

2025 Sharing Information on Progress **(SIP) Report**

iaelyon School of Management

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About the Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.



“*The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).*

Antonio Guterres

Secretary-General (2017 - Present)

United Nations

”

Principles of PRME



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



Practice

We adopt responsible and accountable management principles in our own governance and operations.



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.





Getting Started

This section provides foundational information about iaelyon School of Management, including key details and basic institutional data.

Mission

To generate and share actionable knowledge, while educating thought managers who are key drivers of transitions.

Vision

To be the leading public University School of Management in France, nationally recognized for the excellence of our programs,, distinguished by our focus on employability,strong local roots, global outlook and academic impact.

Strategy

iaelyon Strategy - 2024-2028 Web-1

[View document](#)  [Download document](#) 

Strategy Alignment

Strategic Alignment with advancing Sustainable Development, Quality Education, and the Common Good

How does the institution's strategic priorities align with advancing sustainable development, the common good, and quality education?

With a longstanding tradition of social openness and responsibility, and a clear awareness of its impact on its ecosystem, iaelyon is firmly committed to sustainable development. As the foremost public school in management education and research in the Auvergne-Rhône-Alpes region, it integrates this priority across its academic and research missions, and in its relations with its stakeholders.

As a public institution, iaelyon is committed to educate students regardless of their social background (25 to 30% of social scholarship students; 45% of students coming from medium and disadvantaged social classes), to become thought managers who are key drivers of transitions.

Strategic Alignment with advancing Sustainable Development, Quality Education, and the Common Good

The School's commitment to increasing its societal impact has been strongly reaffirmed in its new strategy (2024-2028). This strategy emphasizes the School's overarching aim - "Preparing bold minds to transform the world" - and its mission: "To generate and share actionable knowledge, while educating thought managers who are key drivers of transitions". In line with its mission, vision, and values, the School and its stakeholders have identified two main areas of societal impact:

1. Building inclusive societies
2. Promoting transformative entrepreneurship

These two areas are intrinsic to the four pillars of the School's strategy. First, building inclusive societies directly supports the development of human values within our community and represents both a new challenge and an emerging area of recognition, demonstrating a strong commitment to positive social change. Second, promoting transformative entrepreneurship aligns with our innovation strategy ("Dare to Innovate"), contributes to enhancing the visibility of iaelyon School of Management, and presents a new collective endeavor. Two of the four strategic priorities for 2024-2028 are directly linked

to sustainable development, and the common good:

- Strategic goal #1: NURTURE the Human Values of our Members.
- Strategic goal #4: COMMIT to Challenges that Transform the World, with key strategic objectives including:

- o Reaffirming social responsibility as a core element of the School's strategy by nominating a Sustainable Advisory Board (SAB), targeted for implementation in 2025.

- o Measuring the societal impacts of activities, especially through the Business School Impact System (BSIS) renewal, scheduled in 2026. Among iaelyon's five core values, four demonstrate a strong orientation toward a humanistic mindset, and collective well-being:

- Openness: embracing diversity and a global perspective.
- Engagement: encouraging initiatives that drive meaningful, long-term impact.
- Authenticity: promoting transparency, ethical practices, and trust.
- Mutual Support: recognising that collective success is built on collaboration and shared growth.
- High standards: committed to maintaining elevated standards, striving for excellence, and creating opportunities for all.

- o Strengthening participatory initiatives and embedding inclusion as a fundamental principle, for example by facilitating initiatives to support diversity, and implementing an inclusive and immersive international policy. Informing, educating, and taking actions to support transitions, reinforcing our role in the region through flagship Grandes Conférences on societal and environmental issues, in conjunction with research and industry. These events, part of the School's commitment to engaging

with societal challenges, feature expert panels from academia, industry, and research. Topics include youth activism in global crises, innovations in plastic waste management, corporate sponsorship in social issues, and the role of democracy in workplace well-being. The conferences have attracted a diverse audience, including students, academics, and industry professionals, fostering interdisciplinary dialogue on economic, environmental, and managerial topics.

Further initiatives in other sections of the strategic plan include:

- Goal 2-Aim 2 on “LEVERAGE Expertise and Achievements” includes a plan to strengthen synergies between practice and research within the Lyon and Rhône-Alpes region. In 2024, an internal call for projects was launched to encourage researcher-led initiatives and foster interdisciplinary, impact-driven research.
- Goal 3-Aim 3 on “Promote entrepreneurship/intrapreneurship as drivers of societal transformation” supports initiatives for the common good. This includes the development of the @iaelyon Graduate School International Entrepreneurship & Innovation (IEIS) and the introduction, in 2024, of grants for projects with positive societal impact as mentioned in Goal 2-Aim 2.

One of iaelyon’s defining characteristics remains its strong local anchoring, an identity the School actively promotes. It is embedded in a broader ecosystem of stakeholders, including private companies, public institutions, nonprofit organizations, and academic partners. The School is also a member of several local organizations that contribute to societal influence, such as SEPL-the Société d’Économie Politique and Only Lyon. iaelyon regularly responds to calls for collaboration from local actors, reinforcing its societal impact at the regional level.

Curriculum Development

iaelyon integrates sustainability and CSR into its programmes, with six specialised degree programmes and the integration of these themes across all programmes, reinforcing the importance of social responsibility, inclusiveness, and gender equality in organisations.

Degrees with a specific focus on CSR include:

- the Bachelor's degrees 2 and 3 in Team Management and Sustainable Development.
- the Master's degree 2 in Socio-Economic and Environmental Responsibility of Organisations.
- the Master's degree 1 and 2 in Team Management, Quality, and Sustainable Development.
- the Master's degrees 1 and 2 in QSE Manager – Quality, Safety, Environment, in partnership with ESQESE and ISARA Lyon.
- the Master's degree 2 in Sustainable Management for International Business.
- and the Master's degrees 1 and 2 in Sustainable Expertise Consulting.

CSR content is embedded within programmes

- A few examples at the Bachelor's level include: courses such as Ethics and CSR ensuring that awareness begins early in students' academic journey; the Global Talks enabling students to collaboratively design and pitch an inclusive service or product addressing challenges related to disability and social inclusion, inspired by the UN Sustainable Development Goals (SDGs); a compulsory module on Volunteering and Management in Associations, providing each year for 30 000 hours of volunteering to organisations based in the region, and specific courses designed to raise students' awareness of these issues.
- At the Master's level, examples include an induction seminar incorporating a Business Game, workshops, and murals; dedicated international seminars in the frame of the iaelyon International Week; the CforCSR training and certification; and case studies or subject-specific courses that integrate ERS dimensions, such as Responsible Selling, CSR Consulting and Auditing, and Societal and Ethical Marketing.

To facilitate professional integration: 1,200 students are enrolled in cooperative programmes, and more than 2, 000 internships are completed each year. 94% of young graduates are employed 6 months after graduation

Extra-curricular activities

Community commitments and individual cultural, sporting and social projects are financially supported, promoted and count towards the award of the degree. Association presidents are sensitised to the notion of impact of their activities by the School. A few examples are given below:

- **Objectif GSE:** The 'Demain, Tous Responsables' coordinates food collections, a conference on addiction, a national clean walk, the Boucle Solidaire race in partnership with the Lyon disabled sports association, and a fundraiser for hospitalised children in conjunction with the Soleil de Capucine association.
- **iaelyon Junior Conseil**, the School's junior company incorporates CSR dimensions: organisation of eco- responsible events, implementation of projects with a positive impact, such as a CSR Advent calendar with companies supporting reforestation, the fight against cancer and the protection of the oceans. The association is attentive to the well-being of its members and numerous team-building events, such as an induction weekend, alumni get-togethers and a Twelfth Night party. To mark International Women's Rights Day on March 2024, the CSR division of iaelyon Junior Conseil has invited four female executives, including Dean, Marie-Christine Chalus, to debate with students and professionals on "Discrimination against women at work: what are the prospects?"
- **That's iaelyon:** Preparation, by That's Human Care, the Humanitarian Division of That's iaelyon, of a photo exhibition on gender inequality, in honour of International Women's Rights Day in March 2025. Examples also include the organisation of charity and sporting events (e.g.

football tournament, and humanitarian missions, in support of the Valentina Romania association, which supports the education of Romanian children). In 2023, the mission was co-led by a student from the applicant programme. That's iaelyon is a student association whose aim is to bring together students from the School, develop relationships with companies in the Greater Lyon area, and promote iaelyon and its values in the city of Lyon and at a national level.

Research :

Sustainability and CSR are integrated into the research topics of the Magellan @iaelyon Laboratory's researchers. While some focus directly on sustainability, others incorporate it as a contextual element in their research.

Research groups:

- **Strategy:** Examples of doctoral research include works on the circular economy and the transformation of the plastics industry; and one study on the hidden aspects of certifications, the creation and destruction of value in energy efficiency approaches, and the integration of artificial intelligence in Energy Management Systems.
- **Socio-economic management of organisations**, where CSR issues are central.

Cross-disciplinary teams:

- **Sustainable Performance** : The team conducts research and develops expertise in the following three areas: Non-financial information; Governance and ESG, and Organizational practices and sustainability.
- **CREATE - Entrepreneurial ecosystem** : CREATE.Lyon aims to bring together practitioners and researchers to ultimately create an entrepreneurial ecosystem. More specifically, two main themes are addressed: Inclusion and responsible financing (gender, CSR, social entrepreneurship, financing trajectories, recovery, etc.); and Innovation and entrepreneurial contexts (governance, innovation management in SMEs, incubators, business models, etc.)
- **MOCOO - Management of Cooperative and Mutual Organisations** : Its objectives are to develop research on the promotion of cooperatives and mutual societies in various markets (financial, goods and services, labor, etc.) by analyzing the fundamentals of cooperative differentiation.
- **Smart Lean Green** : A joint research team from iaelyon and ECAM La Salle, an Engineering School, focusing on Smart Lean Green, the main focus of the Institut de la Transformation Climat (Climate Change Institute). The Dean of iaelyon joined the Board of the Climate Transformation Institute, created by ECAM LaSalle in 2023.

Transformative entrepreneurship:

Graduate School@iaelyon: International Entrepreneurship and Innovation for Society

The Graduate School “International Entrepreneurship and Innovation for Society” (IEIS) developed by iaelyon focuses on entrepreneurship and its transformative capabilities in society, a key theme for the university and iaelyon. It offers a specific program for a class of excellence at the Master 2 level to the doctorate level and further strengthens the links between bachelor's, master's, and doctoral degrees and research teams, in order to create a true synergy for excellence and the common good.

Chairs:

- **Promoting cooperative and mutualist models:** a Chair created in 2012 in cooperation with Crédit Agricole Centre Est and Jacquet Brossard. At a time of major societal and economic challenges, when issues of performance and solidarity are being raised on a global scale, the Chair is handling in-depth reflection on new ways of doing and thinking about the market economy.
- **Expertise and advice for Small Businesses and SMEs.** Since 2022, the CLEA (Lyon Center for Accounting and Auditing) @iaelyon - Jean Moulin University Chair in “Expertise and Advice for Small Businesses and SMEs” has developed programs and promoted research in the field of support and advice for small businesses and SMEs. With the support of the Regional Council of the Ordre des Experts-Comptables Auvergne-Rhône-Alpes (Auvergne-Rhône-Alpes Order of Chartered Accountants), the Chair has already made it possible to: Support the creation of the Master's degree in Sustainability Consulting to help students specialize in consulting assignments for firms, particularly in the area of sustainability.
- **Values of care:** Created in 2016 and supported by leading partners in the healthcare sector, including UCB Pharma, the founding partner. The “Values of Care” Chair aims to re-examine the issue of care, putting the concepts of evaluation, efficiency, and value in healthcare into perspective, and analysing them critically.

FORESEE Project: Involvement of a dozen members of the @iaelyon Magellan Laboratory in a Research programme run by Grenoble Alpes University, as part of the 2024 Call for Research Programmes in SHS. The theme focuses on “Living with the consequences of climate change: shedding light on and building the foundations of a social contract on the promotion of cooperatives and mutual societies in various markets (financial, goods and services, labor, etc.) by analyzing the fundamentals of cooperative differentiation.

Partnerships and Engagements

The School collaborates with corporations, NGOs, and government bodies to promote CSR through joint projects, conferences open to the City, internships, and cooperative and executive education programmes.

Developing strong, long-lasting relationships with stakeholders is a key part of the School's strategy. In recent years, it has expanded engagement with external partners to create a positive societal impact. Partnerships with local institutions like Lyon Métropole and professional organisations such as MEDEF and CPME focus on supporting businesses in areas like talent diversification and sustainable transformation. These efforts include co-organising public and professional events.

Companies play a key role in the School's societal impact efforts by engaging in challenges and conferences, welcoming students and researchers, hiring students from diverse social backgrounds through internships, Co-op Schemes, and jobs, and collaborating on transformative projects. Alumni serve as vital links within organisations, strengthening connections between companies and the School for societal initiatives. Besides institutions and professional organisations, the School engages with local, national, and international NGOs such as: Fondation de France, SOS Méditerranée, Foyer Notre Dame des Sans-Abris, Alliance pour la Mixité en entreprise, and Les Petites Cantines. These partnerships take various forms, including public conferences on corporate societal impact (e.g. Corporate Philanthropy: The Company at the Heart of Social and Environmental Issues, organised on 19 November 2024 with Fondation de France), awareness-raising events on issues such as migration, climate change, and diversity, as well as challenges, fresco workshops, and volunteering opportunities.

Students participate in these initiatives through compulsory Bachelor's modules or personal commitments.

Communications to Stakeholders

The School widely communicates its policy and outcomes related to sustainable development, and the common good through:

1. A dedicated section on the School's website: iaelyon, a responsible commitment.
2. The Think Large Blog: The editorial line of the blog aims to promote iaelyon as a place for the production of knowledge and a space for reflection and debate.
3. Specific issues of the School's Connect magazine, widely disseminated to external stakeholders. For example, issue #5: "Companies at the heart of change"; issue #6: "Territorial responsibility of companies, grow locally". The latest editorial by the Dean emphasised the School's role: "iaelyon works hand in hand with the region in which it is embedded to make progress on major societal and environmental issues. The very creation of the IAEs (University based schools of Management), stems from the opening up of universities to the local socio-economic world. This regional anchoring is all the more important as we educate responsible managers, 67% of whom join companies and organisations in Auvergne-Rhône-Alpes. In

particular, in June 2024, we signed an agreement with the CPME Auvergne-Rhône- Alpes to develop synergies that will create a balance between education and employment, and joint initiatives for the benefit of our regions, for both companies and students”.

4. The iaelyon Newsletter, which informs the wider community and stakeholders of the School's activities, with 11 issues per year sent out to 10,000 external contacts.
5. Biennial CSR activity reports (PRME and Global Compact reports).
6. The use of the results of the Business School Impact System, which measures the impact of a school's activities on its local area (2012, 2017, renewal planned for 2026).

Graduates & Enrollment

2024 Statistics	Number
Graduates	2416
Faculty & Staff at the University	1495
Faculty & Staff at the Institution	265
Student Enrollment at the University	24569
Student Enrollment at the Institution	6786
Undergraduate Attendance	4017
Masters-Level Postgraduate Attendance	2578
Doctoral Student Attendance	191

Degrees Offered

Bachelor Programs

 Bachelor of Business Administration (B.B.A.)

Masters Programs

 Master of Science (M.Sc. or M.S.)  Master of Arts (M.A.)

 Master of Business Administration (M.B.A.)

Doctoral Programs

 Doctor of Philosophy (Ph.D.)  Doctor of Business Administration (D.B.A.)



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

Letter of Commitment



Letter of renewed engagement in the Principles of Responsible Management Education (PRME)

Lyon - France, September 16, 2025

I am pleased to confirm that the iaelyon School of Management reaffirms its commitments to the seven Principles of Responsible Management Education: Purpose, Values, Teach, Research, Partner, Practice and Share, made by the school twelve years ago.

Founded in 1956, iaelyon is the only public School of Management in the Lyon area. With a long-standing culture of social openness and responsibility, conscious of its impact on its ecosystem, iaelyon, the leading University-based School for Management Education and research in Auvergne-Rhône-Alpes, is fully committed to social responsibility, which guides its mission, and nurtures its activities.

The ambition to enhance the school's societal impact has been strongly reaffirmed in the school's new 2024-2028 strategy. Indeed, the strategy highlights the school's purpose -namely **"Preparing bold minds to transform the world"**- and its mission: **"To generate and share actionable knowledge, while educating thought managers who are key drivers of transitions"**. Together with our internal stakeholders, partner companies, alumni, and international network, we are fully committed to achieving these aims.

I am delighted that this new Sharing Information on Progress report provides the school with an additional opportunity to share its vision, achievements, and ongoing progress in applying the seven PRME principles and its contributions to the United Nations Sustainable Development Goals for sustainable development, and the common good of its stakeholders.

Best regards,

A handwritten signature in black ink, appearing to read 'M. Chalus', is written over a horizontal line.

Marie-Christine Chalus
Dean
iaelyon School of Management



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



Who Champions Responsible Management Education at Our Institution

- ❖ Centralized sustainability office
- ❖ Disciplinary efforts within business school
- ❖ Individual leader
- ❖ Interdisciplinary efforts across business school
- ❖ Interdisciplinary efforts across parent organization
- ❖ Research or issue group, society, or club leading sustainability efforts
- ❖ Senior leadership office

Student Voices

The following narratives demonstrate how iaelyon School of Management has influenced students' academic journey and personal growth.

Testimonial from a student in Master 1 Team Management, Quality and Sustainability

"The courses offered at iaelyon nourished my thinking and gave me the desire to get involved in a concrete way, which led me to choose a work-study program as a CSR project manager.

During this experience, I became fully aware of the crucial role managers play in implementing and sustaining a sustainable approach within a company.

At the same time, my involvement as treasurer of the OGSE association allowed me to take part in concrete projects such as a charity run, clean walks, and prevention initiatives.

These experiences strengthened my conviction that in the future, I want to work in organizations that place social and environmental responsibility at the heart of their strategy."

Original french version:

« Les cours dispensés à l'iaelyon ont nourri ma réflexion et m'ont donné l'envie de m'engager concrètement, ce qui m'a menée à choisir une alternance en tant que chargée de mission RSE.

Au cours de cette expérience, j'ai pris pleinement conscience du rôle déterminant des managers pour mettre en place et faire vivre une démarche durable dans l'entreprise. En parallèle, mon engagement associatif en tant que trésorière de l'OGSE m'a permis de participer à des projets concrets tels qu'une course caritative, des clean walks ou encore des actions de prévention.

Ces expériences ont renforcé ma conviction qu'à l'avenir, je souhaite m'engager dans des organisations qui placent la responsabilité sociale et environnementale au cœur de leur stratégie. »

Sacha LEPIN – Master 1 in Team Management, Quality and Sustainability

"Responsible Management Education (RME) has allowed me to develop an "impact" approach in my reflection and my journey.

These principles have particularly enlightened me on the role of social and environmental issues within organizations, which are gradually becoming embedded at the heart of the core business, rather than remaining subjects considered only alongside activities.

Currently doing an internship within a large French cooperative, I am nurturing this reflection by contributing to non-financial reporting, communicating the social, environmental, and governance impacts of the organization's activities. In terms of CSR, management's objective is the following: to encourage the involvement of all departments in the approach, so that in the long run, CSR holds a central place in the company's activity."

Original french version:

"L'éducation au management responsable (RME) m'a permis de développer une approche "impact" dans ma réflexion et mon parcours.

Ces principes m'ont plus particulièrement éclairés sur la place des enjeux sociaux et environnementaux dans les organisations, qui viennent progressivement s'inscrire au cœur du métier, au-delà d'être des sujets seulement placés en parallèle des activités.

Actuellement en stage au sein d'une grande coopérative française, je nourris cette réflexion en m'impliquant dans le reporting extra-financier, communiquant les impacts sociaux, environnementaux et de gouvernance des activités de la structure. En matière de RSE, la volonté de la direction est la suivante : favoriser l'engagement de tous les services dans la démarche, afin qu'à terme, la RSE ait une place centrale dans l'activité de l'entreprise. "

Aleyna Ciftci – Master 2 Team Management, Quality and sustainability

"Throughout my journey at iaelyon, the principles of responsible management have profoundly influenced my way of learning, collaborating, and even acting in my daily life.

From the Bachelor's degree onwards, the many courses and presentations on sustainable development, QSE, CSR, and SSE allowed me to discover the diversity of issues related to sustainability: from the ecological impact of companies to the search for models that are more

respectful of the environment and society. These lessons raised my awareness both through the research work we carried out as part of our presentations, but also thanks to the work done by other groups which were then presented.

The teachings in QSE also gave me a rigorous method for analyzing risks – including environmental ones – in order to address them with a long-term perspective, which enabled me to better understand the strategic role that a responsible manager can have.

My associative involvement within OGSE was also a privileged field of experimentation. Many of the events we organized were part of this approach: ecology awareness walks (cleanwalks), conferences and workshops, but also solidarity initiatives such as the solidarity thrift shop or the solidarity loop.

In the Master's program, the discovery of socio-economic management was particularly striking: this approach allowed me to understand how human, social, and environmental dimensions can become true levers of value and sustainable performance. I am convinced that this vision will guide my future professional choices, always seeking to combine efficiency and positive impact."

Original french version:

"Au fil de mon parcours à l'iaelyon, les principes du management responsable ont profondément influencé ma manière d'apprendre, de collaborer et même d'agir dans ma vie quotidienne.

Dès la licence, les nombreux cours et présentations autour du développement durable, de la QSE, de la RSE et de l'ESS m'ont permis de découvrir la diversité des enjeux liés à la durabilité : de l'impact écologique des entreprises à la recherche de modèles plus respectueux pour l'environnement et la société. Ces enseignements m'ont sensibilisée à la fois par le travail de recherche que nous menions dans le cadre de nos présentations, mais également grâce aux travaux réalisés par les autres groupes qui étaient ensuite présentées.

Les enseignements en QSE m'ont également donné une méthode rigoureuse pour analyser les risques – y compris environnementaux – afin de les traiter dans une logique de long terme, ce qui m'a permis de mieux comprendre le rôle stratégique que peut avoir un manager responsable.

Mon engagement associatif au sein de l'OGSE a également été un terrain d'expérimentation privilégié. De nombreux événements que nous avons organisés s'inscrivaient dans cette démarche : marches de sensibilisation à l'écologie (cleanwalks), conférences et ateliers, mais aussi initiatives solidaires comme la friperie solidaire ou la boucle solidaire.

En Master, la découverte du management socio-économique a été particulièrement marquante : cette approche m'a permis de comprendre comment les dimensions humaines, sociales et environnementales peuvent devenir de véritables leviers de valeur et de performance durable. Je suis convaincue que cette vision orientera mes choix professionnels futurs, en cherchant toujours à conjuguer efficacité et impact positif."



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.

Fostering Innovation



A lot

Our institution supports innovation significantly through teaching and learning.

Experiential Learning



To a great extent

Teaching and learning at our institution strongly encourage experiential learning.

Learning Mindset



To a great extent

Teaching and learning at our institution strongly promote a lifelong learning mindset.

Method of Teaching and Learning



Hybrid

Combination of in-person and virtual learning methods.



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

Research vs Research for RME/Sustainable Development

49 Peer-reviewed articles were published by iaelyon School of Management from this past calendar year.

vs 9 Peer-reviewed articles were published by iaelyon School of Management from this past calendar year in support of RME.

Research Funding

In 2024, iaelyon School of Management was awarded funding for research that is:



**Institution
Specific**



Local



Regional



National



International

Socializing Research

In 2024, iaelyon School of Management contributed research findings to:

- ❖ Community organizations
- ❖ Government and policy makers
- ❖ International media
- ❖ Local media
- ❖ National media
- ❖ Industry and business networks
- ❖ Open-access platforms

Research Projects

In 2024, iaelyon School of Management reported 1 research project that implemented responsible or sustainable activities.

Supporting and Financing Sustainable Transformation in SMEs

Period Covering: December, 2023 - December, 2024

Department: Entrepreneurship | Management

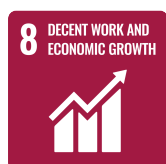
This one-year research project investigates how high-growth and innovative small and medium-sized enterprises (SMEs) can be encouraged and supported to adopt sustainable development practices. SMEs constitute 99% of European businesses and contribute to more than half of the value added in Europe, yet they face significant societal and environmental challenges, particularly related to ecological transition.

The project examines mechanisms of support and guidance for SMEs, with a focus on the **Elite program by Euronext Paris**, which aims to facilitate access to financial resources, provide targeted academic training, and integrate environmental concerns across stakeholders (companies, clients, suppliers, governments, and local authorities).

Through workshops, stakeholder engagement, and collaboration with researchers from the University of Naples, the project seeks to:

- Identify effective strategies for supporting SMEs in sustainable growth,
- Explore alternative frameworks for assessing SME performance in sustainability,
- Strengthen the links between academic research and practical implementation for corporate sustainability.

The research is led by **Laurence Cohen** and **Valérie Revest Arliaud** from the **Laboratoire Magellan – iaelyon School of Management, Université Jean Moulin Lyon 3**, and includes recruitment of a research intern to assist in data collection, analysis, and outreach activities.



Research Presentations Related to RME and/or Sustainability

In 2024, iaelyon School of Management gave 2 research presentations related to RME and/or sustainability.

Participatory projects and their impact on immigrants' integration in France

Authors: Prof. Noémie Dominguez, Laboratoire de Recherche Magellan | Dr. Eunice Cascant, Laboratoire de Recherche Magellan | Prof. Catherine Mercier-Suissa, Laboratoire de Recherche Magellan | Emily Mugel, Research associate. Quatorze (1081472) - France | Nancy Ottaviano, Quatorze (1081472) - France | Maité Pinchon, Quatorze (1081472) - France

Date of publication: September, 2025

Department: International Business

Objective: We draw upon the empowerment and participatory literature to understand how participatory initiatives foster the socio-cultural and economic integration of immigrants. Our research is based on the analysis of a French housing facility located in Paris.

Methodology: Data was collected through interviews with four sub-groups, observations and document analysis.

Results and contributions: Our research show that participatory projects act on the psychological empowerment of immigrants. They also encourage other stakeholders to modify their habits to implement more inclusive practices. We highlighted the importance of arts as communication drivers and ways to reverse power relations. Finally, we present a process model of empowerment through participatory initiatives.



Dynamic interactions and the role of business models in the transition towards a sustainable plastic packaging industry in France

Authors: Dr. Léa Barbaut, Laboratoire de Recherche Magellan | Prof. Valérie Revest, Laboratoire de Recherche Magellan | Prof. Hervé Goy, Laboratoire de Recherche Magellan

Date of publication: September, 2025

Presented at: National or international issue or theme-specific conference

Department: Economics | Management

The plastics industry is among the most environmentally damaging sectors. Transitioning to a circular economy requires profound changes in organisational structures and business strategies. Transforming business models is therefore a crucial step. While research has examined macro-level influences on circular business models, less attention has been given to the dynamic interplay between micro, meso and macro levels. Yet, several works stress the need for a systemic approach to study these levels together.

Our study addresses this gap by analysing interactions across the three levels in the French plastic food packaging sector. At the macro level, public policies and societal pressures have disrupted the traditional linear supply chain, pushing it towards circularity. In response, incumbents—especially major food brands—are innovating but often through incremental changes that preserve existing supply chain structures. These actors, while constrained by regulation, also lobby to influence policy, sometimes limiting progress towards genuine circularity.

At the micro level, innovative business models are emerging, using technologies such as chemical recycling and bio-based plastics. These innovations disrupt supply chains to varying degrees, creating uncertainty about the transition's trajectory. Our findings highlight the complexity of sustainability management and the central role of stakeholders in shaping future pathways.



Publications Related to RME and/or Sustainability

Do independent directors inform the share of CSR criteria in executive compensation? Moderating effect of gender diversity

| [DOI](#)

Authors: Prof.Mohamed Khenissi, IAE Lyon, UR MAGELLAN | Dr.Amal Hamrouni,Department of Finance, Excelia Business School, La Rochelle, France | Dr.Nadia Ben Farhat,le LITEM, Evry University, Evry-Courcouronnes, France

Date of publication: September, 2025

Department: Management

This paper extends and enriches the current research on CSR, CEO compensation contracts and characteristics of the board of directors by examining an underexplored question related to the potential impact of independent board members on the share of CSR criteria in executive compensation. It also considers a potential moderating effect of gender diversity in this relationship.

Empirical analyses of a sample French firms listed on the SBF120 index between 2014 and 2021 show that independent directors have no impact on the inclusion of CSR criteria in the annual bonus of senior executives.

They also reveal that gender diversity can strengthen the role of independent directors in indexing executive compensation to CSR criteria.

The findings can be useful for corporate boards and policymakers seeking to boost the adoption of CSR criteria in executive compensation contracts. They provide empirical support for the Zimmermann law (2011) and urge the policymakers to boost the appointment of female directors on boards.



Do women on audit committees influence the quality of nonfinancial reporting? An analysis of listed companies in the SBF 120 index.

| [DOI](#)

Authors: Prof. Mohamed Khenissi, iaelyon School of Management | Associate Prof. Claire Bassin, iaelyon School of Management | Associate Prof. François Lantin, iaelyon School of Management

Date of publication: September, 2025

Department: Management

This paper examines the influence of female representation in the audit committee (CAD) on the quality of non-financial reporting. The empirical study is conducted on a sample of companies belonging to the SBF 120 stock market index over the period from 2014 to 2021. The results show the positive influence of women's presence on social CSR and overall CSR disclosure.

We find that a critical mass of at least three women members of ACD needs to be reached to improve environmental disclosure. The results of our research are in line with PACTE law (2019), which increases requirements for the dissemination and certification of non-financial information, and Copé-Zimmermann law (2011), which strengthens the presence of women on boards of directors and their various committees.



The influence of employee share ownership on CSR performance. The case of SBF 120 listed companies

| [DOI](#)

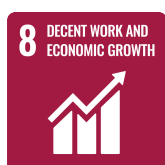
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Date of publication: September, 2025

Department: Finance | Management

This paper analyses the influence of employee ownership on French companies' CSR performance. Based on a sample of 102 companies from the SBF 120 stock index over the period 2012-2021, the results show that employee ownership has a positive influence on overall CSR performance, social and governance performance in particular.

Our results also show that employee ownership only becomes a lever for environmental performance when employees hold a high or even majority level of their company's capital. Our study highlights the fact that development of employee ownership enhances companies' CSR efforts. These results are robust under two alternative measurements of employee ownership.



Family firms and carbon emissions

| [DOI](#)

Authors: Dr. Marcin Borsuk, University of Oxford | Dr. Nicolas Eugster, University of Queensland | Dr. Paul-Olivier Klein, iaelyon School of Management | Dr. Oskar Mowalewski, IÉSEG School Of Management

Date of publication: September, 2025

Department: Management

This study examines the relationship between family firms and [carbon emissions](#) using a large cross-country dataset of 6600 non-financial firms over the period 2010–2019. We find that family firms emit less carbon than non-family firms, especially after the [Paris Agreement](#). Several factors contribute to this outcome, including governance structure, the degree of family control, R&D spending, and the issuance of green patents.

Our study also shows that despite lower carbon emissions, family firms have lower environmental scores, primarily due to their reduced public commitment to emission reduction. Both environmental scores and carbon emissions increase when non-family CEOs are appointed and when family ownership decreases, indicating that agency conflicts may influence these outcomes.



More than morals: a simulation that supports sustainable management education

| [DOI](#)

Authors: Prof. Katia Lobre-Lebraty . Laboratoire de Recherche Magellan | Associate Prof. Marco Heimann . Laboratoire de Recherche Magellan

Date of publication: September, 2025

Department: Economics

Purpose We explore how sustainable management education (SME) can help prepare future leaders to manage crises effectively. Precisely, the intricacies of articulating moral and economic imperatives for businesses in a manner that engages students in sustainable behavior are a serious challenge for SME. We study how to integrate reminders of moral and economic imperatives in a socially responsible investment (SRI) stock-picking simulation created for SME.

Design/methodology/approach Adopting an experimental design, we analyzed how the reminders affected the average environment social governance (ESG) integration in the portfolios of 127 graduate students in finance over a twelve-week period.

Findings Our results show how essential it is to balance the two imperatives. The highest level of sustainable investment is attained when utilizing both reminders.

Practical implications Our findings have practical implications for implementing and organizing SME in business schools to educate responsible leaders who are able to effectively manage crises.

Learning responsible management is most effective when students are exposed to the inherent tension between moral and economic imperatives. Hence, our findings corroborate the win-win conception of SME. Originality/value No management decision study has experimentally measured the effects of SME practices on students' actual behavior.

Our research fills this gap by complementing previous studies on the effectiveness of teaching practices, first by drawing on behavioral sciences and measuring changes in students' actual sustainability behavior and second by introducing moral and economic imperatives into an innovative teaching resource (TR) dedicated to SME.





Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.

Institutional Partnerships

- ❖ EFMD (European Foundation for Management Development)
- ❖ Local institutions and associations
- ❖ Ministries of Education, Higher Education, or similar national bodies
- ❖ United Nations Global Compact non-business signatory
- ❖ AACSB (Association to Advance Collegiate Schools of Business)

Student Organization Partnerships

- ❖ None



Practice

We adopt responsible and accountable management principles in our own governance and operations.

Institutional Policies and Practices

- ❖ Accreditation body recommendation documents
- ❖ Carbon reduction or offset commitments
- ❖ Curriculum guidelines
- ❖ Employee equity, diversity, inclusion
- ❖ Environmental stewardship policies
- ❖ Ethical leadership or good governance policies
- ❖ Faculty hiring, tenure, and promotion guidelines
- ❖ Greenhouse gas emissions
- ❖ Local staff/student/faculty transportation
- ❖ Professional training opportunities
- ❖ Student equity, diversity, inclusion
- ❖ Sustainability strategy or strategic plan (school or university level)
- ❖ Ministry of education recommendation documents
- ❖ Responsible procurement policies



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.



Engagement Opportunities

iaelyon School of Management offers transparent engagement opportunities for members of our institution and community to contribute to our sustainability and responsibility efforts in the following ways:

- ❖ Community events and consultation forums
- ❖ Partnerships with local organizations
- ❖ Public events and panel discussions
- ❖ Publicly accessible sustainability data and dashboards
- ❖ Sustainability-focused research and collaboration Opportunities
- ❖ We are currently working to offer engagement opportunities

Communication Audiences

iaelyon School of Management communicates its policies and progress on sustainable development and responsibility with:

- ❖ Accreditation bodies
- ❖ Alumni and donors
- ❖ Boards and advisory committees
- ❖ Business and industry partners
- ❖ Chamber of commerce and local communities
- ❖ Faculty and staff
- ❖ Media and public relations channels
- ❖ Prospective and current students
- ❖ Research and academic networks

SIGNATORY

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