

RACHEL LE MAROIS

Assistant Professor in Human Resource Management

EDHEC business school ♦ rachel.lemarois@edhec.edu

Management & Humanities department

24 Avenue Gustave Delory CS 50411

59057 Roubaix Cedex 1

EDUCATION

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| 2021–2026 | PhD in Management and Organizations, emlyon business school , Ecully.
Dissertation title: “Invisible Disability at Work in French Organizations Today.”
Ph.D. directors: Mar Pérezts and Lisa Buchter. |
| 2023–2026 | Doctorate in Sociology, Sciences Po , Paris. Dissertation title: “Invisible Disability at Work in French Organizations Today.” Thesis director: Anne Revillard |
| 2021–2023 | Master of Philosophy in Management (MPhil), emlyon business school , Ecully.
Training in Doctoral Research: philosophy, social science theories, and qualitative and quantitative research methods. (60 ECTS, 500 hours of face-to-face courses). |

RESEARCH-RELATED EMPLOYMENT

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| 2021–2026
(ongoing) | Member of the Organizations, Critical and Ethnographic perspectives (OCE) research center, emlyon , Lyon. |
| 2023–2026 | Member of the Centre for Research on social InequalityS (CRIS), Sciences Po , Paris. |
| 2024–2026
(ongoing) | Member of PRESPOL project: Promoting the economic autonomy of disabled people through employment and social policies. Duration: 60 months Funding: €3,200,000 Scientific manager: Anne Revillard, sociologist, Laboratoire interdisciplinaire d'évaluation des politiques publiques (LIEPP), Sciences Po.
https://ppr-autonomie.com/les-projets-finances/projet-prespol/ |
| 2023–2026
(ongoing) | Member of the GT handicap – Group of young researchers working on disability, Paris. https://gthandicaps.hypotheses.org/ |
| 2021–2024 | Member of the Entrepreneurship and Innovation (InvEnt) Research Center, emlyon , Lyon. |

MANUSCRIPTS

BOOK CHAPTER (PUBLISHED)

Le Marois, R. (2024). Disability and (in) visibility work. In Oana Branzel & Anica Zeyen (Eds.), *The Routledge Companion to Disability and Work* (pp. 155–165). Routledge.

DOI:10.4324/9781003350781-16

<https://www.taylorfrancis.com/chapters/edit/10.4324/9781003350781-16/disability-visibility-work-rachel-le-marois>

PEER-REVIEWED ARTICLES (PUBLISHED)

Le Marois, R., & Buchter, L. (February 2026). When the state managerializes the law: Enforcing the commodification of disability inclusion [special issue]. *Organization* [Workers that matter and work that counts: Organizing and accounting for value(s)].

COMMUNICATION – DIFFUSION ARTICLES

Le Marois Rachel (4 June 2025). The impact of COVID-19 on disability disclosure at work. *Knowledge-emlyon*.

<https://knowledge.em-lyon.com/en/the-impact-of-covid-19-on-disability-disclosure-at-work/>

Le Marois Rachel (3 June 2025). Quand la pandémie de COVID-19 incite à parler du handicap invisible au travail en France et remet en question la structure traditionnelle du lieu de travail. *PRESPOL - handicap, emploi et politiques sociales*. <https://prespol.hypotheses.org/?p=4253>

Le Marois, R., & Buchter, L. (17 June 2025). When the state managerializes the law: Enforcing the commodification of disability inclusion. In Sonia Taneja (Ed.), *Proceedings of the Eighty-fifth Annual Meeting of the Academy of Management*. <https://journals.aom.org/doi/10.5465/AMPROC.2025.178bp>

ARTICLES (IN PROGRESS)

Le Marois, R. Disclosure is not just about me: Disclosure Work and organizational stakes of individual disability disclosure at work (R&R).

Le Marois, R. When organizational inclusion depends on self-accommodation effort: The two-track system for disability accommodation and inclusion.

Le Marois, R., & Buchter, L. Recruiting someone who cares: The impact of hiring activists or non-activists to staff movement-backed occupations.

AWARDS AND RECOGNITIONS

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| 2025 | AOM 2025 best papers nomination (CMS program): Le Marois, R., & Buchter, L. (2025). When the state managerializes the law: Enforcing the commodification of disability inclusion. <i>Organization</i> . |
| 2022 | Carlsberg Foundation Doctoral Consortium Award for the best conference submission paper from the Department of Entrepreneurship & Relationship Management, University of Southern Denmark, for my research proposal “Working path of entrepreneurs who have an invisible difference.” |

TEACHING AND PEDAGOGICAL RESPONSIBILITIES

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| 2026-2027 | Human Resources: Teacher in the BBA (Bachelor of Business Administration) coordinated by Professor Kristen Du Bois (EDHEC business school Lille).
Students' profile: Undergraduate students 2nd year
Language: French.
Number of hours: 72 hours |
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2026-2027	Societal and Global Challenges: Teacher in the BBA (Bachelor of Business Administration) coordinated by Professor Aurélien Feix (EDHEC business school Lille). Students' profile: Undergraduate students 1st year Language: French. Number of hours: 48 hours
2023-2024 & 2024-2025	Work and Diversity: Teacher in the BBA (Bachelor of Business Administration) Program: "RECAPSS (Applied Research in Social Sciences)" coordinated by Professor Handan Vicdan (emlyon business school Lyon). Students' profile: Undergraduate students 1st year Language: English. Number of hours: 24 hours x 2 years
2023-2024 & 2024-2025	Disability and Society: Teaching Assistant for Professor Anne Revillard. Conducting tutoring sessions with students, updating course materials, responding to student queries, and assisting with grading. Students' profile: Master-level students (common core curriculum), (Sciences Po Paris) Language: English Number of tutoring sessions: 4 Number of hours: 16 hours (corresponding to 67 hours of effective work) x 2 years
2023-2024 & 2024-2025	Work and Organizations: Teacher in the BBA major, coordinated by Professor Lisa Buchter (emlyon business school, Paris). Students' profile: Undergraduate students 4th year Language: English. Number of hours: 24 hours x 2 years
2024-2025 & 2025-2026	Handicap et santé au travail: Teacher in the Master 2 LuCIDiTE, Institut d'Etudes du Travail de Lyon, coordinated by Professor Soline Blanchard and Claire Flecher (Université Lyon 2). Students' profile: Master-level students Language: French. Number of hours: 15 hours
2023-2024	Auto-ethnographic approach: 1 hour contribution to Guillaume Dumont's course (Director Ethnographic Institute emlyon business school Lyon)

ACADEMIC SERVICE

INSTITUTIONAL RESPONSIBILITIES

2024-2025	Emlyon PhD Representative
2024-2025	Creation and coordination of a peer review writing group (Emlyon business school)
2021-2024	Creation and coordination of a walking group (Emlyon business school) in which PhD students and professors got together to walk in the forest for an hour (one lunchtime a month). Objective: Foster a sense of community, promote physical health, and encourage informal mentoring and networking among PhD students and professors.

CONFERENCES, WORKSHOPS, AND SEMINAR PRESENTATIONS

2026

Disclosure is not just about me: Disclosure Work and organizational stakes of individual disability disclosure at work. Presentation at the workshop: **Who is responsible for diversity? ESCP, Paris, France** (January 2026).

Disclosure is not just about me: Disclosure Work and organizational stakes of individual disability disclosure at work. Presentation at the **Academy of Management (AOM) – division Critical Management Studies (CMS), Philadelphia, US** (July 2026).

2025

When the state managerializes the law: Enforcing the commodification of disability inclusion. Co-author (with Lisa Buchter) of a paper presented at the **Academy of Management (AOM) – division Critical Management Studies (CMS), Copenhagen, Denmark** (July 2025).

Universal Design as alternative organizing of disability management at work: Moving beyond the individualization of disability. Presentation at the **European Group for Organizational Studies (EGOS) – Sub-theme 78: Creating Another World: Alternative Organizations as Engines of Social Transformation, Athena, Greece** (July 2025).

Pre-Colloquium PhD Workshop of European Group for Organizational Studies (EGOS), Athens, Greece.

What opportunity structure for occupational activism?: Recruiting insider activists or lay employees to staff movement-backed occupations. Co-author (with Lisa Buchter) of a paper presented at the **European Group for Organizational Studies (EGOS) – Sub-theme 04: The Future of Activism, Athena, Greece** (July 2025).

Le design universel une façon alternative d'organiser la gestion du handicap au travail: Dépenser l'individualisation du handicap. Presentation at the **Association française de sociologie (AFS) – Réseau Thématique (RT) 19: Santé, médecine, maladie et handicap, session 1 bis intitulée « Handicap, profession et travail », Toulouse, France** (July 2025).

“Quelles opportunités pour l'activisme professionnel: Recruter des activistes internes pour impulser le changement social au sein des organisations.” co-author (with Lisa Buchter) of a paper presented at the **Association française de sociologie (AFS) – Réseau Thématique (RT) 3: Normes, déviances et réactions sociales, Toulouse, France** (July 2025).

Spring Institute on Disabilities (co-founded by Anica Zeyen Royal Holloway University of London (UK) and Oana Branzei (Ivey Business School, Western University, Canada), **Online** (March 2025).

Universal Design as alternative organizing of disability management at work: Moving beyond the individualization of disability. Presentation at the **Workshop perspective Critic** organized by emlyon, Lyon, France (March 2025).

Universal Design as alternative organizing of disability management at work: Moving beyond the individualization of disability. Presentation at the **Ethnographic Workshop** organized by OCE emlyon research center and ESADE Business School, Barcelona, Spain (May 2025).

Le design universel une façon alternative d'organiser la gestion du handicap au travail: Dépasser l'individualisation du handicap. Presentation at the **Journées d'études PRESPOL: Le handicap, la santé et l'emploi vus des deux côtés du guichet** organized by Sophie Dessein et Catherine Spieser Le CNAM, Paris, France (Jun 2025).

Dire ou ne pas dire son handicap au travail : Étude qualitative sur la gestion du handicap invisible en France. Presentation at the **journée Jeune Recherche PRESPOL: handicap, politiques sociales et travail** organized by Anne Revillard, Campus Condorcet, Aubervilliers, France (Nov 2025).

Universal Design as alternative organizing of disability management at work: Moving beyond the individualization of disability. Presentation at a **talk** organized by **the CRIS Doctoral workshop (Sciences Po)**, Paris, France (April 2025).

Universal Design as alternative organizing of disability management at work: Moving beyond the individualization of disability. Presentation at a **talk** organized by **the OCE research center emlyon**, Lyon, France (March 2025).

2024

Invisible Disabilities at Work: How Organizations, through Disability Managers, Influence Stigmatized Identity Concealment/Disclosure Work. Presentation at the **European Group for Organizational Studies (EGOS) – Sub-theme 71: The Impact of Organizational Practices on Workplace Diversity and Inequality**, Milan, Italy (July 2024).

Invisible Disabilities at Work: How Organizations, through Disability Managers, Influence Stigmatized Identity Concealment/Disclosure Work. Presentation at the **Chamonix emlyon PhD workshop** with Yuliya Shymko, Farida Souiah, Daniel Arenas, Pablo Fernandez, Thomas Roulet, Farah Kodeih, Bernard Forgues, and Tao Han, **Chamonix, France** (March 2024).

Invisible Disabilities at Work: How Organizations, through Disability Managers, Influence Stigmatized Identity Concealment/Disclosure Work. Presentation at the **Ethnographic Workshop** organized by OCE emlyon research center and **ESADE Business School, Barcelona, Spain** (May 2024).

Invisible Disabilities at Work: How Organizations, through Disability Managers, Influence Stigmatized Identity Concealment/Disclosure Work. Presentation at a **talk** organized by **the OCE research center emlyon**, Lyon, France (May 2024).

2023

Invisible disability at work. Presentation of my PhD project at the **CamPo workshop on disability history and policy**, Murray Edwards College-Cambridge University, Cambridge, UK (December 2023).

Defense of my PhD project (Jury: Eline Jammaers (UHasselt), Anne Revillard (Sciences Po), Lisa Buchter (emlyon), and Mar Perezts (emlyon)), Online (December 2023).

When the state managerializes the law: Enforcing the commodification of disability inclusion. Co-author (with Lisa Buchter) presentation at a workshop organized by **emlyon PhD workshop, Lyon, France** (May 2023).

2022

Making inclusion visible. Building trust for fostering the disclosure of disabilities at work. Co-author (with Lisa Buchter) of a paper presented in the “Disability and Work” session at the **American Sociological Association Conference**, Los Angeles, USA (August 2022).

Making inclusion visible. Building trust for fostering the disclosure of disabilities at work. Co-author (with Lisa Buchter) of a paper presented at the **Society for the Study of Social Problems**, Los Angeles, USA (August 2022).

Working path of entrepreneurs who have an invisible difference. Presentation at the **NCSB2022, Kolding, Denmark** (May 2022).

Working path of entrepreneurs who have an invisible difference. Accepted at the **DRUID Academy Conference**, cancelled due to covid-19, **Aalborg, Denmark**, (January 2022).

Making inclusion visible. Building trust for fostering the disclosure of disabilities at work. Co-author (with Lisa Buchter) presentation at a workshop organized by **OCE research center emlyon, Lyon, France** (January 2022).

PANELIST, FACILITATOR, AND DISCUSSANT

2026

Panelist at 2026 EFMD Doctoral Programmes Conference, Lyon, France (April 2026).

2025

Speaker and Facilitator for a Paper Development Workshop at the Academy Of Management: *The 1.3 billion people question: How disability extends what we know about social symbolic work?* with Robert Austin, Wesley Helms, Maija Renko, Jeff Preston, Oana Branzei, Anica Zeyen, Neva Bojovic, Walker Ray Dornisch, Gihyun (G.) Kim, Dusya Vera, Ren Lovegood, MHA, Subhasis Ray, Snigdha Malhotra, Brooks Szucs, and Dr. Tavleen Kaur. Copenhagen, Denmark (July 2025).

2023

Panelist for a Paper Development Workshop at the Academy Of Management: *Personally relevant research on grand challenges: a strategy to synergize research impact and real-world impact?* with Haitao Yu (IESEG, France), Lucas Amaral Lauriano (IESEG, France), Tima Bansal (IVEY, Canada), Juliane Reinecke (Saïd Business School University of Oxford, UK), Andy Hoffman (Stephen M. Ross School of Business, Michigan), Ana Maria Peredo (University of Ottawa, Canada), and Jamie Ladge (Northeastern University, Boston), Boston, USA (August 2023).

RESEARCH OUTREACH

2025

Comment penser un environnement de travail accessible à toutes et tous? presentation at « Les Brèves de sciences » on the theme of « Handicap et travail » organized by **PPR Autonomie, in partnership with the CNRS Human Resources Department and the Human Resources Department of the CNRS Paris-Center Delegation** as part of **Disability Employment Week (SEEPH)**, Paris, France (November 2025).

RELEVANT TRAINING

2026	Writing retreat organized by the OCE research center
2024	Capri Summer School – X Edition: 24h lectures on qualitative methods
2024	Videography Workshop: 18h delivered by Joonas Rokka, emlyon
2024	Writing retreat organized by the OCE research center
2024	Teaching Skills Workshop: 12h delivered by Gregoire Croidieu, emlyon
2024	Academic Writing Skills Workshop: 24h delivered by Lisa Buchter, emlyon
2024	NVivo Software Seminar to set up a NVivo database: 12h delivered by Qdatraining (Ireland)
2022 and 2024	Job Market Workshop: 12h delivered by Christof Brandtner, emlyon
2024	Wooclap, Design and share teaching resources, Working in groups, Staying in touch with students, Vary the activities, Generative AI (ChatGPT) & education, Digital teaching ecosystem, Storyboarding a course, and Spend a class session in hybrid mode: 9 x1h30 training organized by Sciences Po Institute for Skills and Innovation
2022 and 2023	Writing and Peer-Review Workshop: 2x20h with Professor Christopher Mole (Côte d’Azur University) and Professor Emma Ward, Lyon 2 University
2022	Ethical Research Training: 12h with Professor Jaekyung Ha (emlyon business school) and 2h online training course regarding human subject research offered by the Canadian government (https://tcps2core.ca/login).
2022	Theory Building Workshop in empirical and theory papers: 6h with Professor Maxim Voronov, Schulich School of Business, Canada

ARTICLES REVIEWS

2025-2026	Review of an article for Academy of Management (AOM) 2026 annual meeting
2024–2025	Review of five articles for Academy of Management (AOM) 2025 annual meeting Review of an article for Management Learning

OTHER PROFESSIONAL EXPERIENCES

2010–2021	Engineer and packaging project manager in Research & Development department (Unilever, Liverpool, UK; Galderma, Annecy, France; Universel Couleurs, Lyon, France; and Bayer/SBM, Lyon, France/ Monheim Am Rhein, Germany)
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LANGUAGE AND SOFTWARE SKILLS

Language	French: Native English: Fluent
Software	Microsoft office: Word, Excel, PowerPoint, Teams, Onenote, Outlook, MS Project. Qualitative analysis software: NVivo. Quantitative analysis software: STATA. Online and digital classroom software: Zoom. Adobe suite: Acrobat Professional, Illustrator, Photoshop, In Design. Website design: HTML, CSS, PHP, SQL, Java, ORACLE, Merise. Bibliography software: Zotero.

MEMBERSHIP IN PROFESSIONAL ASSOCIATIONS

Academy Of Management (AOM)
European Group for Organizational Studies (EGOS)
Association Française de Sociologie (AFS)

REFEREES

Mar Pérezts (emlyon business school) – Thesis Co-supervisor – perezts@em-lyon.com

Lisa Buchter (emlyon business school) – Thesis Co-supervisor – buchter@em-lyon.com

Anne Revillard (Sciences Po Paris) – Thesis Co-supervisor – anne.revillard@sciencespo.fr

Joonas Rokka (emlyon business school) – Director of the PhD Program – rokka@em-lyon.com

Soline Blanchard (Lyon 2 University) – Academic coordinators of the course I taught two consecutive years at Lyon 2 University (2024 and 2025) – Soline.Blanchard@univ-lyon2.fr

Anica Zeyen (Royal Holloway University of London) – Editor of my book chapter, invited me to be a facilitator for a PDW at the AOM which she co-organized, discussion during two Spring Institute editions she organized – Anica.Zeyen@rhul.ac.uk

Oana Branzei (Ivey Business School) – Editor of my book chapter, invited me to be a facilitator for a PDW at the AOM which she co-organized, discussion during two Spring Institute editions she organized – obranzei@ivey.ca