

THE SEVENTH **Bentley Global
Business Ethics Symposium**

Stakeholder Engagement in Practice:

GLOBAL CHALLENGES, POSSIBILITIES AND LIMITATIONS



**May 23, 2011
Euromed Management
Marseille, France**



The 7th Bentley Global Business Ethics Symposium
Sponsored by State Street Foundation

Co-organized with Euromed Management
In partnership with La Tribune
Under the aegis of the United Nations

Stakeholder Engagement in Practice:
Global Challenges, Possibilities, and Limitations

May 23, 2011
Marseille, France

In Memory of Timothy B. Harbert '76
Chairman and CEO of State Street Global Advisors and
Trustee and Alumnus of Bentley College

KEYNOTE SPEAKER

Richard Lacaille
Global Chief Investment Officer, State Street Global Advisors

Bentley University and State Street Foundation: A Partnership in Global Business Ethics

The 2011 Bentley Global Ethics Symposium, sponsored by State Street Foundation, is the seventh in a multi-year partnership that brings together leading academic scholars, corporate leaders, civil society experts and media to explore best practices and challenges in business ethics and ethics education.

Established in memory of **Timothy B. Harbert '76**, chairman and CEO of State Street Global Advisors and Trustee and Alumnus of Bentley College, the program continues to unite business and higher education in the common goal of building a strong ethical foundation from which to serve our many constituencies and communities.

This year's event will once again bring together international experts for in-depth discussions of current practices and challenges in business ethics, corporate social responsibility and sustainability. The purpose of the day-long event is to both learn and inform by:

- Exploring current practices in other institutions, countries and cultures
- Identifying ways to enhance issues of ethics and corporate responsibility in business education and in outreach to the corporate community
- Disseminating this experience throughout the academic and practitioner worlds

This year's event is co-organized in conjunction with Euromed Management, in partnership with La Tribune and under the aegis of the United Nations.

Bentley University is one of the leading business schools in the U.S., dedicated to preparing a new kind of business leader – one with the deep technical skills, broad global perspective, and high ethical standards required to make a difference in an ever-changing world. An advanced business curriculum and diverse arts and sciences program develop graduates who make an impact in their chosen fields. Located minutes from Boston, the university enrolls approximately 4,000 full-time undergraduate, 250 adult part-time undergraduate, 1,400 graduate, and 40 doctoral students.

State Street Corporation is the world's leading provider of financial services to institutional investors, including investment servicing, investment management, and investment research and trading. With US\$22.6 trillion in assets under custody and US\$2.1 trillion in asset under management at March 31, 2011, State Street is an industry leader and innovator, operating in 26 countries and more than 100 geographic markets worldwide.

Euromed Management founded in 1872, Euromed Management is one of France's highest ranked business schools. With campuses in three countries and nearly 1/3 of its 5,000 students coming from abroad, Euromed is increasingly present on the international scene. Through its Bachelor's, Master's and Continued Education programs, Euromed aims to create diversity and innovative thoughts and solutions. Euromed's dedication to sustainable development is increasingly expressed in the school's mission to train "responsible managers" and in its continuous reflection on the extent of our responsibility as educators.

La Tribune is a reference for finance and economic information on all platforms thanks to its daily paper, website, smart phones, tablets, events and conferences. La Tribune breaks down all the latest market tendencies of the economy, finance, emerging countries, up and coming smaller businesses, technology and green business. The daily paper also features specialist pages of opinions and editorial comment, (Edito et Opinions) giving a voice to the key players of the economy; researchers and analysts alike.

THE PROGRAM

SUNDAY

2:00 - 4:30 p.m.

Side Event: Nature Walk: Exploring Marseille's Calanques

6:30 - 8:00 p.m.

Welcoming Reception

Aboard the sailboat le Marseillois, anchored in the Vieux Port in front of the Hotel de Ville.

MONDAY

8:00 to 9:00 a.m.

Registration/Continental Breakfast

Sustainable Campus Initiatives Student Fair

9:00 to 9:15 a.m.

Welcome

Bernard Belletante, Director General & Dean, Euromed Management

Anthony F. Buono, Professor of Management and Sociology
and Executive Director, Bentley Alliance for Ethics and Social Responsibility

Jean-Christophe Carteron, Director for Corporate Social Responsibility,
Euromed Management

Lisle Ferreira, Manager, PRME Secretariat, UN Global Compact

Jean-Pierre Bugada, Desk Officer for France and Monaco UNRIC

9:15 to 9:45 a.m.

Opening Keynote Address

Richard Lacaille, Global Chief Investment Officer, State Street Global Advisors

9:45 to 11:15 a.m.

The Parameters of Stakeholder Engagement: State of the Art

Moderator:

W. Michael Hoffman, Executive Director, Center for Business Ethics and Hieken
Professor of Business & Professional Ethics, Bentley University

Panelists:

Isabelle Autissier, Chair, WWF France

Neil Barrett, Vice President Global CSR, Sodexo

Elisabeth Laville, CEO, Utopies

Sybille Sachs, Head, Institute of Strategic Management: Stakeholder View,
University of Applied Sciences Zurich, and Professor, University of Zurich

11:15 to 11:30 a.m.

Break

Sustainable Campus Initiatives Student Fair

11:30 a.m. to 1:00 p.m.

Strategies for Identifying and Engaging Stakeholders

Moderator:

Robert E. Frederick, Professor and Chair, Department of Philosophy, Bentley University

Panelists:

Christian Brodhag, Director for Research, Ecole des Mines de Saint-Etienne

Anne-Catherine Husson-Traore, Director, Novethic

Thierry Dedieu, National Officer, Confédération Française Démocratique du Travail (CFDT)

Patrick Widloecher, Compliance Officer, La Poste

THE PROGRAM

11:30 a.m. to 1:00 p.m.

Engaging Stakeholders: Benefits and Possibilities

Moderator:

Zannie Voss, Professor, Euromed Management & Southern Methodist University

Panelists:

Daniel Baumgarten, Director of Sustainable Development, Seché Environnement

Theirry Marneffe, Co-founder and Associate Director, des Enjeux et des Hommes (E&H)

Francois Fatoux, Executive Director, ORSE (Study Center for Corporate Social Responsibility)

Andrew Millington, Deputy Director, Centre for Business, Organizations and Society, University of Bath

1:00 to 2:30 p.m.

Luncheon

Sustainable Campus Initiatives Student Fair

2:30 to 4:00 p.m.

Critical Challenges in Stakeholder Engagement: Tensions and Limitations

Moderator:

Claude Fussler, Special Advisor, UN Global Compact

Panelists:

Francois Davy, Regional Head (France, India, Switzerland, Africa, Middle-East), Adecco Groupe France

Benjamin Kabouche, Director, Ligue pour la Protection des Oiseaux (LPO)

Stephen B. Young, Global Executive Director, Caux Round Table

Monika Winn, Associate Professor of Business Strategy & Sustainability,
Francis G. Winspear Scholar and Interim Director, Business Centre for Social
and Sustainable Innovation, University of Victoria

2:30 to 4:00 p.m.

Successful Stakeholder Engagement

Moderator:

Ann K. Buchholtz, Professor of Leadership and Ethics, and Research Director,
Institute for Ethical Leadership, Rutgers University

Panelists:

Dorothee Briault, Executive Director, Comité 21

Myriam Maestroni, CEO, Primagaz

Christophe Alliot, Administrator, Fairtrade International

Jacob Park, Associate Professor of Business Strategy and Sustainability,
Green Mountain College

4:00 to 4:30 p.m.

Break

Sustainable Campus Initiatives Student Fair

4:30 to 5:45 p.m.

Managing Stakeholder Relations: Trends, Governance, Challenges and Next Steps

Moderator:

Pascale Besses - Boumard, Editor-in-Chief, La Tribune

Panelists:

Mitch Leventhal, Vice Chancellor for Global Affairs, State University of New York (SUNY) System,
and Senior Advisor on Academic Affairs, United Nations Global Compact (UNGC)

Philippe Lévêque, Executive Director, CARE France

Nicolas Mounard, General Manager, Alter Eco

Rajendra S. Sisodia, Professor of Marketing, Bentley University,
and Co-founder and Chairman, Conscious Capitalism Institute

5:45 p.m.

Closing Reception

SPEAKERS



Christophe Alliot, Administrator, Fairtrade International.

In charge of the International Alliance of Fairtrade producers, Christophe Alliot organizes the representation of nearly 1 500 000 producers around the world who are committed to responsibility and development. Joined together in continental networks, these producers operate within Fairtrade International as co-decision makers for the Max Havelaar Label. Alliot is responsible for the political and strategic actions of these networks, in other words, for 830 organizations of producers in 60 different countries. From 2008-2010, Alliot coordinated the strategic revision of Fairtrade International including all of the networks of producers and the 26 national organizations in charge of developing fair-trade products in their respective countries. As the Director of International Relations for Max Havelaar France, he has been a key actor in the evolution of Fairtrade certification standards.

Christophe Alliot is also the Treasurer of the French Committee of Solidarité Internationale and Board Member of Engineers beyond Borders, having served as its President from 1999-2002.



Isabelle Autissier is Chair of WWF-France, elected in December 2009. She is an agronomist, specialized in halieutic resources, and a writer and radio broadcaster staging performances on the sea and the environment. She is also a board member of the "French Southern and Antarctic Territories" and an ambassador for the International Federation for Human Rights.

Isabelle is also vice-chair of the group in charge of "the delicate meeting between the sea and the earth," within the political process known as the "Grenelle de la mer (the sea)," holder of the French distinctions "Ordre national du Mérite" and "Légion d'honneur, Chevalier des Arts et des Lettres." A French solo yachtswoman, she is the first woman to have sailed around the world in a competition.



Neil Barrett is Vice President, Sustainable Development at Sodexo. In September 2009, after 7 years as CEO Sodexo Australia and New Zealand, he moved to the newly created role of Vice President, Corporate Social Responsibility, Sodexo Remote Sites and Asia - Australia based in Singapore. In December 2010 he moved into his present role, based at Sodexo's headquarters in Paris and is responsible

for sustainable development across the business.

He has 36 year business experience, working in mainly managerial roles in international shipping, asset security, passenger rail transportation and heavy engineering manufac-

turing. His once in a lifetime, never to be repeated role, was managing a company that successfully provided the “best ever” corporate hospitality services to 26 major Olympic sponsors and their thousands of clients during the Sydney 2000 Olympic Games.

Barrett became a grandfather in 2010 to two beautiful identical twin girls. This has heightened his passion to drive Sodexo’s sustainability plan throughout the business to improve the quality of daily life and make a “Better Tomorrow” for all.



Daniel Baumgarten is Director of Sustainable Development, Séché Environnement, one of the leading French players in the treatment and storage of all types of non-radioactive industrial and household waste. The firm is the leading independent operator in France, with a unique positioning at the hub of the high value-added waste recovery, treatment and storage markets.

A graduate of Hautes Etudes Commerciales (HEC), Daniel holds a DES Accounting Finance and was a former auditor of the Collège des Hautes Etudes du Développement Durable [College of Graduate Studies for Sustainable Development]. In addition to his responsibilities at Séché Environment, Daniel is an Associate Professor at the University of Cergy Pontoise, where he teaches sustainable development and waste management as part of the Faculty of Geosciences, Masters in Industrial and Urban Environment. He is also a director and member of the strategic orientation board of la Fondation pour la Recherche sur la Biodiversité [Foundation for Biodiversity Research] under the college of business, and chairs the Commission Biodiversité de l’association Entreprises pour l’Environnement [Biodiversity Committee of the association Companies for the Environment].



Bernard Belletante is the Director General & Dean of Euromed Management. Professor of Corporate Finance, he is also President of the Schools of Management Chapter (an organization that represents the 38 most prestigious business schools in France), of the Mediterranean Network of Management Schools (RMEM) and of Altares Scientific Committee. Before joining Euromed Management in 2002, he was Academic Dean at EM Lyon (France). He is a former graduate of Ecole Normale Supérieure, Cachan (France), and holds a PhD in Economics and Management.

Belletante is an expert in Financial Behaviour of SME’s, Corporate Governance, Trust and Ethics Issues in Management. As such, he is a Board Member of several private and public companies, member of the Steering Committee of the European Center for SME’s and also member of IFA (Institut Français des Administrateurs). He also developed an expertise around the issues at stake in the Euro-Mediterranean area, including “Euro-Mediterranean Management Model,” Sustainable Development, and Diversity.

He is member of the Board of Comité 21, the main French organisation in Sustainability. He published about 25 books and more than 100 papers and articles. Belletante is member of the boards of April Group, Bemobee Solution, Altidiem & Techné SA.



Pascale Besses-Boumard began her career in 1985 at La Côte Desfossés before joining La Tribune for the first time in 1987 in the Economic, Finance and Markets Section. In 1994, she left La Tribune to work at Les Echos. In 2000 she created the weekly market publication La Bourse pour Tous. From 2001-2005 Pascale Besses-Boumard worked as the Deputy Managing Editor of the publication La Vie Financière (groupe Express - Expansion). She rejoined the ranks of La Tribune in 2005 as the Editor-in-Chief.



Dorothée Briamont is Executive Director of Comité 21, an association of 440 members (local authorities, companies, associations, public institutions and further education establishments) focused on sustainable development. In her role she oversees the development of the association, its strategic orientation and various projects ranging from stakeholder engagement and sustainable cities to the association's climate plan and team training on sustainable development. Prior to coming to Comité 21, she was Head of Economic Development in charge of crisis management at FNSEA (the French Farmers' Union) and an official representative in charge of economic development and preservation of the environment for Agence pour le développement durable de la région nazairienne. She is a graduate of Sciences-Po Paris and DESS Administration internationale Paris II.



Christian Brodhag, a civil engineer with a PhD in physical science, is a professor at the School of the Mines of Saint-Etienne (France) in sustainability and social responsibility. He was Inter-ministerial Delegate for Sustainable Development for the French government from July 2004 to May 2008, in charge of implementation of National Sustainable Development strategy. He chairs the steering committee of Francophonie Energy and Environment Institute (IEPF). He was involved in the redaction of ISO 26000.

Christian is also the author *The Four Truths of Planet, for Another Civilization* (Editions du Félin, 1994) with editions in French, Spanish and Portuguese, and co-author of *Dictionary on Sustainable Development* (AFNOR editions, 2004).



Ann K. Buchholtz (Ph.D., New York University) is Professor of Leadership and Ethics and Research Director of the Institute for Ethical Leadership at Rutgers University. She also is the past chairperson of the Social Issues in Management Division of the Academy of Management. Dr. Buchholtz was a member of the Academy's ethics task force that designed a Code of Ethics for the Academy, and she served as the inaugural chairperson of the Academy's Ethics Adjudication Committee. She has authored numerous articles that examine the intersection of business ethics, social issues and corporate governance. Her work has been published in *Business and Society*, *Business Ethics Quarterly*, the *Academy of Management Journal*, the *Academy of Management*

Review, the Journal of Management, Organization Science, the Journal of Management Studies, Corporate Governance an International Review, among others, and she has presented in numerous national and international conferences. She serves on the editorial boards of Business & Society and Business Ethics Quarterly. Dr. Buchholtz was awarded the "Trailblazer Advocate of the Year" award for her service learning programs which taught business students to use their skills to effect positive changes in society. She is the recipient of numerous teaching awards including Profound Effect on a Student Leader.



Jean-Pierre Bugada is a Jurist specialized in international public law. Bugada has spent his career in communications for the United Nations between Geneva and New York. He contributed to the development of the internet at the U.N. and to its use by journalists and diplomats in Africa and the Middle East.

He is currently the Desk Officer for France and Monaco at the United Nations Regional Information Center.



Anthony F. Buono is Professor of Management and Sociology and Founding Coordinator of the Alliance for Ethics and Social Responsibility at Bentley University. He is also a former Chair of Bentley's Management Department. Tony's primary research, teaching and consulting interests include organizational change, inter-organizational strategies, management consulting, and ethics and corporate social responsibility. He has written or edited fourteen books including *The Human Side of Mergers and Acquisitions* (1989, 2003), *A Primer on Organizational Behavior* (7th ed., 2008), and, most recently, *The Changing Paradigm of Consulting* (2011) as part of his Research in Management Consulting series. His articles and book review essays have appeared in numerous journals, including *Academy of Management Learning & Education*, *Across the Board*, *Administrative Science Quarterly*, *Human Relations*, *Journal of Organizational Change Management* and *Personnel Psychology*. He has also consulted with numerous organizations and professional associations, focusing on merger and acquisition integration, organizational change, and management development. He is a past chair of the Academy of Management's Management Consulting Division, a Research Fellow with Bentley's Center for Business Ethics, and has received Bentley's highest honors for both teaching and research. He holds a B.S. in Business Administration from the University of Maryland, and an M.A. and Ph.D. with a concentration in Industrial and Organizational Sociology from Boston College.



Jean-Christophe Carteron is Director of CSR at Euromed Management. After starting his career in the aeronautics industry, he arrived at Euromed in 2001 and headed the marketing department before devoting himself fully to sustainable development. As Director of the CSR Department he coordinates the school's CSR strategy, research activities and pedagogical aspects and the sustainable approach

of a campus of 3,500 students. In November 2010, he integrated the Corporate and Markets Directorate as the Associate Director. Jean-Christophe has recently piloted a project that led Euromed Management to be the first higher education institution in France to obtain extra financial rating (Acadix AA) and organized Deloitte's first "Stakeholder Consultation" with a business school. He is also the coordinator of the Sustainable Development Commission for the Conference des Grandes Ecoles (the French Business Schools organization) and a leading actor in two UN Global Compact and PRME (Principle for responsible Management Education) working groups on climate change and social responsibility in higher education.



François Davy is Regional Head of Adecco Groupe France. He joined Adecco as France Country Manager in 2007 and in 2009 was appointed as Regional Head in charge of France, India, Switzerland, Africa & Middle East. He is a permanent member of the Adecco Group Executive Committee.

Prior to this appointment, François was the Sales and Marketing Director of the Mail Division of La Poste, the French Postal Services. Before his experience with La Poste, he spent five years (2000-2005) with Motorola, where he was successively VP in charge of Mergers and Acquisitions, VP for Global Accounts, and VP for Southern Europe as well as Country Manager for France. Between 1996 and 2000, François was employed as Managing Director of Cadbury Schweppes France, where he played a key role in the restructuring of the business unit and contributed in doubling the profits within only four years.

François holds a degree in Food Engineering at ENITIAA Nantes, and an MBA Executive, General Management Program from Cedep (in partnership with INSEAD). His other responsibilities include his roles as President of the Employment Committee for Medef (French employers organization), board member of CS Communications, and Vice-President of the Association Entreprendre pour Apprendre. In 2010 he was knighted by the National Order of the Legion of Honour by the Minister of Employment.



Thierry Dedieu has worked with CFTD (Confédération Française Démocratique du Travail), the largest French trade-union, for over 14 years. He is a Confederal Secretary within the European and International Department, where he is in charge of European affairs and policy for multinational companies. As part of his role, he is an Executive Committee member of ETUC (European Trade-Union Confederation). He is also member of the European Social Dialogue Committee in Brussels.

Thierry has recently been appointed as a trade-union representative with the International Trade Union Confederation (ITUC) delegation, at the UNFCCC conference of the parties (COP), as well as the United Nations Commission on Sustainable Development. He also served as an expert with the French delegation for the elaboration of ISO 26 000, the Social Responsibility Standard published in November 2010.

Prior to working full time with CFDT, Thierry worked as a head-waiter for 20 years. While working in a deluxe hotel in Paris, he became a militant for his local union. In 1993, he was elected General Secretary of Paris Hotels, Restaurant and Tourism Workers Union. In 2000-2001, he was a student at the Institut des Hautes études de l'Entreprise, a French think-tank created by the major corporations in France. He holds a Research Master in International Relations from Sciences-Po in Paris.



Francois Fatoux is Executive Director of ORSE (Study Center for Corporate Social Responsibility), a multi-stakeholder, non-profit organization in which ethical funds, major corporations, pension institutions and all the French trade unions (CFDT, CFE-CGC, FO, CGT, CFTC) are represented. Prior to his role at ORSE, he was Head of the Social Department at CFE-CGC (1986-2002) and a social law jurist for the NGO

National Information Center on Women's Rights (1984-1986).

He has a Masters Degree in Public Law and studied at the Institute of Political Studies in Paris.



Lisle Ferreira is Manager of the Principles for Responsible Management Education (PRME) secretariat of the United Nations Global Compact Office. The mission of the PRME initiative is to inspire and champion responsible management education, research and thought leadership globally. Previously in her role as Program Manager at the Levin Institute of the State University of New York (SUNY) she

worked in international exchange programs with both graduate and continuing education students from across the globe, including China, Russia, Kazakhstan, Canada and South Korea. Lisle holds a master's degree in Latin American and Caribbean Studies from New York University (NYU).



Robert E. Frederick is professor of philosophy and chair of the Philosophy Department at Bentley University. He is also Research Scholar at the Center for Business Ethics at Bentley, editor of the journal *Business and Society Review*, and former chair of the Bentley College Faculty Senate. He has published a number of articles in philosophy, business ethics and environmental ethics, and has edited or

co-edited ten books on various topics in applied ethics and philosophy. Prior to attending graduate school and joining Bentley, he worked for nine years for a large financial institution in Atlanta, GA, where he was Vice President for Administrative Services. He received a BA degree in Economics from Rice University and an MA and PhD in Philosophy from Brown University.



Claude Fussler is an expert in business innovation and issue management with a focus on sustainable development, climate change and corporate social responsibility. He is a member of the Advisory Board of Demeter2, a large European investment fund in clean technologies. He chairs the Sustainability Panel of the EDF Group and is a member of the Sustainability Advisory Board of the Kimberley-Clark Corporation and of the CSR Council of Alcatel Lucent. He is also the Special Advisor of the UN Global Compact of which he directed the Caring for Climate programme.

In June 2006 he received the Cleantech Pioneer Award for his groundbreaking work and experience in business processes for eco-efficiency and innovation. In 1996 he authored the business book *Eco-Innovation*. As a vice president of Dow Chemical in Europe, where he worked for more than 30 years, Claude managed a number of international business assignments. He is a chemical engineer and graduate of CPE Lyon.



W. Michael Hoffman is the founding Executive Director of the Center for Business Ethics at Bentley University in Waltham, Massachusetts. Since 1976, the Center has served as a research and consulting institute and an educational forum for the exchange of ideas and information in business ethics. He is also the Hieken Professor of Business and Professional Ethics at Bentley. He received his Ph.D. in

Philosophy at the University of Massachusetts/Amherst and has been a professor for 40 years in higher education. He has authored or edited 16 books, including *Business Ethics: Readings and Cases in Corporate Morality* (4th edition), *The Ethical Edge*, and *Ethics Matters: How to Implement Values-Driven Management*, and has published over 95 articles. He consults on business ethics for corporations and other organizations, and serves as an expert witness in litigation. Dr. Hoffman was co-founder and the first Executive Director of the Ethics & Compliance Officer Association and the Advisor to its board of directors for ten years. He was co-founder and President of the Society for Business Ethics, served on the advisory board of the U.S. Sentencing Commission, and is frequently sought out globally for professional lectures and media interviews. Dr. Hoffman was named the 2007 Humanist of the Year by The Ethical Society of Boston, and received the 2009 Society for Corporate Compliance and Ethics Award for continuing contributions in the field of ethics and compliance.



Anne-Catherine Husson-Traore is CEO of Novethic. As a founding member of Novethic, in 2001 she led the development of novethic.fr. In addition to defining the editorial slant of novethic.fr, Anne-Catherine publishes *L'Essentiel de L'ISR*, a quarterly publication for the French-speaking financial community that provides up to date information on international SRI practices, extra-financial analysis and shareholder activism. She was promoted to Chief Executive of Novethic in 2006. As an expert on socially responsible investment, she is a frequent speaker at events on sustainable finance and is often interviewed by the French media.

Prior to Novethic, she worked for the French television channel M6 (1987-2000). At M6, she was Editor-in-Chief and Director of a regional office, before being appointed Editor of the M6.fr site. Before joining M6, Anne-Catherine held a variety of positions in print and radio. She began to focus specifically on the Internet in 1998. Anne-Catherine has a degree in Journalism from the Centre de Formation des Journalistes and a Master's degree in Public Law.



Benjamin Kabouche is the Director of the Ligue pour la Protection des Oiseaux - LPO PACA (the Bird Protection League). He holds a Master's degree in Geography from the University of Aix-Marseille and a university diploma in biogeography and ecology. A professional ornithologist, he directs conservation, natural site management and awareness raising programs for the LPO since 2011. The LPO is the representative of Birdlife in France.

In 2007, as the head of environment and sustainable development, he participated in the establishment of the "Grenelle de l'environnement" within the NGO college France Nature Environment. His knowledge of the private sector, public institutions and associations allowed him to build concrete partnerships between the LPO, companies (CEMEX, RTE, ERDF, etc.), and communities (local government and city officials).

His work in environmental communications, teaching and mediation facilitates his contribution in environment education. He is a member of the Pavillion Bleu (FEEE) jury. Since 2004, he has been a speaker in the Master's program on biodiversity (IMEP-CNRS) at the University of Aix-Marseille, focusing on the "comparative positioning of environmental actors in the territory."



Rick Lacaille is Global Chief Investment Officer (CIO) of State Street Global Advisors (SSgA) and a member of the firm's Executive Management Group. In his role as Chief Investment Officer, Rick has responsibility for all investment management activity at SSgA, including research and trading. Prior to his current role, Rick was Head of Global Active Equities, and previously European CIO. Rick also serves on

the European and International Executive Committees and the SSgA Investment Committee. Before joining SSgA in 2000, he held a wide variety of posts in quantitative fund management and research at Gartmore Investment Management, including periods as Head of Quantitative Research and Head of Structured Equities.

Rick has a BSc (Hons) in Operational Research from Lancaster University and MSc in Econometrics from London Guildhall University. He is Chairman of the Board of Inquire (UK), a non-profit body devoted to the research and promotion of quantitative techniques in investment management, a member of the FTSE Policy Committee, and he sits on the Asset Management Committee of the Investment Management Association. He is a regular writer and broadcaster on investment issues and speaks frequently at industry conferences.



Elisabeth Laville is founder and director of Utopies, a think-tank and consultancy specialized in sustainable development, which was created in 1993 and is now acknowledged as “the pioneering consultancy for sustainable business strategies” (Enjeux-Les Echos Magazine, Nov. 01). She is one of the most experienced individuals in the field of CSR in France and one of Europe’s leading experts on corporate social and environmental responsibility. Elisabeth and the Utopies team of 20 people are dedicated to awareness-raising and building partnerships with influent organizations such as the UNEP and the Global Compact. The company has worked on CSR strategies and management for an extensive range of corporate clients, ranging from CSR pioneers such as Ben & Jerry’s, Nature & Découvertes and Interface to major international groups such as Carrefour, Lafarge, VEOLIA, Danone, Michelin, Tetrapak, L’Oréal, SITA/Suez, ST Microelectronics, Rhodia, Alstom, Sodexo, and General Mills (see www.utopies.com). Elisabeth has also set up various cross-company initiatives thanks to which businesses are able to develop their knowledge in the field of CSR and share practices - in sustainable construction (www.constructiondurable.com) and green marketing and responsible communication (www.communicationresponsable.com). Elisabeth Laville is also a teacher at HEC, the prestigious French Business School, where she created the first course on CSR (2000).

Since early 2003, Elisabeth has served on a number of corporate leadership and stakeholder panels, including British Telecom, LaFarge, and Unis-Cité (a unique youth service organization that engages diverse teams of 17 to 24 year-olds in a year of full-time community service, civic engagement and leadership skill development) among others. She has written several books and guides, including the bestselling book *L'entreprise verte: le développement durable change l'entreprise pour changer le monde* (Green Business: How Sustainable Development Changes Business in Order to Change the World, 2002) and *Un régime pour la planète* (A Diet for the Planet, 2007). Elisabeth has also received numerous awards for her work and vision, among them the Veuve Clicquot BusinessWoman of the Year Award (2008), the Chevalier de la Légion d’Honneur Award (given by the French Ministry for Environment, 2008), and) in 2008; Newbiz Magazine’s “100 Visionaries Who Could Change France” (2002). Elisabeth has a young daughter and is a graduate of HEC Business School.



Mitch Leventhal is Vice Chancellor for Global Affairs at the State University of New York, the largest comprehensive university system, with 64 colleges and universities, and more than 465,000 students. Prior to his appointment at SUNY, Mitch served as vice provost for international affairs at the University of Cincinnati, with responsibilities for global strategy, institutional collaboration, international recruitment, and curricular internationalization. Beyond education, Mitch has extensive international experience across many industry verticals, including shipping, chemicals, finance, insurance, information technology, and technology transfer. He is widely recognized as a leader in international student recruitment strategy, enterprise-wide data systems, consortium-based initiatives, and public-private partnerships.

Prior positions include founder and president of the Microstate Corporation, founding CEO of the Intellectual Property Technology Exchange (a spinoff from Yale University), and co-founder and vice president for strategic initiatives at Planet Payment, Inc., a multi-currency payment processing company. Immediately prior to his last position at the University of Cincinnati, Mitch headed US-Canada operations for IDP, a firm then owned by Australian universities. Leventhal is founding Chairman and President of the American International Recruitment Council (AIRC), a standard development organization committed to bringing ethical practice to the international student recruitment industry through a rigorous certification process. Since 2009, he has served as Senior Advisor on Academic Affairs to the United Nations Global Compact, where he is leading an effort to develop a framework for adoption of the Principles by academic institutions as corporate entities. Mitch serves on numerous other commissions and boards. He earned his bachelor's and masters degrees in Comparative & Developmental Politics from the University of Pennsylvania, and his Ph.D. in the International Political Economy of Education from the University of Chicago.



Philippe Lévêque was appointed Executive Director for CARE France in May 2000, one of the 14 member organizations of CARE International. In 2011, CARE France's projected budget is 21 million Euros, with a staff of 35 people. Each year, CARE France receives financial support from more than 80,000 people in France.

After graduating from HEC (Ecole des Hautes Etudes Commerciales), he joined IBM France in 1984, where he held various commercial responsibilities until 1989, when he became Marketing Director of SYSTAR, Inc. from 1989 to 1993 (Paris, Washington, DC). After spending a year in Africa, he adopted the humanitarian cause. A volunteer worker with "Médecins du Monde" ("Doctors of the World"), a leading French humanitarian NGO, in 1993, he became Director for Fundraising in 1994 and Deputy Executive Director in 1998. Philippe headed the CARE International delegation to the UNGASS on HIV/AIDS in New York in June 2001 and to the International AIDS Conference in Barcelona in July 2002. Since 2007, he has also been a Member of the Board of CARE Morocco. In December 2009, Philippe Lévêque joined the Executive Committee of the Board of CARE International in Geneva.

As part of his work, he has been exposed to most of our recent humanitarian emergencies: Rwanda (1994), Kobe earthquake (1995), Kosovo war (1999-2000), Gujarat earthquake (2001), Darfur/Chad (2003), the Tsunami (2005), West Bank Gaza (2006), and Haiti earthquake (2010). Philippe has been participating in various international negotiations on debt relief, the financing of international aid, the fight against HIV/AIDS, climate change, and sustainable development.



Myriam Maestroni is CEO of Primagaz, is an overall energy solutions provider for private individuals as well as for professionals. Beyond the butane and propane supply, in 2003, the company has initiated the Energy Advisorship in order to help our clients reduce their energy consumption. The company also combined gas

and renewable energies, launching Primasoleil in 2004 (propane and solar thermal energy) and Primawatt in 2009 (gas and solar photovoltaic). Myriam has spent her entire career in the energy sector. She first worked for the petrol companies Dyneff and Agip before joining Primagaz (SHV Gas Group) in 1996. She set up and managed the Spanish subsidiary of the Group. After a period abroad, where she worked on analyzing the regulatory context of the energy sector, she became sales director of Primagaz France in 2004 and Chief Executive Officer in June 2005.

Under her guidance, in 2003 the company initiated the Energy Council to help consumers minimize their energy bills and proactively manage their environmental impact. In autumn 2006, Primagaz launched the Natural Energy Council, combining energy efficiency and use of ecological materials and techniques. In 2007 PRIMAGAZ further evolved with the launch of a range of services (Primaserv) and new modular and sustainable energy solutions such as Primawatt, a combination of propane and solar power.

In parallel to her professional responsibilities, Myriam has continued to intensify the logics of moving from industrial and commercial activities to service activities, which applies an emotional intelligence approach as the basis for sustainable development. She is co-author, with Luis Huete, Professor at the IESE business school, of *Intelligence Emotionnelle, Services et Croissance* [Emotional Intelligence, Services and Growth], published by Maxima in 2009, and co-editor *Mutations Energétiques* [Energy Changes], published by Editions Alternatives (Gallimard) in 2010. After graduating from Sup de Co Bordeaux, Myriam Maestroni went on to study in Spain, where she took a Post-Graduate diploma in Finances at the University of Barcelona, followed by an MBA at the ESADE business school.



Thierry Marneffe is Co-founder and Associate Director of Des Enjeux et Des Hommes since 2003. Thierry graduated from Ecole Centrale Paris in 1981 and from the French Actuaires Institute in 1998. In 2003 he was an auditor at CHEDD (French institution of high studies on environment and sustainable development), specializing in the diagnostic, sensitization and engineering of CSR approaches. He was Project Director and Business Unit Director in the industrial and IT sectors (IBM, Soleri, Arisem) as well as in services and finance (GAN, AGF, PFA) before joining Arese and Vigeo (2001/2003), European CSR rating agencies as Production and Development Director.

In partnership with the Centre des Jeunes Dirigeants (French club of young managing directors created more than 50 years ago), Thierry was one of the contributors of the Global Performance Guide (2004) on raising awareness and helping managing directors on CSR self-assessment and was one of the writers of *EcoResp: For an ecological New Deal* (2005/06).

Thierry teaches in Ecole Centrale Paris on Sustainable Development and CSR. He was part of the development of the 1000NR evaluation tool proposed by AFAQ AFNOR to companies and public authorities. He is a member of the AFNOR working group on the Review of the Methodology on Stakes' Hierarchy in the frame of the new ISO 26000 standard.



Andrew Millington is Professor of Business and Society, and Deputy Director of the Centre for Business, Organizations and Society at the University of Bath. He has researched widely into the relationships between business and society. His current work focuses on two discrete but related projects. First, the motivation and management of corporate social performance; key themes in this project emphasize the role of organizational characteristics, corporate strategy, stakeholder pressures, and industry conditions as stimulants of corporate social performance and its organization and management within the corporation. Second, the interface between the cultural and institutional environment in China and the Chinese operations of UK and US firms. Key issues include the relationships between ethical conduct and guanxi in different business contexts and the impact of institutional and cultural factors on the management of relationships within and between organizations in China. He has obtained funding from the EPSRC, the ESRC, the European Commission, the DTI and the Welsh Office and has published in leading management journals including the Journal of International Business Studies, Management International Review, Business and Society, Journal of Business Ethics, Journal of Management Studies and the Cambridge Journal of Economics.



Nicolas Mounard is the General Manager of Alter Eco. He began his career as a Financial Auditor in a reputed Group. He joined Alter Eco in 2005 as a Producer Support Manager. His mission was to evaluate the impact of Fair Trade on the 30 agricultural cooperatives that were partners of Alter Eco. In 2007, he took charge of the finances of the company. After one year as a Chief Financial Officer, in 2008 he became General Manager.

Alter Eco, after 10 years defending small farmers all around the world as well as the Fair Trade Economic model, is now involved in the preservation of French organic farming. Nicolas is a graduate of the ESSEC Business School.



Jacob Park is Associate Professor of Business Strategy and Sustainability at Green Mountain College in Vermont specializing in global environment & business strategy, corporate social responsibility, and community-based entrepreneurship & social innovation with a special expertise/interest in Japan, China, and the Asia-Pacific region.

Awarded the Engaged Scholar Award (2010) from the Vermont Campus Compact; Food Pedagogy Award (2009) from the Association for the Study of Food and Society and Vermont Governor's Award (2008) for Environmental Excellence in Education and Outreach, he is the Chair of Social Investment Forum's International Working Group Steering Committee and serves on the Boards of the Environmental Leadership Program and the Vermont Businesses for Social Responsibility. He serves on the editorial board of Journal of Social Entrepreneurship, Journal of Corporate Citizenship, Business Strategy and the Environment, Asia Business & Management Journal and Journal of Business Ethics (Corporate Responsibility and Sustainability section). His book, Crisis of Global Environmental

Governance: Towards a New Political Economy of Sustainability, was published by Routledge in 2008 and Ecology of the New Economy: Sustainable Transformation of Global Information Technology, Communication, and Electronics Industries was published in 2002 by Greenleaf Publishing.

Park has also been a Visiting Research Fellow, Oxford University Smith School of Enterprise and the Environment (2010); Visiting Scholar, INSEAD Business School Middle East Campus (2010); Winter Park Institute Scholar in Residence, Rollins College (2010); the Page Legacy Scholar, College of Communications, Penn State University (2009-2010); POSCO Visiting Fellow, East-West Center (2008); Erasmus Mundus Scholar, Central European University (2007); International Visiting Research Fellow, University of Sydney's Faculty of Business and Economics (2007); Visiting Scholar, Cardiff University's Centre for Business Relationships, Accountability, Sustainability and Society (2006); and elsewhere.



Sybille Sachs is head of the Institute for Strategic Management: Stakeholder View, which she founded at the University of Applied Sciences Zurich (HWZ). Since 2008, she has also been member of the governing body of HWZ. In addition, she is Professor at the University of Zurich, where she established the department Business and Society. Professor Sachs has headed various research projects in the "Business & Society" field and has been supported by numerous prominent national and international academic and research institutions. The research projects aim at developing a modern approach to strategic management which not only creates value for shareholders but for all involved constituencies such as employees, customers and for society. She is also a member of various national and international scientific institutions, expert committees, boards, think tanks and associations. Professor Sachs has published numerous articles and books in the fields of strategic management and stakeholder management. Her new book, which will be published in autumn 2011, is entitled Stakeholders Matter: New Paradigm for Strategy in Society (Cambridge University Press).



Rajendra (Raj) S. Sisodia is Professor of Marketing at Bentley University and co-founder and Chairman of the Conscious Capitalism Institute. He has an MBA in Marketing from the Bajaj Institute of Management Studies in Bombay, and a Ph. D. in Marketing & Business Policy from Columbia University. His current research focuses on conscious capitalism, marketing ethics and improving marketing productivity. In 2003, Sisodia was cited as one of "50 Leading Marketing Thinkers" and named to the "Guru Gallery" by the UK-based Chartered Institute of Marketing. Bentley University honored him with the Award for Excellence in Scholarship in 2007 and the Innovation in Teaching Award in 2008.

Sisodia's book *The Rule of Three: How Competition Shapes Markets* was a finalist for the 2004 Best Marketing Book Award from the American Marketing Association. His book *Firms of Endearment: How World Class Companies Profit from Passion and Purpose* was named one of the best business books of 2007 by several organizations, including Amazon.com.

He has published seven books and over 100 academic articles and writes frequently for the Wall Street Journal. His work has been featured in The New York Times, Fortune, Financial Times, The Washington Post, The Boston Globe, CNBC and numerous other media outlets. He has consulted and taught executive programs for numerous companies, including AT&T, Nokia, Boston Private Bank, Ericsson, Siemens, Sprint, MCI, Volvo, Northern Telecom, IBM, Price Waterhouse, Ernst & Young, and Southern California Edison.



Zannie Giraud Voss (Ph.D., Institut d'Administration des Entreprises, Aix-en-Provence) is Chair and Professor of Arts Administration in the Meadows School of the Arts and the Cox School of Business at Southern Methodist University, and an Affiliate Professor at the Euromed School of Management in Marseille, France. Prior to joining the SMU faculty, she was a Professor at Duke University in the College of Arts & Sciences and the Fuqua School of Business. At Duke, she also served as Producing Director of Theater Previews at Duke, sending two shows to Broadway and developing and co-producing over a dozen new works.

Voss has served as a consultant for the Irvine Foundation, Theatre Development Fund, the National Endowment for the Arts, and Theatre Communications Group, co-authoring TCG's annual Theatre Facts since 1998. She has published articles rooted in stakeholder theory and examining the strategic factors that influence organizational performance using multiple stakeholder measures in *Journal of Marketing*, *Journal of Marketing Research*, *Academy of Management Journal*, *Organization Science*, *Journal of Services Marketing*, *ArtsReach*, and *International Journal of Arts Management*, for which she serves as Associate Editor. She has received research funding from the National Science Foundation, the Aspen Institute, the Marketing Science Foundation, the American Marketing Association, and the Sheth Foundation. Before transitioning to academia, Zannie served as Managing Director of PlayMakers Repertory Company, Associate Manager of the Alley Theatre, Assistant Director of Audience Development at the Mark Taper Forum.

She currently teaches courses in nonprofit marketing strategy, nonprofit management, services management, and strategic planning in Master's programs both in the U.S. and in Europe. At Duke she taught Entrepreneurial Management in the Social Sector as part of Fuqua's Center for the Advancement of Social Entrepreneurship as well as courses in the College of Arts & Sciences' Markets and Management Program



Patrick Widloecher was the first Director of Sustainable Development at Groupe La Poste (2003-2008), and today is the Compliance Officer and an Advisor to the President, Director General and Executive Officer in charge of Responsible Development and Ethics at Groupe La Poste. He is a member of the strategic orientation board of PREDIT IV, a public organization responsible for financing responsible and ethical programs that concern "clean transportation".

In 2003 Patrick Widloecher established a sustainable development strategy and action plan for Groupe La Poste. Some of his most significant achievements during this time include reducing CO2 emissions by more than 6% in four years, equipping 100,000 mail delivery agents with free-trade cotton uniforms, international cooperation exchanges in Africa, a series of stamps depicting eco-sustainable actions and the co-construction, with a French industrial partner, of a prototype electric vehicle for a new generation of mail distribution. Patrick Widloecher is co-author of the book "Communicating on Sustainable Development" (published by d'Organisation-Eyrolles), author of "How to Get Around without Polluting" (published by Spécifique) and co-author of the practical guide "A Company's Guide to Sustainable Development" (published by Eyrolles - Editions d'Organisation - Les Echos Editions). He is a member of his local town council and the replacement General Council Member for Châtillon (92) as well as being President of the "ASPTT Paris Rugby Club".



Monika Winn is an Associate Professor of Business Strategy & Sustainability, Francis G. Winspear Scholar and the Faculty's Champion for Sustainability & Social Responsibility at the University of Victoria. Her teaching and research target the many aspects of business and sustainability, and her primary research interest is on organizational and institutional change related to the challenges of sustain-

ability. Recent research streams focus on (1) leveraging social and environmental issues in business for progressive strategic action; (2) integrating business strategy with nature's functioning principles; (3) climate change impacts for business, and (4) implications of sustainable "Base of the Pyramid" approaches for marketing to the poorest of the poor.

Her research has been published in such journals as the Academy of Management Review, Organization Studies, Business and Society, Journal of Business Venturing, British Journal of Management and others. She actively collaborates with colleagues in several international research networks, spanning Europe, North America and Australia. She has been a contributor to the Greening of Industry Network since its beginnings, and co-founded and chaired the international Academy of Management's "Organizations and the Natural Environment" group. Dr. Winn has international teaching experience, including executive education on Corporate Sustainability in Canada, the United States and Australia (in the Sustainable Enterprise Academy, the World Bank's International Finance Corporation, University of Queensland) and at the University of California (Santa Barbara and Irvine). Prior to attaining her PhD in 1996, Dr. Winn founded and ran a successful business in Southern California.



Stephen B. Young is the Global Executive Director of the Caux Round Table, an international network of experienced business leaders who advocate a principled approach to global capitalism. Young has published *Moral Capitalism*, a well-received book written as a guide to use of the Caux Round Table ethical and socially responsible Principles for Business. Steve was listed among the 23 persons noted as creating the corporate social responsibility movement in Sandra Waddock's *The Difference Makers* (Greenleaf Publishing, 2008).

During his career, he has taught at the University of Minnesota Law School and the College of Liberal Arts at the University of Minnesota. He has published articles on Chinese jurisprudence, the culture and politics of Vietnam and Thailand, legal education, law firm management, Native American law, the history of negligence, and the law of war. His most recent article on legal philosophy discusses the morality of American law. He was the third dean of the Hamline University School of Law and had previously been an Assistant Dean at the Harvard Law School. Steve also served as appointed Honorary Consul of Singapore in Minnesota for 5 years.

He has written numerous opinion articles for the Pioneer Press and the Minnesota Journal on Law and Politics and has been published in the Wall Street Journal, New York Times, Washington Post, Minneapolis StarTribune, and Minneapolis St Paul Business Journal. Young is now an editorial commentator, Twin Cities Daily Planet newswire, www.tcdaily-planet.info and writes a blog for the Caux Round Table.

Steve has served on the boards of the John Vessey Leadership Academy, a charter school in St Paul, Minnesota, Ready4K, an advocacy group promoting the benefits of early childhood education, the Citizens League, Resources for Child Caring, Vietnam's Women Memorial, Vietnam Social Service, Minnesota Sons of the Revolution and as Chair of United Arts in St Paul and the Minnesota Museum of Art. He is the founding board chair of the Center of the American Experiment. Steve was educated at the International School Bangkok, Harvard College, and Harvard Law School.

