



Sharing Information on Progress (SIP) Reporting 2008 - 2009

I. Letter of renewed commitment

As institution of higher learning involved in the education of current and future managers, BEM has been a member of the “Principles for Responsible Management Education” (PRiME) initiative of the Global Compact since 2008. We reaffirm and renew our commitment:

- To contribute to the emergence of a new generation of “responsible managers” by incorporating Responsibility into all teaching programmes.
- To participate in the advance of knowledge, focusing mainly on managerial practices in the field of management science, via intellectual contributions from the professors, and providing suitable conditions in which to learn.
- To Act as a responsible organisation

As Management School involved in the “Globally Responsible Leadership Initiative” (Global Compact / EFMD), we also encourage other academic institutions, and associations to adopt and support the PRiME.

A handwritten signature in black ink, appearing to read 'Philip McLaughlin', with a horizontal line underneath.

Philip McLaughlin

Dean



II. Progress Report 2008 – 2009

1. PRME Principle Description

In January 2008, the School joined the PRiME initiative of the UN Global Compact and now adheres to the “Principles for Responsible Management Education”. The brief outline below shows BEM’s contribution, for the period October 2008 – December 2009, to each of the six PRME principles.

Principle 1/ 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.*

The School welcomes Global Responsibility as an integral part of our identity and strategy. To this end, it is mentioned explicitly in our *mission statement*: “to contribute to the emergence of a new generation of responsible managers by incorporating Global Responsibility into all programmes.”

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

BEM is a member of the UN Global Compact. In parallel, the School is involved at national and local levels via academic, institutional and association networks: Club Planète Gagnante ADEME, “Campus Responsable”, etc...

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

BEM is committed to responsible teaching and incorporates it into all programmes (undergraduate and executive education, specialised Masters) through *Global Studies* courses or specific modules and two Chairs are devoted entirely or partly to Sustainable Development and Global Responsibility. Academic and professional conferences are also offered to students to illustrate what is taught. Finally, practical work completes this teaching programme.

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

Over the last five years, academic research into global responsibility has grown considerably. At the same time, the School’s teacher-researchers are carrying out applied research, working with companies and local authorities.

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

The School is a member of several professional, academic and association networks some national and also some international: since 2004, BEM has been part of the UN “Globally Responsible Leadership Initiative”. Through its chairs and executive education the School has agreements with regional and national companies for research action contracts, consultancies or training courses linked with Global Responsibility.

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

The School organises (and participates in) discussions on the values and issues surrounding responsible management. It also hopes to set an example for its students by including a social and environmental section in its Global Responsibility initiative.



2. Brief Overview.

In 2004, the School involved all staff and students in a study to reflect on and evaluate their own actions and thus call into question their own working practices and actions. A **Global Responsibility Initiative (GRI)** was put in place to strengthen and improve existing actions and to launch new ones. Today, it is BEM's ambition to set an example and to apply within the School the values and principles that we share with the Global Compact, the Global Responsible Leadership Initiative, the ADEME Club Planète Gagnante and the Responsible Campus campaign (WWF).

A Global Responsibility Initiative consists of:

- Taking action on the economic, social and environmental components of a company
- Involving all stakeholders of a company in the actions carried out within it
- Putting socially responsible practices in place
- Managing energy expenditure and natural resources in a responsible way

Five objectives identified for BEM:

- To ensure that BEM's stakeholders are aware of the issues surrounding Global Responsibility
- To rethink our organisation and management in terms of global performance (quality of service, socio-economic and environmental impact)
- To improve working conditions for students and staff
- To become a centre of reference at both national and European levels in terms of teaching, research and publishing on Global Responsibility
- To contribute to local economic development in our region

An initiative structured around four themes:

1. Educating for responsibility
2. Participating in the advancement of knowledge
3. Integrating the School into networks
4. Implementing responsible practices

3. Major Achievements.

3.1. Educating for responsibility

Since 2004, the teaching of Global Responsibility throughout BEM has been based on various teaching tools (courses, conferences, practical work, work experience, dissertations) to give students an understanding of the corporate role of organisations.

► Teaching tools to train students to have a global vision of their duties and taking into account the complexity of the world

- Global Studies. These specifically targeted courses provide students with an overview of the "big picture" in relation to the corporate environment through disciplines such as macroeconomics, international relations or European institutions and by bringing in new contributors like NGOs, consumer associations, lobbyists, trade union organisations or credit rating agencies ... **Subjects covered:** marketing ethics, financial analysis in accordance with global responsibility criteria, SRI, crime multinationals, funding the national debt, corruption, North - South relations...

- Student work validated as part of their course

- ✓ Tutored projects
- ✓ Dissertations and internships in NGOs or companies
- ✓ "Grandes Ecoles" competitive entry exam
- ✓ TEAM projects (professional assignments carried out in groups)



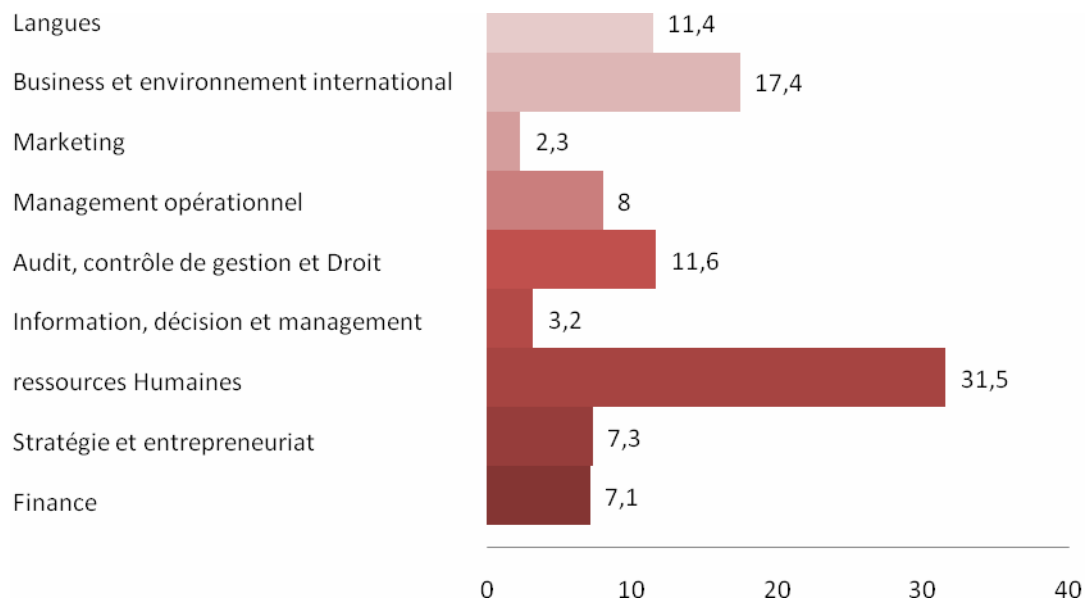
- Seminars

- ✓ January 2009: ESC seminar (2nd year) on the theme of "trade and responsibility" with talks and company visits included in the programme.
- ✓ April 2009: ESC seminar "Vis-ta-vie", where the aim is to give students an opportunity to consider their course of studies and their professional project.
- ✓ September 2009: series of 8 talks for all postgraduate courses at BEM: *Can we moralise about capitalism? Ethics and the company of tomorrow, Why and how will Ethics change Company relations with suppliers, etc...*

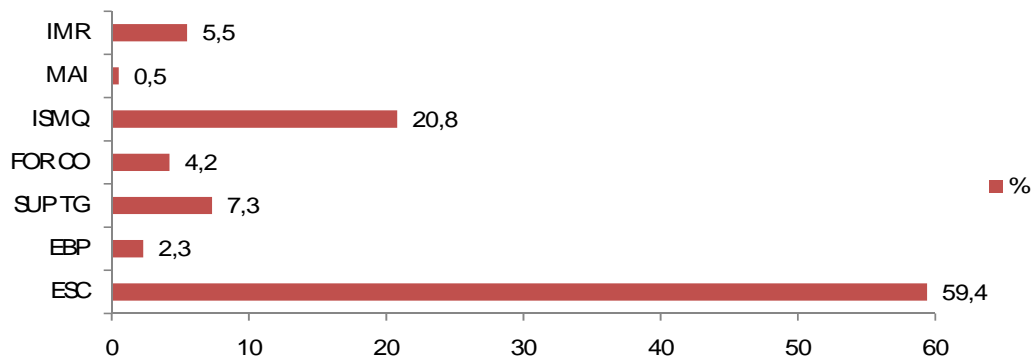
► **Global Responsibility in the School's subject areas and programmes**

In October 2009, teacher-researchers were surveyed to find out how many courses were related to GR (type and number of hours). 655 hours of taught courses devoted specifically to Global Responsibility were given by teacher-researchers at BEM.

GR-related teaching by subject area (%)



GR-related teaching by programme (%)



► Examples of teaching linked to Global Responsibility

In ESC, “global studies” are taught from the 1st year (courses on corruption, debt, North/South relations, etc.). More specialised modules are offered in the 2nd year (*Market Briefs* on North/South economic relations in partnership with the WTO) and 3rd year (CSR, international cooperation). Since the beginning of the 2008-09 academic year, the “Sustainable Development and Corporate Global Responsibility” chair offers students (from 2nd year onwards) a 45-hour elective module. The language faculty also devotes a large proportion of their teaching programme to GR-related topics: "Cultural Awareness in Business" (30h), Global Issues/ Responsibility in Business (30h).

In EBP, awareness of Corporate Global Responsibility from the 1st year: field study reports, introduction to European politics.... In 4th year, students produce dissertations on “Ethical Management and Sustainable Development” (*about ten students per year*). For the last two years, the programme proposed a 15-hour module on “Organisational Strategy and Global Responsibility for students in the 5th year of the programme.

In SUP 'TG, two courses linked with Global Responsibility are offered to 1st year students: “ethics, value and corporate global responsibility”, “modernity and the company”.

IMR: module “Risk management and environmental audit”

ISLI: module “Client-supplier relationship and Sustainable Development”

MiM: course on the company environment (European environment ...)

MAI: course on “Purchasing and Sustainable Development” (taught course + reports on practical work)

ISMQ: summary of GR-related areas in the programme

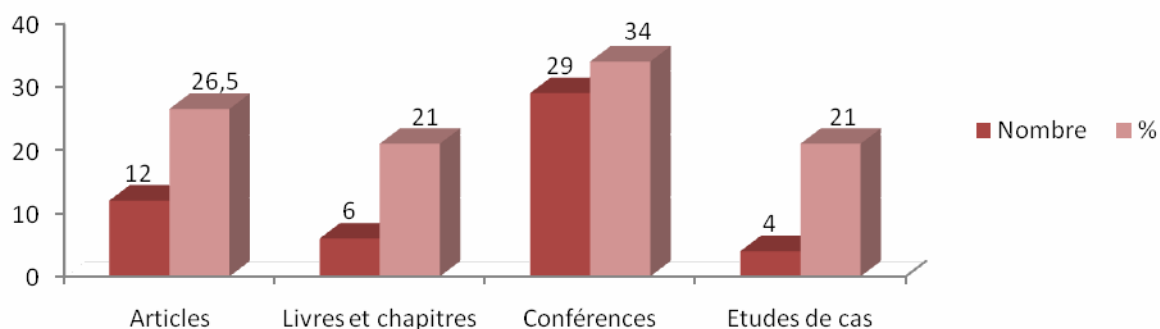
Executive Education: 4.5-hour course on the topic of “Sustainable Development, strategic factor for a company”

3.2. Participating in the advancement of knowledge

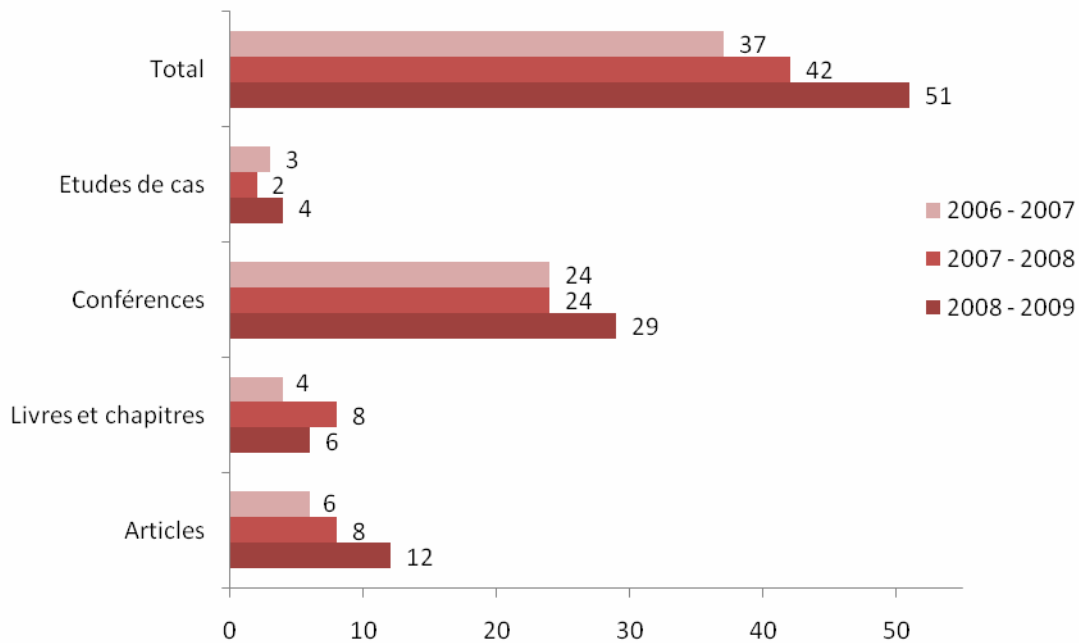
► Research

Since 2007 the School’s Management Research Centre (CEREBEM) has been organised around three poles: “Business, Value and Responsibility”, “Art, Wine, Culture and Management” and “Business, Relationship Management”. In 2008 – 2009, research into Global Responsibility has been very positive as the number of articles and conference papers published have increased considerably compared with 2007 – 2008. (See annex n°1 p11)

Publications by CEREBEM on GR for the period 2008 – 2009



Number and type of GR publications over three years



► Two Chairs at the heart of Global Responsibility issues

- The “Sustainable Development and Corporate Global Responsibility” Chair was established in 2003 and has been sponsored in turn by the Ministry of Foreign Affairs and the Caisse d’Epargne Aquitaine Poitou Charente (CAPC). Over the last 6 years, the members of the chair have developed three areas of activity (on which the identity of an academic chair is based), and these are:

- A cycle of courses for students at BEM. This course offers 45 hours of group work, case studies and professional conferences. The aim is to make a contribution to training responsible managers able to take decisions and assume responsibility for them in a complex and "glocal" environment (interaction between local and global). Some of the many topics covered are: history of sustainable development and global responsibility; sustainable development, key factor in a company’s success; environmental management and development of companies and regions; international solidarity and North-South cooperation, etc...

- A research programme covering two issues: “Sustainable Development, a strategic factor for companies (quality, environmental impact) and regions (quality of life, security, attractivity)”; “SD and CGR, components of public policies and factor of a new governance”. The research that is carried out is based on research-action contracts (see next page) to promote more fundamental interdisciplinary research (Political Sciences and Management, Economics): emergence of CSR in local and European public policies; Public goods and a new social contract; Motivating rather than measuring GR; Training for responsible management ...

- A network of partner companies. The SD&CGR Chair has support from many private partners, associations and institutions, including: Total, Auchan, Aquitanis, Leroy Merlin, Sanofi Aventis, ADEME, the Chambre Régionale de l’Economie Sociale et Solidaire (CRESS), and also Agrisud International.



- Arts, Culture and Management in Europe (ACME)¹. Management of the arts and culture falls within the scope of global responsibility: “[...] culture, one of the major factors in globalisation, is a tremendous driving force for sustainable development, creating value, without drawing on non-renewable resources. Moreover, governance of the arts, both in the context of public and local authority cultural policies and in artistic and cultural organisations, comes under the heading of Global Responsibility [...]”, explains Anne Gombault, the founder and head of the Chair. Three of the seven research themes covered by the Chair are related to Global Responsibility: “Arts, Culture and Sustainable Development”, “Sponsorship of the arts and culture”, “Company culture and competitiveness”. Information on these themes is produced and disseminated through different research contracts leading to academic and professional publications and also through teaching activities in the ESC programme.

► Applied research partnerships with the School’s stakeholders

Through CEREBEM and the Chairs, the School has been involved in a process of applied research since 2008:

- A project to guide sustainable development strategy for the store Auchan (in Gironde) was begun in 2008 by the E-Commerce and Retail Chair and the “Sustainable Development and Corporate Global Responsibility” (SD&CGR) Chair. In September 2009, the contract was renewed for three years.
- Begun in August 2008, the action research project with the company Aquitanis was set up on the theme of: “Analysing decision-making processes and preparing a GCR framework” (SD&CGR Chair). This was renewed in 2009.
- From 2007 to 2009, the SD&CGR chair, in partnership with the Caisse d’Epargne, worked on the creation and launch of a Foundation of companies on the theme of entrepreneurship and North-South cooperation.
- In collaboration with Bordeaux IV University, the SD&CGR chair is participating in the ADAGE project, on the theme of “Sustainable Development, factor for sustainable regional attractivity”.
- Since 2009: redefinition of the SATEL strategy (Société d’Economie Mixte landaise) based on sustainable regional development and discussions around a new form of governance (SD&CGR Chair).

► Organising academic colloquiums and professional conferences

- **October 2008:** AFNOR colloquium in partnership with ISMQ. Theme: the international ISO 26000 standard on Corporate Social Responsibility (CSR).
- **December 2008:** 3rd Luca Pacioli day on the theme "Economic Intelligence, Social Progress and Financial Health: two Responsibilities for SME-SMI".
- **April 2009:** 6th Humanism and Management day on the theme: "Will there be a talent war? Work and relational quality in our knowledge society"
- **October 2009:** round table on the theme “What is a Responsible Manager?” with the participation of some of the School’s partners: Danone, Décathlon, CIC Société Bordelaise, Fromarsac and Pepsico
- **November 2009:** conference-debate on careers in Social and Solidarity Economics in partnership with CRESS Aquitaine.

¹ Website: <http://www.bem.edu/fr/Enseignement-et-Recherche/Chaires/Chaire-Arts-Culture-et-Management-en-Europe>



3.3. Integrating the School into networks

► **Member of the Global Compact since 2005 and the PRiME since 2008**

► **Member of the GRLI since 2004 / Organisation of the *General Assembly of the Globally Responsible Leadership Initiative* (October 2009) See Annex 2 p15**

First of all, the GRLI general assembly held in Bordeaux provided the opportunity, based on initiatives undertaken by Foundation members since 2004, to draw up an overall report of what has been achieved, what is currently in the process of being achieved and also what is not yet concluded, and to draw all the relevant conclusions for the follow-up of these activities. Next, every effort was made, in a firmly pragmatic way, to help our Bordeaux partners to respond to the “dilemmas and challenges that have to be faced when implementing sustainable responsible practices locally” in their organisations, both in terms of social and environmental matters. For this occasion, and in the course of the 5 days of hard work (3-7 October 2009), the resources of 60 of the GRLI Foundation’s international partners were mobilized. To these were added the stakeholders of the Caisse d’Epargne Aquitaine Poitou-Charente (CEAPC) and BEM – Bordeaux Management School who, along with the GRLI Foundation head executives, oversaw the reception, the preparation and the smooth running of these working meetings.

Several further strategic themes were dealt with by the international members of GRLI. The main topic for discussion was the progress made in the following areas: commitment and responsible behaviour by member organisations; the creation of “local communities for responsible action” (CORA).

In the more specific area of training, discussion focused on the integration of the PRiME and the activation of other “levers” in this area controlled by the GRLI foundation, for example, support for research and publication; the awarding of distinctions and prizes to reward researchers, specific work or initiatives; the “GRLI ambassadors” programme; creating new courses and training programmes.

► **Member of the “Campus Responsible” initiative since 2005**

The responsible campus campaign (“Campagne pour des Campus Responsables 6”) was launched by the “Graines de changement” association, in partnership with the WWF and Committee 21. The aim is to enable schools to integrate sustainable development not only into their teaching and research programmes but also into all administrative activities (general services, management, company relations, etc...).

► **Member of the ADEME Club “Planète Gagnante” since April 2009**

As a member of this Club 5, the School has made a 3-year commitment to carrying out awareness activities and environmental management

► **BEM, first Management School to incorporate Civic Service into its courses**

In June 2009, BEM signed a partnership agreement with UNIS-CITE 7, which enables BEM students (initially students on the ESC programme but this will later include all undergraduate courses), to carry out some form of civic service (work experience) for 6 to 9 months related to the management of citizen projects on territorial or social development.

This partnership ensures that service of this kind can be validated as an end-of-studies work experience for the ESC programme. The UNIS-CITE procedure is very professional as at the end of the project, all the volunteer students will have the benefit of individual coaching, enabling them to define the skills they have acquired during this experience and assess them in the context of their professional project. Over and above the human adventure that this represents, these projects provide real opportunities to become familiar with the way that local authorities function.



3.4. Implementing responsible practices

The aim of BEM Bordeaux Management School is not only to contribute to the awareness on the part of our stakeholders of the issues involved in Global Responsibility but also **to apply them within the School**, which involves a redefinition of our organisation, practices and management. Thus, this fourth theme describes the actions begun or continued since September 2008 and which legitimise the School's commitment to Global Responsibility.

► Governance and transparency

Since 2004, the Board at BEM has been open to internal stakeholders (student and staff representatives, collaborators) and external stakeholders (institutions, companies). Other bodies such as teaching committees, the Associations Board, the Consultative Committee or the Hygiene Committee ensure that all the School's stakeholders have a voice. The School's expressed goal of transparency can also be seen in the publication, since 2006, of an annual progress report describing our initiatives in socio-economic and environmental responsibility. These reports can be viewed at the following address: <http://www.bem.edu/fr/Identite/Responsabilite-globale>

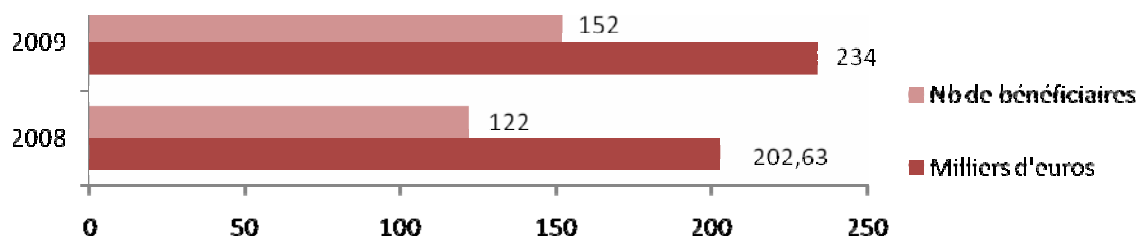
► Socially responsible practices

- **Cultural diversity.** Through its international dimension, the School recognises that diversity is a rich source of intellectual and cultural wealth: in 2009, 27% of professors and 582 students are international (59 nationalities)

- **Social diversity.** It is very important for the School to encourage opening up to social diversity with a better representation of French society in the programmes. The School offers its less privileged students several means of support:

- A service to help with accommodation

- A solidarity fund



- An alternating system was introduced for students in the ESC programme: three half-days per week were freed up to enable those students who wanted to take on a part-time job to do so. The same programme also opened an apprenticeship section. Lastly, two of the School's associations offered students paid contracts (surveys, market studies, etc.)

- **Prevention of health risks.** In the context of our policy on risk prevention and support in health matters, for the last two years BEM has offered psychological support to students and collaborators in association with a network of psychologists from Bordeaux 2 University.

- Local and international Solidarity initiatives

- ✓ In 2008 – 2009, the School continued with its "Equal Chances" initiative in three high schools in the Bordeaux region. (Cf. Annex 3 p16).
- ✓ In May 2009, the Horizons association organised an awareness week (Révolution'air) around Sustainable Development
- ✓ February 2009: blood donor day at BEM. 107 people registered and 95 were able to give blood (including 73 new donors).
- ✓ March 2009: intervention day by SOLIRACE, foremost student association involved in Aids prevention.



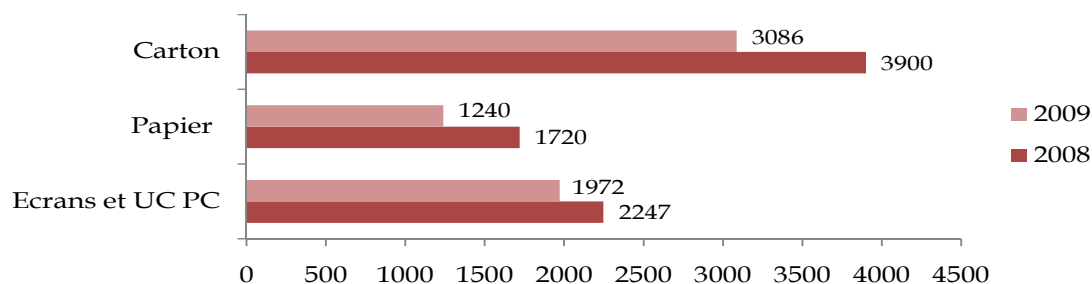
► **Environmental management on campus**

- Targeted responsible purchases

Year	Type of purchase	Contribution to environmental management on campus
2005	Anti-glare window film	Reduces consumption (air conditioning and heating)
2006	Classroom furniture	Furniture compliant with NF norms (Education and Furniture) and PEFC norms (certif. for sustainable forest management)
2007	Clock / Management software	Reduces consumption (air conditioning and heating)
2008	Floor covering in amphitheatres	Compliant with HQE green standard targets: 2, 3, 8, 9, 10, 11, 12 and 13
2009	2 boilers with condenser and water recovery.	Reduces consumption by 15%. A first boiler of this type was bought in 2008

- Awareness of eco-responsible actions: since July 2009, an awareness campaign has been underway on the BEM campus. Messages invite students and all collaborators to adopt behaviour that respects the environment, though without trying to make anyone feel guilty....

- Waste (kg)



- Responsible transport

"Green Campus Days" / Launched in February 2008 with support from students and staff on their journey to and from work, and to encourage the use of "greener" transport systems: tram, bus, bicycle, car pool.

Renovation of cycle parking at BEM: in August 2009, 52 cycle racks were installed on the campus, which immediately doubled the previous cycle parking capacity. These hoop-shaped racks (two cycles per unit) are of Finnish design; they conform to standard NF EN 599² and are PEFC³ certified.

Setting up a Car-sharing service at BEM, in partnership with the cooperative AutoCool⁴ : since October 2009 BEM has had the first car-sharing station on the Bordeaux university campus.

² Sustainability of wood and materials derived from wood - Efficiency of wood preservation products established by biological tests - Part 1: specifications by class of use

³ Certification for sustainable forest management

⁴ <http://www.autocool.fr>



Annex n°1

Publications on Global Responsibility (2008 – 2009)

Academic articles (CNRS and peer-reviewed journals)

BARNETO, Pascal ; GREGORIO, Georges, "Information financière et Reporting bancaire : une lecture critique de la norme IFRS 7", *Revue Française de Comptabilité*, N°419, mars 2009, pp. 28-33.

BARNETO, Pascal ; SERRET, Vanessa "Gouvernance, information comptable et financière : Colloque de l'Université de Bretagne Sud, 2 & 3 avril 2009", *Revue Française de Gouvernance d'Entreprise* n°5, 01/ 2009, pp. 98-104.

CARDEBAT, Jean-Marie ; CASSAGNARD, Patrice "Régulation optimale et éthique des biens : dans un duopole Nord-Sud", *Revue d'Economie Politique*, N°2, mars-avril 09, pp. 165-322

DELESSE, Claude, Management responsable : Intelligence économique et sécurité globale, Centre français de recherche sur le renseignement, tribune libre n°3, 01 mars 2009

GOMBAULT Anne & BOURGEON-RENAULT, D., URBAIN, Anne, LE GALL-ELY, M., PETR, C. "Gratuité et valeur attachée à l'objet de consommation culturelle : le cas des musées et des monuments." *Décisions Marketing*, N°54, avril juin 2009

JEGOUREL, Yves "Les fonds d'investissement en microfinance : nouvelle niche de la finance éthique." *Revue d'Economie Financière*, N° 93, octobre 2008, pp.89-102.

KORCHIA, Michael, Gonzalez C., Menuet L. et Urbain C. "Comment les consommateurs responsables se représentent – ils la consommation ? Une approche par les associations libres.", *Recherche et Applications en Marketing*, vol 24, n°3 / 2009

PACHÉ, Gilles "Quels impacts de la crise sur la logistique?", *Revue Française de Gestion*, N°193, mars 2009, pp. 51-57

PACHÉ, Gilles, FULCONIS, François ; MONNET, Marlène ; "Le prestataire de services logistiques, acteur clé du système de logistique inversée" *Revue Management & Avenir*, N°24, avril 2009, pp. 83-102

RENTSCHLER, Ruth "Organisations culturelles : Il n'y a pas un, mais des modèles de gouvernance" *Revue Espaces*, N°268, mars 2009, pp. 16-22.

TCHANKAM, Jean-Paul "Pertinence et limites des indicateurs d'évaluation des entreprises dans les économies en développement" *Gestion 2000*, vol. 26, n°2, 2009, pp. 43-64

TCHANKAM, Jean - Paul ; FEUDJO, J.R."La mixité dans l'encadrement et dans la gouvernance : déterminants et impact sur la performance des entreprises au Cameroun", *Gestion 2000*, Vol. 26, N°4, pp. 95-115



Conferences (academic, professional, pedagogical)

BARBAT Guillaume et Lafon B., "Développement Durable et RSE : histoire, enjeux et applications au secteur de l'agriculture", Polyrencontres de l'Association de Gestion et de Comptabilité ADER, Artiguelouve (64), 26 March 2009

BARBAT Guillaume, "Le Développement Durable, mode de fonctionnement pérenne de notre société", Conseil Général de la Gironde, Salon des manifestations responsables, SNDD (Semaine Nationale du Développement Durable.), Bordeaux, 6 April 2009

BOUZDINE - CHAMEEVA Tatiana, "Managerial activity as a function of information interferences in organisational changes ", Actes de Congrès de AIM, Marrakech, Morocco, May 2009.

BOUZDINE - CHAMEEVA Tatiana and Ninomiya M., "Challenges of Bordeaux natural wines", The 4th Interdisciplinary and International Wine Conference, 'Bacchus goes Green', Dijon, July 8-10. T. Website : www.bacchusgoesgreen.com.

BOUZDINE - CHAMEEVA Tatiana , A.V. Hill, Scavarda, A.J. and Goldstein S.M. (2008), "Empirically derived service principles -- The Ten Commandments of the Service Management", Proceedings of INFORMS, Session "Empirical Foundations for Services Management", Washington D.C. October 12-15, 2008.

CARDEBAT, Jean - Marie ; Régibeau, P. ; Sirven, N., "Une étude de contenu RSE des sites web des entreprises européennes : Quelle place pour la santé", 77ème Congrès ACFAS : La RSE et la question de la souffrance au travail, Ottawa (Canada), 11-14 May 2009

CARDEBAT, Jean-Marie ; Sirven, N. ; Debrand, T., "Mondialisation, RSE et santé au travail en France", 77ème Congrès ACFAS : La RSE et la question de la souffrance au travail, Ottawa (Canada), 11-14 May 2009

CARDEBAT, Jean-Marie ; Cassagnard P., "La RSE comme couverture du risque de réputation", Colloque du RIODD " la RSE : une nouvelle régulation du capitalisme ?", Lille (France), 25-27 June 2009

CARDEBAT, Jean-Marie ; Sirven, N., "RSE et rendements boursiers, quels liens ?" 1ère Journée de recherche de l'ADERSE "Mettre en œuvre et évaluer les stratégies 'développement durable' ", La Rochelle (France), 27 March 2009

CARDEBAT, Jean-Marie and Figuet, J.M., "La responsabilité globale des banques" Journée de recherche de l'ADERSE : Mettre en œuvre et évaluer les stratégies 'développement durable', La Rochelle (France), 27 March 2009

CARDEBAT, Jean-Marie "De la globalisation aux territoires : enjeux des nouvelles régulations économiques" Conseil Général de la Gironde, Salon des manifestations responsables, SNDD (semaine nationale du D.D.), ADEME, Bordeaux (France), 6 April 2009

CARDEBAT, Jean-Marie, AFNOR : "La qualité, facteur de performance !", Bordeaux (France), 2 July 2009

CARDEBAT, Jean-Marie, "Vers une mutation de la gouvernance en entreprise "Conférence L'avocat au cœur de la cité : défenseur des libertés, Bordeaux (France), 28 Sept - 2 Oct. 2009

DELESSE Claude, "Intelligence économique et sécurité globale : une articulation opportune face à des pratiques inadaptées aux menaces et aux dangers du XXIe siècle", "Les limites de la science des risques". Colloque Oriane 7e colloque francophone sur le risque, IUT de Bayonne, May 2009



DELESSE, Claude, Intelligence économique et sécurité globale : repousser les limites du management du risque, "Les limites de la science des risques". Colloque Oriane 7e colloque francophone sur le risque, IUT de Bayonne, May 2009

DELESSE, Claude, « Intelligence et sécurité globales : 12 principes pour changer le futur », in Intelligence économique, Progrès social et santé financière : deux responsabilités pour les PME-PMI et la région Aquitaine, 3ème Journée Luca Pacioli, BEM, Talence, 8 / 12 / 2008.

HARRIBEY, Laurence, « La RGE, enjeu d'entreprise et ancrage territorial pour une nouvelle gouvernance urbaine », Forum de l'entreprise Aquitanis, Bordeaux Lac, 02 / 10 / 09

HARRIBEY, Laurence « Les agendas 21 territoriaux », APESA- Collège des Hautes études environnementales et Développement durable, Bordeaux, 18 / 12 / 09.

HARRIBEY, Laurence, « Quelle attractivité du territoire : une Aquitaine conquérante », Université du Medef, Bordeaux, 20 / 11 / 09

HARRIBEY, Laurence, "Séminaire commission européenne : Coopération HEI-Entreprises et Territoires", Commission Européenne, Bruxelles (Belgique), 11-13 May 2009

HARRIBEY, Laurence, "Le concept de RSE et la coopération Entreprise - Université", Commission Européenne, Bruxelles (Belgique), 24-25 March 2009

KOULAYOM, Henri, "Le rôle des NTIC eu égard à l'Union pour la Méditerranée avec un prolongement sur l'Afrique Subsaharienne", Colloque Université sans Frontière « L'Union pour la Méditerranée : un partenariat équitable pour un partage des savoirs... » Palais du Luxembourg, Paris, 12 March 2009

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Annex n°2

Bordeaux Call launched at the GRLI General Assembly

The 8th General Assembly of the GRLI Foundation was held in Bordeaux and organised by BeM – Bordeaux Management School and CEAPC – Caisse d’Epargne Aquitaine Nord Poitou-Charentes. Bordeaux City Hall and the Chamber of Commerce and Industry of Bordeaux also participated. While continuing their existing actions and introducing a new strategy where the "GRLI Manifesto" and the "nine levers for change" occupy a central place, the GRLI Foundation and members also worked on the "dilemmas and challenges that the stakeholders in economic development in Bordeaux actually have to face". So co-creation and an approach to real issues, requiring practical solutions, formed the basis of a mutual exchange of experience between the GRLI international group and their local hosts – resulting in an official appeal (the "Bordeaux Call") to launch the first CoRA "local community for responsible action" in Bordeaux.

“Bordeaux Call”

The GRLI (Global Responsibility Leadership Initiative) Foundation held their general assembly in Bordeaux (France) from 3 to 7 October 2009.

About sixty representatives from 5 continents attended this event: directors and professors from Schools of Management, company managers and heads of banks, local elected representatives, leaders and members of associations, students, and journalists.

Invited by the Groupe Caisse d'Epargne Aquitaine Poitou Charentes (CEAPC) and by BeM Bordeaux Management School – the two local partners of the GRLI foundation – all participants did their best to answer the following question: *“how can we set up local communities for responsible action in Bordeaux and in our respective countries?”*

Why this initiative?

As we stand at the beginning of the 21st century, our world is confronted with economic, social and environmental problems whose global effect impacts more and more every day on our local realities.

This situation, which is totally new in modern history, is forcing us to alter our behaviour and our way of life, with the risk that, if we fail to bring about the rapid changes that are required to meet these challenges, then we compromise irrevocably the fate of our planet and of future generations.

At the end of the GRLI Foundation general assembly in Bordeaux (France) and in recognition of all the work and the actions carried out in the name of the signatory stakeholders, we call on all actors of good faith, elected representatives, entrepreneurs, management schools, universities, associations, committed citizens, to act according to the principle of global responsibility, and we solemnly call on the leaders of all countries to ask them to adopt – in Copenhagen first of all – the crucial decisions that are essential if we are to preserve all our futures.

Remember the words of a famous thinker from Bordeaux, Jacques Ellul, and let us reason and act in global terms and at local level, let us cooperate internationally, so that, when a new day dawns, we can express our universal vocation to build a future for humanity.

Philip McLaughlin

**Dean of
BeM
Bordeaux
Management
School**

Laurent Courbu

**President of the
Chamber of
Commerce and
Industry of
Bordeaux**

Alain Juppé

**Former
Prime Minister
Mayor of Bordeaux**

Pierre Tapie

**President of the
GRLI Foundation**

**Jean-Charles
Boulangier**

**President of the
Supervisory Board
of the Caisse
d'Epargne
Aquitaine Poitou
Charentes**



Annex n°3

EQUAL CHANCES: BEM and our students make a long-term commitment.

At BEM we are well aware of the importance of the difficulties involved in providing equal opportunities, and we are keen to acknowledge our social commitment to the less privileged and to meet the needs of society in terms of democratising access to top level courses. Since 2006 and 2007, BEM has partnered two Bordeaux high schools: Lycée Camille Jullian and Lycée Brémontier, a technology school.

Under the supervision of one of BEM's permanent professors, 11 BEM students became involved in tutoring 44 high school students, who were socially or geographically under-privileged. The aim was to support the pupils and provide guidance in terms of their professional ambitions, and in more concrete terms, to help them with their applications to higher education courses. The student tutors were eager to share their values on global responsibility and organised a conference on Sustainable Development and a visit to a company involved in social economy in December 2009.

In 2008 BEM also signed an agreement with Cercle Passeport Télécoms to support underprivileged students studying in the technological field, and help them set up their own professional network. BEM ensures that each student is monitored individually (integration, study conditions) and also contributes to the work of the Cercle.

Lastly, to put our very ambitious project into action and create a programme to tutor high school students, BEM has made more contacts with regional actors. In December 2009, we signed our first formal partnership agreement with the Brémontier technology Lycée to organise a tutoring programme for 10 Lycée pupils from the "Première" class through to the school-leaving exam with the aim of removing some of the socio-cultural barriers to enable them to go on to higher education.

