



# Engagement report



This report presents a summary of the key elements of our CSR policy for the 2023 period. It includes items from both our non-financial report and our Steering Committee report.

2023



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Any use of the masculine gender is intended solely to make this document easy to read. It does not contradict the attention paid by **emlyon** business school to non-discrimination based on gender.

# About us

## → A unique and engaged school

Founded in 1872 by the Lyon CCI, emlyon business school is a State-accredited private institution of higher education.

It is one of the oldest business schools in Europe. The School is part of the 1% of the world's business schools that have been awarded the three international accreditations: AACSB, EQUIS and AMBA.

### The emlyon business school community



**6** campuses

Lyon, Shanghai, Saint-Étienne, Paris, Bhubaneswar, and Mumbai



**9,050** students



**Over 6,900** executives and managers in continuing education



**1,013** students involved in **45** associations, collectives and student initiatives



**41,700** graduates in **130** countries



**125** nationalities



**166** professors of whom **51%** are international



**200** academic partners

of whom **95%** have a PhD or doctorate

# Introduction

## Isabelle Huault

CEO and President of the Executive Board of **emlyon** business school



*In the face of unprecedented geopolitical, social, environmental, technological and economic upheaval, **emlyon** provides new and relevant responses to the challenges of a disrupted and challenging world.*

*of our ecosystem and planet. **emlyon** is an engaged school, an activist for sustainability: its research and training aim to transform the very core of the economic system, promoting the creation of economic, social and environmental value as part of a long-term vision.*

*Faithful to its roots and humanist values, **emlyon** wishes to embody, through all its activities, a socially aware **organization that transforms organizations and businesses.***

*Our mission statement, under our status as a benefit corporation since 2021, embodies this commitment to serve the public interest.*

**“a significant budget of €5.2 million”**

*To embody and promote our mission, we have committed a significant budget of €5.2 million and plan to increase this amount within 5 years.*

*Through the production of scientific knowledge and innovative learning methods, our School promotes the ability to plan ahead in order to explore sustainable futures, by developing an open mind and a desire to build and engage.*

*Thanks to its new campus opening in 2024, emlyon will benefit from facilities that are connected, open to the city and the world, and compliant with the most stringent environmental standards. Aware of the planet's limits, students, alumni and partners will be able to imagine, achieve and promote transformative projects that will help create a fairer society that respects the planet.*

*It harnesses research, knowledge hybridization and a "maker" pedagogy based on "doing" to drive a radical commitment, namely to nurture the spirit of exploration and entrepreneurship for the sustainability*

→ This 2022-2023 annual engagement report summarizes our achievements with respect to our commitments as a Benefit Corporation.

# Our mission

→ emlyon adopted the status of Benefit Corporation in 2021. This change in status enabled the School to reassert its public interest mission and set a common course in terms of its social and environmental commitments.

In our mission, we reiterate our convictions:

- 1 efficiency must be combined with **responsibility** and **humility**
- 2 businesses and the economy must also produce **social** and **environmental justice**
- 3 the necessary transformations require **science, awareness** and **audacity**
- 4 we need to act and **lead in a different way** for the **common good**.

The School's mission statement is:

**“To provide lifelong training and support to enlightened people who effectively change organizations to build a society that is fairer, shows solidarity for others and respects the planet.”**



# The 10 goals of our engagement

→ To embody and drive our mission, we undertake to pursue 10 statutory goals that systemically cover all of the School's activities, from training to research, as well as how the School functions.



## As regards training

- 1 Nurture the **spirit of enterprise** and engagement with teaching grounded on experience and testing
- 2 Develop **reflexivity, critical thinking and creativity** through the pluralism and interconnection of knowledge
- 3 Hone **students' skills** so that they can meet **social and environmental challenges**
- 4 Enable each student to develop their self-knowledge, open up their professional horizons and boost their **employability**



## As regards research

- 5 Promote academic freedom and develop **pluralistic research**
- 6 **Play an active role** in the global scientific conversation and in socio-economic debates, taking a stand on the relationship between value creation and social and environmental justice
- 7 Keep **training programs** relevant by incorporating newly-created knowledge



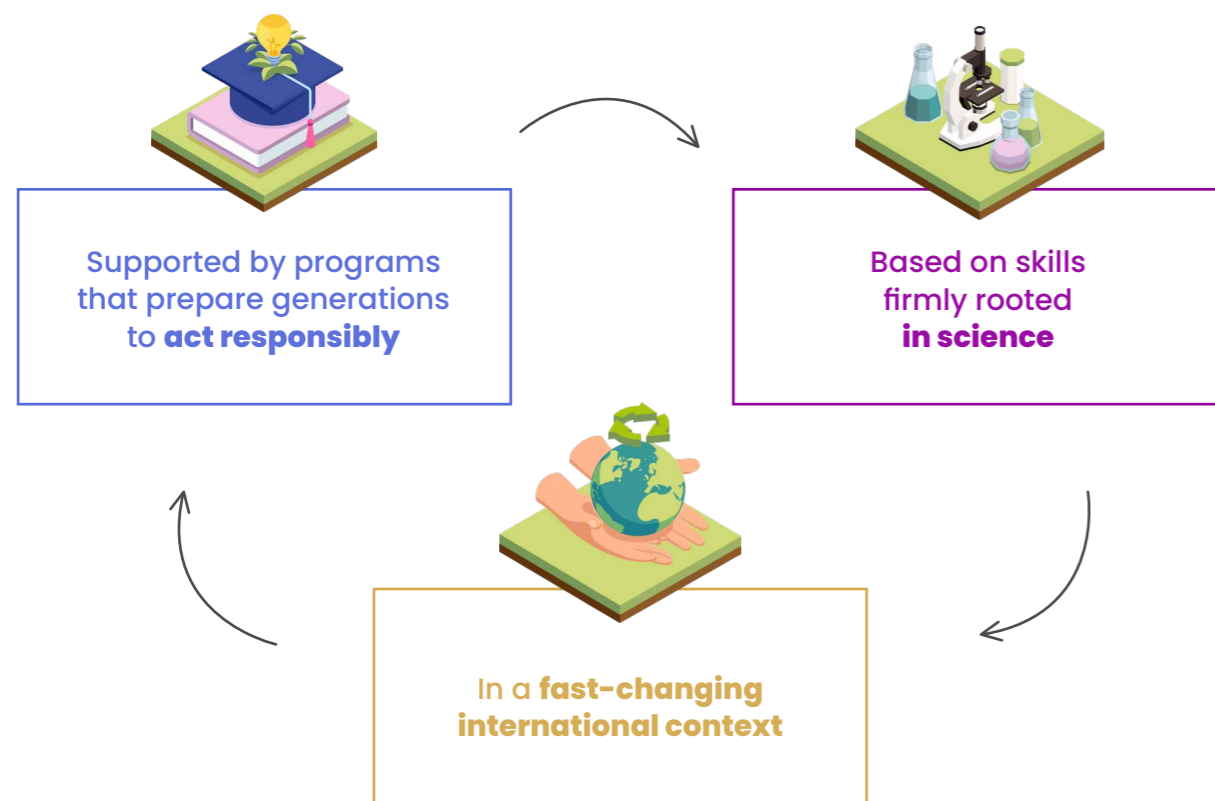
## As regards functioning

- 8 Make our School an **innovative organization for inclusion and environmental protection**
- 9 Embody a **management model** in our practices that respects people and helps them develop
- 10 **Engage all the School's stakeholders** in an active community that shares **emlyon's** educational project

# Our impact path

→ We are committed to strengthening our positive influence on society by reducing our carbon footprint.

The School has deployed an academic model:



**Our new campus in Lyon embodies our strategic ambition.**

It has been designed as a hub and the meeting place and training ground of all those involved in the enlightened transformation of themselves and the world: transforming individuals, society and organizations to be fairer, more sustainable and show solidarity for others.



## By 2025, we are committed to...

### DELIVERING PROGRAMS THAT PREPARE ALL GENERATIONS TO ACT RESPONSIBLY

- **100%** of students will receive training in social and environmental issues
- **100%** of experiential projects will take CSR issues into account and at least **50%** of projects will address them directly
- Creating a specific range of programs

Level of maturity in 2023



### ENSURING ALL SKILLS AND STANCES ARE FIRMLY ROOTED IN SOUND, PLURALIST SCIENCE

- **Creating research chairs** promoting the transformation of learning and businesses
- **Maintaining publications issued by the Faculty as the main source** of the stances taken by the School
- **Continuing to promote Research through emblematic events** highlighting the mission's challenges



### BOOSTING OUR IMPACT AND ROOTING THE SCHOOL FIRMLY IN AN OPEN ECOSYSTEM

- **100%** of CROUS scholarship students will Receive additional support from the School
- Increased number of initiatives to promote inclusion and programs helping people with low employment or education prospects
- **100%** of staff will receive training in social and environmental issues
- Carbon footprint: reducing our greenhouse gas emissions as far as possible and contributing to **net zero by 2030**
- Increasing the **involvement of alumni and companies** in School activities



# A long-term commitment



## 2020

Transformation of teaching:  
creation of the skills repository  
**SDGs Inside**

**Combating discrimination and Sexual and Gender-Based Violence:** creation of the speakup whistleblowing scheme

Development of learning: creation of the **CFA emlyon**

Commitment to PRME - Principles for Responsible Management Education

Renewal of the BSIS label - Business School Impact System



## 2021

**15 years of the social accessibility program**  
“Multi-campus Multi-neighborhood Link”

The 2023 Confluences Strategic Plan Social and Environmental Engagement is one of the 3 pillars.

**Creation of La Toile:** the digital qualification school for people with low employment prospects **100% free**

**emlyon becomes a benefit corporation**



The Climate Fresco is mandatory for students

“Acting for the Planet” compulsory course

**DD&RS label**

First Carbon Audit



## 2022

**150 years** of the emlyon business school

New **scholarship policy** covering up to 100% of school fees for PGEs

Launch of the **Climate Plan**  
Contribution to Net Zero by 2030

Signing of the **Responsible Supplier Relations and Procurement Charter**

**1st Steering Committee report**



## 2023

**30 years of the Foundation**

First “Sustainability Research Day”

**Signing of the LGBT+ Charter** from Autre Cercle

Three new teaching and research chairs in line with the mission's challenges

Appointment of an **associate dean of Anthropocene pedagogy**

New 3-class compulsory course  
**“Acting to think, thinking to act in the Anthropocene”**

**2nd Steering Committee report**



2022 - 2023 achievements

# Training

→ The skills provided to meet social and environmental challenges are designed to help students choose careers in line with their aspirations and give them the opportunity to have a positive impact on society.

## Transformation & hybridization of learning



The School has completely redesigned its courses to systematically integrate the acquisition of CSR skills to meet the challenges of ecological transition and social responsibility.

All classes in all courses are being reviewed on the basis of the SDGs Inside repository created by emlyon's research professors.

- This analytical framework ensures that every emlyon course integrates the repository of 35 CSR skills and identifies which skills are already taught and which need to be reinforced or developed.
- The acquisition of these skills, in all subject areas, is cross-referenced with the UN's 17 Sustainable Development Goals, to give learners the expertise they need to meet the challenges of the millennium.



**87%**  
of courses were reviewed in 2023

## New courses and programs focusing on sustainability issues



"Acting to think, thinking to act in the Anthropocene" is an innovative and unique course designed by emlyon's professors. It comprises three classes:

- **Acting for the planet:** an introduction to the complexity of climate-energy-society issues and understanding how to take action by analyzing real-life situations and producing recommendations on different levels.
- **Responsible Engagement:** a contribution to a public-interest mission in line with the SDGs, through 50 hours of volunteer work on a project with a social and/or environmental impact in a non-profit, followed by a course on the synergy between the theory of change and civic engagement
- **Sustainable Futures:** an experience involving never-before-imagined futures to broaden and transform the vision of the world as seen by corporate leaders in order to rethink organizational strategy, and in doing so, help to design "habitable" environments"



**1,536**  
missions



**81,450**  
hours of volunteering

## A unique educational signature embodying the spirit of enterprise



With our "early makers" educational signature, we provide an approach to learning that is based not only on the transfer of academic knowledge, but also on "learning experiences" and engagement, enabling students to constantly interweave reflection and action: "doing to learn and learning to do". The School is continually developing experiential approaches in all its student programs. **Each experiential action is followed by a reflective phase** enabling students to evaluate their practices, by verbalizing the context of the action or experience.

This active pedagogy enhances the transfer of learning, since it encourages students to reflect on their own thinking.

- **Action learning:** participation in a number of projects focusing on disruptive business models in conjunction with companies (e.g. Transforming early makers)
- **Managing innovative projects:** collective work within a makers' project or UX design project
- **Community involvement:** 1,013 students are involved in 45 associations and collectives, 8 of which have a public interest mission
- **Civic engagement:** via the responsible engagement programs in PGE or the mission projects for the Global BBA
- **Entrepreneurship program:** the Business Creation project for all first-year students, the Entrepreneur Academy (pre-incubation option during the course), and other incubator and gas pedal programs

### Entrepreneurship that creates

#### sustainable agriculture

"I created Fermavers, a start-up that produces insect production modules for farmers, as a graduate of the Entrepreneurship & Innovation Management Specialized Masters program at emlyon.

We benefited from the incubator's personalized support, and 2 years on, we've just been awarded the Pépité Nationale prize for ecological transition, a huge boost that testifies to our contribution to a more environmentally-friendly future."



**Camille Sotton**  
Co-founder of Fermavers  
Alumni emlyon

**"The incubator's personalized support"**

### Civic engagement

#### Responsible Engagement Program

"As I'm very prone to self-censorship, I was helped by the mock oral exams organized by non-profit ASTUCE when applying for entry to the School. When I arrived at emlyon I was determined to reciprocate.

For my responsible engagement, I therefore chose to tutor students in the disadvantaged neighborhoods of Lyon. We also took the students on cultural outings, to Paris in particular.

This unique experience, which is a requirement for my degree, made me feel really useful. Witnessing their progress and pride meant a lot to me."



**Eva Large**  
Student in M1 of the PGE - General secretary of ASTUCE (Association des Tuteurs pour la Culture et l'Épanouissement)

**"A program that trains students through action"**

## New partnerships that strengthen program hybridization

- Creation of a **BSc in Data Science for Responsible Business** with Centrale Lyon
- Creation of undergraduate training on the challenges of the ecological transition with the **Collège des Hautes Études Lyon Sciences, CHEL[s]**
- emlyon has acquired a stake in the **London Interdisciplinary School**

2022 - 2023 achievements

# Research



Scientific research is at the heart of the School's strategy. It informs the global scientific conversation and fuels economic and social debate. It also sheds light on the responsibility of managers, through critical perspectives that are needed in a partially unknown world. Research has a key role to play in helping to reinvent the way companies operate and their contribution to society.

## A tradition of high-level research



The aim of research is to help reinvent the way businesses are run and how they contribute to society, as well as offering our students an educational experience that is diverse in its approach, plural and world-class.

## An active role in the global scientific conversation

With the utmost respect for academic freedom and the plurality of research, our work provides learners and businesses alike with critical and systematic reflection based on the latest findings.

63%



of the publications issued by the emlyon Faculty address the challenges of the mission.

emlyon's 12 research centers all link research and practice in order to address and anticipate changes in our society. These include:

- **French Institute of Corporate Governance**  
"The Anthropocene and the crossing of global thresholds are set to shape the strategic choices of businesses through new governance frameworks and practices."
- **Entrepreneurship & Innovation Research Center**  
"Innovation and the spirit of enterprise have always been a powerful driving force in our society. Both are tools for meeting societal challenges."
- **Ethnographic Institute**  
"A focal point for reflection on social change in the world, based on three pillars: research, education and public debate."
- **Lifestyle Research Center**  
Organizer of the first "Sustainability Research Day" focusing on the 12 SDGs

## Research designed to transform businesses



### 3 new chairs in 2023

#### 1. "Anthropocene Strategy" Chair

with **carbone4**

a consulting firm specialized in decarbonization and adaptation to climate change.

This Chair will help design a new generation of tools and methods to meet the need to plan ahead and change the strategic mindset of corporate leaders.

"As we cross global thresholds, we're going to need to completely rethink the way in which we picture ourselves in the future. Among other things, this means teaching aspiring strategists in a different way and to achieve this, it all starts with... research.

**The creation of a research chair at emlyon is therefore excellent news"**



**Jean-Marc Jancovici**  
Chairman of The Shift Project and co-founder of Carbone 4.

#### 3. "Climate risk and damage insurance" Chair

with **Groupama**  
RHÔNE-ALPES AUVERGNE

This Chair has been created against a backdrop of global warming, a major source of instability in risk modeling and insurance cover.

#### 2. "Mental health of VSE/SME Managers" Chair

with **malakoff humanis**  
SAVIE - PREVOYANCE - RETRAITE - ENJOIE

This research program will focus on the mental health of corporate leaders, how it can be affected and the consequences this can have for VSEs and SMEs.

"We would like to create an alert and monitoring process, a diagnostic tool to enable executives, healthcare providers and social protection bodies to overcome denial and **strengthen prevention with regard to the sustainable mental health of corporate leaders"**,

**Olivier Bachelard**  
Research professor & Chair holder





2022 - 2023 achievements

# Diversity & Inclusion

## Equal opportunities

→ Using every available lever to promote equality and ensure that all students have the same opportunities, regardless of their social or geographical background, or their financial means.

### Making career guidance a lever for social inclusion

- 5 outreach programs to make higher education more accessible.
- Ongoing mentoring, by our students, of high school and preparatory school students from priority education zones and rural areas.
- Aiming to remove students' self-censorship by enhancing their ability to explore the range of options available to build their career paths.

### Facilitating the funding of studies

New social scholarship policy;  
Since 2022 emlyon has funded up to 100% of the fees of Crous scholarship students.

985



Crous scholarship students in 22/23 totaling 17% of students in the eligible programs (PGE and Global BBA)

Over 9,200

pupils mentored since 2006



→ Mentoring for pupils in the priority education network

## Providing support for scholarship students throughout their studies

Creation of the trEMplin scheme

- Multi-faceted support for the inclusion and success of scholarship students, from integration to graduation.
- Mentoring with alumni and employees.
- Workshops on soft skills, public speaking, negotiation, etc.



Over 500

students received support in 22/23

## Helping people with low employment prospects

La Toile: An inclusive and completely free digital qualification school

Providing training leading to qualifications to youngsters who have dropped out of school and those isolated from the work market, to help them find a job in the digital sector



136

learners in 22/23



76%

success rate

### Strengthening the partnership

#### Institut de l'engagement

- A selective entrance scheme to the School for prizewinners from the Institut de l'engagement
- 15 dedicated places in the PGE (+5)
- Exemption from application fees and the awarding of a scholarship



### Foster engagement to help

#### the most vulnerable

emlyon has undertaken to support the **Entreprise des Possibles**, a collective dedicated to reintegrating homeless people into society.

- donations of paid leave to non-profits
- team volunteering in non-profits
- involvement of students in study projects
- student volunteering missions



## Combating all forms of discrimination



→ As part of its commitment to a more inclusive and responsible society, the School is taking action and affirming its position in favor of gender equality and the fight against all forms of violence and discrimination through 4 focal areas:

### 1. Gender equality

- As **65 %** of our staff positions are held by women, the promotion of gender equality is of fundamental importance.
- **Proportion of women in our governance:**
  - **60%** of women on the Board
  - **36%** on the Executive Committee
  - Gender equality index: **85/100**

### 2. Combating discrimination and sexual and gender-based violence

The School is strongly committed to the combating discrimination and violence. This approach was exemplified by the creation, in 2020, of the speakup scheme.

- Open to both students and staff
- Online whistleblowing platform
- Comprehensive scheme including training, support and awareness-raising

**78.4%**  
of employees trained

**Over 8,500**  
students informed

### 3. Inclusion of LGBT+

By signing the **Autre Cercle LGBT+ Engagement Charter** in June 2023, **emlyon** has undertaken to ensure an inclusive, caring and safe work and study environment for its LGBT+ students and staff through a comprehensive action plan:



- Training & awareness
- Equal rights and treatment
- Prevention and sanction of discriminatory remarks and acts
- Tracking progress and sharing good practice

### 4. Inclusion of people with disabilities

A disability and inclusion advisor, working in close collaboration with a CDAPH-approved doctor and the teaching staff, supports students and facilitates the smooth progress of their studies and student life, to ensure optimal conditions for their success.

**173** students with disabilities were given support in 22/23 86% up on the previous year

**85%**   
satisfied with the support provided

→ Raising awareness of parasports



## The APICIL Group commits to working alongside emlyon to promote inclusion

This partnership aims to promote support and the transfer of expertise from the Group within the School relating to social engagement, including:

- “inclusion days”: raising awareness of disabilities, consent and sexism in the workplace through the use of virtual reality,
- inspirational talks on the subject of disability,
- training workshops for managers and executives on the theme of employee mental health.

This partnership is a continuation of relations that started in 2015 and led to the creation of the WellnessCenter, a place that welcomes **emlyon** students and staff and promotes prevention and healthcare.



→ Raising awareness of inclusion through the use of VR

## Respectful management of employees

The School is committed to ensuring that employees are treated equally, in their work and in the quality of their relationships with their peers and superiors, as well as in their career progression.

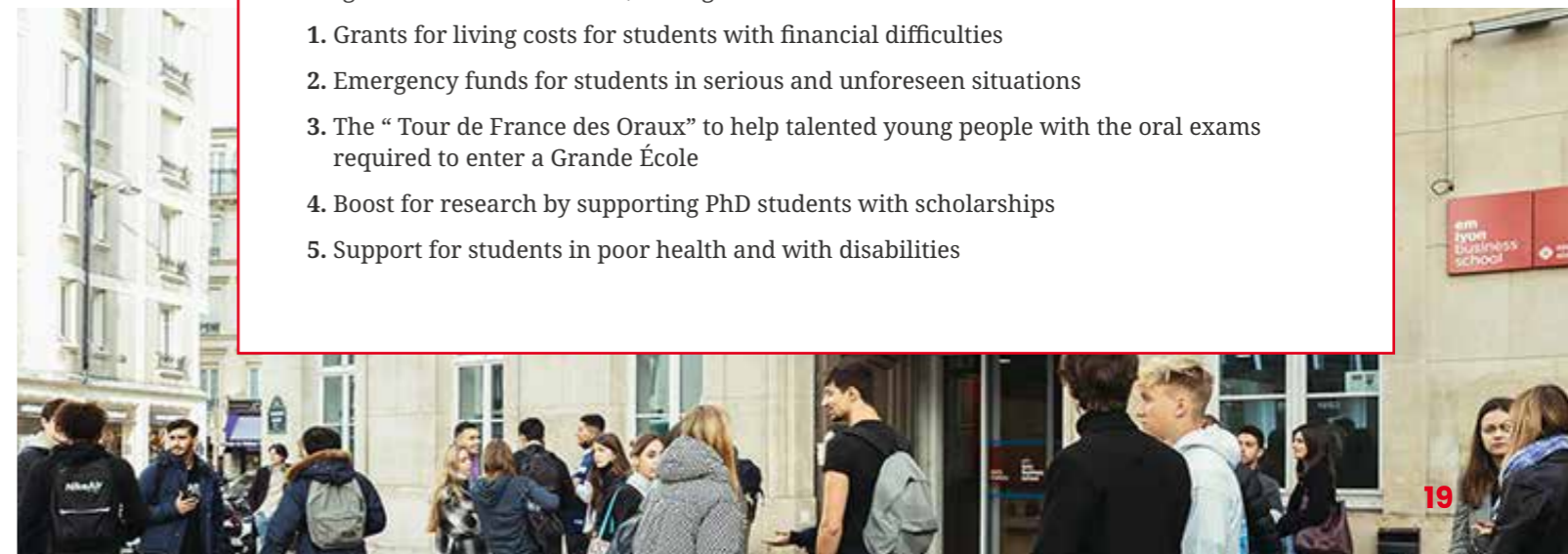
- Working conditions & shared management culture: parenthood agreement, working from home, and paternity leave extended by one month
- Key training areas: management and collaboration, combating discrimination and sexism

### emlyon foundation

#### A key player in the rollout of the mission to promote equal opportunities and diversity

Every year, it supports 500 talented students to ensure that financial considerations are no longer an obstacle to success, through 5 main initiatives:

1. Grants for living costs for students with financial difficulties
2. Emergency funds for students in serious and unforeseen situations
3. The “Tour de France des Oraux” to help talented young people with the oral exams required to enter a Grande École
4. Boost for research by supporting PhD students with scholarships
5. Support for students in poor health and with disabilities



2022 - 2023 achievements

# Environment

By conducting its first carbon audit in 2021, emlyon has identified its main causes of emissions and has outlined its Climate Plan for the forthcoming years.

**Climate plan:**   
Reducing our greenhouse gas emissions as far as possible and contributing to net zero by 2030

emlyon undertakes to reduce its own emissions as far as possible through a series of internal levers, prioritized into 4 key areas, and is committed to offsetting its emissions.

## 1. Purchases of goods and services

- Signing of the “Responsible Supplier Relations and Procurement” Charter
- 20 to 30% of the score for calls for tender are based on CSR criteria
- Supplier engagement and scoring

## 2. Travel and mobility

- Responsible travel and mobility policy for staff and students
- Mobility plan for the new campus: 80% fewer cars, replaced by low-carbon modes of transport

## 3. Energy and buildings

- Significant reduction in emissions in the new campus
- Use of energy for heating and air-conditioning is halved
- Mobilizing and raising awareness among all staff

## 4. Digital

- Extending the life of equipment and purchasing reconditioned hardware
- Reducing stocks of equipment and data (digital clean-up day)
- Training and raising awareness among staff and students (responsible digital fresco, eco-gestures, etc.)

**11 kt CO<sub>2</sub> eq**  
in 21/22



New

→ The vegetable garden club

## Setting up an Environment Committee

*“I entered a School that had become a benefit corporation and, as a student, I wanted to get involved in discussions about the School’s environmental transition.”*

*So, together with other students, we created the Environment Committee, working alongside with the CSR department, **students, staff, professors and alumni.***

*Since we set it up in January 2023, we have made progress on a number of projects designed to reduce the School’s carbon footprint. We have carried out an inventory of the inclusion of CSR issues in programs, worked on setting up a carbon exchange to promote low-carbon mobility, proposed the pooling of community purchases with ethical suppliers, raised awareness among campus members by creating a permaculture vegetable garden, and highlighted the career paths of engaged alumni during meetings with students. ”*

**“More meaningful studies”**



**Carla Moncelli**  
Student in M1 PGE,  
Head of the Environment Committee

## The new emlyon campus

The embodiment of our mission to promote hybridization, connections, excellence and development

Our future campus marks the return of the School to Lyon city center.

It embodies the School’s strategy to guarantee an exceptional student experience

- New generation campus
- An environmental example
- Connected to the social-economic environment



**Best sustainable construction standards:**

- HQE (High Environmental Quality)
- BREEAM (Building Research Establishment Environmental Assessment Method)

**Biodiversity:**

- Decontamination of a former industrial site
- **1/3** of the total area is green space
- **152** trees

**Energy:**

- End of gas: connection to the Lyon’s urban heating system, France’s leading green network
- **600 m<sup>2</sup>** of solar panels
- An ambitious energy performance contract
- Natural cooling system
- “Smart building” certified R2S for optimized consumption

**Mobility**

- Promoting low-carbon access
- **380** bicycle parking spaces
- No parking lot (except for PRM)

**Projected opening date:**

**September 2024.**



2022 - 2023 achievements

# Stakeholders

→ emlyon is an organization that is fully integrated into its ecosystem and the local area. It is constantly interacting with all its stakeholders.

## Alumni engagement

Graduates are involved in all the School's activities, including recruitment, pedagogy, mentoring, the Steering Committee and the Foundation. They also give **inspirational talks**, such as:

- Eva Sadoun, "The role of the economy in the climate challenge"
- LDLC Group executives on their new model of a 4-day working week




Le Fil, the graduate network magazine that helps to forge ties

## Non-profit engagement


As an integral part of the School's educational approach, this is a highly formative passage between student life and the world of work, giving everyone the opportunity to get involved in a meaningful project where they can put themselves to the test, improve and innovate.

8 public interest non-profits are involved in School life, through community-focused and engaged events.


**emlyon recognized in its environment**



**4<sup>th</sup> most engaged business school in France** in the ecological transition in 2023



emlyon was recognized by the Times Higher Education for including the impact in its research, functioning and teaching in 6 of the UN's SDGs

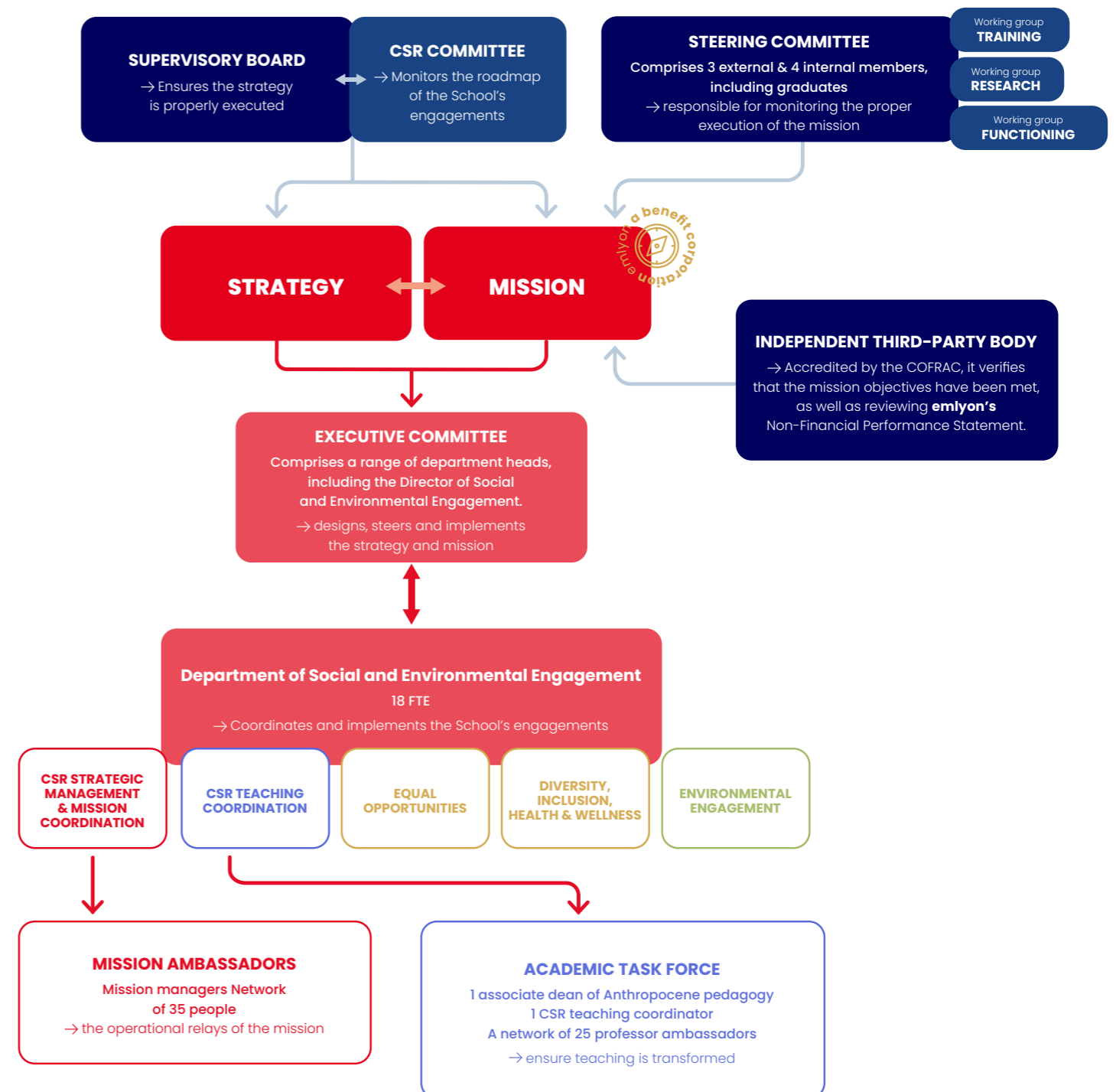


**4<sup>th</sup> worldwide and 2<sup>nd</sup> Management School in France** for CSR criteria in its Executive MBA

# Governance & collaborations

→ To better track and challenge our commitments and mission, we rely on a system of governance and close collaboration with our stakeholders.

The aim of this approach is to encourage co-construction, and guarantee the sincerity of our commitments and the quality of the resources deployed.





For more information  
[www.em-lyon.com](http://www.em-lyon.com)

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