



AND WE 
PROVE IT
Our figures

ACTIVITY AND
SUSTAINABILITY REPORT
2013 - 2014

CONTENTS



2013-2014 PERFORMANCE INDEX

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MANAGEMENT



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PERFORMANCE INDEX

This section is an index of the financial and extra-financial performance indicators used by KEDGE Business School. 2013-2014 was the first year of operation for our new Group following the merger of our two founding schools: BEM and Euromed Management.

The collected data covers a wide range of covers of activities within the group: strategy and governance, teaching programmes, research, social policy and community involvement, and the environmental impact of our campuses.

Not all indicators can be presented exhaustively, but we have set as a short-term objective the consolidation of our data at campus group level.

CSR is a major commitment for our Group and greatly contributes to the overall success of the KEDGE Business School project. It is a core and founding element of our strategy.

Following the Green Plan layout, the performance index covers last year's activities and seeks to describe our school's commitment to both United Nations Global Compact and the Principles for Responsible Management Education.



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



2013-2014 PERFORMANCE INDEX




IMPACT MEASUREMENT

- A:** Objective achieved or surpassed
- B:** Objective is being realised
- C:** Objective not achieved




NA or (-): Non Available/Applicable

K€1 = €1,000
M€1 = €1,000,000

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

SCOPE

-  Euromed Management (Marseille & Toulon campuses)
-  BEM (Bordeaux campus)
-  KEDGE Business School (Bordeaux, Marseille, Toulon campuses and others when available)

PERIOD

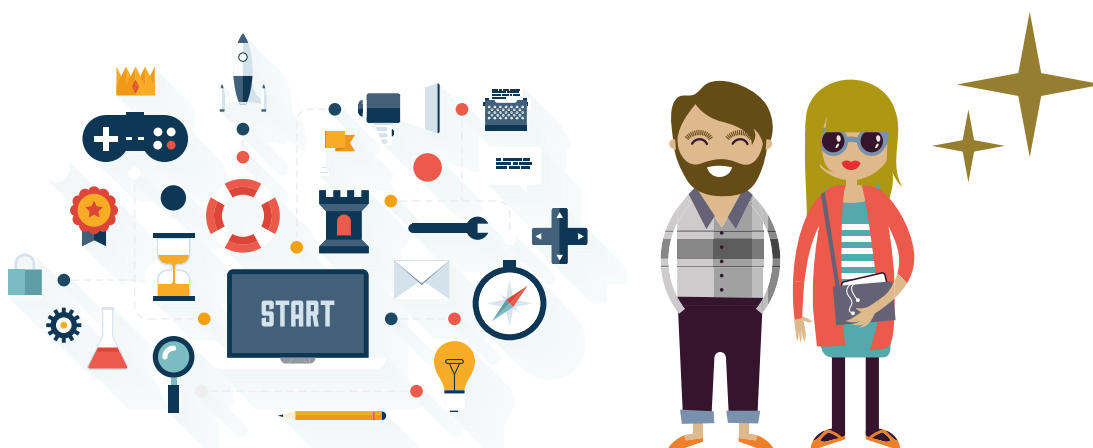
July 2013 / June 2014

MAIN INDICATOR /SD OBJECTIVES (NO: NATIONAL / IO: INSTITUTIONAL)	KEY PERFORMANCE INDICATORS	2010 / 2011	2011 / 2012	2012 / 2013	Results 2013 / 2014	Objectives 2014 / 2015	Trends
1. STRATEGY & GOVERNANCE							
Budget (M€)	Overall budget combined (M€)	75.8	82.1	88.9	86.9	90.2	
	Total FT Faculty & Staff Wages (M€)	18.02	19.70	22.31	42.1	43.8	
		8.27	8.82	9.2			
	Total PT Faculty wages & contractual personnel	5.56	6.49	6.40	7.5	7.9	
		7.56	8.52	9.52			
	KEDGE Business School Investments (M€)	3.0	3.1	3.2	5.9	6.1	
1.0		1.3	1.3				
Tuition fees-Global (M€)	34.0	37.8	41.9	77.1	81.3		
	25.9	27.7	30.8				
CORPORATE CONTRIBUTIONS	Advanced partnerships	150	160	188	190		
		88	96	103			
	Corporate relations	860	860	900	1,100		
		399	424	505			
	Apprenticeship tax collected (gross) (M€)	5	5.7	6	6.8	5.6	
		2.8	2.8	1.75			
Internships	2,578	2,732	2,503	5,543			
	2,015	2,155	2,297				
Company origin (international/national)	48%/52%	48%/52%	48%/52%	48%/52%			
	34%/66%	35%/65%	45%/55%				
NUMBER OF STUDENTS	All Programmes & International	5,604	5,794	6,429	11,639		
				4,622			
GEOGRAPHICAL ORIGIN OF STUDENTS	France	72.2%	77%	72%	76%		
				88%			
	Europe (excl. Russia and Turkey)	6%	4%	6%	5%		
	International (incl. Europe)	28%	23%	28%	25%		
				12%			

MAIN INDICATOR/SD OBJECTIVES (NO: NATIONAL / IO: INSTITUTIONAL)	KEY PERFORMANCE INDICATORS	2010 / 2011	2011 / 2012	2012 / 2013	Results 2013 / 2014	Ojectives 2014 / 2015	Trends																																																																																																																																																																																							
REQUIRED ENTRANCE EXAM SCORES	Ecricome	9.6	9.65	9.65	9.8																																																																																																																																																																																									
		9.6	9.75	9.93				RECRUITMENT RATE OF ESC STUDENTS PER EXAM TYPE (TESTS)	Ecricome	4%	4.5%	4.7%	3.69%			4.5%	4.7%	4.9%	3.94%	Templin 1	8.5%	9.7%	11.8%	9.30%			3.6%	3.6%	4.7%	4.13%	Tremplin 2	7.7%	8.8%	9.3%	8.35%			6.5%	5.8%	6.8%	6.83%	CAMPUS DEVELOPMENT	Number of operating campuses/Offices	5	5	5	9			4	4	4	ACCREDITATION	Number - Name of international accreditations	3-AMBA EQUIS AACSB	3-AMBA EQUIS AACSB	3-AMBA EQUIS AACSB	3-AMBA EQUIS AACSB		A →	RANKINGS	FT - Best European Business School	39	31	32	29			55	60	FT - World Med MBA	61	48	43 (Global MBA)	27 (Global MBA)			NA	NA	FT - Master in Management	30	34	38	42			28	30	FT - Executive Education	NA	NA	67	NA			L'Etudiant – ESC Master Grandes Ecoles	11	9	9	9			12	9	L'Etudiant – CeseMed Post Bac	8	3		1			8	6	Le Point – CeseMed/EBP	2	2	2	2			4	1	2	Le Point – ESC	9	8	10	9			12	12	16	Figaro Etudiant – ESC	8	9	7	7			14	13	Figaro Etudiant – CeseMed/EBP	10	10	10	10			8	6	Figaro Etudiant Bachelor – Euromed/BEM Bachelor	NA	NA	2	1			6	7	9	Figaro Etudiant – EGC	1	1					Challenges – ESC	Trial	10	Trial	10				13		Challenges – CeseMed/PostBac	Trial	3	Trial				Le Parisien		9	8	7
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(NO) SIGNATURE OF SD CHARTER INVOLVING ALL STAKEHOLDERS	New School Commitments	UNGC & PRME, Sustainable Campus Charter, Diversity Charter, The Copenhagen Declaration + Signature of Academic Impact	Id + Rio HESI	Id +GUPES Membership	Id +Charter for Biodiversity	UNEP MOU	A ↗
		UNGC & PRME					
(IO 2015) 2 SD CRITERIA IN MANAGERS' EVALUATION	Use of extra-financial criteria in managers' performance assessments	0%	0%	0%	0%	1 criteria per department	C →
		-	-				
(NO) QUARTERLY MEETINGS OF SD COMMITTEE (REPRESENTING STAFF, STUDENTS, MANAGEMENT AND STAKEHOLDERS)	Existence of a CSR department attached to the General Director	Yes	Yes	Yes	No (current merger)	Yes	B ↗
		No	No	No			
	Staff dedicated to CSR issues	2	2 full-time 2 part-time	3 full-time	3 CSR 2 Wellness 1 full time equal diversity 1 corporate relations		A ↗
		1 part-time	1 part-time	1 part-time			
	Number of CSR Officer meetings	11	10	10	4		C ↘
		0	0	1			
Dedicated CSR budget in K€ (excl. research, investment, wages, etc.)	55	101	76,8	43	75	B ↘	
	No	No	No				
(SO 2015) 1 ANNUAL MEETING FOR EACH TYPE OF STAKEHOLDER: STUDENTS, STAFF, EXTERNAL	Frequency and method for stakeholder consultation	0	0	0	1		C →
(NO) ANNUAL ACTIVITY REPORT COVERING SD INITIATIVES	Activity report covering SD initiatives	Integrated Report	Integrated Report	Integrated Report	Integrated Report	Integrated report	A ↗
		CSR Report					
(SO) REACHING ALL STAKEHOLDERS	SD-related awareness raising actions	5	22	29	63		A ↗



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2. TEACHING & TRAINING							
NUMBER OF STUDENTS PER PROGRAMME	All Programmes + International	5,604	5,794	6,429	11,639		
				4,622			
	All Bachelors	1,606	1,547	1,666	2,212		
		976	1,066	1,050			
	All Masters	3,594	3,762	4,128	8,416		
		2,574	2,682	3,199			
	ESC	1,944	2,192	2,370	4,859		
		1,958	2,052	2,102			
	MSc	1,255	1,089	1,279	1,318		
		81	51	130			
MS	132	184	137	1,121			
	522	559	900				
MBA - EMBA	263	297	342	344			
			67				
DBA	34	53	39	17			
Number of partners (accredited)	169 [72]	178 [79]	189 [88]	273 (164)			
	-	-	-				
INTERNATIONAL PARTNERSHIPS	Number of incoming students	473	562	596	1,200 (including 191 REMIN/ IFC)		
		266	329	373			
	Number of outgoing students	867	796	723	1,800		
		668	762	789			
Number of students involved in special programmes (summer school + MBA summer school)	64	95	120	85 +26 MBA			
	140	166	94				
Number of coaches	42	44	60	75			
	NA	NA	NA				
PERSONAL DEVELOPMENT	Total coaching hours	3,100	3,581	6,326	7,000		
STUDENTS PRO-ACTS PER CATEGORY (all students from Marseille Campus)	Number of Pro-Acts (total)	962	849	934	875		
	Pro-Act Terre	119	101	102	79		
	Entrepreneurship	124	110	108	114		
	Information/Communication	495	453	388	299		
	Associative management	84	71	65	80		
	Sports	59	45	57	68		
	Arts	61	42	61	46		
STUDENT RESEARCH OR PROFESSIONAL PROJECTS	Company	20	27	153	189		
	Employment	729	875	1,174	1,106		
	Research	1,348	927	1,611	1,977		

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MAIN INDICATOR/SD OBJECTIVES (NO: NATIONAL / IO: INSTITUTIONAL)	KEY PERFORMANCE INDICATORS	2010 / 2011	2011 / 2012	2012 / 2013	Results 2013 / 2014	Ojectives 2014 / 2015	Trends
BPM (Business Project Management) (ESC Programme Students from Bordeaux Campus)	Number of BPM's (total)	71	89	95	108		
	Sports & Leisure	16	16	23	30		
	Promotion & Communication	14	14	22	29		
	Arts and Culture	10	12	8	5		
	Social Citizenship	12	25	14	11		
	Economy & Finance	12	14	4	4		
	Entrepreneurship	7	10	4	9		
	Associative Management		NA	20	20		
(NO 2013) SD TRAINING FOR 100% OF FACULTY MEMBERS	Percentage of faculty members receiving SD-related training	3.6% 30% for PSR	9.9%	0%	0%	Mandatory for all new faculty members	C ↗
(NO 2011) EXISTENCE OF AN SD CORE TEACHING CONTENT (NO 2017) 100% OF PROGRAMMES INCLUDE AN SD COURSE	Proportion of compulsory courses content dedicated to SD issues	CeseMed (15%) EGC (0%) PMF (8%) ESC1 (8.3%) ESC2 (16%) MS/MSc (8.5%)	CeseMed (15%) EGC (0%) PMF (8%) ESC (8%) MS/MSc (9.5%) MBA (5.5%)	CeseMed (15%) Euromed Bachelor (15%) ESC (11%) MS/MSc (15.4%) MBA (5.5%)	CeseMed (15%) EBP (12%) KEDGE Bachelor (2.63%) ESC (8.30%) MS/MSc (15.38%)	Reframing of the SD approach in the new pedagogical approach	B ↘
		Bachelor (8.3%) EBP (6.9%) ESC Bachelor (11.4%) MS/MSc (12.2%)	Bachelor (8.3%) EBP (8.9%) ESC Bachelor (11.4%) MS/MSc (12.2%)	Bachelor (8.3%) EBP (12%) ESC Bachelor (11.4%) MS/MSc (13%)			
(NO 2011) EXISTENCE OF AN SD CORE TEACHING CONTENT (NO 2017) 100% OF PROGRAMMES INCLUDE AN SD COURSE	Proportion of elective courses	ESC 2 (16%) MS/MSc (20%)	ESC (18%) MS/MSc (35%) MBA (4.8%)	ESC (19%) MS/MSc (---%) MBA (4.8%)	ESC (16%)		B ↘
		ESC Master 1 & 2 (11.9%)	ESC Master 1 & 2 (12.5%)	ESC Master 1 & 2 (12.8%)	ESC Master 1 & 2 (10.8%)		
	Executive Education	4 short-term courses + 1 programme	4 short-term courses + 1 10-day programme	Elective MBA track + 10-day programme	Compulsory courses (5.6%) Elective courses (4.2%)		B ↗
		FC ESC (5%) FC ISLI (5%) FC MAI (1 short-term course)	FC ESC (5%) FC ISLI (5%) FC MAI (1 short-term course)	FC ESC (5%) FC ISLI (5%) FC MAI (1 short-term course)	FC ESC (5%) FC ISLI (5%) FC MAI 1 short term course PMG (5%) MS MFO (10%)		
	Proportion of students / graduates taking on an internship /job tackling SD issues	17.5%	19%	20%	22.9%		B ↗

MAIN INDICATOR/SD OBJECTIVES (NO: NATIONAL / IO: INSTITUTIONAL)	KEY PERFORMANCE INDICATORS	2010/2011	2011/2012	2012/2013	Results 2013/2014	Ojectives 2014/2015	Trends
3. RESEARCH							
PUBLICATIONS	A et B articles	22	24	42	70		
		14	19	29	42		
	C articles	44	54	55	51		
		25	35	45	21		
	Total of scholarly publications	66	78	97	121		
		39	54	74	63		
	Professional journals, not peer-reviewed	68	6	15	9		
		21	25	39	32		
	Book chapters	36	28	28	30		
		19	13	20	13		
	Books	12	6	6	5		
		7	11	8	8		
	Number of authors	38	45	52	59		
		30	35	43	33		
	Research papers presented at Conferences	92	93	101	91		
		85	79	106	93		
Case studies (published in a case clearing house)	10	8	3	7			
	0	1	0	8			
CNRS articles	38	30	50	86			
	18	32	43	52			
CNRS STARS RATINGS	Number of CNRS Stars	73	59	108	190		
		38	65	87	109		
(NO 2013) 15% OF RESEARCH PROJECTS DEDICATED TO SD TOPICS	Proportion of SD-relevant academic output	36%	35%	16%	16%		A →
		24.70%	26.10%				
	Number of Research Chairs dedicated to SD/CSR	3	2	3	4		
1		1	1	1			
Existence of an interdisciplinary Group on SD issues	Yes	Yes	Yes	Yes		A →	
(NO 2011) INTERDISCIPLINARY RESEARCH GROUP ON SD (NO 2011) NATIONAL EXCHANGE PLATFORM FOR SD KNOWLEDGE	Involvement in National/ International Research Programmes on SD	3	3	NA	NA		
				NA			
(NO) RESEARCH IN PARTNERSHIP WITH OTHERS TYPES OF ORGANISATIONS	Networks where KEDGE BS is active	PRME, UNGC	RSE PACA, WIKI 2D, PRME, UNGC, GRLI	Institute of Circular conomy, RSE PACA, WIKI 2D, PRME, UNGC, GRLI	CE100, Institute of Circular conomy, Orée, Institut Inspire, Green Cross, RSE PACA, Ecoplanète, PRME, GUPES, GRLI		A ↗
(SO) IMPACT OF RESEARCH WORK ON THE GENERAL PUBLIC AND DECISIONS MAKERS	Number of SD Research Projects conducted by students	168	195	139	164		A ↗
		18	20				

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MAIN INDICATOR/SD OBJECTIVES (NO: NATIONAL / IO: INSTITUTIONAL)	KEY PERFORMANCE INDICATORS	2010 / 2011	2011 / 2012	2012 / 2013	Results 2013 / 2014	Ojectives 2014 / 2015	Trends
4. SOCIAL POLICY AND LOCAL COMMUNITY INVOLVEMENT							
HUMAN RESOURCES	Administrative staff	213	205	224	277		
		147	139	156	165		
	Faculty members	86	91	93	181		
		55	62	75			
	Percentage of men/women	42%/58%	42%/58%	42%/58%	41%/59%		
		40%/60%	39%/61%	37%/63%			
Percentage of french/ non-french	84%/16%	82%/18%	83%/17%	81%/19%			
	91.6%/8.4%	90%/10%	89%/11%	86%/14%			
Number of staff training hours	2,788	2,812	3,395	4,439			
	2,389	4,265	-				
RECRUITMENT - MEN	Management	11	5	4	0		
		6	8	3			
	Non-management	1	2	4	6		
		2	1	0			
RECRUITMENT - WOMEN	Management	5	4	2	4		
		3	1	3			
	Non-management	6	6	5	13		
		5	4	0			
IMPACT ON COMMUNITY	Student employment contracts (fixed-term)			41	51		
				-			
	Number of student associations	26	23	47	52		
		21	21				
(NO) BE REPRESENTATIVE OF FRENCH SOCIETY (AS PER SOCIO-ECONOMIC, GENDER, MINORITY AND DISABILITY STATUS) FOR BOTH STUDENTS AND STAFF	Social origin of students						
	Agro-fishing industry	3.7%	3%	2%	1.7%		
		1%	1%	1.2%			
	Self-employed workers, business owners (over 10 employees)	11.8%	18%	16%	16.9%		
		11%	11%	11.30%			
	Senior management & knowledge-based professions	40%	49%	46%	51.7%		
		50%	49%	49.30%			
	Intermediate-level workers	17.9%	12%	10%	7.9%		
		12%	12%	12.82%			
	White-collar workers	9.6%	6%	6%	3.1%		
		10%	10%	9.80%			
	Blue-Collar workers	2%	3%	4%	6%		
		2%	2%	1.4%			
	Retired	3%	5%	6%	5.5%		
		5%	6%	5.4%			
	Unemployed	2.8%	1%	1%	0.1%		
9%		2%	9%				
Other	9%	3%	9%	7.1%			
	0%	6%	0%				

MAIN INDICATOR/SD OBJECTIVES (NO: NATIONAL/ IO: INSTITUTIONAL)	KEY PERFORMANCE INDICATORS	2010/2011	2011/2012	2012/2013	Results 2013/2014	Ojectives 2014/2015	Trends
STUDENT GENDER	Women	39%	45%	47%	48%		A →
		49%	49%	49%			
	Men	61%	55%	53%	52%		
		51%	51%	51%			
HR	Proportion of women in management and senior management positions /sitting on the Board of Directors	14.23%/23%	14.23%/23%	14.23%/23%	45%/30%		A ↗
		20.83%/14.28%	20.83%/14.28%	20.83%/14.28%			
	Proportion of seniors	12%	12%	29%	21%		A ↘
		31.20%	35.80%				
EQUAL OPPORTUNITY EFFORTS	Number of apprenticeship / professional contracts (work study)	374	357	318	760		A ↗
		-	-	120			
	Number of equal opportunities projects/Number of students involved	10	13	14 (+200 students)	25 (+1,000 students)		A ↗
		-	-	-			
FINANCIAL AID / (NO) 100% OF STUDENTS AND STAFF LIVING ABOVE POVERTY THRESHOLD	New students exempted from tuition fees (per year /cumulated)	0/14	3/14	3/20	8/14		
		NA	NA	NA	NA		
	Number of government scholarships (CROUS)	466	688	717	829		
		483	563	621	624		
	Number/amount of School scholarships	70/100.5K€	147/200K€	113/190 K€	161/400 K€		B ↘
		156/302 K€	178/277 K€	162/282 K€			
	Number/amount of EU funding for mobility	280/587 K€	521/627 K€	580/735 K€	194/300 K€		
		693/970 K€	877/1,122 K€	841/1,092 K€	222/264 K€		
(NO) 6% PERSONNEL (STAFF AND FACULTY)/ STUDENTS WITH A DISABILITY	Proportion of staff /number of students with disabilities	2.3%/6	1%/12	1%/12	0.5% (3 staff/24 students)		C →
		-	-	-			
	Existence of a department dedicated to integration of international students	Yes	Yes	Yes	Yes		A →
		Yes	Yes	Yes			
(SO) RESOURCES DEDICATED TO STUDENT WELL-BEING AND PSYCHO-SOCIAL ISSUES	Staff involved in wellness team	1	7	9	13		A ↗
		-	-	-	7		
	Infrastructure		2 rooms	3 rooms	3		A ↗
		-	-	-	2		
	Budget allocated to wellness (K€)		32.6	48.2		53.2	A ↗
		-	-	-			

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MAIN INDICATOR/SD OBJECTIVES (NO: NATIONAL / IO: INSTITUTIONAL)	KEY PERFORMANCE INDICATORS	2010 / 2011	2011 / 2012	2012 / 2013	Results 2013 / 2014	Ojectives 2014 / 2015	Trends
(NO) RAISE AWARENESS OF ALCOHOL AND DRUG ABUSE ISSUES FOR 100% OF STUDENTS	Awareness initiatives on wellness issues	4	17	32	30		
		-	-	-	3		
	Staff satisfaction rate	12.9%	13.1%	12.1%	NA		
		57.20%	NA	57%	NA		
	Participation rate in the HR staff satisfaction survey	72%	60%	42%	NA		
		58.40%	NA	58%	NA		
	Staff turnover rate (%)	6.2%	4.3%	5.2%	1.5%		
		2.06%	2.18%	NA			
	Internal mobility rate	NA	1.6%	0.01%	0		
			NA	-			
Absenteeism rate (including long disease)	4.38%	2.05%	3.8%	5.3%			
	4.22%	2.49%	-				
Number of days absent due to accidents at work/number of persons concerned	0	15 days/ 1 person	0	465 days / 5 persons			
	45/NA	0	-				
Number of sick days/ number of people concerned	1,709/32	1,435/27	640/52	ND			
	2,032/NA	1,288/NA	-				
(NO 2013) 100% OF STAFF (FACULTY & NON-FACULTY) RECEIVING SD TRAINING	Percentage of staff receiving SD training during current year	7%	2%	1.3%	0.17%	Awareness seminar for all new employees	C ↗
		15.6%	4.9%	-			
(NO) 30% OF SOLIDARITY AND COOPERATION INITIATIVES AIMED AT DEVELOPING COUNTRIES	Local/International solidarity projects	46%/33%	45%/55%	53%/47%	58%/42%		B ↗
		-	-	-	54%/46%		



MAIN INDICATOR/SD OBJECTIVES (NO: NATIONAL / IO: INSTITUTIONAL)	KEY PERFORMANCE INDICATORS	2010 / 2011	2011 / 2012	2012 / 2013	Results 2013 / 2014	Ojectives 2014 / 2015	Trends
5. ENVIRONMENTAL CAMPUS MANAGEMENT							
(ISO 2020) REDUCE GREENHOUSE GAS EMISSIONS BY 40%	Total Emissions (mtce, metric tons carbon equivalent)	NA	11,690	NA	NA	Carbon footprint on campus and offsetting	C ↘
		560 mtce (excl. campus 3. Mérignac and Frêt)	NA	NA	NA		
	Carbon footprint per student (mtce) with/ without trips abroad	NA	2.09/0.18	id	NA		
		NA	NA	NA	NA		
(NO) INTEGRATE SOCIAL AND ENVIRONMENTAL INDICATORS IN MARKETS, WITH A MINIMUM WEIGHTING OF 30%	Weighting of social and environmental criteria in procurement	10%	10%	NA	NA		C →
		NA	NA	NA	NA		
	Percentage of purchasing contracts with CSR requirements attached		50%	NA	29%		B ↗
			NA	NA			
(NO 2010) 100% OF WOOD CERTIFIED OR SOURCED FROM SUSTAINABLY MANAGED FORESTS	Quality / Quantity of paper consumed (excl. promotional tools)	100% / 11.45 tons	100% / 12.12 tons	100% / 13 tons	100% / 8 tons		B ↗
		NA	0% / 10.4 tons	0% / 11 tons	0% / 7,6 tons		
PRODUCT / RESOURCE CONSUMPTION *ESTIMATES INCLUDING STUDENT ACTIVITIES	Cardboard m ³	91 m ³ *	60 m ³ /20 m ³ (compacted)	40 tons (compacted)	10 tons		B ↘
		NA	NA	NA	8.3 tons		
	Cans	80,000*	55,208*	45,350*	34,738		
		27,412	21,793	17,942	0.81 tons		
	Glass	28,000*	11,000*	8,404*	NA		
				NA	0.55 tons		
	Plastic cups	110,000*	58,100*	121,500*	148,000		
		84,985	77,372	79,583			
	Plastic bottles	28,000*	11,010*	17,493*	16,516		
		9,458	21,845	10,311	0.41 tons		
	Light bulbs	2,000	600	580	510		
		302 tons			NA		
	Computers & electronic products	30 screens 40 CPUs 10 printers	10 screens 40 CPUs 14 printers	190 CPUs -45 LCD monitors -61 CRT monitors -50 laptops Approx. 12 m3 of various waste (old cables, keyboards, mouses...)	200 CPUs 50 laptops About 12 m ³ of various waste (old cables, keyboards, mouses...) 41 dynamic screens 34 classroom screens 6 TV 60 Video projecteurs		
		32 screens 14 printers 43 CPUs 45 projectors Total = 134	57 screens 5 printers 177 CPUs 15 projectors Total = 254	23 screens 1 printer 122 CPUs 0 projector Total = 146	NA		
	Ink Cartridges	277	226	285	285		
		-	-	-	-		

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MAIN INDICATOR/SD OBJECTIVES (NO: NATIONAL / IO: INSTITUTIONAL)	KEY PERFORMANCE INDICATORS	2010 / 2011	2011/2012	2012/2013	Results 2013/2014	Ojectives 2014 / 2015	Trends
[NO] EARN AT LEAST B GRADE (ENERGY AND CLIMATE) FOR RENOVATED BUILDINGS AND A GRADE FOR NEW BUILDINGS	Electricity consumption (KWh)	1,587,892	1,298,079	1,325,190	1,475,000		C ↗
		1,423,387	1,374,474	1,448,954	1,441,357		
	Gas consumption (KWh)	2,207,889	1,539,804	1,492,111	1,800,000		
		1,895,804	1,579,358	1,520,152	640,635 m ³		
[NO] 20% OF ENERGY FROM GREEN SOURCES	Average green energy production/day (KWh)	115.26	106.84	108 (approx. 38.997 per year)	210		C ↗
[NO] 20% OF ORGANIC AND LOCALLY-SOURCED PRODUCTS IN CATERING	Proportion of organic, locally-sourced and fair-trade products		Launch of Sustainable Food Service project	0%	NA		C →
					NA		
[NO] REDUCE WASTE BY 2% (ON A CONSTANT BASIS)	Tonnage of waste	50 bins	12 bins (July-Nov)+ 15.7 tons	20 bins	19 bins - 20.32 tons		
		97.061 tons	56.842 tons	66.916 tons	-		
[NO] ACHIEVE PROPER SELECTIVE SORTING FOR 100% OF WASTE AND A 75% RECYCLING RATE	Paper recycling	20%	80%	80%	90%		A ↗
			41.7%	9.1%	7.03%		C ↘
	Cardboard recycling	0	50%	95%	90%		A →
					7.49%		C ↘
	Light bulbs	100%	100%	100%	100%		A →
		NA	NA	NA	NA		C →
	Computers & electronic products recycling	Stored	Stored	Stored	Stored		
		1.1 t	0.79 t	0.89 t	NA		
Ink cartridges recycling	91% reconditioned 9% dismantled	96% reconditioned 4% dismantled	87% reconditioned 13% dismantled	87% reconditioned 13% dismantled			
	96%	96%	96%	NA			
[NO] WATER CONSUMPTION LESS THAN 3M3 PER YEAR PER FULL-TIME STUDENT	Water consumption (m ³)	8,241 (1.5 m ³ per student)	8,351 (1.4 m ³ per student)	8,331 (1.3 m ³ per student)	9,934 (1.63 m ³ per student)		B →
		NA	5,682 (1.88 m ³ per student)	6,278 (2.11 m ³ per student)	9,839 (2.09 m ³ per student)		
[NO] RATE OF PUBLIC TRANSPORTATION USE HIGHER THAN REGIONAL AVERAGE (REFERENCE: URBAN PUBLIC TRANSPORTATION PLAN) [NO] ACHIEVE BUSINESS TRIPS OF FACULTY/ RESEARCH STAFF MEMBERS AND OPERATIONAL ACTIVITIES	Carbon footprint for daily travel (public transportation/ petrol-based vehicles)	-	155/185	-	-		C ↘
		-	-	-	-		
	Greenhouse gas emissions linked to transportation	-	91.48%	-	-		
Compensation tax for transportation	0	0	0	0	0	Study in progress	C ↘
[NO] 100% OF GREEN SPACES ECOLOGICALLY MANAGED, WITH 0% PESTICIDES	Preserving biodiversity and natural resources	0% pesticides	0% pesticides and biodiversity ESR	Id	Adoption of a biodiversity charter and action plan		A ↗
		-	-	-	-		C →



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