that enabled us to imagine and co-create IÉSEG's future. Social responsibility, sustainability, and ethics were at the core of our discussions. Not surprisingly, our new Vision *"becoming an international hub empowering changemakers for a better society"* embodies the collective sentiment of our desire to have a positive impact in everything we do.

Our commitment to PRME has been a guiding light to reach this Vision. We are thus pleased to present our PRME SIP Report for the period ending January 2018 which highlights IÉSEG's ongoing commitment to being a source of inspiration and a catalyst of change. As we continue this journey, we have focused our efforts on delivering an exceptional educational experience that provides students with the skills and competences to become responsible managers. We continue to produce top-level research that has impact and value in the academic and practitioner community, and we are in constant evolution to make sure IÉSEG is a leader by example.

This journey is not complete and we have yet to accomplish much more. We look forward to continuing our engagement and collaboration with PRME.



Jean-Philippe AMMEUX, General Director



OUR COMMITMENT TO PRME

United Nations Principles for Responsible Management Education



IESEG School of Management has the ambition to empower changemakers for a better society. Such an ambition is challenging, fascinating and stimulating. This vision will be achieved through teaching and research and the engagement of students, staff and professors.

IESEG has developed a teaching and learning strategy based on students' engagement in their intercultural learning experience and in accordance to PRME principles. Ethics and Corporate Social Responsibility (CSR) play a key role in this strategy and the School has implemented a coherent framework composed of a Responsibility Day, courses dedicated to Ethics and CSR, projects co-built with companies on CSR issues, a CSR certificate and an award for master thesis on CSR. We are convinced that all these initiatives will foster students' commitment to responsible management.

As an academic institution, IESEG's mission is to create and diffuse new knowledge and to be a source of innovation through its research and consulting activities for companies and organizations at large. The School welcomes a group of 25 professors doing inter-disciplinary research in ethics and CSR. This expertise informs the teaching delivered in the different programs and is actively diffused through conferences, videos and practitioner outlets targeting managers.

IESEG is strongly committed to working together -students, staff and professors- in a respectful and multicultural atmosphere, and with an open state of mind. A learning Charter is visible in each classroom and our values transmitted and respected in everything we do.

IESEG's whole community is dedicated to CSR and ethics in its daily activities, which are supported by ICOR and the Social Responsibility and Sustainability Steering Committee.

As the referent of these activities at the Management Board of the School, I'm really pleased to present this report which explains in detail how IESEG School of Management implements PRME principles and their future developments.

Caroline ROUSSEL, Academic Dean

PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for Responsible Management Education**



PRME @ IÉSEG

The 6 principles



PURPOSE

We will 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.



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



METHOD

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.



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.



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.



DIALOGUE

We will 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

As a French and internationally oriented academic institution involved in the development of current and future managers, IÉSEG School of Management is committed to progress in the implementation of the PRME principles. With this report, we intend to share our evolution with our stakeholders and the academic community at large, and contribute to the growth and relevance of the PRME.

IÉSEG at a glance

5150

students
in 2017-2018



122

permanent
full-time
professors



100%

have a PhD

81%

of permanent professors
are from outside of France

and from

44 different countries



1000

students
on academic
exchange abroad



281

partner universities

in **69** countries



2270

international
students



6700

graduates



more than
2500
corporate partners





OUR STRATEGY

Vision, Mission, and Values

OUR VISION

EMPOWERING
CHANGEMAKERS
FOR A BETTER
SOCIETY



Educating creative, innovative, and responsible managers who are capable of initiating and managing change is at the heart of IÉSEG's history. Since its founding, IÉSEG has promoted a strong culture of giving students in-depth, multidisciplinary knowledge, and operational know-how, combined with a responsible strategic vision.

PRME principles lay at the core of the School's vision and are strongly embedded into our teaching and learning strategy, as well as into our organizational strategy.

2016 was a key and exciting year for the future of IÉSEG. In 2013, the school decided to launch a shared vision process to define what IÉSEG will look like in 2025. This has been a collaborative process that has involved the entire IÉSEG community: students, faculty, non-permanent professors, staff, alumni, and companies.

The richness of the experiences and opinions shared by all stakeholders has been of tremendous value to our School. More than 400 people have actively participated in this ongoing process.

IÉSEG is strongly committed to being an
ethical, socially responsible, and sustainable
organization

OUR MISSION



To educate managers to be inspiring, intercultural, and ethical pioneers of change

To create knowledge that nurtures innovative leaders

To promote creative solutions for and with responsible organizations

IESEG works every day to improve the impact and reach of its activities, both on the organizational and the academic parts of our institution.

To do so, we incorporate PRME principles into the core of our educational program, our research missions, and our engagement with stakeholders.

IESEG fosters a people-oriented organizational culture that ensures well-being at work and that stimulates personal development for all members of the IESEG community.

OUR VALUES

As a result of the School's Vision 2025 process, IESEG modified its core values to match the changing times and the growth of our organization.

Our values reflect the School's determination to lead and to integrate our stakeholder's expectations into our day to day life.

IESEG encourages all students, staff, and instructors to exemplify these values at all times.

Accomplishment

Our educational mission aims to provide students with the opportunity to go the 'extra mile' and achieve great things.

Responsibility

A crucial value when educating responsible managers who will run organizations in a complex and global environment, while paying particular attention to issues such as CSR, sustainable development, ethics, and transparency

Integrity

IESEG expects both students and staff to act ethically in all their personal and professional activities.

Solidarity

No one can perform and fulfill their potential alone. Solidarity and teamwork are an increasingly important value both in the work place and in daily life, and thus are both at the core of the School's mission/activities.

Engagement

The IESEG community is fully and collectively committed to achieving the School's ambitious mission.

Students are engaged in personalized active learning
Professors are facilitators
Action-based learning driven by students and companies
Collaborative technologies to support learning

DESIGNING INNOVATIVE ENGAGING LEARNING SOLUTIONS



VISION 2025

BE THE DIFFERENCE WE WANT TO MAKE IN SOCIETY

We are multicultural, multidisciplinary and socially inclusive
Our staff, students and alumni are engaged actors
IESEG is the most enriching place to live, work and learn
We put people at the heart of our activities

We share the same human values
We educate well-rounded, adaptable and academically excellent students
We nurture top quality academic and company alliances
We foster innovative applied research & teaching, with and for organizations

NURTURING PARTNERSHIPS FOR MEANINGFUL CHANGE

SOURCE OF INNOVATION
PROVIDING INSPIRATION, KNOWLEDGE AND CREATIVITY FOR ORGANIZATIONS

MANAGERIAL IMPACT
NURTURING INSPIRING, EXPERT AND ETHICAL PIONEERS OF CHANGE

SOCIAL IMPACT
PROMOTING A GREENER, FAIRER, AND MORE INCLUSIVE SOCIETY

EMPOWERING CHANGEMAKERS FOR A BETTER SOCIETY

Commitment to well-being and sustainability
Multicultural mindset for everyone
Fostering autonomy responsibility and engagement
Transparent and effective communication
Cross-functional collaboration with open working areas
Innovation from everybody
Collaborative management and efficient decision making

WORKING TOGETHER, THE IESEG WAY

MOST PROUD OF

Accreditations and rankings
Academic and research excellence
The IESEG lifestyle: team-oriented, committed and open
Entrepreneurial & innovative spirit

A RECOGNIZED DISTINCTIVE KNOWLEDGE HUB

Consulting and knowledge services for organizations
Lifelong customized learning
PhD program
Civic projects to help society
IESEG for life : alumni engagement program

OUR NEW METRICS

%	SATISFACTION AMONG STAFF, STUDENTS, COMPANIES
Nb	SCHOLARSHIPS FOR SOCIALLY DEPRIVATED STUDENTS
%	NO ABSENTEE TOP ORGANIZATIONS
%	COMPANIES CREATED / YEAR

Nb	PARTNERSHIPS WITH TOP ORGANIZATIONS
%	CARBON FOOTPRINT
Nb	CIVIC PROJECTS / YEAR
%	PROFESSOR WELFARE

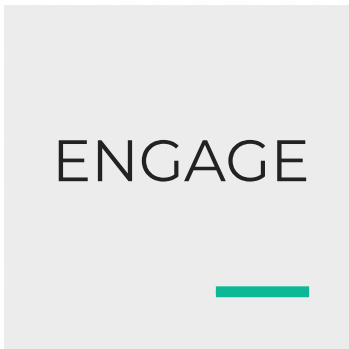
VISION 2025 - version 01 - juillet 2019



BE THE
CHANGE



INNOVATE



ENGAGE



HAVE
AN
IMPACT





Governance

IÉSEG recognizes the importance of creating an institutional environment that promotes effective learning and provides the tools and competences that empower our students and staff to be responsible changemakers.

Subtitle 01



Board of Trustees



Management Board



International Advisory Board



Professional Advisory Board

Founded in 1964, IÉSEG School of Management is a freestanding business school and a fully independent nonprofit organisation governed by a Board of Trustees. Under the terms of the French law, it is incorporated as an “Association Loi 1901”. ¹⁰

IÉSEG is member of the Université Catholique de Lille. The school enjoys full autonomy, but takes advantage of shared resources and student services such as library facilities, cafeterias and accommodation.

Our School has put in place organizational structures that work together to build a coherent strategy across all our activities. These structures are responsible of embedding social responsibility and sustainability into our pedagogical, research, and operational strategies.



FOCUS on: ICOR



Founded in 2013

Chair: Prof. Frank de BAKKER

Composed of members from different IÉSEG Departments

ICOR 2 Central Missions



To constitute a coordination center for all pedagogical and research initiatives around social responsibility and sustainability currently developed by and within the School.



To represent a constructive platform for the proposal and development of refined actions and innovative initiatives linked to social responsibility and sustainability ideas at the School level, in collaboration with its stakeholders.

FOCUS on: IÉSEG Social Responsibility and Sustainability Steering Committee



Created in 2016

Chair: Guillaume de Redinger

Composition of Steering Committee: Management Committee, CSR Manager, ICOR representatives, Student representatives, Staff representatives

The Committee meets 4 times per year with the following missions:



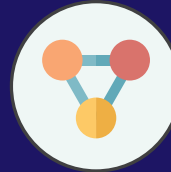
Fostering improved social and environmental performance



Contributing to further instill a culture of socially responsible and sustainable planning and mindset



Vetting emerging initiatives to assess whether they meet with the overall vision and strategic orientations of the School



Serving as a liaison between all IÉSEG stakeholders on matters linked to social responsibility and sustainability issues and initiatives



Teaching and Learning

TEACHING AND LEARNING STRATEGY

In line with our Mission, IÉSEG's Teaching and Learning strategy puts strong focus on interdisciplinary learning and the development of students' competences (academic, managerial, interpersonal and intercultural). The learning objectives of every course must be aligned with the three pillars of the School's mission and thus integrate the notions of social responsibility, ethics, and sustainability.



"IÉSEG's mission is to train and educate managers to be inspiring, intercultural and ethical pioneers of change and to promote creative solutions for and with responsible organizations. Therefore, we decided to integrate the notions of ethics and CSR across the entire Grande École program."

Pascal Bied, Director of Bachelor Programs



PEDAGOGICAL APPROACH

IESEG provides students with a solid and comprehensive educational path that provides them with the knowledge and competencies required to succeed at the highest management levels, facilitates their personal development in the face of changing job markets, while fostering their understanding on the social and environmental impact of business.

Early-on, students are exposed to real management problems and to the corporate world. Throughout their entire program, they are also constantly required to analyze rising social challenges and sustainability-related questions that concern to each of the different management topics they study.

Issues of ethics, social responsibility, and sustainability are integrated into all of our school's programs, and addressed not only in dedicated courses, but in a transversal and multi-disciplinary fashion.

Students enrolled in the Specialized MSc programs must complete mandatory social responsibility and/or sustainability related courses that are specifically tailored to the disciplinary orientation of the curriculum they follow.

Ethics, Social Responsibility, and Sustainability have also been integrated as a central dimension in the design and development of the International MBA and the Executive MBA.

Grande Ecole 5 Year Program



Year 1- Bachelors
RESPONSIBILITY SEMINAR



Year 2- Bachelors
BUSINESS ETHICS COURSE AND
SOCIAL PROJECT



Year 3- Bachelors
CSR CONSULTING PROJECT



Year 4- Master
CSR AND SUSTAINABILITY
MANDATORY COURSE



Year 5- Master
CSR ELECTIVES



FOCUS on: 3rd Year CSR Consulting Project

Mandatory for all 3rd year students at IESEG, the CSR consulting project gives students a first-hand and real-life experience on what CSR means for companies in different sectors. It allows them to get a notion of the challenges of integrating CSR in the company's strategy, and drives them to develop and propose innovative solutions for the companies they work with.

For the 2017 project, students worked with 7 companies: ABInbev, Accenture, Banque Populaire du Nord, Camaïeu, Fast Retailing, IdKids, and McCain



IÉSEG's Certificate in Business Ethics and Sustainable Organizations

IÉSEG is committed to providing students with a solid generalist management education that is grounded in strong ethical values. Our School now offers Master students of the Grande Ecole program the possibility to follow and complete a Certificate in Business Ethics and Sustainable Organizations.

To complete the Certificate, students must carry out a series of academic (coursework and thesis) and practical (internship, projects) assignments related to CSR, business ethics, or sustainability issues. They must work in collaboration with professors and experts from different management disciplines.

“ We are delighted that the first students have completed this initiative. Challenges linked to corporate, social, and environmental responsibility, sustainable innovation, and managerial ethics are increasingly integrated into our programs. More than ever, they are of primary importance for our students and for the organizations they will work for. ”

François Maon, Associate Professor

ICOR Award for the best IÉSEG Master Thesis in the field of Organizational Ethics, Social Responsibility and/or Sustainability

Pursuing further its objective of contributing to the development of a flourishing, fair, and sustainable society, IÉSEG and ICOR organize an annual Award for the best thesis addressing these issues.

Students are offered a 2000 Euro's prize, where 1,000 are for the student, and 1,000 are donated to the student's chosen social organization.

The 2016 winner was Jade Tissier for her thesis titled "Sustainability and access to capital: an investigation of the crowdfunding of sustainable firms"





Empowering students as changemakers- starting in the classroom

IESEG endeavors to involve students in the co-creation of an ethical, socially responsible, and sustainable future.

Early on, students are involved in projects dealing with solidarity, social responsibility, and sustainability ideas. During their second year, students have to conduct -in teams- a Project Co (Consulting Project) with a social or humanitarian dimension. Groups are responsible for managing their projects from beginning to end, including finding and association to work with, dealing with strategic, financial and human resources issues and constraints, and presenting their results to a jury.

In different courses, students develop projects that are of practical utility to the School's CSR mission and to their understanding of the topic. For example, in the Controlling and Auditing Corporate Social Responsibility class, the final project focuses on developing indicators for a materiality analysis for the School.

In the Masters program, the Greenso elective converts our students into junior consultants working with social enterprises. This project allows students to develop their consulting skills, their knowledge and experience on social entrepreneurship, social impact, and social business modelling.



FOCUS on: The Intercultural Passport

In order to prepare students to work/study in culturally diverse environments, IESEG has set up a coherent training program over five years. The objective is to introduce students to the concept of diversity in order to help them to understand better and to respect their own culture and those of other students. They also develop their knowledge of other cultures. **Several projects have been put in place:**

- **"Intercultural Diversity Passport"** during the Bachelor cycle (including courses and interaction with international students).
-
- **The opportunity to obtain a certificate** during the Master cycle (5 electives and writing of a dissertation or completion of an internship linked with intercultural concepts).





Research

Key figures



122
Professors



100% of
permanent
professors hold
a PhD

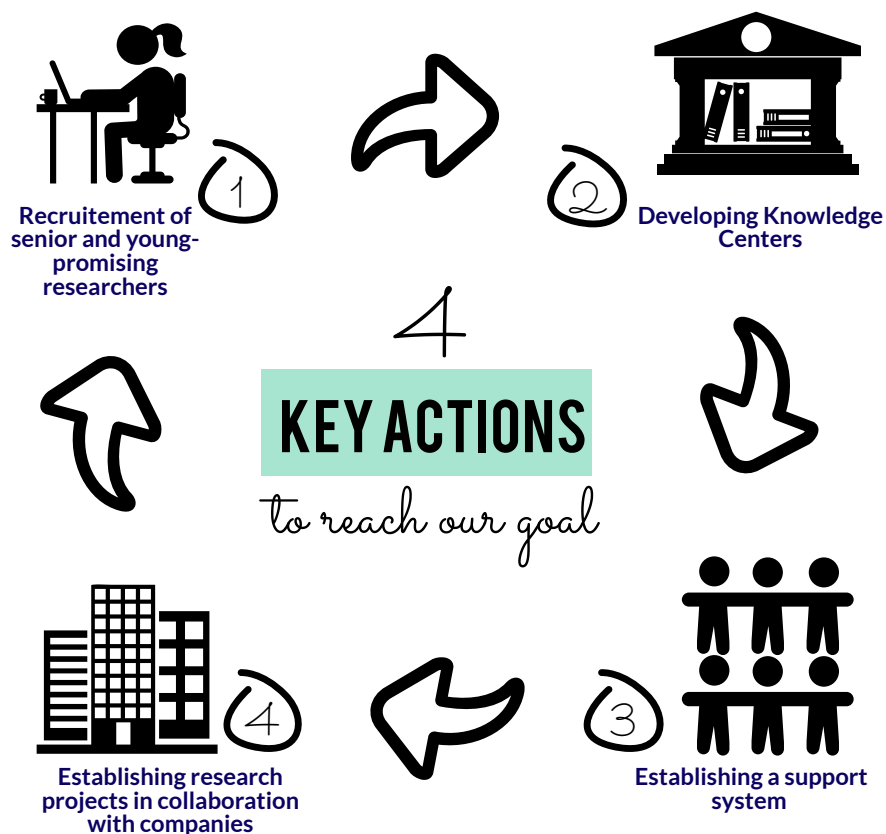


81% of
permanent
professors come
from outside of
France



28% of faculty
are ICOR
members

IESEG aims to become a recognized hub for applied and academic research at an international level.



ICOR



Research on business ethics, social responsibility, and sustainability is one of the main priorities for our School. IÉSEG's strategy is to recruit dedicated specialists across all departments.

Through ICOR, our School promotes, encourages, and supports research-related initiatives addressing the analysis of business and society relationships, ethics, and social responsibility in a business context.

ICOR's researchers focus on three main axes:

①

Business and its relationship to society: a business-oriented focus

Focus on understanding the strategic, organizational, and operational implications of the adoption of a social responsibility and/or sustainability-oriented, values-driven paradigm by business organizations.

Topics include:

1. The development of values-based management models
2. SR/sustainability development
3. Organizational development and change related to SR/sustainability
4. Responsible leadership
5. Social and environmental accounting and reporting practices

②

Business and its relationship to society: a society-oriented focus

Focus on understanding the role of societal actors and business organizations' external stakeholders in the development of CSR/Sustainability practices

Topics include:

1. Stakeholder influence tactics and strategies
2. Interaction between firms and activist groups
3. The role of business schools in developing more responsible practices.

③

Business and its relationship to society: an interaction and collaboration focus

Focus on studying ideas linked to the necessity for business organizations to engage with their internal and external stakeholders in order to demonstrate adherence to SR/sustainability principles.

Topics include:

1. SR/sustainability-related communication strategies
2. SR/sustainability-related corporate branding and identity management practices
3. Stakeholder collaboration and cross-sector social partnerships

Editorial activities in the fields of SR/Sustainability

IÉSEG researchers contribute their SR/sustainability expertise to the global business ethics and SR/sustainability research community by being active members on editorial boards of international management journals.

Our School's researchers have also coordinated special issues of international and national peer-reviewed journals on SR/sustainability-related topics.

Furthermore, our researchers regularly review articles on SR/sustainability specialized journals and conferences.

Editorial Board

Business and Society
Organization Studies
Journal of Global Responsibility
Social and Environmental Accountability Journal
Organization and Environment
Business Strategy and the Environment
Question(s) de Management
M@nagement

Special Issues

Journal of Business Ethics
Business and Society
International Journal of Management Review

Reviewers

Journal of Business Ethics
Business Ethics Quarterly
Business and Society
Journal of Global Responsibility
Social and Environmental Accountability Journal

Recent ICOR publications

1. Ben-Hafaïedh C., & Cooney T., (2017). *Research Handbook on Entrepreneurial Teams: Theory and Practice*. Cheltenham, Edward Elgar.
2. Ben-Hafaïedh, Micozzi, A., & Pattitoni, P. (forthcoming). Academic spin-offs' entrepreneurial teams and performance: a subgroups approach. *Journal of Technology Transfer*.
3. Bouilloud J.-P., Deslandes G., & Mercier, G. (in press). The Leader as Chief Truth Officer: The Ethical Responsibility of "Managing the Truth" in Organizations. *Journal of Business Ethics*.
4. Byrne J., & Canato, A., (2017). It's been a hard day's night: Work family interface and employee engagement. *Organizational Dynamics*, 46(2): 104-112.
5. Byrne J., & Díaz Garcia, M. (2017). Entrepreneurial Role Models: An Integrated Framework from a Constructionist Perspective. In: C. Henry, T. Nelson & K. Kate Lewis (Eds.). *The Routledge Companion to Global Female Entrepreneurship*. Edward Elgar Publishing, Cheltenham: pp. 203-220.
6. de Bakker, F.G.A., den Hond, F., & Laamanen, M. (2017). Social Movements: Organizations and Organizing. In: C. Roggeband & B. Klandermans (eds.). *Handbook of Social Movements Across Disciplines*. 2nd Edition. Cham, Springer: 203-231.
7. de Bakker, F.G.A., & den Hond, F. (2017). NGO Activism and CSR. In: A. Rasche, M. Morsing & J. Moon (eds.). *Corporate Social Responsibility: Strategy, Communication, Governance*. Cambridge, Cambridge University Press: 220-245.
8. de Colle S., Fassin Y., & Freeman, R.E. (2017). When David Beats Goliath: Two Case-Studies in the Brewery Sector. In: Freeman R., Kujala J., & Sachs S. (eds.). *Stakeholder Engagement: Clinical Research Cases*. *Issues in Business Ethics*, vol 46. Springer, Cham.
9. de Colle S., Fassin Y., & Freeman, R. (2017). Intra-stakeholder alliances in plant-closing decisions: a stakeholder theory approach. *Business Ethics: A European Review*, 26(2): 97-111.
10. de Colle, S., Freeman, R. E., Parmar, B., & de Colle, L. (2017). Practicing human dignity: Ethical lessons from Commedia dell'Arte and Theater. *Journal of Business Ethics*, 144(2): 251-262.
11. Della Torre E., Giangreco A., Legeais W., & Vakkayil J. (forthcoming). Do Italians Really Do It Better? Evidence of Migrant Pay Disparities in the Top Italian Football League. *European Management Review*.
12. De Roeck, K., & Maon, F. (forthcoming). Building the Theoretical Puzzle of Employees' Reactions to Corporate Social Responsibility: An Integrative Conceptual Framework and Research Agenda. *Journal of Business Ethics*.
13. El Akremi, A., Gond, J. P., Swaen, V., De Roeck, K., & Igalens, J. (forthcoming). How do employees perceive corporate responsibility? Development and validation of a multidimensional corporate stakeholder responsibility scale. *Journal of Management*.
14. Fortis, Z., Maon, F., Frooman, J., & Reiner, G. (forthcoming). Unknown knowns and known unknowns: Framing the role of organizational learning in corporate social responsibility development. *International Journal of Management Reviews*.
15. Gond J.-P., El Akremi A., Swaen V., & Babu N., (2017). The psychological micro-foundations of corporate social responsibility: A person-centric systematic review. *Journal of Organizational Behavior*, 38(2): 225-246.
16. Hasanefendic, S., Patrício, M.T., & de Bakker, F.G.A. (2017). Heterogeneous responses of Portuguese polytechnics to the new research policy demands. In R. Deem & H. Eggins (eds.). *The University as a Critical Institution?* Rotterdam, Sense Publishers: 133-151.
17. Janssen C., Vanhamme J., & Leblanc, S. (2017). Should luxury brands say it out loud? Brand conspicuousness and consumer perceptions of responsible luxury. *Journal of Business Research*, 77: 167-174.
18. Kok, A.M., de Bakker, F.G.A., & Groenewegen, P. (forthcoming). Sustainability struggles: Conflicting cultures and incompatible logics. *Business & Society*.
19. Laurel-Fois, D. (forthcoming). Beyond Appearances: the Risk-Reducing Effects of Responsible Investment Practices. *Business & Society*.
20. Ligonie M., (forthcoming). The "forced performativity" of a strategy concept: Exploring how shared value shaped a gambling company's strategy. *Long Range Planning*.
21. Ligonie M., & Gond, J.-P. (forthcoming). Building on Actor-Network Analysis to Study Corporate Social Responsibility: Conceptual and Methodological Insights. In: P. H. Werhane, E.R. Freeman and S. Dmytriev (Eds.). *Cambridge Handbook of Research Approaches to Business Ethics and Corporate Responsibility*. Cambridge University Press,
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23. Mercier, G. (2017). Le cynisme organisationnel comme réponse à une violation de contrat psychologique: un moindre mal? Le cas d'un cabinet de conseil. *Revue Française de Gestion*, 43(266), 53-68.
24. Narvaiza, L., Aragon-Amonarriz, C., Iturrioz-Landart C., Bayle-Cordier, J., & Stervinou, S. (2017). Cooperative Dynamics During the Financial Crisis: Evidence From Basque and Breton Case Studies. *Nonprofit and Voluntary Sector Quarterly*, 46(3): 505-524.
25. Rehbein, K., den Hond, F., & de Bakker, F.G.A. (forthcoming). Aligning adverse activities? Corporate social responsibility and political activity. In D.M. Wasieleski & J. Weber (eds.). *Business and Society* 360.UK, Emerald.
26. Vakkayil J., & Chatterjee D. (forthcoming). Globalization routes: The pursuit of conformity and distinctiveness by top business schools in India. *Management Learning*.
27. Vakkayil J., Della Torre E., & Giangreco, A. (2017). "It's not how it looks!" Exploring managerial perspectives on employee wellbeing. *European Management Journal*, 35(4): 548-562.
28. van Halderen M., Bhatt M., Berens G., Brown T., & van Riel C. (2016). Managing Impressions in the Face of Rising Stakeholder Pressures: Examining Oil Companies' Shifting Stances in the Climate Change Debate. *Journal of Business Ethics*, 133(3): 567-582.
29. Wickert, C., & de Bakker, F.G.A. (forthcoming). Pitching for social change: Towards a relational approach to selling and buying social issues. *Academy of Management Discoveries*.





Operations and Institutional Life

Building a collaborative future

Stakeholder engagement is at the heart of our institution. IESEG's Vision 2025 process is a clear example of the relevance of stakeholders to our School. For the Vision process, IESEG reached out to all of its stakeholders in order to put together a holistic view of what the School should look like in the future.

This process included the participation of academic and administrative staff, students, alumni, companies, and other IESEG external partners. The wealth of views and experiences contributed by all stakeholders made this process very rewarding. Overall, more than 400 members of the IESEG community took an active part in this effort



"The co-elaboration of the shared vision revealed that social responsibility is part of the DNA of the IESEG community. As a result, we stamped it on our new vision and strategy, and each part of the institution is now committed to make it happen. Just to cite a few examples : the new buildings of the school are accredited "HQE" (High environmental quality), we have bee hives on the roof, we foster people to bring their own coffee cup, and so on. When you start with this kind of process, it's amazing to notice how far it leads you. And it will never finish!"



Philippe Bocquet, Director of Operations

IESEG believes that facilitating and supporting dialogue among our stakeholders on issues related to social responsibility, ethics, and sustainability is vital for the success of our vision and mission

Strengthening Partnerships

IESEG aims to be an active member in the community to help move forward the notions of social responsibility, ethics, and sustainability. The School is convinced that active engagement and strong collaboration is the best way to address the social and environmental challenges of today and tomorrow.

Institutional Partnerships and Commitments



Our School is committed to a number of initiatives at a local and international level. We strive to be an active member of the higher education community and become an example of best practices. The following are examples of some of the commitments IESEG has taken in the last years:

International



IESEG joined PRME in 2007 and has integrated PRME's principles into its strategy. In 2017, IESEG was an active participant of the creation of the **France-Benelux PRME Chapter** that looks to share best practices among the region and strengthen relationships among stakeholders.



IESEG joined the United Nations Global Compact in 2014. The Global Compact is the world's leading voluntary corporate citizenship initiative. By committing to the 10 Global Compact principles, our School acknowledges that active engagement of higher education institutions is vital in order to foster a more responsible business environment.



Since 2007, IESEG is also a member of the Globally Responsible Leadership Initiative, a think tank and worldwide partnership of companies and management schools. The GRLI was founded in 2004 by the European Foundation for Management Development (EFMD) and the UN Global Compact. Its principles relate to and inform the School's mission to empower changemakers for a better society.



Network for Business Sustainability (NBS) is a network of more than 500 researchers and managers committed to advancing sustainable business. The network brings together practitioners with academics in order to tackle together complex sustainability challenges such as climate change and social inequality.

National



At the national level, IESEG implements its own 'Plan Vert' (Green Plan) and provides a yearly performance report to key stakeholders, including the Conference des Grandes Ecoles (CGE) and Conference des Présidents d'Universités (CPU). The UN Global Compact officially considers Plan Vert as a relevant tool to help higher education institutions advance in the social responsibility path.



Since 2009, IESEG is part of the Campus Responsables initiative. Campus Responsables is the first French-speaking network of business and engineering schools committed to sustainable development. The objective of this network is to share best practices and to encourage a process of continuous improvement in the field of sustainable development and social responsibility.



In June 2017, IESEG signed the Charte de la Diversité en Entreprise (French Diversity Charter). The Diversity Chapter is a written commitment by organizations to ban discrimination in the workplace. It expresses organizations' willingness to improve the degree to which their workforce reflects the diversity of French society. The Chapter is composed of 6 articles that guide organizations through the process of instituting new practices by involving all of their employees and partners in these actions.



IESEG follows the charter established by the FESIC, a network made up of 28 French 'grandes écoles'. The FESIC charter establishes tolerance, solidarity, and respect of individuals as central principles that its member schools and staff, including IESEG, must defend and enact.

FOCUS on: Corporate Relations



IÉSEG works closely with companies to prepare pioneering actors that will become responsible, innovative, and humanist managers.

Corporate Partnerships

La Caisse d'Epargne-Hauts de France



On July 2017, IÉSEG signed a partnership with the Caisse d'Epargne-Haute de France (a large national bank). The partnership focuses on 3 main priorities, one of them being social responsibility and engagement. For this partnership, an expert for La Caisse d'Epargne will be part of the ICOR prize jury and will contribute to the activities of the ICOR center

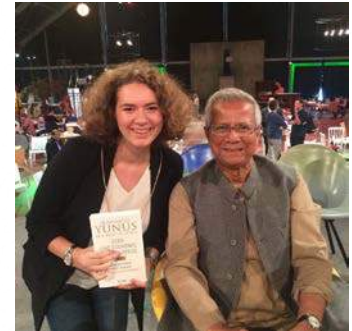
Events

2017 Global Social Business Summit- McCain



In the frame of the 3rd year CSR consulting project, 10 IÉSEG students were invited by McCain to attend the 2017 Global Social Business Summit in Paris. This event is organized by Nobel Prize winner and social business guru Muhammed Yunus.

"The GSBS was an inspiring experience. It gave me ideas to implement in our CSR project for McCain and confirmed my choice to work in HR Management with a strong CSR orientation. Pr. Yunus is a man who inspires people to work together to create a better world "



Agathe Delamea, 3rd Year Student

CSR Professional Advisory Board

In 2016-2017, IÉSEG launched the first 'Professional Advisory Board on Corporate Social Responsibility' aimed at identifying corporate practitioners' expectations with respect to the ethics, social responsibility, and sustainability related education and learning processes of IÉSEG students. This must first allow to develop a deeper understanding of the needs and human resources challenges faced by corporate actors trying to constructively address these questions. Second, it must contribute to refocus some of our learning projects and initiatives so as to improve our teaching and learning focus and approach on these topics.



In collaboration with IÉSEG's Alumni Network, the School organizes Corporate Talks which help students discover new careers, sectors, companies, or job market issues. The theme of the talk is chosen by the guest company and can take place in the form of a round table discussion or a conference. Students are then invited to ask questions and engage with the corporate guests. Topics cover all disciplines of management and include issues relevant to sustainability, ethics and corporate social responsibility. For the 2017-2018 academic school year, the first Corporate Talk was titled 'Social Entrepreneurship: How to link business and social?'. This talk was organized on both campuses in partnership with CREENSO.

Corporate Talks



Empowering Changemakers

In addition to the Corporate Social Responsibility, Sustainability, and Ethics courses offered throughout the different programs, IÉSEG encourages its staff and students to engage in initiatives that promote the PRME principles and the values of our School.



STAFF-LED



In September 2015, the School started working with Led by HER to redesign a learning program seeking to encourage women's entrepreneurship by providing vulnerable women with access to the education and tools necessary to succeed in their projects. Offered free of charge, IÉSEG provides the expertise of volunteer professors, administrative support, and facilities. This program is coordinated by Professor Janice Byrne.



On October 2016, IÉSEG signed a Partnership with the Association 'Passport Avenir'. Passport Avenir's mission is to help students who come from less favourable backgrounds in their educational and professional career. The Association promotes the development of a new generation of responsible and innovative leaders. IÉSEG students who join this program will benefit from individual tutoring by managers of partner companies with the purpose of accompanying them in the path to professional success and by helping them create a professional network. This program is coordinated by Professor Janice Byrne and Professor Marion Ligonie.



IÉSEG Network and the IMMOCHAN Foundation came together to create the National Prize for the Creator of a Social Enterprise. The main objective of this prize is to offer social entrepreneurs the support and competences needed during the first stages of the development of their company. The prize is awarded on a yearly basis. CREENSO is coordinated by Professor Cyrine Ben Hafiedh.



STUDENT-LED



ENACTUS is an international non-profit organization that mobilizes a worldwide community of 66,500 students together with academic and business leaders committed to "Use the power of entrepreneurial action to transform lives and shape a better, more sustainable world." The main objective of ENACTUS IÉSEG is to improve the lives of those in need through the development of viable, autonomous and sustainable projects. With more than 130 student participants, ENACTUS IÉSEG is the largest ENACTUS association in France.

Recent projects include: 'Patte a terre' which seeks to limit food waste while creating opportunities for disadvantaged people; and 'Tech n'Tree' which seeks to teach children to become responsible actors of change and sensibilizes them to the notions of sustainable development.



Green is the New Black Project

This project stands as one of the most notable and relevant projects this year. Two IÉSEG students, Mathilde Many and Lea Dhelin have launched this project with the aim of promoting ethical and sustainable fashion. Mathilde and Lea are taking six months starting January 2018 to go to Asia and meet and discover different actors of sustainable and ethical fashion. Their plan is to meet entrepreneurs who participate in the growth of the "slow fashion" movement which focuses on high quality and sustainable products. IÉSEG strongly supports the development of such projects and supports its students in their process.

Through various projects initiated and/or run by students, and through the supervision and coordination of these activities by dedicated staff members, the School also regularly interacts with different stakeholders in its environment. These interactions and activities allow IÉSEG to directly address important questions, concerns and needs of some of the less fortunate members of the communities in which it operates. The School thus contributes to the development of innovative programs and fosters the emergence of new ways of thinking and acting in its direct environment, through students' involvement, in line with PRME-related ideas and objectives.

Leading by example

IESEG is committed to leading by example in the way we integrate social responsibility, ethical, and sustainability issues into our institutional strategy.



Sustainability stewardship

FOCUS on: LIVETREE



IESEG participates in The Live TREE project a partnership of 6 higher education institutions in Lille, and led by the Catholic University of Lille that looks to improve the environmental and social impact of the Institutions located in the Vauban neighborhood by innovating and transitioning into a circular economy model.

Best Place to Work and Learn

IESEG aspires to be a great place to live, learn, and work. To do so, it has put in place a number of initiatives and activities to improve the environment of its students and staff.

During the Vision 2025 process, a workgroup called "Best Place to Work" was established and became the largest working group with 53 members who meet to reflect on how to collectively improve working conditions at IESEG.

Examples of recent initiatives include the organization of Yoga and Mindfulness sessions, the implementation of satisfaction surveys, and cultural activities sponsored by the staff delegates.



Improving our performance

Our School has adopted initiatives aimed at recycling and limiting energy consumption across its facilities, and endeavours to optimize the impact of staff commuting between campuses by using smart video-conferencing systems.

Sustainability-related indicators have been integrated in the incentive scheme through which all permanent employees can benefit from successful development of our activities.



Enhancing dialogue

Learning Experience

Learning Experiences (LE) are collective visits that are organized by colleagues of the School to go and visit firms, educational institutions, NGOs, associations, etc. that may bring added value to the Vision Process, relatively to one of the 5 workgroups:

- Best place to live, work and learn.
- Engage Students in active learning.
- Standards required from students.
- CSR, diversity and foundation.
- Meaningful partnerships.

The main objective is to provide an opportunity to promote collaboration, discover other environments and ways of working / learning / living, and a source of new collective and individual knowledge and discoveries

The IESEG Foundation



Since 1964, the IESEG Foundation has been a fundamental pillar in the development of our School. The Foundation has 4 main missions: financial aid for students to promote access to education at our School; support research and pedagogical innovation; support our School's internationalisation strategy; and support the School's real estate strategy.

Engaging with alumni



The School fosters alumni engagement in all of our activities. Alumni are often invited back to exchange with our students on their professional experience. Alumni in the field of CSR have also been invited to give talks or lectures to students in CSR or CSR-related courses.



Facilities

IESEG has opted for an eco-responsible approach in the design and construction of its new facilities in Lille and Paris. The new building in Paris, -la Promenade- opened in September 2017 and has been certified an HQE (High environmental quality) building by a French certification agency. The new 8000m² building over 7 floors at La Defense business district has been designed by the Equerre agency and Franklin Azzi Architecture, a renowned agency which has worked on various visible projects internationally.

The interior design and layout of the Promenade building was also a result of the collective work of the "best place to work" group for the Vision 2025 process. Staff, faculty, and students met regularly to exchange ideas about how to create the best setting to enhance the IESEG experience. Some of the members did some learning experiences at Steelcase and Unilever with the idea of bringing back best practices and apply them to our School.

Furthermore, the School has equipped some buildings with green roofs, and hives have been installed on both campuses as well.



Bee hives in the terrace of the Promenade Building



Communication

#IESEGCares Campaign

In order to strengthen the visibility and impact of our CSR and Sustainability actions, the School has launched the #IESEGCares Campaign which looks to unify all CSR related activities both in the academic and institutional operations.

The hashtag is used in all aspects of our communication efforts and seeks to reinforce the commitment of the School to such issues.

CSR Website

The CSR Website has been published in our homepage with the intention of clearly communicating the engagements and efforts of our School on CSR matters. The Website, which was published in January 2018 contains general information on CSR at IESEG as well as updates on new initiatives and activities.

The ICOR website has been updated to include more recent and relevant information on CSR related research and pedagogy at our School.

#IESEGCares

Social Media

In an effort to increase the visibility of our CSR actions, two hashtags have been created for the promotion of CSR related issues:

#IESEGicor



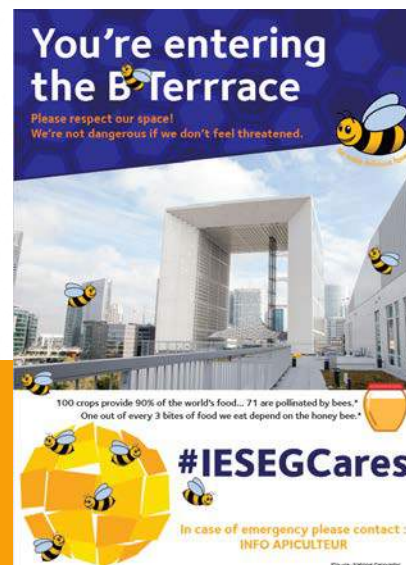
IESEG @IESEG · Nov 28

How #IESEG is training socially responsible future managers
ieseg.fr/en/news/how-ie... #CSR #IESEGicor #IESEGCares #IESEGExperience



IESEG @IESEG · Nov 30

« Green is the new black » le défi de deux étudiantes #IESEG
mondedesgrandesecoles.fr/green-is-the-n... via @JDGE_edicas #IESEGCares #IESEGExperience



Empowering Changemakers for a Better Society



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