

# NEOMA

BUSINESS SCHOOL

REIMS • ROUEN • PARIS

## COMMITMENT TO RESPONSIBLE MANAGEMENT EDUCATION

**PRME**

Principles for Responsible  
Management Education

SHARING INFORMATION  
ON PROGRESS  
MAY 2019

## A WORD FROM THE DEAN

NEOMA Business School, a rising star among the top ten business schools in France, has developed an innovative portfolio of priorities. Social responsibility and sustainability are key elements in our organizational strategy and our teaching platform. I am pleased to present our 2019 report, which demonstrates the progress we are making towards achieving these ideological aims. Since 2018, under my leadership, our institution has innovated by promoting interdisciplinary research and the teaching of ethics, CSR, and sustainability across all disciplines, moving forward each semester. Influential French CEO and opinion leaders deliver regular public conferences on campus covering how companies can contribute to key social and societal challenges, including diversity, gender parity, wellness, education for all and environmental issues. In addition, we practice what we believe, in that our goal is to support students even when they face financial difficulties: we have set up a new scholarship policy to ensure that no student has to consider leaving NEOMA Business School for financial reasons and to develop an ambitious scholarship and diversity policy.

The aim of our institution is to prepare our students for the jobs of tomorrow, living and working in a technology-based world, building climate change solutions, and delivering social impact management. Our future challenges will be to find and employ performance measures that increase our commitment to social responsibility and sustainability.

Another challenge is that NEOMA BS better integrates and shares knowledge between different departments and disciplines. Although many people within different departments at NEOMA BS contribute towards integrating PRME, their efforts are not always coordinated or shared in a way that is conducive to furthering our primary goals. Improvement is underway, with a new interdisciplinary research seminar on CSR issues and a new course on Humanities and management.

To this end, over the coming two years, NEOMA BS will initiate a knowledge-sharing platform where faculty members and researchers can exchange ideas. As a member of UN-Global Compact, NEOMA Business School is part of the PRME initiative. We want not only to encourage active communication, but also to use this platform to implement PRME objectives and institutionalize social responsibility and sustainability to ease and improve knowledge management over the long term. This will help to institutionalize our planned NEOMA BS 2022 Strategy with an increased focus on implementing and institutionalizing our commitment to social responsibility and a positive social impact.

At NEOMA BS, we are improving our commitment to our students, our team members, and our organizational values every year. I am thrilled at the progress that we have made to date, and stand behind our plans for the future with pride.



Delphine MANCEAU, PhD

Dean NEOMA Business School

## TABLE OF CONTENTS

<b>1. VISION AND MISSION</b> .....	<b>4</b>
<b>2. ETHICS, RESPONSIBILITY AND SUSTAINABILITY AT NEOMA BS</b> .....	<b>6</b>
2.1. SUSTAINING LEADERSHIP THROUGH ERS .....	6
2.2. MISSION, ERS STRATEGY, GOVERNANCE, CURRENT OPERATIONS, FORMAL COMMITMENTS .....	7
2.3. ETHICS, RESPONSIBILITY AND SUSTAINABILITY IN EDUCATION AND EDUCATIONAL PROJECTS .....	7
2.4. INCORPORATION OF ETHICS, RESPONSIBILITY AND SUSTAINABILITY IN RESEARCH .....	8
<b>3. CONTRIBUTION TO LOCAL AND GLOBAL COMMUNITIES</b> .....	<b>12</b>
3.1. REGIONAL BUSINESS COMMUNITY .....	12
3.2. PROMOTING DIVERSITY (EQUAL OPPORTUNITY, DISABILITY AND GENDER) .....	13
3.3. INTEGRATION OF ETHICS, RESPONSIBILITY AND SUSTAINABILITY IN THE SCHOOL'S MANAGEMENT .....	13
<b>4. SUMMARY OF THE MAIN ACHIEVEMENTS OVER THE LAST TWO YEARS</b> .....	<b>15</b>
<b>5. GLOBAL OUTREACH NEOMA BUSINESS SCHOOL</b> .....	<b>16</b>
<b>6. SELF-ASSESSMENT</b> .....	<b>17</b>
<b>7. FUTURE ACTIONS</b> .....	<b>17</b>

## 1. Vision and Mission

NEOMA Business School was created by the merger of Rouen Business School, founded in 1861, and Reims Management School, founded in 1928. 'Responsibility' was a core value for both these hundred-year-old schools.

The schools have always considered that education is a mission, and that any educational institution has a fundamental responsibility to the future of students, the organisations, society and the nation.

Both Institutions developed and improved their strategies down the years, providing the nation with responsible business leaders and politicians.

### **OUR STRONG AMBITION TO BE A PRIMARY CHALLENGER**

**NEOMA Business School has built its new strategic plan around a clear ambition: to develop and challenge established practice in the French and European education sector.**

Today, NEOMA Business School comprises more than 67,000 men and women, students, professors, staff and alumni, who focus their energy on the shared ambition:

**To be an innovative challenger to the major international business schools.**

By adopting a more flexible approach, characterized by the 'test and learn' method, and driven by the desire to push back boundaries, NEOMA Business School has opted to move out of its comfort zone. The School not only seeks to follow innovation, but also to create it. To meet this ambition to be a challenger, NEOMA Business School is focusing on three main areas.

### **Three strategic priorities**

- Focusing on educational innovation: by anticipating transformations and new learning methods, with an experiential, digital dimension at the heart of this new project.
- Reinventing the international experience: our global network of 300 outstanding universities contributes to enhancing the student exchange experience, which is always more meaningful when spent in "immersion" abroad.
- Applying 360° expertise: by developing the synergies of its various activities (programmes, research, Executive Education and corporate relations) through setting up five centres of expertise aimed at maintaining close contact with the issues of business transformation:
  - "Fintech & Cryptofinance" centre,
  - "Mobility" centre,
  - "Entrepreneurship" centre,
  - "Europe-Asia" centre,
  - "Audit & Consulting" centre.

NEOMA Business School conducts this approach with a constant respect for the aspirations and wellbeing of each individual, with the aim of building a sustainable educational institution that reshapes everyday life!

In a constantly changing environment, NEOMA Business School is guided in its daily activities by four key beliefs:

- 1. Fostering Synergies**
- 2. Leveraging Uncertainty**
- 3. Creating Possibilities**
- 4. Putting People First**

The school aims to share these core values and their associated beliefs with its students, graduates and more generally, the communities that flourish within its environment:

- **Openness** – associated with **Fostering Synergies** - is regarded more than ever as essential. In an ever-changing world, curiosity, adaptability, open-mindedness and a desire for innovation are essential ways to find solutions.

- The notion of **Entrepreneurial Approach** – associated with **Leveraging Uncertainty** - is equally crucial. It relates to the ability to take initiatives, develop innovative projects and mobilize relevant human or material resources.
- **Respect** for others – associated with **Putting People First** - synonymous with tolerance without compromising critical thinking, which implies a sense of moral responsibility and a passion for dialogue. In this sense, we do not consider respect as a passive attitude, but as a commitment. Associated with openness and entrepreneurship, respect implies a willingness to interact with others and behave socially and responsibly.
- **Excellence** – associated with **Creating Possibilities** - is the guiding principle of performance. Thus, NEOMA Business School is constantly working to improve all areas of its activity.

## 2. Ethics, Responsibility and Sustainability at NEOMA BS

### 2.1. Sustaining Leadership through ERS

Considering the growing complexity, scale and range of social, economic and environmental problems, and the level and variety of knowledge required to deal with such problems, NEOMA Business School actively endeavours to identify, promote, and deliver the principles of Ethics, Responsibility, and Sustainability. Our core business consists in educating future managers, business practitioners and professionals. Consequently, our vision, mission and values reflect our engagement in higher education and commitment to our stakeholders to provide an environment for teaching and learning in line with the Principles for Responsible Management Education (PRME). In an effort to sustain our growth as an academic and professional institution in an increasingly multicultural and global business environment, we strongly promote ethical thinking, responsible actions and sustainable initiatives. By adhering to our common goals of educational leadership, professional excellency and social engagement, our institution has strived to bring our stakeholders together in what we call a 'Responsible and Sustainable Campus'. These efforts have spawned many initiatives throughout our constituencies to engage our students, faculty and staff on the path to transformational leadership. Our students, faculty and staff have been rewarded for their commitment to promoting responsibility and sustainability, locally, regionally and internationally. NEOMA Business School continues to make every effort to ensure that our teaching practices comply with PRME Ethics, Responsibility and Sustainability standards and criteria. Mindful of global challenges ahead, NEOMA Business School trustees and management, students, faculty and staff are fully committed to the values of global citizenship, innovation and engagement, all of which encourage the fundamental values to which we collectively adhere: engagement and openness, meritocracy and accountability, caring, sharing and collaborating.

These values emphasize the importance of ethical and responsible conduct and shared action that helps sustain the necessary social capital for a more effective governance system. Our governance system emphasizes the need to create and sustain the codes and norms of responsible leadership. Our commitment to ethics, responsibility, and sustainability provides our stakeholders with a sense of shared responsibility.

We summarise below NEOMA Business School's strategy with regard to Ethics, Responsibility, and Sustainability, as well as related objectives in the areas of Teaching, Research, and Organisational Sustainability:

- Contribution to Teaching:
  - Integrate the principles of ethics, responsibility and sustainability into our core courses and electives,
  - Build databases and database systems for resource sharing, responsible procurement, biodiversity, etc.
- Contribution to Research:
  - Promote interdisciplinary research focussing on CSR, SD, and social impact through inter-university and faculty mobility projects and conferences,
  - Publish applied and academic research focussing on ethics, CSR, and sustainability studies nationally and internationally.
- Contribution to Organisational Sustainability:
  - Implement measures to reduce carbon footprint and resource waste,
  - Raise sustainability awareness for staff and faculty,
  - Implement measures to enhance general wellbeing (students & staff),
  - Implement health protection / security / physical integrity measures,
  - Implement measures to facilitate student diversity (disabled, international, underprivileged).

## 2.2. Mission, ERS Strategy, Governance, Current operations, Formal Commitments

The NEOMA BS mission states our commitment to educating future managers capable of responsible leadership and to our broader role in society.

**Our responsibility:** help to train future generations of responsible managers contributing to make organisations more inclusive and committed to respond to environmental, social, and societal challenges.

- **Our ability to foster synergies and our openness** enable us to incorporate in our programmes teaching and discussions of good ethical, responsible, and sustainable practice in every discipline. Our alumni network shares its professional experience and funds charitable projects. We encourage links between our stakeholders and between different generations of alumni, local players, and international partners. Our teachers and students are engaged in consulting and research missions with local actors in Normandy and in Champagne.
- **Our courage to leverage uncertainty** invites us to ask questions about the environment and about the appropriate ethics for tomorrow's world – a world characterised by a digital revolution and the increased presence of big data, topics that need to be approached with vigilance and humility. The humanities and CSR teaching have an important place in this context. Accompanied by methods and tools helping to develop reflexive capacities, they provide the whole student population with a humanist culture and an environmental culture that contribute to the emergence of prosperity that preserves "human and ecological capital."
- **Our commitment to making the school a creator of possibilities results in substantial mobilisation in citizenship actions.** By imagining and then developing projects in student societies, our students are the architects of tomorrow's world and contribute to reduce inequality in our regions and in our campus ecological footprints. NEOMA BS staff are committed alongside the student community to wide-ranging objectives in the area of sustainable development.
- **Our commitment to putting people first** leads us to commit to advancing diversity at the School and develop a taste for meeting others. We seek to improve accessibility to higher education for students from every social background and for disabled students. Respect for others is one of our key values and translates into training our students to exercise their future role as business leaders.

The Accreditation, Certification, and CSR Department, answering directly to the Dean, is responsible for defining and implementing the CSR policy in line with the expectations and demands of the School's stakeholders.

Once per year, an Executive Committee meeting is devoted to reviewing the CSR policy and action plan. The actions are divided into three main groups:

- Education / Research / Educational projects,
- Diversity (equal opportunity, disability and gender),
- Sustainable campuses.

The supervisors are responsible for developing action plans including timelines.

A CSR monitoring committee comprising the different supervisors meets every quarter to ensure effective deployment of the action plans and to identify any new opportunities or adjustments to action plans in line with the overall strategy.

## 2.3. Ethics, responsibility and sustainability in education and educational projects

NEOMA BS has decided to incorporate CSR in all its management programmes via a dedicated course and/or specialist courses, given that this topic affects every organisational function (strategy, marketing, finance, human resources, etc.). The course coordinator is responsible for including CSR issues in courses. One professor is tasked with working with every department to ensure that this policy is correctly implemented. We provide some examples below:

- Feminine Leadership course – first-year elective, Master in Management,
- Discrimination, diversity and inclusion course – Third-year, Master in Management,
- Human Resources Management course – Third-year, CESEM, topic of diversity covered during the course,
- Management and Organisations course - Global BBA Year 1: session on diversity and salary differences,
- People management course - Global BBA Year 3: gender, differences and stereotypes, sexism and discrimination, presentation by a female company head, discussions of gender and leadership,
- Leadership & Organizational Development course - Global BBA Year 4: Diversity, Inclusion.

Innovative teaching projects are created every year to increase student awareness of social and societal issues. The Talent & Careers department designs events such as our induction seminar “Starting Days.” Every year, the Programme Directors select a topic related to our values. In 2017, the Master in Management “Starting Days” seminar focused on organisational integration of disabled people. In 2018, the seminar gave students the aim of developing a social entrepreneurship project aiming to improve people’s living conditions durably by finding a balance between business model and social usefulness. The project had to involve one of the following three themes: Health and wellbeing / Inclusion / Mobility. For four days, the 1000 first-year students worked together on their project in groups of 15, supervised by professors and coaches. The seminar is interspersed with panel discussions, workshops and events attended by experts, helping the students to develop their project and creating a genuine team spirit.

The Master in Management programme also offers the opportunity to spend a year in a specialist track for students particularly engaged in student societies: the Student Society track. The curriculum, including courses in project management, communication skills, and fund collecting, also offers coaching sessions to help students set up successful campaigns and projects to raise awareness in the community.

In 2018/2019, NEOMA Business School also strengthened its Humanities teaching in several areas:

1. The creation of a mandatory first-year Humanities and Management course in the Master in Management programme, to carry on from prep class teaching. This year, the first-year course, co-designed with several prep-class teachers working closely with NEOMA BS professors, focussed on the notion of work, explored from a sociological, ethnographic, and economic perspective.
2. The launch of a lecture cycle on the topic of the social utility of business:
  - Emmanuel FABER, Chairman & CEO – DANONE, was the first guest speaker on 16 January 2019 on our Rouen campus, answering questions from students in the society “des Mots et Débats”. The session was streamed live to several lecture theatres in Rouen and Reims,
  - Louis GALLOIS, Chairman of the Supervisory Board of PSA Peugeot Citroën, was the second speaker on our Reims campus on 6 February 2019, answering questions from students in the society “Néorateur”.
3. The organisation of art exhibitions on both campuses between May and July 2019, featuring work by the sculptor Mauro CORDA in Reims, and the street artist LEVALLET in Rouen. These events were organised in collaboration with art-focussed student societies and an elective covering art and philosophy.

With this cycle of lectures by philosophers and intellectuals, with our new courses included on the curriculum, with the presence of art on our campuses, we want to encourage our students to think about these major challenges and the role they will play in society, the social and societal responsibilities they will have as company leaders. All this will complement perfectly the teaching they received in their prep-classes and that they receive at NEOMA Business School.

## 2.4. Incorporation of ethics, responsibility and sustainability in research

NEOMA Business School stresses Ethics and Corporate Social Responsibility in its faculty recruitment strategy. We particularly emphasise Corporate Social Responsibility as a mechanism to address the environmental and social challenges faced by society and organisations. NEOMA Business School organises regular CSR workshops for faculty, and plans to organise a seminar on ethics in academic research. The Research and Development Department provides a summary of research initiatives and projects linked to ethics and sustainability.

NEOMA Business School faculty members have been involved in a variety of academic and institutional research projects focussing on responsible consumption and sustainable marketing, applied research in Waste Treatment, Agenda 21, and Slow Food. Participants come from a variety of professional and geographic backgrounds, the Champagne-Ardenne region, the city of Reims, Atelier de Luca, Citroën, l'Oréal, Soparind Bongrain, Le Creuset, restaurant "les Crayères", Cuisines actuelles, Ecole de la table, MGEL, Kronenbourg, Nestlé, and Philips.

The commitment of NEOMA BS to ERS in research involves a wide range of fields, as reflected by some funded ERS research projects (internal and external) such as:

- SIMPACT project funded by the EU Commission: SIMPACT advances understanding of the economic dimensions of social innovation, creating new concepts, models and instruments for policymakers, innovators, investors and intermediaries. It systematically investigates how social innovations can enable the most

vulnerable in society to become economic assets, integrating critical analysis of current and previous work with future-oriented methodologies, new actionable knowledge, and continuous stakeholder participation.

- Seed Money projects funded by the School on “how to improve health and nutritional messages to reduce obesity”, and on “how to help employees cope with stress during organisational change”.

Between 2014 and 2018, NEOMA BS published 50 articles in peer-reviewed journals demonstrating our focus on such topics and our contribution to understanding CSR organizational topics:

- ANDRE, C., O. POUHEY, "Groupement d'employeurs et comptabilisation des salariés en matière d'obligation d'emploi des salariés handicapés", *La semaine Juridique - Social*, 2016, no. n°19 du 17 mai 2016, Etude, pp. 17-20
- BABALOLA, M. T., M. C.BLIGH, B.OGUNFOWORA, L.GUO, O. A.GARBA, "The Mind is Willing, but the Situation Constrains: Why and When Leader Conscientiousness Relates to Ethical Leadership", *Journal of Business Ethics*, 2017, pp. 1-15
- BABALOLA, M., T., J.STOUTEN, M., C.EUWEMA, F.OVADJE, "The relation between ethical leadership and workplace conflicts: The mediating role of employee resolution efficacy", *Journal of Management*, May 2018, vol. 44, no. 5, pp. 2037-2063
- BAGHERZADEH, M., O.IGLESIAS, S.MARKOVIC, J.SINGH, "Co-creation: A Key Link Between Corporate Social Responsibility, Customer Trust, and Customer Loyalty", *Journal of Business Ethics*, September 2018
- BELLOW, E., L.HAMZI, H.-Y.HAN, "Energy Sovereignty and Corporate Social Responsibility", *Journal of Business and Economics*, June 2018, vol 9, n°6, pp. 455-476
- BELLOW, E., L.HAMZI, H.-Y.HAN, "The Role of Business as a Force for Good", *Journal of Business and Economics*, July 2018, vol 9, n° 7, pp. 566-583
- BELLOW, E. L.HAMZI, H.-Y. HAN, "Sustainability and Multinational Enterprises: The Need for Diffuse Power", *Journal of Business and Economics*, August 2018, vol.9, n°8, pp.679-688
- BEN ABDELAZIZ, F., C.COLAPINTO, D.LA TORRE, D.LIUZZI, "A stochastic dynamic multiobjective model for sustainable decision making", *Annals of Operations Research*, 2018
- BEN ABDELAZIZ, F., H.ALAYA, P.DEY, "A Multi-Objective Particle Swarm Optimization Algorithm for Business Sustainability Analysis of Small and Medium sized Enterprises", *Annals of Operations Research*, 2018
- BINNINGER, A.-S., N.OURAHMOUNE, I.ROBERT, "Collaborative Consumption And Sustainability: A Discursive Analysis Of Consumer Representations And Collaborative Website Narratives", *Journal of Applied Business Research*, May 2015, vol. 31, no. 3, pp. 969-986
- COLOVIC, A., S.HENNERON, "Corporate Social Responsibility and SME internationalization: Insights from the food industry", *Management International*, December 2018, vol. 22, no. Spécial, pp. 30-41
- COSTA PINTO, D., W.NIQUE, A.BORGES, M.HERTER, "Green Consumers and their Identities: How Identities Change the Motivation for Green Consumption", *International Journal of Consumer Studies*, 2016
- DEY, P., C.MALESIOS, A.SKOULOUDIS, A.KANTARTZIS, F.BEN ABDELAZIZ, K.EVANGELINOS, "Impact of small- and medium-sized enterprises sustainability practices and performance on economic growth from a managerial perspective: Modeling considerations and empirical analysis results", *Business Strategy and the Environment*, November 2018, vol. 27, no. 7, pp. 960-972
- DUBEY, R., A.GUNASEKARAN, S. J.CHILDE, S.FOSSO WAMBA, T.PAPADOPOULOS , "World class sustainable supply chain management: critical review and further research directions", *International Journal of Logistics Management*, March 2017, vol. 28, no. 2, pp. 332-362
- DUBEY, R., A.GUNASEKARAN, T.PAPADOPOULOS, S. J.CHILDE, K.SHIBIN, S.FOSSO WAMBA, "Sustainable supply chain management: framework and further research directions", *Journal of Cleaner Production*, January 2017, no. 142, pp. 1119-1130
- FIMBEL, E., A.-S.BINNINGER, C.KARYOTIS, "Demateriality: a key factor in the embedding of society within commodification and financialization", *Society and Business Review*, January 2015, vol. 1, no. 10, pp. 76-90
- GOMEZ, P., C. O. C.WERLE, O.CORNEILLE, "The pitfall of nutrition facts label fluency: easier-to-process nutrition information enhances purchase intentions for unhealthy food products", *Marketing Letters*, March 2017, vol. 28, no. 1, pp. 15-27
- GUO, L., Y.BARUCH, M.RUSSO, "Work Resources and Civic Engagement: Benefits to Employee Physical and Mental Health Corresponding", *Journal of Vocational Behavior*, June 2017, vol. 100, pp. 56-66
- HANSON, D., K. W.PARRY, R.FISCHER, "Gender Congruity and Social Processes of Leadership: Is Gender Balance Important?", *International Leadership Journal*, August 2015, vol. 7, no. 2, pp. 3-45

- HARRISON, J., J. A. JANET A. BOEKHORST, N.-Y. YU, "HPWS and climate for inclusion: a moral legitimacy lens", *Equality, Diversity and Inclusion: an International Journal*, July 2018, vol. 37, no. 5, pp. 491-505
- HUDSON, S., H., V. GONZALEZ GOMEZ, C. CLAASEN, "Legitimacy, Particularism and Employee Commitment and Justice", *Journal of Business Ethics*, 2017
- JING, L., Y. MA, D. ZHU, D. MANGALAGIU, T. THORNTON, "Enabling Value Co-Creation in the Sharing Economy: The Case of Mobike", *Sustainability*, August 2017, vol. 9, no. 1504, pp. 1504-1524
- KARYOTIS, C., "La finance pur quoi faire ?", *La lettre de l'Association Française de Gouvernement d'Entreprise*, July 2015, vol. 3ème Trimestre 2015, no. 42, pp. 16-18
- KARYOTIS, C., E. ORMISTON, "Ethique des affaires ou affaire d'éthique", *La lettre de l'Association Française de Gouvernement d'Entreprise*, May 2016, vol. 1er trimestre 2016, no. 44, pp. 5-7
- KARYOTIS, C., S. ALIJANI, "Soft commodities and the global financial crisis: Implications for the economy, resources and institutions", *Research in International Business and Finance*, 2016, vol. 37, pp. 350-359
- KARYOTIS, C., S. ALIJANI, D. DUPRÉ, E. RAUFFLET, "Une nécessaire refonte des enseignements et de la recherche en finance", *La Revue des Sciences de Gestion*, January 2016, vol. 1, no. 277, pp. 57-63
- KNOLL, M., B. SCHYNS, L.-E. PETERSEN, "How the influence of unethical leaders on followers is affected by their implicit followership theories", *Journal of Leadership & Organizational Studies*, October 2017, vol. 24, no. 4, pp. 450-465
- KUPPELWIESER, V., D. PEDERZOLI, "Retail companies' internationalization behaviour and the 2008 crisis", *International Journal of Retail and Distribution Management*, September 2015, vol. 43, no. 9, pp. 870-894
- MA, Y., K. RONG, Y. LUO, Y. WANG, D. MANGALAGIU, T. THORNTON, "Value Co-creation for sustainable consumption and production in the sharing economy in China", *Journal of Cleaner Production*, October 2018, no. 208, pp. 1148-1158
- MANGALAGIU, D., Y. MA, K. RONG, T. THORNTON, D. ZHU, "Co-evolution between urban sustainability and business ecosystem innovation: Evidence from the sharing mobility sector in Shanghai", *Journal of Cleaner Production*, July 2018, vol. 188, pp. 942-953
- MANITA, R., M. GIUSEPPINA BRUNA, R. DANG, L. HOUANTI, "Board gender diversity and ESG disclosure: Evidence from the US", *Journal of Applied Accounting Research*, June 2018, vol. 19, no. 2, pp. 206-224
- MAYO, M., M. KAKARIKA, B. MAINEMELIS, N. TILL DEUSCHEL, "A Metatheoretical Framework of Diversity in Teams", *Human Relations*, August 2017, vol. 70, no. 8, pp. 911-939
- MIHALACHE, M., O. MIHALACHE, "Organizational ambidexterity and sustained performance in tourism industry", *Annals of Tourism Research*, January 2016, vol. 56, pp. 142-144
- MINTON, E., N. SPIELMANN, L. KAHLE, C.-H. KIM, "The Subjective Norms of Sustainable Consumption: A Cross-Cultural Exploration", *Journal of Business Research*, January 2018, vol. 82, pp. 400-408
- NGUYEN, P., A. NGUYEN, "The effect of corporate social responsibility on firm risk", *Social Responsibility Journal*, June 2015, vol. 11, no. 2, pp. 324-339
- PAILLÉ, P., J., H. MEJIA MORELOS, N. RAINERI, F. STINGLHAMBER, "The Influence of the Immediate Manager on the Avoidance of Non-green Behaviors in the Workplace: A Three-Wave Moderated-Mediation Model", *Journal of Business Ethics*, 2017
- PAILLÉ, P., N. RAINERI, O. BOIRAL, "Environmental Behavior On and Off the Job: A Configurational Approach", *Journal of Business Ethics*, 2017
- PAPADOPOULOS, T., A. GUNASEKARAN, R. DUBEY, N. ALTAY, S. J. CHILDE, S. FOSSO WAMBA, "The role of Big Data in explaining disaster resilience in supply chains for sustainability", *Journal of Cleaner Production*, January 2017, no. 142, pp. 1108-1118
- RABASSO, C., J. RABASSO, "Responsible Global Humanism as a New Model for Business Schools", *Athens Journal of Business & Economics*, April 2015, vol. 1, no. 2, pp. 123-134
- RABASSO, C., M. BRIARS, J. RABASSÓ, "Royal Family Business in Qatar and the Emigrates through Sport Club Management: "Green washing" or a Sustainable Model? The cases of FC Barcelona and Manchester City", *International Journal of Employment Studies*, December 2015, vol. 23, no. 2, pp. 5-25
- SANDERS, P., "Legitimacy, social capital, and dirty hands: a three-constituent approach to ethics and leadership under duress", *Leadership and the Humanities*, March 2015, vol. 3, no. 1, pp. 38-57
- SANDERS, P., "The 'strange Mr Kastner' - Leadership ethics in Holocaust-era Hungary, in the light of grey zones and dirty hands", *Leadership*, January 2016

- SHIBIN, K. T., A.GUNASEKARAN, T.PAPADOPOULOS, R.DUBEY, M.SINGH, S.FOSSO WAMBA, "Enablers and barriers of flexible green supply chain management: a Total Interpretive Structural Modeling approach", *Global Journal of Flexible Systems Management*, June 2016, vol. 17, no. 2, pp. 171-188
- SPIELMANN, N., "Larger and Better: Examining how winery size and foreign investments interact with sustainability attitudes and practices", *International Journal of Wine Business Research*, April 2017, vol. 29, no. 2, pp. 178-194
- STONE, T. H., J.FOSTER, B. D.WEBSTER, J.HARRISON, I. M.JAWAHAR, "Gender differences in supervisors' multidimensional performance ratings: Large sample evidence", *Human Performance*, November 2016, vol. 29, no. 5, pp. 428-446
- STRAATMAN, B., B.BOYD, D.MANGALAGIU, P.RATHJE, C.ERIKSEN, S.RASMUSSEN, "A consumption-based, regional input-output analysis of greenhouse gas emissions and the carbon regional index", *International Journal for Environmental Technology and Management*, June 2018, vol. 21, no. 1/2, pp. 1-36
- SUBRAMANIAN, D., "'No room for class struggle in these national undertakings': Providing social welfare for Indian state sector industrial workers (circa 1950-2000)", *Modern Asian Studies*, September 2015, vol. 49, no. 5, pp. 1526-1579
- THENOT, M., C.BOUTEILLER, H.KATIR, "Des coopératives agricoles agents de symbiose industrielle", *Revue Internationale de l'Economie Sociale - RECMA*, January 2018, no. 347, pp. 31-47
- YOUNES, M., L.HECHICHE SALAH, M.TOUZANI, "Gouvernance participative et nouvelles pratiques managériales dans un contexte postrévolutionnaire: cas des entreprises sociales tunisiennes", *Management & Avenir*, December 2016, no. N° 90, pp. 175-194
- ZANNAD, H., G.GALINDO, "La quête de réponses face aux revendications religieuses dans les grandes entreprises françaises", *Droit Social*, September 2015, no. 9, pp. 687-693

## 3. Contribution to Local and Global Communities

### 3.1. Regional Business Community

As a close partner of the regional and international business community, NEOMA BS organises:

- Events for local companies and alumni:
  - “Néomatinées” organised to present NEOMA BS strategy, programmes and research. These events promote NEOMA BS activities in the regional business community and propose partnership opportunities with the School.
  - The Business forum, hosting many large national and international companies.
- Dedicated support for regional internationalisation:
  - “Landing in Reims” / “Landing in Rouen” helps local companies attract and retain international staff. These events were initiated in response to increasing requests for support from international staff in local companies, and to contribute to the School’s internationalisation.
  - NEOMA Confucius Institute for Business, based on the Paris, Reims, and Rouen Campuses. The Institute helps companies expand into China. It organises many events throughout the year. It will celebrate its fifth anniversary in May 2019.
- Research directly serving companies and the regions:
  - Research undertaken for the Reims Tourist Office. Two new projects were launched in 2016 aiming to increase the attractiveness of Reims: “Social Identity Comparisons”: to what extent can distance attract residents and tourists in tourism marketing; and “Product Elitism: the champagne tasting experience - can it be modified by signals of social elitism?”
  - MOBIS supports the Normandy Region’s focus on shipping and transport logistics, and the Chair in Bio-Economy supports the development of a bio-industry cluster in the Grand Est Region.
  - CLEO – the Centre for Leadership & Effective Organisation was set up with the support of Greater Reims and lead to a strong cooperation with the local activity of ENEDIS company.
- Student and graduate entrepreneurial skills - to combat unemployment and promote economic development through innovation - with:
  - An incubator on each campus (Paris incubator opened in 2016). Over 130 start-ups have been launched since 2011.
  - “Powered by NEOMA BS”, a one-day meeting between project developers, start-up creators and funding partners, which awards grants of between three and ten thousand euros to six projects per year.
  - “NEOMA BS Start-up”, a 24-hour entrepreneurship contest (9th edition in 2019) co-organised with PEPITE during which students and SMEs from Reims develop innovative projects.
  - “Start-Up weekend”, organised by Normandie Web Experts (a Normandy Digital Business association) and NEOMA BS student society “Declic’Entreprendre”. Approximately 100 students took part in the 54-hour competition in 2019, and many prizes were awarded to NEOMA BS projects.
- Numerous initiatives promoting diversity:
  - On average, 184 scholarships awarded each year by NEOMA BS with the support of NEOMA Foundation.
  - Apprenticeships covering tuition fees and living expenses.
  - The “Cordées de la Réussite” assists and encourages low-income and disabled secondary school students to study in higher education. In 2018-2019, 200 NEOMA BS students are tutoring 450 secondary school pupils. They help them develop confidence, autonomy, a career plan, and knowledge of job markets and Higher Education.
- Student societies serving regional or international communities, such as charity events, fundraising for the poor, the incarcerated, young cancer sufferers in regional hospitals, etc.
- “Semaine Agir Ensemble” with the AVUF – Association of French University Cities. Since 2015, a specially trained team has met staff and students annually on campus to:
  - raise awareness of sustainable development and climate change issues,
  - encourage participants to reduce their environmental footprint.

### 3.2. Promoting diversity (equal opportunity, disability and gender)

With 24% of our students benefiting from financial assistance (scholarships and apprenticeships), NEOMA Business School is the leader of the top leading schools in France in this area. The School encourages diversity among its students and equal opportunities with regard to access to top quality higher education programmes. In this respect, it has implemented a policy of student support at each stage of their studies and on each campus:

- The social openness programmes organised for the benefit of secondary schools pupils by our students societies as part of the national schemes “Cordées de la réussite” and “PHARES” provide for 200 NEOMA BS students each year to support 450 secondary school pupils in the neighbouring towns, selected based on social and geographical criteria, and/or disability.
- An advice and counselling service helps students in their efforts to obtain appropriate funding solutions for their personal situation. Our student-funding guide lists all the funding possibilities available and the associated application procedures.
- In addition to State grants and the assistance provided by local and regional authorities, NEOMA BS Foundation and the School finance international excellence scholarships and social grants covering up to 55% of tuition fees. These grants are funded directly by individual donations (by alumni, parents, staff members, etc.), local authorities, governance entities, and above all businesses. In 2019-2020, the budget devoted to grants should increase substantially and reach one million euros.

In addition to the purely financial dimension, NEOMA BS pays considerable attention to the integration of students in difficulty. The mission of our advisors is to support students from both academic and personal perspectives. A disability officer acts to support the integration of disabled students in our programmes.

At NEOMA BS, a high proportion of the School’s staff is made up of women:

- 58% women in the faculty,
- 69% women in the administrative staff.

In the executive committee: 50% of members at the Dean/Associate Dean level.

At the students’ level, 47% of them are women.

### 3.3. Integration of ethics, responsibility and sustainability in the School’s management

The School has launched management level initiatives:

- Sustainable and responsible campus:

NEOMA BS is committed to reducing the ecological footprint of its campuses:

In recent years, the School has implemented several initiatives encouraging students and staff to:

- **Adopt eco-responsible practices.** As from July 2018, NEOMA BS distributed to staff some brochures "Eco-responsible at the office" and "The hidden face of digitalisation", and the brochure "How to act for the planet" during the student Welcome days. Every year, NEOMA BS organises workshops for staff and students during the “Tour de France Agir Ensemble,” alongside other higher education establishments, CESAR, and AVUF<sup>1</sup>.
- **Choose more environmentally friendly travel options.** Transport is the main contributor to our carbon footprint. In particular, we subsidize the use of public transport by staff, make electric vehicles available for short trips and bicycle racks for students and staff (20 places in Rouen and 40 in Reims). The NEOMA BS staff committee also offers car sharing on its website. In 2018, NEOMA BS students joined staff taking part in the Mobility Challenge for the second consecutive year.
- **Limit plastic consumption:** all staff and new students received an Ecocup at the beginning of the 2018/2019 academic year for everyday use and for festive events.

<sup>1</sup> Association des Villes Universitaires de France

- **Reduced paper consumption:** our paperless policy, which encourages teaching materials to be made available to students on our digital platform, and administrative documents for staff and professors to be published on the Intranet site, have reduced our printing volumes by 15% in 2 years - the equivalent of 235 trees saved.
- **Limit waste:** waste sorting bins, toner recycling, and the first *Clean Up Day* organised in July 2018. During the latter, staff filled 13 skips with paper and plastic, and exchanged a wide range of office equipment.
- **Limit their food waste:** the student societies oikos and Ethika mobilised to weigh the food thrown away in the canteen and to create displays raising student awareness concerning food waste. Food waste from the Rouen campus has been recovered to feed the campus hens. Food waste after festive events is recovered by a charity in Reims and redistributed.

We encourage the campus caterers to buy local and organic products when possible, and raise their awareness about the need to reduce food waste. Thus, at national level, our caterer gives 5000 tonnes of food annually to associations such as food banks.

By maintaining biodiversity and reintroducing bees to the city in four hives on our Rouen campus, we have been able to produce 30 kg of honey. Our Reims bees remain productive and provide 250 kg of honey per year.

We will be conducting a carbon survey in 2019 to compare the results with those obtained in 2010.

- Responsible HR management:
  - Flexibility: NEOMA BS has a policy of flexible office hours for administrative staff, paternity/maternity leave and part-time work for new parents.
  - Transparent appraisal system and internal mobility policy (non-discrimination and equal opportunities in the work-place).
  - Training programmes to develop staff and faculty skills.
  - The Psychosocial risk unit created in 2016 identifies at-risk situations and helps staff/faculty members to find solutions.
  - Wellbeing initiatives to improve ergonomics, access to Campus for disabled staff/students.

## 4. Summary of the main achievements over the last two years



### Outcomes

2017	Destruction and recycling of 16 tons of archives by a recycling company
2017	ENACTUS is now a NEOMA Alumni group. It was launched at a social event in Paris on March 8th. It already has 300 Alumni members, and should continue to grow in years to come.
2017	The association HeforShe won the “Best international action” award during the event “400 idées pour faire avancer l’égalité,” an event promoting gender equality, on March 9th
2017	Questionnaire launched about CSR teaching at NEOMA BS
2017	3 Enactus projects reached the final of “Coup2Boost,” one of which was awarded the second prize
2017	PEYMPA final (EY Award for best charity project): first prize for the Prépa Rémois project TEXES (helping students after high school ) and second prize for the ESCSF project setting up solar panels in Peru
2017	2 <sup>nd</sup> prize “Jeunes pour l’environnement EPE-LCI” won by 5 CESEM students for their project “RS’œufs”
2017	SNCF Foundation “Coup de cœur Solidaire”: for Prépa Rémois
2018	Responsible campus trophies won in the section “Handicap et compétences” – for the PHARES programme
2018	First clean-up day organised. 13 skips were filled and most of it was recycled.
2018	First Mobility Challenge organised
2018	Humanities conferences organised for the students
2018	FEDEEH Award for the PHARES programme
2018	7 <sup>th</sup> edition of the C.A.M.P.U.S. Awards – 2 <sup>nd</sup> prize for Mission Senegal, by NEOMA Business School
2018	ENACTUS Reims wins the 2018 award for the best EY association for its project “Left(l)overs”
2018	ESC sans frontières wins the “Coup de Cœur” EY award for its project for a Training centre in Cambodia

Outcomes	
2018	Envie d'Sup: EY Award for the best special charity project
2018	Envie d'Sup: Deloitte foundation equal opportunity award
2018	Eco-cups distributed to the new students and to the staff to reduce our plastic consumption
2018	Paper project: analysis of our paper use, and encouragement to reduce our paper consumption. We have already reduced our consumption by 15%
2019	Envie d'Sup: wins a prize in the award Challenges Citoyens CGI competition
2019	Collaborative work with the students to improve campus sustainability
2019	New scholarship policy to help financially disadvantaged students

## 5. Global Outreach NEOMA Business School

The School's formal commitment to ERS is illustrated by our signing:

- **Principles for Responsible Management Education (PRME)** as evidence of our commitment to Responsible Education,
- **The Diversity charter** as evidence of our commitment to cultural, social and ethnic diversity at the School and in organisations in which our graduates will work.
- The **local COP21 charter in Rouen**, signed in 2019. This is an initiative by the Rouen Metropolitan Area initiative, which wants all institutions committed to sustainable development in the area to join and develop joint activities.

To increase our international visibility, NEOMA Business School has strengthened its commitment to international events by attending annual EFMD meetings, AACSB accreditation and assessment seminars, and AMBA assessment sessions. NEOMA Business School has continued its participation in Campus France, Campus Responsables, and the French Observatory for Corporate Social Responsibility (ORSE).

## 6. Self-Assessment

NEOMA Business School's ethics, responsibility and sustainability strategies are clearly defined and part of overall strategy.

Teaching and Research and Development activities include ethics, responsibility and sustainability, and this contributes to academia, business, and society:

- Social responsibility and ethical business are part of the learning objectives of all programmes.
- NEOMA Business School' community outreach and public engagement activities are adequate.
- Approximately 184 scholarships are awarded each year, as shown below:

Academic Year	Number of scholarships	Amount distributed in K€
<b>2014/2015</b>	136	280
<b>2015/2016</b>	162	430
<b>2016/2017</b>	219	515
<b>2017/2018</b>	197	535
<b>2018/2019</b>	206	575
<b>Total</b>	<b>920</b>	<b>2335</b>

## 7. Future actions

In conclusion, NEOMA Business School will continue to closely monitor its CSR actions in the years to come. Among other actions, we will:

- increase further our teaching of subjects related to CSR – in particular we plan to promote the use of business games related to diversity/disability/CSR,
- initiate a knowledge-sharing platform where faculty members and researchers can exchange ideas,
- encourage faculty to continue to publish on CSR related themes,
- continue to implement responsible HR management (risk prevention, disability...),
- continue to implement sustainable campus policies (sustainable purchasing, fluid consumption, environmentally friendly travel, waste management, paperless policy, etc.),
- continue our community outreach initiatives (entrepreneurship initiatives, links with local companies and graduates, research on local issues, support for sociocultural development of our host cities, etc.),
- continue to work on student wellbeing and diversity (disability, gender equality, social diversity, etc.)