



Engagement report

2025



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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



Isabelle Huault

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

Our society is undergoing profound transformations today, as evidenced by the reshaping of geopolitical balances, shifts in the world of work, growing climate risks and the emergence of disruptive technological advances. In this context, it is vital for organizations to be able to count on well-trained, engaged individuals who are able to understand the dynamics at play and respond to them effectively.

At **emlyon** business school, we pursue the ambition of staying on a clear course, supported by the power of research and a distinctive pedagogical model, in order to provide concrete answers to the challenges of the socio-economic world.

Established over one hundred and fifty years ago, emlyon now stands as an international benchmark in the field of management. As a Benefit Corporation, the School draws its strength from its purpose, namely 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.**

True to its mission, emlyon has set out a demanding roadmap, guided by commitment and designed to permeate all activities and measure progress.

At the close of 2025, the School can report significant achievements in the areas of education, research and institutional operations: for example, the ongoing transformation of programs through the SDGs Inside competency framework, the creation of the Alternative Futures Institute, the launch of a research project focused on decarbonizing airport activities, the rollout of an ambitious climate pathway and the strengthening of inclusion and social outreach policies.

Energized by the sustained engagement of the emlyon community, we are moving forward, with humility and resolve, on the path towards a more sustainable and inclusive future.





About



Students & Participants



9,375

students across
all campuses



4,000

participants
in executive
education



135

nationalities
represented

Student associations



37

student
associations



7

collectives



Over

900

student
members

emlyon venture labs



80

external
start-ups
incubated or
accelerated



159

student
entrepreneurs
in the
Entrepreneur
Academy
(139 student
projects)

International



4

campuses: Lyon,
Shanghai, Paris,
Mumbai



237

academic
partners
in 60 countries

Companies



32

partner
companies



2,200

companies
recruiting our
students

Faculty



178

permanent
research
professors



38

nationalities
represented

Contributing to the general interest

Benefit Corporation Status

By adopting the status of Benefit Corporation 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;**

It is necessary to act and lead differently for the common good.

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 mission: a compass that guides strategy

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**

Statutory goals 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 our learners' skills so that they can meet the social and environmental challenges
- 4 Enable each student to develop their self-knowledge, open up their professional horizons and build their employability

Operational implementation & the year's achievements

Incorporate social and environmental issues into 100% of experiential projects and address them directly in 50% of projects

- ✓ These issues are integrated into 100% of projects.
- ✓ They are the primary focus of 100% of responsible engagement missions, 20.8% of makers' projects, 18% of Entrepreneur Academy projects, 31% of incubator projects and 42% of accelerator projects.

Train 100% of students in social and environmental issues

- ✓ Continued rollout of the SDGs Inside competency framework across all programs
- ✓ Creation of a steering committee tasked with overseeing its integration into all teaching activities

Statutory goals as regards research

- 1 Promote academic freedom and develop pluralistic research
- 2 Play an active role in the global scientific conversation and in socioeconomic debates on value creation and social and environmental justice
- 3 Keep training programs current by incorporating newly-created knowledge

Operational implementation & the year's achievements

Recruit 50 new, world class research professors by 2028

- ✓ 14 new research professors at the start of the 2025 academic year
- ✓ Net recruitment of 15 research professors since the launch of the strategic plan

Create a Transition Academy

- ✓ The project has evolved toward the creation of a new institute that establishes an ongoing dialogue between researchers, business leaders and public decision-makers, with the aim of designing robust strategies aligned with planetary limits.

Sign new research chair agreements promoting the transformation of businesses

- ✓ 3 active research chairs and 1 research project launched

Statutory goals as regards functioning

- 1 Make our school an innovative organization in matters of inclusion and environmental protection
- 2 Embody a management model in our practices that respects people and helps them to develop
- 3 Engage our stakeholders in an active community that shares our educational project

Operational implementation & the year's achievements

Implement the climate plan and contribute to net zero by 2030

- ✓ Greenhouse gas emissions cut by 30% between 2022 and 2025

Train 100% of staff in social and environmental issues

- ✓ New e-learning programs "Everyday sustainability at work" available to all employees

Enrol 30% grant-funded students by 2030

- ✓ Expansion of the social scholarship policy, up to full tuition waivers, and of the Tremplin program to Global BBA students

Formalize emlyon's commitments to respectful management

- ✓ A co-construction process involving 70 stakeholders, leading to a shared definition and the design of an action plan

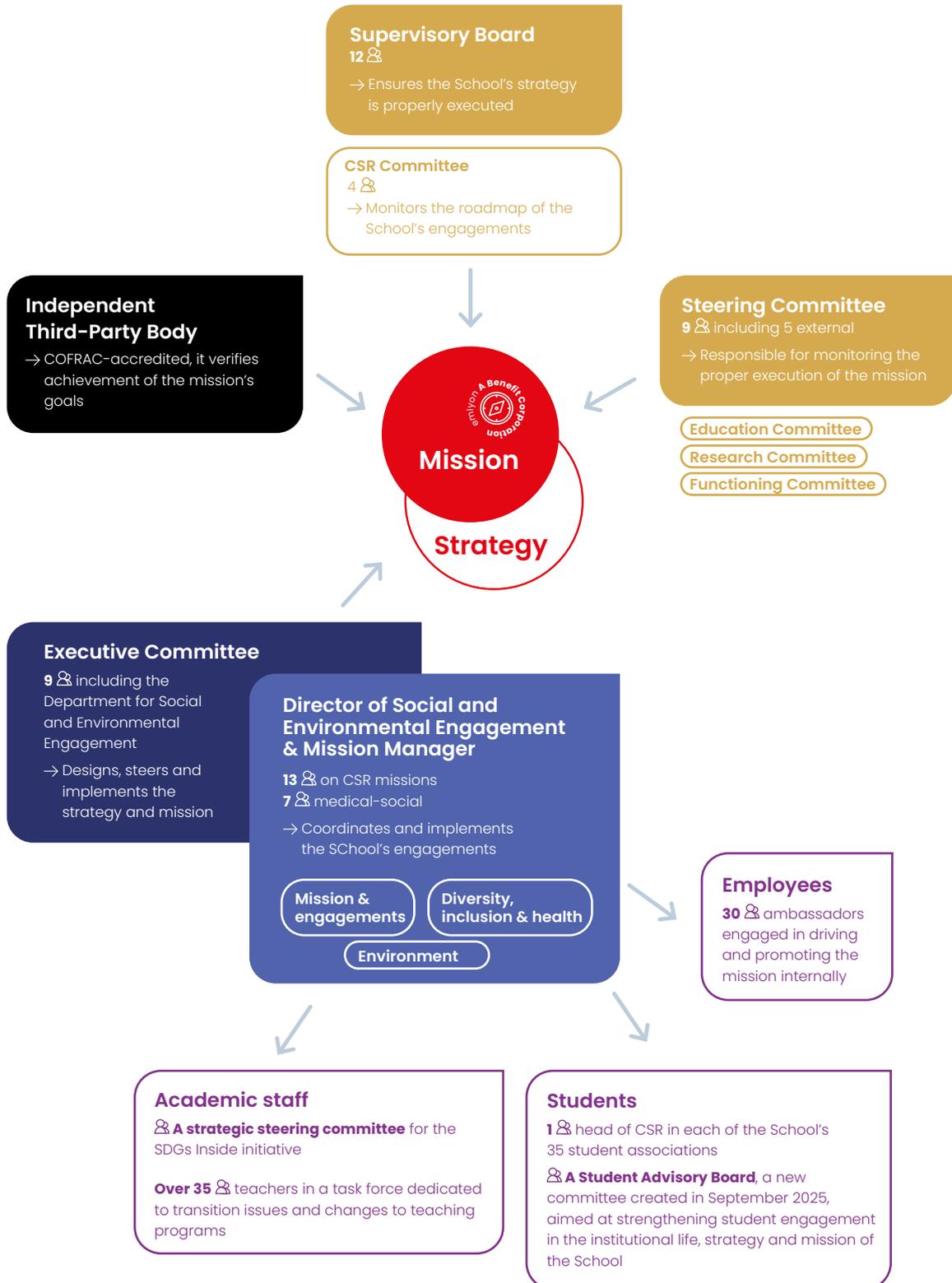
Strengthen alumni and corporate engagement in support of the mission

- ✓ Alignment of corporate offerings with the mission

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.

- Supervisory bodies
- Supervisory body committees
- Auditing body
- Teams in charge of the mission and strategy
- Internal stakeholders

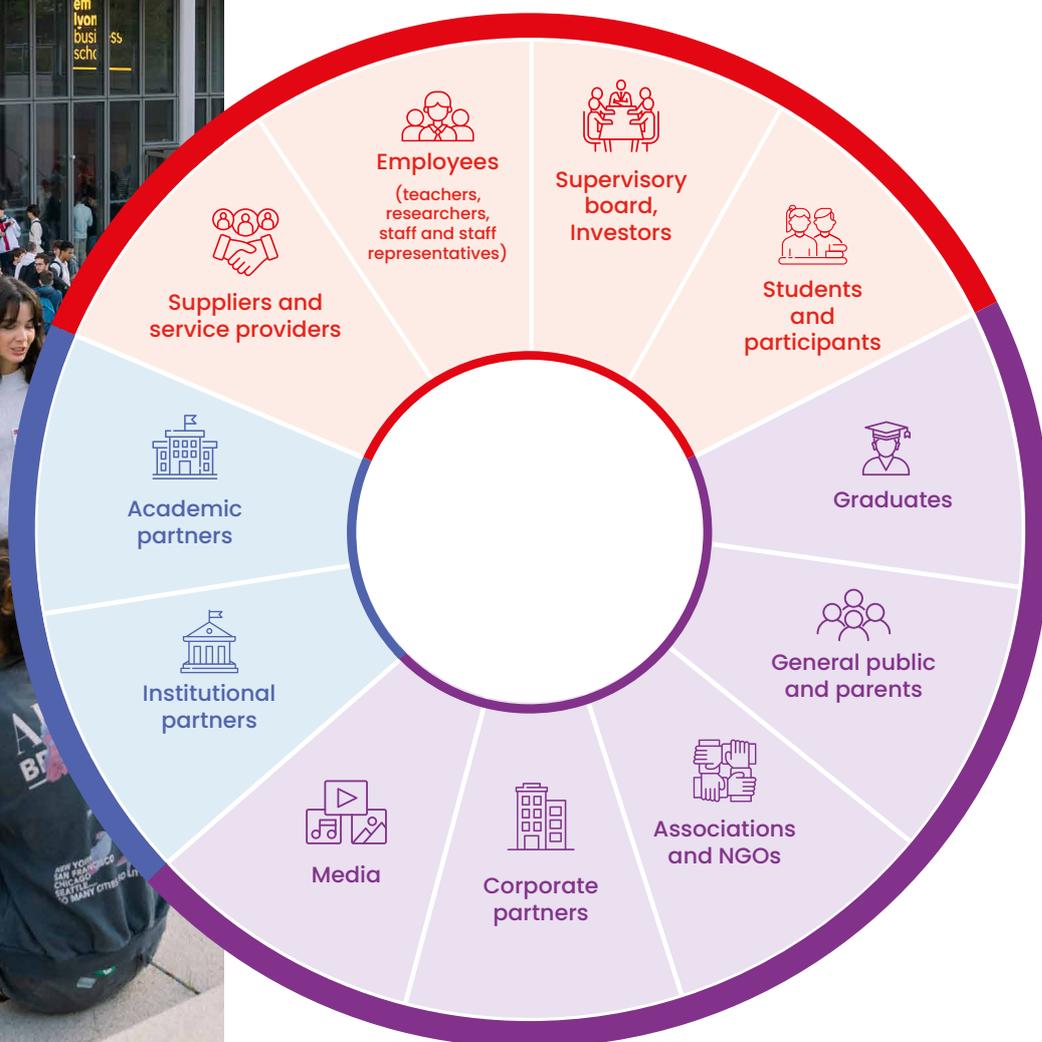




Stakeholder map

emlyon business school acts continuously, through all its activities, in collaboration with all its stakeholders.

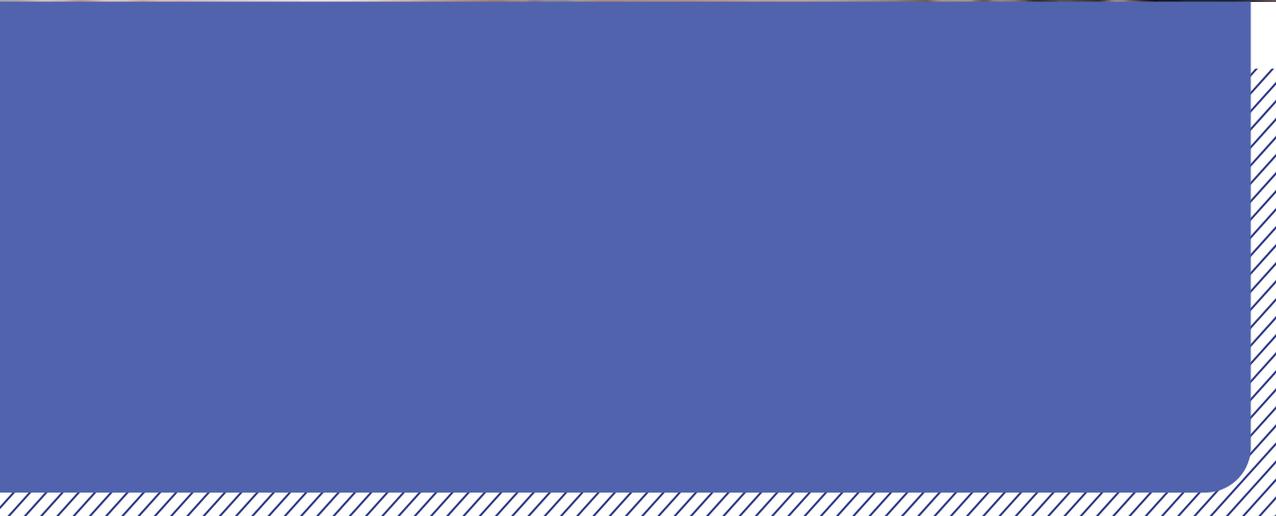
It attaches great importance to dialog and involving them in the processes of co-construction and development of its activity for the benefit of its students and graduates.





Education





Transforming our teaching programs for a sustainable future

Training drivers of change remains at the heart of emlyon's mission. In 2025, the School continued to incorporate social and environmental issues into all its programs, thereby strengthening a pedagogical approach orientated toward action and responsibility.

A new Associate Dean of Anthropocene Pedagogy

“I'm delighted to take over from Thomas Gauthier as Associate Dean for Pedagogy in the Anthropocene. Given today's global challenges, it's vital to take a systemic and proactive approach to training responsible leaders. My goal is to make this mission a real driver of innovation and action by encouraging closer collaboration between students, faculty and staff.”

Fanny Verrax,
Associate Dean of Anthropocene Pedagogy

1/5 

Around 1 in 5 graduates reports having roles dedicated to CSR issues in their current position

 2028 target

100% 

Train 100% of students in **social** and **environmental** issues



All undergraduate and executive education courses are evolving in line with the SDGs Inside competency framework.

Created by emlyon research professors, the SDGs Inside framework is used to assess each course against 34 CSR competencies linked to the 17 Sustainable Development Goals. Following a comprehensive review of undergraduate and executive education offerings, programs were analyzed and adjusted to strengthen pedagogical coherence and ensure coverage of all key competencies.

100%

of undergraduate and executive education courses analyzed using the SDGs Inside competency framework.

Since September 2025, a Strategic Steering Committee has overseen the initiative to ensure monitoring, continuous improvement and adoption by the faculty.



Purpose-driven programs to support life-long learning

Undergraduate degree programs

- **BSc in Data Science for Responsible Business:** analyzing data, leading technology projects and integrating an ethical dimension into decision-making.
- **MSc in Leading Sustainable Transformations:** mastering change management and interdisciplinary approaches to drive sustainable initiatives.
- **MSc in Management of Energy Transitions:** leading energy transitions in a sustainable and innovative way.
- **MSc in Healthcare Innovation & Data Science:** designing and leading innovative projects that address public health challenges.

Modules and certifications in executive education

- **“Driving impact and growth as a non-profit executive”**
- **“Sustainable futures”:** mastering methods and tools to understand and take action in a complex and constantly evolving world.
- **“Sustainable governance strategies”:** integrating sustainability issues at board level and following a responsible strategic trajectory.
- **“New business models”:** designing and implementing business models adapted to new realities.
- **“Governance for sustainability”:** defining a scope of action and responsibilities specific to a given industry sector.
- **The “Agile and Responsible Management” certificate:** developing leadership skills in a constantly changing world.

Classes and activities specifically dedicated to social and environmental issues in all programs:

All undergraduate programs

- **SULITest:** a test recognized in France and internationally to assess knowledge of social and environmental issues.

Global BBA and PGE programs: mandatory courses

- **Acting for the Planet:** understanding the complexity of climate-energy-society issues and producing recommendations based on real-life situations.
- **Sustainable Futures:** exploring new futures to transform business leaders’ strategic vision and help design of “livable” worlds.
- **Applied Research in Social Sciences:** discovering the world of social science research.

Specialized Master’s programs

- **Transforming early makers:** project development and design of future business models.

Masters of Science programs

- **Mandatory courses on climate strategy and sustainability,** combining sustainability analysis, climate strategy development and the integration of ESG criteria into business management.

Executive education programs

- **2 Tonnes workshop:** an immersive workshop to think differently about the future and take collective action for the climate.
- **Lectures:** for example with Antoine Goyer on sustainable finance or Philippe Beaud on environmental performance as a driver of economic performance and value creation.
- **Sustainable Futures modules**

Focus on two Master's program initiatives.



Focus

Women in Data Science (WiDS)

emlyon business school hosted the 2025 edition of the global Women in Data Science (WiDS) initiative, launched by Stanford University in March 2025.

Organized by Imène Brigui, Director of the Master in Innovation and the Master in Data Science & Artificial Intelligence Strategy, the event brought together professionals, faculty members and students for lectures and workshops aimed at promoting the role of women in technology fields.

This initiative helped raise awareness among the student community about issues of inclusion, ethics and responsibility in data science and artificial intelligence.

Focus

Responsible Finance Forum

On March 20, 2025, the emlyon business school MSc in Finance organized the second edition of the Responsible Finance Forum, bringing together students, professionals and researchers to share their vision of responsible finance.

The 2025 edition focused on the role of finance in managing risks related to climate change and geopolitical uncertainty, as well as on creating sustainable value. Participants explored practical tools such as risk scenario planning, climate modeling applied to asset evaluation, and ESG indicators to guide financial decision-making.

Renowned speakers from academia, finance and politics, including Olivia Grégoire (Member of Parliament and former minister) and regional experts such as Lyon Place Financière, shared their experiences on public-private collaboration to support the energy transition and sustainable reindustrialization.





Doing to learn and learning to do: experiential learning

emlyon's educational approach is built on a blend of academic excellence, experimentation and entrepreneurial spirit. By combining theoretical knowledge, practical projects and real-world initiatives, the School trains responsible individuals who are equipped to address social and environmental challenges and create a positive impact on society.



The Business Challenge (Global BBA)

This course invites students to work on a real-world challenge for an organization. In 2025, they collaborated with an NGO operating in 70 countries that deploys hospital ships fitted with operating rooms in areas with limited access to healthcare. The headquarters are based in Lyon and all members of its executive team are alumni of the sSchool.

Students were required to address two main challenges:

- Develop and rejuvenate the NGO's donor portfolio, and identify recurring donors.
- Find corporate or nonprofit partners capable of generating B2C outreach through B2B2C models.

Course stages

- 1 Project kick-off
- 2 Meeting with the NGO team and presentation of the market analysis and initial positioning recommendations
- 3 Strategy development
- 4 Final presentation before a jury of professionals



2028 target

Incorporate **consideration of social and environmental issues** into all experiential projects, ensuring that half of them focus primarily on these topics.

The Responsible Engagement Program (PGE)

Created in 2016, the Responsible Engagement Program is a unique experiential pathway that is mandatory for the PGE. It raises awareness and trains students on key social and environmental issues, in alignment with the United Nations' Sustainable Development Goals. The program also offers students the opportunity, on a voluntary basis, to design and implement a positive-impact project.

Content of the program

- A **50-hour volunteer mission**, extendable up to 100 hours, carried out with one of the School's **107 partner associations**, followed by a feedback report.
- A **certified social entrepreneurship module**, available to those who wish to deepen their engagement and turn their ideas into a tangible project.

This year, the program surpassed the milestone of 100 partner associations and welcomed around 20 new partners, 40% of which are engaged in environmental issues.

1,747

engagements completed, 100% with a social or environmental impact

95,100

hours of volunteering

107

partner associations

"The Responsible Engagement Program really opens your mind and is an opportunity to meet people outside the emlyon ecosystem. It's a very rewarding experience."



Student member of the emlyon NOISE association

Focus

Social Entrepreneurship Awards: recognizing responsible student projects



Over 60 students led 16 projects focused on inclusion and sustainability, all driven by a shared ambition to generate collective impact.

Now open to all programs, including the Global BBA, the Social Entrepreneurship Awards are expanding their **cross-program** reach in the School.

Six projects were recognized, including two major initiatives that led to the creation of impact-driven structures:

- ODAËL, a participatory hotel dedicated to housing and reintegrating the homeless,
- PreSkins, a therapeutic innovation designed to relieve pressure ulcers.

Makers' projects (PGE)

Carried out in groups of 3 to 6 people over a period of at least 4 months, maker's projects require students to use their cross-disciplinary skills to manage innovative projects that benefit a business or association. It is mandatory for the project to include the notion of social or environmental impact.

346 

Makers' projects, 20.8% with a social or environmental impact

emlyon venture labs

emlyon was a pioneer in this area, being the first business school to launch an incubator in 1984. Operating on both the Lyon and Paris campuses, the incubator has contributed to the creation of 1,800 companies and 15,000 net jobs over the past 40 years. In 2024, to move ahead and anticipate the needs of entrepreneurs, the incubator and accelerator offerings were merged to form "emlyon venture labs", providing greater clarity and coherence.



Focus

Sarine Élodie Chau, founder of SAVOTEY



Sarine Élodie Chau, an emlyon business school PGE student, founded SAVOTEY, a socially responsible luxury brand that promotes Khmer and Lyon-based artisan skills through scarves made from lotus fiber and silk. Inspired by her mother's story and her own journey of resilience in coping with an invisible disability, she designed the project as a socially and environmentally impactful initiative that champions women's empowerment.

The project was **initiated as a makers' project** and later developed with **support from the Entrepreneur Academy and the emlyon venture labs 2025 Startup Camp**, which provided guidance on strategy, storytelling, legal structuring and fundraising.

SAVOTEY illustrates how creativity, experiential learning and social impact can come together to build a sustainable entrepreneurial venture.

Projects with a social or environmental impact represent:



18% within the Entrepreneur Academy (159 students)



31% within the incubator



42% within the accelerator (32 external project leaders)

Start of the 2025 academic year focused on health and well-being



For the fifth consecutive year, **emlyon** business school's new academic year focused on a United Nations Sustainable Development Goal.

For 2025–2026, the School selected SDG 3 “*Ensure healthy lives and promote well-being for all at all ages*”. This choice follows naturally from emlyon's strong geographic roots in the Lyon metropolitan area, recognized as a healthcare “Silicon Valley”. Health and well-being are now a strategic priority for the School, supported by the creation of a dedicated Institute for Healthcare Innovation, Technology & Society. The Institute serves as a showcase for all of the School's activities in this field, including academic programs (MSc in Healthcare Innovation & Data Science, the PGE BioPharma track and leading international double degrees such as the partnership with UCL), its applied research and the strong presence of medtech and biotech entrepreneurship within emlyon venture labs, as well as numerous student association initiatives.

This common thread, centered on action and collective responsibility, structures key events and integration initiatives involving over 3,500 new students across 22 welcome events on the Lyon and Paris campuses, as well as online.



4 inspiring start-of-term lectures on health and well-being

- **Alain Mérieux**, Chairman of Institut Mérieux, and **Lugan Flacher**, CEO of Drugoptimal, opened the series with “Towards Borderless Biology in the interests of Public Health”
- **Raymond Le Moign**, CEO of the Hospices Civils de Lyon, addressed the role of health in creating collective value
- **Anne Kuhm**, former Olympic gymnast and emlyon graduate, shared her experience on mental health in elite sports
- **Clément Chauvet**, from the International Agency for Research on Cancer (WHO), offered a global perspective on health prevention and cooperation.

12 artists raising awareness through the photo exhibition “HEALTH AND WELL-BEING”

For the second consecutive year, **emlyon** business school chose to **use art as a means of raising awareness of social and environmental issues** through a collective exhibition held on campus, entitled “**HEALTH AND WELL-BEING**”.

Designed as an immersive journey across the campus, the exhibition featured twelve artists from diverse backgrounds – from Nigeria and the United States to Belgium, Cambodia and Ethiopia. Through photography, sound installations and participatory artworks, they explored key issues related to health, well-being and our relationship with our bodies. The experience created a dialog between art, science and society, to raise awareness and encourage reflection on today's global well-being challenges.





12 impact days for taking concrete action

More than 4,700 actions were completed in connection with “Health and Well-Being,” combining reflection with hands-on action, including:

- over 2,500 students completing a mental health assessment with Sapiens;
- 4,000 menstrual hygiene products collected for homeless at the Foyer Notre-Dame des Sans-Abri;
- 2,000 letters sent to elderly people living alone;
- 60,000 cigarette butts collected and recycled with Cy-Clope through 200 clean-up walks.



93%

of students report feeling more motivated to engage following these sessions

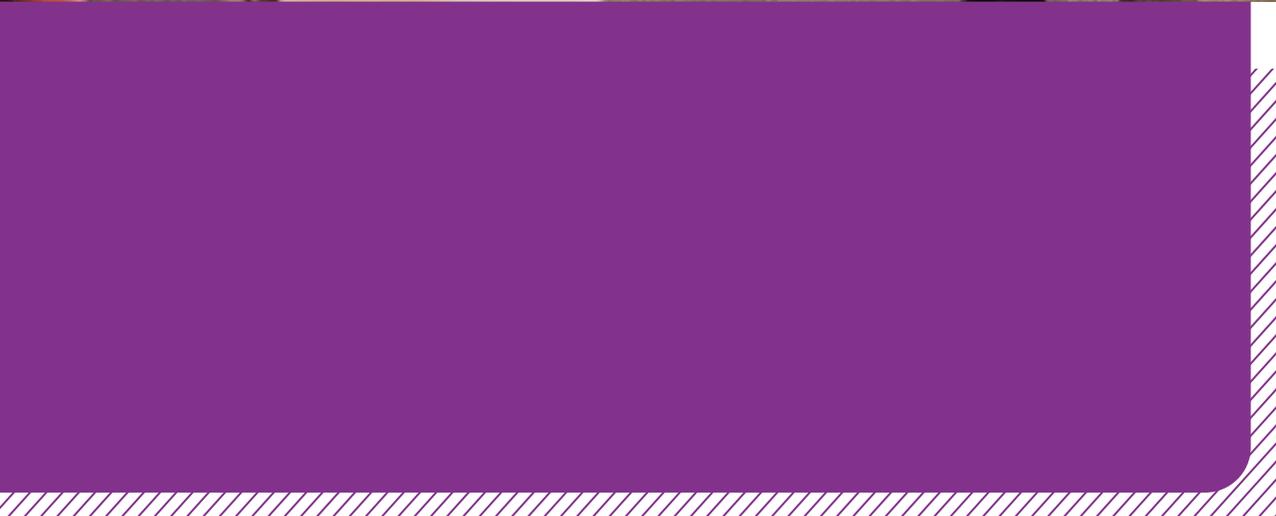
“These impact days perfectly reflect our status as a Benefit Corporation. They remind us that joining emlyon is not just about discovering a campus, but about being part of a broader journey – one that aims not only to train high-performing managers, but above all conscious leaders capable of acting for positive impact.”

Bénédicte Bost,
Mission Manager and Director of emlyon
Social and Environmental Engagement



Research





Pluralistic research and academic excellence supporting programs



2028 target



50

Recruit **50 new, world-class research professors**

emlyon is built on the excellence of its academic faculty

Scientific research drives economic and social debate while contributing to the global scientific conversation. As a source of innovation and international credibility, it strengthens faculty expertise and program impact.

Since 2023, **emlyon** business school has endorsed the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

On February 7, 2025, **emlyon** business school became one of the few French business schools to obtain the HR Excellence in Research label.



14 new research professors at the start of the 2025 academic year

178 professors in total, of whom:

- 96% hold a PhD
- 22% hold an HDR (Accreditation to Supervise Research)
- 80 publications ranked A+, A or B+, B

“The permanent faculty at **emlyon** business school comprises top-tier research professors from a wide range of backgrounds, representing more than 36 nationalities and multiple academic disciplines. They bring a diverse range of perspectives and approaches to research and teaching. Each faculty member contributes their expertise, experience and know-how to serving our participants, the academic community and society at large.”

Peter Wirtz

Dean for Faculty and Research



→ Read more about the 14 new research professors for 2025

Pluralistic research structured around thematic centers and institutes

14

research centers and institutes

emlyon organizes its research around fourteen centers and institutes spanning diverse fields, from social innovation and AI to industrial transitions. These entities generate critical, actionable insight that organizations can use to tackle today's major challenges.

7 Institutes

- Alternative Futures Institute
- AIM - Artificial Intelligence in Management
- emlyon Ethnography Institute
- IFGE - The French Institute of Corporate Governance
- I2E - Institute for Impactful Innovation & Entrepreneurship
- HITS - Healthcare Innovation, Technology & Society
- Leadership Institute

7 Research Centers

- BRIO - Behavioral Research In Organizations
- InvEnt - Entrepreneurship and Innovation
- Lifestyle
- MTCI - Marketing, Technologies and Customer Insights
- OCE - Organizations, Critical & Ethnographic Perspectives
- Quant - Quantitative Methods in Business
- Storm - Strategy and Organization

Focus

Launch of the Alternative Futures Institute

The Institute is designed to enhance the visibility and coordination of all Anthropocene-related initiatives across the School, engaging all stakeholders. It is fully embedded in the School's strategy and reflects its purpose, namely to train enlightened people able to change organizations to build a society that is fairer, shows solidarity for others and respects the planet.

Drawing on the **emlyon** business school – Carbone 4 Chair, the Institute unites research professors, the business community and committed organizations around three core missions: educating (“Sustainable Futures” programs for students and executives), advancing thought leadership (conferences and publications on the role of business schools in building desirable futures) and taking action (awareness initiatives and open resources for students, alumni and companies).

The creation of the Institute was officially announced in November 2025.

Focus

How can companies align their strategic initiatives with planetary boundaries?

Under the “Companies in the Anthropocene” project led by IFGE (French Institute of Corporate Governance), eight case studies have been published by the CCMP (Center for Teaching Cases and Media), including the recent Lazare and Ecoprod cases. These studies illustrate the challenges, contradictions and opportunities companies face in an era defined by the Anthropocene and the transgression of planetary boundaries.

They position students as strategy consultants responsible for evaluating the relevance of corporate decisions and strategic positioning under emerging climate and societal constraints. The analyses highlight the impact of these decisions on economic pathways, business models and organizational capabilities, moving beyond conventional approaches focused on competitive advantage or Porter's five forces.

The cases reveal a broad range of corporate situations and responses, showing that multiple strategic pathways exist for integrating planetary boundaries. They emphasize the importance for managers of developing tools and cognitive frameworks aligned with bio-geophysical and societal realities in order to make informed and responsible decisions in this new environment.



Research chairs and projects: drivers of knowledge and innovation

Central to emlyon’s strategy, scientific research supports innovation in education and the ongoing evolution of knowledge. Emerging from the convergence of business challenges and faculty expertise, research chairs and projects promote the direct transfer of knowledge to the emlyon community.

These collaborations, built on strong multi-year commitments, demonstrate a shared ambition to respond closely to on-the-ground needs.

emlyon currently hosts one research project and three active research chairs.



2028 target

Sign new research chair agreements **promoting the transformation of businesses**



3 active research chairs

1 research project

Research project

emlyon – Vinci - Centrale Lyon
“Decarbonization of airport activities”

This research project addresses the major challenge of the energy transition in the airport sector. Its objective is to analyze and develop solutions to reduce the carbon footprint of airport activities through multiple technological and economic approaches.

The CIFRE project encompasses all decarbonization initiatives, including sustainable aviation fuels (SAF), electrification and hydrogen, the latter being considered one option among others given the delayed timeline for its large-scale deployment.



Teaching and research chair

emlyon – Carbone 4
“Strategy in the Anthropocene”

This chair seeks to develop a strategic framework for businesses that encourages collaboration and innovation in response to the critical environmental impacts of human activities;

Focus

Ideas Development Workshop

In September 2025, IF Initiative and **emlyon** business school hosted an Ideas Development Workshop bringing together around forty participants, including numerous PhD candidates and young researchers. The event offered a multidisciplinary forum for dialog among executives, practitioners and researchers in sustainable development and management. Through panel discussions and interactive sessions, the workshop generated new ideas and debates, combining the latest academic research with real-world business needs.



carbone4

Research chair

emlyon – Groupama Rhône-Alpes Auvergne

.....
This chair seeks to develop a framework outlining the impact of the climate transition on insurance-related losses.



Focus

Inaugural seminar

An inaugural scientific seminar was held in September 2025, convening researchers and industry professionals around presentations on risk modeling, prevention mechanisms and innovative solutions for the insurance industry. International experts presented work ranging from climate modeling to public-private partnerships aimed at strengthening infrastructure resilience.

Research chair

emlyon – Malakoff Humanis

.....
A research program on the mental health of executives and its impact on small businesses and micro-enterprises.



Focus

Executive mental health study

A survey carried out between June and August 2024 with 2,750 respondents, including 1,750 small business and micro-enterprise executives, set out to deepen understanding of executive mental health, the factors influencing their well-being and the impact of their leadership roles.



The findings show that one-quarter of executives experience non-optimal mental health, a level slightly below that observed in the general population. Loneliness and excessive workload emerge as primary risk factors, while positive stress perception and structured management play a protective role. Executives leading purpose-driven companies tend to be more critical yet more aware, and interest in a prevention app depends on the communication channel, with institutional messaging proving particularly effective.

These insights highlight the importance of targeted support adapted to the specific realities of the leaders of small businesses and micro-enterprises.



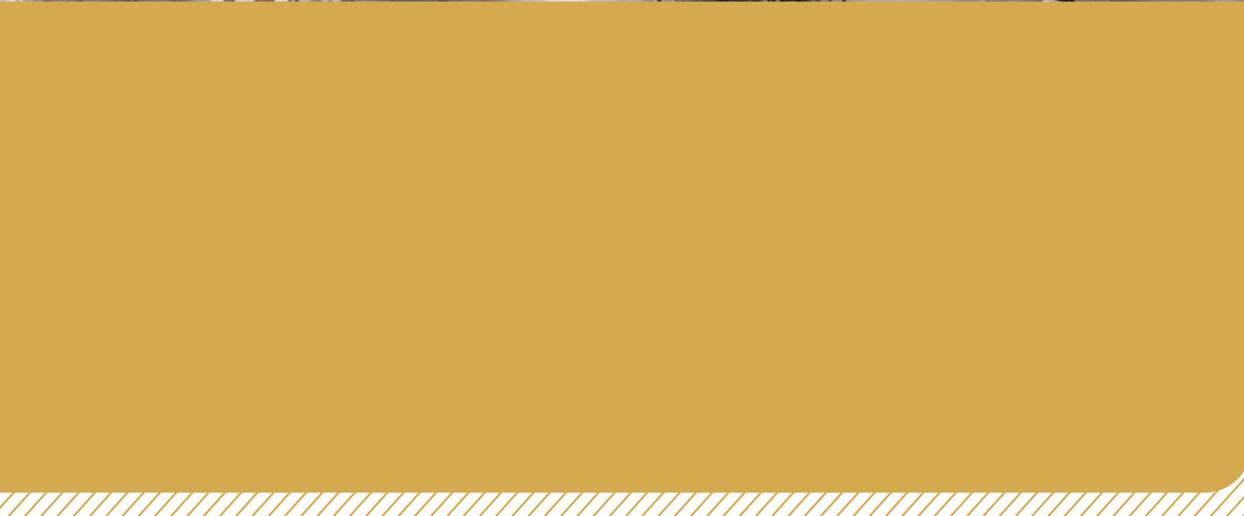






Functioning



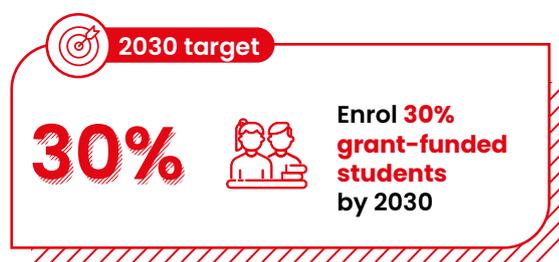




Empowering every talent to succeed, without distinction

Every academic journey deserves support. Ensuring equal opportunity, supporting students with disabilities and assisting those facing financial or personal barriers lie at the core of the School's engagement. Through scholarships, mentoring, tailored support and guidance initiatives, emlyon enables all students to succeed regardless of background or challenges.

The School is continuously enhancing its social inclusion policy and goes well beyond statutory requirements.



Support for access to studies: extending social scholarships and the Tremplin scheme to the Global BBA program

Since September 2022, emlyon has provided tuition fee reductions for all CROUS scholarship recipients enrolled in the PGE program, a measure extended to the Global BBA since the start of the 2024 academic year. The amount of this reduction depends on the scholarship tier, from 5 percent at tier 0 bis up to full tuition coverage at tier 7, significantly improving program accessibility. A tuition fee moderation mechanism is also in place across the master's programs.

The School complements these initiatives with two additional programs

- **Tremplin**, which provides additional support to grant-funded students throughout their studies through mentoring workshops, public speaking training and empowerment initiatives.
- The **emlyon Foundation**, which assists students by helping cover living costs and maintaining an emergency support fund.

In line with its mission, the School has set an ambitious goal, namely to reach 30% of grant-funded students by 2030. To date, 20% emlyon students are grant-funded.

20%
grant-funded
students

A broader social inclusion strategy anchored in local communities

Beyond financial assistance, emlyon implements structured outreach programs for those with limited access to higher education.

- **The Cordées de la Réussite** programs are designed to support middle and high school students from priority education areas, rural regions and vocational or technological pathways as they prepare for higher education. Their purpose is to reduce self-censorship and improve awareness of the opportunities available through higher education.
- **Through three Cordées de la Réussite**, emlyon business school supports students from these areas every year. The School helps them discover the world of higher education, build ambition and clarify career aspirations through mentoring, awareness activities and cultural exposure.

Over **1,000** 

middle and high school students from rural areas or priority education networks are supported each year through the Cordées de la Réussite

“Being a student at a Grande Ecole offers the opportunity to become a role model for young people who are unaware of their full potential. It also opens up cultural and professional worlds they may not know very well. That’s why getting involving as a mentor with Astuce is so rewarding. We change lives!”

Yohann,
Honorary President of the Astuce student association and partner of the Foundation’s “Tour de France des Oraux” initiative”



113 learners certified by the program ‘La Toile’ 

88% finish the certification with a career plan



la toile
l'école de la qualification numérique

In 2021, emlyon also launched its School of Digital Qualification, La Toile, a fully free program offering people with low employment prospects the possibility of following certification and qualification training at no cost. The program is designed to help them reengage long-term in social and economic life by building skills aligned with labor market needs and ongoing digital transformations.

The emlyon Foundation backs projects aimed at training enlightened managers, developing entrepreneurship and advancing social inclusion.

The emlyon business school Foundation plays a vital role in ensuring that every student can pursue their studies with confidence and stability. Supported by the growing commitment of its donors, it operates five flagship programs that deliver meaningful support each year:

- **Grants for living costs** that support students facing financial hardship.
- **The emergency fund** that provides special assistance for students in serious and unforeseen situations.
- **Disability grants** that finance the accommodations needed for students with disabilities or long-term health conditions.
- **The Tour de France des Oraux** program that supports preparatory class students from modest or rural backgrounds through tutoring, intensive training sessions, coaching and financial aid to cover oral examination costs and maximize admission success.
- **The PhD and research grant** that supports the international doctoral program.

These initiatives embody the Foundation's ambition, namely to turn solidarity into a practical driver of equal opportunity and to contribute sustainably to changing life trajectories.

“*This grant represents much more than financial assistance. It has enabled me to reduce my working hours alongside my studies and fully concentrate on my education and career plans. This support has been a genuine source of motivation and recognition for the efforts I've made.*

Thank you to the Foundation for this invaluable help which has made a real difference in my academic journey”

Karim BOUKHO,
Student





Over 30  grants for living costs awarded

64  emergency grants released

17  disabled students provided with financial support

53  grants awarded under the Tour de France des Orais program

18  profiles chosen for the PhD and research grant



To make a donation to the emlyon Foundation

scan here



Taking action on health, inclusion and diversity

As part of its commitment to a more inclusive, equitable and responsible society, emlyon strives to foster an environment where every student and staff member feels respected, supported and valued, regardless of origin, gender, sexual orientation, disability or culture.



Combating discrimination and sexual and gender-based violence

emlyon continues its commitment to preventing sexist and sexual violence through the platform [speakup.emlyon.com](https://emlyon.com), open to the entire community. Awareness initiatives are rolled out year-round through lectures, workshops and immersive virtual reality experiences.

In June 2025, emlyon launched a nationwide survey on gender-based and sexual violence and discrimination in partnership with the Higher Education Observatory, with findings that will inform future initiatives. Mandatory training is provided to all staff members, as well as students in leadership roles within student organizations.

100%

of students receive awareness training on gender-based and sexual violence and discrimination in their first year

Guidance and support for students with a disability

The Disability Unit supports students and facilitates their success through personalized accommodations and innovative initiatives such as the student caregiver status introduced in 2024. Virtual reality awareness initiatives and Disability Week further strengthen the collective commitment to inclusion.

238

disabled students provided with support

15

student caregivers supported

87%

satisfaction rate among supported students





Promoting multiculturalism

emlyon promotes cultural diversity and the integration of international students. In 2024, the School renewed its three-star "Bienvenue en France" label, recognizing its excellence in welcoming international students.

Welcome Days and the International Week foster connections, dialog and the discovery of cultures from around the world.

The Student Wellness Centre

Supported by APICIL, the emlyon Wellness Centre provides free prevention services, health promotion and medical follow-up to students and staff, with full respect for confidentiality. Its multidisciplinary team, present on the Lyon and Paris campuses, includes nurses, a CDAPH-certified prevention physician, psychologists, a disability advisor, a social worker and an activities coordinator. A 24/7 helpline complements these services.

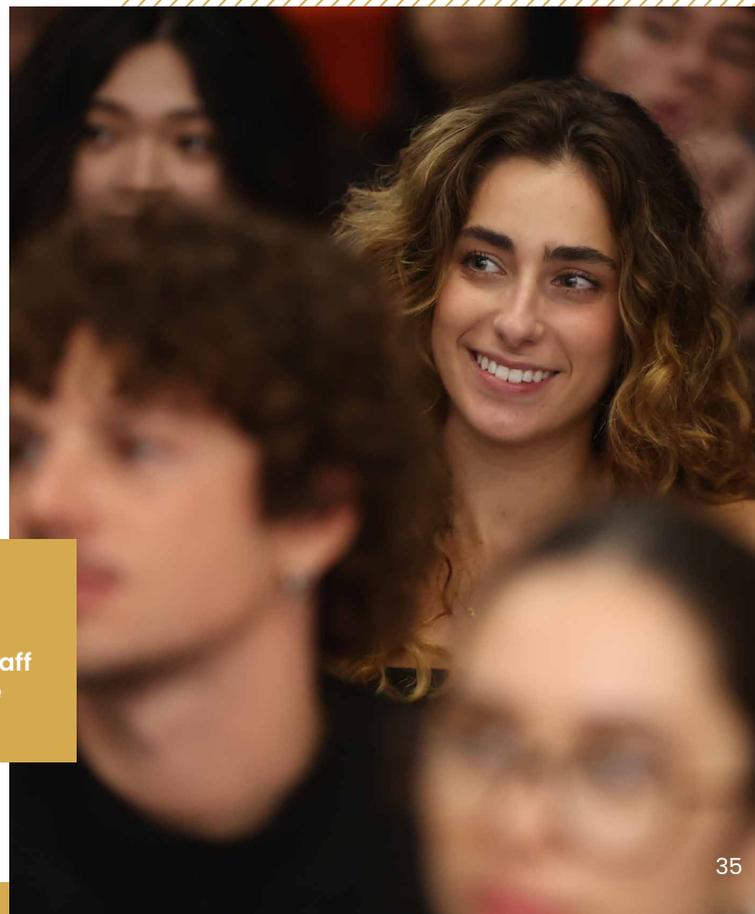
Sexual orientation and diversity

In 2023, emlyon signed the Autre Cercle LGBT+ Charter and rolled out a structured action plan including manager training, inclusive recruitment, the creation of an LGBT+ Allies Network and the dissemination of content promoting LGBT+ inclusion. The School supports the Em'Brace student collective, which co-organized Pride Week 2025, featuring a drag show on campus.

This year, emlyon created and now leads an LGBT+ Allies Network bringing together students and staff to promote inclusion, support LGBT+ individuals and share best practices throughout the community.

57 

students and staff members in the Allies Network



Working toward carbon neutrality: emlyon's climate plan in action

What are the pillars of emlyon's climate plan?

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

1 Transportation

- The ambitious **cycling policy** (recognized with the “Pro-Vélo” gold-level certification),
- The **travel policy**, including a ban on air travel when a rail alternative under 6 hours is available,
- **Green Travel Vouchers** for students' academic exchanges.

5,412,95 kg CO₂

avoided through the introduction of Green Travel Vouchers

2 Procurement of goods and services

- Signing of the **Responsible Supplier Relations and Procurement Charter**,
- **Training for procurement teams** and integration of **CSR criteria** into tenders (20% to 30%).

100% of suppliers are questioned about their CSR commitments



2030 target

In line with the Paris Agreement (COP21), emlyon has set the following climate goal: implement the **Climate plan** and contribute to **net zero**



3 Responsible digital practices

- Expanding **computer lifespans** (to at least 5 years)
- Switching to **refurbished smartphones**

4 Energy and buildings

- **End of gas** through connection to Lyon's urban heating network,
- Introduction of a **cooling system** instead of air conditioning,
- Transition to **green energy** on the Lyon campus.

Focus

Data optimization – Cloud Cleaner

As digital technology accounts for an increasing share of emissions in our carbon footprint, the 2025/26 goal is to reduce the volume of data stored on Microsoft Cloud services by 30%. This initiative focuses primarily on trivial, redundant, obsolete or personal data.

Cloud Cleaner software identifies large files and duplicates, streamlines sorting and measures the kilograms of CO₂ equivalent emissions avoided through data deletion. Support programs are being rolled out to enable every staff member, student and alum to adopt responsible digital practices and contribute to a sustainable approach.





2028 target

100%

Train 100% of staff in **social and environmental issues**



Focus

Latest carbon footprint assessment

emlyon business school's most recent carbon assessment shows a **significant reduction in emissions, demonstrating the relevance and effectiveness of the measures implemented over the past years.**

This decrease is largely driven by changes in mobility practices, the expansion of our Responsible Purchasing policy and the gradual integration of responsible digital practices.

Some categories show increases due to investments or more refined measurement methods. Emissions associated with capital assets have increased due to the construction of our new building and related developments. However, these are long-term structural investments whose carbon impact will be amortized over several years and will contribute sustainably to reducing energy consumption. Digital emissions also rose, mainly due to increased use of cloud servers, a finding that led to the launch of the Cloud Cleaner project aimed at optimizing these uses.

These results reflect the **ongoing commitment of the entire emlyon community** and confirm the strength and consistency of our environmental trajectory. The next steps will focus on drawing up a new emissions reduction strategy, which is key to continuing our ambition of achieving carbon neutrality by 2030.

2025 carbon assessment

30%

reduction in emissions since 2022, totaling 7.5 kt CO₂e



Training and raising awareness among staff

emlyon also places great importance on training and raising awareness among its teams on climate

74.5%

of employees trained in climate issues

issues. Staff have already completed mandatory training, including the 2 Tonnes workshops and the "Understanding" module of the Climate

School's e-learning platform. This year, this momentum continues with the launch of a new mandatory e-learning module "Everyday sustainability at work", focused on climate-related issues.

Each staff member will be able to complete two general modules selected from the following three:

- Reducing your individual footprint
- The low-carbon transition
- Business and planetary boundaries

Employees may also take a role-specific module aligned with their professional responsibilities to help integrate climate considerations into their day-to-day work.

Waste management and resource conservation

The School has removed single-use cups from all coffee machines, including hot beverage vending machines. With students consuming an average of one hot drink

2.1



million cups saved in one year

per day and staff members two, this initiative prevents more than 10,000 cups from being used daily, representing nearly 2.1 million cups saved in one academic year. The removal is automatic and each new arrival is given a reusable cup, promoting responsible and sustainable consumption.





emlyon formalizes its commitment to respectful management



2028 target

Define the **management model** of emlyon, **formalize the commitments** and **draw up an action plan** to guide implementation and track progress

Launch of a co-creation process with staff and Faculty to shape the model



70

around 70 participants engaged in more than 10 workshops

In early 2025, emlyon launched a collaborative process to position its teams as drivers of change and to define a management model that respects individuals and fosters their development.

The goals are to clarify key concepts and expectations, define guiding management principles, identify the system in which these practices operate and co-develop operational deliverables.

Participation is voluntary and ensures balanced representation of stakeholders at every level of the organization.

Ten workshops were attended by over 70 participants, including non-managers, managers, employee representatives, faculty members and members of the Executive Committee and Management Committee.

“Mirror expert” workshops also attended by the Mission Committee and research professors.

This initiative aims to produce three key deliverables

- A manifesto setting out a shared vision and common values.
- A commitment charter outlining concrete principles to guide everyday practices.
- A roadmap detailing priority actions and incorporating indicators to track progress.



A mobilized, engaged community

The alumni network

For nearly 150 years, emlyon has been able to count on a loyal and engaged alumni community. Over 48,000 alumni in 130 countries currently bring the emlyon spirit to life through gatherings, career opportunities, mentoring, speaking engagements, workshops and philanthropic initiatives led by the emlyon Foundation. This network serves as a powerful platform for connection, mutual support and solidarity.

Becoming an alum means joining a tightly connected community where relationships are readily renewed and where personal development continues throughout life. Alumni embody and champion the School's values and actively contribute to its influence.

This dynamic is also reflected in governance, with three alumni currently serving on emlyon's Mission Committee, demonstrating the importance of their insight and commitment. The School is seeking to further strengthen this involvement by mobilizing more alumni around its educational project, impact initiatives and the values that underpin its mission.

With 200 ambassadors and more than 200 events held each year in France and around the world, the alumni network remains a cornerstone of emlyon's growth and global impact.



Aligning the corporate offering with the School's mission

Today's societal challenges call for new economic and social models. As such, emlyon seeks to support companies in their transformations, from workforce integration and skills development to employee engagement and research initiatives. Guided by a local, co-constructed approach, the School offers tailored support to organizations of all kinds and provides opportunities to engage through the emlyon Foundation.

To ensure full alignment between these activities and its mission, emlyon has undertaken a strategic review in order to align its corporate offering. A rigorous analysis of existing partnerships was conducted, supported by a matrix used to assess each partnership's compatibility with the School's commitments.

This project involved both commercial and educational teams, who embraced the mission as a powerful lever for value creation. Together, they began drawing up a shared roadmap to sustainably anchor corporate partnerships within emlyon's mission framework.

This approach enhances coherence, clarity and impact in the School's relationships with its partners.





emlyon business school campuses

LYON

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69007 Lyon - France
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SHANGHAI

Asia Europe Business School
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PARIS

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MUMBAI

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xebs.edu.in

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