



WE

Our strategy and Governance

ACTIVITY AND
SUSTAINABILITY REPORT
2013 - 2014



CONTENTS

- 04 A YEAR OF MERGING
- 06 EVENTS OF THE YEAR 2013-2014
- 10 KEY FIGURES
- 14 A WORLDWIDE PRESENCE



16. STRATEGY & GOVERNANCE

- 17 GOVERNANCE & BOARD
- 18 A NEW DIRECTOR GENERAL FOR A NEW STRATEGIC HORIZON
- 20 SCOPE OF OUR RESPONSABILITY
- 21 OUR COMMITMENTS



22. PERFORMANCE

- 23 MAXIMISING OUR STUDENTS' EMPLOYABILITY
- 24 ABOVE STANDARD ON CSR
- 26 RESOURCES: INNOVATION AND ADJUSTMENTS

Copywriting: KEDGE Business School/Marketing & Customer Relations Direction/Luminy BP 921/13288 Marseille cedex 09 - Photo credits: Giovanni Cittadini Cesi, iStock - Design and production: SO CONTENT (Art direction: V. Robic/Lay-out: N. Theil) - Publishing: Sammarcelli Imprimeur.



PROFILE

KEDGE Business School delivers 31 management training programmes, endorsed by the French State and the EQUIS, AACSB and AMBA international accreditations, aimed at both students and practicing professionals, in full-time study and continuing education schemes. KEDGE Business School also offers tailor-made training courses for organisations in France and abroad. KEDGE Business School also includes a design school: KEDGE Design School.

The KEDGE Business School campuses are located in Bordeaux, Marseille, Paris and Toulon in France. KEDGE Business School also has a presence in China, namely in Suzhou and Shanghai, and works with 4 partner campuses (Avignon, Bastia, Bayonne, Dakar). The KEDGE Business School community boasts 11,639 students (including 25% of international students), 181 full-time faculty members (including 41% non-French), 300 academic partners and 40,000 alumni working all over the world.

Rankings: KEDGE Business School ranks amongst the French top 10 and the European top 30. Our Executive MBA programme is ranked 27th globally and 4th nationally (source: Financial Times).



For more information,
please visit: kedgebs.com
[@kedgebs](https://www.facebook.com/kedgebs)
[Facebook/kedgebs](https://www.facebook.com/kedgebs)



EDITORIAL

In its second edition, this Integrated Report has already established itself as a key publication for KEDGE Business School, building on the historical practices of its founding schools, and embodying perfectly our dual ambition:

- To be a financially healthy and successful business school, as this is crucial to our ability to invest for the benefit of our students and alumni
- To strengthen and build on our leadership and our international visibility with regards to our CSR commitment.

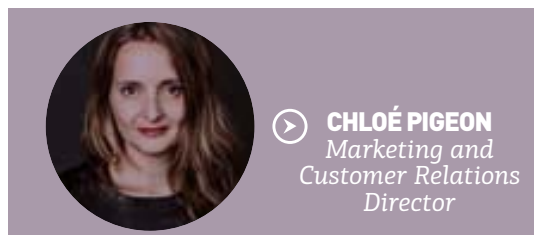
These ambitions are encapsulated by our brand signature:

«CREATE. SHARE. CARE.»

This Integrated Report was completely redesigned in its structure, in an effort to make it as relevant as possible to our different audiences:

- The new design concept is at a crossroads between a journal and a magazine, with a view to be as inviting and informative as possible to the reader.
 - The content was structured into 3 standalone booklets, each designed with a particular audience in mind and which, taken together, make up the Integrated Report.
- Booklet 2 is completed by a series of interviews, which aim to illustrate the vibrancy of our community which, as recent as it is, is already united around many ambitious and exciting projects.

Enjoy your reading.



CHLOÉ PIGEON
*Marketing and
Customer Relations
Director*

A YEAR OF MERGING



FRANÇOIS PIERSON

*President of the KEDGE Business School Board of Directors
Former CEO of AXA France
CEO of AGIPI*



MAKING KEDGE BUSINESS SCHOOL A GLOBAL REFERENCE IN HIGHER EDUCATION

Higher education, and indeed the whole world of professional training, is going to experience a radical digital and global transformation in the next 20 years. KEDGE Business School sees this as a major opportunity and is committed to become a true global player, able to train students, managers and business leaders all over the world. Indeed, we now operate in a truly global environment, even if our roots remain firmly set in Bordeaux, Marseille and Toulon. Our founding merger really has made us a leading reference in our field. Today, our

Group has the required strength to invest in top-flight education, research excellence, pedagogical innovation, digital transformation and geo-strategic development. Through our ESC programmes created in Suzhou, we will train as many as 1,000 Chinese students per year in Bordeaux and Marseille. Thanks to the deployment of our executive programmes in Shanghai, the Global MBA now ranks in the global top 30. Building on this success, this implementation strategy will be extended to the entire Asian continent, then to other emerging high-growth

markets. Not that we are forgetting about our roots, far from it. In fact, our global development strategy contributes to making our regions even more attractive, which in turns benefits local businesses. We strive to achieve the best employability for all our students and create a robust alumni network with global reach. This is essential to our progression in global rankings.



PIERRE GOGUET

*Vice-President of the KEDGE
Business School Board of Directors*



**KEDGE BUSINESS SCHOOL:
THE MERGER
HAS PAID OFF**

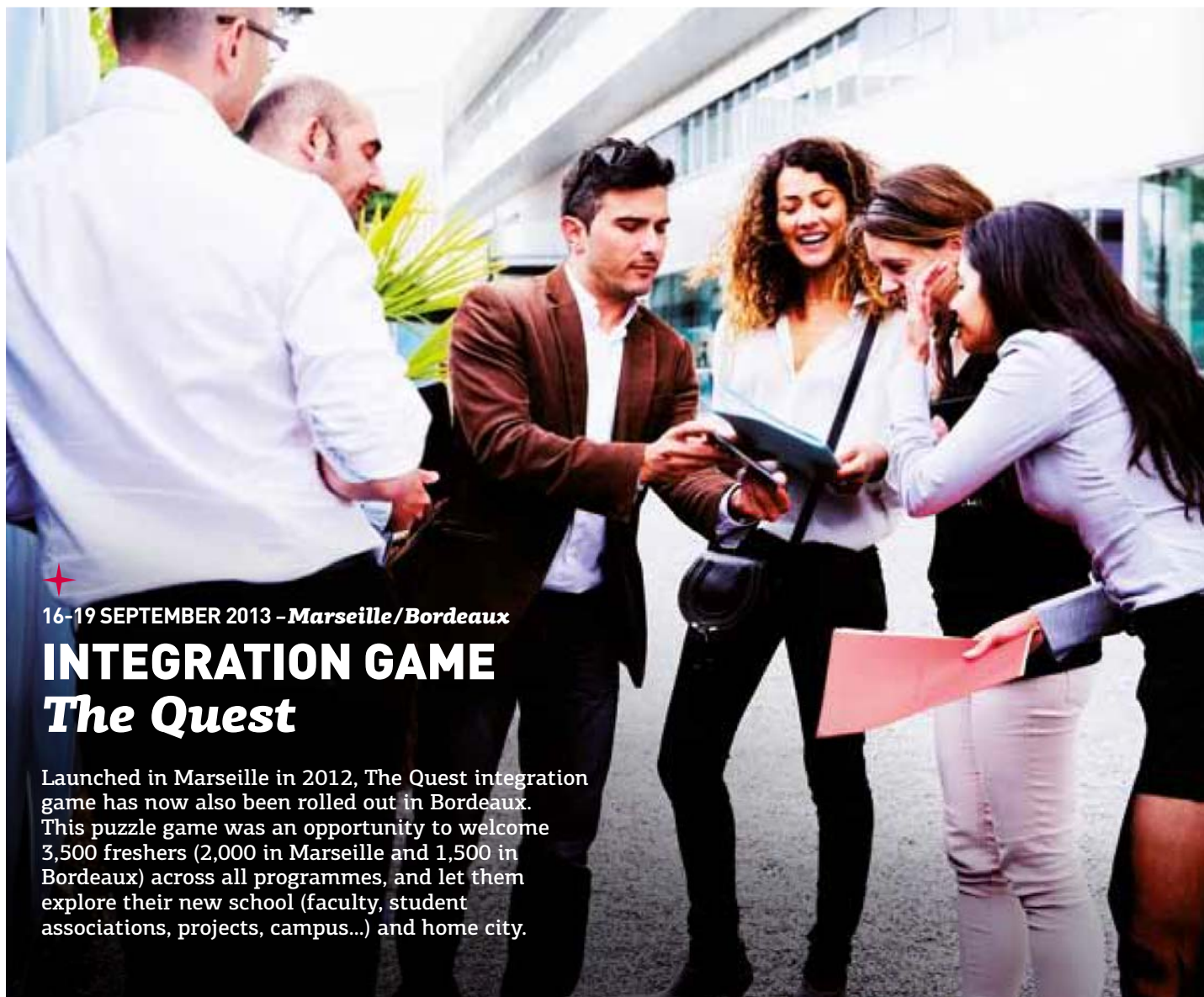


The first signs of success are already in evidence. One year on after its founding merger, KEDGE Business School has already established itself as a major force in higher education. The success of this strategy lies in our first-class research capacities, our top-flight faculty, our strong commitment to pedagogical innovation and our proactive reflection about what higher education could or should be tomorrow. KEDGE Business School now enjoys true international recognition, as evidenced by our triple accreditation – AMBA, EQUIS

and AACSB –, a key milestone in asserting ourselves as a hub of excellence in higher education for business management. KEDGE BS also ranks amongst the top 30 European business schools in the latest rankings published by the Financial Times. Bordeaux is famous worldwide as the undisputed world capital for fine wines. KEDGE Business School builds on this unique and prestigious reputation and has been strengthening its expertise in wine and spirits management over the past ten years. And thanks to the long-standing partnerships

developed by Marseille, KEDGE BS now boasts the strongest network of all French business schools in Asia. Our strong local rooting plays a key role in our global standing. With the opening, earlier this year, of a new 22,000-sqm building, representing an investment of over 40 million Euros, the Chamber of Commerce and Industry of Bordeaux intends to provide KEDGE BS with a campus that is in line with its global ambitions, whilst remaining true to its founding commitments: Create, Share, Care.

EVENTS OF THE YEAR 2013-2014



 16-19 SEPTEMBER 2013 - *Marseille/Bordeaux*

INTEGRATION GAME *The Quest*

Launched in Marseille in 2012, The Quest integration game has now also been rolled out in Bordeaux. This puzzle game was an opportunity to welcome 3,500 freshers (2,000 in Marseille and 1,500 in Bordeaux) across all programmes, and let them explore their new school (faculty, student associations, projects, campus...) and home city.



15 OCTOBER 2013 - *Bordeaux*

My Way career-advice days

The first of 4 events organised by the DPP service, this special day enabled school graduates and students to meet HR consultants and recruitment specialists in order to:

- refine their approach to job applications
- test their skills in real-life recruitment situations
- develop their strategy for job / internship hunting
- start building a professional network

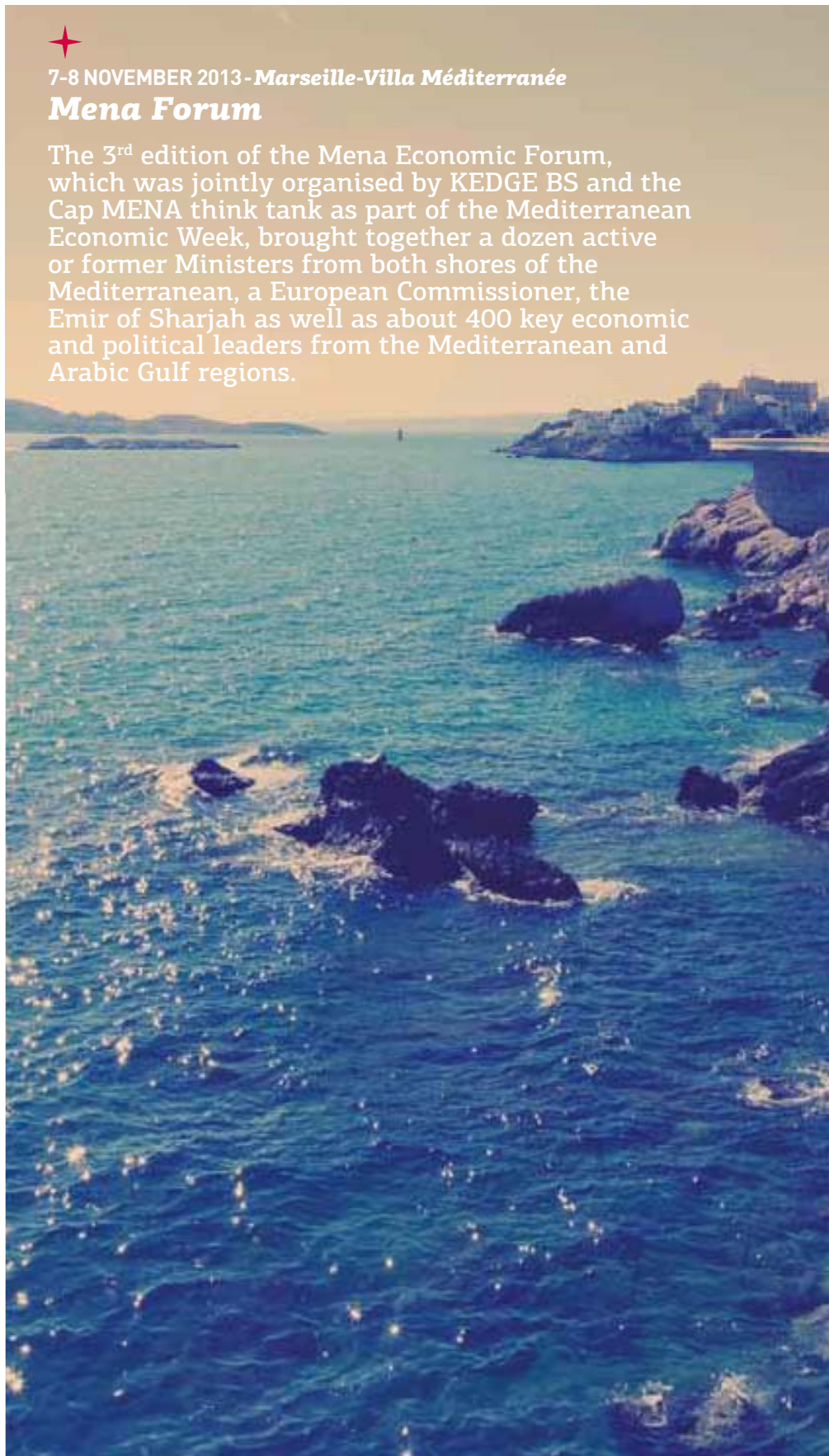


17 OCTOBER 2013 - *Toulon*
**JEUDIS#DESIGN CONFERENCE →
“DESIGN & LUMIÈRE”**

Dutch designer Huub Ubbens, a graduate of the Rietveld Academy of Art (Amsterdam), shared his passion for lighting design and presented some of his own creations.



more events on:
kedgebs.com



7-8 NOVEMBER 2013 - *Marseille-Villa Méditerranée*
Mena Forum

The 3rd edition of the Mena Economic Forum, which was jointly organised by KEDGE BS and the Cap MENA think tank as part of the Mediterranean Economic Week, brought together a dozen active or former Ministers from both shores of the Mediterranean, a European Commissioner, the Emir of Sharjah as well as about 400 key economic and political leaders from the Mediterranean and Arabic Gulf regions.

8 NOVEMBER - BORDEAUX
CONFERENCE - POLITICS AND THE ENVIRONMENT: FRIENDS OR FOES?

Noël Mamère, Mayor of Bègles, MEP and former member of the French Green Party, debated with Charles Adrien Louis, President of citizen association Avenir Climatique, as part of this conference hosted by student association Forum Events.

ON 29 & 30 NOVEMBER 2013

210

MARSEILLE STUDENTS participated in a SimONU business simulation on the topic of “Sustainable use of forest environments”. Following the blueprint of the international event held annually at the UN headquarters, this simulation game is aimed at “classe préparatoire” students and is an opportunity to reflect on key global issues from the perspective of the nation state.

EVENTS OF THE YEAR 2013-2014



7-8 DECEMBER 2013 - *Marseille*

KICK-START Weekend

Gather all student associations from the Bordeaux, Toulon and Marseille campuses for a whole weekend: a crazy idea? A great idea, which has proven to be a key trigger in engaging all KEDGE BS students with the overall strategic orientation and the community of their school. The event focused on the following themes:

- Intercampus collaboration
- The emergence of innovative and promising intercampus student projects, aligned with their school's values and the focus on personal development through "Learning by Doing"
- Promoting differentiating projects to support and sustain excellence and performance.



6 JANUARY 2014 - *Bordeaux*

KEDGE BUSINESS SCHOOL NEW HEADQUARTERS ARE NOW OPEN

22,000 sqm, that is the total floor area of the extension works completed on the Bordeaux Campus, where the Group headquarters are now established. Staff and faculty entered the premises on January 6, a day before students.





16-17 MAY 2014 - *Bordeaux, Marseille, Toulon*
Graduation ceremony

Students received their formal diplomas on their respective campuses of Marseille and Bordeaux, for a day full of emotion and high spirits. Nearly 2,000 people gathered on each campus on this special day to take part in the awarding ceremony itself and a wide range of festivities.



more events on:
kedgebs.com



29 MARCH - 6 APRIL 2014
Marseille, Toulon, Bordeaux
SUSTAINABLE DEVELOPMENT WEEK

CREATE new habits, **SHARE** the world's resources, **CARE** for your campus. More than 40 activities were organised throughout the week to raise awareness of sustainable development issues and promote responsible practices on the theme of "waste and responsible consuming".



19-21 APRIL 2014 - *Bordeaux*
Ecricome Challenge

5 schools - 2,500 students - 6 sports. ICN Business School (Nancy) - KEDGE Business School (Marseille and Bordeaux) - NEOMA Business School (Rouen and Reims). The Ecricome Challenge, the third largest student event in France, was organised by KEDGE BS Bordeaux this year. Marseille, who won the Best Atmosphere trophy this year, will be hosting the event in 2015.



19-23 MAY 2014 - *Marseille*
FNEGE SYMPOSIUM (SEMAINE DU MANAGEMENT)

The "Semaine du Management" project is supported by the FNEGE foundation, all French Scientific Business Management Associations, as well as two leading higher education institutions in business management: IAE Aix Graduate School of Management and KEDGE Business School. As part of this special week, the Marseille campus hosted the International Conference on Research in Logistics and Supply Chain on 20-21 May 2014, which focused on the key challenges and trends impacting the supply chain today.

KEY FIGURES

**KEDGE
BS**

STUDENT STATISTICS

11,639
STUDENTS 

STUDENT PROJECTS

52
STUDENT
ASSOCIATIONS

983
STUDENT PROJECTS
PRO ACTS

70
BUSINESSES
CREATED
EACH YEAR



— GENDER BALANCE: **48%** OF WOMEN — **52%** OF MEN
— STUDENT ORIGIN: **75%** FRANCE — **25%** REST OF THE WORLD

EXECUTIVE EDUCATION

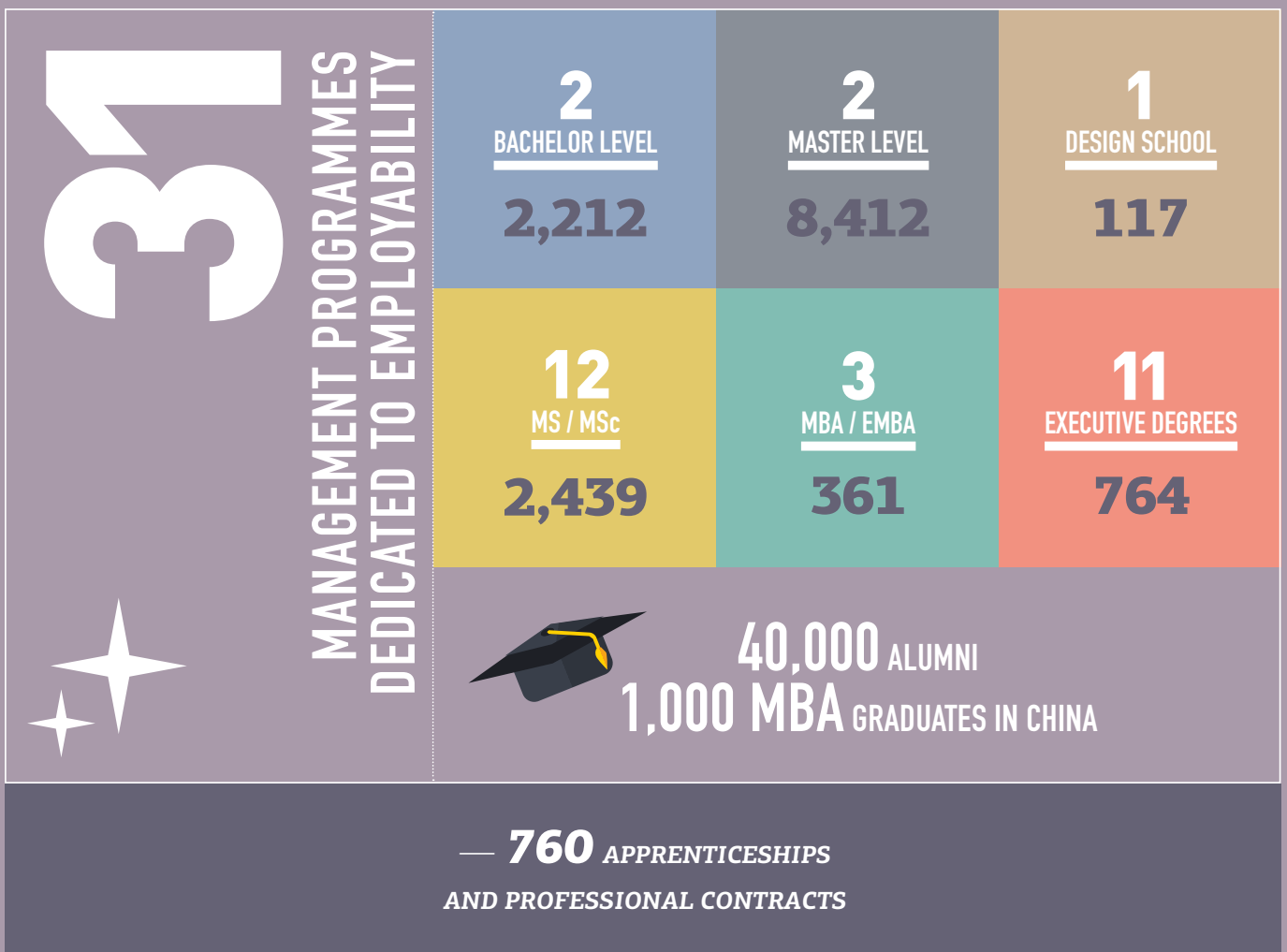
764
PROFESSIONAL PARTICIPANTS
45% OF WOMEN — 55% OF MEN
58% FRANCE — 42% REST OF WORLD

EXCHANGES

1,200 INCOMING STUDENTS
1,800 OUTGOING STUDENTS



MANAGEMENT PROGRAMMES NUMBER OF STUDENTS BY PROGRAMME 2013-2014

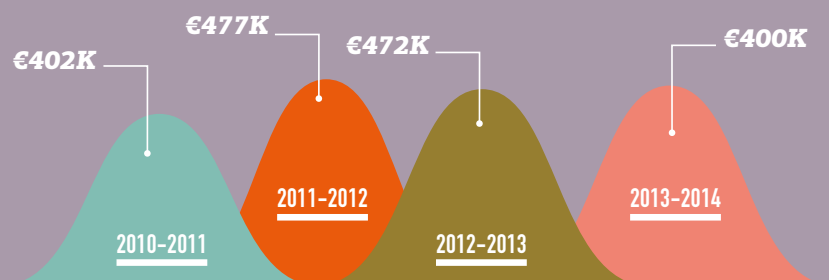


PERSONAL DEVELOPMENT

75 PERSONAL DEVELOPMENT COACHES

20 STAFF MEMBERS DEDICATED TO WELLNESS

SCHOOL SCHOLARSHIPS

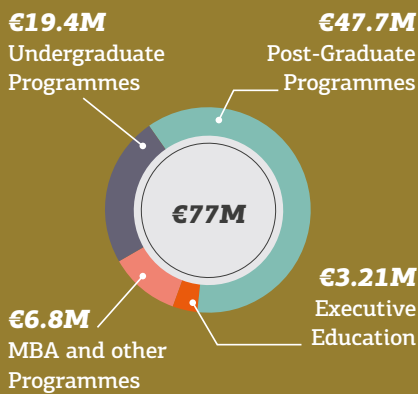


KEY FIGURES

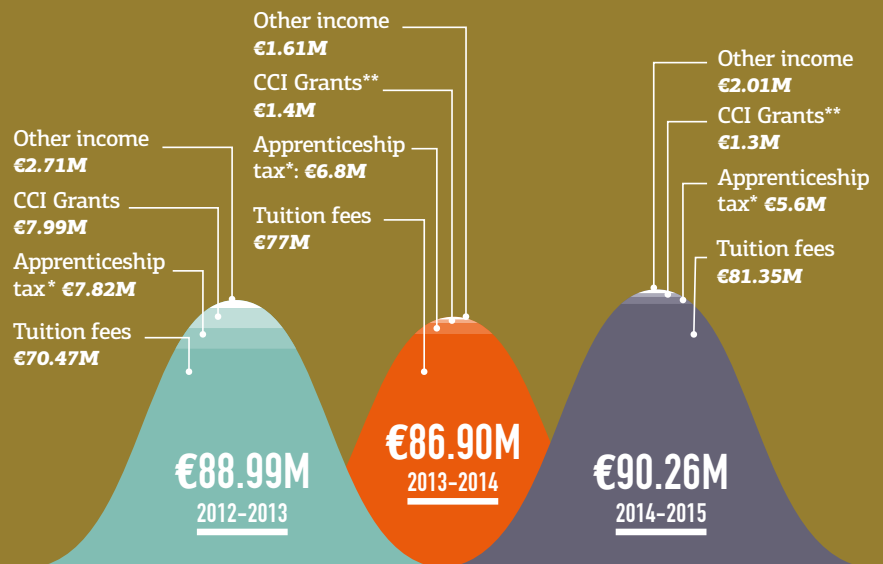
**KEDGE
BS**

PERFORMANCE

TUITION FEES

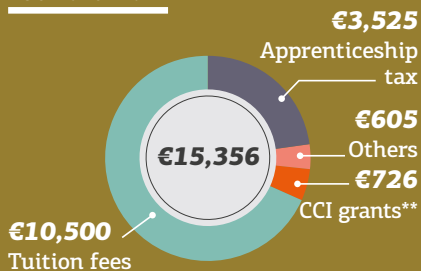


SCHOOL BUDGET

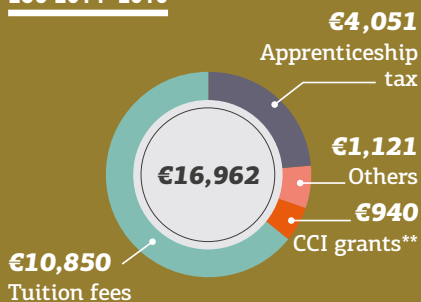


AVERAGE COST OF EDUCATION

ESC 2013-2014



ESC 2014-2015



*Apprenticeship tax refers to a tax collected from French private businesses to fund professional training. Companies can choose the institution which will benefit from the tax they pay is going to. The "taxe d'apprentissage" contributes to our students' training by ensuring them a top-notch educational environment.

**Bordeaux and Marseille no longer receive CCI grants. The remaining funds are from the Toulon CCI.

RANKINGS

- GLOBAL MBA: **27th** WORLDWIDE (FASTEST PROGRESSION)
Financial Times 2014 ranking
- KEDGE BACHELOR: **1st** IN FRANCE
L'Étudiant and Le Figaro Étudiant 2014 rankings
- ESC: **7th** IN FRANCE
Le Parisien and Le Figaro Étudiant 2014 rankings
- MSc: MOST OF OUR MSc PROGRAMMES ARE RANKED IN THE **top-3** OF THEIR SPECIALTY
Eduniversal worldwide ranking

PERFORMANCE



22 RECRUITMENTS

FACULTY & RESEARCH

-  INTERNATIONAL BUSINESS
-  FINANCE
-  HR
-  ENTREPRENEURSHIP
-  STRATEGY
-  WINE MANAGEMENT
-  SUPPLY CHAIN
-  MARKETING
-  CSR



- **729** CNRS STARS RECEIVED SINCE 2010
- **5** RESEARCH CHAIRS DEDICATED TO CSR
- **802** PUBLICATIONS (2014) — **92** AUTHORS (2014)

SUSTAINABLE DEVELOPMENT

164 SUSTAINABLE DEVELOPMENT RESEARCH PROJECTS CONDUCTED BY STUDENTS

16% OF SUSTAINABLE DEVELOPMENT RELEVANT ACADEMIC OUTPUT

22.9% OF STUDENTS GRADUATES TAKING ON AN INTERNSHIP / JOB TAKING SUSTAINABLE DEVELOPMENT ISSUE

STAFF

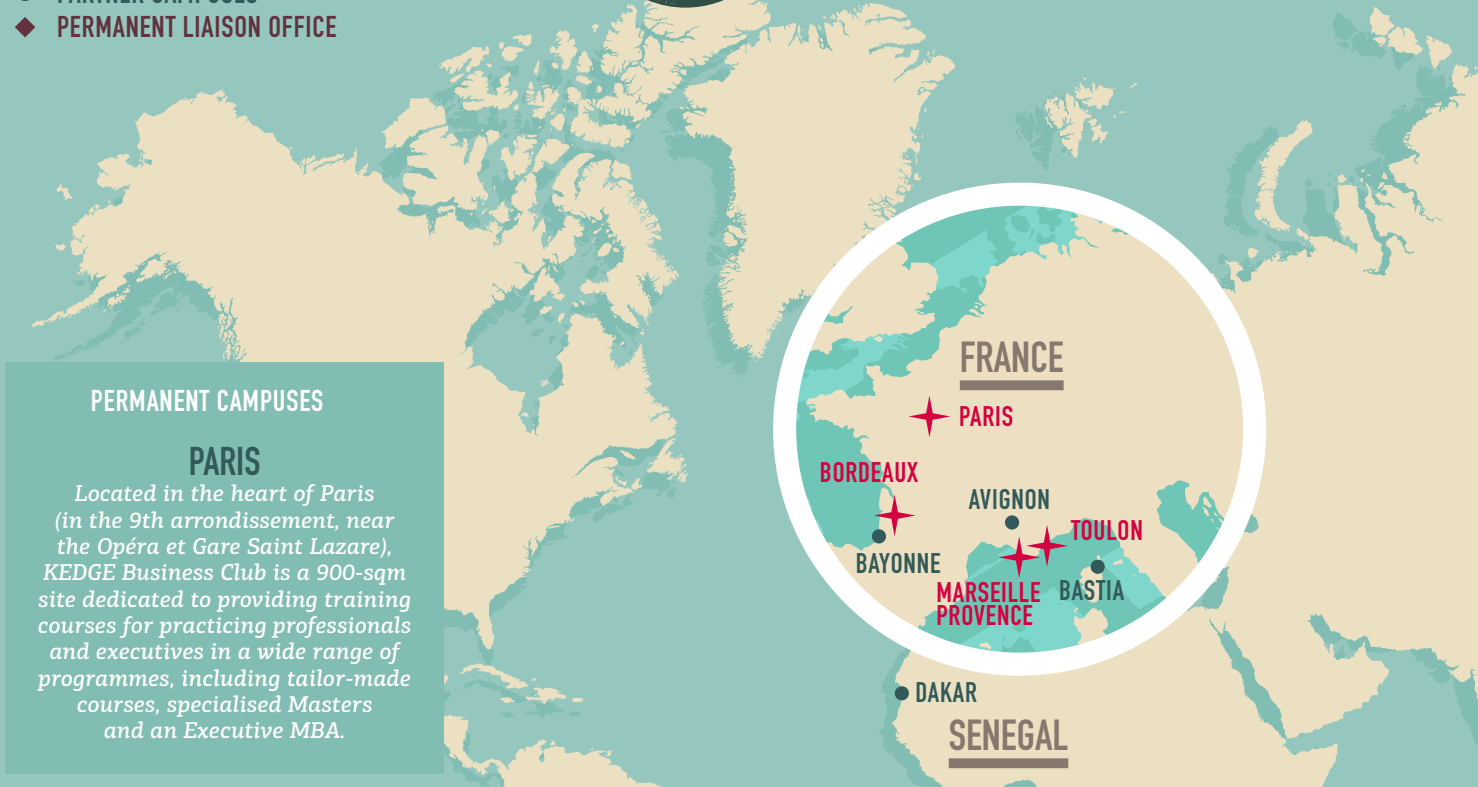
442
SUPPORT
STAFF

181
FULL TIME
FACULTY MEMBERS

A WORLDWIDE PRESENCE

Campuses

-  **PERMANENT CAMPUSES**
-  **PARTNER CAMPUSES**
-  **PERMANENT LIAISON OFFICE**



PERMANENT CAMPUSES

PARIS

Located in the heart of Paris (in the 9th arrondissement, near the Opéra et Gare Saint Lazare), KEDGE Business Club is a 900-sqm site dedicated to providing training courses for practicing professionals and executives in a wide range of programmes, including tailor-made courses, specialised Masters and an Executive MBA.

PERMANENT CAMPUSES

BORDEAUX

The KEDGE Business School headquarters are located in the new Bordeaux campus. Opened since January 2014, this new site complies with the most stringent environmental standards and offers a highly stimulating working environment. It is located on the largest university domain in Europe.

PERMANENT CAMPUSES

MARSEILLE PROVENCE

The Marseille Provence campus is spread over two distinct sites in order to better cater for the needs of its target audience: the student campus is located on the university domain of Luminy in the Parc National des Calanques, whilst the Executive Education campus is based in La Joliette, the new business district of the city of Marseille.

PERMANENT CAMPUSES

TOULON

The Toulon campus welcomes students of the KEDGE Design School on the Grande Tourrache site. It has also recently opened a "Maison des Technologies" in the city centre of Toulon. The "Technology, Design and Management" division of the Group operates from Toulon.



PARTNERSHIPS

273

INTERNATIONAL ACADEMIC PARTNERS

Including 164 with accreditation

AFRICA: 11
 ASIA-OCEANIA: 62
 EUROPE: 114
 MIDDLE-EAST: 8
 NORTH AMERICA: 50
 SOUTH AMERICA: 28



PERMANENT CAMPUSES

SUZHOU & SHANGHAI

KEDGE Business School owns a 3,500-sqm campus in Suzhou, and another within Jiaotong University of Shanghai, making it the largest French presence in China. Both campuses welcome European and Chinese students alike.

A YEAR IN LINE WITH OUR STRATEGIC AMBITIONS

The International Development BU has carried out important ground work needed to consolidate and harmonise a wide range of activities, and rolled out new initiatives aimed at liberating synergies and implementing ambitious projects.



JACQUES-OLIVIER PESME
International Development Director

“Foster initiatives and encourage creative freedom within the framework of our strategic ambitions.”

CONSOLIDATE OUR EXISTING STRENGTHS

—In addition to drafting the international chapter of the EQUIS audit, the management team focused on consolidating and harmonising all international agreements in line with the KEDGE BS format. 90% of Erasmus agreements and almost 20% of non-European exchange agreements have been signed so far, whilst negotiations were initiated for 13 dual-diploma agreements. Institutions that no longer adhere to the KEDGE standards have also been identified.

NEW ACTIVITIES

—The past year was marked by a strategic partnership with KUBS, the most prestigious university in Korea, based in Seoul. The opening of a permanent office on the Bordeaux campus endorsed the strategic alliance which KEDGE BS intends to pursue with select leading universities.

CONTINENTAL HUBS TO SUPPORT INTERNATIONAL DEPLOYMENT

—The International Business Plan proposes a development strategy articulated around continental HUBs and regional KEDGE offices. KEDGE Asia's HUB has been established in Shanghai and KEDGE Offices have now been opened in Seoul, Beijing and Hong Kong in order to best promote the School's activities on those territories. In addition to the operational management of those projects, proper coordination and stewardship of all international initiatives, in line with the overall positioning of the Group, will be a key priority for the International Development BU for the coming year.

STRATEGY & GOVERNANCE

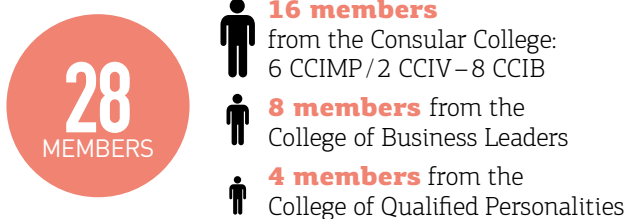


We
Create Share Care
And we prove it

GOVERNANCE & BOARD

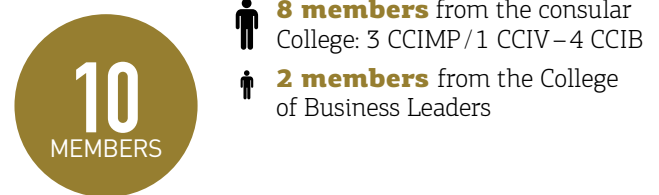
Four governance bodies were set up to ensure strategic steering at the group level. In respect of a proper balance between Bordeaux and Marseille.

GENERAL ASSEMBLY



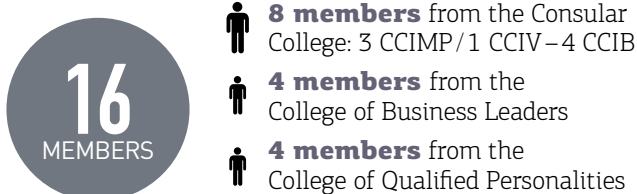
Main responsibilities—It validates accounts for the financial year, allocates profits and grant discharge to members of the board, approve the general policy.

THE BUREAU



Main responsibilities—It monitors the overall orientation of the association with regard to implementation of policies and decisions adapted by the board of Directors and the General Assembly and assists the board in the definition of the general policy.

BOARD OF DIRECTORS



Chairman: François Pierson

Main responsibilities—It defines and proposes the general policy of the association, ensures proper application and implementation of said policy, establishes projected budgets for the association, and ensures their proper implementation.

SPECIAL COMMITTEES



—**Responsibilities equally** shared between the Chambers of Commerce of Marseille and Bordeaux. KEDGE Business School is registered as a non-profit organisation.



Board of Directors – voting rights

Consular College: **65%**
 Colleges of Business Leaders: **20%**
 College of Qualified Personalities: **15%**
 College of Local Authorities
 College of associative organisation, representing, alumni, students, and international academic council.

PERFORMANCE

A NEW DIRECTOR GENERAL FOR A NEW STRATEGIC HORIZON

The appointment of Thomas Froehlicher as Director General of KEDGE Business School was announced in May 2014. This favours a new approach to business management, with a renewed focus on both team work and individual commitment. The men and women of KEDGE Business School are the main drivers for the success of our strategy.



TWO KEY INITIATIVES WERE ROLLED OUT IN LINE WITH OUR COMMITMENT TO PLACE THE HUMAN AT THE HEART OF EVERYTHING WE DO:

—Back to School-Back to Management: this initiative, which involves faculty and administrative staff, aims to strengthen internal buy-in for the new overall strategic project, and to ensure a healthy dialogue between the School leadership and all staff members.

—KEDGING 2020 Together: this initiative aims to redesign the overall KEDGE BS strategic project, in partnership with all internal stakeholders, especially faculty members, programmes directors and students. Once in place, this renewed approach will be shared with our external audiences: corporate and institutional partners, thought leaders, students, parents, alumni and candidates.



THOMAS FROEHLICHER
Dean and Director General

“Sharing experiences and points of view, to build a more innovative and creative future.”



BACK TO SCHOOL BACK TO MANAGEMENT

—Change management is a key success driver in any merger. In particular, staff must be supported throughout the process in order to maximise internal buy-in. At the end of what proved to be a complicated year, it was important to draw up a comprehensive audit of our new School, so we can move forward and define our new culture.

—With this in mind, Thomas Froehlicher has set up a bimonthly all-staff review meeting, which will allow for sharing experiences and points of view on areas for improvement and development.

—The first area of focus is the streamlining and renewed fluidity of our planning and business processes, a crucial aspect given the new scale of our organisation. This reflects our commitment to establish a genuine customer-centric culture, both towards our internal stakeholders and our students/alumni community. Ultimately, our goal is to leverage the diversity of talents of our faculty and administrative staff, in order to professionalise the management of our School, with a central focus on performance, collective cohesion and responsibility.



KEDGING 2020 TOGETHER

—Lecturers, researchers, teaching-support staff and students were invited to read the initial KEDGE BS strategic platform, and submit their own 2020 ambitions in a formal note. Forty of such notes were submitted, each presenting achievements to date, setting out a five-year vision and proposing innovative yet realistic projects to support this vision. Carried out over a period of four months, this collective work aims to prioritise key projects that will best support our expressed ambition: join the top 15 of European business schools, renew all 3 major accreditations

and attract more international students every year.

—Five strategic pillars were defined in view of this ambition:

- KEDGE Business School has engaged in **Radical Thought Leadership** in the areas of business management, consumer responsibility, the relationship between economy and society, in a spirit of exploration, transparency and exchange.
- Our **Community** pillar focuses on the relationship with the business world, taking a proactive and

innovative stance on Executive Education and services offered to our alumni.

- **“Transformative learning”** is fast becoming a trademark of our School, with dedicated labs aimed at stimulating creativity and the implementation of cross-disciplinary projects. We will leverage the new digital capabilities and the renewed international dimension of our School to offer a unique user experience, firmly in line with the expectations of our stakeholders.
- Particular attention is paid to support the development of internal talent and strengthen the skills of our faculty and staff.
- Our **Research** activity is structured around clusters of expertise with a view to build an ecosystem which is both innovative and without borders. This will strengthen the international visibility of our School, our positive impact on professional communities and the continuing refinement of our teaching approach and content.

PERFORMANCE

SCOPE OF OUR RESPONSABILITY

WHAT IS EXACTLY THE SCOPE OF RESPONSIBILITY OF A HIGHER EDUCATION INSTITUTION?

—On a daily basis, a business school –like any organisation– has an immediate impact on its social, economic and physical environment. As purveyors of education, we also have an impact on the people we train as well as on our partners. It is therefore important that we understand the full extent of our responsibilities since we contribute to shaping the behaviour and decisions of future managers and business leaders. Merely focusing on the

carbon footprint and social performance of our campuses is not enough: we should also strive to raise the bar for others. With ever-increasing global awareness of the social, environmental and economic stakes of development and performance, KEDGE Business School has adopted a transversal and systemic approach. The School seeks to measure both the quality of its daily actions and the true impact of its longer-term objectives. This dedication is reflected in KEDGE Business School’s baseline: Create, Share, Care.



SCOPE OF HEI RESPONSIBILITY	AS AN ORGANISATION		
	<ul style="list-style-type: none"> - Personal well-being - Personal development - Health & safety - Human rights - Social & cultural diversity - Employability 	<ul style="list-style-type: none"> - Waste and pollution - Natural resource preservation - Energy - Climate change - Biodiversity preservation 	<ul style="list-style-type: none"> - Financial transparency - Short & long-term financial sustainability - Value creation - Community development - Anti-corruption - Organisational governance
Contribution to the implementation of SD in the sector			
LEVERS OF ACTION	AS A INSTITUTION OF EDUCATION AND RESEARCH		
	<ul style="list-style-type: none"> - Socially responsible behaviour of graduates and partners - Personal and professional well-being of graduates 	<ul style="list-style-type: none"> - Inclusion of environmental sustainability issues in all managerial decisions taken by graduates and partners 	<ul style="list-style-type: none"> - Long-term vision of graduates and partners - Contribution of graduates to economic and ethical advancement, in both business and society at large
IN THE ORGANISATION			
<ul style="list-style-type: none"> - Working and learning conditions - Diversity policy, equal opportunities plans - Access to knowledge - Intellectual development - Social dialogue... 	<ul style="list-style-type: none"> - Transportation policy - Energy policy (sobriety, efficiency and renewable energy) - Building solutions - Management of GHG emissions, waste... - Biodiversity plans 	<ul style="list-style-type: none"> - International strategy - Community involvement and development - Investment and remuneration policy - Quality and efficiency management - Risk management... 	
Fair operating practices, sustainable purchasing and user behaviors, exemplary behavior, lobbying in the sector, sharing with peers, stakeholders engagement, sustainable performance indicators...			
IN PROGRAMMES & RESEARCH			
Pedagogical approach, curriculum content, learning by doing, research themes, transversal research, exemplary behaviour, evolving information sources, providing new standards...			

OUR COMMITMENTS

PRME Principles for Responsible Management Education



—Not only do we embrace the core values and principles of the UNGC in the areas of human rights, labour standards, the environment, and anti-corruption, but we also allocate financial and physical resources to CSR actions and projects within our organisation.

—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 on the six Principles for Responsible Management Education (PRME).

PRME PRINCIPLES

THE *six principles* FOR RESPONSIBLE MANAGEMENT EDUCATION

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.

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.

3. METHOD

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

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.

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.

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.

PERFORMANCE



We
Create Share Care
And we prove it



MAXIMISING OUR STUDENTS' EMPLOYABILITY

Ensuring the employability of our students means above all supporting them with schemes that will help them prepare their integration into the professional world. One of the priorities of last year was standardising our Student Service practices and processes.



Student Services is a hotline and a single point of information and support for all our students, including distance learners. The key idea behind this transversal service is that a student only needs to ask any question once. The Student Services team relies on the contributions of various departments (registrar, international mobility employability) to cater for students' needs. In Bordeaux, for example, an average of 130 students have been supported every day since the introduction of the scheme.

PERSONAL AND PROFESSIONAL DEVELOPMENT

—An innovative scheme was deployed across all campuses, covering special “My Way” days, individualised CV workshops, motivational talks and business conferences. It also includes a remote support service, as well as a coaching programme for students who are approaching graduation and may be thinking of starting their career abroad.

GLOBAL SKILLS: A KEY FACTOR IN EMPLOYABILITY

—2013 was the year of process harmonisation. The selection of student candidates for academic exchanges benefited from the introduction of a new system, common to all KEDGE BS campuses in France. In total, 1,800 French students went to 273 partner universities for at least one semester. Meanwhile, 1,200 foreign students were welcomed over 5 selection cycles. KEDGE BS also organised 3 summer sessions for international students.

NEW CAMPUS, NEW ECOSYSTEM

—In January 2014, a new work environment opened its doors on the Bordeaux campus, designed in line with the academic ambitions of the Group and offering a holistic approach to student life. Offering additional classrooms, lecture halls, offices, a cafeteria, a gym and a sports stadium, this new 22,000-sqm site is a new life hub for the whole KEDGE BS community.

—Our ambition is to offer, via our campuses and the services and infrastructure they provide, a life project to all KEDGE BS students throughout their studies. We aim to offer a campus that is creative, intelligent and open to its environment. This ambition is reflected in the progressive deployment of a range of innovative services over the coming year: the KAP equal opportunities scheme, which aims to support excellent students experiencing financial or social difficulties; new applications and websites aimed at supporting student life; extension of opening hours on campuses; consolidation of our international exchange offer.

“Our ambition: a life project to all KEDGE Business School students throughout their studies.”

PERFORMANCE



ABOVE STANDARD ON CSR

In the peer review conducted in June 2014 by one of the largest accreditation bodies. The majority of the “Above standard” ratings were attributed to the CSR criteria. We value this achievement as recognition of a long-standing commitment to Sustainable Development, which extends far beyond our campuses.



“We remain committed to ensuring that all our students have an acute awareness of their personnel responsibility.”

This year, KEDGE Business School has been pursuing its lobbying efforts to have sustainable development embedded into the performance assessment criteria applied to higher education institutions, working both at national level, notably during the environmental conference held by the French government in 2013, and on the global stage, with our participation to major international conferences such as “Sustainability in University Rankings” (University of Ca’ Foscari) or the “Rio + 20 to 2015: A New Architecture for a Sustainable New World” symposium organised by Yale University.

—As an active member of the “Sustainability Literacy Test” initiative since its inception, our School was invited to present this online questionnaire as part of many high-profile events such as the ISCN conference, co-hosted by Harvard University and the Massachusetts Institute of Technology (MIT), or the annual conference of the Academy of Management. Concrete actions were also taken on our own campuses, notably with the recent introduction of an energy consumption metering scheme in Bordeaux, which enables pinpointing technical or behavioural issues and finding solutions. Meanwhile, the School’s signing of the Biodiversity Charter was backed up by the opening of a “Biodiversity Exploration Path” (Parcours biodiversité), created in partnership with the Parc National des Calanques in Marseille.

SHARING OUR OUTPUT TO BENEFIT THE WIDER COMMUNITY

—The year 2013-14 also saw many successes from our research activities in the field of CSR, with a number of very well-received academic publications and the launch, in June 2014, of our latest research chair, named “Bien-être

et travail” (“Well-being and work”), further demonstrating our commitment to the social aspect of sustainable development. We also want to make sure our research work benefits the wider community. This commitment to sharing our output takes many forms, be it through giving presentations as part of local conferences, such as the one organised by our Chamber of Commerce, publishing a practical guide on Responsible Procurement, dispatching keynote speakers for events such as the French Circular Economy Conference, or organising the CRR academic conference, which is now entering its second decade.

15% OF LECTURERS-RESEARCHERS WORKING ON SUSTAINABLE DEVELOPMENT

—A number of merger-related organisational disruptions have unfortunately led to a decrease in the percentage of core courses dedicated to Sustainable Development in some of our programmes. This will hopefully be rectified as soon as next year, with the recruitment of new faculty members that will bring to nearly 15% the proportion of lecturers-researchers working on Sustainable Development topics. We remain committed to ensuring that all our students have an acute awareness of their personal responsibility in the construction of a sustainable future. While our merger has undoubtedly helped to strengthen certain aspects, notably with a renewed commitment to Sustainable Development in the overall strategy of our School, we also appreciate that many challenges lie ahead, both internally and externally, before the work carried out by our teams and our investments reach their full potential. This can only serve to strengthen our dedication to Sustainable Development and our determination to succeed.

The Sustainability Literacy Test

—Supported by the UN, this multiple choice questionnaire aims at testing knowledge on Sustainable Development issues. Two thirds of the questionnaire are common to all regions and are aimed at assessing knowledge on global SD issues. The remaining third tackles national issues

(i.e. local regulations and laws, culture and practices). In September 2013, more than 6,000 KEDGE Business School students took Version 0 of the Sustainability Literacy Test. This initiative has since been rolled in many countries.

www.sustainabilitytest.org



PERFORMANCE**RESOURCES: INNOVATION AND ADJUSTMENTS**

One year after its creation, while going through an initial period of natural adjustment, KEDGE Business School is already showing signs of success. By joining forces, the former Schools have built a financially stable and balanced institution, with a robust, sustainable and responsible business plan.



**“In 2013-2014,
the school
provided nearly
1 million euros
in financial
assistance.”**

Last year KEDGE Business School underwent a major organisational overhaul, notably with the merging of its operations and resource departments. It was a year of experimentation, adjustment, negotiation and compromise.

The School can be particularly proud to have achieved its objectives with regards to budget, finances and investments. In fact, KEDGE Business School managed to create a business model in which all activities are self-financed and which is not dependent on grants or public funding. This is an important milestone for the School since the grants, which had historically been central to the operation of each establishment, have now run their course. Another key evolution is the current reforms on Apprenticeship Tax laws, an essential source of corporate funding that may well disappear as well.

—Despite this context, our two Schools joined forces to build a financially stable and balanced institution and were able to put in place a sustainable and responsible business plan.

THREE STRATEGIC ORIENTATIONS

—The budget was designed to secure a yearly 5-6 M€ self-investment capacity, with 3 keys strategic requirements:

- Preserve the financial health and independence of our School;
- Rationalise our IS & Learning Management systems and implement innovative digital pedagogy tools;
- Ensure optimal studying and working conditions and our students, our faculty and our staff.

In 2013-2014, investments focused on the new Talence headquarters as well as improving educational resources on all campuses.

WE CARE

—One of the 1st actions of this new business plan was the launching an equal opportunity project named the KEDGE Access Programme (KAP). Starting in 2015, KEDGE Business School will be able to offer additional support to excellent students from low-income families, notably through backing their student loans. Already in 2013-2014, the School was

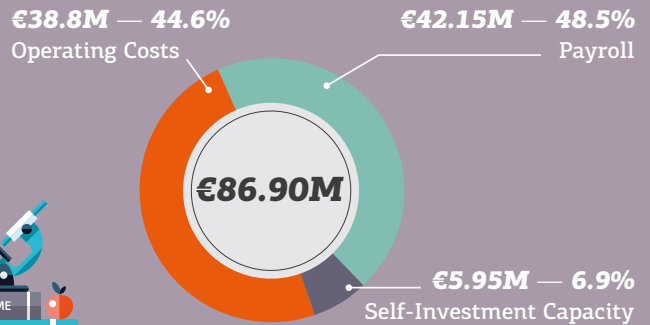
**Highlight:
Innovation Lab Toulon**

—Design is a fundamental element of a company’s business and competition strategies. In March 2014, KEDGE Design School opened a new campus in the centre of Toulon. This site houses a new Innovation Lab (i-Lab), a space dedicated to innovation and Design Thinking,



2013-2014

BUDGET



able to provide nearly one million euros in financial assistance (scholarships, tax exemptions, student jobs, etc.).

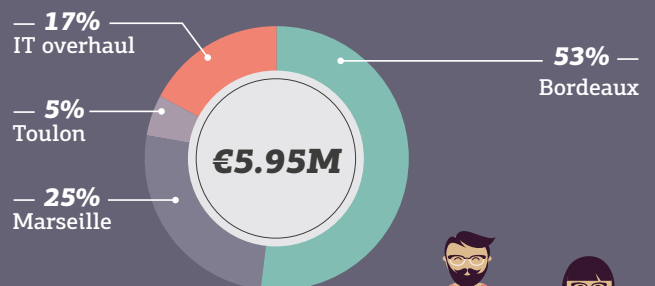
A “STUDENTS FIRST” APPROACH

—After a year of close attention and rigorous management, the School’s finances are in good shape and its organisation is stable and well-balanced. Among the greatest challenges was accompanying the merger-induced changes and consolidating services and processes. It was the daily efforts made by each department, each staff member and professor that allowed KEDGE Business School to take shape.

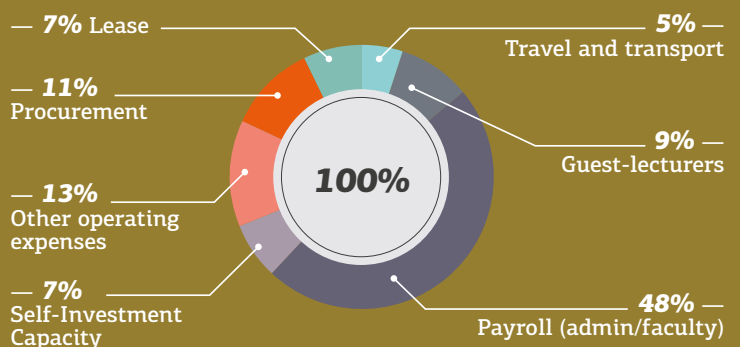
—Not everything is perfect of course and a few wrinkles still need to be ironed out. Our priorities for next year are very clear: we need to focus on getting “Back to School” and “Back to Management”. The School will boost investments aimed at its primary stakeholders and customers. In other words, our institution will adopt a “students first” approach and invest in improving the quality of their learning experience across all campuses.

INVESTMENTS

IMPROVEMENT OF EDUCATIONAL RESOURCES AND FACILITIES



HOW DOES KEDGE BUSINESS SCHOOL USE ITS FUNDS?



developed in partnership with the high-tech engineering school ISEN Toulon and the Department’s General Council. Nearly one million Euros were invested to create this 700-sqm collaborative space intended to enable students to create and experiment and test their ideas. Those innovative facilities enable them to go beyond the concept stage and deliver a tangible outputs as well as work on innovative product uses.

KEDGE
BUSINESS SCHOOL
CREATE - SHARE - CARE

We ✦
Create Share Care
And we prove it