Sustainable Development Report 2011-2012 n°4
Mission statement

A Word from the Dean

A Word from the Sustainable Development Coordinator

Principle 1 - Objective
We will make certain that our graduates promote lasting values in business and in society and work towards a sustainable, non-discriminatory global economy.

Principle 2 - Values
We will integrate into our academic activities and programmes the values of global responsibility as they are described in the UN’s “Global Compact” project.

Principle 3 - Method
We will create educational frameworks, foundations, methods, and an environment which makes it possible to effectively learn responsible management.

Principle 4 - Research
We are committed to fundamental and applied research in order to advance our understanding of the role, the dynamic and the influence of companies in creating social, environmental and economic values.

Principle 5 - Partnerships
We will work with managers of companies to better understand the challenges they face in assuming their social and environmental responsibilities, and together we will explore effective approaches to overcoming these challenges.

Principle 6 - Dialogue
We will facilitate and encourage dialogue and debate between teachers, companies, public authorities, consumers, the media, associations, stakeholders as well as all those who are interested on the sensitive issues concerning sustainable development and global responsibility.

Special Thanks
EM Strasbourg Business School is part of one of the most recognised universities in France and Europe, rooted in a first class academic environment, and located in a region with a long humanist tradition. In keeping with the goal set by the University of Strasbourg, our School is continuously pursuing improvements so as to offer management education and research programmes which correspond to international standards of excellence.

The School’s mission is composed of two complementary and interactive aspects.

> EM Strasbourg Business School provides management training to highly qualified executives, managers and experts so as to be able to evolve in a complex environment. In all Bachelor’s, Master’s, Doctoral, and Executive Education programmes, we strive to convey the School’s core values of sustainable development, ethics, and diversity to all students and continuing education trainees in order to help them to reinvent tomorrow’s economic organisations. To achieve this objective, we:
> - design degree courses contributing to local, regional, national, and international economic development as well as responding to the needs of a constantly evolving workplace,
> - gather an academically qualified faculty and develop an extensive network of professional partners and businesses,
> - develop innovative educational tools,
> - pursue a rigorous student and trainee recruitment policy in accordance with our values.

> EM Strasbourg Business School is committed to creating and disseminating new knowledge in the fields of management sciences. Our faculty benefits from a stimulating academic environment and the necessary resources to further its expertise so as to develop and produce original intellectual contributions. Our research aims to enhance our students’ education and to provide our company and institutional partners with new ideas and solutions. To accomplish and develop its mission, the School relies on all its stakeholders (staff, alumni, economic partners, students, and public entities) as well as on its governance structure.

Key Figures of EM Strasbourg
▶ 2 500 students
▶ 35 full-time, continuing education and co-op curricula programmes
▶ 82 permanent and affiliated professor-researchers
▶ 170+ partner companies
▶ 187 international academic exchange agreements with 59 countries
▶ 15,000 alumni
A word from the dean of EM Strasbourg

Sustainable development at EM Strasbourg
A priority, a day-to-day commitment

At a time when reckless competitive and performance models are largely called into question, it is vital that together we come up with a new, lasting perspective for companies and organisations in terms of management.

This is one of a business school’s main priorities and is achieved through its research potential, which allows it to constantly foresee the major socio-economic changes, as well as through its profession in educational engineering, making it possible for the school to train and enlighten the managers of tomorrow.

L’EM Strasbourg is committed to this mission - daily as well as in the long-term - by remaining continually alert to the sustainable development of organisations: a liveable natural environment, a social diversity, and a moral ethic.

This is an all-together different vision of how to preserve resources and to seek performance which allows to think outside the box.

This report is a testimonial to the commitment and concrete actions that EM Strasbourg fulfils day after day.
“Conscious that tomorrow will exist and that I can influence it is a distinctive feature of mankind.”
Albert Jacquard

EM Strasbourg Business School has chosen to make sustainable development a reality, not only through the training it provides to the future managers in preparing them for their social and environmental responsibilities, but also daily through the School’s concrete commitments.

This fourth Sustainable Development Report honours and reflects EM Strasbourg’s commitment to promoting the values of sustainable development, diversity and ethics which are enshrined in the School’s strategic plan.

This report details the formidable initiatives undertaken by the teaching staff, the administration and the students. The report also tells of the School’s openness to stakeholders (companies, institutions, etc.) and efforts made by the School in relation to its corporate and environmental responsibility on campus.

Throughout this report, EM Strasbourg pursues and strengthens its initiatives regarding its main mission which is to train responsible managers in the global society in which they live.

Thank you to all those who contributed to the many initiatives detailed in this document.
Principle 1

OBJECTIVE

Ensuring that our graduates are the bearers of lasting values in business and society and able to work for a sustainable, non-discriminatory global economy.

/// SUSTAINABLE DEVELOPMENT,

A STRATEGIC VALUE FOR THE SCHOOL

L’EM Strasbourg strives to make sustainable development a reality in its establishment and the reasons for this are multiple.

> Training future managers to be socially and environmentally responsible; making them aware of the stakes of sustainable development and the impact of their managerial practices.

> Responding to the expectations of students, who want, more and more, to work for companies that are socially and environmentally responsible.

> Meeting accreditation requirements of the Grandes Écoles and establishments of higher learning in terms of sustainable development.

> Adhering to the recommendations of national and international public authorities in implementing professional training in sustainable development.

> Integrating sustainable development practices into the day-to-day management of the School, namely its administrative activities (general services, purchasing, etc.). Identifying with faculty and administrative staff the “best practices” and principles to apply in the day-to-day management and running of the establishment.
During 2010-2011, EM Strasbourg renewed its commitments to three organisations.

> **Global Compact**

It is a pact in which companies commit to complying their operations and strategies with ten widely accepted universal principles regarding human rights, work standards, the environment, and the fight against corruption. The Global Compact, the world’s largest corporate responsibility initiative - gathering thousands of participants throughout more than 100 countries - aims to promote social legitimacy of companies and markets.

> **PRME (Principles for Responsible Management Education)**

It is the guiding principle of sustainable development policies adopted by a certain number of Grandes Écoles and Universities already committed to AACSB and EFMD accreditations. The objective of these principles, which are recognised by the UN’s Global Compact, is to orient and support the teaching of and research in social responsibility management.

> **Relying on teachers** so that sustainable development is taught transversally in the key disciplines of management, beyond the essential awareness raising course; serving as an impetus in creating a field of research.

> **Developing, encouraging, and supporting socially and environmentally responsible practices** that can be undertaken by the student associations. Promoting internships and professional projects in this field. This initiative, which integrates sustainable development at EM Strasbourg, is going to become a real School project because it federates and is innovative, and every single one of us will feel useful and proud.

> **The School is committed to actively developing a lasting cultural and social policy for its personnel** through its collaboration with civic associations when organising Christmas parties for staff and their children; advertising job offers to vocational rehabilitation organisations and signing a recruitment charter by all staff concerned; organising conferences and thematic workshops on management, non-violent communication, managing priorities, non-discrimination in the workplace; implementing an annual staff survey on the “well-being at EM Strasbourg”; accessing services such as vegetables, deriving from sustainable farming, delivered to the office; setting up a anonymous hotline, “Living Well Together”; publishing annually the social audit report; applying for the Diversity Label, etc.

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/// EM Strasbourg’s commitments

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> Responsible Campuses
Launched in June 2006, today it is the French university and school network which is committed to implementing sustainable development on campus, and to helping bring the topic to the forefront nationally. Education is a principle lever that can modifier behaviour permanently, especially for future business and administrative decision-makers.

/// Influence in France and Internationally

Since the value of sustainable development has been enshrined in its strategic plan, the School strives to be recognised internationally as a committed business school. That is why its presence at international events allows it to exchange on the advancements and best practices in the field.

> EM Strasbourg is a member of the Grandes Écoles Conference (Conférence des Grandes Écoles or CGE), an association whose objective is to monitor the compatibility of the programmes in relation to the demand of the job markets. Promoting excellence leads to a certificate issued by the CGE. The Grandes Écoles Conference in association with the Conference of University Presidents (Conférence des Présidents d’Université) has published, at the start of 2012, a new “sustainable development framework Green Plan”, which decrypts France’s Environmental Agreement (Grenelle I) for higher learning institutions. EM Strasbourg will rely on this document to further develop its sustainable development policy and indicators.

> The Pilot Committee for the three values promoted by the School, which met for the first time in May 2012, fosters dialogue between its members allowing them to move forward and work on concrete actions for the future. The members of the Pilot Committee are the companies of the Sustainable Development or Diversity business sponsored chair as well as faculty, student associations - especially from the Sustainable Development Association (B3D) and from the Diversity Association. The diversity of the Pilot Committee (students, academics, professionals) is a valuable asset for the dynamic actions taken for the 3 values.

> Rio+20: reaffirming the principles of sustainable development 20 years on. EM Strasbourg, which was represented by the Dean, has committed itself to fostering research in sustainable development and promoting its teachings as well as actions for a responsible campus. The coordinator for Sustainable Development at EM Strasbourg attended the events at the Rio+20 Earth summit in June 2012.
Principle 2
VALUES

The values of global responsibility as described in the UN’s “Global Compact” are integrated into our academic activities and in our training programmes.

/// THREE VALUES WEEK

The Three Values Week aims to make EM Strasbourg students aware of the School’s sustainable development, diversity and ethics values. In November 2011, the Three Values Week welcomed an impressive number of participants.

> Student participation is two-fold. First, they watch a movie focusing on one of the values, then they debate with guest speakers and heads of companies during thematic workshops.

> During the week, these exchanges help students become aware of the problems companies face. The issues raised concerning sustainable development, diversity, and ethics reflect the professional situations that the future managers will encounter.

> After the different movies, debates take place on each of the themes brought up in the movies.

7 November 2011, the Three Values Week kicked off with sustainable development.

The movies screened:
“Capitalism Love story”
“Nos enfants sous accuseront” (Our Children Will Accuse Us)
“Moi la finance et le développement durable” (Me, Finance, and Sustainable Development)
“Le syndrome du Titanic” (The Titanic Syndrome)
“Inside Job”

The round tables are special moments because the exchanges that take place in small groups allow students to meet with professionals in their field.

The round tables
“Social Responsibility: Remarkable Alsatian Businesses”
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The day dedicated to diversity, 8 November, gathered a number of French experts and researchers, again with the objective of creating awareness. The day ended with a competition - The Diversity Challenge - which was organised by the Sustainable Development Student Association.

The activity allowed students to meet with experts in relation to the different themes.

The round tables
“Equality Label: A Real Equality?”
“Handicap’s Handicaps: Obstacles and Stereotypes”
“Intercultural Diversity and Management”
“Corporate Social Responsibility, Myth or Reality?”
“Quota or No Quota: Affirmative Action and Grande Ecole”

“Fighting Discrimination: So-called Good Ideas”
“Young, Executive, and Dynamic: Finding a Good Profile”
“Bring Together ‘Business’ and ‘Beliefs’: Mission Impossible?”
“Junior/Senior: Same Fight!”
“You Have Obtained the Diversity Label: Now what?”
“Fighting Against Discrimination: The Toolbox”

The third day was dedicated to ethics, work-life conditions and their consequences. How to have an objective outlook on our behaviour at work?

The debates for this day focused on:
“Social Business: Taking Care of Work-Life Conditions”
“Giving a Meaning to Work with an Ethics Charter? The Case of ‘Enchanted Farms’”
“Which Ethic When Faced with Psychosocial Risks?”
“Accompanying People at Work: Which Ethic? Deontological Precautions”
“Deception versus Hypocrisy? The Yesmen, a New Form of Protest”
“Ethics and Strategy: The Process and Effects of Implementing an ‘Ethics Charter’”

“Which Ethic When Faced with Psychosocial Risks? Improving Work Relations with Theatre?”
“Providing Assistance to People at Work: Which Ethic? The case of Redundancy Plans”
“Organisation of the Job Market et Professional Burnout - How to Prevent it?”

We would like to thank all the CEO’s, their collaborators, and managers for having consecrating their time to this event and for their insightful testimonials.
The student associations are committed to the School’s themes related to sustainable development. The B3D promotes the ideas of sustainable development, and the Diversity and Humanitarian Student Associations promote human values. Each of these associations has developed their activities.

**The Sustainable Development Association (B3D)**

> “Wednesday it’s a smoothie and Tuesday it’s a waffle” are the two weekly events at EM Strasbourg where you can taste organic fruit.

> This year’s challenge, wooden cabins, took place in Strasbourg’s forest. Three teams competed in building makeshift dwellings from wood only.

> The BDE Challenge, insect tasting, is the unique ideas this year. Each student volunteer pushed the limits and ate live insects, i.e. crickets.

> The trip to Fribourg im Breisgau by a group of students allowed them to discover an eco-neighbourhood. This city was a forerunner in urban ecology.

> “A health mind in a healthy body” could be the promotional slogan for the vegetable basket programme started last year. In 2012, for those who sign up they get seasonal vegetables delivered to them for three months. Students and administrative staff have the option of picking up their basket every other week from B3D. The supplier who was chosen was little Lucien; He chooses the local producers involved in sustainable farming.

> A very good idea of the students from B3D was to set up a carpooling site. A large majority of carbon emissions is tied to the students’ commuting: from their home to the School as well as trips to schools and university partners. The purpose of this site is to reduce the School’s carbon footprint by creating a student network.

**The Diversity Association (BDD)**

> Started in September 2011, the students of the Diversity Association have developed a mentoring program in partnership with high schools. The objective is to prepare preparatory school students - as well as students in their last two years in high school - for the oral evaluation of the competitive entrance exam to business schools. General knowledge topics are debated, or discussed using news videos. Follow-up to mentoring is important to the School because it wants to know what happens to the students who were tutored by members of the Diversity Association.

> A meal in the dark was a unique experience that took place in September 2012. Those interested signed up to participate in this first ever event in order to discover the difficulties the visually impaired face.
Teachings dedicated to the value of sustainable development have been integrated into almost all of the programmes at EM Strasbourg.

Case studies and master’s papers on sustainable development

> The School uses case studies based on the theme of sustainable development in its programmes, and students from various programmes focus their work, more and more, on company sustainable development practices.
> Each student in the M2 programme of Human Resources - Apprenticeship has done a study on the corporate social responsibility policy of the company in which he did his apprenticeship. The initiative leads students to hone in on their critical thinking skills regarding the practices used in the host company.

Professional projects defended by the students of the executive MBA in sustainable development and social responsibility of organisation

> Hélène Babok Haeussler - How can we use a CSR diagnosis tool to evolve the social responsiveness of an American corporation?
> Emmanuelle Belkacem Probst - Global access to health care: How transparent is the pharmaceutical industry?
> Tania Bergmann - Carbon footprint and social audit as a strategic sustainable development tool in the public policy of GG 54
> Jacky Biard - How to enhance the energy performance of buildings with the right user behaviour
> Catherine Boheme - A study on setting up a “wood energy” sector: an example of a project lead by the joint association of the urban areas of Belfort-Montbéliard-Héricourt-Delle

> Véronique Bresson - Shareholder commitment for management companies: Why and how to commit to the rise of sustainable development?

> Bruno Demars - The benefits of corporate social responsibility in mergers and acquisitions

> Yann Favry - Integrating the evolving demand of consumers for corporate social responsibility into a companies organisation

> Laurence Hervé - How to sustain an innovative project in a PMO by setting up a sustainable development strategy

> Claude Juriens - The business plan as a framework in implementing CSR at the heart of an SME strategy: the global business plan

> Michael Lamour - Food security in Africa, what can be learned from the recent global crisis

> Cynthia Platon Morteau - Why and how sustainable development issues are defined in social welfare organisations?

> Erika Quinton - Tracing the future: a corporate social responsibility initiative to harmonise company values and practices: challenges and perspectives

> Marc Savonitto - Proposing a method for appropriating and evaluating social responsibility for SMEs

> Raphaëlle Vogel - How to initiate responsible purchasing practices by using client demand? The case of Steelcase

> Merle VonRheinbaben - The role of the CSR and corporate communication in the wind energy business - Analysis, Evaluation and Recommendation for stakeholder management by wind turbine suppliers

> Raymond Winling - Diversity and economic performance: The case of people with disabilities and from culturally diverse backgrounds

> Laurent Wiss - How to make stakeholders of a trading company aware

**Papers written in other Master’s programmes**

> Didier Grandclaude, “Strategic partnerships and NGOs: What is the added value?”

> Kadja Haloui, “Does evaluating and valuing human capital make a company socially responsible? (The case of one SME)
The defining characteristic of this programme is the diversity of the background of the managers who want to further their knowledge in the field of social responsibility of organisations.

This program’s objective is to train managers in issues related to the strategic and systemic aspects of social responsibility as well as its implementation and execution. The programme aims to:

› develop critical thinking concerning the challenges of sustainable development;

› identify the opportunities provided by sustainable development tools;

› put into practice the theories of sustainable development through case studies, visiting sites and going on field trips, practitioners’ testimonials;

› help master evaluation technics and social, economic, and environmental audits;

› build concrete and transversal solutions;

› assume responsibility of being in charge of sustainable development in an organisation.

> The 3rd graduating class of the Executive MBS in Sustainable Development and Social Responsibility in Organisations March 2011
The students graduated in March 2012, at the Palais des congrès et de la musique in Strasbourg.

> The 4th graduating class of the Executive MBS in Sustainable Development and Social Responsibility in Organisations will start this year in September 2012
Each year, around 20 students get ready to become responsible managers; There is no doubt that they are well aware of the stakes. They also prepare a final paper that aims to put into practice what they learned in order to strengthen the social responsibility within the organisation in which they work.
Principle 4
RESEARCH

We are committed to fundamental and applied research in order to advance our understanding of the role, the dynamic and the influence of companies in creating social, environmental and economic values.

EM Strasbourg is affiliated with the University of Strasbourg and has joined one of the top research hubs in France. The objective in management research and more broadly management sciences is to understand the phenomena that companies come across.

/// Research for teaching...

The themes of sustainable development and corporate social responsibility are the subject of many studies carried out by doctoral students who are supervised by teachers: lecturers or university professors habilitated to supervise research.

CURRENT DOCTORAL PROGRAMMES

> Emilie Bastiani Guthleber, “Setting up an Age Management Policy, Seniors at the Heart of Change”, under the supervision of Pr. Isabelle Barth.

> Olivier Braun, “How to Solicit Workers’ Interest in a Social Responsibility Policy? The Case of Adecco”, supervised by Pia Imbs, Lecturer habilitated to supervise research.

> Stéphane Jaouen, “Can Capital-Investment Players Apply Corporate Responsibility to Financing Eco-Activities?”, supervised by Pia Imbs, Lecturer habilitated to supervise research.


> Kevin MacGabhann, “Patient Diversity: Bridging the Ethno-cultural Gap: Managing Ethno-cultural
Differences in Health Care Service Delivery in Hospital Settings: The Irish Experience”, under the supervision of Pr. Thierry Nobre.


> Marine Ponchut, “Women’s Intracompany Professional Networks Fostering Professional Equality”, under the supervision of Pr. Isabelle Barth.


> Sarah Richard, “Higher Learning as a Bridge for Integrating People with Disabilities in a Company”, under the supervision of Pr. Isabelle Barth.


PUBLICATIONS BY TEACHERS-RESEARCHERS AT EM STRASBOURG

ARTICLES IN PEER-REVIEWED JOURNALS CNRS/FNEGE/AERES


> M. Ponchut, «La place minorée des femmes dans les organisations. Exploration d’un facteur explicatif : la culture organisationnelle. Cas d’une entreprise de transport public.», (with Barth I.), @GRH, Ed. De Boeck Supérieur, Forthcoming, I.S.S.N. 2034-9130, [CNRS cat.4 / AERES]
ARTICLES IN PEER-REVIEWED JOURNALS


> I. Barth, « La fabrique de la diversité et de l’organisation » (with C.Mahieu), *Humanisme et Entreprise*, n° 305, novembre 2011


EDITING


CHAPTERS IN SCIENTIFIC LITERATURE


PAPERS PRESENTED AT SYMPOSIUMS / ACADEMIC CONFERENCES

> I. Barth, « Animation des Tables rondes », Tour de France de la Charte de la Diversité, Strasbourg, novembre 2011

> I. Barth, « Accompagnement professionnel bienveillant des travailleurs handicapés : un levier de réussite de l’emploi direct ?», *Congrès AGRH*, Marrakech, octobre 2011, (with L. Ramboarison)

> I. Barth, « Comment les pratiques de conciliation peuvent-elles être moteur d’égalité professionnelle entre les hommes et les femmes ? Approche interculturelle France-Espagne », *Congrès AGRH*, Marrakech, octobre 2011, (with S. Tanquerel)

> I. Barth, « La fabrique de l’organisation et de la diversité », *79e congrès international, ACFAS*, Sherbrooke, octobre 2011, (with C. Mahieu)

> I. Barth, « La conciliation vie personnelle/ vie professionnelle : voie royale vers l’égalité professionnelle », *79e congrès international, ACFAS*, octobre 2011, (with S. Tanquerel)
> **I. Barth**, « L’âge, levier de déploiement de politique EDD ? », *79e congrès international, ACFAS*, octobre 2011 (with E. Bastiani)

> **I. Barth**, « Les politiques diversité des grandes écoles françaises : leur rôle, leurs spécificités, leurs apports, leurs effets », *79e congrès international*, octobre 2011 (with S. Péruignet)


> **I. Barth**, « la Qualité de service », la Journée des Qualiaides de la Poste Région Est, Strasbourg, janvier 2011


> **S. Dekhili**, « Préférence des consommateurs pour la double labellisation « biologique-écologique » : Cas des produits agroalimentaires», *1er workshop sur les enjeux de l’éco-consommaton. Label bio et étiquette environnementale : Quelles perceptions pour le consommateur ?*, Institut de Gestion, Université de La Rochelle, juin 2012 (with M-A. Achabou)


Dans le cadre de ses recherches sur le comportement écologique des consommateurs, Sihem Dekhili a réalisé en 2012 (mai-août) des expérimentations mobilisant 220 consommateurs, l’objectif étant de tester les effets d’interaction entre l’écolabel et le pays d’origine. Cette recherche a été motivée par le constat suivant : les consommateurs ne semblent pas accorder le même degré de confiance à l’écolabel européen selon le pays d’origine du produit.

Dans le cadre d’un travail de thèse encadré par Sihem Dekhili, une étude exploratoire a été réalisée en 2012 sur l’affichage environnemental et sociétal dans le cas de l’huile d’olive. Une comparaison entre la France et l’Espagne a été opérée. En France, des entretiens semi-directifs ainsi que la méthode des scénarios (un débat sur le sujet) ont été déployés durant la période avril-juillet 2012 et ont mobilisé un échantillon d’une cinquantaine de consommateurs d’huile d’olive.

Differences in Health Care Service Delivery: Irish and French Experiences in Hospital settings » Tutorat Grand Est, avril 2011


S. Barthe, Animation scientifique d’un groupe de travail de l’ANVIE, « réinventer la qualité de service », Strasbourg, mars 2011

Dans le cadre de ses recherches sur le comportement écologique des consommateurs, Sihem Dekhili a réalisé en 2012 (mai-août) des expérimentations mobilisant 220 consommateurs, l’objectif étant de tester les effets d’interaction entre l’écolabel et le pays d’origine. Cette recherche a été motivée par le constat suivant : les consommateurs ne semblent pas accorder le même degré de confiance à l’écolabel européen selon le pays d’origine du produit.

Dans le cadre d’un travail de thèse encadré par Sihem Dekhili, une étude exploratoire a été réalisée en 2012 sur l’affichage environnemental et sociétal dans le cas de l’huile d’olive. Une comparaison entre la France et l’Espagne a été opérée. En France, des entretiens semi-directifs ainsi que la méthode des scénarios (un débat sur le sujet) ont été déployés durant la période avril-juillet 2012 et ont mobilisé un échantillon d’une cinquantaine de consommateurs d’huile d’olive.

SurveyS anD workS in progreSS

Organisation of academic events

I. Barthe, Colloque Management & Religions, 31 août/1er septembre, EM Strasbourg

I. Barthe, Animation scientifique d’un groupe de travail de l’ANVIE, « réinventer la qualité de service », Strasbourg, mars 2011

Surveys and works in progress

I. Barthe, Colloque Management & Religions, 31 août/1er septembre, EM Strasbourg

Début 2011, une vaste étude a été menée avec la direction régionale Est de la Poste, qui a permis d’interroger en ligne 990 postiers selon une méthodologie à base de scénarios et de photos. L’objectif était de mieux comprendre leurs stéréotypes et de les sensibiliser à leurs préjugés dans le cadre de la mise en œuvre du management de la diversité dans l’entreprise.
The Sustainable Development chair gathers businesses that serve as vectors for environmental advancements, and more broadly social responsibility of organisations. Its purpose is to debate each month on issues experienced by the professionals in order to share research experiments.

> 29 September 2011: EM Strasbourg and Idée Alsace joined together to host The Sustainable Development Forum at the Strasbourg Chamber of Commerce training division.

> 20 October 2011: l’Afnor presented the new norms for responsible purchasing.

> 24 November 2011: invitation from the members of the chair at Business Tour Solidaire organised by Alsace Active in the framework of the Month of Economic Solidarity.

> 25 November 2011: Éric Julien, geographer-ethnologist, addressed the issue “From organising projects to project organisation, a time of many changes”.


> 5 January 2012: from 5:00 p.m. to 7:00 p.m., a seminar: “Art and Culture Serving Corporate Social Responsibility.” Initiating change and preparing one’s company for the future. Florence Rémy presented her day-to-day work on making corporate social responsibility an art form by discovering its diversity.

> 8 February 2012: Laurence Vaton hosted the topic “Health and the Environment”.

> 16 February 2012: Stéphane Le Foll, European deputy, hosted a debate at ENA on European sustainable development, “Rural Development/Sustainable Development: a dual challenge for the Europe of Tomorrow?”

> 23 February 2012: a panel discussion organised by EM along with Alsace Active on “Associations/Companies: An Unlikely Pair?”

This chair serves to bridge cooperation between companies and the university in relation to issue of managing diversity. To achieve this, the chair aims to bring companies and the university closer together, creating a real interaction. The members of the chair wrote a reference guide for managers which will be published at the end of 2012. The guide will be of great help to managers who have questions regarding the various issues raised in companies such as diversity, company responsibility, youth culture, etc.
Principle 5
PARTNERSHIPS

Working with managers of companies to better understand the challenges they face in assuming their social and environmental responsibilities, and together we will explore effective approaches to overcoming these challenges.

/// CONVENTIONS DE PARTENARIATS

EM Strasbourg renewed its partnerships in 2012 with Idée Alsace, EDF, SPIE, l’AFNOR.

Each of these organisations has proved its commitment to EM Strasbourg through its support of the Sustainable Development Chair and more broadly to EM Strasbourg itself.

> Afnor and EM Strasbourg have continued their collaboration, resulting in a conference on sustainable purchasing policy and other events on the changes in ISO 26000 norms.

> SPIE-Est is a services company dealing with electrical engineering, mechanical and HVAC engineering, energy and communication systems. The company financially supports EM Strasbourg’s Sustainable Development chair so that it can develop research in the field of sustainable housing. More specifically, its work has focused on: “Strengthening energy performance of buildings through the energy saving behaviour of users.”

> EM Strasbourg and AFMD
In April 2012, EM Strasbourg consolidated its partnership with the French Association of Managers of Diversity (AFMD) by becoming its 100th member. This membership reinforces the numerous actions carried out by EM Strasbourg and AFMD since the start of their partnership, established in July 2008.

> The School has renewed its partnership with Idée Alsace, which was established in 2009. This association supports more than a hundred Alsatian businesses in their day-to-day dealings with sustainable development.

> EM Strasbourg renewed its partnership in 2012 with Idée Alsace, EDF, SPIE, l’AFNOR.
It has already been two years since the School carried out its carbon footprint audit, resulting in improvements mainly in student commuting, electricity consumption, and sorting waste.

> With its partner Schroll, specialist in waste recycling and member of the Sustainable Development chair, the School offset its carbon footprint linked to the transportation of its waste by Schroll. As member of this programme, EM Strasbourg has lent support to a reforestation project lead by Coeur de forêt (Heart of the Forest).

> EM’s Internet website hosts a carpooling site that allows each student to ride share. The reduction in the School’s carbon footprint occurs when changing transportation modes, moving from the individual to the collective by thinking about two-wheeled vehicles; Vélhop bike stations were build in proximity to the School.

> Since 2011, each classroom in the School is equipped with waste sorting bins. To solicit the support of students and teachers, colour coded messages are regularly posted. Shutting off the electrical equipment when leaving the room is simple as well as throwing away waste in the right bin, etc.

The educational tool kit for SRO training

The “Corporate Social Responsibility » tool kit is comprised of 24 fact sheets that will be available for the instructor’s of the Regional Chamber of Commerce and Industry of Alsace. To discover and learn . . . It was created by the Sustainable Development and Social Responsibility of Organisations (SD-SRO) Executive MBA class of 2011-2012.

Creative ideas

Steelcase, Libre-objet (occupational rehabilitation), CISV

(Children’s International Summer villages) and the student coordinators of SD-SRO worked together. Steelcase fabric and leather were recycled to produce this handmade pencil case by Libre-Objet and to help fund CISV (www.cisv.fr).
Principle 6
DIALOGUE

/// MEETINGS, CONFERENCES ANS SYMPOSIUMS

SUSTAINABLE PURCHASING, 20/10/11
In October 2011, sustainable purchasing was the focus of a panel discussion in collaboration with Afnor. The essential questions raised regarding purchasing policies were:
- What are the concepts?
- How to deal with supplier risks?
- How to measure performance?

COMPANIES-ASSOCIATIONS: AN UNLIKELY PAIR, 23/02/12
Companies and associations in attendance worked on an innovative idea, that is to generate economic wealth while creating social value.

PRODURABLE, 28/03/12
Pia Imbs and De Dietrich’s director of human resources, Daniel Mazzoleni, jointly participated in the Produrable trade fair conference in Paris, March 28, 2012. Daniel Mazzoleni, a graduate of EMBA Sustainable Development and Social Responsibility of Organisations, hosts the corporate social responsibility project for those affiliated with his group. What is important to note is that human resources directors are the people directly concerned by employees’ mobilisation; so that each individual helps bring change to the company’s objectives. In conclusion, human resource directors, this concerns you!

ISO 26000: WHERE ARE WE WITH THE EXPECTED CHANGE? 05/04/12
Multinational companies and SMEs are asking themselves questions about how to structure sustainable development policies. Afnor talked about the solutions that it brings to companies by assisting them in improving their sustainable development practices. ISO 26000’s success is undeniable. Each company has shown the added value created by improving its practices and the questions that came up when implementing the new framework. A conference scheduled for the Nation Week of Sustainable Development.

Facilitating and encouraging dialogue and debate between teachers, companies, public authorities, consumers, the media, associations, stakeholders as well as all those who are interested on the sensitives issues concerning sustainable development and global responsibility.
“Equal work, equal pay: 40 years after, what result?”
31/05/12
Réjane Sénac, political scientist, researcher at CNRS and author of *L’Invention de la diversité* (PUF, 2012), was at EM Strasbourg for the 40th anniversary of the law on equal opportunities between men and women in the workplace. Alongside him, Bruce Roch, president of AFMD and Isabelle Barth, EM Strasbourg’s dean, went over the highlights of this political issue with high economic and managerial stakes from a sustainable competitiveness perspective.

/// In the field: some highlights

**Disability and Co-oping**
An informational meeting was held at the end of 2011 on “Disability and Co-oping”. The disabilities coordinators of the School, the University of Strasbourg, Agefiph, Adapei, Cap emploi and Alther met up to host a discussion on the topic of integrating disabled people into the workplace. This took place during the Week for Employing People with Disabilities.

**Handivalides**
Handivalides Day took place on February 20, 2012. EM Strasbourg worked alongside the University of Strasbourg and the Starting-block association to organise and host this event. To honour people with disabilities, the day’s organisers encouraged the participants to take part in activities that would allow them to be in the shoes of a disabled person: wheelchair, learning sign language, lunch was eaten blindfolded, etc. The day ended with a round table focusing on companies’ ability to accommodate staff with disabilities.

> “Three events to discover the different disabilities”
The School’s disabilities coordinators were fully invested in 2012 in order to obtain the Diversity Label, which highlights the School’s investment in promoting this value. Afnor has awarded EM Strasbourg the Diversity Label for four years; It attests to the School’s commitment in fighting discrimination, equal opportunities and promoting diversity. We are the first public higher learning institution to have received this label. The School is listed as the 100th member of the French Association of Diversity Managers (AFMD).

**Ingwiller - ESAT**
(An establishment offering disabled workers professional activities and socio-medical support and education)
Students from the Master’s in Human Resources - Apprenticeship programme visited the ESAT in Ingwiller on 7 June. This visit allowed them to see the workings of the establishment and the support services. The reception, housing, carpentry workshops, heliciculture, conditioning, ironing, and managerial initiative.

**Niederbronn-les-Bains – Alsasciences**
The community of communes of Niederbronn-les-Bains organised in May and June performances, exhibitions, activities, a movie-debate on sustainable development open to the public. Pia Imbs gave an inaugural speech on sustainable development for the Alsasciences event.
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