

SKEMA BUSINESS SCHOOL

PRME SIP REPORT

October 2018



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2018

INTRODUCTION

Guided by the Global Compact principles and the Principles for Responsible Management Education (PRME), SKEMA Business School is committed with all its stakeholders (the CGE, the Ministry of Higher Education and Research, etc.), to build a CSR policy for the students and its collaborators.

The school is committed to promoting CSR everywhere it operates ...

The SKEMA Business School CSR policy is transverse and extends across all campuses, paying close attention to the history, context, location and socio-economic development of each region.

This SIP report covers projects and actions lead by SKEMA and several of its internal stakeholders regarding corporate social responsibility. It reflects the wish of the governance to establish its CSR policy at the heart of its corporate strategy, in line with SKEMA's values. The result is the creation of clear and tangible goals in Governance, Education and Training, Research, Environment and Human and Social Politics.

... In its education programmes

Our objective is to train adaptable and mobile talented managers who are able to provide a sustainable performance, to contribute to the debates and to societal challenges while expanding the frontiers of knowledge and innovation. All programs include courses, activities or projects dedicated to CSR: providing students with the opportunity to increase their awareness of important issues related to sustainable development through different subjects like Sustainable Marketing, Ethics, Sustainable Finance, etc. The aim is to give them the open-mindedness, the necessary perspective and the tools to analyse the risks and the societal issues of their projects and decisions, and those of their company. SKEMA has also developed programmes specialized in Sustainable development / CSR to emphasise/focus on the hard and soft skills our students will need to become responsible and public-spirited managers who will help the companies to integrate social and environmental dimensions into their development.

... In its human and social policy

With its numerous local partners (associations, foundations, companies, etc.), SKEMA leads several actions to contribute to the socio-economic development of the areas where its campus are located. Several projects with local or national stakeholders aim to facilitate the access to higher education, from financial supports to job training and placement scheme for disabled students in internship, training-for-employment and job.

... In its research

Many of SKEMA's research programs focus on key topics in sustainability, contributing to the development of certain skills among our students, and facilitate valuable exchanges with our partners.

... In its students' projects

Our goal is to encourage and guide our students to enhance their professional project, new business start-up or humanitarian or associative project.

... In its environmental management

SKEMA is still making continuous improvements by integrating the guidelines of its environmental management system into its quality management system (ISO 9001 V2015).

This integration will help the school to take into account the environmental considerations of the stakeholders and improve its environmental performance by controlling its activity impacts (for example through the efficient use of resources and the reduction of waste). The school aims to develop responsible and exemplary campuses, thus decreasing our environmental impacts and encouraging the development of responsible behaviour among our students and collaborators. The environmental policy (ISO14001 V2015) is deployed on its historical campus of Lille and Sophia-Antipolis, around four main goals:

- Control and reduce consumption at the source (paper, water, energy);
- Prevent pollution and improve waste management;
- Respect the natural environment;
- Develop a sustainable transport policy.

All the actions carried out are encouraged by a transparent and relevant governance system, which reflects the commitment of SKEMA to limit its environmental impact while training talented, responsible managers.

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LETTER OF CONTINUED COMMITMENT by Alice Guilhon, Dean.

SKEMA has officialised that corporate social responsibility is at the heart of its mission: it aims at being an open learning community, which serves of all its stakeholders: students, Faculty and staff, companies, and the local environment (natural environment, local business eco-system). The school intends to participate in the development of companies and in the competitiveness of the communities in which it is located. This is a long-term commitment which includes a sustainable development dimension. This type of relationship is a key part of the School's values, which encompass sustainable performance, multiculturalism and diversity, humanism, reflecting SKEMA's commitment to its "contribution to the community".

Our ambition is to recruit and train responsible managers, transformers of our society and our economy, in order to contribute with our stakeholders to the construction of a sustainable system. For this, we promote the systematic involvement of companies in the school (both in governance, research or student projects). We demonstrate our values of excellence, humanism, diversity and innovation in our day-to-day management. We contribute to projects of economic, social and environmental development in the territories in which the school is established. We are involved in the public debate in order to stimulate the necessary transformation of the economy to contribute to the development of a sustainable environment.

Guided by our values, we deeply believe that our students are the drivers of change in our society. Our responsibility is to support them in the best way, in order to cultivate their environmental and societal conscience so that they are a source of value creation, respectful of both the environment and each other.

Dr. Alice Guilhon,
Dean SKEMA Business School

PRESENTATION, VISION AND MISSION

The School was launched in November 2009, from the merger of two reputed French business schools: CERAM Business School (created in 1963), belonging to the Chamber of Commerce of Nice Côte d'Azur, and ESC Lille (established in 1892), a private business school. SKEMA's mission is oriented towards higher education in the broad sense; it is a full service business school.

The objective of the merger was to create a truly global business school that would be a *first mover* in the academia and that would cultivate its distinctiveness in the very standardized sector of higher education. "Going global" through the deployment of a multi-campus structure on the 5 continents, becoming a reference for global and local companies, and training the future talents able to cope with the evolutions of the Knowledge Economy are SKEMA's vision and challenges.

To do so, SKEMA Business School has positioned itself as the **School of Knowledge Economy & Management**, which is reflected in its brand name.

POSITIONING AND MISSION OF THE SCHOOL OF KNOWLEDGE ECONOMY AND MANAGEMENT

Companies have to embrace knowledge creation and globalization

In today's world, innovation is the norm. To obtain and maintain a competitive advantage, companies have to find the conditions to innovate, and not only create new knowledge, but also capitalize, share, implement and protect it. They face a growing need to manage intangible, knowledge-based assets and "accumulate" technological capital, brand capital, customer capital, human capital, etc.

Knowledge creation requires strong innovation skills and an entrepreneurial mindset. It mobilizes diverse teams of interconnected experts; in other words, it results from the joint efforts of various stakeholders. Moreover, greater international openness is also a key feature of the Knowledge Economy, which, by encouraging the flow of goods, services, capital, and labor, not only generates new opportunities, but also new risks. These companies must innovate continually and convert their knowledge into a competitive advantage by building services around their products. They must focus on and develop their human capital, which is their greatest insurance policy against the unknown. Accounting for stakeholders within the process of knowledge co-creation and acting in favor of responsibility and sustainability are the pillars of corporate social responsibility, which is another, high-level impactful challenge companies have to face.

SKEMA's response to the challenges of the Knowledge Economy

Institutions of higher education are on the frontline, helping companies and institutions perform and adapt to a changing world. Their role and place in the society is being questioned more than ever. The main challenges faced by the Business Schools of the Knowledge Economy are accounting for the impact of globalization and digitalization on business education, retaining qualified faculty with distinctive expertise, developing students' soft skills, contributing to the community, installing a sustainable business model supported by a sound governance, and establishing a strong brand, worldwide.

By positioning itself on the Knowledge Economy, and by striving to address those challenges, SKEMA believes it has the capacity to fully respond to society's needs. Such positioning is a distinctive feature of SKEMA, whose DNA is made-up of three key features of the Knowledge Economy: Globalization, Innovation, and Digitalization.

- **Globalization:** it has not only affected industry, but it is also influencing the sector of education, imposing an array of innovations and demands. Since its creation, SKEMA has taken up the challenge of being a globalized school situated on several campuses located in zones of high growth (Europe, Asia, America, and soon, Africa). The objective is to be a school which evolves in synergy with local and international companies to develop managers for the globalized world; managers who are responsible, open, and mobile, with a respect for diversity, and able to work remotely.
- **Innovation:** In the Knowledge Economy, the creation and use of knowledge of all forms lies at the heart of value creation. As a result, business schools are expected to train future graduates with a solid culture of innovation. Their role is no longer to transmit useful knowledge, but to create it in the framework of a strong culture of innovation. By creating new programs, adjusting curricula to company needs and local opportunities, by multiplying innovations in the T&L system, teaching on knowledge and innovation management, producing ICs, etc. SKEMA has decided to cultivate innovators and entrepreneurs ready to leverage disruptive change in all organizations, from the largest to the smallest.
- **Digitalization:** Far from being a School of technology, SKEMA focuses on the impact of the integration of digital technologies in all the areas of business: business models, new income generation, value creation, interaction between people, organization and coordination schemes. It strives to give meaning to the core elements of digitalization and digital transformation: customer experience, change, agility, leadership and culture, workforce enablement. SKEMA is currently applying such principles to itself, as it has started its digital transformation.

Therefore, SKEMA's contribution to the Knowledge Economy is the development of the multi-campus system, student mobility to foster awareness of the globalized world, a teaching and learning system resting on the teaching of knowledge and innovation management, the development of a capacity to innovate, and of an entrepreneurial mindset to generate sustainable performance.

Because these three elements form strong drivers of change within companies, jobs, professions, and within disciplinary functions, SKEMA has chosen to assemble its programs and faculty in the scope of three thematic Academies: Globalization, Innovation, Digitalization and a Sports and Languages department (SKILS). They guarantee the presence of SKEMA's DNA in all teaching and learning activities and they provide students and alumni the best opportunity to evolve within professions that may not yet exist and to contribute to an organization's sustainable development. The Academies offer also the opportunity to mix disciplines and expertise to produce new teaching content, new programs, new approaches, new practices, new collaborations, etc., all of which lead to openness and a stimulating climate in which faculty members can exchange and work together productively. SKILS is dedicated to the development of active and dynamic graduates with advanced linguistic capabilities, strong leadership qualities and a truly global perspective.

SKEMA'S MISSION STATEMENT: REFLECTING THE POSITIONING AND THE COMMITMENT TO TERRITORIES

To educate and guide high-achieving students and practitioners from a variety of backgrounds in their professional and personal development so that, while respecting ethical and responsible principles and practices, they can:

- Evolve successfully in a multicultural context and in a globalized knowledge economy in organizations of any size, in any country;

- Contribute to the development and the sustainable performance of their organizations through their ability to innovate, their technical skills and their cross-disciplinary and international culture.

To this end, the School emphasizes:

- Academic and Applied Research that will advance both management theory and disciplines that assist global managers in the application of best practices;
- Pedagogical innovation;
- A multi-campus strategy;

The School thereby contributes to:

- The development of the regions and countries in which it is located
- The development of firms with which it has links.

Therefore, SKEMA Business School is a learning community committed to the creation and transmission of knowledge and practices in management. The School's values are multi-culturalism and diversity, humanity, innovation and excellence.

OVERVIEW OF PRACTICAL ACTIONS

Principle 1 – OBJECTIVES

We develop the capabilities of students to be future generators of sustainable value for business and society and to work for an inclusive and sustainable global economy. For this, we encourage them to participate in projects and challenges related to sustainable development. Several students were able to see the real and positive impact of their projects on their local environment or society. Some even concretized the awareness acquired during their studies by developing an innovative business model or humanitarian projects.

- **Projects and skills**

Globalization MOOC

The 2016 edition of the Globalization MOOC enabled over 1500 SKEMA students on four different campuses to understand the challenges, risks and opportunities of the global dimension of the market economy. In an ultra-competitive world, it is not enough for our students to possess the necessary technical skills – they must also master the challenges of the globalized market if they want to stand out from the crowd. This version is made with nine sessions over five intensive days and 35 interactive activities including 25 videos targeting the key questions of the dynamics of globalization. The MOOC has also been enhanced by new group activities (for example, interviews with managers), more coaching (about ten more members on the academic team), and an intensified self-evaluation for each learning stage. After this MOOC, each participant gains a better understanding of the implications of a globalized world, and is capable of assessing its challenges, analyzing macroeconomic, financial and geopolitical trends so that they can design business strategies in the long term. This MOOC is also open to anybody who wants to enhance his or her CSR knowledge. That is why in 2014, about 3200 participants followed this seminar, half of whom came from outside SKEMA. In 2015, there were 5500 participants on five continents, thus contributing to helping people become open minded about the sustainable challenges we will have to face.

The Global Knowledge Economy Talent seminar

Every year, SKEMA offered all students on all campuses (Lille, Paris, Sophia-Antipolis, Suzhou, Raleigh, Belo Horizonte) in the M1 Programme Grande Ecole and some MSc students a seminar entitled "Global Knowledge Economy Talent Seminar". Around 1500 students have attended this intensive seminar from the six SKEMA campuses. It aimed to help them identify the challenges of working and interacting in a multicultural environment and to enable them to feel the importance of "cultural competence" for successful leadership and management. Besides identifying the level of competences needed to succeed in multicultural management, participants evaluated their personal intercultural skills and prepared a short video illustrating a striking cultural difference they had experienced.

A solidarity and pedagogical project

SKEMA also encourages concrete projects, helping students to make pedagogical humanitarian projects become a reality. The Queen's Cup Project, which has been in operation since September 2016, was developed by a group of six French and international students in SKEMA's MSc Project and

Programme Management and Business Development (Lille campus). The project's objective was to provide homeless women with a long lasting, economic and ecological solution for protection during their monthly period. This project resulted in the distribution of 150 cups in partnership with the association Eole. Inspired by a similar process set up in India, our students discovered these "period cups" and saw their potential especially for the homeless. Indeed, these cups are cheap (they can be reused) and practical (they are easy to clean with a little hot water). They are also ecological if you consider that, in a lifetime, women use on average 20 000 sanitary towels and tampons that take around 15 years to be biodegrade. The remaining problem was to find the cups themselves. This was done through Luv ur Body, a Slovakian provider that delivered 150 cups free of charge and showed the women how to use them (this was done through the association Eole, that helps homeless families and women in Lille). This project had no funding but succeeded through the students' determination and motivation – it was a challenge but also rewarding. It comes under the category of SMART projects: "Specific, Measurable, Active, Reachable, Time-framed, and Ecological".

- **Rewards**

National Competition for the Promotion of Professional Ethics

The Rotary Club and the Conférence des Grandes Ecoles have organized this contest since 2004. Over one thousand students take part in the theme of promoting ethics at work every year. The contest is for students in higher education from three years post- high school to doctoral students. It is meant to encourage them to think about ethics as they are about to embark on the world of work. In a rapidly and profoundly transforming world, the contest asks them to define their own values to construct tomorrow's society. They can write about the subject of their choice. The test takes the form of an individual or group essay dealing with the theme of work and ethics; the regional prize is worth €1000 and the national prize, €2000. Several of our students have won the price. Elise Catteau, Solange Hebert and Meliké Yildiz won with a special mention in the North district with their essay: "The place of world citizens in our globalized world: the ethics of global workers". This project is the basis of their world tour of social entrepreneurship next year.

Another SKEMA student, Fabrice Ramananjato, also obtained a special mention with the examiner's congratulations. His essay was titled: "Professional ethics at the service of social mobility: the importance of repaying favours". Finally, Isabelle Maïder Dockhelar-Bechacq won with a special mention in the North district with her essay entitled "Big Data – a goldmine for companies and a scourge for ecology".

A Human Resources trophy for Enactus SKEMA Nice

On May 30, 2018, the SKEMA Nice Enactus association (Sophia Antipolis campus) won the Adecco group's Human Resources Management Trophy . Enactus is a worldwide network that accompanies over 70 000 students of all nationalities and all disciplines in projects for social entrepreneurship. In France, there are branches in 60 schools and universities – including the three SKEMA campuses in Lille Sophia Antipolis and Paris. The Human Resources Management Trophy sponsored by The Adecco Group Foundation and Enactus France, aims to help Enactus teams to improve their skills in terms of human resources management and to reward the best among them. "First, we had to make a video presenting our best HR practices. Once we were selected for the final, we had to do our pitch on the premises of The Adecco Group in la Défense, but we did not think we were good enough, so we worked hard on our speaking and presentation skills and the work paid off" comments Sara

Garmendia, General Secretary of the association. “There were 7 of us working on this trophy with the help of 15 other members of our association: it was a great piece of team work and that’s what helped us to win. What made the difference was also the amount our association counts on personal development, getting to know the team and oneself through seminars and workshops” she explains. “Bruce Roch, CRM and solidarity Director of The Adecco Group Foundation, also underlined the solid nature of our management thanks to effective processes used.” The association members will be the beneficiaries of a weeklong “live my life” in the company of different HRM of the Adecco group and €3000 to spread the reputation of SKEMA in Silicon Valley during the Enactus World Cup (October 2018).

A challenge to encourage eco-responsible behavior

Launched in September 2016, the NudgeChallenge Paris 2024 is a contest open to students wanting to design nudge ideas to encourage people to adopt eco-responsible behavior for the Olympic Games. After an initial selection process, 16 teams out of 124 were chosen and auditioned at the Gaité Lyrique (Paris) on Friday 18 November 2016, four of these teams were from SKEMA. In the end, eight prizes on different themes were given, three of which went to SKEMA! Les Doggies team won the Anti-food waste prize for a nudge encouraging the use of Doggy bags. The Nudge team six won the water prize for nudge encouraging the inhabitants of the Olympic village to take showers lasting under five minutes. The Step-by-Step team won the health prize for a nudge encouraging people to use stairs rather than escalators.

▪ **Business creation and shared value**

Entrepreneurship is a major priority of SKEMA, the entrepreneurial mindset being one of the traits of the global knowledge economy talents the School aims at training. An entrepreneur is an innovator-transformer. He/she innovates and acts to transform industries and organizations. Growth and wealth creation in our societies are largely related to the ability to create new activities, either by creating new businesses or new business within existing businesses. The creation of innovative companies is a professional objective for a growing number of students and they expect their school to help them prepare their creation during their studies. SKEMA does this in a unique way because it is located in six innovative territories on four continents. Student-entrepreneurs can design a project in a global context and take the best of each ecosystem of innovation. Doing so, SKEMA contributes to developing the localities where it is implanted and the firms with which it cultivates relationships.

One of our alumni puts herself at the service of cyclists

Corinne Verdier is head of “Altinnova”, a pioneering bicycle service company launched in 2003, long before cycling became popular in cities. Everything started from a need: to wash your bike after a trip in the region of Lille (north of France) before going to class Corinne Verdier decide so to work on a project of study of service stations for cyclists. After two years, two students from the research group decided to develop the concept: Corinne Verdier and her future husband and partner Julien Lefebvre. Before launching, Corinne Verdier completed a master’s degree in entrepreneurship at Skema Business School. Since then, she has been managing “Altinnova”. Having become the expert in the field, she develops tailor-made solutions for her clients, local authorities and urban transport companies including the SNCF. “Altinnova”, contraction of the words alternative and innovation, designs washing stations, inflating, repair, shelters and bicycle parking. “Altinnova” founded its sheet

metal work to master the entire production chain, from design to installation to manufacturing. With sheet metal, the firm creates local jobs, optimizes the use of raw materials, controls the origin of the wood, is fully responsible for their products, eliminates a large part of transport, and therefore reduces its carbon dioxide emissions.

“Meet My Mama”: the start-up that cooks ethical and authentic cuisine

In eighteen months, this food tech has enthusiastically cooked up a social and profitable business model that trains and employs about thirty women from around the world. Whether in the evenings organized by BlaBlaCar, Danone, Orange, or in the cocktails of BNP Paribas, Airbnb, etc. the small-oven buffets with flavors from elsewhere from “Meet My Mama” are always full. People rush to enjoy delicious dishes concocted by “mamas”, mostly refugee women or immigrants from all continents. “In less than a year, we have proven that we are profitable,” said Donia Souad Amamra, Loubna Ksibi and Youssef Oudahman, the three friends and founders. Companies contact us because we are innovative and our business makes sense, explains Loubna Ksibi. “We have a positive social impact: the 30 mamas who work as entrepreneurs of the company are trained to professionalize their cooking activity.”

Heritage severs

Bastien Goullard and Romain Delaune, two alumni have created a crowdfunding platform called “Dartagnans”, dedicated to heritage. For the moment, this platform has funded various projects aimed at participating in the restoration of threatened heritage. Beginning with the renovation of a pergola near the rose garden in an emblematic historical garden: the Bois des Moutiers, in Varengeville-sur-Mer (Seine-Maritime, France), 100,000 internet users have given 4 million euros for 200 projects. The royal abbey of Fontevraud and the national domain of Chambord belong to the sites seduced by the speech of the start-up: “Break the elitism so that the people could appropriate the heritage to themselves”, proclaims Romain Delaune. “Dartagnans” offers donors “unique cultural experiences” such as stone-cutting days or private tours of places usually closed to the public.

Sowce, the company that responds to environmental challenges

Not yet 30 years old and just graduated, Julien Pourtau innovates in the field of food. Starting from the observation that more and more French people want to reduce their consumption of meat, without losing the taste on their plates, he launched the “Sowce” initiative. The idea is simple, to propose sauces ready-to-use in cooking, at the same time rich in vegetable proteins (lentils, soya or chickpeas) and tasty (vegetables of season, spices ...) thus contributing to the well-being of consumers while helping them to reduce their environmental impact.

Eternum Energy, a social project lead by one of our alumni

After spending a few years in consulting on strategy and energy, Thibault Lesueur (SKEMA MSDD 2011) has set up a social entrepreneurship pilot project in Tanzania. He has founded Eternum Energy, with two partners. This is a start-up that is developing “Solaris”, a set of solutions for access to energy in Africa. The idea is to support micro entrepreneurs so that they can obtain efficient technology that is suited to the environment of isolated villages, enabling them to generate a subsistence revenue. The team’s approach that aims to improve the quality of life for hundreds of village entrepreneurs, is based on three key elements:

- Efficient solar technology suited to the entrepreneurs: the Solaris station enables the entrepreneur to recharge up to nine electrical objects in the community at the same time (lamps, telephones etc.);
- A "pay-as-you-go" micro credit system that means the entrepreneurs do not need to pay the huge prices of acquiring the technology. All they do is activate the recharging station whenever they need to, and pay by mobile phone;
- After one year of use, the system belongs to the entrepreneur who benefits from free support from a team of mentors who travel across the country offering advice on maintenance, marketing and sales techniques.

Because stories speak louder than statistics, Thibault gave us the example of Masunga. This 32-year-old lives in the village of Nyahiti in the district of Misungwi with his wife and two children (10 years and 6 months). Masunga runs a small grocery store with a daily turnover of about four euros, minus his costs. In the evenings, Masunga uses a kerosene lamp and a small solar light for his family. With Solaris, he can access an individual solar energy station by paying only four euros per week. By using this station, he will acquire new skills, increase his turnover by 50% and no longer have to spend money on kerosene or charge his telephone.

Principle 2 – VALUES

We strive to 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. SKEMA makes a point of honor to be exemplary in its CSR approach, starting by a reflection of SKEMA's DNA (Globalization, Entrepreneurship, the Digital economy) with a new ten-member Board of Administration and General Assembly, including personalities representing the school's traditional North/south localities and distinguished graduates from high profile international companies. Communication is a vital point in ensuring that SKEMA employees adhere to school policy. That's why pathfinders have been nominated. Information facilitators are there to communicate upwards and downwards in an informal, non-hierarchical way, on any subject connected to the school's strategy or the way it works (except for personal HR subjects or subjects that come under the scope of staff representatives). When questions come up regularly, themed coffee mornings can be organized with one of the Pathfinders representing the user's campus. These questions are collected as they come in, compiled, and exchanged once a month at a Pathfinders committee meeting. The questions are then discussed in the presence of the Dean every two months. As part of this process, the answers are transmitted to the users who raised the questions. Questions on core issues are developed in the staff auditorium. The Pathfinders team wants to encourage direct exchanges that are neither hampered nor biased by hierarchical interplay and ranking.

▪ Zero discrimination

Human resources policy

SKEMA has engaged in the promotion of diversity and equal opportunity, to eliminate all forms of discrimination. As proof of this commitment, SKEMA signed the Diversity Charter in 2011. Concrete steps have been taken to support disabled staff members. A senior workers plan has also been set-up

to accompany staff members as they progress towards the later stages of their professional career at SKEMA.

Disability

In 2016, the Director of Human Resources invested in a dedicated and integrated information system, allowing for reliable personal information management, fully respecting the requirements of transparency/privacy policy. This HRIS will also allow permanent staff to access the different job descriptions pertaining to all positions at SKEMA.

Social equity

A Social Policy against all forms of discrimination and in favor of disadvantaged scholars and students has been put in place by SKEMA, alone or in collaboration with national bodies:

- SKEMA students of the Grande Ecole program are entitled to benefit from need-based scholarships; the application process is administered by SKEMA on behalf of the French State;
- Agreements with national banking institutions have been made to give students access to loans with a 0% interest rate for tuition fees and to benefit from longer periods to pay back once employed;
- An apprenticeship curriculum has been launched allowing students to gain experience working part-time while exempting them from tuition fees (more than 200 students are involved).

SKEMA's financial support to students amounts to 300 000 euros per year.

▪ **Health and security at work**

A social barometer to improve ourselves

Every two years, SKEMA launches a "social barometer", conducted for the fourth time in 2017, in which all professors and collaborators are asked to respond to the survey. The "social barometer" is intended to listen to SKEMA's staff views and assess perceptions and expectations. Last time these surveys enabled the school to establish "email free days", "interviews with...", and to create "Zenitude" rooms on each campus, offer HR breakfasts and "well-being" days. The questionnaire deals with all aspects of job satisfaction: the interest of the job, working conditions, career prospects, relations with managers, feeling about the future etc. SKEMA then gives feedback on the results and defines new improvement plans so that we can continue in the right direction.

Second summit of well-being at work in Suzhou

On 2018, SKEMA's Suzhou campus (China) organized a successful summit for well-being at work for the second time. During the summit, with almost one hundred participants (French and Chinese as well as around fifteen different nationalities) the speakers (professionals and international professors from different activity sectors) dealt with several subjects related to the science of happiness, full awareness, socialization, commitment, improving the quality of life, success, etc. Everything that makes for increased well-being at work. This approach with presentations and experiments is still very new in China, following on from the first summit on the subject in 2017. Like its predecessor, it showed up fundamental changes in ways of looking at work.

Student satisfaction survey

SKEMA also gives great importance to student satisfaction and takes into account their opinions to assess the quality of our services and programs and to initiate improvement plans in order to meet students' expectations. That's why, the school conducts an annual student satisfaction survey. Students have the opportunity to say what they think of the school and their program by evaluating five main SKEMA experiences: an overall impression, the campus, their international and multicultural experience, their program and their experience of life in a company. To encourage participation and as part of its corporate responsibility, SKEMA is donating 1 euro to the NGO Handicap International for each completed questionnaire. The cheque for 3185 euros was handed over on SKEMA's Paris campus La Defense to Handicap International.

Safety and improvement of the living conditions and health of students

SKEMA is also committed to improving student's health and lifestyle. Four representatives of the SKEMA BDE, accompanied by their respective representative associations, participated in the Cpas1option ("It's not an option") annual canvassing seminar. Over 50 schools from higher education and their 145 representatives participated in these workshops. The program included student well-being under the responsibility of event organizers and schools through many captivating workshops, role-plays and simulations. This awareness-raising seminar ended with the signature of the Cpas1option Charter to encourage improved health and lifestyle for students at school. The signatories of the charter declared their wish to act together to combat high-risk behavior related to student parties and addiction as part of a wider information campaign based on Grande Ecoles Best practices.

Workplace first-aider

Finally, for the past 5 years, the Sports Department has been training students at the SKEMA campus in Lille in workplace first aid. This training is offered as a Sports option. This year again, these training sessions motivated more than 40 students. All graduates of the Workplace First Aider certificate (SST) are recognized within companies. The training provides an additional life skill, which is important both professionally and personally. A Workplace First Aider has two areas of expertise: intervention and prevention. Concerning the legal aspect of an intervention, the main themes of the training include making sure that the workplace first aider is able to provide appropriate protection, can examine victims, can alert or contact the appropriate relief organization of the company, and can properly rescue victims. Concerning prevention, the SST knows his or her role with respect to prevention and organization in the company, can put into practice the protection skills, and is able to inform designated individuals in the organizational plan for the prevention of dangerous situations.

- **Environment**

First junior company labeled Lucie

Our students established a set of actions to improve their CSR approach and obtained the LUCIE label. Skema Conseil Nice Sophia-Antipolis, SKEMA's Junior-Enterprise in France, started in 2016 with a commitment to Corporate Social Responsibility (CSR) and sustainable development after obtaining the LUCIE label. Today in Europe, LUCIE is the reference in terms of CSR because of its alignment with the ISO26000 standard and its ongoing involvement with European CSR certification partners: Vigeo and AFNOR Certification. The LUCIE community is the first French community comprising companies whose engagement for sustainable development has been tried and tested. The LUCIE certification

thus gives all stakeholders of a certified organization the guarantee that the organization is truly committed to making progress in terms of CSR. LUCIE is a complete CSR process that enables organizations to assess, develop and promote the value of its engagements and CSR actions for all stakeholders. Skema Conseil Nice Sophia-Antipolis has thus become the first Junior Enterprise in France and in Europe to obtain this certification, which gives it a mark of distinction and makes it part of the LUCIE community of 150 companies all over France.

Exemplarity thanks to certification ISO 9001/14001

The French campuses of Lille and Sophia Antipolis are certified ISO 9001 & 14001. For this year again, these ISO surveillance audits enabled SKEMA to demonstrate its commitment to continuous improvement and compliance with environmental management standards. The ISO 9001: 2015 standard is based on a number of quality management principles, including strong customer focus, motivation and commitment from management, and the creation and sharing of value through processes. The ISO14001 standard is the most widely used standard concerning environmental management.

Green campuses

Campus infrastructures and premises are regularly renovated in order to reduce the environmental footprint through energy, water and material resource efficiencies in our buildings and facilities. Any new facility must meet demanding environmental criteria: in Sophia Antipolis, the Student residence and Life Center comply with the construction norms “Très Haute Performance Energétique (THPE)” and (Haute Qualité Environnementale/High Environmental Quality). Efforts towards the improvement of student and staff working conditions have been made. In Lille, a “Zenitude room” is accessible to staff members.

Sustainable purchasing

SKEMA has adopted sustainable procurement practices in supply chains and catering services. Most of SKEMA’s purchases are made through a public tender procedure. SKEMA selects suppliers committed to sustainability. They hold “Green labels” like the European Ecolabel, NF environment, Rainforest Alliance, FSC, etc. Ten points out of 100 are allocated to the environmental performance in the pre-selection rating of the supplier. When they organize business trips, staff members are informed of their related CO2 emission, and they have the opportunity to choose a less damaging travel arrangement. All printing consumables and cleaning products are ‘eco-friendly’. For less extensive markets, local suppliers are favored.

Recycling

Thanks to the ISO 14001 policy, SKEMA is acutely aware of the importance of waste management. On the Lille campus, we make the most of the summer period when employees generally tidy up their office equipment to collect waste electrical and electronic equipment (WEEE), including computer hardware, PCs, printers, monitors, keyboard, mice, microwave-type electrical equipment, coffee makers, heaters, fans, refrigerators, etc. It is then recycled in a standardized way.

- **Partnership and donation**

Scholarships for excellence to international students

SKEMA is committed to making quality education accessible to all and encourages the recruitment of high-level international students. Therefore, along with its alumni association, SKEMA set up excellence scholarships for students from all over the world. Recipients include students in the BBA in Global Management, Master in Management, Mastère spécialisé and Master of Science programs. As well as these scholarships, certain students also received Eiffel grants from the Ministry of Foreign Affairs for the 2016-2017 academic year, for the best international students in Master programs. In total, over 50 international students from the different programs were honored for the occasion in a special award ceremony. We should mention that all scholarships attributed by SKEMA Alumni are subject to strict academic criteria and a noteworthy “career” (international work experience, unusual student projects etc.). They are awarded to complement the school’s excellence scholarships for French students. Margarita Tejeira received a SKEMA Alumni scholarship and an Eiffel scholarship. She is a graduate of a Bachelor in Business and psychology and used to be in charge of digital marketing and CRM for Chanel Latin America. She is a student from Panama in the MSc Digital Marketing and declares: “I am very proud to receive this excellence scholarship from SKEMA – it shows that hard work always pays. Since I come from a developing country, this scholarship is a real chance for my future. I am even more motivated to give of my best both academically and professionally”.

Helping local associations

Lille des Saveurs, SKEMA’s Lille campus cuisine association, donated a cheque for €600 to the association “Vaincre la Mucoviscidose”, which was a great way to end the 10th anniversary celebration of the association. The event began with drinks and a welcome speech followed by a cooking demonstration by Lille’s gastronomic chef Clément Marot. Along with members of the student association, he made a “chicken waterzoi” using local produce – this was served for the 200 guests present for the occasion. While the main dish was being prepared, snacks with the theme of “trompe l’œil” (looking sweet but with a savory flavor) were offered to guests. The association “Vaincre la Mucoviscidose” staffed a stand to raise participants’ awareness of this cause. After an internal sports contest, the SKEMA team composed of students, won the amount of €3000 from BNP Paribas. It chose to give this entirely to the association “Les Enfants d’Apsara” to support orphans in Cambodia. This money will help to finance renovations to the orphanage and educational trips for the children.

Support tomorrow's talents

SKEMA supports the Emergence program (ARELI association) to help young people from disadvantaged backgrounds to become tomorrow's talents. A convention has been agreed for the following 5 years. The objective is to support the Emergence program to help candidates from disadvantaged backgrounds to join SKEMA. These young people have the capacity for higher education, but do not have the necessary financial resources. The program Emergence enables 30-50 applicants per year to access the financial resources to pursue their studies and open up a benevolent professional network. As a counterpart, throughout the years of study, these students are asked to engage in community actions of their choice. The idea is that they remain actors of positive change throughout their lives, particularly inside their companies and original neighborhoods. SKEMA contributes financially with an annual grant of €20 000 to ARELI so that the measures set up by Emergence can last over time. As a counterpart, SKEMA benefits from ARELI's expertise to identify, select and integrate students from deprived areas in the Lille area, into the school's courses.

Make it possible!

Alice Guilhon (Dean) and Pierre de Saintignon (President of the Fondation des Possibles) launched "Make it possible" at the beginning of December 2017: a partnership favoring access to the Grande Ecole program for students from modest backgrounds. La Fondation des Possibles, and the 22 firms it comprises are committed to promoting social equality in the economy and in companies. The Foundation wants to enable young people from modest backgrounds, with talent and competences but without the necessary financial means, to join one of SKEMA Business School's programs of excellence. The Foundation is thus committed to funding three students with €25 000 for language courses to improve their level of TOEIC and a semester of courses in SKEMA's Raleigh campus (US). The Foundation helps young deserving students to continue their education by promoting the BTS - DUT programs. To support this initiative, SKEMA for its part, finances the tuition fees of the second semester.

At the end of June 2018, the first three of the programme's beneficiaries, Cheïma, Elise and Maïmouna, experienced a "springboard" academic year comprising a one-semester internship and a semester on SKEMA's Raleigh campus, which has just ended. Here are their impressions.

- How did you join the "Make it possible" programme?

Elise: I was in Vietnam about to choose my third year of DUT. I applied for an apprenticeship at ESDHEM and I had a Skype interview, which went very well. However, between when I came back from Vietnam and when I took the TOEIC, ESDHEM had filled up. David Letombe, Director of ESDHEM, who told me about the Fondation des Possibles, then contacted me. He suggested I do a first semester on a local internship, and then a second semester in Raleigh on SKEMA's American campus.

Cheïma: I just failed the ESDHEM entrance exam by a hairsbreadth. I had no defined career plan and the Fondation offered me an internship with them with the firm Vitamine T, so that I could discover different sectors and meet the 22 firms that make up the foundation.

Maïmouna: I took the SKEMA entrance exam but failed. I was going to try again for the ESDHEM next year, but Mr. Letombe told me about the "Make it Possible" programme

- How was your experience on the Raleigh campus?

Cheïma: I had never left home before! At the interview, they asked me if I was apprehensive – it was a big step for me but it all went very well with no problems. The first week, it was a bit hard to follow courses in English, but you soon get into it: the professors send us their courses in advance so we can prepare and discuss the content in class. You have to be active and contribute to the course!

Maïmouna: At first, it was a bit hard to get used to the American accent, their pronunciation, to know which bus to take etc. – but you just need time to adapt. I found the American way of teaching very interesting because it is completely different, you learn without really realizing it. My favourite course was "Business for Communication" which was only given to the three of us. We had to create apps and present them to our friends and the professor. It really helped me to improve my speaking skills.

Elise: History, management, multicultural studies, it was quite difficult to go from a written test like the TOEIC to speaking directly with people. However, the different way of teaching really helped us. For accommodation, we shared with students on Masters Programmes but Maïmouna was with American students in another hall of residence. We met many SKEMA students on the other side of the world and that helped us to feel at home.

- What about next year?

Cheïma: At the end of the year, we will take the AST2 entrance tests that we will have prepared at ESDHEM in apprenticeship in Paris. Then I would like to do the SKEMA Master in Human Resources. That is what I really want to do.

Elise: I am interested in finance but I do not yet know which particular aspects, so I do not yet know which Master I want to take.

Maïmouna: For 2018-2019, I would like to take the ESDHEM entrance and then do SKEMA's Master International Business so that I can work abroad.

Principle 3 - METHOD

We 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 through several approaches.

SKEMA integrates the concepts of responsible manager and sustainable performance in all of its programs, through Learning Goal 1: “Graduates should behave as responsible managers in order to deliver sustainable performance in complex environments”. In the School’s portfolio of programs, some specializations are dedicated to environmental management and sustainability issues.

Furthermore, many classes are run in all programs, both as mandatory and elective courses, especially around sustainable development and ethics. CSR and sustainable development issues can also be found within non-specific courses, such as economics, finance, marketing and HRM.

All students registered on the Suzhou campus, whatever the program followed, have benefited from a course in Ethics/SD/CSR. Experience on the Chinese continent with in the light of SD related problems, the very special situation of China, the confrontation with a reality and modes of life different from this in Europe and in particular in France, do not leave them indifferent contributing to their education as future responsible managers.

Modules and conferences about sustainability are also delivered in Executive education.

- The BBA in Global Management provides training in environmental management and also sustainable development and CSR by taking advantage of the region’s exceptionally rich marine environment and surrounding countryside. Students are involved in a variety of applied projects (inventories, conservation), and foundation courses in biology and chemistry, geographic information system (GIS), life cycle of products, and assessment of natural hazards complement management courses. Principles of sustainable management, corporate social responsibility, and environmental economics are compulsory for all BBA specializations. The Environmental Management specialization focuses on the scientific, economic, and social issues regarding interactions between humankind and the environment. The Sustainable Development & Social Responsibility specialization combines two competences for those wishing to work in in sustainable development but who do not necessarily have a purely scientific profile. This course is in line with a new need on the part of companies that have to integrate environmental considerations into their development and investment strategies. This major focuses on both science and business, that is on our society's impact on the environment and the management choices available to reduce this impact;
- The MSc Entrepreneurship & Innovation program aims to prepare future entrepreneurs and intrapreneurs to take advantage of the new business opportunities offered in a sustainable world. Entrepreneurs or intrapreneurs need to encompass the largest scope of skills and capabilities one can find in the management sciences, but what matters most is the ability to link all these capabilities together by designing the right value proposition, forming the right team and using resources in the appropriate context. The key issue is people’s ability to identify opportunities and transform them into sustainable business. This is a very specific process on which we focus. Companies are looking for individuals who are able to think out of the box and capable of generating innovative business for growth. In this program, SKEMA supports those participants with an entrepreneurial project through our SKEMA Incubator.

And all our students use the ISMA 360° methodology on marketing of innovation that helps change the rules of the game and open up new competitive spaces;

- In the context of its Executive Education activities, the School's goal is to provide the business community with the latest knowledge from the research community, thus creating opportunities for innovation. Many conferences are organized and led by SKEMA Faculty on topics such as functional economy or eco-conception. Therefore, training courses are also developed at the Executive Education level, for example, "Conjuguer gestion des risques et développement durable" (Combining risk management with sustainable development), "Management des risques: pérennité et développement durable" (Managing risk: company survival and sustainable development) or "Anticiper les impacts du Grenelle de l'environnement sur votre business model" (Anticipating the impacts of government environmental policy on your business model).

Regarding its mission to educate responsible managers and leaders capable of generating sustainable performance, SKEMA has highlighted issues raised by globalization, corporate responsibility and sustainable development into all its programs, by identifying associated learning goals and learning objectives. All SKEMA students should demonstrate an awareness of ethical considerations, recognize and proactively use the various types of diversity. Masters students should behave as responsible managers in order to deliver sustainable performance in complex environments, recognizing potential ethical dilemmas and selecting the best course of action to follow. At the undergraduate level, students learn how ethics can be incorporated into management practice. They are taught ethical theory (ancient, humanism, modern, social and psychological ethics); the true purpose of these courses is to sensitize students to the choice of their behavior. The Assurance of Learning process that is 'nurtured' by various courses and classroom activities measures the degree of achievement of these objectives.

Anne Barraquier - Ownership, Governance and Ethics (5 credits, Master's program)

The course questions ethical decision making at the top management level in privately owned or publicly listed corporations, and invites students to understand how the type of ownership can influence short term and long terms decisions, investment strategies, and human resource policies. Typical case studies are presented so that students can improve their understanding of ethical dilemmas and issues. In one of the group projects, students worked on the "diesel deception" case of Volkswagen, and analysed the fraud in respect to the top management- shareholder relationship and the co-determination model of governance which prevails in Germany.

Anne Barraquier - Ethics and internet security (5 credits, MSc Digital Business + international students in exchange)

Students of the MSc Digital Business were asked to discuss the implications of digitalization on human relations, individual behaviour and collective behaviour. Among other topics, the issue of privacy was largely discussed. After a period of two weeks preparation to study a set of documents of about 100 pages, students conducted a debate (fictitiously) opposing the management of Apple with FBI officials. Each group had to prepare series of arguments and counter-arguments. Other sessions addressed the issue of how the internet is affecting social justice between citizens/users/ consumers. Different ethical frameworks of social justice were applied to case studies selected by students. The course also discussed anonymity, bullying, and commodification of social and cultural issues.

- **Encourage solidarity projects**

The involvement of students in clubs and associations has always been a strong characteristic of SKEMA. The School considers that such commitments play a key role in developing soft skills such as sense of responsibility, engagement, entrepreneurial spirit, team management, leadership,

communication and negotiation. Students are directly implicated and participate in Environmental improvement projects, such as the School's policy for recovering and reducing waste, public transport and mobility policies, special school services of 'bio baskets' (organic food), healthy refectory food and social policy e.g. Diversity. SKEMA also encourages students to participate in the nationwide development of recycling, taking into consideration local organizations such as the Rotary International, which are similarly involved in professional ethics, biodiversity and the reduction of transportation emissions. Students also take personal initiatives on the matter. In all SKEMA's campuses students get involved in the local community and show their values of solidarity, respect and generosity.

Hope association

HOPE is the humanitarian association on SKEMA's Lille campus and the biggest SKEMA inter-campus association, merging five associations all of which act in the area of humanitarian aid and solidarity. Bout du Monde, Les Enfants d'Apsara, Equiterre, Perspectiv' and Teranga all work on humanitarian and social projects: tutoring, sustainable development or humanitarian missions abroad. This merger results from the wish to combine these actions within a single multi-campus international humanitarian association. The objective is thus to gain visibility, recognition and effectiveness both within SKEMA and outside the school. HOPE has taken on five missions, three of which have an international dimension: to help and improve life for street children and orphans in Vietnam, Cambodia and Senegal. The other two goals are local or regional: voluntary tutoring for schoolchildren from underprivileged backgrounds in the Lille area and other social and environmental actions (blood donation, local agriculture). The 110 members of the association work on setting up and funding these missions, of which some are described below.

Bees are essential for maintaining biodiversity. Beehives increase the diversity of an ecosystem through pollination. Indeed, pollination increases the number of flowers. The result is also seen in the number of fauna that benefit from the good health of the plant world. The bee population has decreased dramatically recently and which has very harmful repercussions on the environment but also on mankind. Realizing that bees that are so important for our ecosystem, and to help students be more aware of the issue, three hives were set up in the French campus of Sophia-Antipolis thanks to the collaboration between HOPE and the Pollinium company, both supported by SKEMA. The honey produced will be gathered at the end of the summer and sold to students during Bee day. The HOPE and SKEMA Yachting associations led a joint action in partnership with "Project Rescue Ocean": cleaning up La Gravette beach at the foot of the Antibes ramparts, South of France. Armed with gloves, bags and litter pickers, the students collected no less than 25 kilos of waste in a single morning! The aim of the project was to raise public awareness and encourage people to throw their waste into the dustbins provided.

The BDS and HOPE helped by the association Diambars Med organized an inter-association football tournament on the campus of SKEMA Sophia-Antipolis. The aim was to collect school stationery for underprivileged Moroccan children. During the day, the campus associations collected exercise books, paper, pencil cases, pens felt tips, sellotape, reaching a total of 39 kilos of school supplies that HOPE will send to Morocco to for underprivileged schoolchildren.

Members of HOPE visited the village of Aït Hssen, helping out at the Centre Malaika Salé near Rabat. In partnership with EDEN Morocco, they worked on two missions: helping to set up a women's cooperative producing organic couscous, and encouraging the village children to attend school. The main objective of the visit was to help set up an activity to diversify revenue sources and above

all, enable women to be economically independent. In parallel with agriculture that occupies most of the population, the students helped to set up and supervise a women's cooperative that produces organic couscous for sale on the market. It is true that these women have the technical know-how to produce the couscous, but they know little about the reality of the market. The students thus gave them the necessary information and material to organize their production according to national norms of hygiene. They also gave the women instructions in basic marketing and sales techniques, especially on the best way to man and display a stand at the fairs they attend. To encourage the village children to attend school and in support of educational and cultural activities, members of HOPE distributed school supplies collected with the funds from the first SKEMA Foot4School tournament. After handing out the supplies, it was time for lessons: the students gave the children English and French courses.

Camille Murriss, SKEMA graduate of 2012 and former active member of the school's HOPE humanitarian association, was one of the victims of the terrorist attack on 14 July 2016 in Nice. In her memory and to promote her values, her parents trusted HOPE with one of the projects that was especially close to her heart: helping underprivileged children in South America. Throughout the year, the students raised funds for this project through a crowdfunding campaign and a charity gala. Thanks to their efforts, the HOPE team managed to collect about €7000. Seven students had the chance to go to Brazil to take part in the humanitarian mission of solidarity in memory of Camille Murriss: extending the Tencendo à vida centre for underprivileged children in Belo Horizonte, in partnership with Operação do Brasil: a Franco-Brazilian association that works on improving the surroundings and everyday life of underprivileged children in Belo Horizonte. With the agreement of the local government, the association has undertaken a project of building and reconstruction work in public crèches in Belo Horizonte. Students will help professional builders to level the ground, make concrete pillars and the floor then build the walls. This new workshop will be named after Camille so that she becomes a guiding light for the children, to help keep them on the right road and believe in themselves. Through this mission, the students have decided to fight against terrorism and give hope to these children, as Camille would have wanted to do.

Summit of dreams in Africa

One of our students, Jean-Baptiste Welsch, a 2015 SKEMA graduate, has set himself a new sporting challenge for 2016. After climbing Mont Blanc and making €1545 for charity in 2014, he has decided to scale Mount Kilimanjaro, the roof of Africa, and collect €2016 for the Association "Petits Princes" that makes dreams come true for seriously ill children and adolescents. By seeing their dreams come true, these children find extra energy to fight against their illness. Several dreams are organized for the same child depending on their treatment and time in hospital. A dream comes true every day.

Téléthon bet

Five SKEMA students specializing in Digital Marketing have launched an online auction for the benefit of the AMF: "Let's bet on the Téléthon". For almost 30 years, AFM Téléthon's sole aim has been to develop biotherapies for diseases that are too often neglected by traditional drug companies. Thanks to its scientific, medical and social innovation, AFM Téléthon uses its research to combat these rare diseases and thus contribute to the progress of medicine as a whole. The students have organized a digital auction as part of their Master, the profits of which have been sent to AFM Téléthon: people could bid for autographed sports items signed by various sports stars.

SKEMA's students support Operação do Brazil

Operação Brasil is an NGO involved for the past 17 years in improving the lot of underprivileged children in the city of Belo Horizonte. The association puts up buildings or playgrounds for schools and crèches. Students at SKEMA's Belo Horizonte campus have been supporting this organization and its actions. Every Saturday, a number of SKEMA students volunteer help the association's projects. They contributed to the successful international volunteer day and have also helped to improve communication, sponsorship and the association's organization. A sale of SKEMA Brazil 2016 t-shirts raised 2800 Réais and a collection during the fall gala gathered an extra 550. "Besides this welcome financial aid for the 120 children from 2-6 years old at the Meninos Deus crèche, to help us to continue building the playground area, we would like to say how important this initiative is for a Franco-Brazilian association like ours. A durable partnership with SKEMA means that we can rely on the dynamism of the students and their involvement to develop our communication and sponsor seeking in a matter of months" declared the association president, Pascal Caquineau.

- **Encourage concrete experiences and self-thought**

A new professor of philosophy

What do liberty and self-ownership really mean? Which liberties can we avail ourselves of? What is liberalism? From 2018, the philosopher Gaspard Koenig will explore the different facets of these questions with students at SKEMA Business School in its course entitled "Grands Enjeux Contemporains: Philosophie et Société", (Major issues of today: Philosophy and Society). Gaspard Koenig is an essayist and novelist. A graduate from the Ecole Normale he holds an "agrégation" in Philosophy. He founded the think-tank Génération Libre that favors a self-governing view of the individual and supports the idea of a universal basic income. The sessions will examine these philosophical topics in the light of major contemporary issues, exploring them from the perspective of different continents, cultures and streams of thought. These interactive, collaborative sessions will contribute a new perspective to the understanding of Grande Ecole Programme first year students, to help them develop their humanist dimension. Critical analysis, dealing with complex problems, anticipating human behavior and making sense of an uncertain environment are the competences required of the next generation of managers. Philosophy, not as an abstract mode of thinking but as a way of living and acting, provides multiple perspectives enlightened by the past. That is why it is essential for developing free, individual thinking.

Social and Solidarity Entrepreneurship

The regular intervention of Alumni from social and solidarity entrepreneurship (SSE) to our students, aims to show them concrete examples of success, to respond to big challenges in our society. Confirmed developers, optimistic entrepreneurs, meaning-holders, "slashers", four speakers from a well-known SSE group or start-ups in development, have thus returned to the definition of the SSE, before exposing, with passion, their respective experiences and the challenges ahead in their sector of innovative education, urban agriculture or social innovation. By talking the issues of sustainable economic models, social impact or development strategy, the Alumni challenged the students and participated in their open-mindedness while stimulating their desire to undertake for a sustainable world.

Contribute to the fulfilment of our talented students

Sport is a good example of an extra-curricular student activity which enables students to develop leadership skills, team spirit, a sense of competition, resistance to stress and resilience. SKEMA offers a 'student athlete' status to elite athletes who practice their sport in their club (unlike the USA, where the athletes compete for the university team). Student-athletes benefit from particular attention and resources, however, the School's expectations regarding their academic performance is equivalent to 'regular' students. They are closely followed by an advisor, as well as an administration officer who is dedicated to their schooling. Student-athletes benefit from make-up classes taught by the various instructors, they have a special exam schedule and they usually take fewer classes over the semester compared to 'regular students'. Most of them succeed in class at SKEMA then at an international partner university and in their sport. Helping young high-level athletes to reconcile their sporting career with higher education is the idea behind the collaboration between SKEMA and the DRJSCS, the Regional body for Sports, young people and social cohesion, that has been in place for several years now. A convention signed on Thursday 14 January 2016 on the Sophia-Antipolis campus brings in new measures to help young athletes to study without compromising their sporting results. Students who have been granted the status of 'student athlete' receive a sports grant of up to €1500 per year. Alain Bernard, Olympic swimming champion, and sponsor of the SKEMA sport association, officially supports this program.

- **Pedagogical innovation**

SKEMA is constantly seeking challenge and make evolved its teaching techniques, in order to stimulate the reflection of its students. Thanks to the following work method, students can test different ways of solving complex problems.

Innovation challenge

Each year, SKEMA holds an Innovation Challenge: the teams comprising all first year PGE students are challenged with the task of creating a credible innovative project on a given theme using the FOCAL method that encourages collective intelligence. The challenge was to find a concrete solution to a complex problem. This year the theme was "Save the social security system".

The winning team suggested a solution involving a social network for Doctors and patients: Union for health. On this platform, patients would talk about their experience relative to the consumption of certain medicines for a given disease. This would contribute to a large database and if necessary, the association could "blacklist" certain medicines to discourage their use (the ineffective ones). Doctors as well as patients could also easily check certain medicines and be aware of what was being bought. This would limit the waste of medicines and avoid the use of ineffective products. Access to the platform would be free. For patients' associations, this would be an effective way to become known while easily collecting information and reports. The pharmaceutical laboratories would also have every interest in putting effective medicines on the market. This initiative could be financed by crowdfunding. The FOCAL method used enables students to have a global viewpoint that is based on facts and that allows them to see the consequences of seemingly unimportant suggestions. SKEMA's teachers have developed the pedagogy using the FOCAL method. Its aim is to help students understand and develop aptitudes and think like entrepreneurs in situations of uncertainty. This means giving up seeking solutions via traditional methods, in other words hypothesizing a result then analyzing the methods to reach that result. It is just the opposite: it means rolling out a precise

iterative sequence in two stages: “what do I know?” and “What are the direct consequences of what I know?” Creativity and logic become more powerful: in other words, thinking “what can I do?” rather than “what should I do?” completely changes how we get ideas and what we do with them.

Lego serious play

Students in the Program Masters of Science international marketing and business development (IMBD) on the Paris campus inaugurated the use of Lego Serious Play at SKEMA. This workshop introduced 25 students to a fun way of working with new ways of thinking. Unlike traditional work meetings that are based on an exchange of words and speeches, the Lego Serious Play method encourages participants to “think with their hands”. Each group member can thus present his/her own perceptions and ideas before the whole group constructs a collaborative view and a common project. The Lego Serious Play method can be applied to a number of areas: creativity, innovation, management or strategic thinking.

Live sustainable innovation

Backed by the School’s Dean and in response to the demand of the program Heads, three SKEMA professors launched the “Innovateur T” research group and created the Program ‘ID’ in Spring 2016, a new program focused on sustainable innovation and creativity.

The mission of the “Innovateur T” research group is to educate SKEMA students to become Social & Business Transformers, able to think act, transform and to devise new disruptive business models, which are innovative and sustainable. It is a matter of creating new realities that are sustainable and positive, while reconciling the economic, environmental and societal dimensions. Transformative innovation finds its roots in a world of boundless complexity, radical interconnectedness and rapid change. In this setting, to remain competitive and to develop in a sustainable way, companies must adapt their business models.

On this basis, 100 volunteer students engaged in the semester-long Program ID focused on sustainable innovation, creativity and transformation. Its pedagogy is competence-based: students experiment the new creative solutions such as co-working spaces, FabLabs, hackerspaces. They are trained to launch a crowd-funding campaign and to create a participative e-book.

The entire program is based on theoretical and operational frameworks using the most innovative tools (effectuation, complexity theory, sustainable economy, ISMA 360°, FOCAL, ACMED, ICE, ISMA DP, ...) and a diversity of pedagogical approaches (experiential learning, situated learning, ...).

In the 2017-2018 edition, the program explored the issue of wellbeing at work, as a result of a collaborative management process.

Principle 4 – RESEARCH

We are committed to conceptual and empirical research that advances our understanding of the role, dynamics, and impact of corporations in the creation of sustainable social environmental and economic value.

SKEMA encourages research on SCR development issues. Several initiatives aim to serve the business community by exploring new ways of accounting for sustainability. Moreover, some research and pedagogical activities have a societal relevance.

In recent years, SKEMA launched the “Knowledge & Collaborative Intelligence Circle”: an innovative type of partnership between our school, associations and companies to develop knowledge and innovate on the themes of collaboration, collective intelligence and the Learning Organisation. The circle is created to respond to a current need from companies: transforming organizations to make them faster, more adaptable and capable of seizing opportunities. Today, the Circle is made up of a team of nine SKEMA professors in knowledge management and the Learning, Collaborative Company. How can a firm be sure that knowledge is shared at the right time? How can it create a common knowledge base and a collaborative culture? How can it use the creative potential of each collaborator to innovate and seize opportunities? How can it be as close as possible to different markets’ needs while still capitalizing on each person’s knowledge? How can knowledge be created and shared throughout the firm? The answer to these questions supposes a company model that is adaptable and collaborative. Firms must be able to capitalize on each collaborator’s knowledge, and encourage individual and group learning, knowledge sharing and innovation. In most cases, this new model involves a phase of change management and visionary leadership. To meet these challenges, the “Knowledge & Collaborative Intelligence Circle” proposes a new approach based on relationships between researchers and firms, and firms and students. The Circle’s objective is to innovate on themes of knowledge management, the Learning Organisation and collaboration to encourage firms’ adaptability and a humanist view of management. It is based on three main dimensions:

- Strengthening the links between professors and companies through common research projects in a win-win configuration;
- Strengthening links between firms and students through SKEMA students’ training;
- Strengthening the knowledge management and management skills of teams in companies to develop their adaptability, collaboration and innovation.

The sessions aim to give practitioners -company directors, entrepreneurs, managers and executives- a clearer view of the world in transition through 1h30 talks that combine theoretical input with references to take things further and ideas for action, on the general theme of “Innovating and expanding in a continuously transforming world”. Throughout the different sessions, we try to answer to big society issues, which are describe below.

- **Sharing knowledge about sustainability**

Sustainability has become the main measure of success for companies, countries, policymakers and even consumers. At the intersection of the macro and micro, global and local, private and public

domains, being sustainable acquires multiple, dynamic market meanings that challenge the established principles of business conduct.

The "Knowledge & Collaborative Intelligence Circle" was an opportunity to deepen these meanings to understand their implications for existing and new businesses. The discussions focused on how companies can manage multiple human and non-human actors to establish and maintain their sustainability goals. Thanks to the sharing of the expertise of two SKEMA professors, the debate provided answers to the topics: how to launch more sustainable business models and translate them into different places (countries, segments, industries).

Another meeting around the "Knowledge & Collaborative Intelligence Circle" highlighted the different aspects of rupture: ways of thinking, creating and managing different business models. The theme was "Rupture in modes of management: the liberated company" with Sophie Botte (SKEMA professor) and Yasmine Ben Brahim (Business Partner, AEPSILON). Valérie Blanchot-Courtois (SKEMA affiliated Professor) raised the debate around this topic, giving the participants the keys to form their own opinions on the subject and share good practices that have been proven to change the management of their company and maximize their human potential.

Another topic about sustainability that was addressed during the "Knowledge & Collaborative Intelligence Circle" was "Z generation, current and future breaks their modes of consumption and management". The new Z generation, also known as C Generation C, Emos generation, digital natives, pearl generation etc. is bringing about a revolution in society. It is important to understand this societal change by decoding its different societal disruptions: a new relationship with knowledge, technology, collaboration and time. How will the societal disruptions of this generation affect management in tomorrow's companies? The Y generation has already changed management practices and altered working practices – so what will happen with the Z generation? Elodie Gentina (SKEMA Professor) and Audrey Hespel (Innovation Designer, Decathlon) were able to bring their expertise to enlighten the participants on the subject.

▪ Innovation

For many years, SKEMA has worked with students and firms to help them foster innovation and develop new projects. Below are two concrete examples.

"All innovators"

Innovators need to enhance their capacity to spot the links at play in complex environments before they can embark on their transformation. It is possible to acquire this skill with the right tools for thinking. The book "Tous innovateurs: deux méthodes pour révéler des situations invisibles dans le complexe" (Everyone can innovate: two ways of uncovering hidden opportunities in complex situations) by Mélanie Ciussi, Dominique Vian and Christophe Sempels has just come out. The 3 co-authors are all passionate about transformative innovation. Dominique Vian (Professor of entrepreneurship at SKEMA) is a methodologist convinced that complexity can be represented in a simpler form to be more accessible to those facing complex situations. Mélanie Ciussi (Professor of Knowledge Management at SKEMA) favors a pragmatic approach to pedagogy, and Christophe

Sempels (Doctor in Management Science and CEO of ImmaTerra) is a researcher with a resolutely practical attitude. Theirs book details two methods for innovating in the following contexts:

- I am facing a complex problem: why not use a radical innovation to change things?
- I have an intuition: how do I transform it into an innovative idea to maximize its chances of successful implementation?

Talking about firm transformation

SKEMA organized a conference “How innovation ecosystems accelerate company transformation” in which it had the opportunity to present its White Paper. In this conference, SKEMA’s faculty and practitioners shared their experience in helping firms to innovate and seek new business. Michel Bernasconi, Bruno Cirillo, Isabelle Decoopman, Renata Kaminska and Dominique Vian, all SKEMA professors, will share their research and experience with round tables on the themes “New Business models and ecosystems” and “Open innovation in action”. Morgan Bouchet, Director of Digital Content & Head of VR @Orange, and Tatiana Peron, Innovation Promotion & Culture Manager at Amadeus, will join them. On this occasion, SKEMA presented its White Paper coordinated by Michel Bernasconi, director of SKEMA’s “Global Entrepreneurship and Innovation Initiative”.

▪ **Zero discrimination**

The impact of women in business performance

Two other sessions of the "Knowledge & Collaborative Intelligence Circle" deal with the place of women in companies.

The first one, lead by SKEMA professors Eliane Bacha and Stéphanie Chasserio, and Catherine Chemière, a 1991 SKEMA graduate, manager at Talhency RH, and Elodie Alventosa, International HR Manager, BNP Paribas Real Estate, discussed the theme “Women and leadership: paths for action and transformation”. Based on a study of those who followed the Tremplin programme, professors Stéphanie Chasserio and Eliane Bacha observed a transformation in these women. Tremplin is inspired by Springboard Women’s Development, a program in the UK. During the program, participants acquired competences in leadership that affected their professional and personal lives. The researchers will present their conclusions, showing that such training programs enable women to change and become agents for change in their environment.

The second one was focused on “When becoming a woman entrepreneur changes social norms.” SKEMA professors Corinne Poroli and Stéphanie Chasserio will present their research in this area and Karine Charbonnier, President of Beck-Crespel, Vice-President of Nord Pas de Calais – Picardie Regional Council, discussed her experience as a woman entrepreneur, and her role as agent of change in society. Entrepreneurship is on the rise in France at the moment, especially as it is seen as a potential solution to the lasting effects of the economic crisis. However, it is a domain that is still traditionally associated with men. During this breakfast session, the role of agent of change was highlighted. Women who have decided to advance in entrepreneurship despite it being a field recognized as masculine have a strong impact on society. They influence and modify traditional social representations of the image of an entrepreneur.

SKEMA supports the Equality and Diversity Foundation

In March 2016 Michel Ferrary, Management professor at SKEMA and creator of the Observatory of company feminization, presents the 2016 results of the feminization of top and middle management of the 60 biggest French companies over the past 10 years. The observatory analyses the relationship between feminization and companies' financial and economic performance and produces information about socially responsible investment and career equality. For the Observatory's 10th anniversary, the Feminisation and sustainable performance prize was awarded to the CAC40 and next 20 companies that had the best combination between workplace equality and stock market performance over the past ten years.

Each year the work of the observatory shows that the firms with the steadiest growth rates are those that have women among their top management. However, most firms' senior management teams remain largely dominated by men. We are not there yet. To change this situation SKEMA has launched the "Anything is possible" project with male and female students with the support of the Fondation Egalité et Mixité. The Fondation Egalité Mixité, created by four companies committed to promoting male/female equality at work: AXA, ENGIE, MICHELIN and ORANGE), decided to support this project by allocating a budget of €95 000 over 3 years (2017-2019). This project is one of the activities of SKEMA's research chair "Femmes et Entreprises" (Women and companies). Under the label "Anything is possible: promote the choice of ambitious careers for women", this measure aims to raise awareness and promote professional equality with both male and female students at the school. It targets both men and women and aims to counter systemic effects and clichés so that new perspectives will be opened for women in fields where men are overrepresented, for example in finance and entrepreneurship. The idea is to deconstruct the stereotypes and prejudices on both sides and allow people to voice their ambitions and assert themselves, to create a truly egalitarian professional culture throughout SKEMA and make professional equality a subject in all areas of the school. It hopes thereby to act on all the school's locations and with all the school's partners and associated firms. "Today women make up 53% of our student population. We therefore have a great responsibility for their careers. Studies show that qualified women often seem to "fall into" rather than choose their careers; they come up against the famous glass ceiling and are prepared to lower their professional ambitions. I would like to reverse this trend and hope that the initiatives and work of this Chair will contribute in this direction" Declares Alice Guilhon, SKEMA director general. The Chair "Femmes et Entreprises" was created at SKEMA Business School in 2016 to produce and share relevant information on the place of women in firms. It also acts to promote the role of women in companies and deal with questions of professional equality in a logic of openness and exchange. The Chair's activities cover four approaches:

Academic research programs that can be transferred to social and economic life on the following themes: accompanying women entrepreneurs, women and leadership, managerial practices of women high growth directors, women and professional networks;

Pedagogical activities and actions with students: from 2017-2020 "Tout est possible" with the Fondation Egalité et Mixité, Young Women Challenge with Deloitte, Worldline Project on the place of women in the IT sector with ATOS, follow-up and supervision of theses and dissertations related to professional equality;

The "Observatoire SKEMA de la féminisation des entreprises" coordinated by Michel Ferrary, that since 2007 has produced an annual report on the state of the number of women in top management;

Participation in the community and in societal questions: round tables, company conferences, giving talks to women's' networks.

Brainstorming session for our alumni

The alumni also took up the subject of parity during a roundtable entitled: "Strength in numbers: the impact of networks and women's groups for leverage in firms". Thanks to the participation of many subject experts at SKEMA, this format made it possible to highlight the leverage of networks and women's groups on action in the workplace and make each participant aware of our own prejudices in order to better deconstruct them.

- **Health and safety at work**

Preventing psychosocial risk factors

The idea of happiness at work seems taboo or at least inappropriate when employees and managers say that they are stressed out, find their work meaningless and sometimes see their health suffer as a result. Yet, we see the development of initiatives in companies to foster well-being and happiness at work with very positive results on performance. We also see so called "liberated" companies where the role of collaborators and managers, full of confidence and initiative, seems to contrast with most common representations of their state of mind. Do these initiatives, forms of organization and management make employees happier? Do people there work better (if this is a definition of well-being at work)? At the very least, do such organizations help to prevent psychosocial risks, and if so, which ones? Stéphanie Chasserio (SKEMA research professor) will give a talk on "Is well-being at work possible in today's organizations? Understand and take action", a session devoted to answering these questions with reports from companies and discussions to enable participants to identify useful references for taking action at work.

Struggle against harassment in school

Bullying is a recently discovered social phenomenon - one out of every ten children is bullied at school. There is no age affected and it needs to be spotted and dealt with as its effects can be extremely harmful to the victims. Bullying can take diverse forms, from physical or verbal attacks to online harassment. Soubeyran Editions have just published a book entitled: "Mon enfant est victime/auteur de harcèlement en milieu scolaire." The work, co-authored with par Catherine Blaya (professor in educational science) and Marc Dalloz (professor of law at SKEMA), informs the public about this important topic. The book identifies the different types of bullying and shows parents how to help and who to contact, even going as far as possible legal procedures. Who can I contact if my child bullied? What are the sanctions against a cyber-bully? What happens if my child is both a victim and a perpetrator?

- **Biodiversity**

Applied research on environmental concerns

Our students from SKEMA BBA (specialization "Management of Marine Environments") may well have discovered a rare species of fish that has never been seen before on the Côte d'Azur (France). Analyses are ongoing, but it could be that SKEMA has made an important contribution to marine biology in the area. The Trachipterus Arcticus is a rare fish that lives alone in the depths. Its special feature is that it takes around 14 years to become fertile. "This species has never been observed on the Côte d'Azur. It was once seen in the Mediterranean near the Balearic Islands over twenty years

ago. DNA tests are being carried out to check whether this is the same species as the one observed in the Atlantic”, observes Christophe Mocquet, professor and Doctor of Marine Biology. If this turns out to be the case, the Natural History Museum in Paris would like to add it to its collections. The discovered fish is a baby – only about thirty centimeters long - (an adult can reach three meters). It is flat with red fins. It was stuck in a mass of jellyfish going through agony. This find was not only a matter of luck; since 2012, about 40 SKEMA BBA students under the guidance of Christophe Mocquet, have taken part each year in the “Lérins Biodiversité project” that aims to study and preserve marine biodiversity in the Lérins Island and the Bay of Cannes in South of France.

United Nations Conference about Oceans

Christophe Mocquet was sent by the University Côte d’Azur (UCA) to the UNO (New York), to take part in this world conference as co-director of the Master MARRES (Science & Management of the Marine Resources) that is opening in 2018 (master jointly delivered by SKEMA and Nice University). As a member of the French delegation, Christophe Mocquet had the honor of representing our country and helping our ambassador during the General Assembly plenary sessions. This conference is for high level (heads of state, ministers and ambassadors) and is in a way the follow up to the COP21 in Paris at the end of 2015 (known as the conference on the climate or the Paris agreement). After the COP21, states adopted 17 sustainable development goals (SDG) linking scientific, economic and social aspects. Everything to do with the oceans corresponds to goal 14 (SDG14). Goal 14 is the only one to have its own high-level UNO conference. “Since SKEMA is an integral part of the UCA, my work at the UNO last week will have a positive impact on SKEMA. Our BBA students in “Management of the Marine Environments” and “Sustainable Development” can validate the first year of a Master in their 4th year, so they will be able to benefit from the progress made for MARRES. Our programs will benefit directly from this experience: we can integrate the latest approaches that were discussed and adopted at the UNO at the highest level. Our students will also benefit from the international network that we want to develop with UCA (student projects, internship offers, exchanges etc.). This conference confirmed what I already thought: at SKEMA, with our BBA offer, and now at UCA (with the MARRES Master) we are one of the rare programs which offers to link scientific knowledge, management and sustainable development in different locations. Clearly, the current trends of the world economy in emerging and industrial countries correspond to our multi-competence approach” explains Christophe Mocquet.

- **Responsible finance**

Workshop at Sfax

In 2016, LARTIGE (the research laboratory in information technology, governance and entrepreneurship) and the MOFID and URED research units of the faculty of economic sciences and management of Sfax, with SKEMA’Sustainable Finance Observatory, held the 2nd workshop in Sustainable Finance in Sfax (Tunisia). Over the last few years, considerable progress has been made on the tricky question of “what do financial institutions do and how can we measure their real performance?” A look at the literature reveals that there is no clear concept for evaluating the performance of financial institutions. The term “performance” often refers to an objective or subjective assessment that is evaluated differently from one study to another. The scores obtained are used to separate the “good” from the “bad”; but these studies are limited to a single point of view. They do not deal with the perceptions of other stakeholders of financial institutions. Most of

these studies focus on managers' or investors' viewpoints. The aim of this doctoral seminar was to open a less restricted debate on these aspects that can also be linked to ISR, CSR and Islamic finance. This workshop, organized every year at the University of Sfax, owes a lot to Dhafer Saidane (SKEMA professor and consultant to the Club des Directors of Bank and Credit Establishments in Africa), Nouri Chtourou (vice-dean of the FSEG of Sfax), Mehrez Ben Slama (Professor at the university of Mahdia) and Sonia Rebaï (lecturer at the ISG de Tunis) who are currently co-supervising new doctoral students on the theme of sustainable finance. This research results in publications that are part of the work of the OIFD (to promote research like the "Trophée SAB de la Finance Durable", described on principle 6).

Marketing and poverty

What are the relationships between consuming, the market and poverty? How do the poor experience consumption in their everyday life? How can marketing approach the question of poverty? Two specialists of those questions: Eva Delacroix (Université Paris Dauphine) and Hélène Gorge (Université de Lille, SKEMA, MERCUR) received the prize for the best group publication from the FNEGE (National Foundation for teaching company management) for their book "Marketing et pauvreté : être pauvre dans la société de consommation" (Marketing and poverty: being poor in the consumer society), published in 2017 by EMS. Nil Özçaglar-Toulouse (SKEMA) is one of the book's contributors. Their book is a true study of consumption and poverty and vice-versa. It focuses on the theoretical bases of research on poverty, consumption and the market, but it also uses empirical data to cover how the poor experience consumption in everyday life and the resulting mechanisms to manage poverty and consumption. The book's objective is to suggest ways of acting to build a more inclusive and ethical type of marketing and to raise awareness about poverty especially for companies, students and researchers.

Research about financial ethic

Several Faculty members carry out research on ethics and a related topic: corporate social responsibility. Raluca Sandu, professor of Finance, published a paper in the Accounting, Auditing, and Accountability Journal (title: Intertextuality in corporate narratives: a discursive analysis of a contested privatization). Even though it is not directly related to ethics, it looks at how corporate narratives (financial reporting) link and interact with broader discourses at the societal level, in companies' attempts to legitimate their activities through specific discursive strategies. In the same perspective, Raluca Sandu has participated in a conference organized by CIMA in October 2016. As a keynote speaker, she will deal with the strategic role of ethic codes for professions and companies. The other keynote speaker is Tanya Barman, Head of Ethics at the Chartered Institute of Management Accountants. SKEMA students in the MSc Auditing Management Accounting and Information Systems and practitioners in management control will attend this event.

Principle 5 – PARTNERSHIP

We 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.

SKEMA is very much involved in its local, national and international environment. Historically speaking, the development and positioning of the School have always been rooted in its local

communities: long running and strong socio-economic relationships are in place with local and regional economic players, be they companies, public institutions, professional associations, local communities, or universities. SKEMA is committed to local businesses and political and academic networks. For this reason, the School has strong links with territorial partners in common areas. SKEMA played an active role in France in the necessary integration of sustainable development policy in higher education by attending CGE meetings as well as various commissions, and was the leader in elaborating the "Plan Vert" national policy through one of the School's Faculty members. SKEMA works on university projects and development policy for the local communities and for regional economic and social development with The Community of Universities (COMUE) Lille Nord de France, a Higher Education Research Centre, based in Lille. As a member of the national CGE (Conference des Grandes Ecoles) (Chapter of Management Schools), CRGE (Conférence Régionale des Grandes Ecoles), SKEMA shares best practices with the other member schools and engages in outreach programs dedicated to social solidarity and equal opportunities.

- **Innovation**

It is very important to develop strong partnership with firms, to work hand in hand and to advance research topics or establish innovative partnerships to meet the demands of our society.

Partnership to support retail innovation

Our school is a recognized expert in higher and Executive education and will support business innovation in China together with the retail giant: Auchan. In 2018, Alice Guilhon, (Director General of SKEMA) and Ludovic Holinier (CEO of Sun Art Retail Group and Director of Auchan Retail China), in the presence of Régis Degelcke (President of the Board of Administration of Auchan Retail and president of the supervisory board of Auchan Holding), officialized a three-year strategic partnership. SKEMA is well established in Suzhou and is creating a network in China, where it has a strong reputation. SKEMA's "Chinese adventure" began in 2009 with a group of 80 students. Nine years later, over 800 international students are drawn to the campus where they follow one of the four programs offered: the BBA in global Management, the Esdhem program, the Master in Management or one of the Masters of Science programs. The school recruits over 400 Chinese students per year keen to experience these programs of excellence. Corporate relations are central to SKEMA's expansion in China, whether it be to facilitate students' involvement in firms, to understand the different facets of cooperation with China through culture, the population and the local economy, or to boost the competences of Chinese and international managers through tailor-made Executive education. Business is the spearhead of the Chinese economy and is constantly reinventing itself. Auchan Retail China and the Sun Art Retail Group are expanding in this high-density market, opening a new generation of 30 or 40 ultra-urban stores per year. The firm is a market leader, strongly imprinted nationally and present in 226 towns in China. This is equivalent to a catchment area of 600 million Chinese, or almost half the country's population. SKEMA will contribute to revitalize the Auchan Retail China employer brand and attract the firm's future talents. In terms of Executive Education, the school will develop tailor-made programs to consolidate the competences of the group's collaborators. SKEMA's expert research teams in Marketing and Retail will also provide input on best practices in marketing and distribution. In return, Auchan will play an important role in the life of the business school. First, through taking part in SKEMA's various forums for employment,

companies and jobs, the group will recruit interns, international volunteers, graduates and students on work experience programs. The group will also sit on the school's scientific committees and take part in admission interview panels. Finally, it has entrusted SKEMA with designing tailor-made training programs for its collaborators.

Working on artificial intelligence

In 2016, Alice Guilhon (General Director of SKEMA), and Alain Crozier (President of Microsoft France), signed a strategic partnership on the digital transformation of teaching. The ambition of this partnership is to consolidate the SKEMA's positioning as leader of pedagogical innovation and the internationalization of education. This agreement has three main objectives: respond to the challenges of mobility and collaboration of students and professors in an international environment; construct new pedagogical content through creating joint programs focused on Big Data and thirdly, a research lab focused on tomorrow's employment perspectives with new jobs using new technologies. SKEMA, a committed global player in higher education, and Microsoft, a major player in technology that is also committed to education, share a common view – launching a pedagogical project in line with the global economic environment: namely, training managers and directors on its different campuses to be mobile, adaptable and ready to evolve in this knowledge economy – in other words: Global Knowledge Economy Talents. With its atypical multi-campus structure, SKEMA wants to go even further in its innovation strategy. The school turned quite naturally to Microsoft to back its digital transformation in all its campus locations at home and abroad. This alliance is based on three fundamental aspects:

- Pedagogical innovation: Designing a common program in Digital Business and Big Data – Supporting entrepreneurship at SKEMA by making the BizSpark program (high potential start-ups benefit from Microsoft products free of charge) accessible to our young entrepreneurs – SKEMA students having Microsoft's international cases at their disposal;
- Technological partnership to ensure complete interconnection among the school's six campuses like: rapid deployment of collaborative solutions of Microsoft, Office 365, and Skype that includes a translator function for simultaneous vocal translation or Yammer (the internal social network), or the new interactive screens Surface Hub for collaborators and students;
- Research: Creating a laboratory that will examine perspectives for jobs of the future in line with the emergence of new technologies.

For Alice Guilhon, "This strategic partnership with Microsoft is the basis of a new era for higher education; innovation; breaking old lines and rethinking them, that is the "raison d'être" of our school and why we are especially proud to announce this new partnership with an actor who shares our values".

▪ **Territorial impact**

As described in the introduction, in keeping with its vision, SKEMA business school has set itself new ambitions for the five years to come, positioning itself as the global school, recognized as such on the international stage. To reach these ambitious goals, five priorities have been determined to guide SKEMA's development and the last but not least important one is to be recognized as the school that is committed to the localities of all its campuses. That is what we are working on, measuring it in order to make it live and improve.

Job creation

Entrepreneurial culture occupies an increasingly important place in the life of students and young graduates. Many of them choose to transform their company project, sometimes thought up in the classroom, into a real start-up. More and more students and young graduates are ready to launch entrepreneurial ideas. That is why business schools and even engineering schools have created their own incubators to accompany these students in their projects. SKEMA's incubator has accompanied 150 projects since 2001; 77 companies have been created since 2011, a rate of 80% over 5 years, and these have created 550 jobs. The SKEMA incubator is one of the top seven incubators for job creation (jobs through companies and launching start-ups) according to La Ruche, the biggest blog in France on entrepreneurship and youth employment.

Business School Impact Survey

SKEMA has developed a multi-campus strategy to support students' international mobility, which is a key element to comprehend the globalized world. SKEMA's campuses are firmly anchored in the territories where they are located, generating new relations with local academic institutions, companies, authorities, associations. Relations take the form of academic partnerships, executive education contracts, student placement agreements, infrastructure and equipment co-development, and outreach activities. The economic weight of a campus is not negligible, as per year, hundreds of students choose to remain and start their careers in the region thus contributing to the local economy. The economic impact of all campuses, with the exception of the new Belo-Horizonte campus (2015), was estimated in 2015-2016 via the BSIS methodology. In doing so, SKEMA was the first multi-campus school to participate in the survey, and it contributed to adjusting the model and the standards elaboration.

The study highlights the fact that SKEMA is an important player in the various local eco-systems, and this measurement is very helpful to keep on working on limiting our environmental impact and improving our social and solidarity effect. According to Alice Guilhon : *"This assessment constitutes a fundamental element for developing SKEMA's strategy that includes our desire to be engaged in the localities where we have campuses. We are proud to see that our positioning as a global school has strengthened our national reputation and enabled us to become an integral part of our respective regions."*

- **Health and safety at work**

Well-being in the workplace

Sophie Botte and Stéphanie Chasserio, SKEMA management professors, organized practical workshops about Quality of life at work (QVT) in 2016, and welcoming about 50 practitioners. Among those present were the following: SNCF, Kiloutou, Norauto, Decathlon, GRDF, Cargill, Verspieren, Lyreco, la Banque de France and ATOS Worldline. This workshop is one of the productions of the quality of life at work project in partnership with and financed by the INRS. The project aims to produce teaching materials for professionals and the teaching profession to promote the quality of life at work. They produced short videos featuring experts. These mini-format teaching aids shed light on various themes of the quality of life at work. These workshops show SKEMA's expertise in the matter and are once again proof of our capacity to produce teaching materials and innovative teaching formats.

Struggle against road insecurity

G-Addiction Intercampus and SKEMA are embarking on a new partnership to combat road insecurity and improve accident prevention by providing reliable statistics on the risky behavior of young people on the roads and on addictive behaviors. The experienced association G-Addiction, regularly present in high schools and campuses, relied on the expertise of the company Skema Nice Junior. About twenty volunteers undertook this vast behavioral study with more than 1,000 high school students to obtain unpublished local data. An investigation will then be deployed at the departmental level, according to approved methods. The ultimate goal is to invent new and striking information campaigns (surprising stands, innovative training, challenging speeches, etc.) based on the results collected, to bring about concrete actions and effective prevention mechanisms.

- **Solidarity**

Encouraging cooperation

The aim of EducAzur is to create the first European cluster of EdTechs and e-Education on the Côte d'Azur (South of France), attacking a world market worth an estimated \$250 billion in 2017. SKEMA is one of the 12 founder members of the organization whose mission is to encourage cooperation among firms, research labs, public authorities and education establishments. "The central idea behind the project is to promote the value of the eco system of the Côte d'Azur by putting together different technology and know-how components to respond to the challenges of EdTech (developing the tools) and e-Education (using content) and coming up with synergies. Now is the time to respond to the basic challenges of the education of the future, particularly the creation of contents and and the development of digital tools. EducAzur has the resources to achieve its ambitions and encourage synergies between e-Education and EdTechs" explains Gérard Giraudon, Director of Inria Sophia Antipolis - Méditerranée, Director of the innovation program of the UCA JEDI, and President of EducAzur. EducAzur is a unique chance to promote the value of the Côte d'Azur ecosystem. The label French Tech Côte d'Azur and the recently obtained IDEX UCA JEDI are two examples where the cluster really has its place. EducAzur is a true instance of cooperation, R&D and speeding up projects for teaching in schools, higher education and continuing education. It also wants to become an actor of reference for e-Education in Europe.

- **Sustainable finance**

SAB Trophy

SKEMA is a partner of the SAB Trophy that rewards the best scientific studies or theses on sustainable finance. The award-winning contributions deal mainly with ways of enabling finance and the financial system to resist crises and to be more robust in the long term. Every year, the winner is designated by a scientific committee presided by Georges Pauget and Christian de Boissieu. The first prize is a donation of €5000 for the best thesis; the three runners up will receive €3000 each for the best research articles. This contest was an opportunity to talk about the current state of progress in sustainable finance and the dynamic of research in this field, but also a new approach of global performance.

Principle 6 - DIALOG

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

- **CSR**

Talking about responsible economy

To awaken the consciences of our students and collaborators, SKEMA has organized an exceptional conference about responsible economy – a subject at the heart of current economic, social and societal issues. M. Philippe Vasseur, president of the Chamber of Commerce and Industry of the Northern France Region and president of the Alliances network talked about “the obstacles facing a truly responsible economy.” This moment was an opportunity to raise the debate and to draw the attention of our students to the role they will have to play as future responsible managers, and for our employees, the efforts that we all have to undertake in our daily lives in order to make a difference.

Encouraging the exchange of ideas

In the same vein, SKEMA’s Project Management research team welcomed the research team from Bartlett School (University College of London) to the Lille campus for a workshop on the theme of complexity and Mega projects. Mega projects are an important way to answer to the current environmental and societal challenges we all have to face. This initiative, as part of the ShaRP research group followed from a previous meeting in London. Fifteen researchers in Project Management discussed their respective themes. With the instigation of Peter Morris, a research program related to Hinkley Point C was retained as a project that would interest all parties. Various projects for joint publications have already emerged from these meetings.

- **Innovation**

Innovation in education

For the first time two SKEMA students, Léna Felderhoff and Thibaut Vincent, co-organized a TEDxYouth event at Suzhou, whose theme was Innovation in Education. TEDxYouth are TEDx events specifically aimed at young people who are often the organizers. 400 people attended the event. After arriving in China in January 2017, our two students quickly met with the founders of TEDx Suzhou, who came to the Suzhou campus and asked them to organize a TEDx event as volunteers. Léna and Thibaut decided to organize their own event and the TEDx team at Suzhou entrusted them with the task. During a very short time, Léna and Thibaut managed to set up a team of 21 students – a mix of French students from SKEMA and Chinese students from other universities in Suzhou. This was the first time they had ever organized an intercultural event. Our students thus managed to host great speakers from different nationalities: Craig Fullerton (English – he works for International Baccalaureate Accreditations), Jason Wang (Chinese student in languages), Sterling Toppings (American professor of art), Enes Doyuk (Turkish law student), Jessica Talamas (American scientist studying AND) and Richard Wood (British psychologist who works in education). The theme

Innovation in Education was not chosen by chance. Last year, Léna followed the new program Innovation Durable on the Sophia-Antipolis campus (France). This experience really changed her both professionally and personally. Since following the program, she has been deeply involved in innovation applied to education. Educating future generations means making them aware of certain worldwide problems and giving them suitable tools for dealing with this complex world. That was the reason why Léna and Thibaut wanted to create a place where different generations and cultures could come together discuss their best practices and help to construct a better education system.

Innovation success story

SKEMA hosted in its buildings the second “Sophia Success Story” with Sophia Club Entreprises. The history of Sophia-Antipolis science park is a network of success stories, creations and innovations that too often go unrecognized. This event is aimed at a professional audience (practitioners and students) and shares with Sophia’s inhabitants the big and not so big stories that have made the park’s history. The “Success Story” is told through a series of talks that trace the beginnings, development and ambitious initiatives in the park in the area of technology and innovative products. The talks are on various themes: all the areas of science and innovations related to methodologies or economic models. This edition was very eclectic, presenting several “success stories” from "Smartphones & objects on internet: IP connectivity made in Sophia" to “Characterization, surveillance and forecasting the environment”.

Innovative recruitment

An innovative conference for recruitment was co-organized by SKEMA: #TruNice. Behind this strange term lies a simple concept: at #TruNice participants are not only there to look, but also to act. They take part, discuss and exchange ideas with other HR professionals. The concept? No slides, no badges, no speakers – participants are free to talk for one hour on each subject. If a subject does not suit them, they can change workshop. The discussions were about: Are you a salesman or a recruiter? Recruitment: it is not only the salary that counts. Co-opting to the recruitment department. These subjects got professionals talking and sharing viewpoints. The event was widely shared on social networks and was highly successful, attended by over 100 human resources professionals and recruiters.

Working on changing behavior

SKEMA co-organizes the International Conference on Consumer Culture Theory 2016, with the University of Lille and the Hauts de France Region. The theme of the conference was "Vive la Révolution!". Over 300 international researchers have attended the conference. They were specialized in marketing research whose multidisciplinary approach studies the socio-cultural and symbolic significance of consumer actions and their dynamic relationship with markets. Consumer Culture Theory has a considerable impact in both academic and professional circles, notably with the emergence of the following concepts: relational marketing, use and experiential value, building ties in consumption, real and virtual brand communities, collaborative consumption etc. The conference was organized around plenary and workshop sessions to present research. Over 250 proposals were submitted for this event. The conference outcome was to revolutionize marketing theory and methods. The sociologist Eve Chiapello (EHESS) was the keynote speaker of the conference and spoke about the transformations generated by the evolution of capitalism.

- **Health and safety at work**

Labour economics

In 2017, around 15 world experts gathered in South of France to pool their research on labor economics during world congress. This UCA-Jedi workshop called “Beyond Routine Replacing Technical Change: Trade, Innovation and the Changing Nature of Jobs” was co-organized by the OFCE Sciences-Po, SKEMA, the CNRS-GREDEG and the University of Nice Cote d’Azur. The invitation was issued by Francesco Vona, congress coordinator, economist at the OFCE-Sciences Po and associated professor at SKEMA, Flora Bellone and Catherine Laffineur, economists from the GREDEG, the CNRS and the University of Nice Sophia Antipolis. Many of the participants were world experts, whose names are often mentioned as potential Nobel Prize winners. They spent time-sharing their research on the impacts of new technologies on international business and the labor market. Among these experts, we can mention the American David Autor: economist from MIT (Massachusetts Institute of Technology) and the NBER (National Bureau of Economic Research). He is world famous and his research papers on this subject are references in the field. Furthermore, he often talks on topics such as the impact of China on employment in the United States, or robotization, currently a hot topic in American society. Also present were the economists Ariell Reshef from the Paris School of Economics, Matias Cortes from Manchester University and Anna Salomons from the University of Utrecht in the Netherlands. They too are world experts in labor economics.

- **Environment**

Adapting to climate change is the greatest challenge humanity is facing today. Natural and human environments are currently impacted via urban air pollution, water scarcity, land degradation, habitat and biodiversity loss, and extreme weather events. In Southern France, climate change has been directly linked to recent flooding and is projected to increase the future frequency of storms and heatwaves. Understanding how citizens perceive and psychologically adapt to climate change risks is of great importance to developing a coherent and informed strategy to reduce carbon emissions and greater climate resilience.

Open minds

Zakaria Babutsidze (SKEMA Professor) gave a TEDx talk on “green” customer behavior. The talk “Watch me save the planet!” was given at the University Friedrich Schiller Jena in Germany in front of a large audience of political leaders, researchers and students. The talk was based on Zakaria Babutsidze’s current research results on the impact of the social environment on consumer decisions to take green measures. The research uses Australian data and shows the importance of actions’ visibility as a motivating factor for green behavior. The results show that green initiatives that neighbors can see in action encourage consumers to act in a green way. On the contrary, non-visible green actions do not spread. This has strong implications for designing policies that give people the incentive to preserve the environment.

Climate change

SKEMA held the first international multidisciplinary workshop named “Climate Change Risk Perceptions and Propensity to Act”. This workshop united about 15 researchers from multiple

disciplines studying climate change risk perception and adaptation. Researchers from environmental sciences, sociology, psychology, economics and marketing presented their work in the grand attempt of cross-fertilization across multiple fields of study. It consisted of 12 talks over 2 days with speakers from all over the world and from various fields (economics, marketing, sociology and psychology). It was part of the research project ACT, directed by Zakaria Babutsidze (Scientific director of SKEMA's MSc Digital Business, Data Analysis and Management) and was funded by two academies of excellence of UCA (Université Côte d'Azur) "Space, Environment Risk and Resilience" and "Complex Systems". This workshop is now destined to become a regular event, which will take place in different locations to promote international and interdisciplinary collaboration among researchers working on the perceptions of the risks of climate change and their consequences on the propensity to act.

The bridge

Prepared for a unique experience, thousands of passengers spend time reflecting on the world of tomorrow in a yet untested *huis-clos* in the middle of the ocean, getting aboard the Queen Mary 2 for "The Bridge". The ship was sailing for New York, the city where anything is possible, for one of the many meetings of "The Bridge". This popular and eclectic event mixed music, sports and history on land and sea. SKEMA professor Isabelle Decoopman (a professor of strategy and management at SKEMA and researcher in marketing) was invited as an expert to lead theme-based dinners, lunch workshops and a conference, during the crossing. To celebrate 100 years of friendship between France and the United States (since the first contingent of American soldiers disembarked in France) The Bridge has organized a historic transatlantic race between Queen Mary 2 and a flotilla of giant trimarans. 2691 passengers (over a thousand managers and directors from over 150 companies) followed this race across the ocean live from the Atlantic. With its label as part of the 14-18 anniversary (Mission du Centenaire 14-18) this event comprised a program of 12 hours of seminars every day. It was led by the sixty experts in their field supported by economists, professionals, philosophers, artists, sportsmen, etc. as witnesses. The 1000 passengers invited by the 100 Club were guaranteed a thus far unheard-of entrepreneurial experience, with the ocean as a backdrop between Saint-Nazaire and New York. These economic leaders and decision-makers took part in a week of thinking and sharing experience around the transformations at work in a changing world. Isabelle Decoopman led three theme-based lunches (Have your clients really taken over and how to deal with new BtoB and BtoC consumer behavior? How can you maintain competitive advantage in an environment with shortening innovation cycles? Can additive manufacturing or 3D printing generalize open source in a world of physical goods?), three themed dinners (How is the Internet of objects an opportunity to optimize your client experience? Can additive manufacturing disturb your business model? Will IOT help create new opportunities of value creation?), a two-hour workshop (Preparing your business model in the face of new technologies) and a 90-minute talk (Digital transition: new models of value creation).

- **Responsible finance**

Encouraging meetings

During an evening devoted to intercultural management and networking, SKEMA and the Franco-American Chamber of Commerce welcomed around 100 professionals from the French community working in North and South Carolina to the SKEMA Raleigh campus. On the initiative of Marie-Claire

Ribeill, North America development and external relations Officer for SKEMA and Honorary French Consul in Raleigh (NC), and the Franco-American Chamber of Commerce, M. Frederick Beaujeu-Dufour and his wife Anne Faircloth (Faircloth Cattle Farm) supported this first meeting of all the actors of the French community. French people from the business world, professionals from locally established French companies, French professionals, university professors and students, local government representatives and representatives from supporting organizations all came along to hear the guest speaker: Rod Franckel from Frankel Staffin. He spoke about multicultural management – he worked for Club Med for about twenty years in many different countries. The 25 participating SKEMA students had the opportunity to chat with managers and heads of large companies established in Raleigh and the local area (Biomerieux, Schneider Electric, Veolia, IBM, Lenovo, Tageos, etc.). They could also meet and discuss with representatives of the local and federal trade departments.

ASSESSMENT OF PROGRESS & FUTURE OBJECTIVES

As shown in the actions describes before, SKEMA's CSR policy is cross functional and is deployed on all its campuses with consideration of their history, their context and the socio-economic development of their region. The policy content has been also been developed in line with existing frameworks such as PRME, but also Global Compact, the Green Plan and the ISO certifications. This report summarizes the projects and actions carried out by SKEMA and its various internal stakeholders, in terms of Social Responsibility.

It aims to demonstrate that the guidelines encouraged by the General Management, and based on SKEMA's DNA and values, have been translated into concrete objectives in terms of Governance, Education and Training, Research, the Environment and Human & Social Policies.

Furthermore, in order to place our action within a global approach to Sustainable Development and Corporate Responsibility, and comply with Human Rights principles (Global Compact), the 6 Principles for Responsible Management Education (PRME), and SKEMA's commitments, we follow the "17 Sustainable Development Goals" defined by the United Nations to plan our actions. SKEMA will also start the preparation of the next strategic plan 2020-2025 in which CSR objectives will be integrated. During this time of strategic reflection, SKEMA commits itself to continue to improve on all the axes mentioned, by engaging in new projects in a set of key domains; teaching, research, promoting diversity and equal opportunities, etc.

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