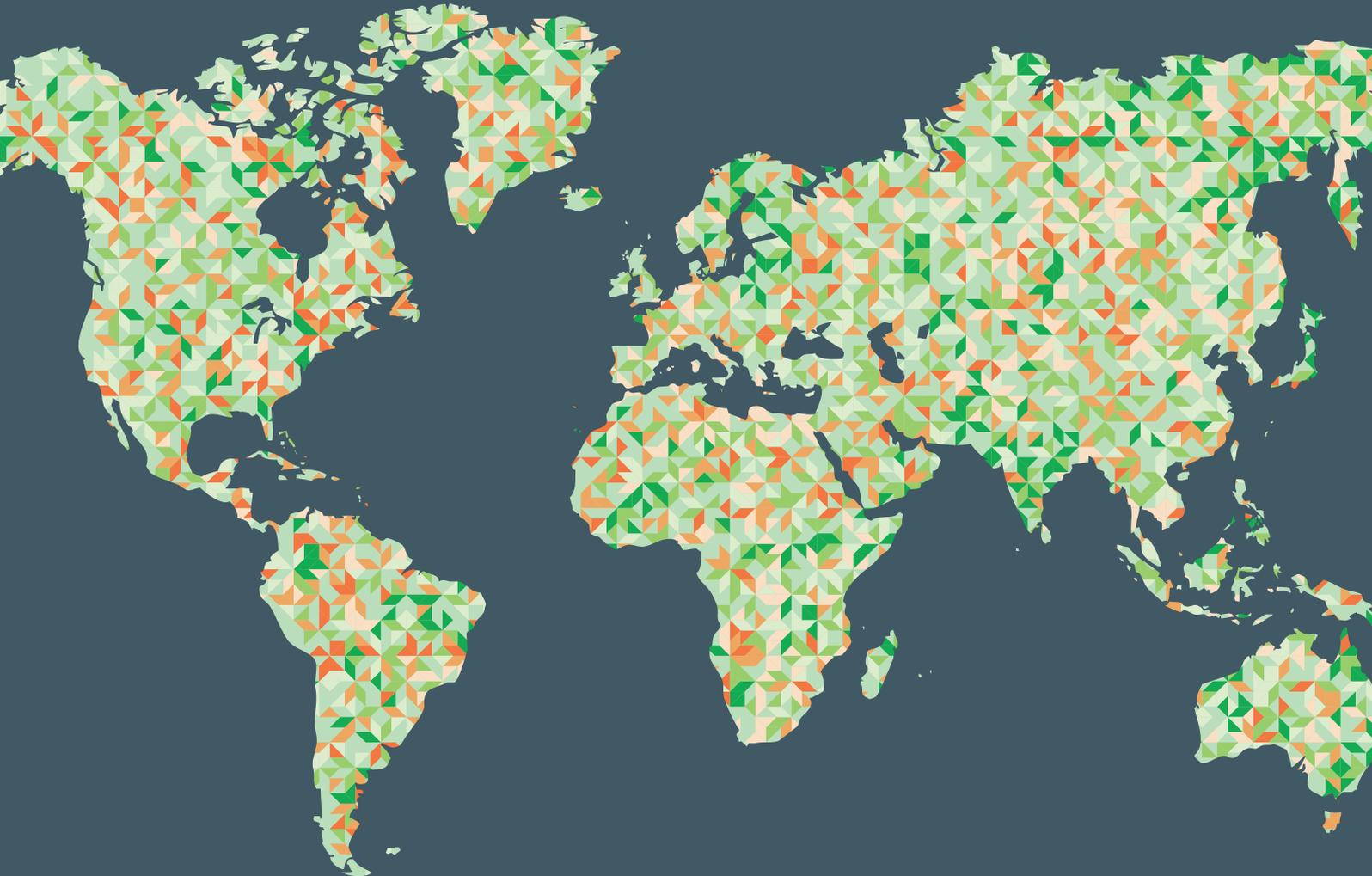




*Get ready to love your future*



# 2010-2011 ACTIVITY & SUSTAINABILITY REPORT

SHARING INFORMATION ON PROGRESS



**PRME**



*Get ready to love your future*

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# ACTIVITY & SUSTAINABILITY ONE STRATEGY ONE REPORT

This report is Euromed Management's first integrated activity and sustainability report. Reporting on sustainable development started in 2005 with our first *Communication on Progress Report* (for the United Nations Global Compact), and was followed by two sustainable development reports. Through this reporting process, we have become aware of the necessity to integrate financial and extra-financial reporting into one document. For the past two years, we have based our analysis on the sustainable development indicators within our "Green Plan" that is divided into five areas: strategy and governance, teaching and training, research activities, social policy and community involvement and environmental management.

The French Green Plan\* was launched in June 2010 by the presidents of the "Conférence des Grandes Ecoles" (French Business and Engineering Schools) and the "Conférence des Présidents d'Universités" (Public Universities), the French Minister of Higher Education and Research and the French Minister of Ecology, Energy, Sustainable Development and the Sea. It identified sustainable development plans for higher education institutions. The Green Plan initiative also provided us with clear qualitative and quantitative objectives.

Incorporating broader indicators into the sustainable development matrix allows for a better understanding of the complex relationship between financial and extra-financial performance. It also serves as a management tool so that we have a clearer vision of the risks and opportunities of our strategy. We firmly believe that quality reporting leads to better decision making

and more sustainable performance. It also helps us reinforce our dialogue with our stakeholders and improves transparency across the board. As in previous reports we will seek to present our successes as well the areas where we need to improve.

## **What is integrated reporting?**

*Integrated Reporting demonstrates the linkages between an organisation's strategy, governance and financial performance and the social, environmental and economic context within which it operates. By reinforcing these connections, Integrated Reporting can help business to take more sustainable decisions and enable investors and other stakeholders to understand how an organisation is really performing.*

*International Integrated Reporting Committee, IIRC*

The information gathered for this report covers the period of July 2010-July 2011 and mainly focuses on our French campus activities. As can be expected, we have integrated our Toulon Campus activities into most of our analysis. We will also highlight other campus activities, in particular in China & Morocco.

Following the Green Plan layout, the report covers last year's operations and seeks to describe our school's commitment to both United Nations Global Compact and the Principles for Responsible Management Education. (cf. Pg. 11)

\* Based on Article 55 of the Grenelle Law 1 (August 2009)

# 2010-2011 A YEAR OF EXCELLENCE



*The 2010-2011 academic school year was one of the richest and most concentrated years of our history.*

Since 2003, the school has developed in six areas, all of which experienced remarkable progress in 2010-2011:

• **Academics:**

Euromed Management was able to renew its EQUIS accreditation and achieved the AACSB accreditation for the first time. The quality of our pedagogy and our research, reinforced by strong corporate relations, made Euromed Management one of the 57 business schools<sup>1</sup> in the world to hold the Triple Crown<sup>2</sup>.

• **Internationalisation:**

Euromed Management successfully established itself in Asia with the launching of the Franco-Chinese Institute with Renmin University. MBA programmes in China are doing well and have received national accreditation from the Chinese Government. The World Med MBA made its debut in the Financial Times international top 100 EMBA listing. With what we have achieved in China and our presence in Morocco, one could say that Euromed Management is now in the heart of an emerging region, in the heart of the world of tomorrow.

• **Sector Expansion:**

Euromed Management continued to invest in three key sectors:

- Maritime and logistics;
- The social and health fields; and
- Entertainment.

The merger with the Graduate School in Toulon added two new domains of expertise: industrial management and design. Having a school of design is a considerable asset for any management school. Design is both a creative force and a differentiating factor in company strategies.

• **Innovation:**

We have increased our efforts regarding student personal development. The excellent quality of our practices was revealed in the EQUIS auditor's report: "This area can be considered something of an international best practice"<sup>3</sup>.

• **Responsibility:**

Euromed Management includes in its activities all forms of diversity that can have an impact on management. Our researchers and our professors are actively engaged in the dimensions of corporate social responsibility. The focal point of the 2010-2011 year was the co-organisation of the 7th Bentley Global Business Ethics Symposium. This event brought over 250 academics, business, and civil society leaders from around the world to our campus in Marseille.

• **Management:**

2010-2011 was the first year for our new legal structure. It was characterised by a new HR dynamic (launching of a yearly survey) and by a rigorous and exemplary school administration.

The 2010-2011 year will remain a remarkable year in our history. It was the result of the Board of Directors' commitment, the academic quality of the faculty, the work of each staff member, the trust of our corporate partners and student adhesion to their pedagogical projects. I am grateful for this marvellous "euromedien" enthusiasm.

*François Pierson  
Chairman of the Board of Directors*

<sup>1</sup> As of 01/10/2011  
<sup>2</sup> AACSB, EQUIS, AMBA  
<sup>3</sup> cf. Pg. 57



SOPHIE  
M.Sc. Entertainment & Media 2011  
Class of 2011  
Trends Office at Printemps Hausmann

CHAPTER ONE

# *Our Strategy*



# HUMANS AT THE HEART OF MANAGEMENT



**We live in a transitional period during which the models the world was built on have reached their limit.**

Confronted with modern social, ecological, economic and financial crisis, paradigms must change. There is an increasingly urgent need to move from linear and short-term thinking while we reconsider new roles for managers within their companies and in a global economy. This is why Euromed Management emphasises a systemic vision of organisations, a vision in which humans are at the heart of management.

Companies are not just the sum of their competences, a juxtaposition between means or an ensemble of services. They are complex structures where everything is interlinked, connected, and interdependent. In this perpetually evolving environment technical competence is not enough. A good manager must also have soft skills such as leadership, adaptability, responsibility, creativity, the ability to listen and to work in a team, and the ability to learn from their mistakes.

To this end, we work on identifying and revealing the potential of each of our students while they define their career plan and develop their competences. Last year

alone, Euromed Management brought in over 42 external coaches to reinforce the Personal Development teams, organised two recruitment fairs and ten job conferences.

Going beyond conventional teaching methods and models, our mission is to invent a new reference in the management field. In other words, our academic community seeks to disseminate knowledge through an educational offer designed to help organisations develop and prosper. We aim to educate and train managers who are ethical and socially responsible, driven by international ambition, committed to their own region and who are able to innovate. This is reflected in every aspect of our operations and particularly in our pedagogy, research and corporate relations.

Accomplishing this mission took on a new dimension as the current economic crisis gathered strength, whether in terms of explaining how it occurred, understanding how it became generalised, managing its impact or developing new managerial models. Last year, our corporate partners played a large role both inside and outside the classroom. Through research activities such as the Responsible Management Network, companies worked with our professors on defining the parameters of responsible management at the lowest levels of the work pyramid.

This year's triple accreditation confirmed our choice of pedagogy and the quality

of our teaching. From our Bachelors to our Doctoral Programmes Euromed Management is focused on providing an individualised, flexible, action-based pedagogy that is also open to the world and its diversity. We do this by raising student awareness on new approaches to complexity during their first year of studies and introducing systemic and long-term performance visions.

Most importantly, we give our students the means to begin their career with confidence and optimism. In other words, we prepare them to get ready to love their future.

*Prof. Bernard Belletante  
Director General & Dean*



# THE PILLARS OF OUR PEDAGOGY

## ACADEMIC EXCELLENCE

How do we know that we have the ability to offer our students new perspectives regarding their future careers? Because the quality of our academics is recognised by our triple accreditation, EQUIS, AACSB, and AMBA. Because our faculty is involved in the qualitative and quantitative development of our research activities. Because we help our students open themselves to the world thanks to an international faculty and 169 academic partner institutions across the globe. Because we invest in our campuses and in our international development (new campuses, exchanges, dual- degrees, academic and corporate partnerships).

## OPENNESS TO THE WORLD

Our Euro-Mediterranean identity is a differentiating factor that enables us to develop a unique management programme. We train managers to be both efficient and responsible. As future economic leaders, they learn how to work in a team and within different cultures, integrating diversity and social responsibility dynamics. Seeking to develop such collective behaviour we have adopted a systemic Corporate Social Responsibility (CSR) strategy. This strategy can be found in our institutional commitments (equal opportunity policy, environment impact of our campus activity, etc.) and in our pedagogical commitments (teaching responsible management, research chairs, think-tank, etc.).

## EMPOWERMENT

Each student is unique. Each student has ambitions and their own definition of success. We want to work with each individual and help them reveal their potential and look towards the future with confidence. In order to recruit the best students, we must assure their personal development and their “soft skills”. An international “best practice”, according to our accreditors (cf. Pg. 57) our personal development approach starts by helping students get to know themselves, their aspirations and career options. Learning by doing, students develop their employability.

### Our Values:

**Humanism**  
**Responsibility**  
**Uniqueness**  
**Innovation**



*“The stakes of tomorrow determine the pedagogy of today.”*

Frédéric Chevalier  
Chairman of the Strategic Committee

# THE SCOPE OF OUR RESPONSIBILITY

From the moment a school claims to be a leader in the field of CSR, a number of questions must be raised. What exactly is the extent of a higher education institution's responsibility?

On a daily basis a school – like any organisation – has an immediate impact on its social, economic and physical environment. As educators we also have an impact on the people we train and our partners. It is important that we understand our responsibility concerning both positive (e.g., employment) and negative (e.g., discrimination, pollution) external consequences of our activities and partnerships.

In a business school it is particularly important as we contribute to the shaping of the behaviour and decisions of future managers and world leaders.

Euromed Management's commitment to bringing CSR into higher education led to the participation of the CSR Department in the United Nations Global Compact (UNGC) Academic Working Group that was launched in the fall of 2010. The main goal of this initiative is to facilitate the adoption and dissemination of the Global Compact in all categories of HEIs across the globe.



## AS AN ORGANISATION

<ul style="list-style-type: none"> <li>- Personal well-being</li> <li>- Personal development</li> <li>- Health &amp; safety</li> <li>- Human rights</li> <li>- Social &amp; cultural diversity</li> <li>- Employability</li> </ul>	<ul style="list-style-type: none"> <li>- Waste and pollution</li> <li>- Natural resource preservation</li> <li>- Energy</li> <li>- Climate change</li> <li>- Biodiversity preservation</li> </ul>	<ul style="list-style-type: none"> <li>- Financial transparency</li> <li>- Short &amp; long-term financial sustainability</li> <li>- Value creation</li> <li>- Community benefit</li> <li>- Development</li> <li>- Anti-corruption</li> <li>- Governance</li> </ul>
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## AS A SCHOOL

<ul style="list-style-type: none"> <li>- Socially responsible behaviour of graduates and partners</li> <li>- Personal and professional well-being of graduates</li> </ul>	<ul style="list-style-type: none"> <li>- Inclusion of environmental sustainability issues in the managerial decisions made by graduates and partners</li> </ul>	<ul style="list-style-type: none"> <li>- Long-term vision of graduates and partners</li> <li>- Participation of graduates in the economic and ethical development of society and of companies</li> </ul>
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## LEVERS OF ACTION

### IN THE ORGANISATION

<p><b>SOCIAL CAPITAL</b> Working and learning conditions, diversity policy, access to knowledge, intellectual development, social dialogue, stakeholder engagement...</p>	<p><b>ENVIRONMENTAL CAPITAL</b> Transportation policy, building solutions, management of GHG emissions, sustainable purchasing and consumer behaviour...</p>	<p><b>ECONOMIC CAPITAL</b> International strategy, contribution to local community, investment policy, remuneration policy, green business and functionality economy, quality and efficiency management, risk management, sustainable performance indicators, governance...</p>
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### IN PROGRAMMES & RESEARCH

<p><b>INTELLECTUAL CAPITAL</b> Pedagogical approach, curriculum content, learning by doing, research themes, transversal research, exemplary behaviour, evolving information sources, provider of standards...</p>
--



# OUR RESPONSE TO RESPONSIBILITY

*Just as the world is increasingly aware of the social, environmental and economic stake of development and performance, Euromed Management acknowledged its global responsibility and we actively seek to reduce the negative externalities of our activity.*

Since 2005 the school has embraced the core values and principles of the UNGC in the areas of human rights, labour standards, environment and anti-corruption. Going beyond verbal commitments, Euromed Management allocated financial and physical resources to CSR actions and projects within the school – either facilitated by members of the staff, faculty or students. This can be seen in the creation of the CSR department in 2007 and the

increasing amount of courses and projects across our campuses.

In more operational terms, our approach is based on our commitment to the “Green Plan” created by the CGE and the CPU as well as the six Principles for Responsible Management Education (PRME). In this document a PRME “stamp” was used to illustrate our commitment to each principle.

## THE SIX PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

### PRINCIPLE 1

#### PURPOSE

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.

### PRINCIPLE 2

#### VALUES

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

### PRINCIPLE 3

#### METHOD

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

### 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.

### 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.

### 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.



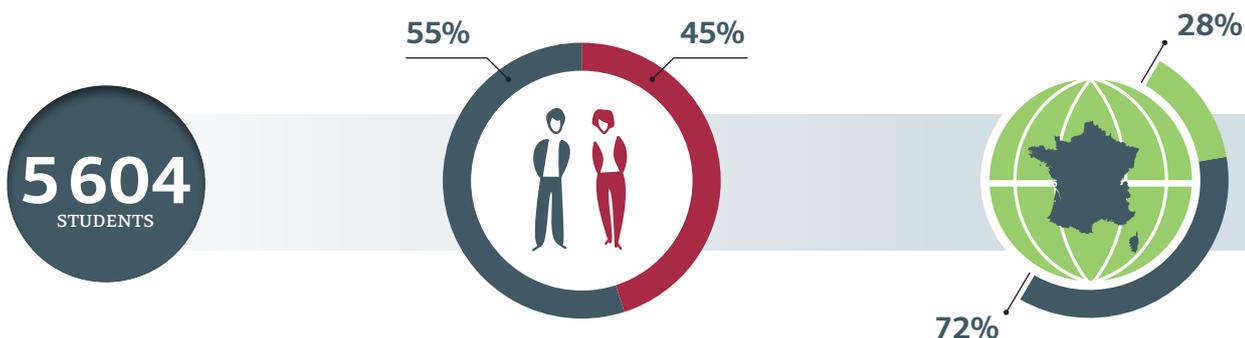
CSR COMMITMENTS & PROGRESS	
2004	Unis-Terre Student Association (now over 200 members)
2005	UNGC Signatory
2006	Diversity Charter Signatory Responsible Campus Membership UNGC Academic Taskforce Membership
2007	Research Chair in Sustainable Development Responsible Management Network 1 <sup>st</sup> Carbon Footprint
2008	Research Chair in Alternative Financing PRME Membership Acadix Extra-Financial Rating (A++ BMJ Rating) Comité 21 Board of Directors Administrator
2009	1 <sup>st</sup> Sustainable Development Report 1 <sup>st</sup> Stakeholder Consultation (Deloitte) Copenhagen Declaration Signatory UN PRME Climate Change Working Group CSR Officer Nominations
2010	300m <sup>2</sup> Solar Panels Research Chair in Responsible Purchasing
2011	7 <sup>th</sup> Bentley Global Business Ethics Symposium UNGC Academic Institutions Working Group Academic Impact Membership

# EUROMED MANAGEMENT AT A GLANCE

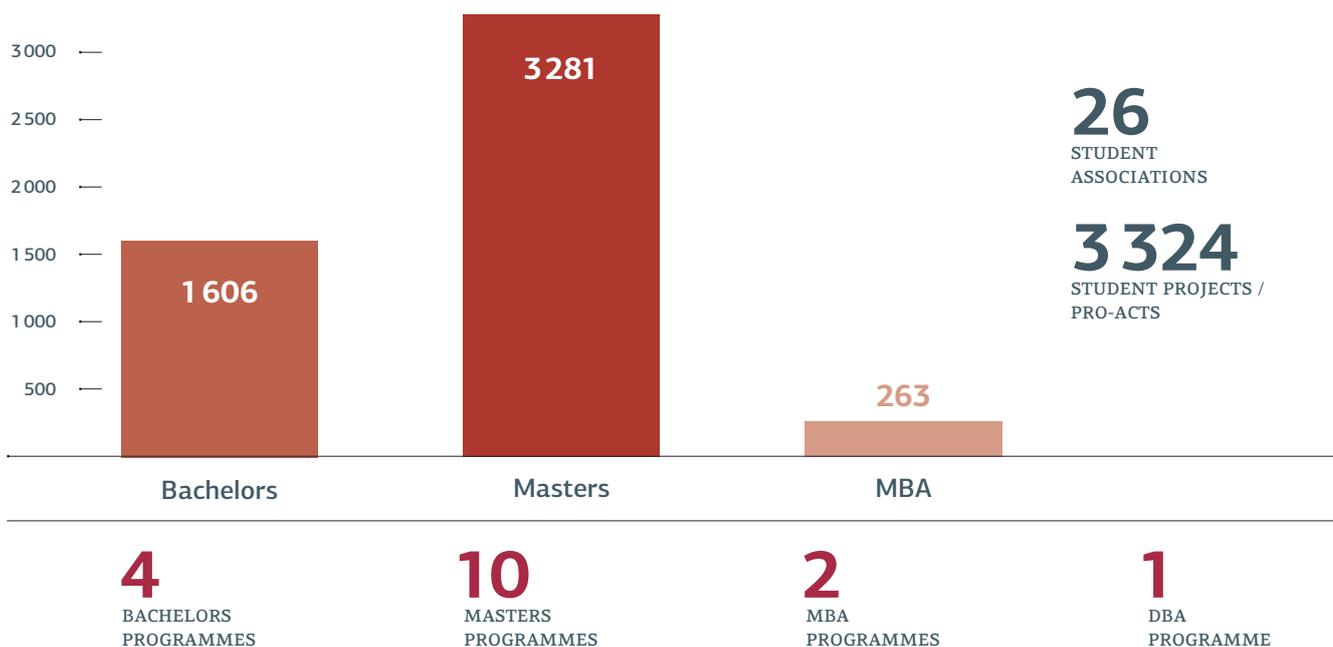
## STUDENT STATISTICS

### GENDER BALANCE

### STUDENT ORIGIN

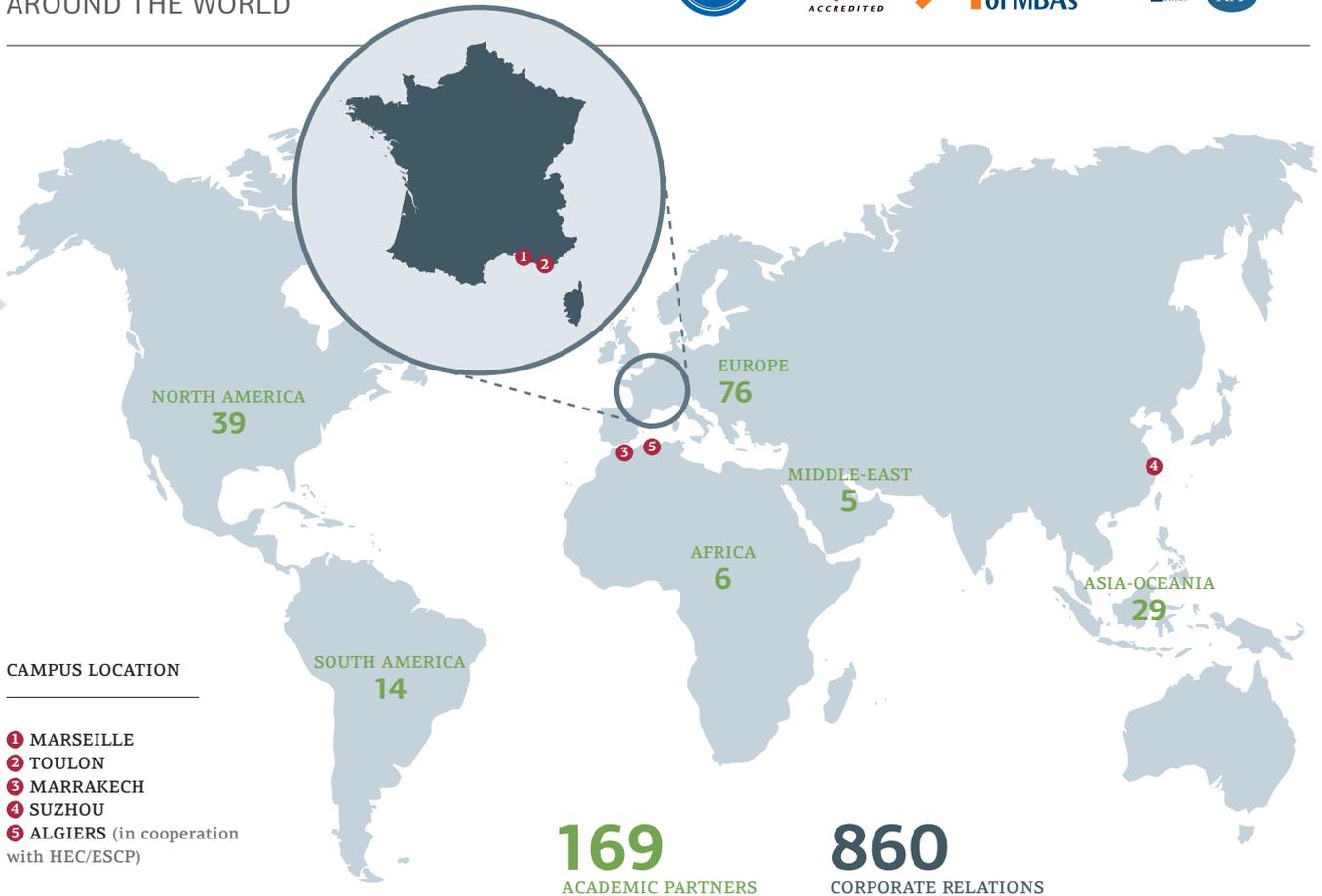


### NUMBER OF STUDENTS BY PROGRAMME 2010/2011



## ACCREDITATIONS & RATINGS

EUROMED MANAGEMENT  
AROUND THE WORLD



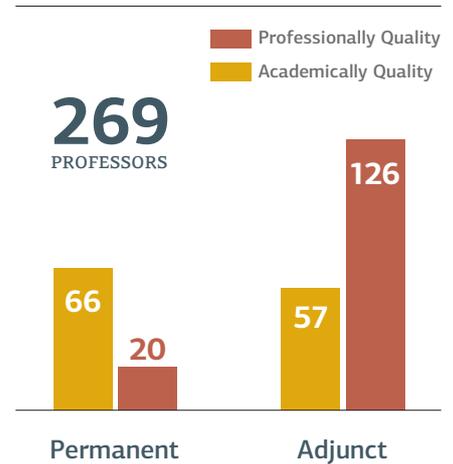
## PERSONAL DEVELOPMENT



## RESEARCH



## FACULTY STATUS



# 12 MONTHS

## 1 KURT SALMON, CHIHAB MAHJOUR, CORPORATE PARTNER OF THE YEAR

The class of 2010 had the honour of having Kurt Salmon's C.E.O. and Euromed Management Alumni, Chihab Mahjoub, as their Partner of the Year. Commemorating this nomination, a conference was held on the topic of "Leadership in a Changing World".



Chihab Mahjoub

## 2 APRIL 15-17 THE 1<sup>ST</sup> EDITION OF "JUNIOR&ENTREPRISE"

Marketing Méditerranée, the school's junior enterprise, organized three days of workshops, meetings and brainstorming sessions on the Luminy campus. Over 105 participants from junior enterprises in Europe and Brazil as well as Euromed Management students worked with companies and exchanged thoughts on various aspects of CSR in the corporate world.

## 3 EUROMED MANAGEMENT STUDENT ASSOCIATIONS WIN 5 TROPHIES!

"La Tribune", a leading French economic newspaper awarded 5 trophies to Euromed Management Associations during a ceremony on April 5th. The ceremony rewarding the best student associations of French business schools, took place in the Centre Marceau in Paris. Associations to win trophies include: COBFI, Accede Provence Entrepreneurs and Unis-Terre.

## 4 SIEMENS EXECUTIVE EDUCATION NORTH AFRICA CONTRACT

Responding to an international tender Euromed Management undertook a contract with Siemens North Africa to train 40 high potential young managers coming from Morocco, Algeria and Tunisia. The programme dealt with leadership skills and general management through an innovative 'learning by doing' pedagogy.

## 5 ONE SCHOOL THREE ACCREDITATIONS

This year the school had its EQUIS accreditation renewed and was awarded the AACSB accreditation for the first time. Proof of our academic excellence and strategic coherence, we now belong to the 57 business schools in the world to have the Triple Crown (AACSB, AMBA, EQUIS).

## 6 5<sup>TH</sup> EDITION OF THE U.N. SIMULATION IN MARSEILLE AND MARRAKECH

Organised in partnership with UNRIC this event brought together 190 Euromedians & 175 Prep School students to debate on the topic of education. Event partners and observers included: Air France, Carrefour, Clairefontaine, Haribo, Orangina Schweppes, Procter & Gamble France, Quo Vadis, Rotary, Société Générale, UNICEF, Ligue des Droits de l'Homme and the World Water Counsel.



5<sup>th</sup> Edition of SimONU

# 12 EVENTS

## 7 SPORTMED MOROCCO 5TH SPORTS' LAW AND MANAGEMENT COLLOQUIUM

Euromed Management, Kurt Salmon, KGA, the University of Marrakech and the Moroccan Ministry of Youth and Sports organised the 2011 SportMed Colloquium in Marrakech. The event took place in Marrakech's new stadium during the "Salon du Sport". Over 250 participants including: Members of FIFA (Federation International Football Association), CAF (Confederation African Football), football clubs and sponsors all came together to discuss the theme, *The Professionalisation of Football in Africa: The Case of Morocco*.

## 8 EUROMED MANAGEMENT MARITIME FORUM 2010

This forum brought together 200 participants, speakers, panellists and professionals from the maritime sector as well as professors from Euromed Management. This year's contributions were articulated around the important question of whether or not climate change actions can revitalise the shipping markets.

## 9 LAUNCHING OF THE FRANCO-CHINESE INSTITUTE AND THE OPENING OF A NEW CAMPUS IN SUZHOU

Based on the Bologna scheme, the new Institute receives students from the post-bac to doctoral levels. Euromed Management was given the responsibility of heading the Management Science section. Other institutional members include:

Renmin University, IFC (Montpellier III) and Paris IV. In October 2010, the school opened a campus in Suzhou in partnership with Renmin University of China offering a Master's in Finance and a DBA.

## 10 ESCT AND EID JOIN THE EUROMED MANAGEMENT GROUP

In September 2010, the Business and Technology School of Toulon (ESCT) and the International School of Design (EID) joined Euromed Management. This merger brought 800 new students and two new Master's degrees.

## 11 A RECORD SETTING YEAR FOR OUR ADMISSIONS & RECRUITMENT TEAMS

A flagship event, every year our school receives candidates on its Luminy campus for written and oral entrance exams. Over a seven week period 6 423 candidates came before 1 891 juries (corporate, alumni, linguists and staff) and broke the attendance records.

## 12 THE 7TH BENTLEY GLOBAL BUSINESS ETHICS SYMPOSIUM

On May 23rd the 7th Bentley Global Business Ethics Symposium was hosted and co-organised by Euromed Management and Bentley University on the Luminy Campus. Over 260 participants joined us from the corporate, academic and NGO worlds - more attended via the net from all over the world. Over 40 students volunteered and attended the conferences. CEOs, activists, deans and professors

debated and exchanged over the dynamics of stakeholder engagement in business. A special edition of the Tribune was printed on Friday, May 20th on this topic and interviews with the panellists are available on our website.



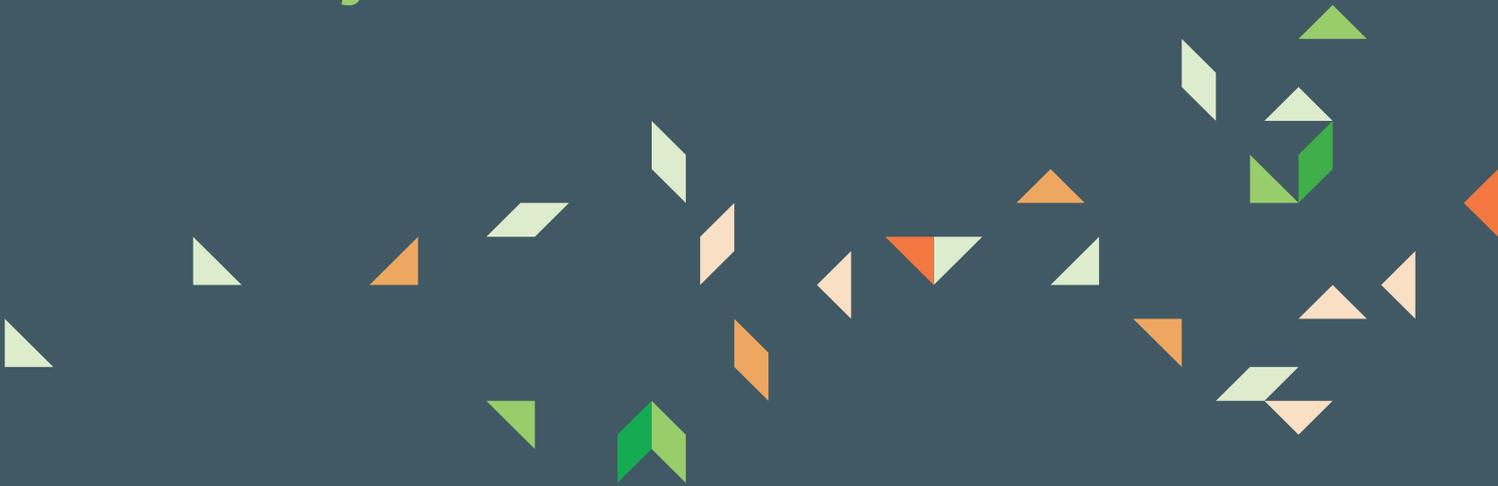
Symposium Special Edition Supplement in the French economic newspaper La Tribune - May 2011



CHRISTIAN  
ESC  
Class of 2011  
Co-founder of [we.makesense.org](http://we.makesense.org)

CHAPTER TWO

## *5 Areas of Commitment*



# SCHOOL GOVERNANCE

—  
AREA  
—

1

18

**Created by the Marseille Provence Chamber of Commerce and Industry nearly 140 years ago, Euromed Management has been managed by an autonomous non-profit association since January 2010.**

The Groupe Euromed Management Association is governed by a voluntary Board of Directors made up of directors of large companies and qualified people who are committed to the future of the school. It also includes members of local and regional authorities and economic players of Marseille Provence.

This Committee is the interface between the external governance system and the internal management system.

Four governing bodies are linked to the Board of Directors:

- The Audit and Management Committee controls financial flows, costs and assesses risks.
- The Ethics and Nomination Committee proposes new members to The Board of Directors and works on ethical issues.
- The Remuneration Committee advises and controls the recruitment and remuneration policy of the school.
- The Strategic Committee tracks progress on the current strategic plan and works towards the emergence of the next one. Once a year, the Strategic Committee organises a strategic seminar attended by the Board of Directors and members of the Executive Committee of the school.



The Board is composed of five colleges: the Chambers of Commerce College (Founding Members), the Companies and Qualified Persons Colleges (Active Members), the Local Organisations College (City of Marseille,

Departmental Council, Regional Council, etc.) and the Stakeholders College. Only the first three colleges have voting rights on the Board (65% for Chambers of Commerce, 20% for Companies and 15% for Qualified Persons).

The Board meets at least twice a year. At six-week intervals, the Chairman of the Board convenes an Executive Committee composed of himself and three other members.

The Board elects a President who designates the Director General and Dean.

*Pierre Cottin*  
Quality and Audit Director



*“The purpose of the Audit & Management Committee is to assist the Board in meeting its responsibilities for the integrity of the School’s financial statements and for the effectiveness of internal and external audits. The Committee provides recommendations for the improvement of accountability processes and supervises the development of risk management controls.”*

*Françoise Cocuelle*  
Chairwoman of the Audit & Management Committee

# EUROMED MANAGEMENT'S BOARD OF DIRECTORS

## FOUNDING MEMBERS



Represented by:

**Chairman of the Board** - *François Pierson* - Chairman & Chief Executive Officer, AXA Global P&C

**Treasurer** - *Pascal Fouache* - Chief Executive Officer, CMR Group

**Secretary** - *Franck Recoing* - Director & Associate, Générale de Services & d'Assurances

*Marc Pouzet* - Chairman, Crédit Agricole (PACA)

*Joël Potier* - Chief Executive Officer, EMAVER

## ACTIVE MEMBERS

*Pierre Bellon* - Chairman & Founder, Sodexo

*Dominique Cerutti* - Deputy Chief Executive Officer, NYSE Euronext

*Frédéric Chevalier* - Chairman of the Supervisory Board & Founder, HighCo

*Françoise Cocuelle* - Director General, E.Grille

*Béatrice Kosowski* - Managing Director, IBM France - SNCF Integrated Account

*Anne-Charlotte Rousseau* - Chief Executive Officer, Crèche Attitude

*Jacques Saade* - Chairman & Chief Executive Officer, CMA-CGM

## INSTITUTIONAL MEMBERS

*Richard Caillat* - Chairman of the Management Board, HighCo - Chairman of Euromed Management Alumni Association

## LOCAL AUTHORITIES



*“Euromed Management’s Board of Directors is composed of people and organisations committed to the values and ambitions of the school.”*

*Franck Recoing*  
Chairman of the Ethics and Nominations Committee



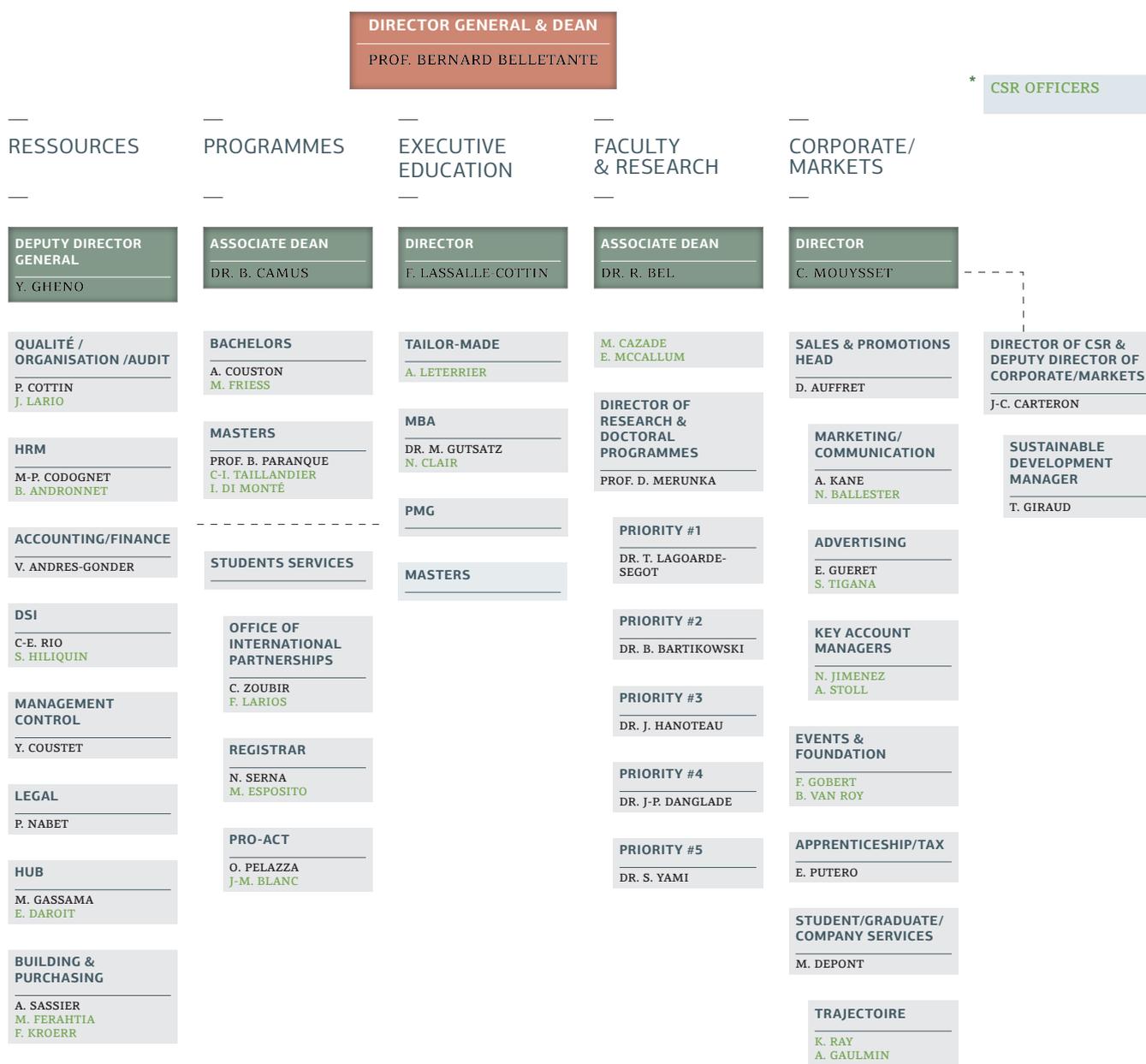
# ORGANISATIONAL CHART & CSR OFFICER STRUCTURE

The internal management system of the school is organised according to functions and disciplines.

Two transversal executive bodies are responsible for the implementation of the strategy acted by the Board and for the efficient daily running of the school:

- **The Executive Committee** of the school meets biweekly with the Director General and the operational directors in charge of implementing the strategic plan and steering the school.

- **The Management Committee**, uniting members of the Executive Committee and the different department managers, meets every six weeks to ensure the implementation of the decisions taken and to measure progress in key areas (internationalisation, research, pedagogy, CSR...).



# A SYSTEMIC MANAGEMENT APPROACH TO SUSTAINABLE DEVELOPMENT

One of the main challenges every committed organisation faces is how to disseminate the CSR strategy into every level of operations. At Euromed Management we chose to adopt a systemic and transversal approach to this challenge and in 2009 created a group of “CSR Officers” that come from every department of the school.

Currently there are 25 CSR Officers, nearly 10% of our staff, nominated by management members. In addition to their regular job duties, the CSR Officers are mandated to serve as a link between the school's CSR strategy and policies and the service they represent. This means that they are not only overseeing the infusion of CSR into their department, they also give feedback and bring to the table ideas and projects suggested by their colleagues. These exchanges happen during the monthly CSR Officer meetings. The next step will be adding CSR objectives into each officer's mission as well as their manager's yearly evaluation.

Finding time to develop ideas and projects through this group is not always easy. This systemic approach helps encourage campus initiatives as well as their implementation. In fact, two new projects were launched and coordinated by CSR Officers concerning dematerialisation and responsible purchasing.

The first major CSR Officer “output” is the new “Wellness” service that will be officially launched during the intake of fall 2011. This initiative seeks to improve the quality of life and health of our students, to be at the service of individual performance and to help prevent psychosocial

risks. With a holistic and personalised approach, the Group works on creating an environment conducive to the personal and intellectual development of each student.

This project resulted in the creation of the Wellness Team composed of 6 members of the school's staff (Marseille and Toulon), who will serve as an information relay between the students and the school's management. Starting in September of 2011 a Student Wellness Centre – situated in the HUB, the new Creativity & Innovation Centre, and the Wellness Counselling Centre will be opened. These spaces will allow students better access to information resources, the school's psychologist and members of the Wellness Team.

A pedagogical workshop is currently being developed by professors from the school of medicine and will be offered to students on stress, burn-out and addictive behaviours and substances. This class will be integrated into the school's preventive health actions such as “responsible party” operations and designated driver activities.

More information can be found on the Wellness Website:  
[wellness.euromed-management.com](http://wellness.euromed-management.com)



Future Wellness Centre



Visit the Wellness Centre



# WORKING WITH OUR STAKEHOLDERS



1

Students  
Staff  
Faculty  
Management  
Board of Directors  
Alumni  
Student Associations  
Academic Partners  
City of Marseille  
Chamber of Commerce  
Local Government  
Companies

2

Parents  
French Higher Education  
Institutions Associations  
(CGE & CPU)  
Unions  
Secondary & Prep Schools  
International Accrediting  
Bodies  
Prospective Students  
Suppliers  
& Subcontractors  
Investment Banks

3

Government Bodies  
Competitors  
Civil Society  
(NGO & Associations)  
Press  
Calanques National Park  
Division  
International Networks



Stakeholders are individuals or groups that affect or could be affected by an organisation's activities, products or services and associated performance (from Freeman, 1984, Mitchell, Agle & Wood, 1997). This principle includes a company's primary stakeholders (staff, clients, investors) as well as its competitors, regulating bodies, governments, suppliers, local communities and civil society organisations.

Euromed Management's strategic orientation is increasingly based on constructive stakeholder consultation. Impacting virtually every aspect of business, from products and processes, to company practices and governance – stakeholders are the critical friends of modern management. In 2009, Deloitte organised the school's first formalised stakeholder consultation. Their expectations were clear.

They expect us to increase our regional presence, share the knowledge that we create, adapt our recruitment methods to favour equal opportunities and have an ambitious environmental policy not forgetting financial transparency.

Research and training activities have also been shaped to respond to stakeholder demands. Teaching risk management, showing students how to be in harmony with the realities of the work place, and be conscious of the risks of stress in the work place, we seek to teach our students how to handle failure, to think critically and collectively. More importantly we are asked to convey responsible management values, to help students know themselves and show them how to question reality and build their future.



# THE CORPORATE WORLD, AN ESSENTIAL PARTNER

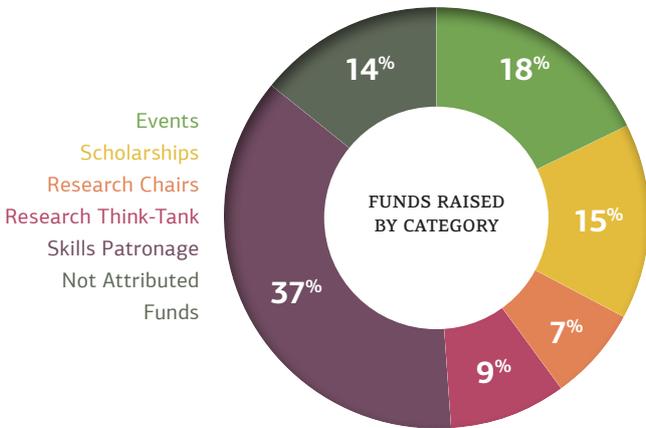
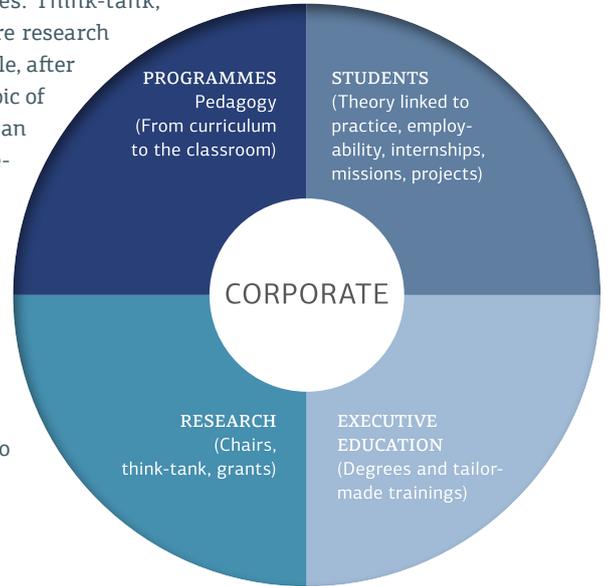
At Euromed Management, companies as major stakeholders, are more than partners, they are members of our community. Their contributions help us to keep up-to-date on the evolution of company expectations. More than 850 companies participate in the admissions process, help us address diversity issues and accompany students through their studies.



Their second major contribution consists in supporting and developing research through financial and human resources. Think-tank, research chairs and projects are established where research interests and corporate needs converge. For example, after three years of cooperation with La Poste on the topic of sustainable performance, last year we carried out an applied research project on how diversity management affects corporate performance.

Corporate partners also connect with our community throughout the year via numerous events such as the local entrepreneur fair that brings over 2 000 professionals to our campus every September. Another highlight of the year was the international business ethics symposium that we co-organised with Bentley University. This event brought together over 250 C.E.O.s, academics, NGOs and students to exchange on the topic of stakeholder engagement.

*Christophe Mouysset*  
Corporate and Markets Director



## LAYING THE FOUNDATIONS

The Euro-Mediterranean Management Foundation (La Fondation Euro-Méditerranéenne du Management) was launched under the aegis of the Foundation of France with the mission to promote the development of Euromed Management by facilitating access to higher education and contributing to the training of efficient and responsible managers. It supports:

- Students through the financing of scholarships and grants based on merit and social criteria;
- Management research by financing chairs, conferences and networks in fields of interest to corporate donors; and
- The development of new clusters and specialisations, innovative educational tools and real estate developments.

**25/03/2010**  
FOUNDATION CREATED

**4**  
FOUNDERS

**13**  
DONORS

**411 K€**  
IN ACQUIRED DONATIONS

**652 K€**  
IN ACQUIRED DONATIONS,  
INCLUDING SKILLS PATRONAGE

\* More information on Pg.11

# PEDAGOGICAL APPROACH

AREA

2

Ranked as one of the top management schools in France and across the globe, the school now holds three major academic accreditations: AACSB, AMBA and EQUIS. This outcome is the translation of our ambition to excel in the training of future managers who will be called to lead companies on a planetary level within a context of globalisation and sustainable development.

According to AACSB, a “global” school is “determined first by the outcomes it achieves, second by the processes it engages, and last by the places it inhabits. Actions and locations are useful means toward the end goal of globalisation, but ultimately schools are judged by the outcomes they achieve. A global



school of management:

- Prepares students to perform competently and confidently in a world of global business competition and inherently global issues;
- Generates research insights about trends and best practices in global management; and
- Leverages diverse cultures and practices in pursuit of innovation and continuous improvement.”<sup>1</sup>

Euromed Management asserts its positioning as a global school throughout all of our programmes.

Confronted by the economic and social dynamics of the 21st century, teaching has increasingly evolved towards innovation in both pedagogical content and teaching tools. Conventional methods of organisational management must now make room for the Asian Giants such as China and India and rapidly developing countries in Latin America, Eastern Europe and the Middle East.

The development perspective of human communities goes far beyond the organisational models taught for the past few decades. It presupposes a realigning of humans in relation to their environment; it imposes upon leaders, socially responsible practices that contribute to successful actions generating economic performance. It is the very essence of Euromed Management’s mission – to train competent and responsible managers.

*Dr Bruno Camus  
Associate Dean for Programmes*

**Euromed Management has become a first-rate Business School at the international level.**

**100%**

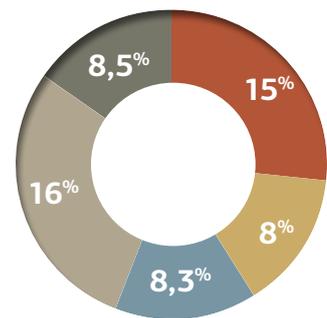
OF ESC & CESEMED STUDENTS SPEND AT LEAST SIX MONTHS ABROAD

**24%**

OF STUDENTS GO ON A STUDY ABROAD PROGRAMME

**39**

FINANCIAL TIMES BEST EUROPEAN BUSINESS SCHOOL RANK



MANDATORY CSR COURSES BY PROGRAMME

Euromed M.Sc. & MS ESC2	CeseMed EGC/PMF ESC1
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<sup>1</sup> AACSB Globalisation of Management Report 2011  
\* More information on Pg.11

# PEDAGOGY & PROGRAMMES



*At Euromed Management we seek to provide students with an understanding of the diverse and complex nature of business and economics in a globalised context. As future managers they need to be responsible for not only their lives but their actions as well. In order to do this we base our approach on: values and culture, personal development as well as mechanic and systemic approaches to management.*

Programmes are designed in collaboration with our stakeholders from the corporate world as well as faculty and members of the staff. Over the years personal development has become a focal point in our educational approach and resources are dedicated to helping students achieve their life and career goals. Our programmes go beyond the classroom and incorporate the Personal Development, Employability and the Student Project (Pro-Act) departments.

Since July 2010, all Bachelor and Master programmes have been regrouped within a single Programme Directorate. Student services such as the Office of International Partnerships, the Registrar and the Pro-Act Office are also part of this new Directorate. In 2010-2011 Euromed Management offered a range of academic programmes meeting the needs of undergraduate and

graduate students and executive participants. This offer is based on our view of the challenges that companies face today and on the application of an adapted pedagogical model. Our programmes place an emphasis on the imperatives of internationalisation, innovation and sustainable development. Thanks to our merger with the International School of Design (Toulon) this year two new programmes in business engineering as well as project management and design were added to our programme portfolio.

## BACHELOR PROGRAMMES

- PMF - Finance and Banking
- EGC - Mediterranean Bachelors
- CeseMed - International Bachelors
- PMG - General Management Programme

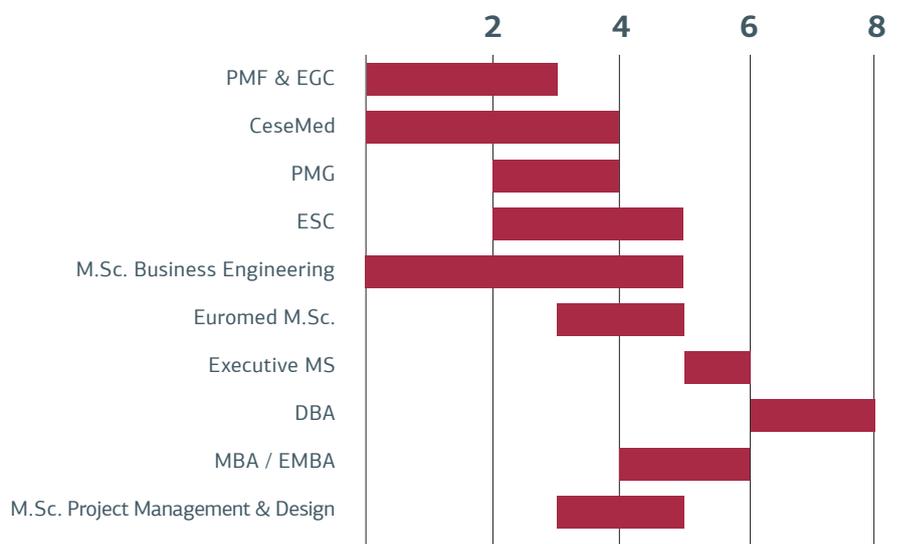
## ADVANCED DEGREES

- DBA - Doctorate in Business Administration

## MASTER PROGRAMMES

- ESC - our flagship Business Degree
- IMM - International Masters in Management
- Euromed M.Sc. & MS - Specialised Masters (Media, Finance, Maritime, etc.)
- Master in Business Administration
- M.Sc. Business Engineering
- M.Sc. Project Management & Design

LEVEL OF STUDIES BY PROGRAMME



How do we teach responsibility?



# BE - LIVE - BECOME

## A THREE DIMENSIONAL APPROACH TO PERSONAL DEVELOPMENT

Personal Development is an integral part of the Euromed Management experience. Future managers need to be able to carry out self assessment, define their objectives and develop personal strategies while learning from their actions. This is why Euromed Management has created a three dimensional personal development service that uses professional coaches and academic advisors to help students personalise their studies into a project that fits their interests.

### BE

I identify my personality, my skills, my values, my motivations, my driving force; these elements allow me to elaborate a personal and professional career plan in accordance with who I am.

### LIVE

By managing projects known as 'Pro-Act' and by carrying out internships, apprenticeships and other types of experience, I develop my skills by applying what I learn in the classroom in "real life" situations. I experiment and this helps me make better choices for my future.

### BECOME

I build and put into action my personal and professional career plan taking into consideration the evolution of the job market.



More on personal development

### PRO-ACT – LEARNING BY DOING

Beyond developing project management competences, Euromed Management's emphasis on action learning has a specific personal development dimension: only experience can develop an understanding of complexity, diversity and the competences of effective action. Obligatory for graduation, one or two based on the programme, elective student projects help our students acquire knowledge through action. Coherent with our values and expectations, every Pro-Act is required to integrate CSR criteria in its reporting.

An awards ceremony is held every year compensating superior student Pro-Acts.

### THIS YEAR'S AWARD WINNING PROJECTS

#### 1<sup>ST</sup> PLACE

**SimONU** - organised the 5<sup>th</sup> edition of the UN General Assembly Simulation

#### 2<sup>ND</sup> PLACE

**Euromed's Sailing** - won both French and World Student Sailing Championships

#### STUDENT'S CHOICE

**Diambars** - Promoting Education through Football

Three company missions were also given trophies for the quality of their strategic analysis, their teamwork and the pertinence of their recommendations to their assigned companies (SMTPC, KFC, La Tour de Sabran).



Julien Lanfrey (Diambars) with Bernard Lama



More on Diambars

More on Pro-Acts



# EXECUTIVE EDUCATION



The school's Executive Education offer has reinforced Euromed Management's visibility in the business world, on the local, national and international levels and has proven itself to be not only a financial

resource provider but also a key vector for innovation in contents and pedagogy aimed at experienced managers, in line with the school's positioning and vision.

The part-time Graduate and non-degree Executive Education programmes include: DBA and Executive

MBA programmes in China and in France, four Part-time Masters (linked to main fields of activity in the PACA region: Social Services, International Maritime Transport, Wealth Management, Real Estate and Urban Policies Management), the PMG (General Management Programme, an Honours Bachelor aimed at middle managers and certified by the French Government), Tailor-Made Programmes and Short Modules.

*Françoise Lassalle-Cottin*  
Director of Executive Education

**Over the years, Euromed Management has placed Executive Education at the heart of the school's development.**

## 2010-2011 HIGHLIGHTS

**In October 2010, the World Med MBA was ranked for the very first time by the Financial Times among the top 100 Executive MBAs worldwide.** Ranked 84th in 2010, it progressed to be ranked 61st worldwide and 5th in France in 2011. In addition, this programme also received official accreditation by the Chinese government in 2010.

**The PMG, as one of the mainstays of the Executive Education activity, is resolutely oriented towards management of diversity:** it now embeds a new track about "CSR and Sustainable Development" and in partnership with Ethik Management, a firm specialised in the training and professional integration of people with disabilities, the PMG was adapted for managers with visual impairments. The first visually impaired participant entered the PMG in November 2010 and three more are expected in November 2011. Last but not least, a new PMG branch opened in Corsica for the first time in December 2010.

**Regarding customised programmes, internationalisation is a core issue:**

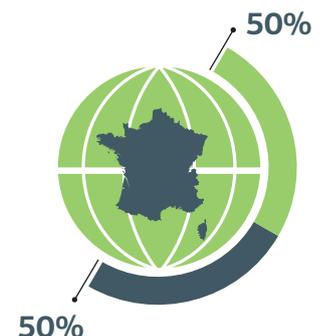
Euromed Management won an international tender launched by Sonelgaz, the main Algerian producer and distributor of electricity and gas. A 1.5 M€ customised training programme was designed for 550 executives of the company and was delivered in Algiers in mid-2010. Following this success, Euromed won another contract with Siemens North Africa, delivering a leadership programme for 40 high potential young managers from Algeria, Morocco and Tunisia.

**In August 2011 the Executive Education & MBA programmes will move into new facilities downtown** (Campus La Joliette), providing strong visibility for Euromed Management in the heart of the city and an easier access for participants coming from the train station (via subway) or from the international airport.

**344**

PARTICIPANTS

66% 34%





**Research is at the heart of scientific knowledge: undertaking and disseminating research is central to Euromed Management's mission and vision.**



Research at Euromed Management is structured through research priorities which correspond to faculty's skills and expertise and to the strategic positioning of the business school. They further guide choices of partnerships with businesses and organisations and the development of research chairs.

The business models that research will develop in the future imply new concepts, new measurements and establishing new relationships. We engage in conceptual and empirical research that advances our understanding of the role, dynamics, stakes and impact of corporations, markets, cultures and consumers. Therefore, research topics and approaches are numerous, diverse and far reaching. Approaching these topics certainly requires scientific skills and expertise but also creativity and certainly changes in mindsets.

In accordance with Euromed Management's Strategic Plan, there are five research priorities that re-group publications, projects, and events alongside a number of research chairs and think-tank activities. The research priorities include:

**1/ Market, Corporate and Individual Behaviours in Euro-Mediterranean, Emergent and Subsistence Marketplaces.**

**Coordinator:** Dr. Thomas Lagoarde-Segot, Associate Professor of Finance

**2/ The Management of Diversity and Managing Across Cultures.**

**Coordinator:** Dr. Boris Bartikowski, Associate Professor of Marketing

**3/ Environmental and Ethical Dimensions of Businesses and Organisations.**

**Coordinator:** Dr. Julien Hanoteau, Associate Professor of Sustainable Development and of Economics

**4/ Strategies, Markets and Customers in Entertainment, Sports, Healthcare and Maritime Industries.**

**Coordinator:** Dr. Jean-Philippe Danglade, Assistant Professor of Marketing

**5/ Managing Networks, Value Chains and Entrepreneurship.**

**Coordinator:** Dr. Saïd Yami, Affiliate Professor in Strategy

With over 250 publications and a burgeoning amount of conferences and events, our research activities are increasingly rich in quality and relevance. A full accounting of this year's research activities can be found on the school's website.

*Prof. Dwight Merunka  
Director of Research and Doctoral Programmes*

# A FEW OF THE YEAR'S RESEARCH HIGHLIGHTS

## Research Chairs at Euromed Management

The first research chair was created in partnership with La Poste, the French Postal Service, in 2007 on the topic of sustainable performance. Think-tank activities were subsequently developed and continue to flourish through the Responsible Management Network. Two additional chairs were launched in socially responsible investment and more recently in sustainable procurement. Over the next few years we aim to increase research activities through the creation of new chairs, projects and networks.

### THE AG2R/LA MONDIALE RESEARCH CHAIR

Thanks to the support of AG2R/La Mondiale, Euromed Management's chair "Finance Reconsidered: Investment, Solidarities and Responsibility" has been extended for a period of three years (2011–2013). The chair's objective is to build and develop a modern and responsible approach to finance, reflecting the societal views of both partners. AG2R/La Mondiale's research team is headed by Prof. Bernard Paraque, Professor of Finance at Euromed Management.



### CHAIR IN SUSTAINABLE PURCHASING IN A NETWORK ENVIRONMENT

The purchasing function is at the heart of business and the sustainable development strategies. This chair uses a multifaceted and project-based approach to a complex issue packed with dilemmas, paradoxes and potential conflicts, depending on the stakeholders involved.

Launched in April 2010, the chair is funded by three companies: L'Occitane, SNCF (French Rail) and Sodexo, together with three NGOs: WWF, Max Havelaar and Extra-Muros. These partners provide data and analysis regarding the economic, environmental and societal dimensions of responsible purchasing. A new partner, ERDF, will join the chair in August of 2011.



Company & NGO knowledge is matched to a multi-competence team of researchers. Dr. Robert Spencer (Marketing and Purchasing) and Dr. Frédéric Prévot (Strategy) are the co-chairs, working in close collaboration with a selected team of researchers, including Danielle Castagnoni (Responsible Marketing) and Dr. Ali Cheaitou (Supply Chain Management).



Danielle Castagnoni



Dr. Robert Spencer



Dr. Frédéric Prévot

#### Projects launched this year:

- A bibliometric analysis of responsible purchasing.
- A managerial state-of-the-art project to determine the managerial definition of what responsible purchasing is and to analyse the sophistication of firms in this field.



# THE RESPONSIBLE MANAGEMENT NETWORK

Euromed Management launched the Responsible Management Network (RMN) in October 2007 with 14 companies and NGOs. Members of the network include: La Poste, Adecco, Acidd, Armor Lux, EDF, Kinnarps, ONET, Sodexo, Max Havelaar, La Banque Populaire, AG2R, Novethic, Cora and Utopies.

Acting as a think-tank, the Network's mission is to contribute to the emergence of "responsible management" in order to reconnect business dynamics with those of society. The Network's secondary objective is to help advance our community by becoming the reference in responsible management. Through a participative methodology, the Network encourages innovating, emulating, capitalizing and co-creating knowledge, actions and a new "savoir-faire".

This year the RMN has launched a new phase that focuses on creating tools from the knowledge produced by Network activities. In 2011, Network members have focused their efforts on an approach to responsible management dynamics at the bottom of the pyramid.

In the fall of 2011 this network will open up to new partners including: ERDF, Institut Inspire, Groupe La Varappe Développement, L'Occitane, Satori, SNCF, St Microelectronics and Veolia.



Réseau du Management Responsable



## RMN HIGHLIGHT:

The publication of the "The Guide to Countering the True - False - Good Reasons for not Taking Action". Available on the Euromed Management website.

## PUBLICATION HIGHLIGHTS

- "Investigating mediators between corporate reputation and customer citizenship behaviors". Bartikowski, B., & Walsh, G. (2010). *Journal of Business Research*, 64-1, 39-44
- "Omega performance measure and portfolio insurance". Bertrand, P. & Prigent, J-L (2010) *Journal of Banking & Finance* 35(2011) 1811-1823
- "Is slow steaming a sustainable means for reducing CO2 emissions from container shipping". Cariou P. (2011). *Transportation Research Part D*, 16, 260-264
- "Navigating between dyads and networks". Cova, B., Prévot, F. & Spencer R. (2010) *Industrial Marketing Management*, 9 (6), 879-886
- "Knowledge Exchange Processes in Organisations and Policy Arenas: A Narrative Systematic Review of the Literature". Contandriopoulos, D., Lemire, M., Denis, J.-L., & Tremblay, E. (2010) *The Milbank Quarterly* Vol. 88, No. 4 (pp. 444-483)
- "Networking under Uncertainty: Concepts and Research Agenda". Ford, D., & Mouzas, S. (2010). *Industrial Marketing Management*, 39, 956-962
- "Opportunity cost based analysis of corporate eco-efficiency. A methodology and its application to the CO2-efficiency of German companies". Hahn, T., Figge, F., Liesen, A., & Barkemeyer, R. (2010). *Journal of Environmental Management*, 91(10), 1997-2007
- "Improving supplier's situation through supplier cooperation: The case of Xintang jeans town". Jing, B., Talluri, S. & Yao, T. (2011) *International Journal of Production Economics*, DOI: 10.1016/j.ijpe.2011.03.010
- "A closer look at financial development and income distribution" Gimet, C. & Lagoarde-Segot, T. (2011). *Journal of Banking and Finance*, Vol. 35 Issue 7 (pp.1698-1713)
- "The Antagonism of Push and Pull Strategies, and the Current Funding Campaigns to Fight Orphan Diseases". Leoni, P. (2011). *Social Science & Medicine*, 72-2, 202-205
- "Effects of Nationality, Gender, and Religiosity on Business-Related Ethicality". Peterson, R.A., Albaum, G., Merunka, D., Merunka, J.L. & Smith, S.M. (2010) *Journal of Business Ethics*, 96, 573-587



# A FEW NOTABLE PROJECTS

## FORUM EURO-MEDITERRANEEN DES INSTITUTS DE SCIENCE ECONOMIQUE (FEMISE)

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The FEMISE Association is a Euro-Mediterranean network that currently includes 94 member institutes, with the primary objective of conducting research on economic, social and political topics that have been defined as priorities for the region's future. FEMISE is currently funding two research projects at Euromed Management:

- A Cross-Country Assessment of Well-Being and Quality of Life in the Euromed Region: Models and Measurements.
- Financial Integration, Shock Vulnerability, and Dominant Foreign Investors: Implications for the Cost of Capital in Emerging Markets.

## PERFORMANCE AND DIVERSITY: THE LA POSTE PROJECT

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Dr. Virginie Martin, Associate Professor of Sociology and Political Science, and Thierry Brener, Adjunct Professor at Euromed Management, together with more than a dozen students, worked in collaboration with La Poste (one of the largest employers in France) to provide answers about how diversity management affects corporate performance.

## GLOBAL RESEARCH IN INNOVATIVE DEVELOPMENT STRATEGIES (GRIDS)

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The GRIDS research group is led by Dr. Julien Hanoteau, Dr. Thomas Lagoarde-Segot and Dr. Virginie Vial, all faculty members at Euromed Management. Its mission is to bring new insight into the complex interaction between economic development, institutional change and human development through applied interdisciplinary research.

## INTERNATIONAL RESEARCH NETWORK ON SOCIAL AND ENVIRONMENTAL ASPECTS IN BUSINESS AND MANAGEMENT (SEABUS)

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SEABUS is an international academic network that has been funded by the German Federal Ministry for Education and Research since 2006. In 2010, under the umbrella of SEABUS Euromed hosted a guest researcher from the Institute for Futures Studies and Technology Assessment (IZT Berlin) for three months. In addition, together with other network members Dr Tobias Hahn published special issues of two academic journals on "Trade-Offs in Corporate Sustainability" and "A New Future for Business".

## SPORTMED: THE 5<sup>TH</sup> SPORTS' LAW AND MANAGEMENT COLLOQUIUM

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Euromed Management, Kurt Salmon, KGA, the University of Marrakech and the Moroccan Ministry of Youth and Sports organised the 2011 SportMed Colloquium in Marrakech. The event took place in Marrakech's new stadium during the "Salon du Sport." Members of FIFA (Federation International Football Association), CAF (Confederation African Football), football clubs and sponsors all came together to discuss the theme, *The Professionalisation of Football in Africa: The Case of Morocco*.

# SOCIAL POLICY AND COMMUNITY INVOLVEMENT

AREA

4

*Diversity against Discrimination  
Promoting Equal Opportunity*

## ELITE OR ELITIST?

By choosing to be an “elite school” we choose to recruit and train the best candidates, no matter their social origin, religion, gender or handicap. In order to avoid involuntarily reproducing oligarchic “cast” systems, we must make daily efforts towards achieving the best social representation. This applies not only to underprivileged households but also to people with disabilities.

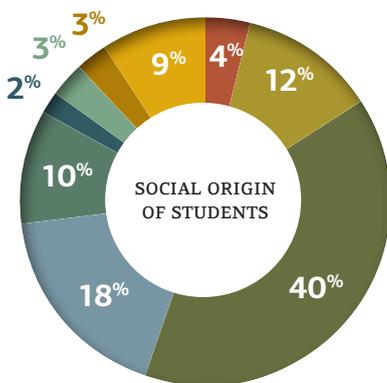
Diversity is more than a notion, it is a reality. Whether recruiting students or staff members, recruiters follow an anti-discrimination policy. Our goal is that the school will one day reflect the realities of French society demographics (National Green Plan Objective for 2020). To achieve this objective and to change mindsets, both long-term and short-term actions must be carried out. This is why scholarships, grants, apprenticeships and partnerships have been developed by the school. Combined with efforts to diversify its student profile, Euromed Management also works towards making higher education more accessible for all. Through tutoring programmes such as MedPower, Coach me I’m Famous and the Cercle Passport Telecom – corporate mentors help students build their social network and corporate culture capital.

Over 10 student projects support this policy. Since 2006 the association Phoenix has received the “Cordées de la Réussite” a Government Grant to fund their activities in “priority education zones”. In 2010-2011 70 students from Euromed Management mentored over 150 students from secondary schools in Marseille; providing over 5 300 hours of tutoring.

In March 2011 the school organised its 2nd Diversity Week – raising awareness and analysing school policies regarding disabled workers & students, recruitment discrimination, managing diversity, freedom of religion, gender equality, sexual orientation and inter-generation work dynamics. Highlight of the week: “Diversity – an Energy that Pays” – conference given by Myriam Maestroni, Former C.E.O. of PrimaGaz

- Agro-fishing industry
- Craftsmen, shopkeeper and business owner (over 10 employees)
- Senior management & intellectuals
- Intermediate level workers

## EFFORTS FOR DIVERSITY



- Employees
- Blue collar Workers
- Retired
- Persons without any professional occupation
- Other



### STUDENTS

Give everyone an access to higher education

### CIVIL SOCIETY

Mentoring, Tutoring, Community awareness raising



Allow them to integrate Euromed Management

### EUROMED MANAGEMENT

Scholarships, Parallel admissions, Apprenticeships, Wellness, Building conformity



Enable them to carry out their studies in the best learning conditions

### JOB MARKET

Awareness Raising and Training, Exemplarity, Alumni Support



Enable them to enter the job market

# GIVING BACK TO OUR COMMUNITY COMMITMENT & ACTIONS

## Marseille

## Europe

## Mena

## The world

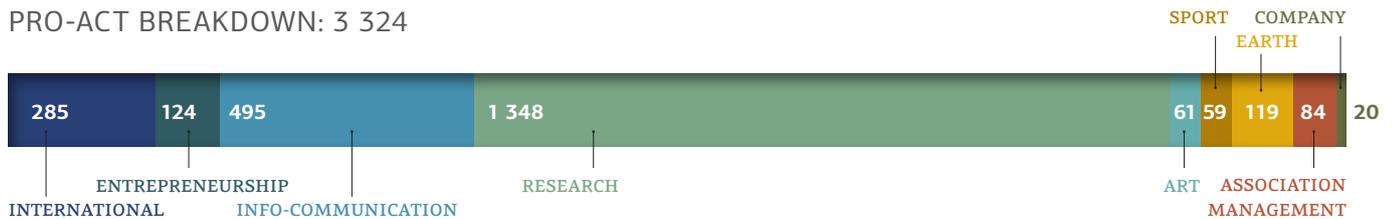
As Euromed Management has grown, so has the school's commitment to community development. Investing in the region, sites have been opened in Avignon, Bastia, Toulon and Marrakech. Emphasis is also placed on regional social responsibility in regards to international academic standards. The contributions of the student body are particularly noticeable due to the school's project based teaching approach (Pro-Act).

Promoting the attractiveness of the region, helping to create and launch new businesses and products, working with companies to improve their financial and social performance, contributing to academic debates around the world – these are just examples of how we give back to our local,

national and international communities. Last year, over 3000 student projects were carried out locally and internationally. Out of these Pro-Acts, 119 were sustainable or "earth" projects. From tutoring local youths to promoting social entrepreneurship in Africa, the student body plays an

active role in our sustainable development approach. They also contribute to regional innovation as demonstrated by Camille Paillard's the "Light by Design" project. This graduate of the class of 2011 designed a prototype, which is now on the market, for the local company Blackbody.

### PRO-ACT BREAKDOWN: 3 324



### AMONG OUR CONTRIBUTIONS

#### INTERNATIONAL

Equal Board  
Institut de la Méditerranée  
FEMISE  
Academic Conferences & Events  
Mediterranean Network of Engineering & Management Schools

RMEM/RMEI  
International Incubator  
Euromed Maroc  
ESAA (Alger)  
Institut Franco-Chinois  
PRME Working Groups  
UNGC Working Groups

Marseille's International City Council  
Procames  
Provence Promotion  
Student Associations & Pro-Act  
OCEMO - Office of Economic Cooperation in the Mediterranean and Orient

#### NATIONAL

CEEG (Commission Evaluation Etablissements de Gestion)  
Présidence of "Chapîtres des Ecoles de Management"

Responsible Management Network  
Responsible Campuses Projects  
Comité21  
ORSE  
Training SME

APM (Association for the Progress of Management)  
ANDCP (National Association of HR Managers)  
Board Memberships  
Institut Français des Administrateurs  
Consultancy activities

#### LOCAL

School Board memberships  
AGESEM (local subsidiary of CGE)  
Training job seekers  
Tutoring & Mentoring Company  
Research Projects

Grand Luminy Incubator  
Impulse Incubator  
R2D2 (Regional Network for Sustainable Development)  
2R2D (Regional Sustainable Development Decision Makers' Network) held on campus in Toulon Dec 2010

Ecole de la 2<sup>ème</sup> Chance  
Students Associations & Pro-Act  
Professional Associations

# HUMAN RESOURCES AT EUROMED MANAGEMENT MANAGING IN DIVERSITY



**On January 2, 2010, human resources management, previously under the responsibility of the Chamber of Commerce and Industry (CCI) was taken over by the HR Department of the new Euromed Management Association.**

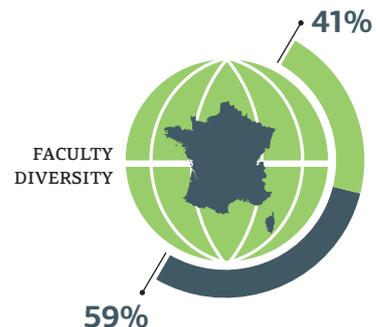
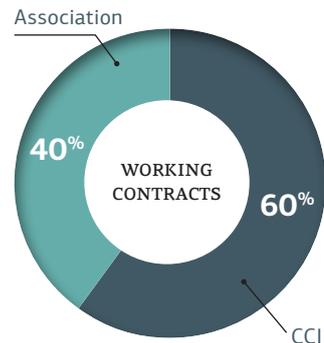
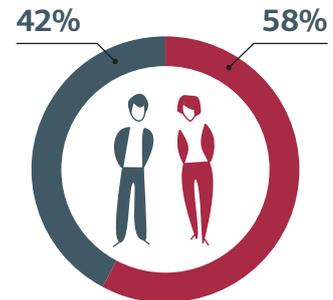
Since the change in governance, the main challenges to the school's human resource policies has been managing the hybrid character of the contractual arrangements with the employees and the diversity of institutional cultures from which they originate. In 2010-2011 the school worked towards building a social base to facilitate the emergence of a "school" culture and to promote the adherence and cohesion amongst staff members. The school is currently setting up company-wide agreements allowing the homogenisation of the various staff status (transferred from CCI or private law contracts), of compensation management, promotions and furthering internal mobility.

In less than a decade, Euromed Management has gone from a regional school to an internationally accredited and renowned institution. This spectacular growth is not only due to the vision of the school, but also the involvement and dedication of the school's employees. As any organisation with heavy growth, the school has not escaped the heavy workloads and work related stress that such growth entails.

Well-being in the workplace is one of the human resources challenges for the coming year. In June 2011 the school carried out its first yearly internal survey to evaluate the employee satisfaction with their

work environment and to put in place corrective action plans. Another "first" for the school was the awarding of an end of the school year bonus to every staff member. This exceptional bonus reflects the value we place on the efforts of the entire school in our mission towards excellence and for achieving the triple accreditation.

*Marie-Pierre Codognet  
Director of Human Resources*



*"The diversity in staff age and origin helps to create social dynamics consistent with the desired growth of the school and the composition of its student body."*

*Marc Pouzet  
Chairman of the Remuneration Committee*

# GREEN CAMPUS MANAGEMENT

AREA

5



The only French business school situated in a national park, the sustainable management of our campus is a challenge and an obligation. This means that we must work on managing our resources and waste, protecting our biodiversity and fighting against climate change. In 2009 the school signed the Copenhagen Declaration and agreed to lower its greenhouse gas admissions by 40% by the year 2020. Among our greatest challenges is reducing our carbon footprint during an expansion phase. This is why The CSR Department works closely with the Student Sustainable Campus project raising awareness among staff and students. Our efforts to lower our carbon footprint are focused around six axes (cf. index pg. 48).

## ENERGY CONSUMPTION & PRODUCTION

With an increase of 8%, last year's energy consumption rose at the same rates as the student body size. Efforts were made to reverse consumption trends with the arrival of energy efficient light bulbs, automatic lighting systems and replacing florescent light bulbs with electronic tubes. Currently over 65% of light bulbs are low consumption and energy saving. In an effort to improve our daily management of electricity flow, the school put in place a new automatic monitoring tool to analyse electricity consumption. Students organised eight "just a click" awareness operations that reduced energy consumption by 20% on those days.

This year 300M<sup>2</sup> of solar panels were installed and activated. These panels currently produce approximately 115.3kw/h every day.

## WASTE MANAGEMENT

Effective waste management is a critical element in any sustainable development policy and one of our greatest challenges. Even though new contracts were established for recycling services (paper, cardboard, etc.) our paper consumption continues to skyrocket. Our management of computer, electronics and technical waste remains adequate and new objectives have been established regarding the recycling of bottles and cans – the weakest link in our waste management practices.

## RESPONSIBLE PURCHASING

Since 2009, Euromed Management made the commitment to integrate CSR criteria into 10% of the overall purchasing evaluation. This year the CSR Officer from the purchasing Department joined the Responsible Purchasing Chair and launched a project that aims at improving our process and tools. To date, although a number of products and contracts include CSR criteria a "responsible" purchasing processes has not been formalised. For example, for the past two years, all of the paper ordered from our supplier has come from eco-certified wood.

## BUILDING RENOVATION

All building renovations, main campus or otherwise, take into account ecological and social improvement needs. This fall, the school's new campus in downtown Marseille has been made accessible for students with disabilities, in preparation for three new visually impaired participants. These renovations are part of a larger plan to make the school fully handicap accessible by 2015.

## BIO-DIVERSITY



Sub-contractors and members of the technical staff currently use no noxious products in our campus's management. Next year we will launch a project that will go beyond product use and see how we can contribute to the preservation of the park's bio-diversity. Already students organise "Calanques" park and beach cleaning actions.

## TRANSPORTATION

This year students organised "Green Driving Classes" for students and members of the Sustainable Campus Project are working on developing carpooling stations on the campus. The school faces a number of difficulties in regards to transportation and we have yet to find an efficient solution.





KARA  
World Med MBA  
Class of 2010  
Management Consultant at Sia Conseil



CHAPTER THREE

*Our Performance*

# FINANCIAL PERFORMANCE

**An ethical and principle-based transformation  
for a performance entirely to the benefit  
of our pedagogy and research:  
Euromed Management, a socially responsible school.**



As of January 2010, Euromed Management, previously part of the Marseille Provence Chamber of Commerce, has acquired a new legal statute as a non-profit association.

After a century of integrated management, the school is now financially independent and responsible for managing its budget, investments and moreover, its future.

This newfound "freedom" required staff members to be increasingly rigorous and professional. Parallel to this, the school's Governing Body and Management Team became particularly vigilant, in order to assure an optimal and efficient school administration in accordance to our development strategy.

Euromed Management thereby develops on daily basis an economic model coherent with its mission and vision in an effort to be virtuous, transparent and socially responsible. In other words:

- no shareholders to remunerate;
- a school completely dedicated to mankind, concerned about its students, their personal fulfillment and employability, the balance between its researchers and colleagues, partner respect and development;
- a school that respects its environment, is involved in its city and established in a region to which it brings influence and competitiveness;
- a school that is multi-cultural and open to the world; and
- a place of continuous learning, personal development, creativity and innovation.

Our ambitions call for regular and substantial recruitments and investments so that we may improve our pedagogical tools, hire international teachers and researchers, offer innovative programmes and spaces, and assure and maintain service quality on all of our campuses.

This is why the school invested in a new campus dedicated to executive education in the economic heart of Marseille and the "Hub" on the Luminy

Campus - an innovative and hi-tech concept that provides students with a space to exchange, create and learn with new technologies. Both structures will open in the fall of 2011.

Despite the increasing cost of our improving academic offerings, the school managed to contain the rise of tuition. For the past three years, fees only increased by an average of 10%, considerably less than many other business schools. This was a deliberate choice in conformance with Euromed Management's strategic positioning in regards to its social responsibility.

With regular and controlled growth, as well as important financial contributions from our partners - a sign of their trust -, the school was able to keep tuition fees well below the actual cost of each student's education.

*Yannick Gheno  
Deputy Director General*

*"We invite you to join us in this new and exciting chapter  
of our school's history."*

*Pascal Fouache  
Treasurer*



# EXTRA-FINANCIAL PERFORMANCE

*How can we ensure that our efforts,  
our human and financial investments,  
actually serve our objectives?*



This question which all good administrators ask themselves is at the heart of our sustainable development approach. We must measure both the quality of our daily actions (embedding of mandatory CSR courses for all of our students) and the true impact of our long-term objectives (have we actually trained responsible managers?). At the moment we are aware that we lack indicators which would allow us to measure our impact in various fields.

In November of 2009, we asked BMJ Rating to evaluate the strategy and implementation of our CSR policy. This independent firm provided us with an external view on our commitments and actions carried out over the years. Although we are proud of our extra-financial performance (A++, cf. website), certain criteria remain in need of improvement. The audit confirmed the necessity of “clear CSR reporting displaying the axes of improvement as well as precise objectives” not to forget “a better identification and understanding of our stakeholders”.

On this last point, in 2010 with Deloitte we carried out our first stakeholder consultation and launched a number of actions in response to their requests. The Bentley Global Business Ethics Symposium on the topic of stakeholders was co-organised by Bentley University and Euromed Management and provided our school with the opportunity to raise our colleagues’ awareness on this topic.

In regards to our reporting, the publication of our two previous sustainable development reports and our increasingly precise indicator index allow us to have a clear view of the evolution of our actions and helps us fix realistic short, middle and long-term objectives. Moreover we have built our reporting process around the model framework of the Green Plan (national objectives) to which we added supplementary indicators that we found pertinent. This process, in which we seek to be as transparent as possible, is in accordance with the UNGC guidelines and the PRME Principles.

In the end, measuring the impact of our CSR policy on student recruitment, accreditations or ranking is not evident. Surveys during entrance exam periods (over 900 candidates questioned) indicate that our CSR positioning is one of the deciding factors in our school’s success. Accrediting bodies seem to agree.

It’s easy to measure partner investment through scholarships, grants, research chairs and think-tank activities linked to CSR. One of our main challenges for the coming years will be to highlight the global link between social, societal and environmental performance with our financial performance.

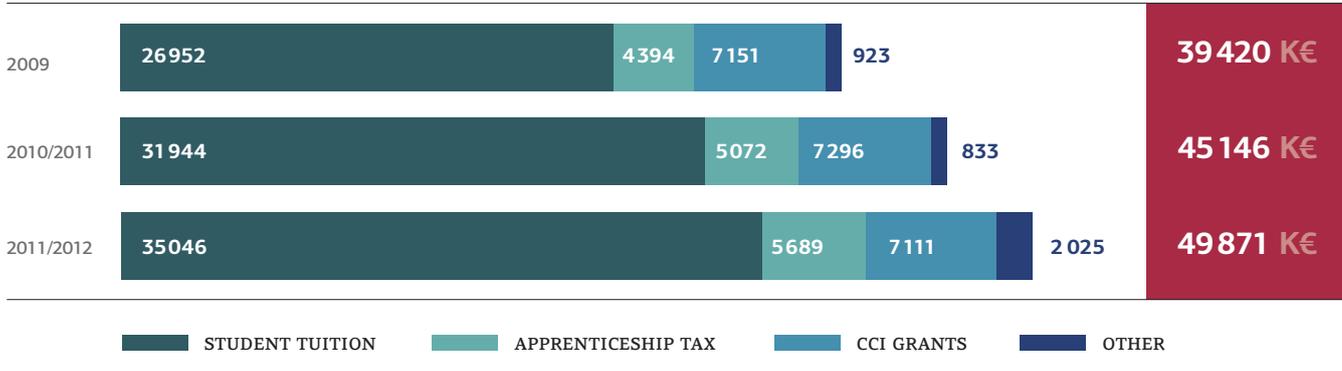
This integrated report is the beginning of this process.

*Jean-Christophe Carteron  
Director of Corporate Social  
Responsibility  
Deputy Director of Corporate / Markets*

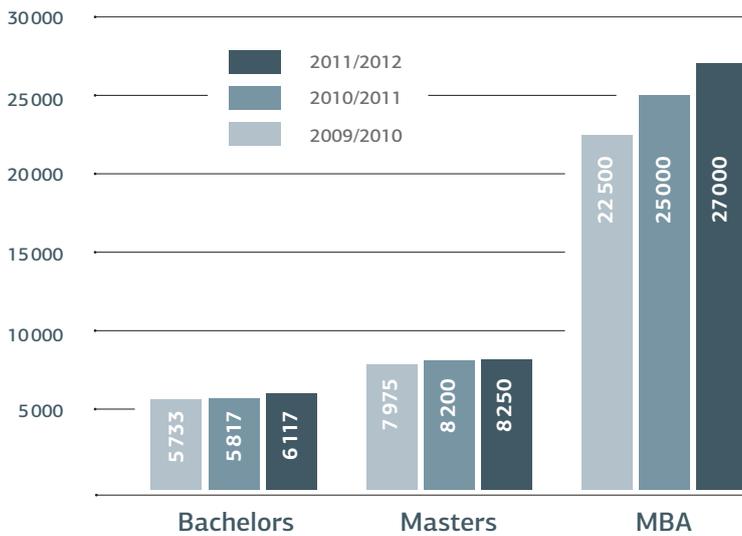
# PERFORMANCE INDICATORS 2010-2011

## SCHOOL BUDGET (K€)

## TOTAL

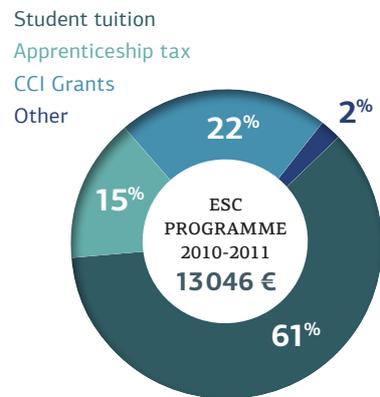


## TUITION FEES (€)

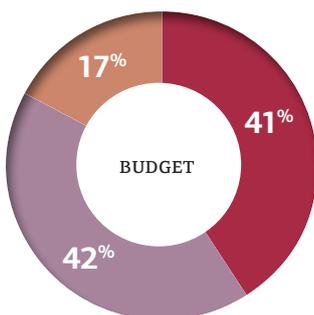


## AVERAGE COST OF EDUCATION

### SOURCES OF FUNDING

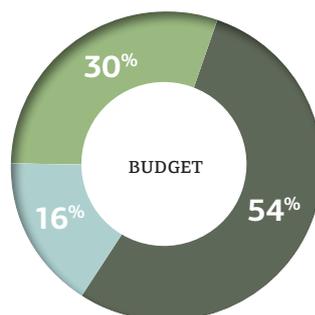


## 2010/2011 EXPENSES



Salaries  
Operating costs  
Investments

## SCHOOL INVESTMENTS



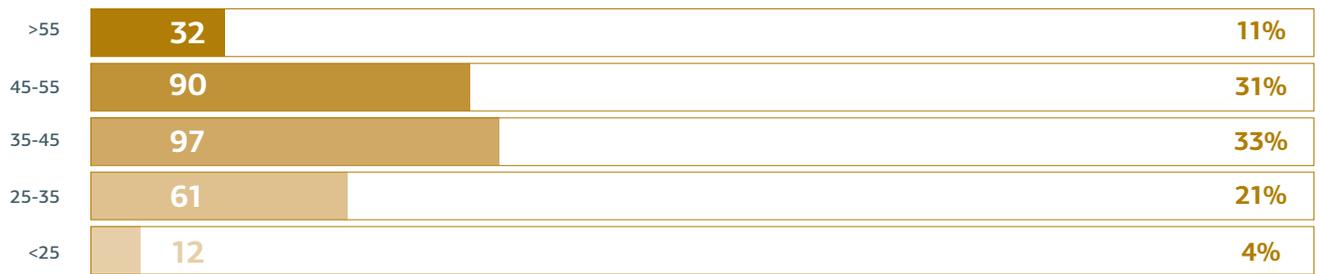
Teaching  
Operations / infrastructure  
Sustainable Campus

## NEW STAFF RECRUITMENT

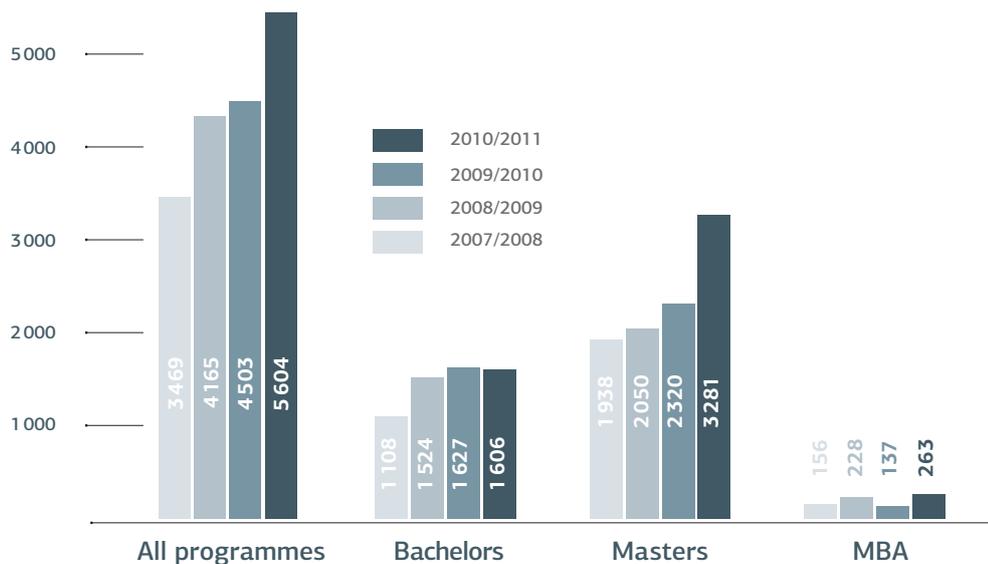
2010-2011



## STAFF AGE DISTRIBUTION



## NUMBER OF STUDENTS



## RANKINGS 2011

**61<sup>st</sup> / 4<sup>th</sup>**  
 WORLD MED MBA  
 FINANCIAL TIMES  
 (INTERNATIONAL / FRANCE)

**30<sup>th</sup> / 7<sup>th</sup>**  
 MASTER IN MANAGEMENT  
 FINANCIAL TIMES  
 (EUROPE / FRANCE)

**8<sup>th</sup>**  
 ESC  
 FIGARO ETUDIANT (FRANCE)

**9<sup>th</sup>**  
 ESC  
 LE POINT (FRANCE)

## STUDENT SCHOLARSHIPS & GRANTS

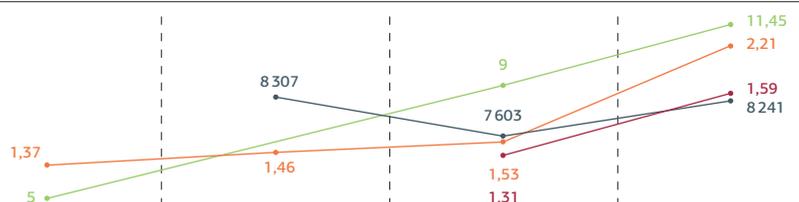
	2007/2008	2008/2009	2009/2010	2010/2011
FRENCH GOVERNMENT SCHOLARSHIPS (CROUS)	321	394	453	466
NUMBER/AMOUNT OF SCHOOL GRANTS	62 K€	233   62 K€	318   62 K€	70   100,5 K€
NUMBER AND TOTAL AMOUNT OF EUROPEAN GRANTS FOR MOBILITY	342   518 K€	340   642 K€	395   651 K€	280   587 K€
NUMBER OF STUDENT ASSOCIATIONS	9			26
GRANT RECEIVING STUDENTS (ESC PROGRAMME %)	17,9%	18,1%	20,4%	21,31%

## RESEARCH STARS & PUBLICATIONS

	2007/2008	2008/2009	2009/2010	2010/2011
CNRS 1	★★★★★ 1	★★★★★ 1	★★★★★ 2	★★★★★ 2
CNRS 2	★★★★ 0	★★★★ 2	★★★★ 4	★★★★ 7
CNRS 3	★★★ 2	★★★ 8	★★★ 18	★★★ 13
CNRS 4	★★ 7	★★ 7	★★ 18	★★ 9
<b>TOTAL</b>	<b>15</b>	<b>33</b>	<b>74</b>	<b>64</b>
ARTICLES PUBLISHED	92	96	127	135

## RESOURCE CONSUMPTION

ELECTRICITY (GWh)  
 GAS (GWh)  
 WATER (m<sup>3</sup>)  
 PAPER (T)



Note: 8% increase in student body size in 2010-2011

# PERFORMANCE INDEX

This section is an index of Euromed Management's financial and extra financial performance indicators.

For the past three years we have measured the impact and progress of our extra-financial, sustainable development, indicators. In this year's report, the performance trend analysis will only apply to the extra-financial indicators.

General Performance Indicators   
Sustainable Development Indicators   
1K€ = 1000€

## IMPACT MEASUREMENT

 : Objective achieved or surpassed  
 : Objective is being realised  
 : Objective not achieved

## ACTIVITY MEASUREMENT

 : Means/actions carried out this year contributed to the achievement of long-term goals  
 : Means/actions carried out this year are not adapted to the achievement of long-term goals  
 : Means/actions carried out this year did not contribute to our goals

MAIN INDICATOR / SD OBJECTIVES (NATIONAL (NO) & INSTITUTIONAL (IO))	KEY PERFORMANCE INDICATORS (KPI)	2007 / 2008	2008 / 2009	2009 / 2010	2010 / 2011	GOALS / OBJECTIVES 2011 / 2012	TRENDS
<b>1. STRATEGY AND GOVERNANCE</b>							
		2007	2008	2009	2010 / 2011	Budget 2011 / 2012	
BUDGET IN MILLION € (2007 / 2009 BASED ON CIVIL YEAR, 2010 / 2011 ON ACADEMIC YEAR)	Overall Budget	34 M€	36.3 M€	39.4 M€	45.1 M€	49.9 M€	
	Payroll	14.82 M€	14.95 M€	15.21 M€	18.9 M€	20.4 M€	
	Investments	-	1	1	3.1 M€	3.3 M€	
	Tuition Fees - Average ESC Master's	-	-	9.2 M€	11.1 M€	13.4 M€	
	Tuition Fees - Global	20 M€	22.3 M€	27 M€	33 M€	35 M€	
		2007 / 2008	2008 / 2009	2009 / 2010	2010 / 2011		
AVERAGE COST IN K€	Average cost of a student Master's degree	15 K€	16.8 K€	12.5 K€	13 K€	15.7 K€	
CORPORATE CONTRIBUTIONS	Advanced partnerships	-	90	102	160	-	
	Corporate relations	-	-	-	860	-	
	Apprenticeship tax in Million €	-	-	-	5 M€	5.7 M€	
	Internships	1853	2288	2546	2578	-	
	Company Origin international / national	-	-	-	48% / 52%	-	
NUMBER OF STUDENTS	All Programmes	3469	4165	4503	5604	5794	
GEOGRAPHICAL STUDENT ORIGIN	Provence Area	29%	29%	25%	19%	-	
	France	76%	76%	72%	72%	-	
	Europe (excluding Russia and Turkey)	5%	5%	7%	6%	-	
	International (Including Europe)	24%	24%	28%	28%	-	
REQUIRED ENTRANCE EXAM SCORES (ESC)	Ecricome	9,35	9,4	9,55	9,6	9,65	

MAIN INDICATOR / SD OBJECTIVES (NATIONAL (NO) & INSTITUTIONAL (IO))	KEY PERFORMANCE INDICATORS (KPI)	2007 / 2008	2008 / 2009	2009 / 2010	2010 / 2011	GOALS / OBJECTIVES 2011 / 2012	TRENDS
RECRUITMENT RATE OF ESC STUDENTS PER EXAM (TESTS)	Ericome	8%	8%	8%	8%	-	
	Templin 1	1%	1%	1%	1%	-	
	Tremplin 2	3%	3%	3%	3%	-	
CAMPUS DEVELOPMENT	Number of Operating Campus / Offices	4	4	4	7	-	
ACCREDITATION	Number / Name of International Accreditations	2/ AMBA EQUIS	2/ AMBA EQUIS	2/ AMBA EQUIS	3/ AMBA EQUIS AACSB	3/ AMBA EQUIS AACSB	
RANKINGS	FT - Best european Business School	-	53	49	39	-	
	FT - World Med MBA	-	-	84	61	-	
	FT - Master in Management	23	26	30	30	-	
	L'Etudiant - ESC Master Grandes Ecoles	9	8	9	11	-	
	L'Etudiant - CeseMed Post Bac	-	-	1	8	-	
	Le Point - ESC	10	15	12	9	-	
	Le Point - CeseMed Post Bac	7	2	1	2	-	
	Figaro Etudiant - ESC	8	7	8	8	-	
	Figaro Etudiant - CeseMed	-	-	9	10	-	
Figaro Etudiant - EGC	-	-	-	1	-		
(NO) SIGNATURE OF SD CHARTER INVOLVING ALL STAKEHOLDERS	Engagement by the Management	Sustainable Campus Charter, Diversity Charter, Responsible Campus Campaign, Solar Generation	id	id + Signature of Declarations for the Climate	id + Signature Academic Impact	Internal deployment	↗
(IO 2015) 2 SD CRITERIA IN MANAGERS' EVALUATIONS	Extra financial criteria in managers' evaluations	0	0	0	0	10%	↘
(NO) MEETINGS EACH TRIMESTER OF SD COMMITTEE MADE UP OF PERSONNEL, STUDENTS, MANAGEMENT, AND PARTNERS	Existence of a CSR Department attached to the Director General	Creation of CSR Department	Yes	Yes	Yes	Yes	↗
	CSR dedicated personnel	2	3	4	3	4	
	Number of meetings of CSR referents	2	10	10	11	11	
	Existence of a CSR budget in K€ (excluding research budget, investment budget, salaries, etc.)	67 K€	67 K€	70 K€	55 K€	100 K€	
(IO 2015) 1 ANNUAL MEETING FOR EACH TYPE OF STAKEHOLDER: STUDENTS, PERSONNEL, EXTERNAL	Frequency and consultation method for stakeholders	0	0	1	0	1	→
(NO) ANNUAL ACTIVITY REPORT INCLUDING SD ACTIONS	Activity report including SD actions	ND	SD Report 2008	SD Report 2009 / 2010	Integrated Report 2010 / 2011	Integrated Report 2011 / 2012	↗
(IO) TOUCH ALL STAKEHOLDERS	Sustainable Development awareness raising actions	Multiples	Multiples	5	5	10	→

MAIN INDICATOR / SD OBJECTIVES (NATIONAL (NO) & INSTITUTIONAL (IO))	KEY PERFORMANCE INDICATORS (KPI)	2007 / 2008	2008 / 2009	2009 / 2010	2010 / 2011	GOALS / OBJECTIVES 2011 / 2012	TRENDS
<b>2. TEACHING &amp; TRAINING</b>							
NUMBER OF STUDENTS PER PROGRAMME	All Programmes	3469	4165	4503	5604	5794	
	All Bachelors	1108	1524	1627	1606	1543	
	PMF & EGC	125	471	483	499	403	
	PMG	124	126	118	88	144	
	CeseMed	859	927	1026	1019	996	
	All Masters	491	2050	2320	3281	3341	
	ESC	-	1523	1780	1944	2183	
	M.Sc.	467	508	488	1205	975	
	MS	24	19	52	132	183	
	DBA	-	-	16	34	53	
	MBA	156	228	137	263	297	
	International Exchange Students	224	289	336	370	460	
	IMM	43	74	67	50	100	
INTERNATIONAL PARTNERSHIPS	Number of Partners (accredited)	121 (41)	137 (47)	154 (54)	169 (72)	-	
	Number of incoming students	343	353	447	473	490	
	Number of outgoing students	565	636	757	867	900	
	Number of students involved in special programmes (summer school + MBA summer school)	66	65	70	64	79	
PERSONAL DEVELOPMENT	Number of coaches	-	-	-	42	-	
	Total coaching hours	-	-	2750	3100	-	
STUDENT PRO-ACTS BY CATEGORY	Total number of Pro-Act	-	908	2876	3324	-	
	Pro-Act Terre	-	45	67	119	-	
	Entrepreneurship	-	40	89	124	-	
	Information / Communication	-	179	303	495	-	
	Association Management	-	36	42	84	-	
	Sport	-	18	60	59	-	
	Art	-	11	40	61	-	
	Company	-	-	5	20	-	
	Employment	-	579	772	729	-	
	Research dept	-	-	957	1348	-	
	International	-	-	541	285	-	
(NO 2013) SD TRAINING FOR 100% OF PROFESSORS	Number of professors trained to implement SD in their courses	0%	0%	0%	3.6%	5%	↘
(NO 2011) EXISTENCE OF SD COMMON KNOWLEDGE POOL (NO 2017) 100% OF PROGRAMMES INCLUDE SD	Rate of traditional teaching dedicated to sustainable development >> Obligatory courses	ESC1 (8%) ESC2 (16%)	-	CeseMed (15%) EGC (0%) PMF (8%) ESC1 (8%) ESC2 (16%) MS/MSc. (0%)	CeseMed (15%) EGC (0%) PMF (8%) ESC1 (8.3%) ESC2 (16%) MS/M.Sc. (8.5%)	-	→
	>> Rate of optional courses	ESC 2 (10%)	-	ESC2 (30%) MS/M.Sc. (14%)	ESC2 (16%) ESC1 (8%) MS/M.Sc. (20%)	-	→
	>> Executive education	-	-	3 short classes	4 short classes + 1 programme	-	→
	Rate of students/ graduates doing an internship/job which includes SD issues	-	-	-	17.5%	20%	↘

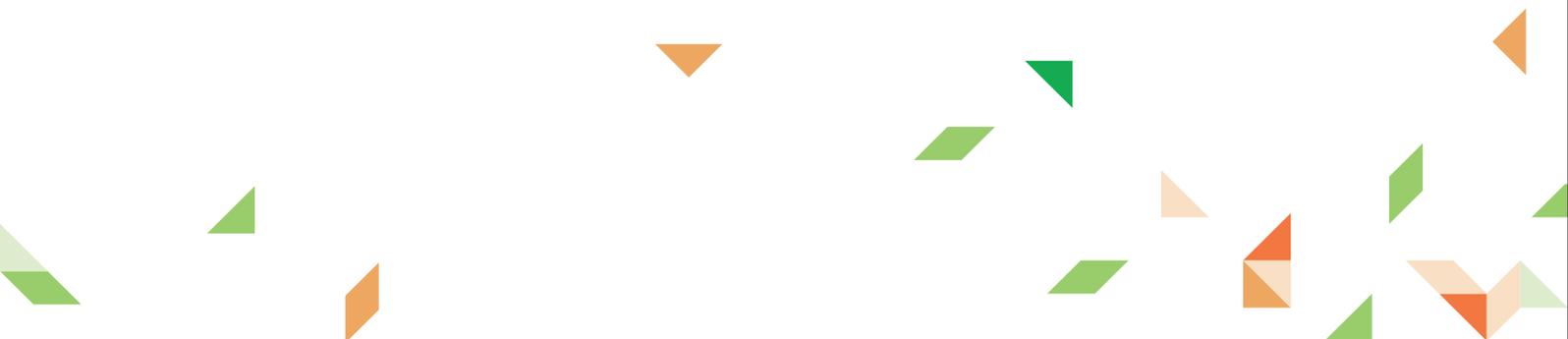
MAIN INDICATOR / SD OBJECTIVES (NATIONAL (NO) & INSTITUTIONAL (IO))	KEY PERFORMANCE INDICATORS (KPI)	2007 / 2008	2008 / 2009	2009 / 2010	2010 / 2011	GOALS / OBJECTIVES 2011 / 2012	TRENDS
<b>3. RESEARCH ACTIVITIES</b>							
PUBLICATIONS	Articles Published	92	96	127	135	-	
	A and B Articles	14	11	32	23	-	
	Other Academic Articles	36	45	40	39	-	
	Professional Journals, Non-Refereed	42	40	55	73	-	
	Book Chapters	33	22	33	37	-	
	Books	3	4	10	14	-	
	Research Papers Presented at Conferences	75	71	81	95	-	
	Case Studies (published in a case clearing house)	5	7	6	10	-	
	Total	208	200	257	291	-	
CNRS* STAR RATINGS	CNRS 1 (***)	1	1	2	2	-	
	CNRS 2 (**)	0	2	4	7	-	
	CNRS 3 (*)	2	8	18	13	-	
	CNRS 4 (*)	7	7	18	9	-	
	Total Number of Stars	15	33	74	64	-	
(NO 2013) 15% OF RESEARCH PROJECTS DEDICATED TO SD THEMES	Rate of academic output linked to sustainable development	17%	N/A	31%	36%	Maintain the level	↗
	Number of research chairs on SD / CSR issues	1	2	3	3	4	
(NO 2011) INTERDISCIPLINARY RESEARCH GROUP ON SD	Existence of an interdisciplinary group on SD	Non	Non	Yes	Yes	-	↗
(NO 2011) NATIONAL EXCHANGE PLATFORM OF SD KNOWLEDGE	Involvement in national / international research programmes on SD	Yes	Yes	Yes	3	-	↗
(NO) SD RESEARCH PARTNERSHIPS WITH OTHER TYPES OF ESTABLISHMENT						-	
(IO) RESULTS OF RESEARCH WORK TO GENERAL PUBLIC AND DECISION MAKERS	Number of actions to spread research work	-	-	-	A few articles in the economic press	Regular articles	→
	Number of SD research projects done by students	50	60	75	168	180	→



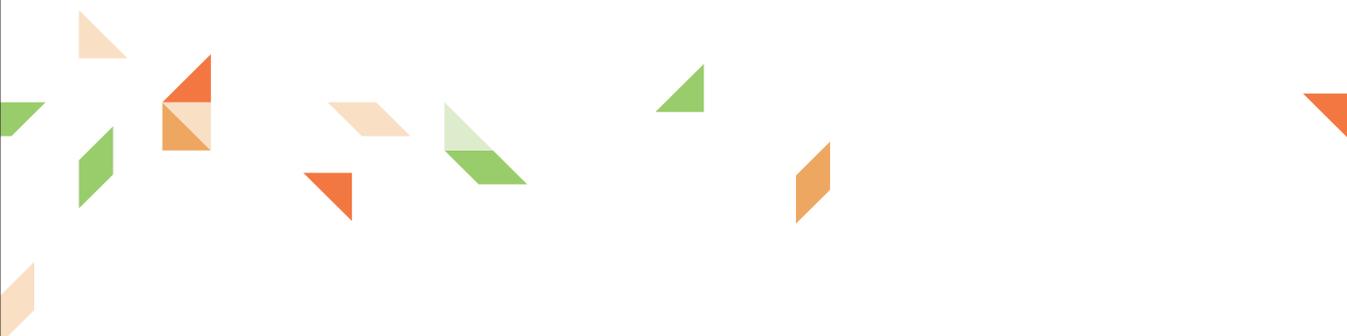
MAIN INDICATOR / SD OBJECTIVES (NATIONAL (NO) & INSTITUTIONAL (IO))	KEY PERFORMANCE INDICATORS (KPI)	2007 / 2008	2008 / 2009	2009 / 2010	2010 / 2011	GOALS / OBJECTIVES 2011 / 2012	TRENDS
<b>4. SOCIAL POLICY AND LOCAL COMMUNITY INVOLVEMENT</b>							
HUMAN RESOURCES	Administrative Staff	-	-	160	213	-	
	Faculty Members	65	67	71	86	-	
	Percentage Men / Women	-	-	32% / 68%	42% / 58%	-	
	Rate French / Foreigners	-	-	84% / 16%	84% / 16%	-	
	Number of hours for Staff training	-	-	-	2788	-	
RECRUITMENTS MEN	Managerial	-	1	10	11	-	
	Non Managerial	-	1	18	1	-	
RECRUITMENTS WOMEN	Managerial	-	6	14	5	-	
	Non Managerial	-	4	23	6	-	
COMMUNITY IMPACT	Percentage of Marseille's Student Population attending Euromed	-	-	-	10%	-	
	Number of student associations	9	-	-	26	-	
(NO) BE REPRESENTATIVE OF FRENCH SOCIETY (SOCIO-ECONOMIC CATEGORY, GENDER, MINORITY AND DISABILITY) FOR STUDENTS AND EMPLOYEES	Social origin of students				Euromed Management / National Statistics		
	Agro-fishing Industry	6%	4%	5%	3.7% / 1.1%	-	
	Craftsmen, Shopkeeper and Business Owner (over ten employees)	13%	12%	12%	11.8% / 3.4%	-	
	Senior Management & Intellectuals	41%	41%	42%	40% / 8.8 %	-	
	Intermediate Level Workers	15%	16%	16%	17.9% / 13.2%	-	
	Employees	6%	8%	8%	9.6% / 16.4%	-	
	Blue Collar Workers	2%	2%	2%	2% / 12.8%	-	
	Retired	1%	2%	3%	3% / 26.5%	-	
	Persons without any Professional Occupation	0%	1%	2%	2.8% / 17.9%	-	
	Other	17%	13%	11%	9%	-	
STUDENT GENDER	Women	47%	43%	42%	39%	45%	→
	Men	53%	57%	58%	61%	55%	
	Rate of women as managers, in senior management roles, and on the Board of Directors	18% / 23%	17% / 17%	17% / 23%	14.23% / 23%	29%/23%	↘
	Rate of seniors (employees)	-	-	9.2%	12%	14%	→
EQUAL OPPORTUNITY EFFORTS	Number of projects in favour of equal opportunities	-	-	7	10	id	→
	Number of apprenticeship /professional contracts Mrs/Toulon (on-the-job learning)	-	139	145	171 Mrs 203 Toulon	Maintain the level	↗

MAIN INDICATOR / SD OBJECTIVES (NATIONAL (NO) & INSTITUTIONAL (IO))	KEY PERFORMANCE INDICATORS (KPI)	2007 / 2008	2008 / 2009	2009 / 2010	2010 / 2011	GOALS / OBJECTIVES 2011 / 2012	TRENDS
FINANCIAL AID / (NO) 100% OF STUDENTS AND PERSONNEL LIVE ABOVE THE POVERTY THRESHOLD	Students with waived fees	3	6	6	2	5	→
	Number Government Grants (CROUS)	321	394	453	466	-	
	Number / amount of school scholarships	62 K€	233 / 62K€	318 / 62 K€	70 / 100.5 K€	200 K€	
	Number / amount of European grants for mobility	342 / 518 K€	340 / 642 K€	395 / 651 K€	280 / 587 K€	-	
	Grant receiving students (ESC programme %)	18%	18%	20%	21,31%	22%	
	Total scholarships allocated by Euromed Management in K€	62 K€	62K€	62 K€	100,5 K€	200 K€	
(NO) 6% PERSONNEL (EMPLOYEES AND PROFESSORS) / STUDENTS DISABLED	Rate of disabled personnel / students	-	-	0.9% / N/A	2.3% / 6	6% / 10	↘
(NO) CELL DEDICATED TO WELCOMING AND INTEGRATING INTERNATIONAL STUDENTS	Existence of department dedicated to integration of international students	Yes	Yes	Yes	Yes	Improve communication with international students	↗
(SO) RESOURCES DEDICATED TO STUDENT WELL-BEING AND PSYCHO-SOCIAL ISSUES	Staff implemented in wellness team	-	-	-	1	7	→
	Infrastructure dedicated to wellness	-	-	-	-	2	
	Budget allocated to wellness	-	-	-	-	32 579 €	
(NO) RAISE AWARENESS IN 100% OF STUDENTS OF ALCOHOL AND DRUG ABUSE	Actions to raise awareness in 100% of students of alcohol and drug abuse	-	-	4	4	10	→
(SO) BE ONE OF THE «BEST PLACES TO WORK»	Rate of satisfaction of internal PP	-	-	-	71%	maintain the level	↘
	Rate of answers to HR satisfaction survey	-	-	-	76%	maintain the level	
	Rate of staff turnover	-	-	-	6.2%	implement KPI	
	Rate of internal mobility	-	-	-	-	implement KPI	
	Number of days absent due to accidents at work / number of people concerned	42 / 6	247 / 5	260 / 4	0	id	
	Number of days off sick / number of people concerned	-	-	1738 / 19	1709 / 32	-5%	
(NO 2013) 100% OF TEACHING AND NON-TEACHING PERSONNEL HAVE HAD SD TRAINING	Percentage of personnel who have had SD training during the year	0	0	0	7%	10%	↘
(NO) 30% OF SOLIDARITY AND COOPERATION ACTIONS TO BE TAKEN FOR DEVELOPING COUNTRIES	Local / international solidarity projects	46% / 33%	id	id	id	id	↗

MAIN INDICATOR / SD OBJECTIVES (NATIONAL (NO) & INSTITUTIONAL (IO))	KEY PERFORMANCE INDICATORS (KPI)	2007 / 2008	2008 / 2009	2009 / 2010	2010 / 2011	GOALS / OBJECTIVES 2011 / 2012	TRENDS
<b>5. ENVIRONMENTAL CAMPUS MANAGEMENT</b>							
(SO 2020) REDUCE GREENHOUSE GAS EMISSIONS BY 40%	Carbon footprint per student (equivalent in tons of carbon) with / without trips abroad	-	-	2.47 / 0.37	-	-5%	→
(NO) INTEGRATE SOCIAL AND ENVIRONMENTAL INDICATORS IN MARKETS AND GIVE THEM AT LEAST A WEIGHT OF 30%	Weight of social and environmental criteria in purchases	0	0	10%	10%	To maintain at 10% and create purchasing tools	→
(NO 2010) 100% OF WOOD CERTIFIED OR COMING FROM SUSTAINABLY MANAGED FORESTS	Quantity of paper consumption	5 tons of paper	-	9 tons (within 4 tons about reprography)	11.45 tons (within 4 tons about reprography)	-5%	↓
PRODUCT / RESOURCE CONSUMPTION *ESTIMATIONS INCLUDE STUDENT ACTIVITIES	Cardboard	-	-	35m3	91m3*	-	↓
	Cans	-	-	10 500	80 000*	-	
	Glass	-	-	20 000	28 000*	-	
	Plastic Cups	--	-	105 000	110 000*	-	
	Plastic Bottles	-	-	18 850	28 000*	-	
	Batteries	-	-	33kg	30kg	-	
	Light Bulbs	-	-	2500	2000	-	
	Computer & Electronics	4.4 tons converted	-	N/A	30 screens 40 units 10 printers	-	
(NO) FOR BUILDINGS IN RENOVATION: REACH AT LEAST THE LABEL B (ENERGY AND CLIMATE) AND A FOR NEW CONSTRUCTIONS	Electricity consumption (KWh)	-	-	1 306 741	1 587 892	Maintain the level	→
	Gas consumption (KWh)	1 369 332	1 455 930	1 533 801	2 207 889	Maintain the level	
(NO) 20% OF ENERGY FROM GREEN SOURCES	Average green energy production/day	-	-	-	115.26 kWh	-	-
(NO 2012) 20% BIO AND LOCAL PRODUCTS IN THE CATERING	Rate of bio, local and fair trade products	-	-	-	-	Launch the responsible food service project	↓
(NO) REDUCE WASTE BY 2% (ON A CONSTANT BASIS)	Tonnage of waste	-	-	-	50 dumpsters	45 dumpsters	-



MAIN INDICATOR / SD OBJECTIVES (NATIONAL (NO) & INSTITUTIONAL (IO))	KEY PERFORMANCE INDICATORS (KPI)	2007 / 2008	2008 / 2009	2009 / 2010	2010 / 2011	GOALS / OBJECTIVES 2011 / 2012	TRENDS
(NO) GUARANTEE THE PROPER SORTING OF 100% OF WASTE AND REUSE 75%	Rate waste recycling and reuse						
	Paper	-	-	-	20%	100%	↓
	Cardboard	-	-	0	0	100%	
	Cans	-	-	25%	10%	100%	
	Glass	-	-	80%	80%	100%	
	Plastic Cups	-	-	0	0	100%	
	Plastic Bottles	-	-	0	0	100%	
	Batteries	-	-	100%	100%	100%	
	Light Bulbs	-	-	100%	100%	100%	
	Computer & Electronics	4.4 tons converted	-	Stocked	Stocked	100%	
	Ink Cartridges	-	-	67% Reconditioned 33% Dismantled	9% Reconditioned 9% Dismantled	100%	
(NO) WATER CONSUMPTION LESS THAN 3M3 PER YEAR PER FULL TIME STUDENT	Water consumption (m3)	-	8 307	7 603	8 241	-5%	↓
(NO) RATE OF PUBLIC TRANSPORTATION HIGHER THAN REGIONAL USE (REFERENCE: URBAN PUBLIC TRANSPORTATION PLAN) (NO) REACH A ZERO CARBON OBJECTIVE FOR BUSINESS TRIPS FOR TEACHING, RESEARCH AND OPERATIONAL ACTIVITIES	Carbon footprint for daily travel: public transportation / car using petrol	-	-	55% / 45%	-	60% / 40%	↓
	Emissions of greenhouse gas linked to transportation	-	-	92%	-	90%	
	Compensation tax for transportation	0	0	0	0	-	
(NO) 100% OF GREEN SPACES MANAGED ECOLOGICALLY AND WITH 0% PESTICIDES	Preservation of biodiversity and natural resources	-	-	-	0% pesticides	Census of native species and the implementation of an action plan	→





MARC  
Euromed Design  
Class of 2008  
Industrial Designer at Nestlé



CHAPTER FOUR

*A Word from  
our Stakeholders*



# OUR STUDENTS

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**W**hen I began applying to business schools, among my priorities was finding a school that was concerned with issues such as diversity and the environment. I looked for a school that would teach me how to better understand a world that would exist twenty five years from now. I wanted to learn new methods and less conventional tools. Euromed Management and the “hall of associations” enabled me to do so.

In truth, Euromed Management goes beyond speeches. It’s an ambitious school that gives itself and its students the means to manage differently. The first two years of my studies were marked by my commitment to “Unis-Terre”. As president of this association I was able to work in collaboration with the administration to put into place increasingly ambitious new projects. I had the opportunity to rub elbows with sustainable development directors and organisations that fight to transform the business world into entities that respect mankind and its environment.

After two years I know that I did not make a mistake in choosing Euromed Management. This school provided me with tools necessary to my personal development. By working on different projects I discovered that any manager, if they choose to, can change mindsets.

*Sarah Khemiss  
President of Unis-Terre  
Student Solidarity Association*

**M**y first year as a Masters student at Euromed Management was full of new experiences. On the one hand my professional specialisation, with a tailor-made training programme, helped me to discover various professions and to choose my path. On the other hand my associative involvement, as President of “Bureau Des Sports”, gave me a chance to apply management theories taught in class.

This experience has been strongly beneficial and showed me the difficulties inherent to the realisation of large projects. With a budget of 250 000 Euros and nearly 200 students working on the various projects, I was responsible for the management and the coordination of an impressive number of activities. This commitment has given me the desire to pursue and to refine my career plans.

Finally I gained great personal satisfaction from both the student accolades and the results obtained in various competitions. In 2011, Euromed Management became French student champion in tennis and sailing and went on to win the world University Sailing Championships.

*Edouard Mary  
President of the Bureau des Sports  
Student Sports Association*

**A**s a student at Euromed Management I had various opportunities to experiment through different courses, conferences, and student associations. During my studies I came to realise the importance of Corporate Social Responsibility in the business world. Within the Junior Enterprise we launched a sustainable development business unit, so we can directly work with companies facing CSR dilemmas. One of our first clients was Euromed Management for whom we carried out their first Campus carbon footprint - a great and enriching experience.

*Justine Tavernier  
Marketing Méditerranée*

# OUR ALUMNI

**A**t Euromed Management I discovered many new aspects about myself and learned how to better understand others. More importantly, through my Pro-Act I learned how to develop an idea, a project and work relations. It was a completely new way of learning, with real projects, real responsibilities and real people. Nowadays, I realise how important those activities were. I took part in many projects and all of them helped me develop in different ways. Through my commitment in the VI project, a humanitarian action in Benin, I learned how to help others and open myself to new aspects of sustainable economy. With my diverse experiences in the Student Council, I took responsibilities in representing the Euromed students, organising events, bringing people together and promoting integration.

*Emmanuel Labi  
Business Analyst  
Asia - Lacoste - Hong-Kong  
Class of 2010*

**E**uromed Management is known for the importance it places in each student's personal development. They do this through personalised coaching and tailor-made programmes. Every student is encouraged to embrace their differences, their personality and place value in this diversity.

As for myself, I had the opportunity to undertake a number of associative projects supported by Euromed Management (Agora RH, Fenêtre sur Cours, etc.) and to spend two semesters abroad (Germany and Poland). These experiences drew recruiters' attention, have given me confidence and helped me to evolve within a large international company.

*Thomas Deville  
HR Manager - Middle East  
Degremont (SUEZ Environnement)  
Class of 2007*

**F**or the past two years I have run the international division of the International Climate Action Network France. I also represented French NGOS during the UN Climate Change Summits in Copenhagen (2009) and Cancun (2010). Our goal is so that France is as virtuous as possible within its borders and on the European and international level in the fight against climate change. This goes from developing expertise to lobbying political leaders and raising awareness on environmental concerns.

I was able to integrate this structure thanks to my elective choices (NGO management), my Pro-Act (Unis-Terre, Campus Durable) and my internships as an ESC student at Euromed Management. It was the holistic approach of my curriculum, required by the school's pedagogy and confirmed by my Employment Pro-Act, which allowed me to hold the keys to accessing this exciting career. I now have a career in which I put into practice the competences developed during my studies.

*Sébastien Blavier  
International Office Manager  
Climate Action Network - France  
Class of 2009*



# OUR ACADEMIC PARTNERS

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**T**he Waikato Management School has partnered with Euromed Management as both Institutions share a common vision of inspiring the world with a fresh understanding of sustainable development and passion for ensuring our students graduate with an appreciation of the environmental and social as well as economic implications of decisions.

*Ed Weymes  
Pro Vice Chancellor International  
University of Waikato*

**T**he Cameron School of Business has been collaborating with Euromed Management on dual degree programmes, semester and yearlong study abroad and summer programmes since 1998. It is a pleasure to send students as we know they are getting an exceptional education. We also know that in all aspects the school is well managed and students have tremendous support systems. Whether it is coursework, internships, or activities outside of the classroom - Euromed Management does it well. Euromed Management is one of our most respected partners.

*Rebecca I. Porterfield, Ph.D.  
Director of International Business  
Programmes  
Cameron School of Business  
University of North Carolina Wilmington*

was also sponsored by the UN Global Compact and the Principles for Responsible Management Education (PRME) initiative.

The programme theme – Stakeholders Engagement in Practice: Global Challenges, Possibilities, and Limitations – focused on the critical nature of firm-stakeholder relationships.

The theme was also a perfect fit for our work with Euromed Management, an institution that clearly takes its relationships with its stakeholders very seriously. I could not have been more pleased with the collaborative spirit of everyone we worked with, from the initial conceptualisation of the programme through its administration. As we explored the moral imperatives that the stakeholder model raises as well as the pragmatic realities of managing multifaceted relationships in a complex, every-changing environment, it became increasingly clear that the ideals we were striving for were captured in Euromed Management's own strategies and practices. Euromed Management was an outstanding partner in this venture, leading to one of our most successful programmes to date.

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

**B**entley University was proud to partner with Euromed Management for our seventh annual Global Business Ethics Symposium, held in May, on the Euromed Management Luminy campus. The programme, which was co-hosted by our Center for Business Ethics and Alliance for Ethics & Social Responsibility, was sponsored by the State Street Foundation, the charitable grant making arm of State Street Corporation. This year's event



# OUR BUSINESS PARTNERS

“Beware of crossing your arms over your chest, assuming the sterile attitude of a spectator, because life is not a spectacle, a sea of pain is not a proscenium, and a screaming man is not a dancing bear.” *Aimé Césaire - 1939*

The situation of those who are excluded from the job market cannot leave us indifferent. It is the responsibility of companies, their directors and their managers to bring back the humanist objective of their business. In other words, to bring back their original function, creating wealth for everyone.

It's mainly for this reason that Adecco chose to participate in the Responsible Management Network that is led and animated by Euromed Management. Through our participation we seek to contribute to the preparation, accompaniment and creation of a future generation of competitive AND humanistic entrepreneurs and managers.

*Jean-Francois Connan*  
*Director of Diversity and Social Integration*  
*Adecco*

KPMG finds that among Euromed Management graduates numerous profiles correspond to our recruitment needs. We appreciate their technical and academic competences as well as their “soft skills”. They come to us with their autonomy, curiosity, entrepreneurship and ethical values. These competences are cultivated by Euromed Management thanks to a rigorous yet open selection process and to the rich educational programmes that emphasise group work, professional experience, international and cultural awareness and responsible management.

*Pierre-Laurent Soubra*  
*Associate Partner*  
*KPMG*

Sodexo launched its sustainability roadmap, the Better Tomorrow Plan in December 2009. The Supply Chain teams play a key role in achieving the Better Tomorrow Plan commitments. Sodexo's support for the Sustainable Purchasing Chair launched by Euromed Management demonstrates the Group's desire to engage with multiple stakeholders including academics to find solutions and models to inform the decisions that have to be taken when we are confronted with paradoxical situations.

*Damien Verdier*  
*Group Executive Vice President*  
*Chief Marketing Officer in charge of Offer Marketing, Client Retention, Supply Chain and Sustainable Development*  
*Sodexo*

# OUR STAFF

2010-2011 was undeniably marked by our achieving the “triple crown”. As in every audit, these accreditations gave us the opportunity to question ourselves, analyse the impact of our actions and spend more time benchmarking. If only for these reasons, the process is worth it – even if it meant more work!

Since I was recruited in 1997, I have watched the school evolve for over fifteen years. I have seen spectacular evolutions in our internationalisation and our research but also in our pedagogical model. It is a great satisfaction that our personal development approach, based on experimentation and student projects (Pro-Act) was a major influence in our “triple A”. Beyond our accreditations, students confirm on a daily basis the success of our pedagogical model that incites responsibility and initiative taking.

In the end, this project dynamic greatly contributes to the “Euromed Community” by mixing students from every programme, developing their capacities to work in a team and to adapt to an every changing environment.... More than learning, they EXPERIMENT how to assume responsibilities and to take risks.

For all of these reasons, 2011 will remain a year during which I was particularly proud to be “Euromedian”.

*Olivier Pelazza*

*Head of Pro-Act Pedagogy and Student Associations*

For some time now I’ve been toying with the idea of tribalisation of our society and of our consumption. My internationally-influential research has emphasised what I call consumer tribes. Since I joined the school in 2005, what I have seen more and more at play in Euromed Management’s pedagogy - through projects and other proactive devices - is the emergence of learning tribes. All these learning tribes form a kind of communal constellation to which other groups belong such as faculty and staff. The sense of «we-ness» shared by all these persons is a major driver of Euromed Management’s development according to me.

*Prof. Bernard Cova*

*Professor of Marketing*

In 1998 when I arrived at the school, self awareness and personal development were definitely not on the student agenda. Today they are an integral part of Euromed Management’s pedagogy and the school has made personal development and employability a fundamental cornerstone of its strategy. However, Euromed Management’s aim is not only that students find a job at the end of their studies, but that the job they choose is in line with the personal values, motivations, professional ambitions and competencies developed at school.

My contribution to Euromed Management is to help develop managers who are responsible for their careers, who are proactive, who know how to make the right career choices and ask themselves the right questions at every stage of their lives. This, for me, is a fundamental motivation to contributing to the future of our students and to the success of Euromed Management today and tomorrow.

*Lucy Cook*

*‘Trajectoire’ Career Centre Manager  
Corporate and Markets Directorate*

# OUR PEERS



## **EQUIS PEER REVIEW TEAM REPORT JUNE 2011**

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“The education agenda of the school is impressively oriented to both personal and professional development. The engagement of faculty and staff in developing each individual extends well beyond what is observed at many peer schools internationally. The Pro-Act projects, including the elective and international ones, require a considerable amount of personal reflection that is logged / recorded and assessed. The two dimensions of development (personal and professional) are also interconnected through these courses and faculty engaged with the process display a commitment to it that is confirmed by students and employer organisations. This area can be considered something of an international best practice”.

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“The school clearly meets EQUIS quality expectations in the area of community contribution and it should be considered above standard with respect to corporate social behaviour”.

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## **AACSB PEER REVIEW JULY 2011**

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Commendations of Strengths, Innovations, and Unique Features

“Among the strengths and distinctive features of Euromed Management are the school’s Pro-Act programme, its mandatory study-abroad and internship programme, as well as its focus on individual and personal development. The school is a reference in integrating diversity and corporate social responsibility within teaching, research and the school environment.”



This report was piloted by the CSR Department with the assistance of the Quality and Communications Departments as well as the CSR Officers.

A limited number of paper copies were issued and printed on PEFC (Pan European Forest Certification) certified paper. The ink is of vegetable origin and the offset waste reduced to a maximum. Our partner Siris is a certified Green Printing Company.

This document is intended to provide insights into the school's strategy, activities and sustainable performance. Further information, and a digital version of this report, can be found on the school's website: [www.euromed-management.com](http://www.euromed-management.com)

Any comments or questions can be directed to [csr@euromed-management.com](mailto:csr@euromed-management.com).



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