Contribute to the emergence of an enlightened society

Train responsible managers

Invent tomorrow

Be a role model on our campuses

Connect communities through the sharing of practices and ideas

Encourage equal opportunity practices

SUSTAINABLE DEVELOPMENT REPORT
2016-2017
AN INSTITUTION COMMITTED TO SUPPORTING SOCIETAL TRANSFORMATION

The KEDGE core mission is to develop the talents of future managers, help them acquire a global vision, and strengthen their ability to listen and trust in order to maximise their employability and support businesses and society at large in the transformation of their environment.

Climate resilience, sustainable development, globalisation, diversity, digital technologies, the knowledge economy: these trends have deeply transformed the business world over the past two decades. These same trends are now also impacting education, in particular higher education.

Our 2016-2020 CSR strategic plan aims to embrace his transformation and contribute to the evolution of higher education through the lens of CSR.

OUR RESPONSIBILITY AS A HIGHER EDUCATION INSTITUTION

— A business school—just like any other organisation—has a direct and daily impact on its social, economic and physical environment. As a higher education institution, we also have an impact on the people we train as well as on our partners. It is important that we understand the full extent of our responsibilities since our action contributes to shaping the behaviour and decisions of future managers and decision makers.

To achieve this ambition, KEDGE has adopted a resolutely transversal and holistic approach. Beyond our academic excellence, which we can rightly take pride in, it is through consistency that we are building our legitimacy and our credibility.
We take a holistic approach to CSR (Corporate Social Responsibility). Our standards and commitments are aligned with those of nationally and internationally recognised networks. They inform and shape our strategy.

— In 2005, our School signed and adopted the fundamental values and principles of the Global Compact programme for human rights, labour standards, the environment and the fight against corruption.

SIX PRINCIPLES FOR RESPONSIBLE EDUCATION

PRME Principles for Responsible Management Education

— For more than ten years, we have been monitoring our progress achieved in implementing our sustainable development strategy in line with the six Principles for Responsible Management Education supported by the United Nations (UN PRME). We regularly produce SIP reports (Sharing Information on Progress) such as this one to help our stakeholders understand our commitments and actions. This report articulates the six PRME principles (Purpose, Values, Method, Research, Partnerships and Dialogue) with our strategic pillars.

THE PLAN VERT: BACKBONE OF OUR CSR STRATEGY

— The Plan vert (“Green Plan”) is the main Sustainable Development reference framework for French higher education. It enables progress monitoring and assessing the relevance of our CSR-related actions. Recognised by the French State, this framework combines many uses: a guide for self-diagnosis, an operational dashboard, a set of strategic guidelines, and an assessment basis for the labelling programme launched in 2014 by the CGE (Conférence des Grandes Écoles) and the CPU (Conférence des Présidents d’Université).

HESI: A UNIQUE INTERFACE

— Created in the run-up to the 2012 United Nations Conference on Sustainable Development, HESI accounted for more than one-third of the 700 voluntary commitments that were launched at Rio+20. Driven by our School and supported by several UN entities (UNESCO, PRME, UNDESA, UNEP), HESI marks a genuine turning point in the recognition of the intrinsic responsibility of higher education institutions. Today, it acts as a key interface between the academic world and the UN agenda aiming to promote, support and advance sustainable development issues in higher education, science and policy-making through four flagship actions:
- teach sustainable development across all disciplines of study,
- encourage research and dissemination of sustainable development knowledge,
- enable “green campus” initiatives and support local sustainability efforts,
- engage and share information with international networks.

SUSTAINABLE DEVELOPMENT: GLOBAL OBJECTIVES

— The Sustainable Development Goals (SDGs) are the new international roadmap. Since their adoption in 2015 by the 193 UN Member States, KEDGE has been working on their consistent implementation as part of its wider strategy.
— KEDGE’s originality lies in its viral and holistic approach, combining excellence and consistency and impacting the whole of our ecosystem. Making our School a key player in the emergence of an enlightened society requires clarity of vision, shared commitments, deploying adequate resources and skills, a dedicated action plan, and a framework for monitoring progress.

In 2007, KEDGE published its first CSR strategic plan and created a CSR department, with dedicated team and budget, and representation at the Executive Committee. A network of CSR referents was then deployed in all other departments and, more recently, a dedicated Centre of Excellence was created. Our School is now widely recognised not only for its actions in the field of CSR, but also for its contribution to formalising social responsibility guidelines for higher education institutions within UN bodies.

The aim is not for KEDGE to jealously guard its place as a sustainable development “leader”, but rather to be an international reference, an example that will inspire our peers, building on both our successes and our failures. Put more simply, KEDGE wants to be a “global actor and citizen”.

SUSTAINABLE PERFORMANCE — KEDGE has a duty to monitor and improve its global social, economic and environmental impact, and involve all its stakeholders in doing so. It is with this idea in mind that a “Sustainable Performance” Strategic Committee was set up in 2017, echoing the “Be sustainable” pillar of our overall strategy. This structured organisation is tasked with steering transversal and complex CSR-related actions and assessing their outcomes.

“We are fully proficient in managing our financial performance today. Our CSR approach aims at taking this further by measuring our positive and negative impacts to identify the relevant non-financial indicators that will enable us to strengthen our positive contribution to society.”

PASCALE GEFFLOT, Head of Finance and Administration

€106M
it’s the school’s budget in 2016/2017

4 governance bodies
The Bureau
4 women/6 men
Board of Directors
6 women/14 men
The General Assembly
11 women/27 men

4 special committees
4 women/12 men

CONTRIBUTE TO THE EMERGENCE OF AN ENLIGHTENED SOCIETY

PRINCIPLE 1: OBJECTIVE
We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

4 governance bodies
The Bureau
4 women/6 men
Board of Directors
6 women/14 men
The General Assembly
11 women/27 men

4 special committees
4 women/12 men

PRINCIPLE 1: OBJECTIVE
We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.
WORK IN PROGRESS

Bringing together the purchasing, data management, CSR and risk management departments, as well as a finance professor, a working group is currently building an internal modelling and decision support tool, integrating the analysis of risks and opportunities. Our School has always been an incubator of ideation, innovation and creativity, but given our increasingly complex and multi-site organisation, this internal analysis tool will enable us to better measure our impacts and interactions with internal/external stakeholders, before the launch of any new project.

STRUCTURED TEAMS AND RELAYS

— Our CSR department is represented on three of our campuses: Bordeaux, Marseille and Toulon. It works -directly or indirectly- with a wide range of relays and internal networks, including: the Care Lab (a network of CSR referents within student associations); the Wellness Team (a network of volunteers dedicated to students’ well-being); Handikap referents in charge of supporting students with disabilities; the Diversity Working Group; and the “Sustainable Performance” committee. For the past three years, our School has also been working with young civic service volunteers, as part of various awareness-building initiatives related to health, well-being and eco-friendly behaviours. Civic service volunteers are present on three of our campuses: Bordeaux, Marseille and Toulon.

THE DEPLOYMENT OF OUR STRATEGIC PLAN IS OVERSEEN BY 7 COMMITTEES

— Each strategic committee is co-led by two members of the Executive Committee to ensure the cross-functionality of all actions.
- The “Be Impactful” committee aims to build our academic corporate identity based on our specific fields of expertise and on the Research/ Education/Business Networks triangle, and maximise their benefits for students, businesses and alumni.
- The “Be student Focused” committee works on transforming the KEDGE journey into a differentiating and high-quality experience, with a view to establish lasting relationships within the KEDGE community.
- The “Be Global” committee works on improving our visibility and meeting the specific expectations of international audiences, leveraging the attractiveness of our territories and campuses, and the high quality of our academic offer.
- The “Be Networked” committee is responsible for strengthening our corporate and alumni networks,

A STABLE PRICING POLICY

— The decline of historical funding channels (i.e. chamber of commerce grants and apprenticeship tax) have resulted in heavier reliance on tuition fees. At the same time, they need to invest to respond to their customers’ requirements. The merger enabled us to engage in an ambitious investment plan to stabilise tuition fees.

THREE TOOLS FOR ENHANCED INTERNAL COMMUNICATION

— An internal MEWE platform was deployed to enable all staff to access shared information and centralise various available supports and tools: HR, marketing, IT, purchasing and accounting processes... A bi-weekly newsletter also provides comprehensive updates on all campuses. Initiated to provide regular progress reports on the implementation of our strategic plan, the “RDV de l’interne” newsletters are addressed to all staff members. They are also an opportunity to escalate practical issues and provide clarifications on strategic decisions and their implementation.
EDUCATION & TRAINING

— KEDGE’s mission is to develop the talents of managers and offer them long-term support in a global, complex and borderless environment. Our School aims to train innovative, ethically-aware and socially responsible entrepreneurs, armed to meet the needs of businesses and contribute to their development.

Higher education graduates have a key role to play as citizens in the 21st century. They will have to make decisions that will impact society and the world at large. The responsibility of the School is not to train future sustainable development executives, although some of our students will become just that.

We must enable all future marketing, purchasing, financial and HR managers, all the decision-makers and entrepreneurs of tomorrow, to embrace sustainable development as a key driver of success in both their personal and professional lives.

OUR EDUCATIONAL TOOLS
— Topics such as innovation, intra/entrepreneurship, social and solidarity economy and emerging business models are all tackled in courses dedicated or related to sustainable development and CSR. Other educational tools made available to Kedgers have also proven their effectiveness for several years. Pro-Act projects enable all students to benefit from a transdisciplinary experience. This allows them to develop “non-academic” skills, such as creativity and behavioural skills in a professional context.

The Be-U scheme supports students in their personal and professional development. It operates on three dimensions: how to be (discovering oneself), how to live (professionalising experiences), how to become (building a professional and personal project). Finally, our Career Centre nurtures relationships with the professional world, notably with recruiters, through a range of events held throughout the year.

“...we do not just provide them with tools. We also work on knowledge, meaning and action. We aim to train women and men so that they are able to reinvent the world and make meaningful connections between business and societal issues.”

PASCAL VIDAL, Director of Programmes

---

TRAIN RESPONSIBLE MANAGERS

7,000 hours of collective coaching
3,000 hours of individual coaching
50+ coaches
6,000+ internships/year, of which 30% work fully or partly on CSR missions
163 Pro-Act students dedicated/related to CSR every year
22 dedicated courses and 20 related to CSR in the Grande École Programme

To enable our students to engage with the world, we do not just provide them with tools. We also work on knowledge, meaning and action. We aim to train women and men so that they are able to reinvent the world and make meaningful connections between business and societal issues.”

PASCAL VIDAL, Director of Programmes

---

PRINCIPLE 3: METHOD
We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.
A VIBRANT AND COMMITTED STUDENT ASSOCIATION LIFE
— With 61 student associations and more than a thousand projects rolled out on our various campuses, KEDGE boasts a rich and vibrant student life. Student associations engage with a wide range of issues, including disabilities, gender parity, LGBT inclusion, interculturality and equal opportunities, as well as solidarity, humanitarian and environmental projects. All associations benefit from the support of a dedicated service: Learning by Doing.

BILAN CARBONE CERTIFICATION
— KEDGE has been offering students a Bilan Carbone® (“carbon footprint audit”) certification since the signature in 2014 of a partnership with ADEME and the Institut de Formation Carbone. The Bilan Carbone® certificate enables students to demonstrate that they have the technical skills required for advocating and implementing business decisions aligned with the principles of sustainable development.

GEOSTRATEGY: A TOOL TO BETTER UNDERSTAND MAJOR GLOBAL CHALLENGES
— Since 2006, KEDGE has been hosting UN simulations with its students in partnership with the United Nations Regional Information Centre (UNRIC). This event brings together nearly 250 students from all over France over two days for a simulation game directly inspired from the international model which takes place every year at the UN headquarters -National Model of United Nations (NMUN)-, in which the SimONU association has been participating for almost ten years. This simulation echoes the International Business & Geostrategy learning option, which can be taken during the Master of the Grande École programme.

OUR ACHIEVEMENTS SO FAR

DESIGN IS NOW INTEGRATED IN THE SULITEST EXAM
— A first module of the Sustainability Literacy Test (Sulitest) dedicated to design was developed by KEDGE Design School, in collaboration with France Design Education and the Cumulus association (global association for education and research in art and design). The module was presented in October 2017 at the World Design Summit in Montreal.

KICK-START WEEKEND: 400 STUDENTS, 22 PROJECTS, 4 AWARDS
— For five years now, our School has been bringing together student associations from its three French campuses for two days of sharing and cooperation. A project competition is also held over the weekend. The 2017 winner in the Impact Award category (with a €3,000 endowment) was the Moorea Coral Gardeners project, run by a Bachelor student from the Bordeaux campus. This project aims to raise awareness on the issue of environmental damage to coral ecosystems. This “coral gardener” offers to replant corals to recreate reefs.

KAPABLE MANAGEMENT CERTIFICATE
— Starting from January 2018, students now have the opportunity to take a certified course dedicated to disability management. Despite being a high-stake topic for businesses, disability management is currently not widely taught. This certificate will combine theoretical and practical knowledge with a 30h remote training course (in English), the development of a benchmarking study on disability in business, and the production of a film to present facts and findings. The certificate is recognised by various institutions and partner corporations (Volkswagen Group France, BPI France, Cdiscount, Société Générale).

WORK IN PROGRESS
Two new specialised programmes will be opened soon:
— New for 2018, the Corporate & Sustainable Finance MSc programme, aimed at professionals who are already proficient in finance and who want to integrate investor responsibility and concepts such as extra-financial performance and investment impact in their work.
— Due for opening in 2019, the Sustainable Change MSc programme will help students develop the intellectual tools, skills and knowledge required to initiate positive and lasting change for the benefit of individuals, organisations and the world at large. This will be a key asset in an era of great complexity and permanent transformation.

GEOSTRATEGY: A TOOL TO BETTER UNDERSTAND MAJOR GLOBAL CHALLENGES
— Since 2006, KEDGE has been hosting UN simulations with its students in partnership with the United Nations Regional Information Centre (UNRIC). This event brings together nearly 250 students from all over France over two days for a simulation game directly inspired from the international model which takes place every year at the UN headquarters -National Model of United Nations (NMUN)-, in which the SimONU association has been participating for almost ten years. This simulation echoes the International Business & Geostrategy learning option, which can be taken during the Master of the Grande École programme.

2020 KPI OBJECTIVE
MINIMUM SULITEST SCORE REQUIREMENTS FOR ALL STUDENTS
An internationally recognised test initiated by KEDGE, measuring students’ knowledge in the field of sustainable development.
— We owe the excellence of our research activity to the unique skill sets and profiles of each and every one of our faculty members. Their intellectual input are key to the advancement of our never-ending quest for better science and better support for all our stakeholders. Since 2016, our research activity has been organised into three centres of Excellence (CSR, Supply Chain and Marketing) and five Fields of Expertise (Wine & Spirits, Innovation & Entrepreneurship, Health Management, Finance Reconsidered, Creative Industries & Culture).

But our research output is not restricted to the publication of academic articles, even though our researchers are certainly very prolific in this area. The skills and expertise of our faculty must also shape our pedagogy and the content of our programmes, and influence the best practices of businesses and other economic and social actors. The expertise of our faculty is also put to good use through the organisation of conferences, partnership agreements with private businesses or the publication of specialised books and practical guides.

**OUR RESEARCH ACTIVITY IS RESOLUTELY INTERNATIONAL**

— Members of the CSR Centre of Excellence are researchers specialising in areas such as integrating CSR into business strategies, decision-making, performance monitoring, communication and CSR reporting. Bringing together nearly 200 professors, our research policy is a dynamic framework which evolves in time and space. Our faculty’s output is already resonating far beyond French borders, and their expertise is now widely recognised internationally.

"International academic excellence is a key pillar of our strategic development approach. KEDGE faculty, in particular through its Centres of Excellence and Fields of Expertise, is now widely recognised for its innovative research enabling organisations and society at large to address the challenges of ecological transition and human development."

**THOMAS LAGOARDE-SEGOT,**

Associate Dean for Research

---

**PRINCIPLE 4: RESEARCH**

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.
OUR ACHIEVEMENTS SO FAR

THE SULITEST EXAM GETS A NEW MODULE SPONSORED BY HENRY MINTZBERG
— In July 2017, as part of the high-level political forum on sustainable development, held at UN Headquarters in New York, UN PRME (Principles for Responsible Management Education), McGill University and KEDGE launched a new module of the Sulitest (International Test on Knowledge of Sustainable Development) exam, in partnership with Henry Mintzberg, based on his latest book “Rebalancing Society”.

LEVERAGING THE POWER OF NETWORKS TO BETTER DISSEMINATE RESEARCH
— Researchers from our CSR Centre are very active in the field of sustainable development. For example, they co-created the GRONEN Reading Group (www.gronenonline.org), which organises series of CSR workshops with other researchers from all over Europe. The group meets three times a year in different European business schools. In association with the University of Leeds, KEDGE researchers are also behind the creation of the Corporate Responsibility Research Conference (CRRC - www.crrconference.org), an academic conference dedicated to CSR. The last edition of this colloquium, co-organised by KEDGE, took place in Seville, Spain. It attracts an average of 60 to 120 participants and will be hosted by the University of Leeds in 2018.

KEDGE SITS ON THE FIR BOARD OF DIRECTORS
— KEDGE is represented on the Board of Directors of the French Forum for Responsible Investment (FIR/Forum pour l’investissement responsable) by professors Christophe Revelli and Isabelle Ducassy. The FIR was created in 2001, bringing together fund managers, social and environmental analysts, consultants, trade unionists, academics and private citizens. Their common concern is to promote Socially Responsible Investment (SRI) and ensure that more investments embrace issues related to social cohesion and sustainable development. KEDGE is the only higher education institution to be a full-fledged member of the FIR. This commitment makes perfect sense since KEDGE offers a Corporate & Sustainable Finance MSc programme, which enables practising professionals to develop a dual financial and extra-financial expertise, a key asset given the current trends in these professions.

KEDGE BOOSTS ITS RESEARCH OUTPUT WITH THE CASE LAB
— The Case Lab is a laboratory designed for the creation of case studies. It aims to stimulate the production of more action-focused research and promote a new breed of professors with deep connections with the business world. Teamwork between professors from different KEDGE campuses, as well as the sharing of know-how and experiences, is strongly encouraged. Case studies are an essential learning tool for students. They validate the close relationship of our School with the professional world and are a perfect extension of theory-based courses. Professors who wish to publish case studies benefit from practical training as well as coaching. The aim of the KEDGE collection is to encourage the implementation of innovative and creative approaches that offer added value for businesses and their brands. It also aims to share best practices by promoting success stories from companies and organizations of all sizes. Finally, it encourages and stimulates responsible practices and societal engagement through the emergence of CSR-related strategies developed by companies, as well as the creation of businesses or activities focused on sustainable development. Nearly sixty case studies have been created since the launch of the Case Lab in 2015.

WORK IN PROGRESS
Despite the 2005 law and the key progress it enabled in terms of accessibility to employment, there are still many obstacles facing people with disabilities, as well as companies that wish to welcome them. Although managers and employees increasing display a more inclusive attitude towards disability, its translation into practical action still collides with complex realities on the ground. Research into disability in the context of business and management remains rare. An innovative and pioneering research project in disability management is currently co-led by Nelida Jimenez from Corporate Relations, and professors Katia Richomme-Huet and Elizabeth Franklin-Johnson.

2020 KPI OBJECTIVE
CENTRE OF EXCELLENCE FULLY DEDICATED TO CSR
Each Field of Expertise houses a project or research chair related to CSR.
PRINCIPLE 2: VALUES

We will incorporate into our academic activities, curricula, and organisational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

— At KEDGE Business School, we believe that factors such as well-being, diversity, personal growth, work/life balance and meaningful work have a direct impact on business performance. There is no doubt in our mind: businesses must be human-centred to succeed. That is why we implement a wide range of schemes and programmes on our campuses dedicated to issues such as disability, gender parity, the LGBT cause, interculturality or equal opportunities. KEDGE and its student associations are deeply committed to these issues on behalf of all our stakeholders.

A WIDE RANGE OF STRUCTURED PROGRAMMES

— The Handikap network offers practical support to students with disabilities, notably with issues of access and integration. This is relayed by training initiatives, workshops, as well as awareness-building campaigns that contribute to our inclusive policy.

To combat all forms of discrimination and ensure genuine gender parity with regards to employment, skills development and life-long learning opportunities, KEDGE allocates a specific budget to supporting equality/diversity.

SUPPORTING STUDENTS THROUGHOUT THEIR LEARNING JOURNEY

— In line with our commitment to cultural and social inclusiveness, we have put in place a comprehensive support system to reduce the social and financial barriers to accessing our education programmes: KAP-Kedge Access Programme. The Wellness scheme, meanwhile, is dedicated to supporting the well-being of students. It notably includes a support team comprising of volunteer staff and psychologists. Their role is to accompany and help students who may be going through difficult times such as depression, financial troubles, social isolation, etc.

ENCOURAGE EQUAL-OPPORTUNITY PRACTICES

— “Our primary mission is to train the managers of tomorrow, but we also want to give our employees the opportunity to develop both personally and professionally throughout their career. We are convinced that promoting human diversity is instrumental in achieving sustainable financial and societal results.”

GUILLAUME BEQUE, Head of Human Relations

€454K in grants awarded by KEDGE to 310 beneficiary students in 2017

49% women - 51% men: student gender representation

60% women - 40% men: staff gender representation

15% of international staff members

2.66% in 2017 1.81% in 2016: proportion of staff with disabilities
WORK IN PROGRESS

In line with our continuous improvement approach and at the initiative of our senior executive team, a “Best Place to Work and to Learn” project was launched with a team of employees working on specific assignments. The aim is to identify and address areas for improvement, as well as to generalise our existing best practices as part of a wider framework. This will enable KEDGE to create an environment conducive to developing trust, respect and motivation at work, for better individual and collective performance. This project is based on a social climate and employee satisfaction survey conducted in late 2016 by Ifop, as well as on the annual student satisfaction survey.

2020 KPI OBJECTIVE

BEST PLACE TO WORK AND TO LEARN

The aim is to provide KEDGE with a positive environment for both employees and students. An internal project team has been tasked with identifying areas for improvement and developing best practices.

OUR ACHIEVEMENTS SO FAR

PRACTICAL AND PSYCHOLOGICAL SUPPORT

— The psychological support scheme set up by KEDGE aims to help all employees who encounter professional or personal difficulties. Professional and confidential support can help to ease tensions, take a step back and find new ways to solve problematic situations. Staff members can get free-of-charge support from the IAPR (Institute for Psychological Support and Resources). This service is accessible 24/7 and entirely free and anonymous.

FOCUS ON DISABILITY

— Organised in May 2017 on the Bordeaux campus, the Adaptathon event was held over two days. Based around a series of creative exploration workshops, it led to the emergence of practical solutions to promote the inclusion of people with disabilities in the business world. Nine project teams and nine start-ups were involved for this creative marathon. Since the creation of the HandiKap network in 2014, its representative members have been trained in Marseille on the specific issue of learning disabilities, which make up for 80% of our students with disabilities, in partnership with the DFD13 association.

Finally, 2017 saw the launch of an internal working group tasked with encouraging the recruitment of people with disabilities, as well as their integration and ongoing support. A staff awareness-building is planned for early 2018, with the help of the Aither network (a partner of the Agefiph organisation).

FIGHTING SEXUAL HARASSMENT

— Concerned about the health and safety of all members of its community, KEDGE is working on the creation of an internal body dedicated to reporting and dealing with any situation of sexual harassment and violence that may occur on its campuses. The new scheme, due for launch in 2018, will put forward a range of actions and tools to inform, raise awareness, prevent and support victims globally through a specifically trained internal team. In addition, on the Bordeaux campus, two students have set up the “Hé Mademoiselle” project. The objective is to raise awareness on gender-based street bullying through a series of photo exhibitions, workshops and debates. Their exhibition has already been promoted by a street poster campaign in Bordeaux and is supported by the Mayor as well as the Maison des Femmes association.

#hémademoiZelle

REMOVE BARRIERS TO EQUAL OPPORTUNITIES

— KEDGE has been supporting tutoring projects with its student associations for over ten years now, including projects which have been awarded the “Cordées de la réussite” label. In total, 16 projects supported by student associations are currently helping about 1,200 young people to overcome material and psychological barriers to academic success, and help them build their personal and professional project.

DIVERSITY IN ALL ITS COLOURS

— Gender-based discrimination remains a subject that is little discussed, if not taboo. The School and a team of students who are particularly committed to this topic have decided to give more visibility to this important issue. Supported by the “L’Autre cercle” association, the project -which was launched in 2016- aims to fight against discrimination, but also to help future managers better understand issues such as diversity and LGBT inclusion and well-being from a HR point of view.

2020 KPI OBJECTIVE

BEST PLACE TO WORK AND TO LEARN

The aim is to provide KEDGE with a positive environment for both employees and students. An internal project team has been tasked with identifying areas for improvement and developing best practices.
— A genuine ecological transition will not be achieved without the full and personal commitment of each and every KEDGE Business School staff member. To truly achieve our goals, we must enable each member of our community to become a driving force in transforming their environment.

INTERWOVEN CHALLENGES
— An institution of more than 12,500 students and 600 staff members will inevitably have a significant environmental impact. Our presence over multiple campuses and the fact that almost all students do a stay abroad only add to that environmental impact. The increase in the number of students, inter-campus travels and digitisation are also new challenges that have to be addressed. We must adapt our campuses to these new conditions whilst staying true to our environmental commitments. Many years ago, our School initiated a continuous improvement process that enables students, faculty and staff members to commit to exemplary practices. We focus on a number of specific areas as part of our daily commitments:
- sustainable mobility (car-share vehicles, car-pooling, electric bicycles),
- energy performance of our buildings (energy efficiency, solar panels, renovation of buildings and facilities),
- improved design of premises and workspaces,
- preservation of biodiversity,
- selective waste sorting, recycling.

“Our campuses are creative, intelligent and open, aiming to provide a pleasant and environmentally friendly living environment for all employees and students. Reducing our ecological footprint is a daily endeavour.”
ÉLODIE DIJON & AURÉLIE SASSIER, Infrastructures and Real Estate Managers

PRINCIPLE 5: PARTNERSHIP
We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

90-100% recycling (cans, plastic bottles, paper, cardboard, light bulbs, batteries, WEEE)
1st harvest of 20,000 cigarette butts for recycling in 2017
900 KG of compost produced in 2017

BE A ROLE MODEL ON OUR CAMPUSES
OUR ACHIEVEMENTS SO FAR

WORK IN PROGRESS

KEDGE Business School is the only Business School in France to have its campus located in immediate vicinity of a national park. This is clearly a unique asset, but it also carries a great responsibility towards the local environment. This exceptional nature and unique biodiversity hotpot is however facing many threats today, in particular forest fires. That is why our School entered into a partnership agreement with the Calanques National Park in April 2014, and has signed up to the Biodiversity Charter for higher education institutions. As part of the Luminy campus renovation and extension project (planned for 2020), almost 300 pine trees will have to be cut down. Compensation measures are already in place and the School is working on this complex issue with environmental experts and stakeholders to identify additional measures that can be taken so that this project contributes to enhancing biodiversity on the exceptional site of Luminy.

All you need to know about the project: https://projetkedgeluminy.com

COMMIT TO SUSTAINABLE MOBILITY
— 90% of KEDGE CO₂ emissions come from transport. For the Marseille campus located near the Calanques National Park, reducing the carbon footprint is a top priority. That is why the School has deployed sustainable mobility tools and improved accessibility to clean modes of transport. The aim is to minimise travels and use clean transportation in a multimodal approach (promotion of car-pooling, electric bikes, car-sharing vehicle available on campus, and deployment of electric/hybrid service vehicles for intercampus travels between Marseille and Toulon).

REDUCING WASTE
— “Care for your campus” is a collective and ecological project which led to the implementation of two major waste management initiatives in 2017. Firstly, thanks to a joint project between internal admin services and our catering and green space service providers, a bio-waste composting facility was installed on the Marseille campus. The feasibility study, staff training and project monitoring were carried out by GERES and Naturoscope, with financial support from the ADEME and the Bouches-du-Rhône departmental council. Secondly, campuses have decided to put a stop to cigarette butt littering. Three initiatives were carried out the Bordeaux, Marseille and Toulon campuses, all with a common objective: enable the harvesting of “clean” butts and give them a second life through recycling. Initial feedback has been very positive, with the installation of ballot-style ashtray bins, for example, to influence positive behaviour change in a discrete and ludic way. With this project, KEDGE aims to amplify practical concrete waste recycling and upgrading initiatives that are already being implemented. Our school already recovers plastic bottles, cans, paper, cardboard, WEEE (Waste Electrical and Electronic Equipment), computers and printers, ink cartridges, batteries and light bulbs.

LPO TRAINING: A BIRD’S-EYE VIEW OF THE ENVIRONMENT
— Ten KEDGE employees took part in an ornithology learning programme with the LPO (Ligue pour la Protection des Oiseaux/Bird Protection League). As part of its environmental awareness policy, the School offered Marseille employees the opportunity to discover ornithology, in partnership with the PACA regional LPO office. This training is organised in four workshop-style sessions, followed by four field sessions, corresponding to the successive annual cycles of bird life.

ENERGY PERFORMANCE: A KEY CHALLENGE IN BORDEAUX
— The Bordeaux campus has set up a collaboration with engineering consulting firm BEHI, and is currently working on producing an ECO GUIDE that will promote intelligent sustainable behaviours. Other possible actions aimed at improve our energy performance are currently being explored, notably replacing air conditioning systems by a central air processing solution based on free-cooling (whereby buildings are cooled only at night during summer).

2030 KPI OBJECTIVE
Carbon neutral campuses.
ENGAGING WITH LOCAL ECOSYSTEMS & DIGITAL NETWORKS

PRINCIPLE 6: DIALOGUE

We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

— Our ambition to fully contribute to a better future has initiated an all-encompassing dynamic within our organisation. We endeavour to engage with our stakeholders to promote the exchange and production of ideas, support the evolution of businesses and organisations, and embrace new social, environmental and economic challenges in higher education.

In this context, our Corporate Relations and CSR departments act as connection-enablers between the various stakeholders concerned with these issues. Together, faculty members, businesses and other partner organisations, student associations, NGOs, UN entities, expert and reference organisations, alumni networks, and other international, national and regional actors make up the ecosystem with which we are weaving strong, dynamic and sustainable links, beyond the strict borders of higher education and academic research.

STRENGTHENING PARTNERSHIPS TO FURTHER INNOVATION

— In addition to the output of our research departmental chairs, the expertise we have built up in the field of CSR contributes to the development of innovative partnerships. These cooperative initiatives contribute to skills development, not only through the exchange and co-creation of knowledge and good practices in areas of long-standing expertise (e.g. finance and responsible purchasing), but also through the development of specific modules for the Sulitest sustainable development exam (in areas such as supply chain, wine management and social entrepreneurship). The high visibility achieved by such initiatives is the result of practical engagement with a wide range of internal and external actors. Every student project, every research chair programme, every social or environmental action, every exemplary professional path taken by our alumni is part of the KEDGE heritage and contributes to the recognition we enjoy today.

“It is essential to build strong relationships with our stakeholders, based on shared experience and mutual trust at local, national and international levels. Our experience in the fields of CSR and responsible management enables us to develop meaningful partnerships.”
CHRISTOPHE MOUSSET,
Head of Corporate Relations

CONNECT COMMUNITIES AND ENABLE THE SHARING OF PRACTICES AND IDEAS

57,000 alumni worldwide
Nearly 250 corporate partners
€500K+ allocated to scholarships by KEDGE and its Foundation
20+ local/national or international networks in which KEDGE is active
WORK IN PROGRESS

The positive role of the higher education sector in the awareness of sustainable development issues is undeniable. But it remains clear that, from a global perspective, there has been a lack of significant progress given the scale and urgency of challenges. In May 2018, the School will host an event entitled “Global Responsibility, Now” on its Marseille campus. This initiative will bring together a range of networks and academic initiatives with a view to improve on the systemic impact of all implemented actions. The aim is to identify the drivers that will enable us to go from “maximum outcome for each individual project” to “optimal impact for our organisation as a whole”.

SPONSORS FOR THE FOUNDATION FOR SUSTAINABLE LEADERSHIP

— In 2011, 24 corporate sponsors enabled the creation of the “Foundation for Sustainable Leadership”, under the aegis of the Fondation de France, to support the funding of research chairs and scholarships. Since 2016, 12 additional scholarships promoting entrepreneurship have been awarded on projects with a strong CSR focus. The Wellness scheme, whose mission is to improve the quality of life and health of students, also benefit from a K€200 funding commitment until 2020 (Financement ONET, AXA, BNP Paribas, Altaires, Kurt Salmon, la Société Générale, LECTRA, CEPAC S.M.C and Caisse d’Épargne).

GRADUATES COMMITTED TO PROTECTING THE ENVIRONMENT

— The ZEI platform, created by a KEDGE graduate and incubated at the Business Nursery, is dedicated to promoting environmental initiatives. In 2017, ZEI raised K€50 in donations in only 24 hours to fund the replanting of nearly 6,400 trees in the Cusubilo forest (meaning “hope” in Bemba), Zambia. This involved the plantation of fruit trees to ensure food production, but also flowering trees to facilitate pollination by bees (with beehives also being installed as part of the project).

OUR ACHIEVEMENTS SO FAR

7th EDITION OF THE ENTREPRENEURS D’AVENIR PARLIAMENT

— At the end of 2016, the Bordeaux campus welcomed more than 1,000 participants for the Entrepreneurs d’Avenir ("Entrepreneurs of the future") event, held under the theme “What if we lived better and differently?” The Entrepreneurs d’Avenir Parliament praised the actions and good practices of entrepreneurs, managers, social actors, public authorities and researchers committed to sustainable and responsible progress.

SPONSORS FOR THE FOUNDATION FOR SUSTAINABLE LEADERSHIP

— In 2011, 24 corporate sponsors enabled the creation of the "Foundation for Sustainable Leadership", under the aegis of the Fondation de France, to support the funding of research chairs and scholarships. Since 2016, 12 additional scholarships promoting entrepreneurship have been awarded on projects with a strong CSR focus. The Wellness scheme, whose mission is to improve the quality of life and health of students, also benefit from a K€200 funding commitment until 2020 (Financement ONET, AXA, BNP Paribas, Altaires, Kurt Salmon, la Société Générale, LECTRA, CEPAC S.M.C and Caisse d’Épargne).

GRADUATES COMMITTED TO PROTECTING THE ENVIRONMENT

— The ZEI platform, created by a KEDGE graduate and incubated at the Business Nursery, is dedicated to promoting environmental initiatives. In 2017, ZEI raised K€50 in donations in only 24 hours to fund the replanting of nearly 6,400 trees in the Cusubilo forest (meaning “hope” in Bemba), Zambia. This involved the plantation of fruit trees to ensure food production, but also flowering trees to facilitate pollination by bees (with beehives also being installed as part of the project).

A VIBRANT ALUMNI NETWORK

— With its 57,000 members, our alumni network brings together communities of professionals all involved in building a more sustainable world. Some 50 local representative branches cover the 5 continents, and at least 29 professional clubs are currently active. The network also offers its members a range 25 services on an indefinite basis. In line with its commitment to lifelong personal development, the network offers a range of workshops on topics such as professional retraining, as well as coaching services for career auditing or even preparing one’s retirement plan.

SDG AGREEMENT

— Launched during the “future we want” summit (Rio+20), Global Alliance is a network of national and international associations working for sustainable development in higher education. As such it is the operational arm of the HESI initiative. This informal network, in which KEDGE plays a key role, has among other things launched several lobbying actions (notably at the COP21 summit). Global Alliance is currently initiating an “SDG Agreement” that aims to encourage universities to integrate the goals of sustainable development in their practices. www.sdgaccord.org

KEDGE ACCELERATOR-DANIEL CARASSO

— A 500-sqm space dedicated to business creation was inaugurated on the Marseille campus in 2017. This scheme aims to support entrepreneurship, innovation and creativity, notably helping projects initiated by students and recent graduates. Its goal is to support 150 projects a year. Made possible thanks to support from the Daniel and Nina Carasso Foundation, the KEDGE Accelerator-Daniel Carasso initiative is comprised of three programmes: a Business Nursery (incubator), a Business Accelerator and an I-Lab. *Sustainability Development Goals.
A LONG-STANDING COMMITMENT

2005
- Responsible campus
  Comité 21
- 1st research chair in Sustainable Performance
- "Cordées de la réussite"-labelled project

2006
- Global Compact

2007
- Creation of the CSR department
- Responsible Management Network
- 1st carbon footprint audit
- Launch of CGE Sustainable Development Commission

2008
- Publication of the 1st sustainable development report
- Sustainable development course mandatory for all students

2009
- Responsible Purchasing research chair
  Foundation for Responsible Management
- Unep-Gupes

2010
- Finance Autrement research chair
  ("Finance Reconsidered")

2011
- HESI (RIO EARTH SUMMIT)

2012
- Sulitest exam
- Work and Well-being research chair
  KAP-Equal opportunities scheme

2013
- Network of CSR referents
  in student associations
- RSE staff referral network

2014
- Business As Unusual research chair
  Wellness scheme
- CSR research cluster
- Platform for sustainability performance
  in higher education

2015
- Cop21 Education Conference (Unesco)
- HandiKap programme

2016
- SDG Agreement

2017
- Presentation of the 1st Sulitest Report to the UN

CAMPUSES

BORDEAUX
HEAD OFFICE
680, cours de la Libération
33405 Talence Cedex
Tel.: +33(0) 556 845 555

MARSEILLE
Domaine de Luminy
BP 921
13288 Marseille Cedex 09
Tel.: +33(0) 491 827 800

PARIS
56, rue de la Victoire
75009 Paris
Tel.: +33(0) 142 812 020

TOULON
Campus de la Grande Tourrache
450, avenueFrançois Arago
CS 90262
83000 Toulon
Tel.: +33(0) 494 918 250

SHANGHAI
ICCI (Institute of Cultural and Creative Industry)
Room 520, KoGuan-Law School
Shanghai Jiao Tong University
1954 Huashan Road,
Shanghai 200030,
P. R. China

SUZhou
N° 158 Reai road,
Industrial Zone, Suzhou,
Jiangsu, PR.China, 215123

DAKAR
Sacré Cœur III Pyrotechnie
BP 25
208 Dakar Fann
contact@bem.sn

kedge.edu @kedgebs facebook.com/kedgebs @kedgebs