EM Strasbourg BUSINESS SCHOOL

Université de Strasbourg

CSR REPORT

2023-2025



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Scope of Report

Corporate Social Responsibility (CSR) being one of the five overarching dimensions of the 2023–2028 Strategic Plan, this report documents the CSR policy implemented during the first three years (2023, 2024, and 2025) of the current strategic plan and therefore serves as a mid-term progress report, not a final assessment.

At this stage

- some actions have already been deployed and are producing measurable effects;
- others are in the process of being implemented (design, experimentation, or ramp-up); and
- some are still in the operationalization phase.

This report does not aim to list all CSR actions carried out at EM Strasbourg—it mainly highlights new or strengthened initiatives within the framework of the 2023–2028 CSR Policy, presented by strategic pillar.

Dean's Letter of Commitment

The world of higher education is currently undergoing a profound transformation. Diversification of student profiles, increased admissions pathways, and evolving societal expectations are enriching our institutions while inviting us to rethink our practices and support methods.

In an international context marked by successive crises—health, geopolitical and economic—higher education institutions have an essential role to play in contributing to a more equitable, inclusive, and sustainable society. Business schools bear a particular responsibility in this regard: to train managers capable of integrating social and environmental issues into their decisions and exercising responsible leadership.

EM Strasbourg, a public business school affiliated with the University of Strasbourg and located in the heart of Europe, is fully committed to this cause. CSR is a strategic lever for our school, permeating our programs, research, governance, and partnerships. This report presents the progress made since 2023 and demonstrates our collective commitment to pursuing this trajectory with rigor and responsibility.



Babak Mehmanpazir
Dean of EM Strasbourg

Our Vision and Mission

EM Strasbourg's vision expresses the School's ambition for the strategic horizon of 2028:

Vision: To become the leading business school in the Upper Rhine Valley that empowers individuals and organizations from all walks of life to value their uniqueness and thrive beyond borders.

Its mission reflects the School's raison d'être and guides all of its academic and institutional actions:

Mission: Located in the heart of Europe and in the capital of humanism, EM Strasbourg Business School educates responsible, agile managers and leaders with a European mindset, ready to tackle organizational challenges through an impact-driven management style.

At EM Strasbourg Business School, the only Grande Ecole de Management in France to be part of an internationally recognized university, we produce impact-driven academic research to support the transformation of organizations in our ecosystem.

To realize its vision and mission, EM Strasbourg relies on a 2023–2028 strategic plan structured around five pillars, of which CSR is a major overarching dimension. These pillars aim to strengthen the School's academic, European, and societal standing:

(1) Strengthen our cross-border and European positionin
(2) Accelerate innovation and entrepreneurship in our ecosystem
(3) Consolidate our research excellence and its international visibility
(4) Foster diversity and inclusive excellence
(5) Promote responsible leadership

CSR: An Overarching Dimension of the 2023-2028 Strategic Plan

CSR is an **overarching dimension** of EM Strasbourg's **2023-2028 strategic plan**. It is based on our three values—**sustainable development, ethics, and diversity**—which guide our decisions, our teaching, and our projects.

To structure this ambition, the School has adopted a **2023-2028 CSR policy**, which links each of our strategic pillars to guidelines associated with one or more SDGs.

Defined by the United Nations in 2015, the 17 Sustainable Development Goals (SDGs) constitute a universal roadmap for addressing major global challenges by 2030: inequalities, the environment, health, peace, justice, education, gender equality, responsible consumption, etc. By aligning its CSR policy with the SDGs, the School anchors its initiatives in a common global framework, helping it communicate and evaluate their impact more effectively.

The Sustainable Development Goals at EM Strasbourg



At EM Strasbourg, we have chosen to focus our efforts on 9 of the 17 SDGs, those that resonate most strongly with our DNA, our academic mission, our teaching and research activities, and our societal commitments.

Incorporating CSR into the Five Strategic Pillars

1 - Strengthen our cross-border and European positioning

- Develop international training programs related to CSR
- Support European research related to CSR



2 - Accelerate innovation and entrepreneurship in our ecosystem

- Make entrepreneurship more accessible
- Encourage impact-driven entrepreneurship
- Raise awareness of the SDGs among entrepreneurs



3 - Consolidate our research excellence and its international visibility

- Increase the visibility of CSR-related publications
- Strengthen interdisciplinary research on CSR
- Co-create CSR knowledge with the ecosystem
- Encourage sustainable mobility



4 - Foster diversity and inclusive excellence

- Integrate diversity into governance and practices
- Strengthen inclusive excellence in the training offer
- Increase awareness among faculty members
- Develop well-being and inclusion at work
- Engage the ecosystem in promoting these principles



5 - Promote responsible leadership (RL)

- Enrich the training offer by integrating the concept of RL
- Develop research on RL
- Promote the concept of RL within the ecosystem



Strategic Pillar 1: Strengthen Our Cross-Border and European Positioning

CSR guidelines for pillar 1:

- Develop international training programs related to CSR
- Support European research related to CSR



Master of European Tourism, Wine & Agrifood Management (ETWAM)

A European Foundation for More Inclusive Tourism

The ETWAM master's program was co-developed with Ca' Foscari University of Venice, a strategic partner of EM Strasbourg and a member of the HERMES network, which aims to strengthen cooperation in teaching and research among its partner universities. This program reinforces the School's European and cross-border positioning while training managers capable of innovating in the tourism, wine, and agrifood sectors.

Università Ca'Foscari Venezia

Within this framework, students contributed to the organization of the first inclusive wine tourism event in Alsace, designed for visually impaired people, transforming wine tasting into an accessible sensory experience. This initiative was accompanied by the conference "Toward Inclusive Wine Tourism: Diverse Perspectives and Practical Approaches for an Accessible Experience," bringing together professionals from the wine industry, institutional stakeholders, and accessibility experts to share best practices and levers for action to create a more inclusive welcome. This inclusive event is the core project of the second year of the program and aims to be held annually.



Inclusive wine tourism event (June 16, 2025)

- **Number of participating students:** 10
- **Number of visually impaired participants:** 30 + caregivers
- **Project-related presentations:** 2

→ **Haller, C.** & Franck, M. (2025), Vers un œnotourisme inclusif : perceptions et besoins des personnes déficientes visuelles, Association francophone de Management du Tourisme (ATMAT), May 20-24, Réunion Island, France

→ **Haller, C.** (2025), Inclusive Wine Tourism: Toward an Experience Accessible to All, 4th International Research Workshop on Wine Tourism & Agrifood Resilience and Transitions, Chair in Wine and Tourism, Perpignan, October 2025

Master of European Digital & Sustainable Business (EDSB)

In 2023-2024, EM Strasbourg welcomed the first cohort of the Master of European Digital & Sustainable Business, a trinational program developed with two European partners:

- Fachhochschule Nordwestschweiz (FHNW) in Switzerland
- Hochschule Offenburg in Germany

This two-year master's program allows students to obtain a triple degree, awarded by each of the three partner institutions. It illustrates the School's commitment to internationalization and European academic cooperation.

Designed to address the current challenges facing organizations, the program combines digitalization, responsible management, and sustainable development. It also offers hands-on experience through co-op in the second year of the program and projects carried out in real-world situations.

The courses are taught in three languages (French, German, and English) and aim to train managers capable of guiding the digital and ecological transitions of European companies and regions, while integrating the principles of social responsibility.



EM Strasbourg BUSINESS SCHOOL

HOCH SCHULE OFFEN BURG

Fachhochschule Nordwestschweiz

Interreg EUROPEAN UNION

Interreg Project: Upper Rhine Sustainable Food

EM Strasbourg, through its HuManiS Research center, is participating in the Interreg VI Upper Rhine Sustainable Food project, co-financed by the European Interreg Upper Rhine program.

This cross-border project between France, Germany, and Switzerland brings together 29 academic, institutional, and economic partners to develop sustainable food supply chains centered around organic and regional vegetarian meals. Experiments are being conducted in particular in:

- school and university canteens
- retail businesses

EM Strasbourg contributes by analyzing collaborations between actors, participating in the co-construction of sustainable business models, and formulating recommendations to support the food transition in the Upper Rhine.

This project illustrates the use of European funding to support research on CSR, enhance the international visibility of the School, and generate sustainable regional impact.



Project launch event (Oct. 17, 2024)

Interreg EUROPEAN UNION

CLUE

Launched in 2018, CLUE (Cross-cultural skills, Language excellence, Uncommon activities, European leadership) embodies EM Strasbourg's European focus. Integrated into all programs, it allows students to develop their linguistic and intercultural skills, gain a deeper understanding of European economic and institutional issues, and strengthen their leadership through conferences and simulations at the European Parliament. A true bridge between disciplines, CLUE fosters collaboration among students from diverse backgrounds and cultivates a “European mindset," preparing them to thrive in international and multicultural environments.

The School’s European mindset is also reflected in a conference held in the European Parliament’s hemicycle for final-year master’s students, which brings together around 750 participants each year to discuss a topic of current interest. Since 2023, the experience has also been offered to new students in the Programme Grande École (PGE) and Bachelor of International Business through an orientation conference that introduces their programmes while exploring a topical issue. Together, these events immerse students in European affairs throughout their studies, from their first days at the School to graduation.

Theme of the conference-debate	Date	Audience
The EU Green Deal	Sept. 4, 2023	~ 400 PGE students
Green mobility	Sept. 5, 2023	450 exchange students + 50 guests
The role of European values in management education	Sept. 23, 2024	~ 750 new bachelor’s, PGE, and exchange students

“European mindset” refers to a state of mind based on the values of the European Union: cooperation, cultural openness, mobility, and respect for diversity. It prepares students to thrive in multicultural and multilingual environments, to make decisions in line with European values, and to co-create solutions to major economic, social, and environmental challenges.

At EM Strasbourg, it is based in particular on

- European values and citizenship,
- diversity and interculturality,
- multilingualism,
- cooperation and adaptability.



Strategic Pillar 2: Accelerate Innovation and Entrepreneurship in Our Ecosystem

CSR guidelines for pillar 2:
- Make entrepreneurship more accessible
- Encourage impact-driven entrepreneurship
- Raise awareness of the SDGs among entrepreneurs

Young Entrepreneur Certificate Program

The Young Entrepreneur Certificate Program contributes directly to strategic pillar 2. It aims to support young project leaders in the creation of sustainable economic activities, while promoting social and regional innovation.

This program involves
- 130 hours of hands-on training spread over six months, leading to a university certificate;
- personalized support from experts in the entrepreneurial ecosystem; and
- pedagogy that promotes collective learning, a responsible entrepreneurial attitude, and the development of transferable skills.

By targeting individuals far removed from employment and by focusing on societal issues, the Young Entrepreneur program
- supports the emergence of projects with economic, social, and environmental impact; and
- strengthens the local entrepreneurial ecosystem.

Inaugural cohort:
- 8 project leaders
- Oct. 6, 2025–Apr. 4, 2026

The second and third cohorts are planned for 2026.





Inauguration of the Young Entrepreneur Certificate Program

Cofinancé par l'Union européenne
La Région Grand Est
Strasbourg.eu eurometropole

Student Association Track

The Student Association Track is intended for first- and second-year students in the Bachelor of International Business.

Its aim is to introduce them to and raise their awareness of

- the social and solidarity economy (SSE),
- the SDGs, and
- projects with social and environmental impact.

Since 2022, the track has evolved in order to strengthen its entrepreneurial dimension, empowering students to

- legally create an association,
- manage accounting activities,
- organize and run events, and
- manage the entire project, from start to finish, without direct operational intervention from EM Strasbourg.

Student Support

The School provides several forms of assistance:

- individual coaching for each association,
- support from experts in non-profit entrepreneurship,
- mentoring and advice to address team issues, and
- networking with relevant actors and partners.

Regional Impact

The associations also aim to have an impact on the region, particularly Alsace, through partnerships with local stakeholders. For example,

- the Old'EM association, in partnership with Abrapa (a nursing home in Strasbourg), organizes fundraising events for partner associations, and
- the Rw'EMda association supports the Ubumwe Community Center.

A Project to Keep a Close Eye On

kaeru



Winner of the Tango & Scan Award, the Pépite Award, and the Be(e) Distinctive Award

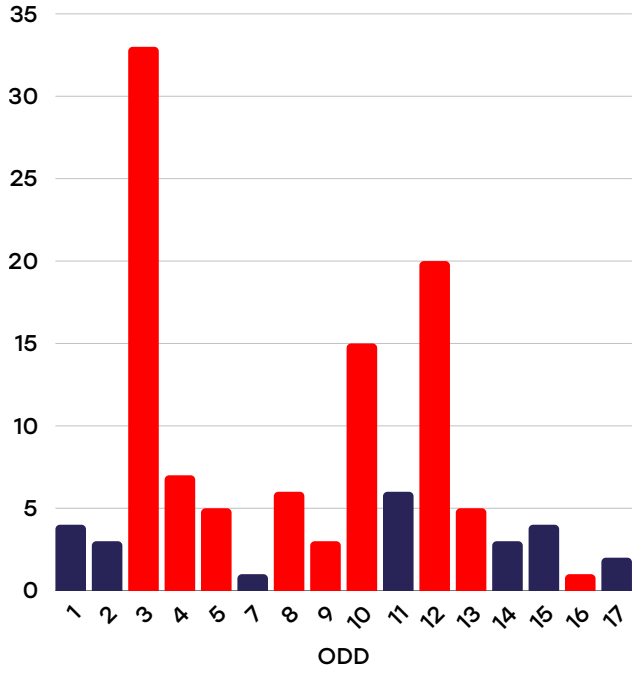
Emilie Mathis (Master of Business Engineering 2024 alumna) is reinventing kayaking by offering a removable electric mobility system that makes river trips simpler, more autonomous, and eco-friendly. The system allows paddlers to transform their kayaks into land vehicles and "drive" them to and from a river, instead of relying on others for vehicle dropoff and/or pickup.

Key Figures:
Entrepreneurial & Leadership Center

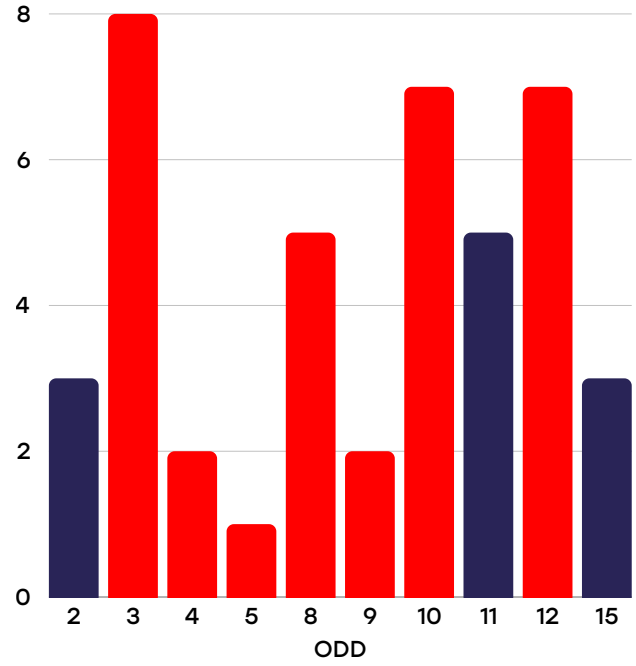
Strategic pillar 2 aims to **accelerate innovation and entrepreneurship within the EM Strasbourg ecosystem** by encouraging projects that create economic, social, and environmental value. This dynamic is realized in particular through dedicated programs, such as the Young Entrepreneur Certificate Program and the Student Association Track, which directly raise awareness among project leaders about social entrepreneurship and the SDGs.

Key figures from the Entrepreneurial & Leadership Center illustrate this dynamic: each year, numerous projects are supported by the incubator La Ruche à Projets, a significant proportion of which are impact projects. Data reveals that 74% of the supported projects contribute to the SDGs targeted by the School. More specifically, SDGs 3 (Good Health and Well-being), 10 (Reduced Inequalities), and 12 (Responsible Consumption and Production) account for the largest number of projects supported between 2023 and 2025.

Total number of projects supported (2023-2025)



Number of impact projects previously supported and still active (2023-2025)



* The SDGs represented in red are those targeted by the School's CSR policy.

Strategic Pillar 3: Consolidate Our Research Excellence and International Visibility

CSR guidelines for pillar 3:

- Increase the visibility of CSR-related publications
- Strengthen interdisciplinary research on CSR
- Co-create CSR knowledge with the ecosystem
- Encouraging sustainable mobility

Key Research Figures

The data presented demonstrates an overall positive trend in peer-review journal (PRJ) scientific production over the period 2023-2025.

This progress is accompanied by a notable strengthening of the integration of sustainable development issues into research, as evidenced by the increase in the share of publications related to the SDGs, rising from 35% in 2023 to 46% in 2025.



2023 PRJ publications

- Total number: 68
- No. related to an SDG: 24
- % related to an SDG: 35%

2024 PRJ publications

- Total number: 52
- No. related to an SDG: 19
- % related to an SDG: 37%

2025 PRJ publications

- Total number: 72
- No. related to an SDG: 33
- % related to an SDG: 46%

Related publications	2023	2024	2025
SDG 3: Good Health and Well-being	5	2	4
SDG 5: Gender Equality	2	3	5
SDG 8: Decent Work and Economic Growth	--	4	4
SDG 9: Industry, Innovation and Infrastructure	2	1	8
SDG 10: Reduced Inequalities	5	2	1
SDG 12: Responsible Consumption and Production	4	4	8
SDG 13: Climate Action	5	2	3
Other SDGs	1	1	--

The Observatory of the Future

2023-2025 research theme: Circular Economy and Industry in 2035

The Observatory of the Future is a forward-looking think tank led by EM Strasbourg, bringing together businesses, researchers, and local stakeholders to anticipate economic transformations and inform strategic organizational decisions. Through a prospective approach (monitoring, collaborative workshops, scenario building), it fosters collective learning in the face of the complex challenges of the contemporary world.

For the period 2023-2025, the work focused on the theme "Circular Economy and Industry in 2035", exploring the transition from a linear model to circular models enabling the reuse, recycling, and recovery of resources, while identifying possible scenarios and avenues for action to support more sustainable economic models.

Intellectual Contributions 2023-2025

Academic Conferences

- **J.P. Bootz** , "Articuler anticipation et action via la création de connaissances : une approche communautaire de la prospective stratégique. Le cas de l'observatoire des futurs", AGECSO 2025 Conference.
- **J.P. Bootz**, "Vers une prospective actionnable : création de connaissances et hybridation de communautés. Le cas de l'étude 'Économie circulaire et industrie en 2035' ", KCO 2025 Conference.

Public Conferences

- **J.P. Bootz**, "La prospective : une co-construction collective autour des enjeux du futur ", France Processus, January 2025.
- **J.P. Bootz**, "Economie circulaire et industrie à l'horizon 2035", CollECtif, March 2025.

Press Articles

- Article in The Conversation (September 2025): "Les bioplastiques, alternative écologique ou solution en sursis ?"
- Article published in the network Collectif (March 2025) "Prospectives : Quatre Scénarios pour l'Économie Circulaire en 2035"
- Article in l'echo-circulaire (February 2023) "Observatoire des futurs : seconde étude prospective sur l'économie circulaire"

Cluster MAESTRO

The cluster MAESTRO (Management in the Arts, Environment, and Society: creaTivity for Real Outcomes), which is part of the Responsible & Sustainable Management for Change center of expertise at EM Strasbourg, studies the role of creative industries in addressing major societal challenges (climate change, food transition, digitalization, water scarcity). It analyzes how artistic, cultural, and symbolic activities can contribute to more sustainable systems.

Structured around three pillars – (A) creativity and sustainable transition, (B) social justice in the creative industries, (C) accessibility and dissemination of art and culture – MAESTRO conducts transdisciplinary research with strong academic and societal impact. Its work on sustainable creativity, inclusion, and cultural democratization contributes to a better integration of sustainability issues within the creative industries and society.

Intellectual Contributions* 2023-2025

Publications

- **Jost M. & Boutinot A.** (2024): "How can individual creativity embrace sustainability? Evidence from French gastronomy", publication in International Journal of Arts Management

Conferences

- **Jost M.**, Departmental meeting of third places in the Grand Est Region, October 2025
- **Jost M., Michel S., Eisenman M. & Boutinot A.**: "Towards scalability of GC in creative industries", paper presented at CBS workshop 2024 and EGOS 2024
- **Jost M. & Lemaire M.**: "Techno parties as safe spaces for queer people? Renegotiating the safety of queer people in regards to the mainstreamisation of techno music", paper presented at EGOS 2024
- **Gabriel B. (ARTE) & Langinier H.**: "What can we learn when insiders distance themselves from the field?", paper presented at Conference EURAM 2024, Bath
- **Paulus O., Michel S. & Lemaire M.**: "A third place, building its identity in an Ingold meshwork of relations with a leading intention", paper presented at AIMAC 2024

Workshops, Events & Public Events

- Symposium "Creative preservation: Reconsidering creativity for sustainability in creative (food) industries", Academy of Management Annual Conference, August 2025, 30 participants, co-organized with Endrissat N. (Bern University of Applied Sciences)
- Public workshop "Inclusivité dans les lieux culturels et artistiques", April 2025. 40 participants, developing a shared understanding of the concept of inclusivity for cultural and artistic venues and identifying key challenges through collective intelligence
- Academic workshop "Transgression and sustainable issues in the creative industries", November 2023. 15 participants, exploring the notion of transgression through collective intelligence and culinary practice
- Public conference "Diversité et inclusion dans les industries créatives", in collaboration with ARTE, May 2024. 32 participants, testimonials and feedback from ARTE, the Metz Opera, National Theatre of Strasbourg

*All the achievements of the MAESTRO cluster are available via this link.

Sustainable Mobility in Research

In an effort to reduce the carbon footprint of its scientific activities, EM Strasbourg has put in place a framework to regulate professional travel related to research, while preserving academic momentum. This policy relies in particular on the appointment of sustainability officers within each research center. Their role is to support researchers in changing their practices, to disseminate best practices, and to ensure the consistency of actions undertaken.



At the operational level, common rules apply to the LaRGE and HuManiS research centers:

- The use of trains is systematically preferred for travel within France and to well-served European destinations (TGV, Eurostar, etc.).
- An exception may be granted when the rail journey exceeds five hours and presents significant constraints (multiple connections, restrictive time periods, etc.).

However, specific procedures are added to this framework depending on the research center:

- LaRGE: air travel is limited to one conference per year, in accordance with the principle of priority given to rail.
- HuManiS: researchers can participate in two annual conferences, one inside and one outside of the Schengen area, with a limitation to one short-haul flight and one long-haul flight per year.



Strategic Pillar 4: Foster Diversity and Inclusive Excellence

CSR guidelines for pillar 4:

- Integrate diversity into governance and practices
- Strengthen inclusive excellence in the training offer
- Increase awareness among faculty members
- Develop well-being and inclusion at work
- Engage the ecosystem in promoting these principles

Transforming Governance to Improve the Student Experience and Well-being

In an effort to strengthen the coherence of student pathways and sustainably improve student well-being, EM Strasbourg implemented a new governance structure in 2025, organized around three management positions, including Director of Student Experience, held by Delphine Theurelle-Stein. She coordinates all aspects of student life (academics, student support, student associations, internships and co-op, international relations, and professional development) to create a stimulating, inclusive, and supportive learning environment for all, while streamlining student pathways and strengthening inter-office collaboration to support student success and engagement.

Raising Awareness of Diversity and Inclusion

Launch of the Diversity Collage

The Diversity Collage was introduced at EM Strasbourg for the first time in 2025, following the training of two staff members to lead the workshop in 2024. This collaborative workshop aims to raise awareness of how discrimination works and of the issues surrounding diversity.

Initially run for first-year PGE students in 2024-2025, the scope of the workshop was expanded in 2025-2026 to include final-year students in the Master of Human Resources, thus strengthening its integration into strategic training programs.

In 2025:

- **7 workshops**
- **100+ students reached:**

(82 PGE & 28 master's students)



Example of a Diversity Collage created by PGE students (Jan. 2025)

New Social Policy

Starting in the 2024 academic year, the School has implemented a sliding scale of tuition fees based on social criteria for scholarship students in Programme Grande École. This system aims to strengthen equal opportunities in access to higher education.

- ahave their tuition paid by their host company, and
- receive a co-op salary during their training.

This model reduces financial barriers to higher eduction and strengthens the employability of students. EM Strasbourg thus reaffirms its mission to enable every student to access an excellent education, regardless of their background or social origin, and to promote sustainable integration into the professional world.

Key Figures: Student Diversity

	2023-2024	2024-2025	2025-2026
Number of students benefiting from disability accommodations	74	70	78
Number of students not paying tuition at EM Strasbourg (co-op program or tuition waiver)	720, including 146 tuition waivers	690, including 36 tuition waivers	773, including 29 tuition waivers
Number of CROUS scholarship students	343	283	241
Number of PGE students benefiting from sliding-scale tuition (CROUS scholarship recipients)	Not yet deployed	32	102

Raising Awareness of SDGs Among Faculty

EM Strasbourg organized a pedagogical luncheon to raise awareness of the Sustainable Development Goals (SDGs) on December 14, 2024. Following this discussion, faculty members were invited to identify and document any relevant SDGs for each of their courses. This approach allows for a more detailed and systematic mapping of the SDGs covered by the School's various programs, in order to better define our academic contribution to sustainable development challenges. This mapping work is currently being finalized and will continue in order to achieve a comprehensive and dynamic vision of the integration of the SDGs into EM Strasbourg's educational offerings.

	2024-2025	2025-2026
Courses declared as addressing at least one SDG*	44%	51%

*SDG other than SDG 4 “Quality Education”, which each course at EM Strasbourg responds to by nature.

Strengthening a Partnership with the Association Les entreprises pour la Cité

Participation in the Innov’Avenir Program

EM Strasbourg has been participating in the Innov’Avenir project, led by LepC, since late 2025. This equal opportunity program aims to raise awareness among young people about the profound changes in society and prepare them for the professional world of tomorrow. Seven employees volunteered to participate in the initiative, which will involve working in high schools in Alsace in 2026.

28 high school students welcomed to EM Strasbourg

On November 21, 2025, EM Strasbourg welcomed a group of 28 high school students for the first time as part of the Innov’Avenir program. This visit, organized with Karine Bouvier and Philippe Nanopoulos, allowed the students to discover how the School operates and to understand the essential codes of professional conduct before the start of their internships in January.



Visit to EM Strasbourg on Nov. 11, 2025

DuoDay

2025: A Revised Format at EM Strasbourg

DuoDay is a national day of unpaid introductory work placements in companies, dedicated to people with disabilities. Organized as part of the European Disability Employment Week, this initiative, led by ALGEEI and the Ministry of Labor, aims to promote professional inclusion by allowing participants to discover a profession and companies to welcome talented individuals.

The DuoDay format evolved in 2025 to offer greater flexibility to teams. Employees now had the option of hosting participants as a team in the afternoon, rather than individually, allowing for a broader exploration of different roles and greater team involvement. Furthermore, some staff members could choose to participate only in the morning program (institutional welcome, tour, and discussion session), without necessarily committing to the afternoon immersion.

2023	Number of duos formed: **6** (1 of which leading to an internship at the PEGE library)
2024	Volunteer staff members: **5** Number of duos formed: **4**
2025	Staff members participating in DuoDay: **7** Number of duos formed: **2**

Les Entretiens de l'Excellence: A Commitment to Equal Opportunities

EM Strasbourg hosted the Strasbourg edition of Entretiens de l'Excellence on its campus for the first time, reaffirming its commitment to social inclusion and equal opportunities. The 2025 edition (January 25, 2025) brought together 47 professionals for 17 thematic workshops aimed at students from 8th to 12th grade.

Through direct exchanges and personal accounts, speakers helped 311 young people and their parents gain a better understanding of the realities of various professions (digital science and technology, healthcare, entrepreneurship, finance, skilled trades, etc.) and broaden their career options. The day was also marked by the volunteer work of 18 students from the EM Strasbourg student association Inc'emption, illustrating the school's commitment to knowledge sharing and responsibility.

With an overall participant satisfaction rate of 94%, this free event, accessible by registration, is fully aligned with the School's CSR policy. By organizing this event, the School is taking concrete action to combat self-censorship and inequalities in access to information, and promote diverse career paths.



2025 edition of Les Entretiens de l'Excellence at EM Strasbourg

Strategic Pillar 5: Promote Responsible Leadership

CSR guidelines for pillar 5:

- Enrich the training offer by integrating the concept of RL
- Develop research on RL
- Promote the concept of RL within the ecosystem

Responsible Leadership Training Through Awareness-Raising Activities

Workshop

During the 2tonnes Workshop, students must arbitrate, negotiate, and prioritize actions to achieve low carbon transition goals. It promotes understanding of climate issues, individual responsibility, and the ability to make decisions while integrating strong environmental constraints. This workshop continued to be offered to all third-year PGE students, and in 2025, a first session in English was organised for international students in an eco-literacy course, reinforcing the internationalisation of the approach.



First Edition of the Environmental Challenge (Energic)

Organized from September 29 to October 24, 2025, this collective and individual challenge on a mobile application aimed to raise awareness and encourage climate action within the entire EM community. Beyond the numbers, the challenge helped to solidify concrete changes in habits (diet, consumption, energy efficiency) and to mobilize a network of internal ambassadors.



Key figures:

- 12 teams formed
- 125 players registered
- 90 eco-friendly actions adopted
- 64 ideas proposed
- 96 carbon footprint assessments completed
- 0.2 tCO_2eq saved
- €125 donated to a local environmental association

EM's Kitchen

EM's Kitchen is an educational culinary challenge combining creativity, project management, and solidarity. The 2023-2024 food truck edition demonstrated its social impact by donating its profits to a local food bank, while the 2024-2025 edition enabled 765 bags of bredele (Alsatian Christmas cookies) to be distributed to nursing homes, strengthening intergenerational ties. In 2025-2026, more than 300 students created 25 dishes per team daily using a mystery ingredient, with 22 portions per team donated to the association Les Petites Roues. Co-developed with local partners, this project encourages the use of local products, the fight against food waste, and teamwork, while developing students' responsible engagement and leadership skills. By strengthening links between actors in higher education, the social and solidarity economy, and public institutions, it actively contributes to the development of the local ecosystem.

Academic year	2023 - 2024	2024 - 2025	2025-2026
Number of students	347	266	354
Number of partners	4	2	3
Solidarity aspect	Donation of €10,000 to Les Restos du Coeur	Distribution of bredele to two nursing homes	Distribution of meals to people in need



2025-2026 edition of EM's Kitchen

RESPONS Cluster: Responsible Leadership in Practice(s)

The RESPONS cluster at EM Strasbourg is an interdisciplinary research hub dedicated to responsible leadership and organizational practices that promote the sustainability of ecosystems. Integrated within the Responsible & Sustainable Management for Change center of expertise, it analyzes how organizations are transforming their practices to collectively address contemporary challenges.

Its work is structured around three main areas:

- Responsible governance
- Leadership in non-profit organizations
- Sustainable management of people and organizations

1st Research & Practices Day – July 8, 2025

The event brought together researchers and practitioners to discuss responsible management in social care and health and social care organizations, focusing on two topics: the socio-economic models of community centers and management innovation in hospitals, particularly mindfulness. It reflects the ambition of the RESPONS cluster: to foster the co-creation of knowledge between research and practice in support of more humane and sustainable management.



Research and Practices Day, RESPONS cluster, July 8, 2025

Fully Integrating Responsible Leadership into the CforCSR Platform

In 2025, EM Strasbourg began the process of internalizing the CforCSR platform. This development aims, in particular, to more explicitly integrate the concepts of responsible leadership and European mindset through the creation of dedicated educational scenarios. These simulations will allow students to practice making responsible managerial decisions, incorporating ethical, social, and environmental dimensions into their decision-making.

Furthermore, consideration is being given to adding a new feature aimed at strengthening the transition to action: the possibility for students to engage concretely via the platform, by registering directly for CSR events or other forms of engagement offered by the School and its partners.

This project marks an important step in the desire to make CforCSR a real lever for disseminating and appropriating responsible leadership within the student ecosystem.

An Evolving CSR Committee

To strengthen the management of CSR, the CSR Committee has been undergoing restructuring since 2025. This redesigned CSR Committee is conceived as an advisory body and a mechanism for steering, reviewing, coordinating, and ensuring traceability in support of the School's strategic plan. Its aim is to align CSR with the School's mission, strategy, and priorities; to coordinate contributions in terms of teaching, research, engagement, and internal operations; and to involve internal and external stakeholders. It is also responsible for monitoring indicators and evidence of impact, conducting regular and documented reviews of progress, and preparing input for decision-making bodies as well as elements required for accreditations.

Impact ThEM

Impact thEM is an educational initiative at EM Strasbourg that allows teams of PGE students to work on concrete projects commissioned by partner companies. The goal is to train future responsible managers by confronting them with real-world problems—often with a social, environmental, or strategic dimension—while providing valuable analysis to the company. This win-win partnership combines practical learning, skills development, and support for organizations facing challenges.

	2024	2025
Number of students involved	67	104
Number of participating companies	14	21

Educational Focus

- PGE, year 1 – Projects with social or environmental impact

Impact ThEM projects offered in the first year of the PGE allow students to conceive or build on initiatives with social or environmental impact, to develop an innovative approach, and to meet the societal expectations of a more responsible organization. These projects offer a first concrete experience of CSR engagement, in close connection with PGE partners.

More information on Impact ThEM

Evolution of the CSR Approach

Compared to the 2023 CSR Report, EM Strasbourg's approach to CSR has evolved toward a more strategic approach:

- The report has transition from a thematic to a strategic approach, structured around the pillars of the 2023–2028 Strategic Plan.
- CSR, as a strategic overarching dimension, has been integrated into all of the School's activties.
- To promote the strategic steering of CSR, certain new indicators have been identified and progress is monitored.

This evolution marks the shift from a logic of describing CSR actions to a progressive logic of strategically managing CSR.

Limits and Areas of Consolidation

Despite the above advances, the approach remains in a consolidation phase on several dimensions, which will be addressed over the period 2026-2028:

- Measuring societal impact is still limited and in the process of being structured, with our indicators currently focused on activities (outputs) and less on long-term effects (impact).
- Specific targets need to be formalized, with no consolidated quantitative trajectories currently in place.
- The management system is still being structured, with tools and indicators that are still incomplete and stakeholder involvement that needs strengthening.
- The critical dimension is to be developed, with an analysis of the limits and areas for improvement in need of formalization.



DuoDay 2024



Zero-waste breakfast for the staff team during the Environmental Challenge (Oct. 2025)



CLUE Conference at the European Parliament (Dec. 2024)



Forum theater workshop “Racism in My Master’s Program?”, facilitated by the Synergies Théâtre company (Nov. 2025)

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