



Engagement report

→ This document is a summary of emlyon business school's responsible engagements as a mission-driven company.

2024

**em
lyon**
business
school



**we are
makers**

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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.



Introduction

3 questions for Isabelle Huault

Executive President and Dean of **emlyon** business school



Embodying change

“We are committing our School to driving the transformation of organizations and businesses”

1. Why choose the status of a mission-driven company?

At a time when the question of our planet’s habitability becomes one of the greatest challenges of our era, we firmly believe that business schools have a key role to play in training professionals who can act with conscious minds to tackle major social and environmental issues, from dwindling natural resources and biodiversity loss to climate change, inequality and inclusion.

We believe it is essential to align performance with a positive impact.

By making this choice, we are committing our School to **driving the transformation of organizations and businesses – economically, socially and environmentally.**

This purpose-driven status incites us to think deeper and go further in our commitments.

2. How does your purpose guide your strategy?

*“Providing 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”, our purpose, drawn up in collaboration with our stakeholders, is like a compass guiding our priorities towards the **general interest**. This vision has guided the development of our strategic plan “Reso-*

nances 2028”, which focuses on five qualities we expect from our students, “makers” capable of exploring alternative futures, building and taking action: academic excellence, entrepreneurial spirit, commitment, hybrid knowledge and resonance with the world, society and the business community.

3. What key challenges lie ahead for emlyon?

The challenges are huge! We need to place the **issues surrounding ecological, social and organizational transitions** at the core of our academic programs and research, while promoting the **hybridization of skills** to prepare our students for the complexity of the world. We are committed to delivering concrete results. To this end, we assess both our effectiveness and the extent to which our programs are accessible to everyone. These challenges also call for **redefining management practices to make them more inclusive and respectful** and for **increasing our alumni engagement with our mission**. Finally, we have set the **ambitious climate target** of contributing to net zero by 2030.

Now more than ever, we believe that education and research play a central role in building a more responsible future.

About emlyon business school



1872

The School is founded by Lyon Chamber of Commerce and Industry



4 campuses

1 new in 2024 in the center of Lyon + Shanghai, Paris, Mumbai



Among the **1%** of business schools awarded the **3 international accreditations** AACSB, EQUIS and AMBA



9,260

students and participants



45,000

graduates in 130 countries



900 entrepreneurial projects incubated or accelerated



€8.5M

invested in initiatives promoting socio-environmental issues

2021



emlyon formalizes its purpose and becomes a **mission-driven company**



2024

launch of the **new Resonances 2028 strategic plan**, with a pillar for social and environmental engagement



The School most committed to the ecological transition

Top 4 (out of 26) in 2023, in a ranking that highlights the social and environmental engagement of schools.

changeNOW LesEchos start



FT CSR ranking

The School is 3rd worldwide and 1st in France for the criteria "ESG and net zero teaching".

Stakeholder map

emlyon business school acts continuously, through all its activities, in collaboration with all its stakeholders. It attaches great importance to dialog and involving them in the processes of co-construction and development of its activity for the benefit of its students and graduates.



Contributing to the general interest

By adopting the status of benefit cooperation in 2021, **emlyon defined a purpose** that embodies its core beliefs and affirms the ambition it sets out to achieve:

“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”.

This purpose embodies emlyon's core beliefs:

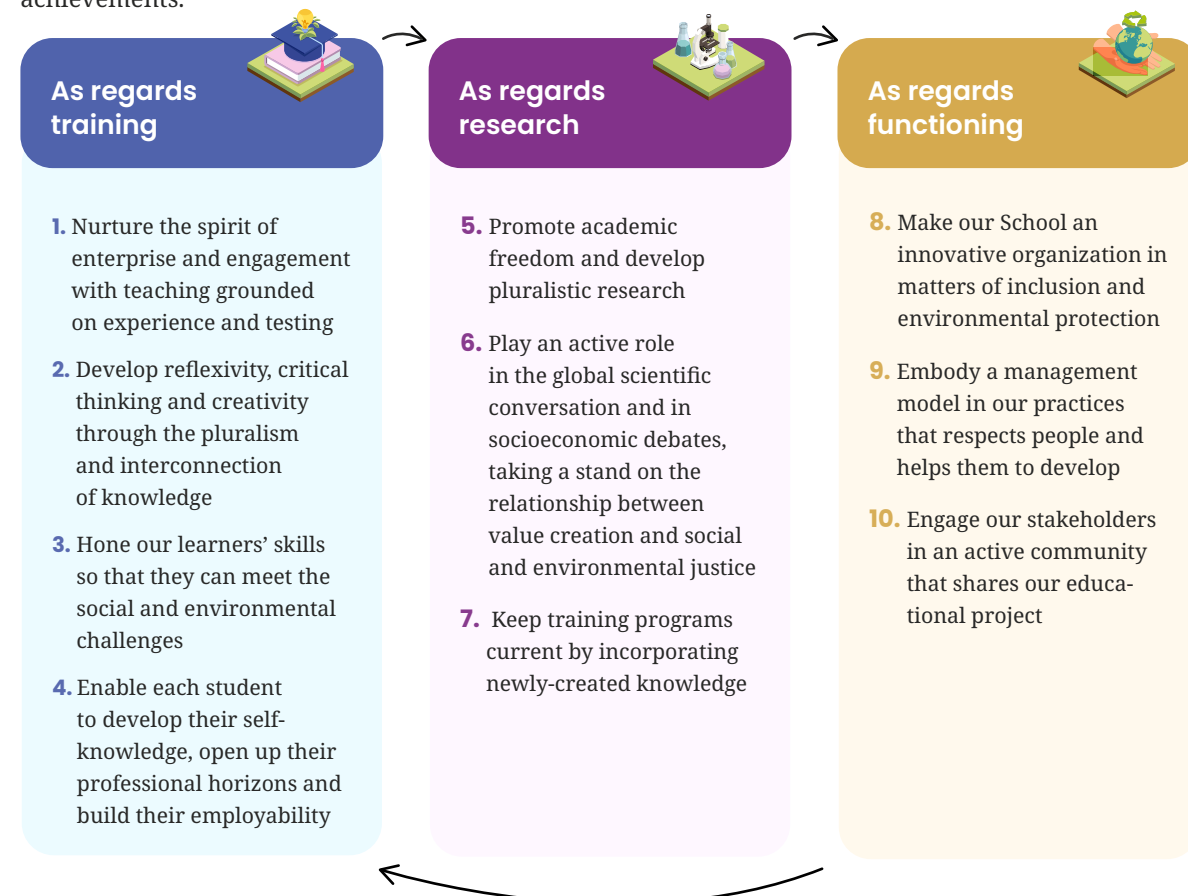
- **Efficiency must be combined with responsibility and humility;**
- **The company and the economy must also produce social and environmental justice**
- **The necessary transformations require science, awareness and audacity;**

We need to act and lead in a different way for the common good.

An engagement based on 10 statutory goals

Serving as a compass that sets the course of emlyon's activities, **this purpose is articulated through 10 statutory goals that cover the School's main and interconnected areas of focus, namely education, research and functioning.**

These goals steer the implementation of emlyon's mission. Their monitoring enables the Steering Committee to give its opinion on the relevance and level of ambition of the priorities chosen and their achievements.



The “Resonances 2028” strategic plan

Resonances, emlyon business school's new 2024-2028 strategic plan, translates the School's mission into concrete initiatives. Rooted in its academic approach, built on a pluralistic foundation of science, Resonances also includes programs designed to prepare students to act responsibly in a rapidly changing world.

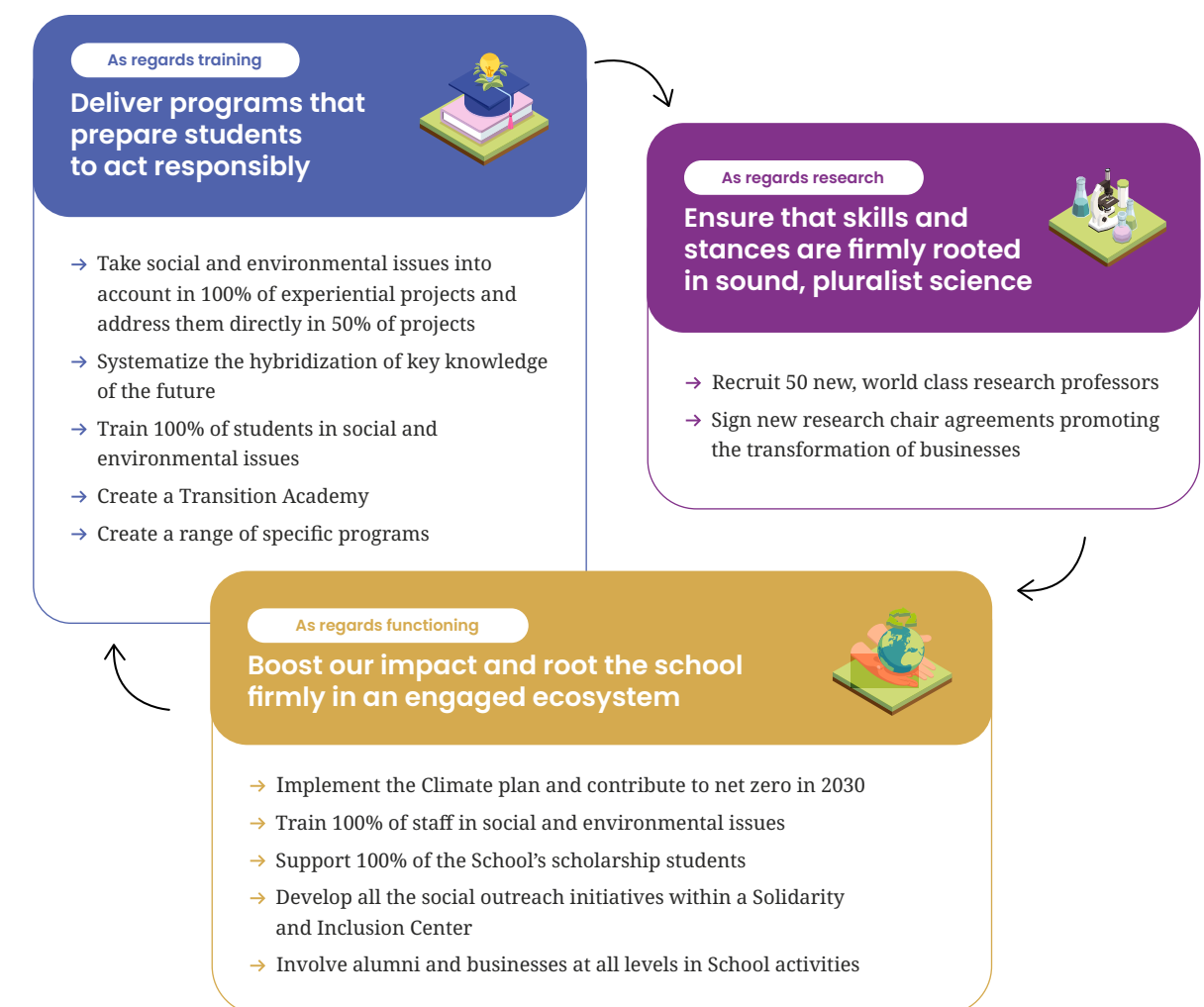


The 5 qualities of “makers”

Resonances is built around the five qualities which emlyon students – the “makers” – are expected to demonstrate in order to become the entrepreneurs of change:

- 1 Academic excellence • 2 Entrepreneurial spirit • 3 Engagement**
4 Hybrid knowledge • 5 Resonance with society

The “Resonances 2028” goals in support of the mission



Progress of commitments and achievements

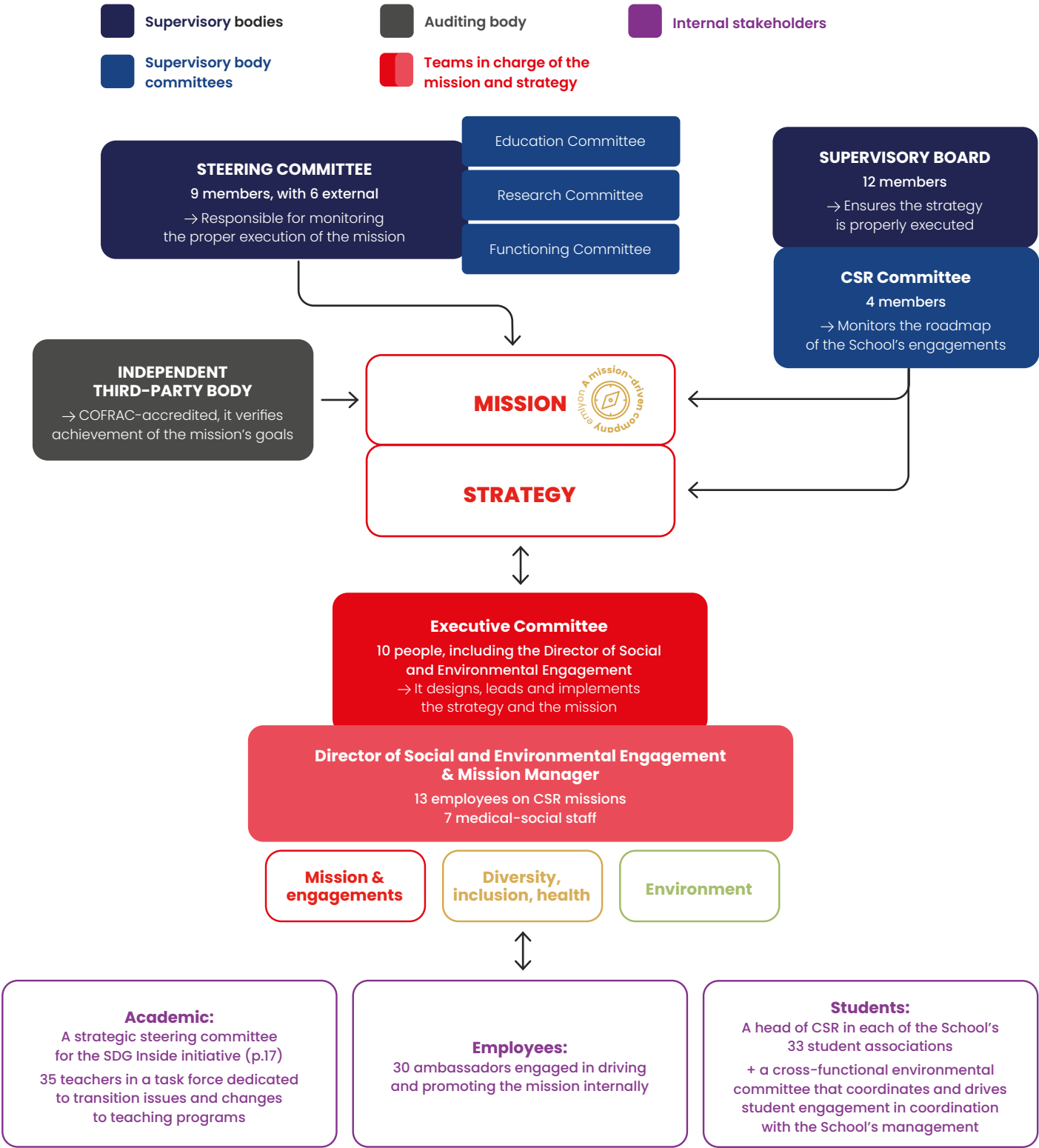
Statutory goals of the mission	Goals of the “Resonances” strategic plan aligned with the mission, by 2028	2023–2024 achievements	Level of maturity
1. Nurture the spirit of enterprise and engagement with teaching grounded on experience and testing	→ Take social and environmental issues into account in 100% of experiential projects and address them directly in 50% of projects	Share of projects with an environmental or social impact in experiential educational activities: <ul style="list-style-type: none">✓ 100% of responsible engagement assignments✓ 18% of makers’ projects✓ 24% of Entrepreneur Academy projects✓ 29% of incubator projects✓ 50% of accelerator projects	
2. Develop reflexivity, critical thinking and creativity through the pluralism and interconnection of knowledge	→ Systematize the hybridization of key knowledge of the future	✓ +15% in partner institutions over 3 years, a significant step towards the hybridization of skills	
3. Hone our learners’ skills so that they can meet the social and environmental challenges	<ul style="list-style-type: none">→ Train 100% of its students in social and environmental issues→ Create a Transition Academy→ Create a range of specific programs	<ul style="list-style-type: none">✓ Deployment of SDGs Inside methodology in all programs✓ 3 new programs dedicated to social and environmental issues:<ul style="list-style-type: none">• MSc in Leading Sustainable Transformations• MSc in Management of Energy Transitions.• Driving impact and growth as a non-profit executive	
4. Enable each student to develop their self-knowledge, open up their professional horizons and build their employability		✓ 16% of undergraduates and 15.3% of executive education graduates declare that they have assignments dedicated to CSR issues	
5. Promote academic freedom and develop pluralistic research	→ Recruit 50 new, world class research professors	<ul style="list-style-type: none">✓ 8 new professors recruited in 2023/ 2024✓ 18 since launching the strategic plan	

6. Actively contribute to scientific and socioeconomic debate to connect value creation with social and environmental justice	→ Sign new research chair agreements promoting the transformation of businesses	<ul style="list-style-type: none">✓ 4 chairs and research projects aligned with the mission✓ Launch of the Leadership Academy for New Futures	
7. Keep training programs current by incorporating newly-created knowledge.	→ Launch the Healthcare Innovation, Technology & Society Institute	<ul style="list-style-type: none">✓ Launch of the Healthcare Innovation, Technology & Society Institute✓ Around 30 accessible research articles published over 4 months on knowledge@emlyon, the School’s research dissemination platform	
8. Make our School an innovative organization in matters of inclusion and environmental protection	<ul style="list-style-type: none">→ Support 100% of students on a School Crous scholarship→ Encompass all social outreach initiatives within a Solidarity and Inclusion Center→ Implement the Climate plan and contribute to net zero by 2030	<p>Inclusion:</p> <ul style="list-style-type: none">✓ 219 disabled students provided with support in 2024✓ Over 1,000 pupils from priority education areas or rural zones supported through the Cordées de la Réussite program✓ 20% Crous scholarship students at emlyon✓ 137 scholarship students offered special support via the TrEmplin program✓ 115 learners in La Toile digital qualification program. 86% success rate <p>Environment: implementation of concrete initiatives</p> <ul style="list-style-type: none">✓ Responsible purchasing: training of buyers and integration of CSR criteria in calls for tenders. 100% of suppliers are questioned about their CSR commitments✓ Mobility: awareness initiatives on the impact of travel and promotion of sustainable travel: green travel vouchers (over 5,000 kg of CO₂ avoided), stricter travel policy and continuation of the Objectif Employeur Pro-Vélo program.✓ Energy and buildings: lower energy consumption and transition to renewable energy sources.✓ Sustainable IT: optimization of equipment and servers, and adoption of low-carbon solutions.✓ Waste management and resource conservation: 40% plant-based meals on the 2 French campuses, zero disposable cups: over 15,000 cups avoided per month.	

9. Embody a management model in our practices that respects people and helps them to develop	→ Train 100% of staff in social and environmental issues	Gender equality: <ul style="list-style-type: none">✓ 89/100 in the gender equality index (+5 points)✓ 47% of women on the Executive Committee Management model and social climate: <ul style="list-style-type: none">✓ Collective effort to define a common framework around the concept of "Respectful Management"✓ 65% satisfaction in the social climate survey (September 2024)	
10. Engage our stakeholders in an active community that shares our educational project	→ Involve alumni and businesses at all levels in School activities	<ul style="list-style-type: none">✓ Stronger engagement from partners and alumni in support of the Foundation<ul style="list-style-type: none">• 18% increase in donations collected in 2023 vs 2022• 21 corporate donors• 172 alumni donors✓ New campus and strengthening of ties with local stakeholders✓ 3 days of celebration with all stakeholders to mark the opening of the Lyon campus	

Governance serving the mission and its impact

To ensure the monitoring, transparency and effectiveness of its commitments and mission, emlyon relies on strong governance and close collaboration with its stakeholders.





Education




1. Experience, experimentation and the entrepreneurial spirit

“Doing to learn and learning to do”. True to this approach, emlyon designs its teaching by combining the transfer of academic knowledge with experiential and engagement-based learning paths. Whether individual or collective, these experiential components are embedded throughout the students’ programs and aim to train responsible managers able to tackle social and environmental challenges and make a positive contribution to society.

**2028 target**

50% of experiential projects must address **social and environmental issues**



The Responsible Engagement Program

Created in 2016, the Responsible Engagement Program is a unique experiential pathway, mandatory for the PGE degree. It is designed to raise awareness and train students on social and environmental issues, in alignment with the United Nations’ Sustainable Development Goals (SDGs). The program also offers students the opportunity to develop their own socially responsible projects on a voluntary basis. In 2024, the Social Entrepreneurship Award was given to 7 projects, 2 of which led to the creation of positive-impact associations.

In practical terms:

- A 50-hour volunteer mission (optional up to 100 hours) with one of the School’s 86 partner associations, followed by a feedback report.
- A certification social entrepreneurship course module is offered to those wishing to go further.

Our action in numbers:

100% of responsible engagements have a social or environmental impact

1,612 engagements carried out in 2023


87,300 volunteer hours

86 partner associations



Makers’ projects

Carried out in small student groups over a period of at least 4 months, maker’s projects require students to use their cross-disciplinary skills to manage innovative projects that benefits a business or association. It is mandatory for the project to include the notion of social or environmental impact.




18% of makers’ projects have a direct social or environmental impact


The emlyon incubator-accelerator, 40 years of engagement!


The **emlyon** business school incubator-accelerator was the first business school incubator created in France, in 1984. Its mission is to support the creation of innovative companies, with a particular focus on projects with a technological component. Over the past forty years, around 1,800 companies have been created, generating 15,000 net jobs. In November 2024, the incubator and accelerator merged to form **emlyon venture labs**. Aligned with societal expectations, it now supports a growing number of projects addressing social and environmental issues.


Our action in numbers:

Projects with a social or environmental impact represent:

**24%** within the **Entrepreneur Academy**

**29%** within the **incubator**

**50%** within the **accelerator**




Some **accelerator programs**, such as **Le Zesteur**, launched in 2022 by Le Village by Crédit Agricole Centre-Est, ISARA and emlyon business school, support projects with a social and environmental impact. Specializing in agri/food/tech, Le Zesteur promotes sustainable agricultural and food transition by connecting startups with industry players.

A CSR commitment charter signed by student associations


In 2024, all student associations and collectives signed the **CSR Commitment Charter for Associations**. Co-developed with the School’s Social and Environmental Engagement Department, the charter sets out a shared framework to which all associations commit, including:

- Reducing the environmental impact of events while enhancing their social impact;
- Preparing an annual CSR report;
- Social initiatives, such as offering reduced pricing for events for scholarship students;
- Prevention efforts, such as appointing a designated contact person for gender-based and sexual violence (GBSV) at events;
- Obtaining the Ecollab label awarded by emlyon NOISE* for at least one of their major events;
- Calculating the carbon footprint of their five largest events.

* Ecollab is a specific label created by the NOISE emlyon association to support the School’s organizations in encompassing CSR issues in their activities. It is divided into five categories: waste, energy, food, solidarity and communication.

**Student distinction!**

emlyon’s Junior Enterprise has been awarded the “**CSR committed**” label from AFNOR, in recognition of the commitment of the School’s associations to these issues.





2. New partnerships that strengthen the hybridization of knowledge

To address social and environmental issues, emlyon is adapting its teaching and academic partnerships to expand opportunities for the hybridization of knowledge and the acquisition of cross-disciplinary and pluralistic skills.

Double degree program between emlyon (PGE) and the Strate School of Design

This double degree places design at the heart of organizational transformation, emphasizing that innovation must adhere to planetary boundaries while balancing political, ecological and economic goals. The program thus trains designers able to create new value models and support companies and local authorities in their transition, thanks to skills in economics, entrepreneurship, strategy and innovation.

Double degree program with Sherbrooke University

One of the leading Canadian universities in sustainable development, ranked among the global top 10 by the Sustainability Tracking, Assessment & Rating System (STARS) for BBA and PGE students.



Creation of the emlyon Biopharma curriculum

The launch of the Healthcare Innovation, Technology & Society Institute is accompanied by the creation of emlyon BioPharma, a PGE-integrated course (Master in Management), designed for life sciences students.

Over two years, it combines a specialization track in economics focused on biopharmaceutical sector issues; an optional semester in the Master of Science (MSc) program at Copenhagen Business School (Denmark), as well as a vocational track benefiting from expert contributions from the sector.

Our action in numbers:

+15 % in partner institutions over 3 years, a significant step towards the hybridization of skills

2 new academic partners created this year with Strate School of Design and Sherbrooke University



3. Adapting our programs in a changing world

Training those responsible for societal transformation involves the acquisition of key skills. This goal is at the heart of emlyon’s mission, which continued its efforts in 2024 to integrate these themes into all of its programs, as well as its events at the start of the academic year. The School also launched two new programs dedicated to social and environmental issues.

Continued deployment of the CSR competency framework “SDGs Inside”

Created by emlyon research professors, the SDGs Inside skills repository is used to situate each course in a reference framework of 34 CSR competencies, with regard to the 17 SDGs, and then to steer all the courses towards a comprehensive and global response to these issues.

2023/24 focused on quality and coherence across the programs

Each course has been redesigned to include CSR issues, ensuring that all key competencies are covered at the program level.

Our action in numbers:

3 new programs dedicated to social and environmental issues

90% of courses analyzed in accordance with SDGs Inside



3 new programs dedicated to social and environmental issues

Undergraduate education:

→ Master of Science in Leading Sustainable Transformations

The program sets out to achieve three objectives: **becoming an agent of change, building the organizations of tomorrow and leading sustainable transformation projects.** This will be delivered through innovative and experiential teaching methods, featuring seminars, site visits, workshops and projects.

→ Master of Science in Management of Energy Transitions

This program prepares students to develop unique expertise in energy transition management, addressing issues related to decarbonization, sustainable energy and energy policies, in order to lead innovative and responsible projects on an international scale.

Executive education:

→ Launch of a new training program for Association Leaders

This program is designed to enhance the impact of association leaders by helping them to develop a long-term vision, draw up strategic and action plans, and build a sustainable, innovative business model.



Focus



Academic year 2024: Focus on SDG 11: Sustainable Cities

On the occasion of the start of the academic year at emlyon’s new campus in the heart of Lyon, inspiring talks on the challenges of cities (aligned with SDG 11 - *making cities and human settlements inclusive, safe, resilient and sustainable*) brought students together with key figures in responsible transformation, such as Jean-Marc Jancovici (The Shift Project), Dr. Emma Haziza (hydrologist) and Sidney Rostan (CEO of Bioxegy, PGE 2017).

Over 10 days, the 3,300 incoming students discovered the social and environmental challenges facing cities and took action through individual and collective efforts: Over 150 social outreach missions, 200 essential goods kits collected for charities, 300 clean walks, 1000 people made more aware of food waste with Too Good To Go, 2,000 letters sent to seniors and 200 establishments educated on gender-based and sexual violence with the #SafeBar association.

For the first time, emlyon business school used art as a means of raising awareness about environmental and social issues by organizing a collective exhibition around SDG 11 entitled: “VILLE/S/ DURABLE/S”. The exhibition highlights ten key aspects of urban sustainability through the photographic work of eight professionals.



4. Helping talents emerge and forging open career paths

Promoting the visibility and appeal of positive-impact positions and careers is a necessity for accelerating societal transformation. emlyon contributes to this by organizing events aligned with this goal, with this effort set to continue in 2025.

New activities to promote positive-impact careers

Two events were organized to promote recruitment opportunities for students:

- Lunch & Learn sessions, one of which focused on the energy transition
- The Impact Challenge, during which students are asked to solve a business case in groups, under the guidance of a coach from a participating company, on a positive-impact topic, such as energy transition, social and environmental commitments, and inclusion.

Alongside the NOISE association, which organizes a forum on positive-impact careers, the School’s Career Center has committed to hosting a conference this same subject for the 2024-25 edition, in collaboration with the partner *Jobs that make sense*.

Our action in numbers:

+16% of undergraduates and **15.3%** of executive education graduates declare that they have assignments dedicated to CSR issues.



A distinction!

Since 2017, the Times Higher Education has ranked emlyon the **2nd French business school** for global employability.



Training challenges ahead

The integration of programs and initiatives aligned with the mission – such as Sustainable Futures (implemented across all degree programs) and the SDGs Inside initiative (which aims to guide the development of mission-related skills within each program) –has been praised for its positive impact and strong alignment with the real needs of corporate partners. However, several actions should be taken to consolidate this progress:



→ **Gather and incorporate student feedback to ensure educational objectives are being met, thereby improving the relevance of the implemented initiatives.**



→ **Clarify how the mission’s objectives are embodied in new programs.**





Research



5. Promoting academic freedom and developing pluralistic research that supports the mission

The faculty at emlyon business school comprises the permanent faculty (professors and researchers), the affiliated faculty (adjunct teachers and lecturers with specialized expertise) and a team of instructors. This academic and research community delivers all courses across the various campuses.

 **2028 target**

emlyon aims to recruit **50** new, world-class research professors by 2028



emlyon business school has built its success on the excellence of its academic faculty

The permanent faculty is composed of professors and researchers from diverse backgrounds, both in terms of nationality and academic disciplines. Highly qualified, they bring a wide range of perspectives that contribute to global scientific conversation, as well as to economic and social debate. Their expertise benefits both students and the broader academic community.

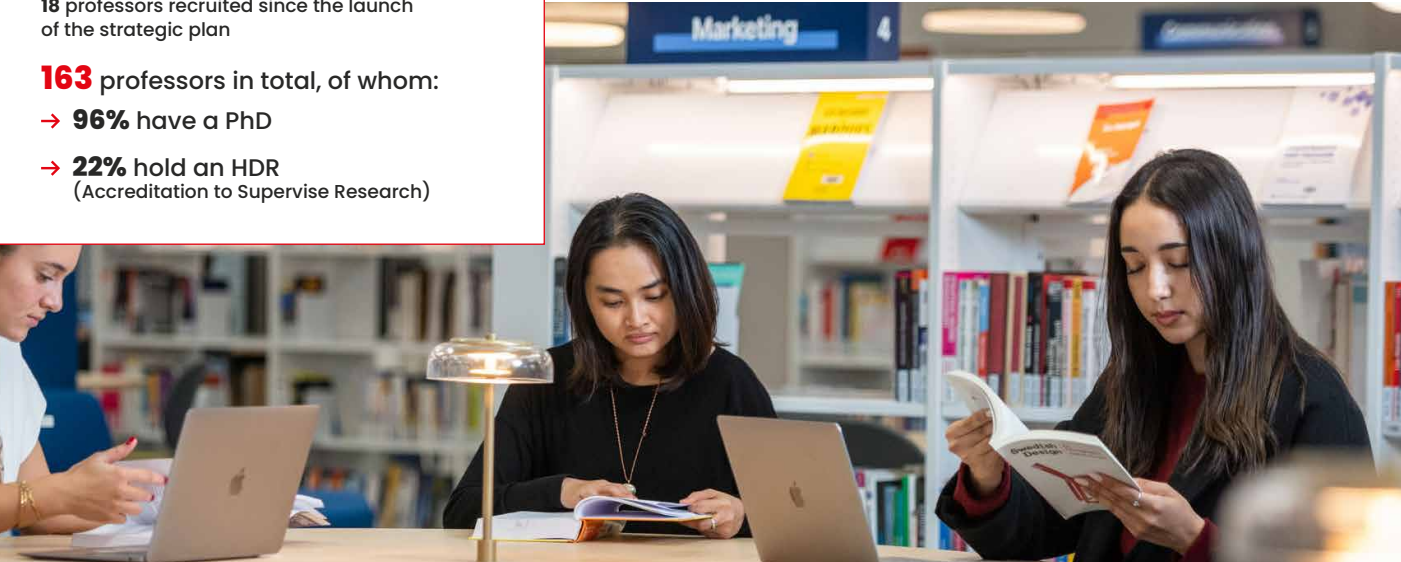
In February 2025, emlyon business school was awarded the Human Resource Strategy for Researchers (HRS4R) label, an initiative sponsored by the European Commission.

By emphasizing transparent and equitable human resource management, emlyon is committed to supporting the professional development of its researchers. The School supports their well-being and autonomy in their research work - an initiative that strengthens its position as a leading institution, thereby attracting top talent while consolidating its commitment to high research standards.

 **Our action in numbers:**

8 professors recruited in 2024
18 professors recruited since the launch of the strategic plan

163 professors in total, of whom:
→ **96%** have a PhD
→ **22%** hold an HDR (Accreditation to Supervise Research)



6. Actively contribute to scientific and socioeconomic debate to connect value creation with social and environmental justice

At the heart of today’s challenges related to planetary boundaries and to the need for collective action to accelerate the emergence and transformation of new models, emlyon promotes forums for adopting stances and ensures wide dissemination of its research.

The “Leadership Academy For New Futures”

A true research lab for leadership at the dawn on sustainable futures, the Leadership Academy brings together the School’s researchers to explore and challenge managerial visions and practices on a global scale. The conferences (with the next one scheduled for Fall 2025) will feature inspiring leaders who offer unique perspectives on the challenge of global ecology.



 **Our action in numbers:**

A series of talks, inaugurated by Emmanuel Faber, Chairman of the ISSB (International Sustainability Standards Board) and former CEO of Danone, on the topic “Is ecological and social competitiveness possible? ”

Followed by:

- **a round-table discussion** “Leadership in high-performance environments: insights from the world of elite sport”, Paris, November 2024
- **a talk** on “Leadership and new futures: moving in the right direction”, with Christopher Guérin, CEO of Nexans, Lyon, March 2025.

Knowledge@emlyon, the platform for disseminating knowledge and research

This platform provides research of excellence that is closely connected to real-world issues, delivered in short, accessible formats. Its ambition is to ensure broad dissemination in order to respond to the economic, social, digital and ecological challenges confronting organizations and individuals today.

→ knowledge.em-lyon.com

 **Our action in numbers:**

 **Around thirty** thought-provoking articles shared in 4 months.

7. Aligning programs to advances in knowledge

At the intersection of business challenges and the expertise of emlyon business school’s professors, the chairs and research projects contribute to the updating of knowledge and its dissemination to the School’s stakeholders.

Creation of the “Hydrogen Transition for the Aerospace Sector” Chair

Under emlyon’s “Decarbonized Industry” initiative, this chair has been signed for a three-year term. It addresses the major challenge of energy transition in the airport environment. This requires substantial research and development efforts, particularly around hydrogen-powered aircraft, to ensure its technological and economic viability.

This innovative program is based on collaboration and the combination of expertise between emlyon and École Centrale de Lyon.


Our action in numbers:




1 new Research Chair created in 2024 with **Vinci** and **Centrale Lyon**: “Hydrogen Transition for the Aerospace Sector”

This fourth emlyon chair, like the other three, focuses on a theme aligned with the school’s mission.


This chair is set to complement the 3 other chairs at emlyon:



The emlyon – Carbone 4 Teaching & Research Chair “Strategy in the Anthropocene”, which aims to develop a strategic framework for businesses that encourages collaboration and innovation in response to the critical environmental impacts of human activities;



The emlyon Malakoff Research Chair, a research program on the mental health of executives and its impact on small businesses and micro-enterprises;



The emlyon – Groupama Rhône-Alpes Auvergne Research Chair, which aims to develop a framework outlining the impact of the climate transition on insurance-related damages.

Launch of the Healthcare, Innovation, Technology & Society Institute and the BioPharma curriculum

This institute coordinates research activities as well as degree programs and executive education in the field of health.

Health research, led by a team of 15 experts, explores the deciding factors shaping healthcare requirements (individuals’ insurance behaviors), supply issues (medical logistics, hospital KPIs), occupational health (employee engagement, mental health, impact of incentives) and R&D, including AI applied to biology, for the development of drugs and vaccines.


The HITS Institute also supports the activities of the emlyon incubator/accelerator (now known as the emlyon venture labs), which, over the past 10 years, has contributed to the creation or development of more than fifty innovative healthcare enterprises.

The HITS Institute and emlyon BioPharma curriculum benefit from close links with an exceptional scientific and industrial ecosystem, with the emlyon campus being located in Gerland, in the heart of the Lyon life sciences community. International organizations, large businesses, biotechnology companies and entities focused on scientific research and technological innovation are brought together in this R&D hub dedicated to biotechnology and pharmaceutical products.




Research challenges ahead

emlyon stands out for its high-quality research and commitment to academic freedom, demonstrated by the diversity of topics and approaches, as well as initiatives aligned with its mission, such as the creation of the four academic chairs. To take this a step further, several areas for improvement have been identified to strengthen the impact of the research:



→ **Tracking contributions:** improve the collection and analysis of research data to align scientific outputs with the goal of connecting value creation with social and environmental justice.



→ **Linking research and teaching:** enhance the integration of recent knowledge into academic programs to enrich the curriculum.



Functioning

8. Make our school an innovative organization in matters of inclusion and environmental protection

Ensuring a place for everyone to foster their success is one of emlyon's key commitments. To this end, the School is rolling out initiatives promoting equal opportunities, facilitating the inclusion of students with disabilities and carrying out numerous prevention and training actions for both students and staff.

In terms of environmental protection, emlyon encourages the use of low-carbon transportation methods, ensures responsible purchasing, works on reducing its digital footprint and minimizing waste. All of these efforts are part of a comprehensive plan to contribute to achieving net-zero emissions by 2030.

Equal opportunity

Our action in numbers:

20% of emlyon students have a Crous scholarship (among the eligible population)

137 scholarship students receive support through the TrEMPLin program (up 61% on 2022)

1 fully free certification program, "La Toile"

→ Commitment to scholarship students

The School is expanding its social inclusion policy by providing support for CROUS scholarship students. Since 2022, emlyon has been funding the tuition fees of scholarship students based on their tier, with full coverage for those in the 7th tier.

In addition, the TrEMPLin program, developed in collaboration with the alumni network and the Article 1 association, has been providing comprehensive support since 2022:

- Mentoring by alumni;
- Administrative and financial support through the Student Services Center;
- Coaching in personal and career development through the Career Center;
- Help with student life, through the Wellness Center and the Student Council.

In 2023, specific aid recognized the engagement in associations of scholarship students. Among the 1,070 participants in the integration weekend, 18% received financial support tailored to their CROUS scholarship tier.

Additionally, emlyon has signed a 3-year partnership agreement with the INFINITE endowment fund (2023–2026). This fund, created by entrepreneur and philanthropist Alexandre Mars, provides zero-interest loans ranging from €20,000 to €45,000 per student to scholarship recipients at top business schools, in addition to their scholarship. Of the 50 students in the INFINITE 2024-2025 cohort, 7 are from emlyon business school.

→ La Toile, a fully-free certification program to promote equal opportunities and entry into the workforce

Created in 2021, this program is aimed at individuals with low employment prospects and seeks to provide them with a first-level of qualification in digital professions. In this 'high-demand' sector, participation in the program offers learners a stepping stone in their professional integration journey. This training initiative fully aligns with emlyon's mission of inclusion to enable those who are motivated to develop their professional skills.

Our action in numbers:

3 Cordées de la Réussite

Over 1,000 pupils students supported annually through Cordées de la Réussite

Inclusion & Health

→ The emlyon student Wellness Centre

Supported by APICIL, the Center's mission is to provide free prevention, promotion and care services to both students and staff, ensuring full confidentiality. The team, available across the French campuses, includes two nurses, an accredited occupational health physician (CDAPH), two psychologists a disability advisor, a social worker and an activity coordinator. A helpline is also available 24/7.



Our action in numbers

The La Toile program was awarded Qualopi certification in 2023

95% learner satisfaction

82% positive outcomes

90% certification success

45 SSE partners

63 corporate partners

400 learners trained

→ Cordées de la Réussite

Since 2006, several initiatives targeting middle schools, high schools and preparatory classes have been rolled out, some of which have been awarded the "Cordées de la Réussite" label by the French Ministry of Education

→ Awareness and engagement

Once again this year, the Inclusion and Disability Unit organized awareness days on disability, consent and sexism in the workplace. **These inclusion days, organized in partnership with APICIL and the start-up Reverso** (incubated through emlyon's mentorship program), offered an immersive virtual reality experience (360° film and interactive content) on disability, consent and sexism in the workplace, encouraging behaviors that help combat all forms of discrimination.

Vigilance Day, held annually for over five years by emlyon and the Student Council, is mandatory for all first-year students involved in student organizations. This year's edition focused on **raising awareness about respect for others and the fight against discrimination, sexual violence and gender-based violence.**

→ Support for student caregivers and students with disabilities

In addition to the team in charge of supporting students with disabilities, new programs were introduced in 2024, including an experimental student caregiver status, aimed at supporting those who assist a family member on a daily basis, thereby allowing them to access accommodations tailored to their specific needs.

In addition, **disability scholarships, in partnership with the emlyon Foundation, provide financial support to students with disabilities.** By covering daily living and mobility expenses, including for international internships, these scholarships aim to ensure optimal conditions for their success.

Our action in numbers:

219 disabled students provided with support in 2021, (+ 135% since 2021)

→ **87%** of these students are satisfied with this support





Protecting the environment

→ emlyon's climate plan: concrete initiatives to help achieve carbon neutrality

Reminder

What are the pillars of emlyon's climate plan?

In alignment with the Paris Agreement (COP21), emlyon has set the following climate goals:
→ **Contribute to net zero by 2030**, by offsetting its incompressible emissions.

To achieve this, emlyon is actively engaging all its stakeholders by focusing on four priority levers:

- 1. Responsible purchasing:** training of buyers and integration of CSR criteria in calls for tenders.
- 2. Mobility:** raising awareness of the impact of travel and promoting green transportation.
- 3. Energy and buildings:** lower energy consumption and transition to renewable energy sources.
- 4. Sustainable IT:** optimizing equipment and servers, and adopting low-carbon solutions.

As part of its climate plan aimed at achieving carbon neutrality by 2030, emlyon is rolling out a number of initiatives:

Green Travel Voucher Scheme: from September 2024, students who choose eco-friendly modes of transport (train, bus or carpooling) for their international exchanges will receive financial compensation, proportional to the distance traveled.

Stricter travel policy for staff: all journeys under six hours must now be made by train.

Betterway Mobility Pass: since 2023, employees have been eligible for up to €400 per year to cover low-carbon commuting expenses. Available to all employees with more than three months of service, including interns, this is a component of the “Sustainable Mobility Package” introduced by the French government in 2020.

Cycling: the *Objectif Employeur Pro Vélo* program, launched in March 2023, encourages employees to commute to work by bicycle, through workshops (getting back in the saddle, bike repair, safe riding) and safety kits.

New narratives: the School supports initiatives that promote inspiring stories and visions, such as the film “WAY: responsible and conscious traveling”, produced by three alumni and winner of the best CSR project with an environmental impact in the 2021 Social Entrepreneurship Awards.

Partnership with the City of Lyon: as part of the European program “Lyon: climate-neutral city by 2030”, emlyon is committed to four key areas: raising awareness among its stakeholders about climate issues, promoting low-impact travel for academic exchanges, enhancing the employer’s low-carbon mobility plan and contributing to carbon neutrality by 2030.

Calls for tender: all suppliers are questioned about their CSR commitments during the procurement process and the School gives preference to regional companies and those with inclusive hiring policies (individuals with disabilities or with low employment prospects). Depending on the purchase category, CSR criteria account for 20% to 30% of the final evaluation score.

Our action in numbers

100% of suppliers are questioned about their CSR commitments

40% plant-based meals on the 2 French campuses

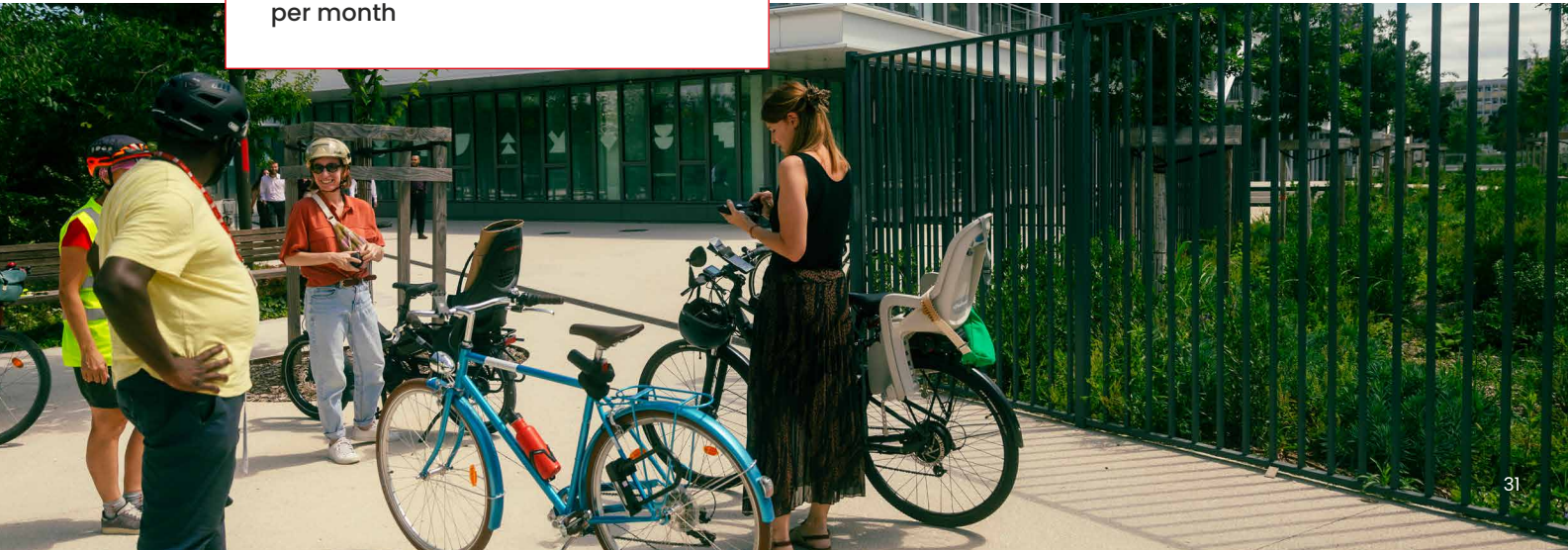
Over 5,000 kg de CO₂ avoided through the introduction of Green Travel Vouchers

Over 15,000 cups avoided per month



→ Waste management and resource conservation

In addition to its climate strategy, emlyon is striving to reduce waste and preserve biodiversity, through waste reduction and recycling, the elimination of single-use cups, extending the lifespan of IT equipment and combating food waste.





Focus

The new emlyon campus, the embodiment of the School's mission to foster the hybridization of knowledge, connections, excellence and engagement.

With its relocation in September 2024 to a new campus located in the center of Lyon, in Gerland (7th district), emlyon is opening a new chapter in its history. Built to the highest environmental standards, closely connected to the socio-economic community and designed for world-class teaching, this new campus embodies the School's strategy to deliver an exceptional student experience.

Tailored support for the transition to the new Lyon campus

A dedicated team facilitated the relocation from the Écully and Saint-Étienne campuses to the new Lyon campus, providing support to staff and stakeholders. Site visits throughout various construction phases, themed workshops and regular video conferences kept everyone informed and addressed key concerns, particularly regarding the flexible office model.

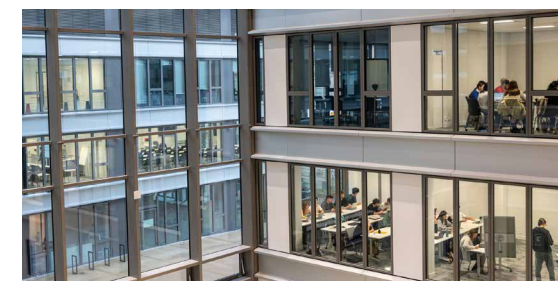
A campus recognized for sustainability and designed for low-impact mobility

Designed to combine performance and sustainability, the new campus meets the highest current standards in sustainable construction. It has been awarded a number of labels: HQE (High Environmental Quality), BREEAM (Building Research Establishment Environmental Assessment Method), Osmoz (workplace well-being) and R2S (digital services).

Public transport services, including metro, regional trains (TER), bicycles, trams and buses are in the immediate vicinity of the campus. It features 380 bike parking spaces and no car parking, except for spaces reserved for people with reduced mobility, in order to encourage sustainable transportation.

New ways of working at the heart of Lyon's ecosystem

The new emlyon campus embodies connected and hybrid work methods, offering innovative and adaptable spaces.



Learning spaces

8,500 m² designed for action learning, as well as flexible use and work.



makers' lab

740 m² equipped with 15 3D printers, a textile lab and professional software.



Student Association Village

Designed as a place for students to develop their professional skills. 700 m² dedicated to community life, including a 200 m² center, an event space, offices for student associations and a soundproof music room.

Located in the heart of Lyon's academic and scientific district, the campus is in close proximity to prestigious institutions such as ENS Lyon, Sciences Po Lyon, Université Lumière Lyon 2, Université Jean Moulin Lyon 3, the WHO Academy and major socio-economic partners. This situation provides students with privileged access to university libraries, conferences, guest lectures and collaborative business projects.



9. Promoting a respectful and fulfilling work environment

emlyon is committed to providing a professional environment that fosters fulfillment, personal growth and contributions from everyone to the School's mission. This commitment is built on concrete initiatives, such as establishing respectful and fair management practices, promoting diversity, supporting skills development and career transitions, and improving well-being in the workplace.

Our action in numbers:

Defining a common framework for all School stakeholders around the concept of "Respectful Management" by the end of 2025 (in progress)

65% satisfaction in the social climate survey in September 2024

36% of women in the Executive Committee and **47%** in the Management Committee (+18% since 2021)

89/100 in the gender equality index at the end of 2023 (+5 points since 2021)



A collaborative definition of "respectful management"

Since summer 2024, emlyon has been working on defining a management model based on respect for individuals and contributing to their development. Led by Human Resources and the Department of Social and Environmental Engagement, this project brings together all the School's internal stakeholders to define values and managerial principles, together with the system in which these should be embedded. The goal is to produce a manifesto, charter and roadmap by the end of 2025, with everyone actively involved as a driver of change.



emlyon committed to training 100% of staff in social and environmental issues

emlyon engages its staff with social and environmental issues through training sessions such as the "2tonnes" workshop on climate change and e-learning modules on environmental impact, biodiversity collapse and social inequalities. At the end of 2024, over 500 staff members, including the entire **Management Committee**, had taken part in this program.



Support for employees at the end of their careers

The School supports its staff through their key career transitions. A new agreement signed with employee representatives therefore facilitates the transition to retirement for staff aged 58 and over. Under this scheme they enjoy enhanced access to information, tailored training, end-of-career accommodations and opportunities to pass on their knowledge and expertise.

Diversity and inclusion: emlyon signed up to the Autre Cercle LGBT+ Charter

As a signatory of the Autre Cercle LGBT+ charter since 2022, emlyon promotes an inclusive work environment by combating discrimination based on sexual orientation. In 2024, the LGBT+ barometer revealed that 77% of employees view the organization as supportive, confirming the relevance of this initiative.



HR initiatives to promote employee fulfillment and cohesion

To strengthen the connection between staff around the School's mission and support their personal fulfillment, emlyon has implemented several internal initiatives, including:

- A half-day onboarding session held each month for new employees.
- "Pitch your Department", an in-house web series that highlights the role of different departments and the daily tasks of teams.



10. An active community driving an educational project

emlyon is an organization that is rooted in its ecosystem and the areas where it is active. Together with its stakeholders, an entire community is actively involved in its educational project.

emlyon mobilizes its alumni and corporate partners in School activities

Involved in all the School's activities, including recruitment, teaching, mentoring, the Steering Committee and the Foundation's Board of Directors, graduates of emlyon business school have maintained a strong connection to their school for nearly 150 years. Today, corporate partners and over 45,000 alumni around the world continue to keep the emlyon spirit alive.

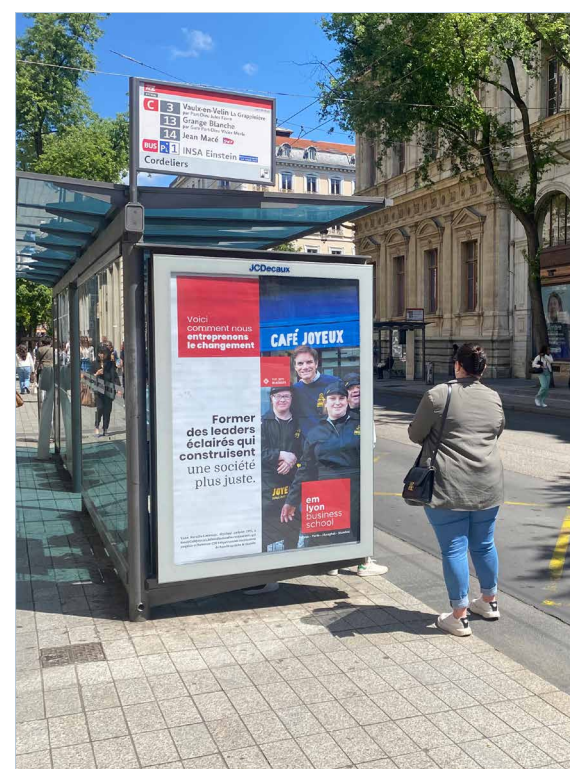
The School boosts the visibility of its mission and communication

The School shares its strategy and highlights its achievements, as well as those of its students, learners and graduates, through both internal and external communication channels (websites, social media, program and corporate newsletters, brochures, the intranet, internal displays, etc.)

In 2024, the School also published its first engagement report, summarizing the year's achievements with regard to social and environmental responsibility.

Moreover, in May 2024, it unveiled a new institutional communications campaign, which was disseminated in the national media and on urban billboards in Paris and Lyon. Entitled **“This is how we drive change”**, the campaign showcases the School's distinctive character, as well as the maker spirit that fuels its mission to promote a fairer, more supportive and more sustainable society. It draws on five tangible case studies that illustrate how it puts its mission into action:

- The Café Joyeux initiative of **Yann Bucaille-Lanrezac**, a 1993 PGE graduate, which creates permanent employment in a mainstream workplace for people with disabilities;
- The impact of the Association track on the career of **Clément Meyer**, a 2023 PGE graduate;
- The commitment and qualification for the Paris 2024 Olympics of Global BBA Talents pathway student **Shirine Boukli**;
- emlyon's stake in the **London Interdisciplinary School**, an institution that champions hybrid learning models and innovative teaching approaches;
- The creation of a **Strategy in the Anthropocene research chair** with Carbone 4.



Local roots and engagement in support of emlyon's mission

emlyon is strengthening its commitment by co-organizing events aligned with its mission and mobilizing its alumni network and partners:

- Co-organization with the École des Mines and the *Communauté des Entreprises à Mission*, of the inaugural academic symposium dedicated to mission-drive companies.
- Winter seminar of the *Société Française de Management* on the ecological emergency in higher education.



Strengthening ties with local stakeholders

May 16, 2024 marked the second edition of emlyon's annual corporate partner evening. The event brought together numerous partners, reflecting the School's commitment to deepening its relationships with its ecosystem.

With its new campus located in the heart of Lyon, emlyon is pursuing its mission by becoming fully integrated into its environment. This accessible and open location encourages synergies with local, European and international players, as well as with the broader socio-economic and institutional landscape.



The emlyon Foundation takes action to further equal opportunities and diversity

Under the auspices of the *Fondation de France*, the emlyon Foundation has set itself the goal of transforming 500 lives each year. For over 30 years, it has placed students at the heart of its projects, supporting the academic success of the most disadvantaged.



fondationdefrance.org/fr/

emlyon Foundation action in numbers

In 2023/24, five priority programs were offered:

- 1 Grants for living costs that support emlyon students in structurally disadvantaged situations.
→ 219 students were given support.
- 2 The emergency fund that provides special assistance for students in serious and unforeseen situations.
→ In 2023, 60 emergency grants were awarded.
- 3 The disability grant that provides health-related support for young people at emlyon.
→ In 2023, 15 disabled students were given financial assistance.
- 4 The “Tour de France des Oraux” that helps talented young people gain admission to top business schools.
→ 25 scholarships were awarded through the “Trait d’Union Prépas” social outreach program.
- 5 The PhD and Research grant that supports the international doctoral program.
→ 20 profiles are selected, including 5 new candidates each year on the basis of their results.



MAKE A DONATION TO THE FOUNDATION
em-lyon.com/fr/fondation

Key figures on donations

- 18% increase in donations collected in 2023 vs. 2022
- 21 corporate donors
- 172 alumni donors

3 days of celebration with all stakeholders to mark the opening of the Lyon campus

- an official day with nearly 1,000 guests (students, institutional and business partners, and research professors)
- a day celebrating the 40th anniversary of the emlyon incubator
- a day dedicated to the alumni community



Organizational and functioning challenges ahead

The creation of the new campus in the heart of Lyon marks a first step toward the School’s goal of contributing to net zero by 2030. The next step involves establishing a system to track the Climate Plan indicators.



→ The School’s inclusion program includes the upcoming creation of a Solidarity & Inclusion Center. The impact of the initiatives offered now need to be identified and measured.



→ The next phases of the project should also involve adopting a management approach based on listening, collaboration and valuing teams.



- Regarding stakeholder engagement, the School is seeking to:
- Map out local stakeholders with which it could develop partnerships;
 - Increase alumni engagement with the School’s mission.

For more information

www.em-lyon.com

emlyon business school campuses

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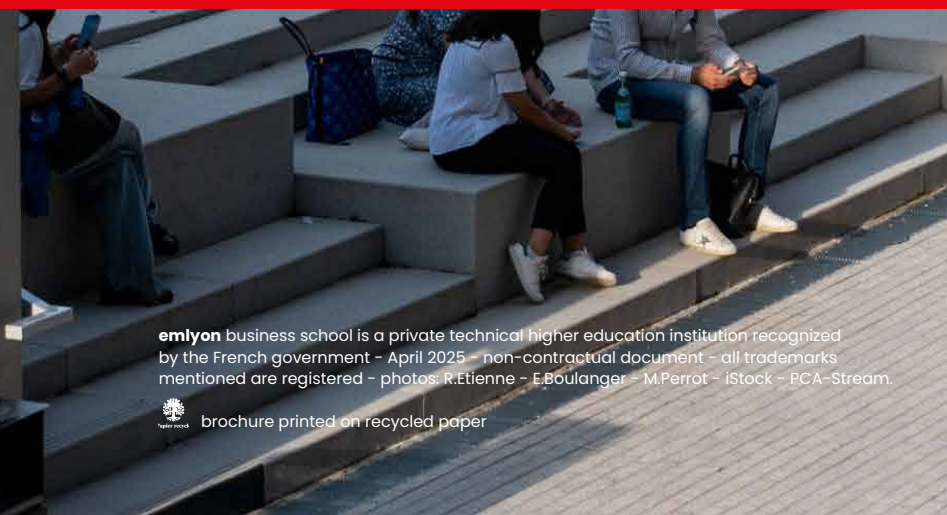
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