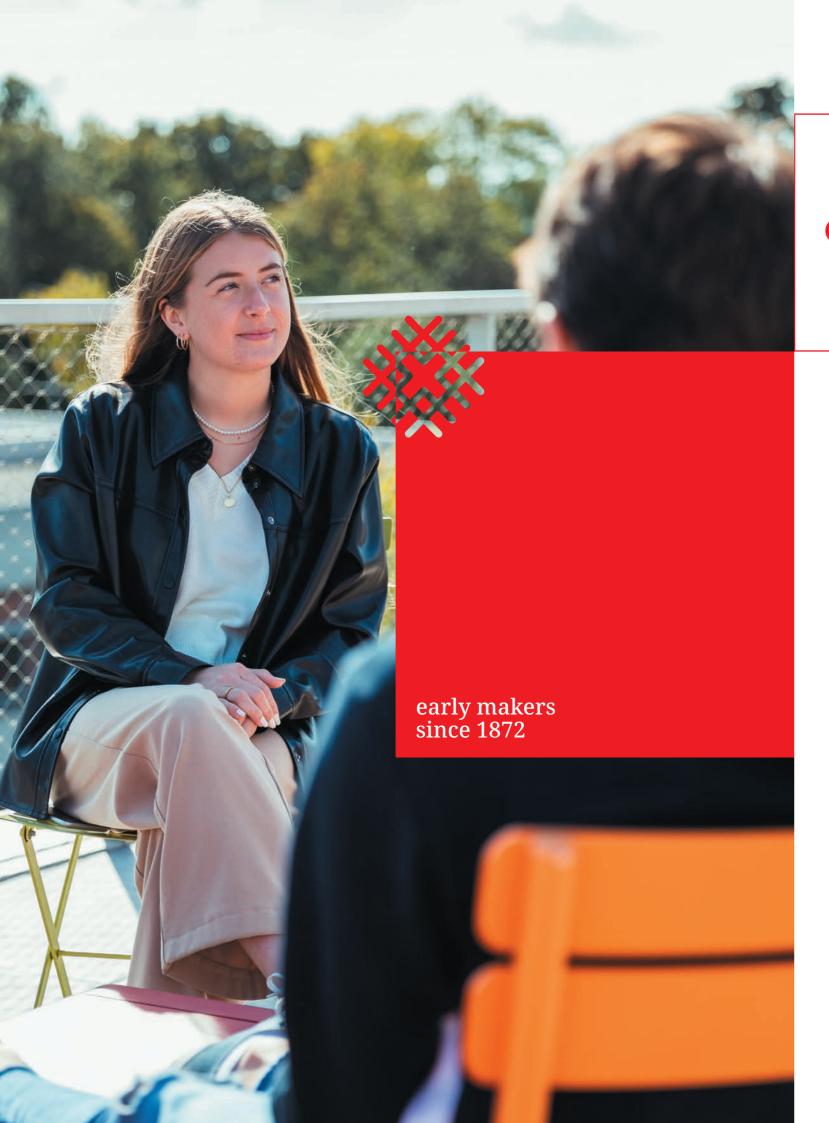




em lyon business school

30



Contents

mental





By Isabelle Huault, Executive President and Dean, **emlyon** business school.

Despite the pandemic, 2021 was a fruitful year for **emlyon** business school, in its role as an academic institution that creates high-level scientific knowledge and then disseminates it to its students and society as a whole. A new momentum has been generated with the Confluences 2025 strategic plan, which is now the guiding thread of the entire School life. This initiative, launched in early 2021, rallies all emlyon's stakeholders around a clear project and shared aspiration, namely to be among the top 15 European Global Business Universities by 2025.

Our ambition is structured around three areas of focus: academic excellence through hybridization, environmental and social engagement, and the pursuit of networking internationalization. The Confluences 2025 strategic plan is being rolled out in consultation with all stakeholders. Teaching staff, administrative teams, students and partners all play a key role and I would like to thank them for their active participation in the development of the School.

We are now committed to a new path in the form of a four-year plan that builds on the School's historical strengths and fundamentals, yet also introduces far-reaching transformations, such as signing off academic partnerships in the fields of art, design, engineering and social sciences. We are committed to keeping our promise, namely to achieve excellence and recognition in the global academic arena, driven by a Faculty enhanced by new international professors. Last but not least, we are committed to a cause: serving the general interest and the common good for a fairer, more supportive and more sustainable society, through a range of projects, including the launch of la toile, The School of digital qualification and the inclusion of socio-climatic issues in our curricula.

A FIRST ASSESSMENT

This annual report details some of our actions through a review of our achievements in 2021 in relation to the Confluences 2025 roadmap. It provides an overview of our achievements; however, links have been inserted throughout the report for additional digital content.

Enjoy!



06

emlyon business school

Hybridize to understand: anticipating the needs of organizations

To meet the complex challenges of the socio-economic world, emlyon is seeking to bolster the role of its Faculty in the global scientific conversation and social debate. Over and beyond management and management sciences, it has affirmed its intent to enrich its curricula by adding other disciplines.





Experimenting and developing multiple skills

The School's desire to hybridize its programs, thus helping to develop reflexivity, critical thinking and creativity, is reflected in its academic cooperation with other renowned higher education institutions.

Objectives

2020/2021 indicators

+10
new double degrees

new partner institutions of excellence in France

News

Two new academic partnerships in the fields of arts and economics

In June and July 2021, emlyon signed two new partnerships with renowned higher education institutions:

- the École Supérieure d'Art et Design in Saint-Etienne and the Cité du Design, with which it engages in academic, educational and cultural activities
- the École Normale Supérieure de Lyon, which gives students in the MSc in Management - Grande Ecole an opportunity to study macro-economics at Lyon ENS, as well as giving ENS students access to courses in mathematical Finance at emlyon.

News

A new MSc in Cybersecurity & Defense Management

Focusing on 5 skill blocks (Geopolitics, Innovation and Business Development, Cybersecurity and Technological Project Management, Strategy and Analysis, Leadership and Ethics), this program enables students to develop a global vision of defense issues and acquire hybrid skills to address them. The program is taught by top academic and professional experts in security and defense, thanks to many partnerships, including with the Ministry of the Interior and the CREOGN, Sopra Steria, Byblos Group, Michelin, Cluster Eden and Sécurité et Défense Magazine.

A **17 million euro** investment plan has been launched over three years to boost the School's digital transformation and enrich the digital experience of students through learning environments that are tailored to hybrid pedagogy.





Research to enrich training

The Faculty upholds the academic quality of the School and comprises top-level research professors from a large range of backgrounds in terms of nationality (over 25) and subjects, including management, sociology, psychology, data science, mathematics and philosophy.

They bring a wide range of perspectives and approaches to research and teaching, leveraging their expertise and know-how for the benefit of students in higher education programs and in executive education programs, the academic community and society as a whole.

Objectives

200 permanent professors

y wor

women (minimum) among the teaching staff

new research

2020/2021 indicators

170

permanent professors in the Faculty, 47% of which have an international background

36%

women among the teaching staff



The School increases its teaching staff

Continuing its high-level international recruitment drive, the Faculty welcomed a new cohort of 20 professors (including 9 women) in September 2021. Teaching in the areas of leadership, finance, innovation, artificial intelligence and social sciences, these new Faculty members produce and disseminate knowledge to students and the School's various audiences. More broadly, they will help drive the scientific conversation and societal debate.

"These new professors will contribute to the School's mission to anticipate, guide, support and give meaning to the key global transformations."

Tessa Melkonian, Dean of Faculty and Research



DISCOVER
THE 20 NEW
PROFESSORSRESEARCHERS



Events involving the general public

In 2021, Faculty members helped to disseminate their work among the emlyon community and the general public by taking part in a number of scientific mediation and outreach events:

At the Alumni Camp #3, Faculty members
 Lisa Buchter, Vincent Giolito and Mar

 Perezts presented the latest progress in
 their research to alumni in a Pecha Kucha
 format, using a pitch that requires
 creativity and concision.



VIDEO
OF THE IMPACT
SESSION

 The Artificial Intelligence in Management Institute (AIM) research center took part in the Fête de la Science for the first time, providing insight into RFID technology and how it impacts organizations and everyday life.

emlyon Faculty & Research

170 professors, of whom 36% are women

98% of professors hold a Ph.D. and **25%** are qualified to direct research work

10 books published

119 academic articles published in peer-reviewed journals and national and international media

1,450 articles published in the national and international press (e.g. Le Monde, Les Echos, Harvard Business Review France, AFP, Financial Times, Forbes and People Management), including 32 articles in The Conversation, by 19 authors

Examples of awards and honors:

- "Decennial Influential Article Award" by Leadership Quarterly to Philippe Jacquart and his article "On Making Causal Claims: a review and recommendations", for the outstanding impact of his research in the field of management and social psychology.
- "Highly Cited Researcher in the field of Cross-Field" at the Clarivate Web of Science Highly Cited Researchers Awards for Charbel José Chiappetta Jabbour, underlining the major impact of his work on the sustainable transformation of organizations in the international academic ecosystem.





An entrepreneurial spirit

emlyon's DNA

Communication campaign "Learn to make a difference, here and now"

Marking the start of its 150th anniversary celebrations, emlyon unveiled its new communication campaign in a range of major French media. The campaign celebrates the entrepreneurial spirit in the broadest sense and the main guidelines of the Confluences 2025 plan, namely social and environmental engagement, hybridization of knowledge, social inclusion, learning through engagement in associations and experimentation at the heart of its pedagogy.













The Lyon entrepreneur and business leader was the ambassador for the 1,262 first-year students enrolled in the MSc in Management - Grande Ecole. The students had the honor of meeting him during a lecture and benefit from his experience and friendly advice.





2021 Annual Activity Report

Engage in order to transform: social and environmental responsibility at the core of academic quality

Social and environmental issues impose new responsibilities on higher education institutions. This is why **emlyon** business school is committed to placing social and environmental engagement at the core of all its activities. Through its Confluences 2025 strategic plan, it reaffirms its determination to embody the image of a School family rooted in its community.





Supporting global transformations Social responsibility, the ecological emergency and the quest for meaning are all major concerns for our students. In order to address these concerns and ensure students learn the necessary skills, emlyon includes the notion of social and environmental engagement in its training programs and pedagogical project.

Objectives

2020/2021 indicators

100%

of classes in all

programs to be

reviewed in the

light of SDGs*

by 2023

increase in the Responsible Engagement

program each

ear, totaling 730

engagements in

2024-2025

of undergraduate training programs have a CSR component (mandatory or optional classes) 608

MSC IN
Management Grande Ecole
students have
completed their
Responsible
Engagement
program

News

emlyon consolidates its training programs based on the UN's SDGs*

Using the "SDGs Inside" methodology created for this purpose, emlyon is updating the skills repository of all of its training programs based on the 17 UN Sustainable Development Goals, in order to provide, through all of its courses, a comprehensive and global response to the challenges of our century.

- An SDG forms the common thread of each academic year. Projects carried out in the makers' labs are chosen accordingly and all students complete at least one project related to the chosen SDG. In 2021-22, it was SDG 10 "Reduce inequality within and among countries".
- In line with SDG 13 "Take urgent action to combat climate change", the "Climate Action" class has been made compulsory for the new students of the MSc in Management Grande Ecole and was inaugurated by a lecture by Pascal Canfin, President of the European Parliament's Environment Committee.
- The International MBA and Executive MBA were the first programs to modify the key skills of their repository, together with their classes (including the addition of a class entitled Connecting Business with Positive impact) and experimental schemes.

THE 2021 FINANCIAL TIMES RANKING RANKED THE EMBA 4^{TH} IN THE WORLD AND THE IMBA 14^{TH} IN THE WORLD (UP 1 PLACE), IN THE CSR CATEGORY.

*SDG: Sustainable Development Goals set by the UN

New

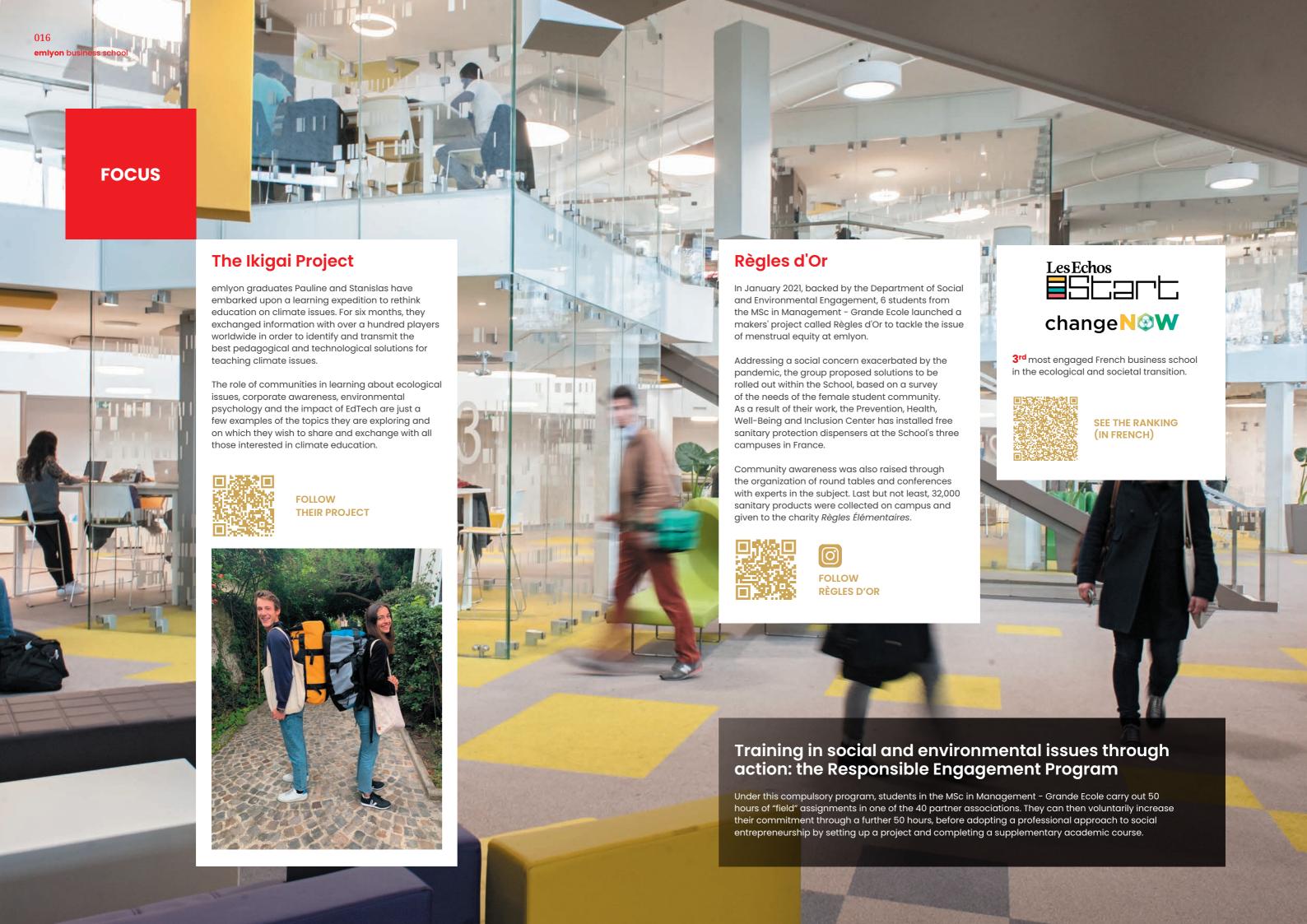
Engagement, a cornerstone of student life

In close collaboration with the rest of the emlyon community, students actively participate in the School's social and environmental mobilization, notably through the Corporate Council, associations, collectives and their projects.

- 1,000 students engaged in 56 associations.
- 10 associations and collectives have general interest missions supported by the School, including Solidari'Terre, Cheer-Up, NOISE, CasaBlanca, Help'em, em'anity, Human, Astuce, Collectif Olympe and Collectif em'brace.
- A "Head of CSR" position has been created within each student association to put forward practical proposals and initiatives in response to these issues.
- Inter-association projects, such as the Disability Awareness Week or the International Week run by the International Office to promote inclusion and international mobility.
- A pitch competition was jointly organized by the Communication Department and emlyon business school alumni to support charity projects with a positive social or environmental impact.



STUDENT MAGAZINE
"LE M" PUBLISHED BY
VERBAT'EM, SPECIAL
CSR ISSUE
(IN FRENCH)







Open to all talents

To enable all students to create conditions conducive to their success and to achieve empowerment through knowledge, social advancement and employability, emlyon has adopted a proactive policy of equal opportunity.

Objectives	2020/2021 indicators	
30% scholarship students by 2025.	17%	of CROUS scholarship students, 26% of which receive a grant from the School and the Foundation.
500 apprentices in 2024-2025.	148	apprentices in 2020/2021.
	62	participants in la toile.
	1	recruited diversity and inclusion officer.
	х3	the total donations collected by the Foundation.



Launch of la toile, The School of digital qualification

In May 2021, emlyon launched **la toile** (the net), a free intensive program for young people who have dropped out of school and those with low employment prospects as part of their work integration program in web-related fields. Two classes and 62 students have already trained at the makers' labs of **emlyon** business school.

In the second class of la toile:



are from educational priority city districts and/or in a vulnerable situation



are women



are long-term jobseekers



LEARN MORE ABOUT LA TOILE, THE SCHOOL OF DIGITAL QUALIFICATION



The emlyon business school Foundation commits to supporting social inclusion

Chaired by Philippe Klocanas since April 2021, the purpose of the **emlyon** business school Foundation, under the aegis of the Fondation de France, is to support the school's strategic development objectives, including equal opportunity. Alumni were particularly active in 2021, leading to a significant rise in donations and the support of approximately 1,000 students in their study projects through scholarships and an emergency fund that was increased due to additional pandemic-related needs.

"We aim to open emlyon to talented students who would be unable to attend without financial assistance, in order to open up to students from a diversity of backgrounds, who contribute a great deal to the school. We offer our sincere thanks to each and every donor".

Philippe Klocanas, PGE 1986 graduate



INTERVIEW WITH
MARC THIOLLIER AND
PHILIPPE KLOCANAS,
BY LE M VERBAT'EM
(IN FRENCH)



News

"Trait d'Union Multi-campus Multi-quartiers (TUMM)" and "Trait d'Union Prépa (TUP)"

These programs, which have been awarded a "Cordées de la Réussite" label by the Ministry of National Education, were started in 2006 at emlyon to promote access to higher education and prevent self-censorship.

Over 3,300 emlyon student volunteers have already helped around 6,270 middle and high school students (weekly tutoring, cultural outings, etc.) and more than 1,353 students in preparatory classes (language courses, personal development workshops, preparation and simulation of competitive exams).

In 2021, 99% of the preparatory students supported by the TUP program entered a *Grande Ecole* and 30% joined a top 5 management school.



VIDEO "EQUAL OPPORTUNITIES AT EMLYON"





New Mastère Spécialisé Juriste Manager International in apprenticeship training

The Mastère Spécialisé Juriste Manager International (an International Legal Management program taught in French) is one of the School's flagship programs. It is now open to students on the campus in Paris under a professional training contract or apprenticeship, meaning that students now have the possibility of having their training financed by a company and acquiring solid professional experience.

News

DD&RS label



emlyon has been awarded the **DD&RS label for 4 years (maximum period)**. This label was created to encourage and promote the sustainable development and social responsibility initiatives of French higher education and research institutions. The auditors recognized the level of social and environmental commitment of the School and the extent of the impetus initiated by its active community.



SEE THE CRITERIA FOR OBTAINING THE LABEL (IN FRENCH)



FOCUS

Corporate relations and partnerships

A new program in partnership with the National Union of Professional Footballers (NUPF)

emlyon has created a tailor-made program to train both male and female UNFP footballers alongside their sporting careers.

Through highly personalized support, profiling sessions, remote learning courses on a dedicated platform, meetings and group sessions, many subjects are covered in order to prepare for their professional transition and give them skills and knowledge useful for their sports career such as image rights management, contract negociation or leadership.

Launch of a customized "Destination Management" program with Groupama Auvergne-Rhône-Alpes

The aim is to provide support for all managers in developing their skills to successfully implement the company's strategic priorities. 200 managers (Directors, managers of managers and local managers) will be trained over an 18-month period.

The "Grand 8"



Although 85% of companies have embarked upon transformation over the last ten years, 75% of them have failed to improve their performance on account of human factors. The "Grand 8" (Big 8) approach is designed to bring about an

in-depth change in the managerial behavior of all managers and executive teams within the company in order to achieve the desired transformation. Published in a user's guide, the method is based on 8 foundations, 8 areas of application and 8 levers for successful transformation. It is used by the experts in customized training at emlyon business school to help partner companies restructure their managerial and leadership culture.



PRESENTATION OF THE GRAND 8 BY THIERRY NADISIC, PROFESSOR OF ORGANIZATIONAL BEHAVIOR AND CO-CREATOR OF THE METHOD

Working alongside companies to address social and business issues

"We want to carry out our key projects in close collaboration with our partners and the socio-economic community. This also involves building new, more responsible economic and social models with companies, and collectively engaging in actions that have a positive impact on society."

Isabelle Huault, Executive President and Dean, emlyon business school

- United around innovation, collaboration and engagement, emlyon business school and bioMérieux bolstered their relationship with the signing of a patronage agreement in June 2021. This group will be contributing to the School's social inclusion policy by awarding scholarships, as well as sitting on the Corporate Advisory Board, a consultative body for the development of emlyon's strategy.
- The School and Mazars are long-term partners and have just signed a 3-year patronage agreement. This includes closer ties with student associations and lectures on the inclusion of women in consultancy work.
- Named under the partnership with Groupama
 Auvergne-Rhône-Alpes, the L.I.VE 20 & 70 learning areas on the Lyon-Ecully campus were inaugurated at a meeting between the management teams of the two institutions.

Employability in numbers

Over 200 online events organized, with **300** participating companies

133,460 job offers posted by companies on our emlyon Career Center platform by JobTeaser

6,130 internships completed by students in **over 3,500** companies

emlyon business school

Living the world: network internationalization

Confluences 2025 reflects emlyon's desire to strengthen its international network to increase the School's global reach, by relying on the local roots of its campuses and partners and on a dense network of alumni throughout the world.



Strengthening the international academic network

Through its international campuses and academic partnerships, emlyon is strengthening its international footprint to offer training opportunities tailored to each individual person.

Objectives	2020/2021 indicators	
200 academic partnerships	academic partnerships with institutions of excellence	
	7 campuses worldwide, 4 of which are outside France	

Signing off new academic partnerships

emlyon business school has signed three new prestigious international partnerships to boost its presence in North America:

- with UCLA (University of California at Los Angeles), for certificates in Finance, Data Science, Marketing, Project Management and the entertainment industry;
- with **UC** (University of California) Berkeley and the Schoolab incubator, for an entrepreneurship and innovation course in the heart of the Silicon Valley, intended for students with a Tech project;
- with McGill University (Canada), enabling students to obtain a double degree in fields including Applied Marketing, Public Relations & Communications Management, Integrated Aviation Management, General Management and Entrepreneurship.

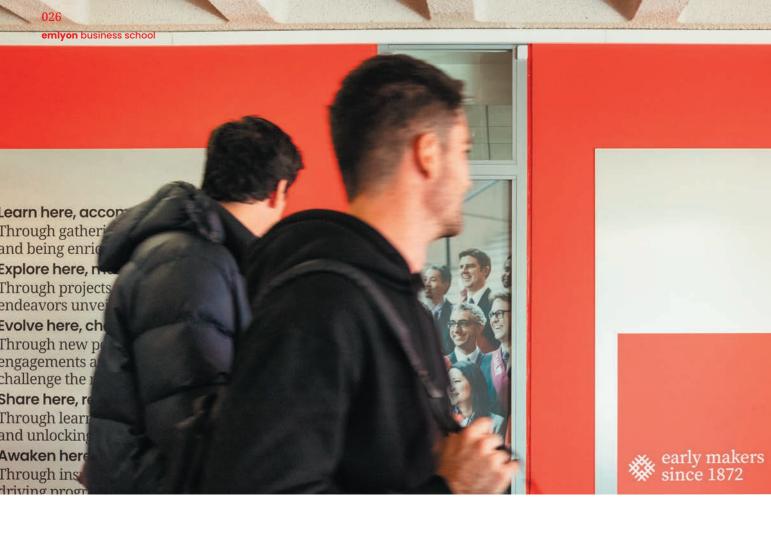
The School also signed a partnership agreement with the Institute of **Management Technology Dubai** on 29 June 2021, which includes academic exchanges and double degrees with the Global BBA and the MSc in Management -Grande Ecole. This agreement covers both the Bachelor's degree and the MBA degree awarded by ITM Dubai and enables students to gain in-depth knowledge of the Middle East and start their careers in the region after graduation.

Opening of the emlyon x Saint Xavier's College campus in Mumbai

emlyon business school confirmed its desire to establish a long-term presence in India with the opening of a second campus in Mumbai on the premises of St Xavier's College, thus becoming the first French institution in the city. The agreement signed on 16 April 2021 with the multidisciplinary college, a recognized institution for over 150 years, will enable 250 Franco-Indian students to benefit from an innovative hub and the extensive facilities of the 12,000m² campus.

Double degrees in Bhubaneswar with Xavier Institute

The first class of the MBA-MSc Sport Industry Management program started its academic year in September 2021 on the Indian campus in Bhubaneswar. The opening ceremony was attended by numerous personalities from the Indian sports industry, including players and managers from sports organizations. This program, which was jointly designed with Xavier Institute, enjoys major support from the government of Odisha. It prepares students for management and executive positions in the sports sector and, on completion of studies, awards a Master of Science in Sport Industry Management accredited by the Conférence des Grandes Ecoles and the MBA from Xavier Institute.



Increasing the global outreach of the **School**

Through its engagement and mobilization within the emlyon community and organizations, the alumni network of community-minded, enlightened and multiple talents, is a key driver of the School's influence in the world.

2020/2021 indicators

35,700

in 130 countries

new ambassadors in 2021, bringing the total to 205

205

network and career events

25% of alumni work abroad

EmployabilityWorld Tour

emlyon business school alumni is organizing a 2021-22 year-long employability world tour, in the form of webinars. Focusing on the local job market, cultural specificities, best practice and top tips, the sessions are designed to help network members with international career plans benefit from the experience of recruitment experts and graduates either native or established in the countries involved (including China, Japan, Germany, UK and Morocco).



REPLAYS OF PREVIOUS WEBINARS

of alumni have a positive image are proud to have studied at emlyon. 94% have a good opinion of the network, thanks to its active role. are still in contact with their

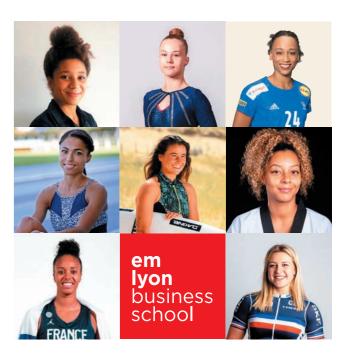
The School's strength, according to alumni 45% quality studies and teaching. 33% image and good reputation 22% effective alumni network. 21% employability

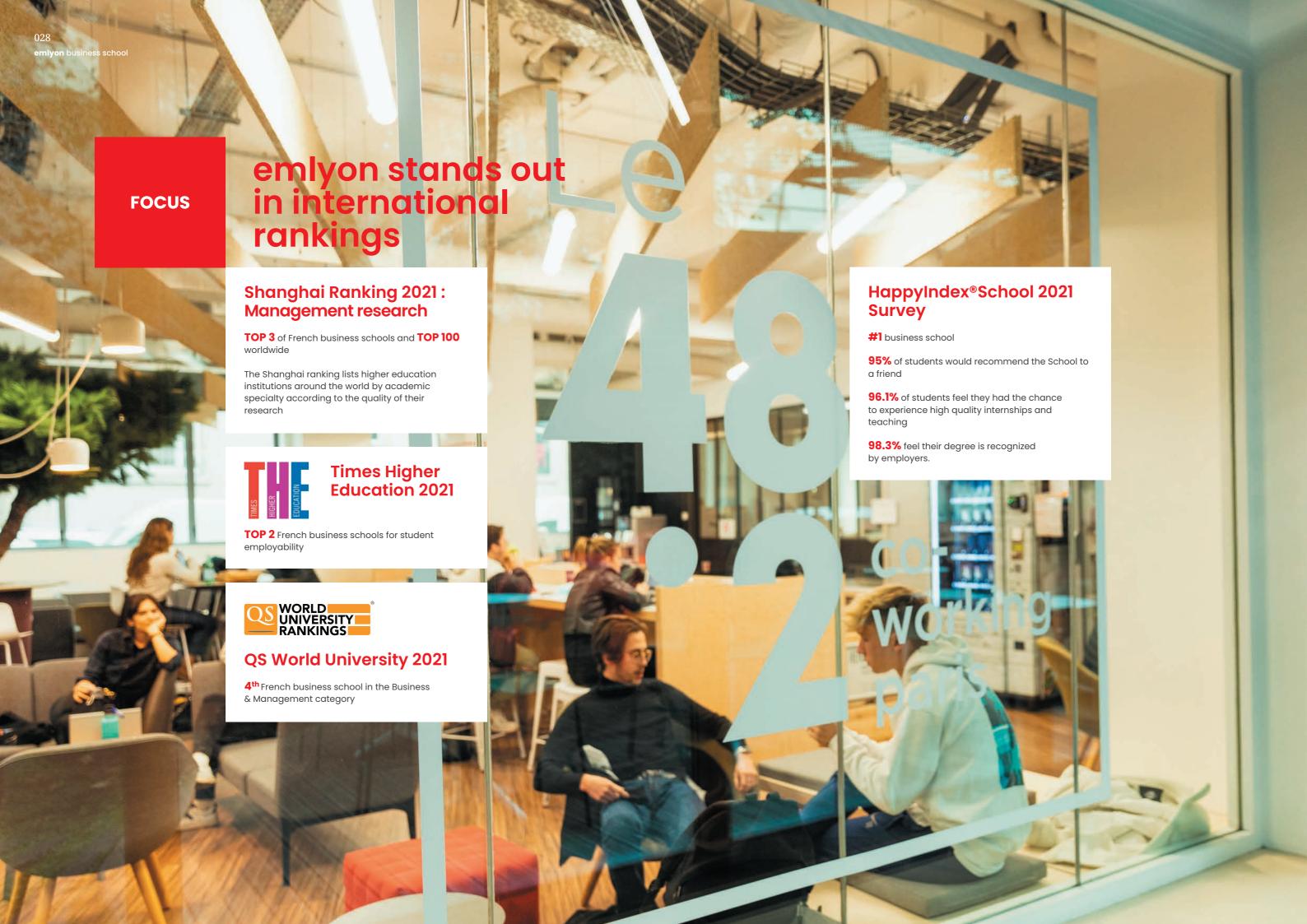
Second best represented French Grande Ecole at the **Tokyo Olympics**

emlyon business school supports a number of athletes in their studies and preparation for career change, through programs tailored to the constraints of High Level Athletes (SHN).

Eight female athletes, most of whom were enrolled in the Global BBA track SHN and Executive Master in General Management online (EMMGO), were selected for the Tokyo 2020 Olympic Games in individual and team sports.

- Johanne Defay, surfing
- Béatrice Edwige, handball | gold medal
- Aline Friess, artistic gymnastics
- Mathilde Gros, track cycling
- Floria Guei, athletics 400 meters
- Alaïs Kalonji, high diving
- Iliana Rupert, basket-ball | bronz medal
- Magda Wiet Hénin, taekwondo





The agora of transformations, a place that embodies our ambition

After 50 years in Ecully, **emlyon** business school is getting ready to return downtown, to the Gerland district (Lyon 7). More than a simple real estate project, emlyon's new campus is the embodiment of its academic ambition.

It is set to be a showcase for emlyon's excellence, meeting the full range of needs in terms of digital innovation, space modulation and access to resources, to offer users a modern and unique experience. Located in the heart of Lyon, and therefore more easily accessible and more attractive, its location will encourage synergies with its academic neighbors (ENS, IEP, University of Lyon, Isara, etc.).

It will be a place of debate, interaction, collective experience and transformation that will enable us to fully express our educational project.

Welcome to the agora of transformations.



VIDEO
ABOUT
THE PROJECT

July 2021: start of construction

5 October 2021: first tree planted

End 2023: completed campus handed over by the real estate developer Cogedim

2024: commissioning of the campus by emlyon







emlyon business school Campuses

LYON-ECULLY

23 avenue Guy de Collongue CS 40203 69134 Ecully cedex - France em-lyon.com

SHANGHAI

Asia Europe Business School 155 Tan Jia Tang Road Minhang District Shanghai 201199 - People's Republic of China www.em-lyon.com.cn

SAINT-ETIENNE

51 cours Fauriel CS 80029 42009 Saint-Etienne cedex 2 - France bba.em-lyon.com

CASABLANCA

Marina de Casablanca Tour Ivoire 4 20000 Casablanca - Morocco casablanca.em-lyon.com

PARIS

15 boulevard Diderot 75012 Paris - France em-lyon.com

BHUBANESWAR

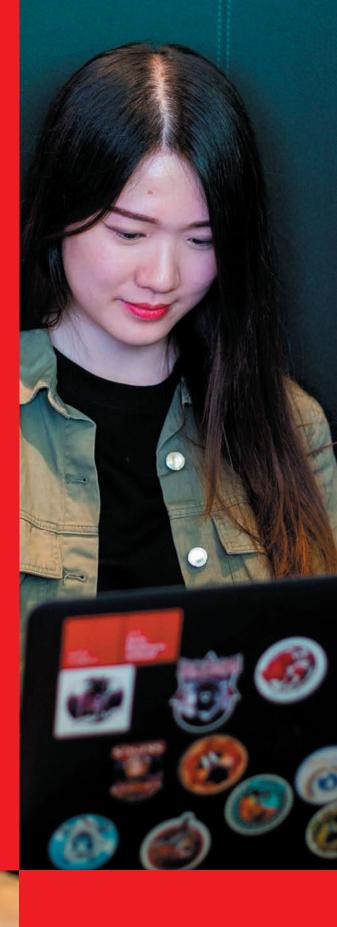
Xavier City Campus Plot No:12(A) - Nijigada - Kurki - Harirajpur Pin: 752050 - Dist.-Puri - Odisha - India xebs.edu.in

MUMBAI

emlyon Campus St Xavier College 5 Mahapalika Marg Mumbai 400-001 - Maharashtra - India xebs.edu.in



Visit our campuses on google street view















emlyon business school is a private institution for higher technical education which is approved by the state - June 2022 - non-contractual document - photo: Mathilda Perrot - Romain Etienne (Collectif ITEM) - Etienne Boulanger - PCA Stream - iStock.



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