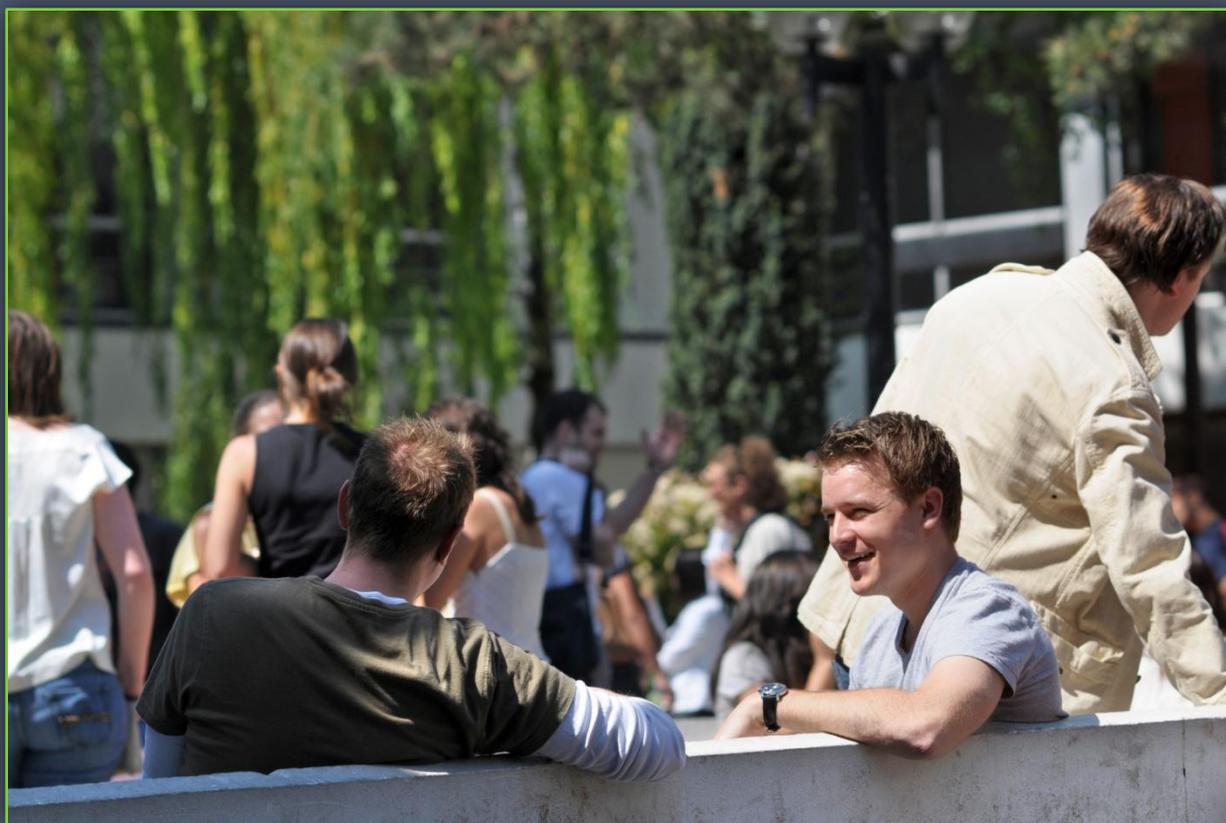


Responsible Management Education in Action

PRME Sharing Information on Progress (SIP) report

2012



Since our endorsement of the PRiME principles in autumn 2007, numerous activities have evolved at ESSEC towards a rising contribution to Responsible Management Education.

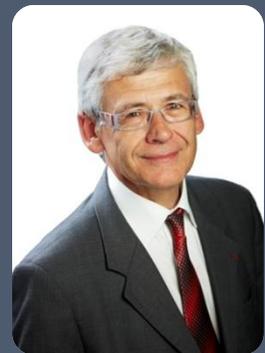
We introduced abundant learning experiences in various programs aimed at developing responsible behaviors. We created several Research Centers or Chairs related specifically to this activity (Institute for Social Innovation and Entrepreneurship; Chair of Philanthropy; Leadership and Diversity; Center for Capitalism, Globalization and Governance; Business for Common Good Initiative; Sustainability initiative, to name a few). We contributed also to drafting the book, Rio 50 + 20, a historical landmark for Business Schools at a crossroad.

We created a world-wide alliance between prominent Business Schools in five major countries (Tuck in the US, FGV in Brazil, Mannheim in Germany, ESSEC in France, Fudan in China and Keio in Japan, the “Council on Business and Society”, aimed at exploring the trickiest interfaces between business and society, with a global scope.

Beyond the core values of ESSEC, which include Innovation, Responsibility, Diversity, Excellence and Humanism, the thought-provoking debates/ideas/ exchanges emanating from the UNGC through the creation of GRLI or the papers written by PRiME, have been a very relevant and timely initiative. GRLI had accomplished three years of work when the crisis began. Things we were lonely prophets to convey in 2005 had become largely listened to, some years later.

We thank UN GC for the opportunity given to a business school such as ours to reflect more deeply on our actions, their consequences, and our academic models. We hope this report will be of interest to some colleagues, for comparison and inspiration from relevant practices.

Dr. Pierre Tapie
Dean & President
ESSEC Business School



Key figures

ESSEC is:

- ✓ **44** educational and training programs,
- ✓ **4,400** students, **31%** of whom are international,
- ✓ **90** nationalities represented
- ✓ across our **3** campuses,
- ✓ **141** permanent faculty members of whom **44%** are international,
- ✓ **19** teaching and research chairs,
- ✓ **900** articles and publications in **5** years,
- ✓ **144** partner universities in **40** countries,
- ✓ **16** double degree agreements,
- ✓ **2,000** graduates each year including **1,600** Masters level and above,
- ✓ **40,000** alumni throughout the world,
- ✓ more than **170** incubated projects
- ✓ and **129** companies created since 2000.

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I. CREATING VALUE FOR SOCIETY IS AT THE CORE OF OUR IDENTITY AND MISSION

ESSEC Business School is one of the European leading schools in global management education. Founded in 1907 by Jesuits, creating value for the common good and caring for others are major components of our DNA. Our mission is to educate responsible leaders for tomorrow's world. We have always been committed to this mission by developing business leaders who are ambitious, economically aware, and socially responsible. The ESSEC 2008 – 2015 exercise launched with a strategic goal of establishing ESSEC as one of the top 20 most influential business schools in the world reaffirms ESSEC's longstanding commitment to responsible management education.

It was thus only natural that ESSEC significantly contributed to the development of GRLI, PRiME and the 50+20 vision advocating a management education that is best for the world instead of merely aiming at being the best in the world. In 2004, ESSEC was part of the 21 pioneering institution asked by EFMD and UNGC to explore how to educate a next generation of globally responsible leaders. After 15 months of hard work through bi-monthly international seminars and intensive collective writing, the high-impact paper "A Call to Engage" was published in September 2005. This created what will become in 2007 the Globally Responsible Leadership Initiative (GRLI) Foundation, a nonprofit organization incorporated in Belgium. The GRLI foundation articulated and has been

actively promoting the concept of "Globally Responsible Leadership".

Since the beginning, ESSEC has been significantly involved in GRLI through several professors (Thierry Sibieude, Alain Lempereur, Laurent Bibard, Aurélien Colson) and Dean Pierre Tapie who was the only Dean in Charge joining the movement at its foundation. In 2007, during the writing of the six PRME principles, Dean Tapie was actively involved in the second stage launched by UNGC to explore Responsible Management. As a member of the team presenting the PRME to the UN Secretary General in July 2007, and a member of the PRiME Steering Committee, Dean Tapie was the European Union representative addressing the UN SG in December 2008 in New York during the first Forum of PRiME signatories and has been asked to give numerous international keynotes on this subject since then.

In 2011, a team of two professors supported by Dean Tapie catalyzed a research laboratory project on *Business for Common Good* at ESSEC, participated in writing the 50 + 20 vision, and subsequently launched the *ESSEC Sustainability Initiative* in autumn 2012. As a scientist trained in biophysics refocused towards Business Ethics, Dean Tapie is personally committed to Globally Responsible Leadership, a paradigm that is much needed to cope with the numerous societal and environmental challenges of the world we currently live in.

II. SOCIAL RESPONSIBILITY AND SUSTAINABILITY IN THE CURRICULUM

II.1. COURSES

Business Ethics

The business ethics course, in the MSc/Grande Ecole program and in executive programs, provides students with an opportunity to increase their understanding of decision-making through an inquiry into the foundations of moral reasoning and the analysis that arise in a wide range of business practices, both domestically and globally. The primary objective of the course is to enable students to develop a framework to bridge individual leadership and corporate accountability, i.e. decipher pathologies of power, patterns of prejudice and deal with miscellaneous forms of conflict of interest. A number of business cases undertaken will help students increase their awareness about stakeholder analysis, business guidelines, codes of conduct, rules of whistle blowing, social ratings and impact on stock markets.

Social Entrepreneurship

Thanks to the major contribution from the Institute for Social Innovation and Entrepreneurship (description below), students in the MSc and Global MBA programs have the choice of a wide array of courses on social innovation and entrepreneurship. These include a class on the social economy, which covers its main types of actors, as well as a class on sustainable development of business, which presents the main concepts, the historical evolution of environmental regulation, and a project working on sustainable product design or similar issues of interest to a

company. Another class involves theoretical insights from the institute, in addition to a practical workshop on writing a social business plan. This class gives students the opportunity to work either on a business plan of their own social business projects or selected projects submitted by external social entrepreneurs and will help empower students with a broader view of creating a social enterprise. In addition to these classes—which are open to all students enrolled in the MSc and Global MBA programs, and required for students enrolled in the Social Entrepreneurship Chair, we also offer Chair seminars on social enterprise, in which students can meet and interact with experts in the field of social entrepreneurship. Finally, the executive MBA curriculum offers a diploma in general management for the social enterprise, as well as a workshop in order to obtain the French certificate for fundraising (“CFF”).

Philanthropy

A cornerstone of the Philanthropy Chair, this elective course aims at making students understand the field of philanthropy and its role in the organization, its managerial challenges and its recent developments. Students are introduced to novel concepts of philanthropy like Strategic Philanthropy, Venture Philanthropy and Social Investment, which challenge the traditional models of philanthropy. Students acquire the analytical tools and skills to create and manage philanthropic initiatives (corporate sponsors, investment funds, foundations etc.)

Sustainability Entrepreneurship

Sustainability entrepreneurship is a new elective addition to the entrepreneurship track. MSc Students are exposed to entrepreneurial opportunities in the broad area of environmental management and eco-technologies. Students are stimulated to think of viable business models which put free enterprise and the pursuit of profits to the service of the environment.

Negotiations and Conflict Management

Several courses and workshops on negotiation and mediation help students develop strong negotiation skills and make them aware of the challenges and benefits to cooperative negotiation and conflict resolution. Students are exposed to a variety of negotiation contexts – intercultural, multilateral and business negotiations. Case studies and negotiation simulations created for the workshop help students achieve the required competencies. The curriculum has been designed in such a way that students will be able to develop skills to overcome deadlocks and stalemates in complex negotiations with multiple stakeholders.

Women Entrepreneurship

This course, dedicated to women pursuing an entrepreneurial opportunity, helps women entrepreneurs to obtain the legal, marketing, accounting and strategic fundamentals for setting up a sustainable project. ESSEC undertakes this course in partnership with various professional networks like Action de Femme, Alter Equity, Entreprenre Ensemble, EPWN, ESSEC au féminin, Femmes Business Angels, Femmes Débat & Société, Force Femmes, France active, Paris Pionnières and Investessor. From evaluating the motivation

of women entrepreneurs to creating a business model, ESSEC helps in every aspect of entrepreneurship like creating business plans, market study, developing strategy and communicating to investors.

Women in the boardroom

This is an Executive Training Course dedicated to professional women preparing to become a member of an Executive Board, Management

Committee or Executive Committee within Europe. "Women, Be European Board Ready" is an Advanced Certificate Program which has been supported by The European Commission for the establishment of Good Practices in Gender Equality. In order to provide the best 'training' possible, "Women, Be European Board Ready" has been developed in collaboration with Specialist & Committed Partners, including: MiddleNext, IoD (Institute of Directors), AFMD (French Association of Diversity Managers), Women Equity for Growth, L/On Top, Females on Legal Boards Association (AAA+), The Association of Female Board Members, le Club XXIe siècle. The unparalleled added-value of this program lies with the support and participation of Women's Networks and HR Professionals. Some of the key learning modules include board director's liability, and governance in favor of corporate strategy.

Managing Workforce Diversity

In response to the challenges of managing increasingly diverse workforces as a result of demographic changes and processes of globalization, a paradigm called Diversity Management (DM) has emerged in the past two decades. This course looks at theoretical concepts of DM and concrete business case studies and is a required class

for students following the Leadership and Diversity Chair. The course goes beyond the mere identification of best diversity practices by combining the practical experience of our two partner firms, Deloitte and L'Oréal, and our international network of diversity leaders, as well as expert academic knowledge in order to promote leadership and diversity as a motor for innovation and societal change. Furthermore, students in the Chair acquire theoretical perspectives and practical knowledge from professional presentations in the Chair seminar and hands-on experience through concrete projects with our partner firms. During this six-month intensive program, students understand the importance of various kinds of diversity for the leadership of a firm, but will also learn to develop their own leadership style in our specialized leadership workshops and through their projects in cooperation with the Chair partners.

Sustainability Performance

This course is designed to provide students with a practical and theoretical understanding of the growing field of corporate social responsibility (CSR). It explores the practical and political constraints and solutions for the development of that practice. Particular focus is made on measurement and control of CSR, how emerging appraisal tools capture the diverse attributes of CSR, the domain of socially responsible investing (SRI) and corporate social reporting, responsibility and accountability in the context of sustainable development. While the course is offered as an elective in the MSc/Grande Ecole program, it is open to students from a wide array of disciplines, particularly those who are seeking careers in CSR areas of large firms, or in Socially

Responsible Investment and want to enlarge their view with a better understanding of environmental and social issues.

Innovation, Globalization and Responsibility

Novel approaches to new product development, talent optimization, and initiative financing are reshaping the global landscape of innovation resources and region attractiveness. In response, multinational companies aiming at strengthening their innovation capabilities adopt a "systems integrator" posture and practice "innovation arbitrage" in order to take advantage of differences in regulatory environments as well as the cost of knowledge workers, specialized services, and other inputs. In the context of a globalized service and knowledge driven economy, questions regarding the contribution of responsible thinking to stimulate and guide the innovation process are becoming of fundamental importance. In other words, how can innovation and performance be reconciled with the need to maintain responsibility for citizens? The class discussion is enriched by guest speakers from companies illustrating real world examples.

II.2. PROFESSIONAL EXPERIENCE

ESSEC-Mannheim Executive MBA

Joining hands in 2004, ESSEC and Mannheim business schools launched the 'ESSEC & MANNHEIM Executive MBA' which aims to gain general management knowledge and international experience. Integrity, social commitment and professional responsibility are key principles underlying its mission to educate responsible executives who will make a difference in the business world. Throughout the program issues closely related to sustainable development and business ethics are raised, encouraging the students to reflect on the values that influence their own business practices and decision-making. This is also why the Social Class project is an integral and mandatory element of the program. The Social Class Project allows students to directly apply the knowledge and methods taught in class, but challenges them to do so in a completely different setting, as the project should make a positive contribution to society on some level: renovating a playground, raising money to help children with cancer or families affected by autism – it is up to each class to define the scope as well as the organizational structure of their project. Regardless of its focus, the Social Class Project is also meant to increase the cohesion of the class and strengthen class spirit. To this end, it is designed as a concerted group effort, with all class members involved both in the initial decision making as well as the actual implementation.

Asian strategy project

The Asian strategy project is a three months consulting project offered to ESSEC students in the Msc program. In partnership with

Capgemini consulting services a Professor supervises the students' writing of a report to be handed to the different organizations. These projects included students working with Planet finance in China, Véolia water, Naandi in India, and a hospital in Thailand.

Global MBA internship in sustainability and social responsibility

This one-year MBA program from its initiation had a strong focus on experiential learning and building bridges between developed and emerging markets such that the participants would be at ease in working and managing themselves and people in dual environments. Academic curriculum covered the traditional MBA subjects based on both the Paris and Singapore campuses. It also highlighted the "new frontiers" of business: from thinking 'green' to considering the broader social and political implications of such issues as transportation, access to water, healthcare, aging populations, poverty, education, and urbanization.

The focus on business and society took students out of the classroom and into the field in diverse and challenging environments, first for a week-long visit to explore cultural and business practices in an emerging market that encompassed local, multi-national and global companies working in those environments.

The second chance for students to put their knowledge to work was with the International Immersion Project, a consulting project that focused on a business project with a social connotation, and placed students in an emerging market for three to four weeks. The students in small 3-4 member teams worked in an emerging market on an issue identified by

their sponsoring company or NGO that related to the company's social responsibility initiatives within that market, whether humanitarian, ecological, environmental, educational, political, etc. These projects have in the past ranged from microfinance issues in Egypt and Uruguay, developing a strategic plan for scaling up and financing youth education and social rehabilitation centers (LP4Y) in Philippines, sustainability, and the implementation of a

business plan to develop and run a restaurant for a local mental health facility seeking community involvement. These are both a powerful learning tool and a way for the students to have a meaningful impact over the course of their studies. The Global MBA graduates are thus uniquely equipped to operate ethically, conscientiously, and in a culturally sensitive and competent manner as the international business leaders of tomorrow.

III. STUDENT DRIVEN ACTIVITIES

There are 22 student associations which have a specific humanitarian or citizenship mission. The citizenship associations generally involve activities in sustainable development, societal and political debates, European integration, international relations, and equal opportunities (i.e. gender, handicap). The humanitarian associations are active in France, benefitting young cancer patients, and the underprivileged. In addition, student activities seek to contribute to the social and economic development of local populations in Latin America, Asia and Africa. The following section illustrates some of the student activities.

Oikos Paris

Oikos International is an international student organization that aims at strengthening sustainability-oriented entrepreneurship among tomorrow's leaders and decision makers by sensitizing business and economics students to sustainable development and social entrepreneurship issues. Today, Oikos International has 39 Chapters located in 20

different countries in the world. Oikos activities comprise the organization of lectures, conferences, simulation games, field trips, and workshops as well as practice-oriented sustainability projects with a focus on social and environmental issues in economy and business. Most of those activities are conducted on a local level and vary depending on a Chapter.

Oikos Paris is the French Chapter of Oikos international. It has around 30 members on the ESSEC Campus. Throughout the year, it organizes many events to raise awareness about sustainability among students such as: the Eco mobility day, Fair Trade day, Cosm'ethics Fair, Microfinance and Social Business events (one of its most representative events is the GSVC event described below). Besides, Oikos was significantly involved in the launch of the Sustainable Campus initiative structure of ESSEC in 2009 (cf. part VII for more information).

The Global Social Venture Competition (GSVC) is an international competition of Social Business Plans created by business

school students. ESSEC organizes every year the French final for French speakers (cf. part IV.6). Within the GSVIC event, Oikos Paris is in charge of inviting professionals to come present a concrete vision of their jobs through thematic conferences:

(a) Advisory on Sustainable Development (b) Ethical & Solidarity Finance (c) Corporate Social Responsibility (d) Social Entrepreneurship.

The objective is to present job opportunities in these areas to ESSEC students and show them that success and social/environmental responsibility can match and possibly influence them positively concerning their career.

Net Impact ESSEC

Net Impact is a nonprofit organization based in San Francisco with 300 chapters worldwide. The Net Impact ESSEC chapter focuses in particular on the oath project, curriculum change, and board fellows programs. These projects broadly seek to educate students about Corporate Social Responsibility in order to help them become future managers who use their position to further social good. Net Impact promoted the oath project at ESSEC in 2009. It has conducted a student survey about their interest and preferences in terms of CSR and ethics in the curriculum, as well as whether and how to implement an oath at ESSEC. The survey reports that only 4% of students do not wish to have CSR in the curriculum and 68% are willing to sign the oath. Net Impact ESSEC students have started to work with the administration and alumni and currently work on how to best implement the oath and further integrate CSR and ethics in the curriculum. The global Net Impact board fellows program has been

adapted at ESSEC in terms of a partnership with IDEAS, a non-profit organization which evaluates and labels NGOs. Students work as volunteers for IDEAS in order to audit and consult NGOs on their management practices.

In addition, in 2011, a team of Net Impact ESSEC students won at the IESE Doing Good Doing Well Social Entrepreneurship Competition. Supported by Acting for Life and the PPR Foundation for Women's Dignity and Rights, Swift Wash was created four years ago by Arz, an Indian activist association committed to anti-trafficking, which has successfully rehabilitated and provided psychosocial assistance to 200 trafficked victims. Students of the Net Impact - ESSEC chapter worked with Acting for Life, and were instrumental in helping support Arz and Swift Wash reach sustainability and spread the social impact nationally.

Other associations carrying out humanitarian activities in France or abroad

ESSEC Initiatives is a professional association of ESSEC Business School, specialized in encouraging entrepreneurship and preparing market studies and business plans for entrepreneurs, who are mainly ordinary French citizens.

ESSEC Partenariat Humanitaire (EPH) is a student association which organizes an annual humanitarian mission in which ESSEC students go to Burkina Faso for one-two months to realize concrete projects in rural communities. The association focuses on schooling and depending on the most pressing needs students engage in giving French classes, installing solar panels at the

school, providing schooling material to students, and the like.

Defi Plaquettes ESSEC is mainly involved in promoting blood donation among students. It conducts regular blood donation camps for ESSEC students.

Handi Move does the volunteer work for promoting the cause of differently abled people. Together with the Leadership and Diversity Chair, it organizes the Handimangement week at ESSEC. In cooperation with the association Handi'chiens it also organizes the recruitment of host families for and the training of guide and assistance dogs.

Created in February 2007 at ESSEC, the association *SARI - Support Associative*

Resources of India - aims to provide support to local development initiatives in India. SARI has developed over the years three main ongoing projects: one in New Delhi, in partnership with the NGO Project Why, one at Dharamsala in partnership with the local NGO ISPiICE, and a brand new project in Pondicherry, in partnership with the local NGO After School.

Mission Potosi is an association active in the Bolivian city of Potosi. Students help children to continue their schooling rather than being caught in the vicious cycle of mining. In addition to schooling support, they provide access to health services by working with local health professionals and they engage local mothers to develop a professional activity through microcredit.

IV. CHAIRS AND INSTITUTES

Real Estate and Sustainable Development Chair

Created in January 2003, the Real Estate Chair integrates sustainable development in its core activity with its sponsors Poste Immo, as well as Foncière des Régions and Form'a. The purpose of the Real Estate and Sustainable Development Chair is to support both teaching and research in the financing and management of the real estate by taking into account the sustainable development stakes. Students work on operational research projects for their master thesis with corporate partners. After developing financial indicators for first time buyers and corporations in the past, the Chair's academic research activities now seek to develop indicators for sustainable real estate.

Leadership and Diversity Chair

The ESSEC Chair of Leadership and Diversity was created in July 2007 by ESSEC in partnership with Air France, Deloitte and L'Oreal. Besides doing research on affirmative action and quota systems, the Chair works with selected students and provides them the opportunity to attend the One Young World forum. WoMen'Up, an association, which was initially created by a group of Chair students based on their project and was selected 'best project' at the OYW Forum in Zurich, 2011, has now evolved into an internationally recognized network.

In 2012 the Chair moved more specifically to the area of responsible leadership focusing on leaders who are having an

internal and/or external societal impact through their diversity-related activities and initiatives. This turn was marked by the Chair's 5th annual conference 2012 on "Leadership and Social Responsibility", in which were discussed the role of diversity leaders in encouraging societal evolution and alternative management perspectives. In 5 years, the Chair is proud to have trained 70 students to become responsible leaders of tomorrow. They have worked on 20 different field projects with our partners, and acquired indispensable knowledge on diversity management and responsible leadership.

Activities in the 2011-2012 academic year included:

Versailles Visit - Uniting a diversity of people: Preparation of Château de Versailles visit for disadvantaged junior high school students and their families from two local schools with the aim of age, social, and cultural diversity.

Sustainability Week/Make Sense - Creating Links: Audit on brainstorming session proposed during Deloitte's sustainability week for social entrepreneurs.

A job in my city (Un emploi dans ma ville) - Mutual integration: Audit on the project « un emploi dans ma ville », which creates links between jobseekers and local companies in the Parisian suburb Saint Ouen, elaborating a strategy to implement the scheme in the city of Cergy where the main ESSEC campus is located.

Representation of brands - Open-mindedness for innovation: Case study on Diesel Perfume to analyze the influence of diversity in the area of marketing on corporate performance. The open-

mindfulness of the development team helped them see the whole picture.

Urban Economics Chair

This Chair seeks to raise students' awareness of the particular issues, complexities, and values of cities and territories. Students enrolled in this Chair develop a double culture of private and public management and are trained to promote economic development which maintains a social, urban and ecologic balance. The Chair regularly organizes seminars and conferences on a range of topics including public management, public-private partnerships, sustainable cities and sustainable urban planning.

Armand Peugeot Chair on hybrid technologies and electromobility

This Chair created in 2012, together with PSA, École Centrale Paris and Supélec, fosters research and teaching on the industrial, economic, social and political challenges involved with developing hybrid technologies and electromobility. Given the multiple sustainability challenges that the automobile industry faces today, the work of this Chair seeks to create scenarios for its evolution. The Chair contributed to the European energy markets conference on May 2012 around the topics of electric vehicles and markets. Together with its academic partners the Chair will offer a joint course on electromobility in 2013, pooling together students from the different engineering and business schools. .

Consumer Products Chair

In September 2011, the Consumer Products Chair launched, together with AVISO, the «ESSEC Grand Prix of Sustainable Distribution».

Furthermore, in order to educate students about issues of sustainability and inclusive markets, the topic of the Consumer Products Master Thesis for the academic year 2011/2012 involved the possible strategies of introducing Bottom of the Pyramid distribution in France.

Institute for Innovation and Social Entrepreneurship (IIES)

ESSEC-IIES was created in February 2010 thanks to the support received from MACIF, FEDER and many other partners. The purpose of IIES is to highlight the importance of the values held by those key players in the social and supportive economy in France and to make the students at ESSEC more familiar with this sector. In this way, the IIES is involved in developing research and teaching activities as well as experiments as part of a social innovation laboratory centered around 4 areas: social entrepreneurship, equal opportunities, sustainable enterprise and philanthropy.

Equal Opportunities Program

On December 7, 2012 our program “Une Grande Ecole, pourquoi pas moi?” (Joining an elite school, why not me?) celebrates its 10 year anniversary. This successful program enables underprivileged youth to gain access to a level of learning which reflects their potential. In its ten years of operation approximately, 500 ESSEC students have volunteered 37,000 hours of mentoring. An evaluation of this program has shown that students develop empathy, managerial competencies, and the ability to engage. The program has also developed a spin-off, namely PHARES (Beyond Disability, Advance and Succeed in your Studies), created in conjunction with MAIF, a large

mutualist insurance company, which has inspired the group’s policy in favor of young people living with a disability.

Social Entrepreneurship Chair

Created in 2002, this is the first Social Entrepreneurship Chair in France.

Its program requires students to perform the following activities:

- Follow 5 compulsory courses (Cf. part 11.2)
- Follow 4 recommended courses from the catalog of the ESSEC
- Participate in all professional meetings (Chair Seminar)
- Conduct audits "ESSEC Good practices and transparency association"
- Validate a professional experience of 6 months in the field of social entrepreneurship.

Antropia

Antropia is a social business incubator created in 2008, in partnership with the bank Caisse d'Epargne Ile de France and the Rothschild foundation. It is the only incubator in France, with a social business seed fund, which aims at supporting the creation and development of projects in the field of social entrepreneurship. Such support, in the launch phase of the project, takes the form of strategic guidance by experts from IIES, technical support by faculty members and associated experts from the ESSEC Business School network or Caisse d'Epargne Ile de France, office space and financial support through grants or honor loans.

Global Social Venture Competition (GSVC)

The Global Social Venture Competition (GSVC) is an international competition of business plans reserved for business projects combining economic viability and social impact. It allows students to meet investors interested in social entrepreneurship projects, to be coached by professionals and to potentially win a prize between \$5,000 and \$25,000. The GSVC was created in 1999 based on the initiative of students from the Haas School of Business at the University of California, Berkeley. Today the competition is organized by the University of Berkeley, the London Business School and ESSEC Business School. Since 2009, ESSEC has joined the exclusive club of schools "Partners" who organize regional competitions and thus identify in March of each year the 10 finalists who will compete in the GSVC World Finals organized at Berkeley in April.

Philanthropy

The ESSEC Chair in Philanthropy is a research unit whose mission is to produce and disseminate knowledge about philanthropy and its role in society. More specifically, the Chair will focus on the challenges associated with the creation, strategic development and management of philanthropic initiatives in order to strengthen the competences of the sector's key players and their social impact. It aims at producing and publishing various works of European and international dimensions.

In order to accomplish its mission, the Chair has set itself the following objectives:

- To further theoretical and applied research on philanthropy whilst meeting standards of academic excellence;

- To develop academic research networks and best practices in philanthropy;
- To promote and increase the understanding of the role of philanthropy in Europe and how it is practiced by individuals and private organizations;
- To address key players in the philanthropic sector, strengthening their capabilities for analysis, management, and governance.

The ESSEC Chair in Philanthropy has undertaken several academic research projects which will hopefully shed a new light on the philanthropic phenomenon:

- A literature review on philanthropy: analyzing what academic research tells us about the philanthropic phenomenon from a management and social sciences perspective.
- Family philanthropy: understanding how a philanthropic project involving members of a family differs from other foundations.
- The emergence of corporate philanthropy officers: unpacking the institutional process that gave birth to these new functions among large French firms.
- European panorama of philanthropy: understanding and comparing philanthropic sectors across the European continent.
- Grant making strategies typology: presenting and assessing potential strategies used by philanthropists to give or invest money; understanding the stakes behind each strategy.
- Impact measurement of philanthropic initiatives: reviewing the different methods to evaluate the impact of philanthropy, with a special focus on contrasting guidelines with actual practices.

Works produced from the Chair is disseminated through academic publications and conferences as well as more general outlets such as professional journals and colloquiums.

It is positioned as a neutral and expert actor in the fields of philanthropy, foundations, nonprofit organizations, and corporate citizenship in France. Founded in January 2011, the Chair is the first and only research center in France fully dedicated to the understanding of the philanthropic phenomenon from an international and cross-disciplinary perspective.

Seminars and conferences organized by the Chair – in particular the “Lunch & Learn seminars” series – have contributed to its growing notoriety among both scholars and practitioners.

Several publications related to the abovementioned projects are underway, and the next few years should yield substantial results.

Sustainable enterprise

This expert area of IIES focuses on a variety of topics related to Corporate Social Responsibility, Bottom Of Pyramid strategies, eco-innovation, the green economy, and the transition to sustainability. It is part of the international network of BoP-Learning laboratories and leads the French BoP Learning Laboratory™ (BoP LLab). This experimental laboratory works closely with a range of partners including companies, NGOs, public and academic institutions. It organizes an annual conference on the BoP hosted by Macif, a large French mutual insurance company, and in partnership with Ecole Polytechnique and HEC. Furthermore, it conducts two long-term research projects with Veolia

Water in Bangladesh, and Caisse d'Epargne Ile-de-France.

Institute for Strategic Innovation and Services (ISIS)

ESSEC-ISIS regularly organizes conferences on topics including innovation in public services and responsible innovation. It also publishes the Innovation and Society newsletter series.

As part of ESSEC-ISIS's commitment to research and sharing of knowledge on the topic of responsible-innovation, the institute joined two projects concerned with related issues. The FAIR (Finance Insurance Innovation and Responsibility) project aims at creating a responsible-innovation methodology in the banking and insurance sector. The responsible-innovation process is a tool aiming at guiding banks along their innovation process, in order to ensure that the different dimensions of responsibility are integrated at each phase, as the project progresses. ESSEC-ISIS is a major contributor to the development of this tool and its user manual, rendering it a strategic partner in the management of responsibility within innovation processes.

The KARIM project (Knowledge Acceleration Responsible Innovation Metanetwork) is a European project made up of a consortium of academics and industry professionals involved in responsible innovation. The expertise developed by ESSEC-ISIS on the topic of *Responsible Innovation* played a major role in helping the project become part of this European initiative in July 2012. Led by the *Centre Francilien de l'Innovation* (Center of Innovation for Ile-de-France Region), the project is part of the European strategic initiative program INTERREG-IVB and will run over the next 2 years. The main

European academic partners are MFG (Germany); TU Delft (Holland); UCDublin (Ireland); HTW Chur (Switzerland) and Lancaster University (United Kingdom).

The program has four pillars. One of the main objectives of the project is to specifically determine what the responsible-innovation concept encompasses, thereby addressing a major gap in the academic and industrial knowledge spheres.

Secondly, the KARIM project aims at increasing SME competitiveness in a global market by offering them guidance and support in the integration of responsible approaches across their business plans and strategies. In this context, the project will provide a method for controlling costs by reducing waste and optimizing the use of resources; it will therefore aim at improving conformity with consumers' environmental needs and enhance corporate and social profiles.

A third major goal for KARIM is to create collaborative networks of academics and representatives from businesses and supply chain organizations to generate new knowledge and understanding through application, and to collaborate with intermediary business support organizations (supply tools of risk and impact measurement, identify ethical sources of finance for the innovation process, convert research into commercial applications).

Last but not least, the project aims at providing support for innovation through training sessions developed in order to foster Responsible Innovation practices amongst executives. This will count as a key purpose of the program to help SMEs identify, shape and improve their approach to this type of innovation.

Center for Capitalism, Globalization and Governance

The ESSEC Research Center for Capitalism, Globalization and Governance - C²G² - was launched in September 2010. The mission of the Center is to foster a trans-disciplinary focus on Business in Society and Business and Society issues.

The Center adopts a definite trans-disciplinary intellectual strategy. It seeks to further our understanding of the broad context – historical, institutional, political and cultural – in which business is embedded.

The Center regularly organizes brown bag seminars for which it invites external scholars to discuss their research in progress. In 2012 it also organized joint seminars with the IIES and financial reporting center on common topics such as philanthropy, Bottom of the pyramid (BoP) and extra-financial accounting practices.

Insights from the Center's research are integrated into the PhD curriculum in the form of two elective classes: Globalization and Governance, and Business History and CSR. In the academic year 2012/2013 it launched a 'CSR Reading Group' in which professors and PhD students from all disciplines come together to discuss issues related to Corporate Social Responsibility (CSR).

The Institute for Research and Education on Negotiation

"IRENE", which means peace in Greek, was created by ESSEC in 1996 in order to gather researchers and practitioners (academics, senior civil servants, elected representatives, managers and employees of businesses, trade unionists, social

mediators) interested in negotiation, mediation, stakeholder dialogue, and conflict resolution. IRENE is active in the research, field work and teaching of negotiation.

It regularly organizes conferences on a range of topics involving conflict resolution / peace building, and in partnership with IIES it focuses on stakeholder dialogue and the impact of multinational corporations in developing countries.

As of 2012 IRENE has conducted various activities in 64 countries, gathering a very dense and diverse set of experiences which are shared with ESSEC students in the negotiation and mediation classes.

IRENE is a trusted partner of important institutions, namely the European Union and the French ministry of Foreign affairs, to which we provide services in terms of research, conflict management trainings, advice on policy dialogue in fragile countries. Thanks to its post-conflict mediation activities, the institute has become the only French member of the European Peace building Liaison Office (Brussels), a prestigious platform of about 30 leading NGOs in this field. IRENE's director was elected in 2010 and reelected in 2012 to the Steering Committee of EPLO.

In addition to its longstanding world/Europe negotiator programs and its efforts in stakeholder dialogue in developing countries, IRENE recently launched its CODEV (Companies and Development) program in order to foster to what extent and under what criteria companies can contribute to the sustainable development of areas where they operate, particularly in the areas of great poverty and social

fragility. Up to now, our study on the implementation of societal corporate responsibility in emerging countries has been based on the evaluation of projects. Since 2004, this research program has studied the contribution of several major industrial groups (Total, Lafarge, Rio Tinto Alcan, Unilever, Danone, Véolia) to societal development in Africa (Nigeria, Kenya, Ghana), in Asia (Bangladesh, Indonesia, India), and in Mexico. A current joint research project with IIES also focuses on one of the corporate partners' sustainable development impact in Brazil.

Based on IRENE's experience in terms of mediation and training for conciliation, our evaluation process ultimately aims at guiding managers in a dialogue process with stakeholders, thanks to mediation and executive training.

Therapeutic innovation

Since its creation in 2003, the ESSEC Chair of Therapeutic Innovation has two objectives: (1) train future health industry decision makers in innovation management; and (2) develop strategic analyses to transform therapeutic disruptive technologies into economic and social progress. Each year, the Chair welcomes international graduate and post-graduate students from a wide variety of backgrounds seeking to steer their career towards the healthcare sector. In addition to its teaching activities, the Chair conducts socio-economic studies and strives to create a stimulating laboratory of ideas, a space for free forward thinking on the impact that these biomedical innovations will have on society over the next decade. Its key partners are GSK, Roche and Celgene.

V. PARTNERSHIPS AND ADVOCACY

In addition to its numerous partnerships and collaborations within the Chairs and Institutes, ESSEC Business School is a committed actor in bringing about responsible management education.

The Council on Business and Society

In 2011, ESSEC Business School established a partnership with the University of Mannheim Business School (Germany), Tuck School of Business at Dartmouth (United States), School of Management, Fudan University (China) and Keio Business School (Japan), and will use a multi-cultural, multi-school approach to engage academics, policy makers and corporate leaders in addressing key issues at the intersection of business and society. These 5 leading Business schools share a collective goal: to marshal their substantial intellectual and professional resources in the pursuit of knowledge and ideas that will make an impact both in the world of management and the complex world of daily life.

The aim of this Council is to create a multi-school process to study a series of critical issues facing business and society, organize an annual international forum for dialogue, and develop and disseminate educational materials designed to foster continuing debate on the issues. Combining the expertise of faculty members from each of the partner schools with that of representatives of business, government, and non-governmental organizations from

around the world will lead to unique insights and initiatives.

The Women's Forum

ESSEC has for a long time been a champion of equality and diversity within the business world. The launch of the executive program entitled "Women Entrepreneurship" by the ESSEC Ventures entrepreneurship department, demonstrates this commitment. In so doing, ESSEC hopes to improve access to the knowledge, skills and opportunities that women require in order to set up successful businesses.

The Deauville Green Awards

ESSEC supported the first edition of the 'Deauville Green Awards', a festival for corporate films on ecology and sustainable development, which was held on April 11th and 12th, 2012 in the Theater of the Deauville Casino.

This festival exhibits an original and innovative approach to exploring CSR and sustainable development issues through a top-level audiovisual competition and idea workshops involving stakeholders in the field. During the festival ESSEC organized and ran a panel conference entitled 'Governance, CSR, Diversity: What are the challenges facing corporations?' featuring three professors and a corporate executive.

VI. CONFERENCES AND PUBLICATIONS

In addition to the numerous conferences and seminars organized by the Chairs and Institutes, ESSEC Business School organized the following conferences:

The moral foundations of management knowledge

Organized in 2006 at ESSEC and followed by the publication of an edited book.

Responsible Leadership: An antidote to the crisis

ESSEC faculty members from different departments organized a symposium and edited a collective book on the topic: Responsible leadership- an antidote to the crisis.

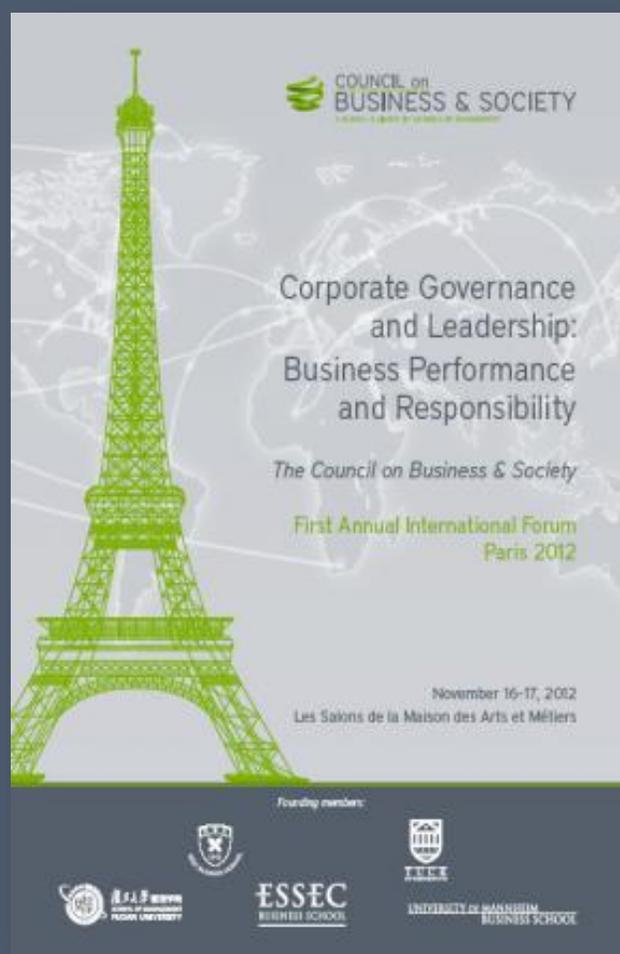
The First International Workshop on the Role of Business in Society and the Pursuit of the Common Good

The First International Workshop on the Role of Business in Society and the Pursuit of the Common Good was held at ESSEC on March 8-9th 2012. It focused on the following broad issues—What is the purpose of business? How effective are business organizations in their pursuits, and how can business education help in the process?

This workshop brought together academics from various fields and countries. Also many ESSEC professors, researchers, and PhD students presented their work in progress on a broad range of business and society issues.

The First Conference of the Council of Business and Society

The First Annual International Forum of the Council of Business and Society was held on November 16/17th 2012 in Paris. Academics and practitioners discussed issues related to corporate governance and leadership in a global world.



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VII. GREEN CAMPUS AND RESPONSIBLE PURCHASING

The Sustainable Campus initiative (*ESSEC Campus Durable* in French) consists of students, administration members and teachers. It is a student-led initiative launched in 2009-2010 thanks to Oikos Paris and the "Bureau des élèves", ESSEC's student government. Its mission is to be a platform promoting participatory sustainable development projects on the ESSEC campus.

The strategic aspects for ESSEC identified by this initiative were the following:

- 1) Strategy and Governance
- 2) Social policy and territorial presence
- 3) Environmental impact
- 4) Education and training
- 5) Research.

Concrete achievements made thanks to this Sustainable Campus initiative include:

Communication

- A "Sustainable Campus" website accessible to all ESSEC students
- A Facebook group: *I support the Sustainable Campus ESSEC Group*
- An edition of the "Campus good gestures" (June 2012)

Biodiversity

- Bees hives were put in place on the school's roofs in 2011
- An orchard plantation is developed in November 2012 in collaboration with local associations and administrations and supported by the "Fondation de France"

Reducing environmental footprint:

- 300 computers were replaced by less consuming computers: replacement of computers system unit by a display unit (possible thanks to cloud computing)

- Electric meters have been put in place for each campus building in order to have precise indicators about electric consumption
- We installed a project room with low consumption electronic infrastructure (LED, adjustable luminosity, etc.)
- New recycling bins have been installed in the cafeteria and administration offices
- ESSEC Reprography has obtained the "Imprim Vert" label which is a national network label. The network is composed of graphic industry actors who are willing to reduce their environmental footprint. Technical specifications must be fulfilled. ESSEC is the first business school to obtain this label in France.
- A car-sharing platform for the entire ESSEC community is serviced by DeWays, a company created by former ESSEC students.
- Several events to raise awareness on green solutions (cycling, car sharing, electrical cars, etc), such as the recent Eco-mobility day on November 20th 2012, during which several actors of the eco-mobility industry such as DeWays and Comuto (the provider of the French car sharing website covoiturage.fr) had stands and animations on campus,
- All new constructions on campus are highly efficient and respect the "HQE" French standard.
- Started in 2011 and still ongoing, there is a project to reduce the school's paper consumption through the development of online and e-learning platforms for students to access syllabus and documents.

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