2011 Report on Progress

6th annual report on the UN Principles of Responsible Management Education
Train leaders for change
Curriculum change for global responsibility
Innovate for training responsible managers
Mainstream global responsibility in management research
Partner with business to identify challenges and disseminate innovative practices
Be an active stakeholder of the community
Integrate global responsibility into the school’s management practices
A word from the Dean

The Annual publication of the PRME report is the opportunity for Audencia Group to analyse the progress made in terms of global responsibility and to plan for the new challenges that our group seeks to achieve. Through this exercise of reporting the actions in the field of global responsibility, it shows how the various stakeholders integrate the school’s values.

Now as a group of three complementary schools, faculty and staff have expressed through a major internal audit conducted in 2011, that responsibility, cooperation and innovation are the three pillars which best express the identity of Audencia Group.

2011 marks the first anniversary of our strategic partnership with WWF France. Within this partnership, Audencia aims at mainstreaming global responsibility in all programmes. As a higher education institution, we play an undeniable role in promoting among our students the importance of the integration of global responsibility into business strategy. Furthermore, our faculty’s research underlines that global responsibility is a source of innovation for a more sustainable business model. To illustrate the possibility to link economic, social and environmental performance, in May 2011, we hosted the Parliaments of Responsible Entrepreneurs. During this prestigious national event over two days, more than 700 managers, experts, researchers and students discussed innovative and responsible business strategies.

Within our strategic partnership with the WWF, we also aim at reducing our environmental footprint. Audencia Nantes has thus conducted a carbon footprint audit and currently implements an action plan flowing from this initiative.

In parallel, Audencia will open its doors once again this year in May to host the annual conference of the international research network on organisations and sustainable development (RIODD).

Frank Vidal
Dean of Audencia Group
Audencia, a pioneer in the Area of global responsibility

**2004**
Audencia was the first institution of higher education in France to sign the Global Compact. By its signature, Audencia makes the commitment to respect and to promote ten principles related to human rights, social norms, the environment, and the fight against corruption.

**2005**
Audencia creates its Institute for Global Responsibility in order to coordinate and to disseminate the school’s different activities related to CSR and sustainability in research, teaching, corporate partnerships and internal management.

**2006**
Jean-Pierre Helfer, Dean of Audencia, is a member of the United Nations’ task force in charge of defining the Principles for Responsible Management Education (PRiME). These principles translate the values of the Global Compact for management schools.

**2006**
Audencia and Banque Populaire create a Chair on Microfinance. The aim of this chair is to develop and to disseminate research on the business model and the management of microfinance projects in France and emerging countries.

**2007**
Audencia is among the first schools in the world to sign the Principles for Responsible Management Education (PRiME).

**2008**
Audencia launches the Global Responsibility Booklets. These practical guides based on case studies developed by faculty members and students aim at disseminating innovative management practices in the field of CSR and sustainability.

**2009**
Audencia and its alumni association create a series of conferences aimed at disseminating the faculty’s research on CSR and sustainability among its alumni and at encouraging them to develop more responsible business practices.

**2010**
Audencia is the first institution of higher education in France to sign a strategic partnership with the World Wildlife Fund for Nature (WWF France). The aim of this partnership is to continue to strengthen the integration of environmental issues in teaching and to reduce the school’s environmental footprint.

**2011**
Audencia welcomes the Parliament of Responsible Entrepreneurs bringing together more than 700 leaders of businesses, NGOs, trade unions, government and academia to discuss responsible business practices.

Audencia Institute for Global Responsibility and Entrepreneurship

In 2005, to coordinate and to disseminate the school’s different activities related to CSR and sustainability in research, teaching, corporate relations and internal management, Audencia has created an Institute for Global Responsibility.

In 2011, this institute widened its scope of activities to include also the development of entrepreneurship, an area that was previously managed by a separate institute. This merger favours synergies on subjects such as female entrepreneurship or social innovation.

The team of the Institute for Global Responsibility and Entrepreneurship:

André Sobczak  
Founding director

Aline Polipowski  
Development manager

Julie Bayle-Cordier  
Academic director, Global Responsibility

Claire Champenois  
Academic director, Entrepreneurship
2011, a year at a glance

**JANUARY**
5. Finals of the student competition “Feeling” sponsored by Ferrero (principle 3)

**MARCH**
21-26. Thematic week about global responsibility for MBA students from Cincinnati University, USA (principle 2)
22. Conference with Gilles Vanderpooten, alumnus Audencia about individual commitment (principle 1)
25. Launch of the club Financ’Elles, a new network including women managers working in banks and insurance sectors.
31. Second edition of the Diversity Day (principle 1)

**APRIL**
1. 4th Journal of Global Responsibility “Global Responsibility, social dialogue engine” (principle 3+5)
4. Alumni conference Papillon on acting with NGO (principle 6)
11. First CR3 conference, Helsinki, Finland (principle 4)
14. Thematic week on global responsibility for MBA students from Aston University, USA (principle 2)
28. Textbook release “Responsabilité globale : Manager le développement durable et la responsabilité sociale des entreprises” (Global responsibility: managing sustainable development and social responsibility within companies) by André Sobczak with Nicolas Minvielle (principle 3)

**MAY**
12-13. Parlement des Entrepreneurs d’avenir (Parliaments of Entrepreneurs of the Future), Audencia (principle 6)
12. Sixth Global Responsibility award Audencia (principle 3)
27. 2011 edition of the responsible fashion show (principle 3)

**JUNE**
9. Audencia’s dean participates at PRME’s European Summit

**SEPTEMBER**
16. Conference with Serge Orru, CEO WWF-(principle 1)
17-18. 24th edition of the Audencia Triathlon, in La Baule that has received the sustainable development label of the French Olympic Committee (addendum principle)
20. Conference with the Young French of commerce Chamber on “people and companies: how to balance human values and individual rights with economic development and the principle of profitability” (principle 6)
21. Audencia gains 30 places in the world ranking Beyond Grey Pinstripes (principle 2)

**OCTOBER**
13. 2011 edition of the “Feeling” competition (principle 3)
17. Launch of continuous training programme of 16 days in collaboration with WWF France “Managing Sustainable Development and social responsibility in an organisation”. (principle 5)

**NOVEMBER**
18. Conference with ERDF about “the integration of disabled people at work”. (principle 6)
24. International seminar on managing microfinance, organised by the Audencia chair of microfinance (principle 4+5).

**DECEMBER**
1. Patronage of the class of the Grande École programme 2014 promotion by Nicole Notat CEO of Vigeo since 2002 (principle 1)
5. Second edition of the Global Responsibility Day organised by the MBA association Net Impact (principle 1)
Train leaders for change

Audencia aims to train leaders for change, capable of inventing and implementing more responsible business models and management practices. To do so, Audencia creates various opportunities to broaden students’ minds so that they will think and act differently. This cannot only be achieved by changing the curriculum, but also supposes the development of events and projects outside the classroom showing students the complexity as well as the potential of Global Responsibility.

Open students’ minds

Throughout the year, Audencia organises various events and projects on CSR and sustainability. Thus, integrating social and environmental challenges alongside the economic ones becomes natural for students as well as for faculty and staff members. Students are the first beneficiaries of the events and projects, but are often also involved in their organisation, or even in initiating them. In 2011, Audencia organised more than 15 events related to global responsibility.

Awareness raising conferences

**WWF France:** In September 2011, all 400 first year students of Audencia’s Grande École Master in Business programme attended a conference with Serge Orru, CEO of WWF France, the school’s strategic partner in sustainability. The aim of the conference was to discuss with the newly arrived student intake the important environmental challenges and the role of business leaders to face them.

Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.
Regional Chamber for Social Economy: In November 2011, Audencia was for the second time a partner of the national “Month for Social Economy” in order to highlight among the students the specific features and the opportunities of this sector. During this month, Audencia hosted a conference on the commitment of social economy organisations in the field of Global Responsibility. The panel was composed of some of the winners of the Global Responsibility Awards from the social economy sector in the Nantes region: Scopic (communication agency), La Contemporaine (printing company), La Rivière (vacation village) and Crédit Mutuel (banking).

Extra-financial rating agency Vigeo: In December 2001, Audencia’s Grande École Master in Business programme chose Nicole Notat, CEO of the European leader of social and environmental rating and consulting firm VIGEO, as patron of its 2013 promotion. It was the first time that she accepted such a role for students of a business school. During the discussion with the more than 400 students of the programme, she recalled the interest for companies to assess their economic, social and environmental performance as well as the role of future leaders in changing business models and management practices.

Thematic Days dedicated to Global Responsibility

Diversity Day: Since 2010, Audencia organises every year a Diversity Day to highlight the importance of diversity management, to provide students with innovative practices developed by companies and to encourage them to take action in the student clubs in this field. In March 2011, all the first year students of Audencia’s Grande École Master in Business programme were invited to attend a roundtable with human resources managers of several companies as well as thematic workshops with companies and associations.

Global Responsibility Day: Since 2010, Audencia’s MBA students organise every year an international Global Responsibility Day which aims to create a dialogue between international students and French companies on the perception and implementation of CSR and sustainability in different countries. In December 2011, MBA students discussed with business leaders from companies of various sizes and industries committed to global responsibility, in particular Monoprix Group.

Global Responsibility Workshops: in April 2011, Audencia launched the Global Responsibility Workshops. Every month the Institute for Global Responsibility and Entrepreneurship organises an informal workshop for students of all programmes, Audencia faculty and staff members. During these workshops, a business leader, an NGO representative or an expert shares experiences and views about Global Responsibility and discusses the possibility to spread them in other organisations. In 2011, among the speakers Audencia welcomed Christian Le Correc, CEO of the Trade and Industrial Chamber of Nantes St-Nazaire; Olivier Hervé-Bazin, engineer- CO² ; François Guérin, CEO Bel’M, winning company of the Global Responsibility award; Benoît Couteau, CEO DFC² SAS ; Jérôme Auriac, CEO Be-Linked ; Gilles Poussier, Founder et Co-leader Gens d’Événements ; Gilles Cibert, Hotel Director La Pérouse.

To measure the impact of these different initiatives, Audencia and its strategic partner WWF France have decided to submit a questionnaire to all incoming and out-going students measuring their perception of Global Responsibility and their knowledge in this field when entering and when leaving their programmes. In September 2011, this questionnaire was submitted for the first time to the students of Audencia’s main programmes. 298 students answered the in-coming questionnaire. All of them consider that taking into account CSR factors into companies are important. At the same time, 79% cannot define properly what CSR is and how they could use Global Responsibility in their future job. They rely on Audencia Group, 28% expect to be trained in Global Responsibility by Audencia Group whereas only 12% consider that associations and NGOs could do it. Students are widely aware of the performance of the school in this field and 79% think that they could highlight Audencia Group’s commitment in their future job research.
Make students act differently

Audencia’s initiatives in the field of Global Responsibility aim at encouraging students to become future leaders of change and this begins early on during their curriculum at Audencia, through concrete projects with companies or through student organisations. Enabling students to undertake these experiences while they are in school, fosters the development of skills that they may use later as managers.

Student clubs committed to Global Responsibility

Audencia pour Elles: In 2008, following a conference organised by Audencia on equality between men and women in companies, 5 female alumni created the “Audencia pour Elles” club whose role is to raise the awareness of students about potential discrimination of women and to promote female career development. The club develops professional relationships among alumni and students and creates a network to share ideas and experiences on the role of women in business. In February 2011, the club organised a conference on “Women Entrepreneurs: A chance for the economy, a chance for women” with the participation of Dunya Bouhacene, from Women Equity for Growth; Françoise Holder, Vice-président from the Committee of the Economic Dialogue from the management Union MEDEF (French Companies Movement) and board member from the Association Forces Femmes (Women Strength); Frédérique Clavel, Founder and President of Paris and Fédération Pionnières (Paris and Pioneer Federation); Sylvie Casenave-Péré, CEO Posson Packaging and Laure de Baudreuil, Co-founder ClubDeal.com.

HandiManagement: Since 2007, students from the Global Responsibility Track take part in the HandiManagement challenge organised by Companieros that aims to prepare students for the management of disabled workers. During a period of three months, a small group of students attend courses with experts in this field, meet managers in charge of this issue and discuss with NGOs and disabled workers. With this knowledge, students then organise several events to inform the entire student body about the importance of integrating disabled workers in companies and on how to succeed in this challenge. Among the events organised in 2011, were conferences, a dinner held in the dark together with blind people as well as wheelchair sports activities.

Net Impact Chapter: Following Audencia’s first Global Responsibility Day in December 2010 where Audencia welcomed Jonas Haertle from the PRiME Office in New York, Audencia’s MBA students decided to set up a Net Impact Chapter, thus joining the worldwide network of student groups in 280 business schools. The aim is to mobilise the new generation to use their careers to drive change in their workplaces and the world for CSR and sustainability. In 2011, the Audencia Net Impact Chapter organised the second Global Responsibility Day as well as several awareness-raising events for the entire student body.

“The genuine commitment of Audencia in sustainable development was a key factor in my decision to join the school in 2005. At the time, few business schools highlighted the social, environmental and ethical aspects in the training of future entrepreneurs, executives and business leaders. A few years later, with the major crisis people are enduring, these dimensions have become more evident. At Audencia, I found many opportunities to increase my knowledge, by attending the classes of the Global Responsibility Track; to apply this knowledge within companies, by joining a consultancy agency for sustainable development; and to develop personal projects for which Audencia gave me advice and tools, in particular for the creation of a student association dedicated to sustainable development, to launch a film festival on the environment, or to create a Tour de France on sustainable development initiatives. These success stories inspired me to continue my commitment, both on a personal and professional level, especially with the writing of books on social economy and social issues: “The Tour de France’s of sustainable development” written with two other alumni from Audencia, and “Be Committed!” with Stephane Hessel. More recently, I joined the professional NGO Reporters of Hope, to promote initiatives that “provide responsible solutions” to the media and the wider public. Audencia brought me open-mindedness, means, tools and opportunities to create my own network and to manage projects. To all students I say ‘take advantage of this constructive environment at Audencia to act, innovate, create, build and take part in multiple challenges. In short “Be committed!”’.”

Gilles Vanderpooten
Audencia alumnus 2009
Internships linked to Global Responsibility

An increasing number of students dedicate their internships to missions or organisations in the field of Global Responsibility. In 2011, students did for example internships in consultancy agencies in the field of CSR or sustainable development, in NGOs, or in CSR departments of companies. Furthermore, since 2011, all students of Audencia’s Grande École Master in Management programme have to include in their graded internship report a section about the Global Responsibility strategy of the organisation where they undertook their internship and explain whether they met some social, environmental or ethical challenges during their mission.

Business projects in the school’s incubator linked to Global Responsibility

An increasing number of business projects developed by Audencia students and alumni within the school’s incubator are linked to Global Responsibility. In 2011, 20% of the incubated projects were directly related to Global Responsibility, either through the mission of the activity itself, i.e. a company measuring carbon footprints, either by the goods sold, i.e. a company selling recycled textiles for clothing. Moreover, before being integrated into the incubator, all business projects are analysed based upon their economic, social and environmental impact. If one of these impacts is too negative, the project may not be accepted within the incubator.

Student Award for Global Responsibility Involvement at Audencia

In order to highlight the importance of students’ involvement in Global Responsibility, a Student Award for Global Responsibility Involvement at Audencia is given to a student at the annual graduation ceremony of Audencia’s Grande École Master in Management Programme. In 2011, Ghislain Dehaye received this award for his commitment in the Global Responsibility Track, the involvement in the writing of a Global Responsibility Booklet on diversity management and the creation of a garden for organic vegetables within an institution for elderly people in the context of the Ferrero Feeling student competition.
Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Curriculum change for global responsibility

Audencia’s mission is to train responsible managers and entrepreneurs who are able to develop innovative business models and management practices and to create economic, social and environmental value for all stakeholders. To do so, the school has mainstreamed Global Responsibility in its different programmes and developed dedicated short programmes for international students and managers.

Mainstreaming global responsibility in all programs

Together with its strategic partner WWF France, Audencia has introduced deep changes in the curricula of its different programmes. The school has today introduced mandatory courses on CSR and sustainability in all major programmes, offers a series of elective courses and has started to work with the entire faculty to integrate Global Responsibility into all courses.

Mandatory courses on CSR and sustainability

Since 2009, all programmes at Audencia include a mandatory introduction to Global Responsibility. Scheduled at the beginning of each programme, these sessions aim to expose students to new business models and management practices that create economic, social and environmental value for all stakeholders. Students are introduced to the major certifications in CSR and sustainability as well as to stakeholder management. These classes are evaluated via written exams or team projects. Since 2010, mandatory courses on Global Responsibility have also been integrated in long-term standard and custom-made executive education programmes, such as managing a business unit.
Elective courses on CSR and sustainability

**Global Responsibility Track**: Launched in 2004, this optional track allows students of Audencia’s Grande École Master in Management programme to develop knowledge and skills in the field of CSR and sustainability. The track comprises 66 hours of classroom teaching over the first three semesters of the programme. To complement the seminars organised by faculty members, several workshops are run to enable the students to discuss informally with representatives from companies and other stakeholder groups and thus to discover the challenges in implementing a Global Responsibility strategy. Furthermore, the students must define a team project that contributes to the protection of the environment or the development of societal solidarity while taking into account economic constraints. During the course of these projects, students are exposed to the complexity of Global Responsibility issues, learn to define the key issues at stake, undertake documentary research, identify best practices in other organisations or companies and interview people inside and outside the company. Finally, over a one year period, students must conduct a research project related to CSR or sustainability under the supervision of a faculty member.

Stand alone elective courses: Most programmes at Audencia offer the students the possibility to choose among a series of elective courses. Several of these elective courses are dedicated to Global Responsibility, business ethics and sustainable development; deviance, fraud and corruption and ethical issues into all courses. Each discipline is free to choose the means to integrate these concepts, be it through a case study, a company testimonial, a student competition, or a more classic class format of lecture and discussion. The progress made in this area is monitored by WWF France, since the strategic partnership with Audencia states that, by 2013, 80% of all courses will have at least 10% of their content dedicated to Global Responsibility. In 2011, an analysis of the contents of the courses in Audencia’s Grande École Master in Management programme for example revealed that a case study on a fair-trade brand was integrated into the course on strategic management, diversity management into the course on management on human resources, corporate governance into the corporate law course, or the promotion of responsible products or services in students’ marketing projects.

**Mainstreaming Global Responsibility in all disciplines**

In addition to the mandatory introduction to Global Responsibility and to the elective courses, Audencia works with the entire faculty to integrate social, environmental

**View of WWF about the innovative teachings in Audencia**

“The partnership between WWF France and Audencia School of Management came from a common ambition to contribute to the evolution of business practices through the education of future managers. The core of the partnership is the commitment of the school to develop an education that systematically integrates the concepts of environmental and social responsibility. The ultimate goal: every student coming out of Audencia is aware and trained to become a future agent of change. After the current audit on the content of school programmes, WWF strongly encourages Audencia to mobilise teachers to achieve the ambitious target of 10% of hours of courses in all programmes on issues of Global Responsibility (both globally and in at least 80% of course) by 2013. This will contribute to the economy of the least impact on the environment.”

Serge Orru
CEO WWF France
Principle 2

To enable students to imagine and implement more responsible business models and management practices, traditional pedagogy is probably insufficient. Of course, classroom courses may allow students to acquire knowledge and theories about Global Responsibility. By students also need to develop more concrete experiences by being involved in CSR and sustainability projects.

Short programmes for international students: Together with the Office of International Relations, Audencia’s Institute for Global Responsibility and Entrepreneurship organises short programmes for international students providing them with the context and practices of Global Responsibility in France and in Europe. These programmes are customised and last from three to ten days according to the partner school’s needs. The programmes usually integrate a series of lectures by professors from Audencia and guest speakers, plus a city tour in Nantes focusing on the economic and social history of the city as well as visits of companies that have implemented innovative Global Responsibility strategies. In 2011, Audencia has offered short programmes on Global Responsibility for the MBA students of George Washington University, Cincinatti Honors + and Aston University.

Executive education: In October 2008, Audencia launched The Cycle for Advanced Studies in Sustainable Development in cooperation with École Centrale de Nantes, École des Mines de Nantes and École Supérieure d’Agriculture d’Angers. The aim of this ten-day executive education programme is to heighten company managers’, public authorities’ and other organisations’ understanding of the current economic, social and environmental challenges and to help them draw up policies and strategic plans to implement concrete initiatives. Alongside the courses which take place over an eight months period, the participants work on setting up a joint Global Responsibility project with a regional outreach. In 2011, there were 18 participants in this programme.

International recognition

Audencia’s efforts to mainstream Global Responsibility on its MBA programme was recognised by the Aspen Institute. Audencia is one of only two French business schools included in the Top 100 “Beyond Grey Pinstripes” ranking that distinguishes the MBAs integrating Global Responsibility. In 2011, Audencia climbed 30 places in this ranking and now ranks 67th worldwide, and 13th in Europe.

Furthermore, in 2011, Audencia was mentioned for the first time in the Net Impact guide Business as Unusual. This guide introduces over one hundred schools and universities around the world recognised by their students for integrating the principles of Global Responsibility in their teaching, their research and other activities. Thanks to the dynamism of the school’s Net Impact Chapter created by its MBA students, Audencia Nantes is the only French school with HEC Paris to be included in this guide.

Innovate for training responsible man

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

“We have begun the process of systematically integrating Global Responsibility in all of our courses. Our goal is that 80% of our programmes dedicate at least 10% of class hours to global responsibility. For example, in our core strategy class, the curriculum now includes two case studies which pertain to fair trade and bottom of the pyramid issues and this represents 12% of class time.”

Julie Bayle-Cordier
Academic director, Institute for Global Responsibility and Entrepreneurship
Principle 3
Innovate for training responsible managers

Develop new pedagogical approaches
Training future managers in the area of Global Responsibility implies the use of innovative pedagogical approaches. In addition to seminars based on face-to-face teaching in the classroom, we therefore develop teaching methods enabling students to dialogue with various stakeholders and to engage in concrete projects. Each professor puts into practice his/her vision of Global Responsibility in his/her own educational setting, and consistent with the subject taught. The aim is to show students the diversity of CSR and sustainability strategies and management practices.

Mainstream Global Responsibility in the curricula via case studies
Entrepreneurship Major: Each semester, 45 students of the Entrepreneurship Major in Audencia’s Grande École Master in Management programme work on a case study on social entrepreneurship coordinated by Jean-Marc Thébaut, one of Audencia’s alumni who currently works for an NGO. In September 2011, this case study was awarded in the “Pedagogical Innovation in Management Science” competition at the University of Quebec in Montreal, Canada. So far, over 150 students have developed concrete knowledge about social entrepreneurship.

Master Marketing Design and Creation: In 2011, the students of Audencia’s Master Marketing, Design and Creation worked on a case study driven by the SEB group where the students had to design cooking products suitable for a senior population. Students conducted field studies on the daily lives of this population and sought to understand the handicaps faced by the elderly. The work has resulted in the creation of the new product for the SEB group.

MBA: Within the Audencia MBA, the MBA students work on a case study on a strategic analysis and a business plan for a company selling and installing solar panels. The aim is to encourage the students to develop ideas on renewable and alternative energies.

Case studies used in courses dedicated to Global Responsibility
Feeling by Ferrero: Since 2007, the students of Audencia’s Global Responsibility Track take part in the Feeling Challenge created by Ferrero. The aim of this challenge is to give the students the opportunity to set up and support real projects with a social responsibility dimension to be implemented in Western France. Students have to identify an urgent social challenge in the Nantes region and prepare a strategy and action plan to improve the situation for those concerned. The students must then present their project before a committee made up of representatives of Audencia and Ferrero who select the project which will receive up to €10,000 in funds. In 2011, the winning team worked with a primary school based in a very urbanised district in Nantes. Their project was to work with the children of this school as well as with handicapped children from a centre in the neighbourhood to create a wall of vegetarian in the courtyard.

Responsible Fashion Show: The students of Audencia’s Global Responsibility Track organise every year a responsible fashion show in order to inform students and the general public about the different social and environmental initiatives in the textile sector. Students explain in particular the difference between different labels which exist in this sector. In May 2011, the fourth edition of the responsible fashion show took place in the school’s amphitheatre.
Journal on Sustainability: All first year students of the École Atlantique de Commerce, member of the Audencia Group, are invited to jointly create a journal on sustainable development. In 2011, supervised by the journalists of Terra Eco, the leading national journal in the field of sustainability in France, the students interviewed 30 local business leaders about their activities, and the role of sustainable development in their daily lives. The journal was printed and distributed in the city of Nantes.

Global Responsibility Awards: Since 2006, Audencia organises the annual Global Responsibility Awards. The aim is to identify and to award companies that have adopted innovative practices in the field of global responsibility. This contributes to the spread of best practices in Global Responsibility. To do this, Audencia relies on company and stakeholder audits and interviews conducted by students. The Global Responsibility Awards are thus a learning experience for the students who have the opportunity to discover innovative practices. Trained by faculty members and coached by Sustainable Development consultants of Grant Thornton auditing company, the students use a specific interview grid to evaluate the economic, social and environmental performance of the participating regional companies. These evaluations are presented to a jury made up of different stakeholders. In May 2011, the winners of the Global Responsibility Awards were: Veolia (large company), Trait d’Union (medium-sized company), Arbalange (small company), Solution Recyclage (very small company) and Nantes Habitat (jury’s special prize).

Global Responsibility Booklets
The Global Responsibility Booklets are the result of an innovative pedagogical cooperation between faculty, students and company managers. Each booklet analyses a responsible management practice implemented in a company and its possible dissemination in other organisations. The booklets are used by Audencia’s faculty and may be purchased on Amazon. In 2011, the 5th booklet was published. It is dedicated to the negotiation and implementation of the international CSR agreement between the EDF Group and a group of national trade unions.

Case studies
Audencia’s faculty members publish case studies on the management of CSR and sustainability. In 2011, the ERDF chair on customer relations management published a case study on “Innov’high tech: new sources of development”.

With the support of WWF France, Audencia’s Institute for Global Responsibility and Entrepreneurship also started to write a case study on “Strengthening a global responsibility strategy in a hyper competitive national and global context” with Tetra Pak, a strategic partner of the environmental NGO.

Create teaching materials

Textbook on Global Responsibility
In June 2011, André Sobczak, Associate dean for research and founding director of Audencia’s Institute for Global Responsibility and Entrepreneurship published a textbook on Global Responsibility in collaboration with Nicolas Minvielle, Assistant professor in Strategy at Audencia and director of the school’s Master in Marketing, Design and Creativity. This textbook may be used for dedicated courses or as a tool for mainstreaming Global Responsibility throughout a programme. Each chapter contains several concrete examples as well as an interview with a manager or other stakeholder who has been directly involved in implementing a responsible business practice. At the end of 2011, more than 700 copies of the textbook had been sold.
Mainstream global responsibility in management research

The different research activities conducted by Audencia’s faculty are organised in one single research unit called Audencia Research. This research unit is structured around three disciplinary axes, i.e. Consumer attitudes and marketing strategy; Organisation and value chain management; Finance, risk and accounting performance. These three disciplinary axes are overlap with two transversal axes, i.e. Global Responsibility and Entrepreneurship. This matrix organisation favours innovative approaches and co-operation between members of the faculty from different management disciplines. Indeed, most of the research projects at Audencia Nantes are at the crossroads of the disciplinary and the transversal axes. By focusing on these crossroads, the School develops cutting edge research topics, such as responsible food consumption, green supply chain, microfinance, fight against corruption, social and environmental indicators, women’s entrepreneurship, or social economy strategies that are relevant for academics, students and economic players.

“We made good progress in mainstreaming the principles of Global Responsibility in Audencia’s three disciplinary research axes, i.e. marketing, management and finance, as well as in our chairs financed by companies. The members of our faculty are currently working on cutting edge research topics, such as responsible food consumption, green supply chain, micro-finance, the fight against corruption, women’s entrepreneurship or Global Responsibility within SMEs.”

André Sobczak
Associate dean for research of Audencia and founding director of Audencia’s Institute for Global Responsibility and Entrepreneurship.
Develop knowledge in the field of global responsibility

Audencia’s research focuses on three major topics, i.e., comparative studies on Global Responsibility strategies in different national contexts; stakeholder engagement in Global Responsibility strategies; and management tools in the field of Global Responsibility. The school’s academic expertise in the field of global responsibility is today widely recognised at the international, national, and regional levels, by its peers as well as by companies and other stakeholders.

Research Chairs

Two of the five research chairs at Audencia are directly linked to Global Responsibility. The three others increasingly integrate social, environmental and ethical issues into their research agenda.

Chair on Global Responsibility in SMEs: Launched in December 2011, this chair is held by André Sobczak and currently financed by four SMEs in Western France, i.e. Bel’m, Les Coteaux Nantais, SCE and Sigma. Its aim is to develop research on the specific issues of CSR and sustainability within SMEs. The results of the research developed within this chair will be disseminated to encourage other SMEs to develop their own Global Responsibility strategies.

Chair on Microfinance: Launched in 2006, this chair is held by Christophe Villa and financed by Banques Populaires. Its objective is to analyse the business model and the management of microfinance institutions both in France and in emerging countries. In 2011, the chair organised an international workshop on research in microfinance and conducted a comparative study on the impact of the financial crisis on the development of microfinance.

Mainstream Global Responsibility in all chairs: Beyond the two chairs directly dedicated to Global Responsibility, its principles are also increasingly integrated in the research of Audencia’s three other chairs. The Chair on Marketing in the Food Sector financed by Crédit Agricole aims for example to analyse consumers’ perception of the ecologically intensive agriculture concept. The Chair on Customer Relations Management supported by ERDF conducts research on marketing strategies aiming at convincing customers to reduce their energy consumption. Finally, the Chair on Retailing financed by Système U looks into the marketing of fair trade, organic and regional products.

Research contracts

Over the last several years, Audencia’s faculty has been involved in several research projects in the area of Global Responsibility funded by public authorities at the European, national, and regional levels, such as the European Commission or the European Foundation for the Improvement of Living and Working Conditions, the French Ministry of Employement or the Region Pays de la Loire.

Publications in academic journals

Over the last five years, members of the core Faculty have extensively published in top academic journals in the area of CSR and sustainability, such as the Journal of Business Ethics, Business Ethics Quarterly or Business and Society, and edited several special issues in international and national academic journals. They have presented papers in the most recognised international academic conferences in this field, such as the Academy of Business in Society, as well as in special tracks dedicated to this area within general management conferences, such as the Academy of Management or the European Academy of Management.

Cooperate with other academic institutions

Audencia cooperates with other academic institutions in the field of management and other disciplines to develop research on the principles and the management of Global Responsibility. The school’s faculty actively takes part in several international academic networks in the field of CSR and sustainability. This allows in particular the development of comparative research.

Membership in academic networks in the field of Global Responsibility

EABIS: In 2004, Audencia was the first French business school apart from INSEAD to join the European Academy of Business in Society (EABIS) committed to integrating business in society issues into the heart of business theory and practice in Europe. In 2011, André Sobczak, association dean for research of Audencia, was re-elected as a member of the academic board of EABIS.

RIODD: Audencia is a member of the French-speaking academic network on CSR and sustainability called RIODD. André Sobczak, association dean for research of Audencia, is a member of the board of this association. In May 2012, Audencia will host RIODD’s 7th annual congress.
EURAM: André Sobczak, association dean for research of Audencia is an active member of the steering committee in charge of “Business & Society” within the European Academy of Management. The objective of this group is to develop a network of management researchers working on the European approach to Global Responsibility to conduct comparative research projects and publications engaged in cooperation with companies and other stakeholders.

Conscious Capitalism Institute: In 2011, Audencia became a member of the Conscious Capitalism Institute in the United States. In May 2011, Julie Bayle-Cordier, Academic director of Audencia’s Institute for Global Responsibility and Entrepreneurship took part in their annual congress in Boston, MA. The aim is to compare the CSR approach among different countries. The next step will be to integrate their CSR approach to create a new course for Audencia’s MBA and to integrate a Conscious Capitalism module in the Global Responsibility track.

PRiME working group on corruption: Bertrand Venard, professor at Audencia, is member of a working group established by the United Nations Principles for Responsible Management Education to better integrate the fight against corruption in higher education programmes. This working group was set up after Jonas Haertle from PRiME’s New York Office attended Audencia Global Responsibility Day. The main objective is to develop educational tools to raise awareness of issues and risks of corruption and how to resist it. In 2011, the working groups held meetings in Copenhagen and Buenos Aires.

PRiME working group on women: Camilla Quental, professor at Audencia, is member of a working group established by the United Nations Principles for Responsible Management Education to better integrate gender issues and awareness into management education. These will include, for instance, specific case studies, syllabi, texts, and best practices that assess or otherwise address the roles of gender in various educational and workplace environments.

In the 2011 Beyond Grey Pinstripes ranking, Audencia’s academic research on CSR and sustainability was ranked at the 7th place in Europe.
Creation of the CR3+ network

Audencia created a network with Hanken School of Economics in Helsinki (Finland) and ISAE/FGV in Curitiba (Brazil) to cooperate in the implementation of the PRiME. Several concrete projects in research and teaching between members of the faculty have been conducted, leading to publications in several academic journals. Faculty members from the three schools have taught in Global Responsibility classes at the other schools focusing on the comparative dimension. Furthermore, students from Audencia have spent a semester at ISAE/FGV to follow courses and get involved in a local social economy project. In April 2011, the three schools organised the first international CR3 conference. These activities in particular led to the joint organisation of the Corporate Responsibility International (CR3) Conference at Hanken School of Economics.

Global Responsibility at the heart of the 2010-2015 campaign of the Audencia Foundation

To continue to develop research on Global Responsibility, the 2010-2015 campaign of the Audencia Foundation focuses on Global Responsibility and Entrepreneurship. In 2011, 42% of the funds for academic research of the Audencia Foundation were spent on Global Responsibility.

Future perspectives

Hosting academic conferences on Global Responsibility

- In May 2012, Audencia will host the 7th annual congress of the French-speaking academic network on organisations and sustainable development (RIODD).
- In March, 2013, Audencia will host the IPSERA conference with a focus on “Purchasing and supply chain for a sustainable world”.
- In May 2013, Audencia will host the International Conference on Governance of the International Academic Association in Governance.
- In Spring 2013, Audencia will host the SME and Sustainable Development Conference in partnership with University of Québec in Montréal (UQAM) and REDD (Réseau Entreprise et Développement Durable)

Launching a PhD with a focus on Global Responsibility

- In September 2013, Audencia will launch an international PhD programme with a strong focus on CSR and sustainability.

Creating new chairs on Global Responsibility

- Before 2015, Audencia plans to launch new Chairs on at least four subjects strongly related to CSR and sustainability, i.e. responsible purchasing, equal opportunities between women and men, co-operatives and new business models as well as transmission of family businesses.
Partner with business to identify challenges and disseminate innovative practices

Audencia’s Institute for Global Responsibility and Entrepreneurship closely cooperates with businesses to understand their challenges and practices in the field of Global Responsibility and to support them in the definition and implementation of strategies that improve their economic, social and environmental performance. This cooperation concerns companies of different sizes, sectors and legal statuses and covers research and education.

Identify innovative practices in the field of global responsibility

Global Responsibility Awards

Since 2006, Audencia organises the annual Global Responsibility Awards. The aim is to identify and to award companies that have adopted innovative practices in the field of Global Responsibility. Also conceived as a pedagogical project relying on company and stakeholder audits and interviews conducted by students, the Global Responsibility Awards contribute to the spread of best practices among managers. In May 2011, the winners of the Global Responsibility Awards were: Veolia (large publicly-traded firm), Trait d’Union (SME), Arbalange (SME), Solution Recyclage (SME) and Nantes Habitat (jury’s special prize).

Think Tanks on Global Responsibility

Gigaset Think Tank on Responsible Marketing: In 2010, Gigaset and Audencia’s Institute for Global Responsibility and Entrepreneurship launched a think tank to identify innovative practices in the communication of environmental performance towards the consumer.
In 2011, several workshops were organised bringing together marketing directors of different companies. Audencia faculty members and other experts to analyse consumer expectations regarding environmental issues and to identify innovative practices in this field.

**AFMD Think Tank on Social Dialogue on Diversity:** In 2011, Audencia and HEC Liège co-organised a working group within the French Association of Diversity Managers (AFMD) to identify the social dialogue practices of French companies in the field of diversity. Faculty members of both academic institutions moderated workshops with representatives from companies and trade unions to understand the various initiatives in this field. The results of this think tank will be published in a practical guide for managers.

**Chairs on Global Responsibility**

**Chair on Global Responsibility in SMEs:** Launched in December 2011, this chair is held by André Sobczak and currently financed by four SMEs in Western France, i.e. Belfm, Les Coteaux Nantais, SCE and Sigma. Its aim is to develop research on the specific issues of CSR and sustainability within SMEs. The results of the research developed within this chair will be disseminated to encourage other SMEs to develop their own Global Responsibility strategies.

**Chair on Microfinance:** Launched in 2006, this chair is held by Christophe Villa and financed by Banques Populaires. Its objective is to analyse the business model and the management of microfinance institutions both in France and in emerging countries. In 2011, the chair organised an international workshop on research in microfinance and conducted a comparative study on the impact of the financial crisis on the development of microfinance.

**Develop innovative practices in the field of global responsibility**

**Executive Education in the field of Global Responsibility**

**Cycle for Advanced Studies in Sustainable Development:** In 2008, Audencia launched the Cycle for Advanced Studies in Sustainable Development in cooperation with École Centrale de Nantes, École des Mines de Nantes and École Supérieure d’Agriculture d’Angers. The aim of this ten-day executive education programme is to heighten company managers’, public authorities’ and other organisations’ understanding of the current economic, social and environmental challenges and to help them draw up policies and strategic plans to implement concrete initiatives. Alongside the lectures which take place over an eight-month period, the participants work on a Global Responsibility project with a regional outreach. In 2011, the group for this programme consisted of 18 participants.

**Tailor-made executive education:** Audencia’s Institute for Global Responsibility and Entrepreneurship organises tailor-made executive education programmes for companies that want to develop the knowledge and skills of their managers in the field of CSR and Sustainability. In 2011, Audencia for example organised a training on Global Responsibly for the senior managers of the Group La Poste.

**Support Global Responsibility projects developed by companies**

**Crédit Agricole’s Sustainable Suppliers Awards:** In 2011, Audencia was selected by Crédit Agricole SA to support the company in the organisation of its Sustainable Suppliers Awards that aims to encourage its suppliers to integrate CSR and sustainability into their strategies, by highlighting the most innovative approaches. The school developed the questionnaire submitted to the company’s suppliers and involved the students of the Global Responsibility Track in the pre-selection of the most responsible suppliers among the more than 75 candidates. Audencia was represented at the awards ceremony in December 2011.

**SEB’s Responsible Design:** Audencia’s Master in Marketing, Design and Creation aims to train managers to develop products and services tailored to all audiences. In 2011, in the context of a partnership with SEB group, students analysed the food consumption patterns of elderly people taking into account the disabilities associated with aging. Students were then able to formulate their recommendations.
and concepts to marketing, R & D and design managers of the Group. The second phase of this study will focus on adapting products and services to the elderly segment in emerging countries.

Offer corporate scholarships to students

Audencia closely cooperates with companies to offer scholarships for students and thus increase overall diversity within the school, while encouraging students with financial difficulties to pursue their studies. To do this, Audencia facilitates contacts between students and companies through the joint selection process before integrating them to the school (MBA, international masters or Grande École programme).

Disseminating innovative practices in the field of global responsibility

Global Responsibility Booklets

The Global Responsibility Booklets are the result of an innovative pedagogical cooperation between faculty, students and company managers. Each booklet analyses a responsible management practice implemented in a company and its possible dissemination in other organisations. The booklets are used by Audencia’s faculty and may be purchased on Amazon. In 2011, the 5th booklet was published. It is dedicated to the negotiation and implementation of the international CSR agreement between the EDF Group and a group of national trade unions.

Parliament of Responsible Entrepreneurs

In May 2011, Audencia hosted the 2nd Parliament of Responsible Entrepreneurs, a French network of entrepreneurs and managers committed to Global Responsibility. After its first edition that took place in 2010 at the French Senate in Paris, the event at Audencia brought together more than 700 entrepreneurs and experts from the entire country to discuss in various thematic workshops and to formulate expectations towards public authorities in order to support responsible companies.

Companies Audencia has cooperated with in 2011:


Strategic partnership between Audencia and WWF France

Mainstreaming CSR in all programmes

Continuing its integrative approach on the stakes of Global responsibility in the curriculum begun at the time of the signature of the United Nations Global Compact in 2004, Audencia agrees with WWF France for the period 2010-2013 on the four following projects:

1. Integration of Global Responsibility in all modules of all programmes by 2013.
2. Integration of a cross-disciplinary case study on Global Responsibility in the evaluation of students in the Grande École programme by 2011.
3. Integration of Global Responsibility in the internship specifications for students by 2012.
4. Development and deployment of an annual poll of all students to measure their perception of the stakes underlying Global Responsibility and their level of preparation.

Reducing our environmental footprint

In line with its commitment to integrate GR in its practices, a commitment made since the signature of the United Nations Global Compact in 2004, Audencia will for the 2010-2013 period engage in making significant progress in the environmental domain through several key projects:

1. Making internal stakeholders aware
2. Policies in favour of the climate
3. Purchasing policies
4. Waste and recycling
5. Paper
6. Events organisation and management of green spaces
Dialogue: We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Be an active stakeholder of the community

Changing business models and management practices in order to make them more responsible is a long-term objective that business schools cannot achieve alone. Audencia’s Institute for Global Responsibility and Entrepreneurship thus closely cooperates with other stakeholders to share its expertise and experience and to develop the school’s activities in teaching and research in order to leverage our common impact on business and society.

Be an active stakeholder within the regional community

Audencia’s Institute for Global Responsibility and Entrepreneurship is an active partner of the various CSR and sustainability initiatives within the school’s regional environment. Its positioning within an international business school allows the institute to works as a link between the regional players from business and government and international academic debates. The aim is both to communicate internationally on innovative practices developed in Western France and to give the local players access to ideas from other countries and stakeholders.

Nantes Metropole’s CSR Resource Centre: Audencia’s Institute for Global Responsibility and Entrepreneurship works with Nantes Metropole (590,000 inhabitants) to create a CSR Resource Centre for local companies that want to develop a strategy and concrete actions in the field of CSR and sustainability. The aim of this centre is to provide all motivated managers with easy and free access to all relevant information in this field, i.e. the relevant standards, best practices and the various supports available for companies. Audencia and Nantes Metropole manage
the project’s steering committee in close cooperation with the various stakeholders in the territory.

**Saint Herblain’s Global Responsibility Charter:** In 2011, Audencia began with the City of Saint Herblain (43,000 inhabitants), part of Nantes Metropole, the development of a Global Responsibility Charter for the local companies. The aim of the charter is to encourage companies to increase their economic, social and environmental impact on the territory. Each signatory company must set up an action plan each year with at least one action in each of the three dimensions of the charter, i.e. impact on employees, impact on the natural environment and impact on the community. The action submitted is validated by an external stakeholder committee made up of representatives of the local government, trade unions, employers associations, NGOs and academics. Currently, 40 companies of different sizes and sectors have signed the charter.

**Pays de la Loire Region’s Plan for Sustainable Employment and Economy:** In 2011, Audencia took part in a series of consultations on CSR and sustainability organised by the local government of the Pays de la Loire Region (3,510,500 inhabitants). In the context of the new Regional Plan Employment and Sustainable Economy, these workshops dealt with quality at work and responsible purchasing. The goal of these exchanges between representatives from economic, social and political world on the meaning of work was to share responsible practices with employees, in particular among SMEs. The conclusion of these workshops were included in a Regional Plan for Sustainable Employment and Economy launched at the end of 2011. It constitutes a guideline for future actions by the local government in which Audencia will be involved.

**Organise debates on global responsibility for its stakeholders**

Audencia’s Institute for Global Responsibility and Entrepreneurship aims to promote responsible practices in firms and other organisations. To do so, the Institute organises events for managers, employees and alumni. These events emphasise not only the need to make a commitment to the environment and society, but also the opportunities that such a strategy represents for the economic performance of a company.

**Parliament of Responsible Entrepreneurs:** In May 2011, Audencia hosted the 2nd Parliament of Responsible Entrepreneurs, a French network of entrepreneurs and managers committed to Global Responsibility. After its first edition that took place in 2010 at the French Senate in Paris, the event at Audencia brought together more than 700 entrepreneurs and experts from all over France to discuss in various thematic workshops and to formulate expectations towards public authorities in order to support responsible companies.

“As a regional councilor, I am in charge of the social economy. The Pays de la Loire Region aims at bringing together the economic actors of the territory around the issue of social responsibility and sustainable development. As such, we have cooperated for some years with Audencia. The goal of these partnerships lies in the provision of expertise and knowledge on the different networks operating in the region. Their approach which may be called “useful research” enables them to put their academic knowledge in line with the reality on the ground. In all our projects, we look for complementary partners working towards a common goal of economic and responsible development planning. That’s the way Audencia is working.”

Fabienne Renaud
Regional Councilor Pays de la Loire in charge of CSR
Global Responsibility Workshops: Since April 2011, Audencia organises every month an informal Global Responsibility workshop for students of all programmes, faculty and staff members. During these workshops, a business leader, an NGO representative or an expert shares experiences and views about Global Responsibility and discusses the possibility of spreading them in other organisations. In 2011, Audencia welcomed the following speakers:

<table>
<thead>
<tr>
<th>Month</th>
<th>Speaker</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>April</td>
<td>Global Responsibility approach of the Chamber of Commerce of Nantes-Saint Nazaire, presented by Christian Le Cornec, CEO of Nantes St-Nazaire Chamber of Commerce;</td>
<td></td>
</tr>
<tr>
<td>May</td>
<td>The Natural Step, presented by Olivier Hervé-Bazin, engineer and independent Natural Step Consultant of CO²</td>
<td></td>
</tr>
<tr>
<td>May</td>
<td>Giving meaning to performance, presented by François Guérin, CEO Bel'M, winner of the Global Responsibility Trophies</td>
<td></td>
</tr>
<tr>
<td>September</td>
<td>The ethics of products, presented by Benoît Couteau, CEO DFC² SAS</td>
<td></td>
</tr>
<tr>
<td>October</td>
<td>Partnerships between companies and NGOs, presented by Jérôme Auriac, CEO Be-linked</td>
<td></td>
</tr>
<tr>
<td>November</td>
<td>Organising responsible events, presented by Gilles Poussier, Founder et President, Gens d’Événements, a communications company</td>
<td></td>
</tr>
<tr>
<td>December</td>
<td>Sustainable development means to increase efficiency of the hotel sector, presented by Gilles Cibert, founding Director of the hotel La Pérouse</td>
<td></td>
</tr>
</tbody>
</table>

“Soirées du Papillon”: Launched in 2008 by Audencia’s Institute for Global Responsibility and Entrepreneurship and the school’s alumni association, the series of conferences entitled “Soirées du Papillon” aims at encouraging alumni to define and implement a Globally Responsible strategy within their companies. The third edition of this event was organised in April at the Institut du Monde Arabe in Paris. Jacques Huybrechts, Founder of Entrepreneur d’Avenir, Serge Orru, CEO WWF France, Stéphanie Paix, CEO Banque Populaire Atlantique, Frédéric Thil, CEO Ferrero France and André Sobczak, Director of the Institute for Global Responsibility, discussed the theme “Building relationships with NGOs: a new business model for companies”.

Participate in workgroups, conferences and roundtables on global responsibility

Audencia’s faculty regularly participates in workgroups, conferences and roundtables on Global Responsibility in order to spread their expertise and experiences among managers or other stakeholder groups. In 2011, representatives from Audencia participated for example in the following groups and events:

- André Sobczak is president of the steering committee of Pays de la Loire’s Regional Association for the Improvement of Working Conditions.
- In 2011, Christine Naschberger took part in a conference on the fight against discrimination organised the French trade union CFDT.
Integrate global responsibility into the school's management practices

Audencia considers that its main responsibility lies in the integration of the principles of Global Responsibility in its core activities, i.e. teaching and research, so that the future managers trained at our school may develop more responsible strategies and management practices in business and other forms of organisations. However, it is also important that Audencia sets an example and progressively integrates principles of Global Responsibility developed in research and teaching into the schools' operations and management.

Improve our environmental impact

Measuring Audencia’s carbon footprint

In October 2011, Audencia asked Climatmundi to calculate the carbon footprint of the school's main campus (Jonelière, hosting 82% of the students of the Audencia Group). The challenge was to measure the ecological footprint taking into account transportation, energy, non-energy emissions, waste, real-estate, purchases of materials, products and services. Based on the conclusions, an action plan will be defined in each of these areas. All stakeholders of the school will be affected by its implementation. By the end of 2011, Climatmundi had finished to analysing the impact of transportation and energy consumption which represent 80% of the school’s total emissions. In 2012, Climatmundi will continue its analysis on the other aspects.

Organising an environmentally responsible companies forum

Each year, Audencia hosts over 75 companies and over 1000 students for two days at the annual corporate forum. In 2011, the organisation of this event was designed in order to reduce its environmental footprint:

Addendum Principle:
We understand that our own organisational practices should serve as an example of the values and attitudes we convey to our students.
Recycling: The waste generated by the event was sorted in cooperation with Solution Recyclage, a company that obtained Audencia’s Global Responsibility Award in 2011.

Eco-conception: The stands were built using PEFC certified wood, the carpets were recycled and the light bulbs used low energy.

Catering: The meal for the 450 participants attending the forum was made with organic, local and seasonal production. A specific display informed the participants about this choice.

Paper: For the communication, 70% of the paper used was recycled and the number of leaflets published was reduced by 25% as compared to 2010.

Communication: All companies participating in the forum explained their policies in the field of CSR and sustainability in the brochures distributed to students.

Other examples of actions already implemented at Audencia

The reduction of Audencia’s environmental footprint has been an aim for many years. Many within the school have thus implemented actions to achieve this objective:

- All lighting at Audencia is with energy saving light-bulbs
- At the school’s restaurant, 30% of the ingredients used are organic and/or local.
- Audencia’s annual Triathlon that involves more than 65,000 athletes obtained the sustainable development label from the French Olympic Committee.
- All products used in the school’s printing shop are recycled.
- Audencia financially supports the use of public transportation by employees.
- All paper collected within the school is recycled by an association working to foster social inclusion.

Improve our social impact

Offering healthy food from local farmers to employees and students

Audencia’s works council and the student association SIFE Audencia decided to promote healthy and local food from local farmers by creating a joint association. This initiative aims at helping local farmers with financial difficulties and at increasing consumer demand for local food. The project has three main impacts. The first is economic: the producer earns up to 40% more through this direct sales channel than through wholesalers. The second is environmental: the crops of the farm are certified organic and are therefore environmentally friendly. Furthermore, CO2 emissions are reduced due to reduced transportation because it is a local system. In addition, packaging is minimal. Moreover, as the offer meets the demand perfectly, there is no waste. Thirdly is the social impact: direct selling is indeed a sales channel that is much more pleasant for the producer.

Facilitating the access to higher education

Three institutions of higher education in engineering, veterinary and agronomy have joined Audencia in the BRIO project which aims at encouraging pupils from low-income families to pursue a higher education. This year, 160 students from 11 high-schools in Nantes are mentored by tutors – 20 of them from Audencia. BRIO help the pupils to widen their cultural awareness through many activities such as artistic workshops, attendance at theatre performances, company visits, meetings with professionals and career advice.

In order to mobilise as many students around this issue, the project “class gift” was launched in 2011 by Audencia. Its objective is to develop a gift culture among students, employees and businesses by appealing to their generosity. In 2011, € 9000 was collected to finance the attendance of three cultural events for each beneficiary of the BRIO programme.

Furthermore, each year Audencia and the Audencia Foundation dedicate a portion of their budget to scholarships. The equivalent of 50 Grande Ecole programme students’ tuition is funded annually through this budget. The Audencia Foundation Campaign supports social and cultural events as one of its priorities.
Learn more about Audencia’s activities in the field of global responsibility

Global Responsibility Blog
Launched in 2004, the Global Responsibility Blog aims at disseminating Audencia’s activities in the field of CSR and sustainability. Every month, the blog has more than 1500 visitors.
> www.responsabiliteglobale.com

Audencia website
> www.audencia.com

Audencia Foundation website
> www.fondation-audencia.com

Contact the Institute for Global Responsibility and Entrepreneurship

André Sobczak
Founding director
asobczak@audencia.com

Aline Polipowski
Development Manager
apolipowski@audencia.com

Julie Bayle-Cordier
Academic director Global Responsibility
jbaylecordier@audencia.com

Claire Champenois
Academic director Entrepreneurship
cchampenois@audencia.com