

# SKEMA BUSINESS SCHOOL

CSR APPROACH AND ACTIONS

2020 Edition



AT HOME WORLDWIDE

**skema**  
BUSINESS SCHOOL





## EDITORIAL

# SKEMA, THE IMPACTFUL PLAYER

**“The last few years have shown the importance of the impact of institutions and the commitment of students.**

In other words, business schools have been invited to convey, through that notion of impact, their contribution to society. By making impact a strategic focus, SKEMA is now extending its global educational project to new stakeholders. By focusing on developing talents in the knowledge economy, SKEMA seeks to make learners aware of the transitions that characterise the environment in which they evolve to guide their professional project and their personal development.

Several stakeholders are at the center of attention for projects that mobilise

employees:

- Students who need to be supported in their development and relationship with the world, and societal commitment
- Organizations (companies, public sector, non-governmental organizations, etc.) that will promote research
- Society, a space for students to engage, orientate themselves, learn, and put into practice what they have learnt and their experience.

By making commitment one of its strategic directions, SKEMA wishes to demonstrate the contribution of its global model to societal challenges.

In this first edition “SKEMA - CSR Approach and Actions\*\*”, which is more than an inventory, we want to share the progress made in this area and the development of a school that has placed commitment and social responsibility at the heart of its mission.”

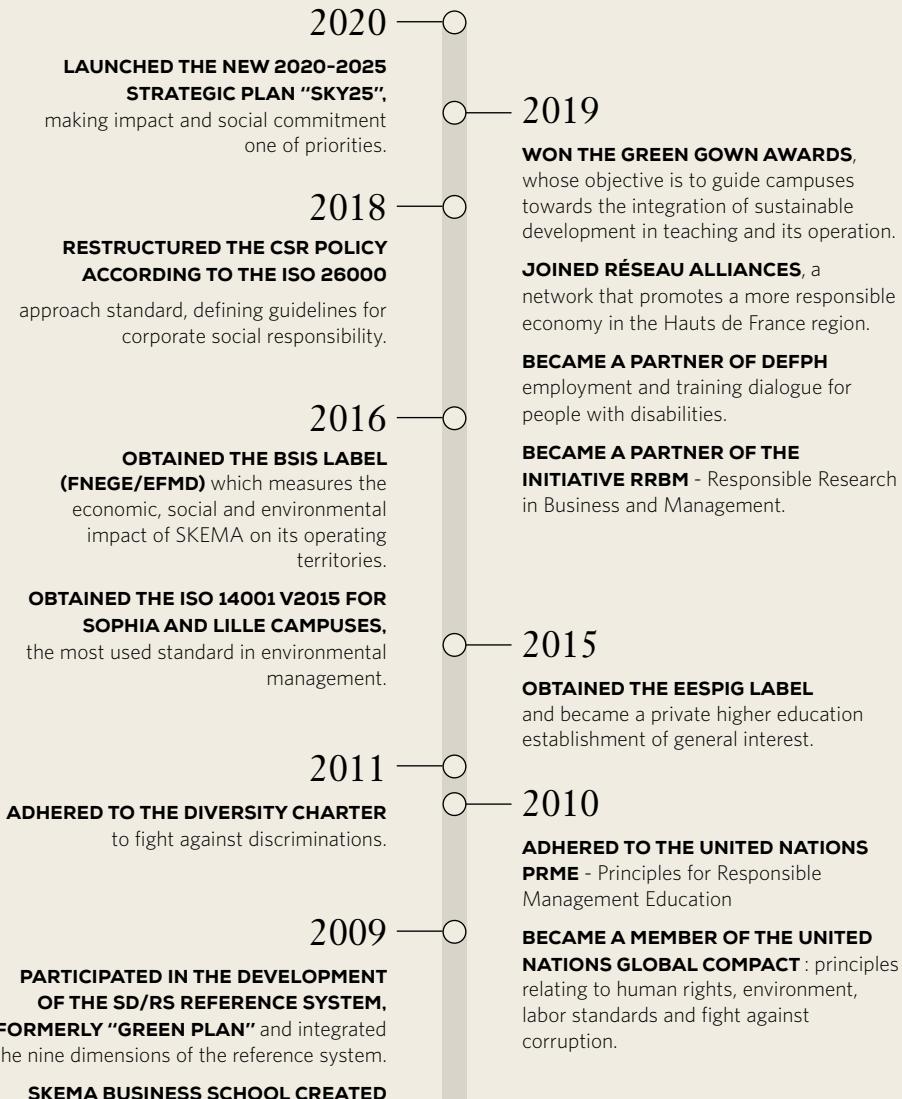
**Alice Guilhon**

Dean, SKEMA Business School

\*Corporate Social Responsibility



# More than 10 years CSR commitment in a few key dates



# CSR COMMITMENT

Since its creation in 2009, SKEMA has been committed every day to sustainable development for a more responsible and inclusive society.

**SKEMA's CSR policy is at the heart of its mission. It is supported by committed governance, mainly made up of graduates who share the school's values.**

Taking the form of strategic priorities, SKEMA's CSR commitment is guided by the work of the United Nations (Global Compact, PRME), the conclusions of international conferences (COPs, Earth Summits), and the initiatives of stakeholders' civil life (COP1-students). It also meets the expectations of national policies (MESRI) and international accreditation standards (EQUIS, AACSB, EFMD accredited).

SKEMA's RSO policy is deployed transversely in its initial and continuing education programs, research, and social and environmental policy.

It is implemented on behalf of and with the support of its stakeholders, students, professors, collaborators, and players in its areas of operation.

The ISO26000 approach is used as a guide for its formulation and the analysis of its performance.



**“SKEMA’s commitment to serving society is secured by its associative status and its recognised mission of general interest.**

The seven SKEMA campuses offer a wonderful field to explore and apply the principles of SAR in courses, student projects, community life, and the work of research centers. The specificity and the diversity of the territories where the campuses are located allow us to fully appreciate the major environmental, economic, and social challenges facing the world economy. Throughout their international mobility, students, enriched by their discoveries and their personal experience of globalization, prepare to assume civic responsibilities.”

**Élise Tosi**

Vice Dean, Accreditations & Quality,  
SKEMA Business School

## Did you know?



SKEMA is a **non-profit association** (Association Law 1901). All financial surpluses are reinvested in the development of the school and in the service of its mission.

SKEMA was one of the first schools to obtain the EESPIG state label, thus becoming a private higher education establishment of general interest.

In order to benefit from this label, the school must justify and commit to selfless and non-profit management of its activity and must contribute to the public service missions of higher education.

SKEMA is a **global** teaching and research institution that trains talents who are **committed** to transforming the world in a **sustainable manner**. Hybridisation between the human and social sciences and those of data is at the heart of its model and global exposure is its mode of operation.



# ENVIRONMENTAL APPROACH

Limiting our environmental impact and promoting responsible behavior.

As part of the ISO 14001 v2015 standard, SKEMA has implemented a four-axis approach to infrastructure, equipment, and energy management at its campuses.

- 1. Control and reduction of consumption at source** — energy, water, paper — particularly by improving our infrastructure (relamping, photovoltaic panels, etc.)
- 2. Prevention of different forms of pollution, and waste management** through a policy of selective sorting, recycling and recovery of waste and reduction of volumes at source.
- 3. Respect for green spaces and protection of biodiversity**, depending on the location of campuses and the sensitivity of the environment.
- 4. Reduction of our carbon footprint** linked to intercampus travel in particular, by deploying a videoconferencing system and collaborative tools.

## And sustainable consumption?

SKEMA adopts sustainable and responsible purchasing practices in supply chains by selecting suppliers bearing eco-labels. The supplier's environmental performance is taken into account and local suppliers are preferred for smaller markets, i.e. the use of more responsible and innovative household services using biodegradable products without the production of surfactant or toxic chemical on site.

## Impacts: key figures

For the past 10 years, on our Lille and Sophia campuses, as part of a development activity:

**-11%**  
of energy consumption

**-25%**  
of paper consumption

**-29%**  
of water consumption

**100%**  
of electrical and electronic waste  
are recycled and recovered

## Did you know?



### Our Lille and Sophia Antipolis campuses are ISO 14001 v2015 certified.

The ISO 14001 v2015 standard is the most widely used standard in environmental management. This year again, the conclusions of our renewal audit demonstrate SKEMA's commitment to continuous improvement and its compliance with environmental management standards.



SOPHIA ANTIPOlis CAMPUS



GRAND PARIS CAMPUS (2020-2021)

**“The installation of solar panels on the roofs of the historic Sophia Antipolis campus**

reflects strong desire to develop all of our establishments through the CAMPUS 4S concept — “Sustainability, Services, Smart & Society”. This solution produces the equivalent of energy needed for eight homes. In complete transparency, a screen located near the building's reception desk displays its production and contribution to campus operations in real time.”

#### **Eric Galliaerde**

Sophia Antipolis Campus Director,  
SKEMA Business School

**“SKEMA is taking over a historic site while modernising it with a new responsible dimension.**

Originally built to house the AIRBUS Group headquarters on the Seine, the rooms will in particular be equipped with a sophisticated temperature optimisation system using sensors in the classroom while ensuring maximum energy recycling and limiting the release of CO<sub>2</sub>. Upstream of this modernisation, the site itself anticipates the latest recycling standards.”

#### **Cédric Bedini**

Executive Director & Grand Paris Campus Project Director, SKEMA Business School

# Service Provider

“The involvement and environmental concerns of the person in charge of coordinating the cleaning service were the first impetus allowing purchasing departments to draw up specifications including CSR criteria when consulting a new cleaning service provider.

Accompanied by the purchasing department in defining the need, the Director of SKEMA Campus was able to draw up specifications including environmental requirements in order to select a service provider with limited environmental impact. All environmental and sustainable development criteria were therefore weighted at 15%. The service provider who was finally selected highlighted the existence of a CSR approach using harmless chemical agents products made on site or eco-labeled products in order to meet SKEMA requirements. As for the quality assurance plan, both parties maintain regular contact with each other to verify the satisfaction of SKEMA's requirements, transparency, and the sharing of experience, a guarantee of a lasting and win / win partnership.”

**Fabien Ferraro**

Buyer, SKEMA Business School

## ISO 14001 Certification



“Being ISO 14001 certified since 2010 in Sophia Antipolis and since 2016 in Lille, SKEMA is committed to an environmental management approach which today is bearing fruit.

Thanks to numerous investments in equipment such as the renovation of sanitary facilities, climatic equipment and lighting, the installation of photovoltaic panels, Sophia campus has reduced its consumption of water and electricity by almost 40% and its paper consumption by around 30% on all campuses since 2015. This approach has enabled us to disseminate good practices to our stakeholders and to professionalize the waste management teams. The external audits carried out by our AFAQ AFNOR certifier allow us to guarantee compliance with a demanding framework in terms of environmental management system and of compliance with regulations. Many actions are studied and planned in order to improve our environmental performance and achieve our objectives.”

**Alexis Lenoir**

Quality Project Manager,  
SKEMA Business School



# SOCIAL POLICY

Guaranteeing equal opportunities, diversity, and well-being on our campuses.

## **Support for students in financial difficulty and promotion of accessibility to higher education.**

In order to make equal opportunities a reality, SKEMA allocates social excellence and mobility grants each year through its Development Fund in France and its Foundation in the United States.

SKEMA also supports various initiatives for students from disadvantaged backgrounds: programme Emergence d'Areli; programme SUCESS Device; Fondation de Lille; Institut de l'Engagement; Fondation des Possibles, etc.

Since the start of the 2019 academic year, SKEMA has partnered with Unly, an approved social enterprise of solidarity in order to offer students a personalised offer of solutions to finance their studies.

## **Well-being and diversity**

SKEMA sees its campuses as places to live and exchange, promoting group work and the pooling of knowledge.

A disability adviser is present on campus and educational or exam arrangements are available for students with disabilities.

A signatory of the Diversity Charter in 2011, SKEMA has been committed since its creation to the promotion of a "zero-discrimination" policy.

Each year, SKEMA and its social partners implement concrete actions aimed at promoting professional equality between

men and women. A "professional equality and quality of life at work" agreement was signed to perpetuate and support this commitment on all campuses.

## **Impacts: key figures**

**€1.5M**  
spent on grants

**1,000**  
places in work-study contracts

**42%**  
women in governance bodies

**120**  
nationalities among  
students



### SOCIAL FUND SCHOLARSHIP

**“I am 21 years old and I am from Strasbourg after having lived nine years in Madagascar.**

I have just finished my L3 year in the Grande École programme at on the Lille campus, which concluded with an “admissions” internship where I had the opportunity to proudly represent the colors of the school. SKEMA’s social fund grant allowed me to live better all year round and participate in the student life of the school and its events. This scholarship is an essential tool for bringing equal opportunities in a structure like ours, reflecting SKEMA’s humanist values.”

**Tamby Rameloarison**

Student in M1, Grande École programme

### **SKEMA is committed to Aréli's Emergence programme**

This programme is aimed at talented high school students from modest backgrounds. It helps them succeed in their higher education and their professional integration by enabling them to access financial means and a caring professional network. Since 2017, SKEMA has been a partner to ARELI and provides financial support to its programme. Many Emergence winners have also been able to join one of SKEMA's programmes.



### **SKEMA UNITED**

In fall 2019, the first edition of SKEMA United — a sporting, cultural and united challenge — was held at all our campuses to raise funds for social grants.

#### **Did you know?**

The involvement and participation of stakeholders is at the heart of SKEMA's continuous improvement approach, which regularly questions its students (Annual Satisfaction Survey) its employees (Social Barometer), and its partner companies in order to take into account their expectations and needs.

With more than 2,300 participants, in the end, five world tours of our campuses were carried out, i.e. more than 250,000 km traveled across the world.

Through the participation of our community and partner companies (The Crystal Group - Expert & Finance, Roquette SA, Société Générale and AVA insurance), 40% of additional scholarships were awarded.

## Krispi Kreme Challenge



SKEMA students and faculty participated in The Krispy Kreme Challenge, a fun event that started among friends and has now become a nationally publicised charity race and highly popular fitness event among students and locals to the Raleigh area. Donations from the challenge go to UNC Children's Hospital.

living abroad is not always an easy experience, for you have to be able to distance yourself from your loved ones, adapt to another cultural context, and overcome challenges and misunderstandings, all of which can be stressful experiences. Dr. Héloïse Delavenne Garcia, French psychiatrist practicing in Brazil since 2013 therefore joined SKEMA team to set up a new service for foreign and Brazilian students: a place for neutral and professional conversation, protected by medical confidentiality, to assess and to offer individual solutions and follow-up if necessary to people to help them to overcome their difficulties.

## SKEMA and La Fondation de Lille renew their partnership

### xEllerateHers

Gisa Rollin, Development Director SKEMA Raleigh, is one of the 15 founding members of 'xEllerateHers', a new angel network featuring women only. xElle Ventures was launched in North Carolina. Their mission is to discover and fund North Carolina's most promising women business leaders and mentor them as they create successful companies while building a thriving women founder-investor ecosystem in the state. They aspire to become one of the most active venture networks backing female entrepreneurs in North Carolina.

Through this partnership, first established in 2010 and now renewed for three years, SKEMA is committed to strengthening scholarships for students facing social or financial difficulties. The school has doubled the amount received by La Fondation de Lille's Bourses de l'Espoir to help students finance their studies at SKEMA.

## Improve the quality of life on Belo Horizonte campus

Le Núcleo de Psicopedagogia e Inclusão da SKEMA Business School aims to improve the quality of life and prevent mental health problems. Having international experience is a real asset for young professionals. However,

Since 2010, 16 students have received the Bourses de l'Espoir amounting to 23,800. SKEMA has spent the same amount to fund additional scholarships for students. The objective of the partnership is to promote social diversity in higher education. Additionally, SKEMA enables these students to benefit from internships, apprenticeships, and part-time job opportunities through its corporate partners. This helps students to build their network and acquire professional experience alongside their studies.

A recognised foundation of public utility and shelter, La Fondation de Lille is active in several areas of general interest in close partnership with different private and public players in the

Nord Pas-de-Calais department. It undertakes various social emergency actions and provides access to education and training for all, enabling access to employment.

It also contributes to solving environmental issues through its Fonds Solidarité Climat (Climate Solidarity Fund) and promotes the French language by organising the Prix littéraire Alain Decaux de la Francophonie (literature competition). As the first regional foundation created in France to serve a region, La Fondation de Lille is an intermediary between individual donors, companies, local authorities, and regional players to develop philanthropy and to encourage joint initiatives.

## SKEMA and "l'Institut de l'Engagement"

To diversify profiles and «democratize» recruitments, SKEMA supports "l'Institut de l'Engagement". To enhance commitment, this Institute has created a contest focused on projects and motivations open to all young people who have done their civic service or volunteer work. With the support of the Conference of University Presidents and that of the Conférence des Grandes Ecoles, it has been recognized as the equivalent of their eligibility by various institutions (Institute of political studies, university, and management school), of which SKEMA is part.

Number of beneficiaries of this program in 2018-2019 :

- 2018: 5 candidates, 3 candidates present at the oral exams, 1 admitted to M1
- 2019: 3 candidates, 2 candidates present at the oral exams, 1 admitted to L3 and 1 to M1

## Only

Only's goal is to fight against social exclusion and to limit student dropout. Giving students easy access to finance is the only

way to prevent education from being a money issue. Thus, Only is developing open technological tools adapted to the needs of all students: a financial orientation chatbot and a crowdfunding solution accessible to all, StudyLink. By offering this solution to its students, SKEMA wishes to make higher education more inclusive and accessible, by facilitating its financing.

## Alice Guilhon, Dean, on international TV talk show



Alice Guilhon, was featured on the CGTN international television channel in a talk show called Parlons-En (Let's Talk About It). CGTN is a French-speaking Chinese TV channel that broadcasts internationally. The show's theme was women in the world of work.

During the TV show, they talked about promoting women, criteria for measuring success, interpersonal relationships, and methods to beat stress. Alice Guilhon mentioned the arrival of female millennials on the job market opening up new opportunities. She also pointed to the effects of further digitisation and how AI will drive significant changes in our relationship with the world of work, offering more opportunities for women to develop their careers in high value-added positions.

# TRAINING & EDUCATION

Training managers, leaders and responsible entrepreneurs capable of generating sustainable performance.

In all programmes, SKEMA trains its students to understand societal, environmental, economic, and geopolitical issues. Ethics and responsible management behaviors are part of the common learning objectives.

## MORE THAN 60 COURSES DEDICATED TO CSR

They give students essential awareness of the challenges of sustainable development by encouraging them to analyse the social, economic, and environmental risks of their projects and decisions.

These courses are used in all initial and continuing training programmes, on all campuses in line with the specificities of the regions in which they are located.

*Sustainable Marketing / Ethics & Governance / Sustainable Finance / Responsible Taxation / Social Entrepreneurship / Green Supply Chain / Sustainability Environment and Development in Latin America, Sustainable Innovation, etc.*

## SPECIALIZED SD / CSR PROGRAMS

**The post-bac Global BBA programme** offers three specialisations: "Management of Marine Environment"; "Environmental management"; "Sustainable Development & Social Responsibility".

Benefiting from an exceptional natural environment, these specialisations allow students to be involved in various applied

projects in addition to lessons (such as the Lerins Biodiversity project).

**The "Sustainable Innovation" sector of the Grande Ecole programme** aims to support students in a transformative innovation approach in order to make them capable of thinking, acting, transforming, and creating innovative and sustainable economic models (alternative, cooperative, and united). This year, students of the programme carried the student COP1 conference on the theme "act today to preserve tomorrow".

## SKEMA VENTURES

We consider an entrepreneur to be an innovator-transformer. He or she innovates and acts to transform industries, organisations, and, more broadly, society.

SKEMA Ventures is our glocal entrepreneurship incubator-accelerator.

Through a unique value chain, it allows each SKEMA student to think, design, test, and launch a project in seven innovative territories, benefiting from the best of each local ecosystem.

With more than 150 mentors and experts, more than 100 projects are incubated per year and the five-year business survival rate is 91%.



### Did you know?

**The Sulitest (Sustainability Literacy Test)** is an international test that allows students to become aware of the societal and environmental challenges of the 21<sup>st</sup> century and assess their knowledge in matters of social, environmental, and economic responsibility.

With nearly **1,800 students involved on its various campuses**, SKEMA is one of the establishments that had the greatest number of students take the test this year.

### THE 2019 HACKATHON

More than 1,000 student managers from the Grande Ecole programme of SKEMA and engineers from ESIEA, MIAGE Université Côte d'Azur and the Ecole Centrale de Lille, gathered on the three French SKEMA campuses for the **Positive Impact Hackathon**, a major back-to-school event.

The aim of this hackathon was to develop creativity and the ability to innovate while promoting ethical questions about the technologies that will shape the world of tomorrow.

With the participation of climatologists, young committed entrepreneurs, major companies and associations, this seminar allowed students to imagine ethical and innovative solutions together by questioning their positive, sustainable, and societal impact.

A group of SKEMA MBA executives was welcomed to a “Business Ethics” class at the Sustainability Center of the Fundação Dom Cabral. The participants were welcomed by Heiko Hosomi Spitzack, Director of the Sustainability Center at Fundação Dom Cabral (author of the analysis “The impacts of poor sustainability management”) who took them to the site of the Córrego de Feijão dam failure, 50 km from Belo Horizonte. This case study made it possible to concretely show the impact of Vale’s executive decisions, thus questioning each participant on the decision-making structure of their business as well as the areas for improvement to make these structures more responsible.

## The Ethics Experience: Brumadinho Project



To help the city of Brumadinho which was affected by the dam disaster in 2019, SKEMA students (French and Brazilians) visited the city of Brumadinho, city of Minas Gerais state, where a dam collapsed on January 25th 2019, killing more than 250 people.

The course had three objectives:

- The visit to Brumadinho, to see the city, to talk with the population and fire fighters involved in the rescue, and to see the place where the dam collapsed
- Classroom activity to discuss the tragedy and provide food for thought on the ethical

issues involved in the case

- The “Doing Something About it Project”, leading to the creation of Alvorada Project, to continue to support the population with water donation campaign.

This course was an opportunity for everyone to understand the ethical springs of each of our decisions and to help the students to form their own opinion in compliance with their convictions.

## SKEMA Business School and The Sustainable Design School

This new Entrepreneurship and Sustainable Design MSc course gives students a chance to make a positive impact on the world by combining the disciplines of management, innovation, and design, culminating in a completely new joint degree. During the first semester, students are hosted at the SKEMA Sophia Antipolis campus, where they take classes on entrepreneurial environment: sustainable innovation from the business angle, business plans for start-ups, strategic marketing, ethics, governance and entrepreneurship, innovation ecosystems, financing for the management of a start-up, constructing a digital company, and so on. During the second semester, students move to SDS campus (Cagnes sur Mer) for classes on innovation and design in line with sustainable development: the trends and future of sustainable design and innovation and strategy in sustainable design, facilitating creative thinking and leadership through sustainable design and creating services, interfaces and experiments, methodologies for design, and design software. At the end of the semester, students have to produce either a dissertation or a business plan. With their new degree, these trailblazers will be able to use their talents as entrepreneurs in sustainable industries and as entrepreneurs in companies

engaged in social responsibility processes. They will have the tools to create their own start-ups, work in an incubator, and assist the development of responsible start-ups.

## CSR support pathway

With the support of EmmaTerra and SKEMA, The Paca-Est incubator designed and launched the EFC Startups program: a collective experimental device to support startups towards more economic efficiency thanks to the economy of functionality and cooperation (EFC) as well as the search for responsible supply solutions. Five selected startups were able to benefit from a dedicated 15-month support program with the aim of speeding up their definition of a concrete offer and its pilot testing. This approach enabled them to make strategic choices and define innovative and responsible methods of accessing the market, thus facilitating their start-up.

## Philippe Pailot, Professor, Globalization Academy

The course "Inequalities, stereotypes and prejudices" given in L3 on all our French campuses aims to give tools to allow our students to understand the concepts of stereotype, prejudice, and discrimination and to understand the links that exist between these three concepts. This includes understanding how gender stereotypes and prejudice lead to maintaining and reproducing gender inequalities in our social and economic world. We illustrate this theme in particular through the analysis of the representation of women in advertising. Based on specific examples, we show how certain messages have a strong propensity to convey very stereotypical sexual representations. Students become aware, sometimes brutally, of the way in which these advertisements reintroduce gender stereotypes into representations by creating a negative circularity, which has the

effect of maintaining or even reinforcing gender stereotypes. This course has a very strong response from many students. It leads to lively debates during the sessions while modifying their view of the messages they are constantly confronted with, most often without realizing it.

## SKEMA student spent a day with Radio France president

Marilou, a student from SKEMA, recently got the opportunity to spend a day with Radio France president, Sybile Veil, as part of the "Vis ma vie" (Live my life) project by SKEMA Chaire Femmes & Entreprises. A unique initiative among business schools, "Vis ma vie" allows a female student to be part of the life of a woman leader, manager, or entrepreneur for a day. She gets to participate in meetings, collaborative work, public relations, and other activities that are in the agenda of the day. The aim is to change the representation of women in leadership roles and to give way to the emergence of a new feminine role model. Through "Vis ma vie", 70 students over the past three years have been able to meet successful female leaders and to learn from their experience.

## Lara Oudot, BBA student specialized in Marine & Environmen- tal Management

*"I have been a student at SKEMA since 2016 and I have always lived in Provence which is a region that I love. I chose SKEMA because SKEMA opens up prospects for the future in sustainable development, and I wish to exercise a profession that allows me to protect this region that I love. In the Marine & Environmental Management specialization, we work a lot in project mode, which is very formative because it allows us to mobilize*

*different skills. This year I particularly enjoyed a bio-statistics project in which we were to study the impact of human activity on the Lérins Islands sector. After a field trip and thanks to the handling of a rather complex statistical software, we could see a decrease in the concentration of sea urchins over the years. We were able to present the results to a jury in order to validate our research and include them in the "Lérins Côte d'Azur" project so that next year's students can also use these results to make a bootstrap and identify scientific analysis opportunities. In September, I will continue my studies at University of Aberdeen in Scotland with a course focused on environmental sciences to complete my management background and obtain a double international degree, for my professional goal is to become a CSR manager."*

#### **Impacts: key figures**

**21%**

of students having passed  
the Sulitest





# RESEARCH POLICY

Actively contributing to reflection on the RSO themes and Guarantee ethical and responsible research behaviors and methodologies.

## **Ethics at the heart of SKEMA's research policy**

SKEMA is committed to implementing responsible research that makes sense for all stakeholders.

The school is a partner of the RRBM initiative (Responsible Research in Business and Management) which advocates commitment to useful and moral research with positive societal impact.

SKEMA has also set up an ethics committee encouraging teachers to reflect on their research practices and to integrate the moral dimension into the choice of themes and methods of analysis used.

## **SKEMA encourages and supports research studies related to CSR**

This work, carried out by the teacher-researchers and the projects carried out within the various research centers of the school, actively contributes to the advancement of reflections on this subject.

They cover the different levels of analysis and impact, from the macroeconomic level to consumer behavior, through organisation and business: Climate change and its effects on economic activity; New economic

models such as the circular economy; The link between sustainable performance and finance or integrated reporting; Ethical leadership, alternative consumption methods such as frugal consumption, etc.

## **Impacts in 2019**

**25%** of publications are classified in connection with CSR, including **60%** published in the most prestigious international journals (Rank 1 or rank 2 FNEGE / CNRS).

## Did you know?

**The latest study from SKEMA Observatory on the feminisation of companies was released in March 2020:**

*"Diversity & Inclusion in the CAC 40: Feminisation of governance bodies and glass ceilings: what impact does it have on economic and stock market performance?"*

Created by Professor Michel Ferry, a researcher affiliated with SKEMA, this observatory aims to analyse the evolution of the percentage of women in the workforce and management of the largest French private companies and the impact of this presence on performance enterprises.

### Integrated Thinking - Integrated Reporting

Integrated Reporting (IR) represents a new Corporate Reporting framework which is based on Integrated Thinking. Its objective is to change managerial behavior in order to better align the notions of profit maximisation with the well-being of society and the environment.

At SKEMA, integrated thinking and IR are both research topics, sources of development for innovative lessons, and an engine for organisational transformation.

Several companies are associated with the various projects carried out and contribute to a sustainable ecosystem, research-business-education around the subject.



**“A responsible company must integrate, into its management, products, and strategic and operational decisions, a humanist vision that goes beyond its business model or compliance with laws and regulations. This presupposes a corporate culture imbued with this vision, business processes that reflect it, and managers who know how to promote it in action. SKEMA intends to make a significant contribution in those areas through its scientific production, participation in societal debates, the exemplary nature of its own management and, of course, its training programmes.”**

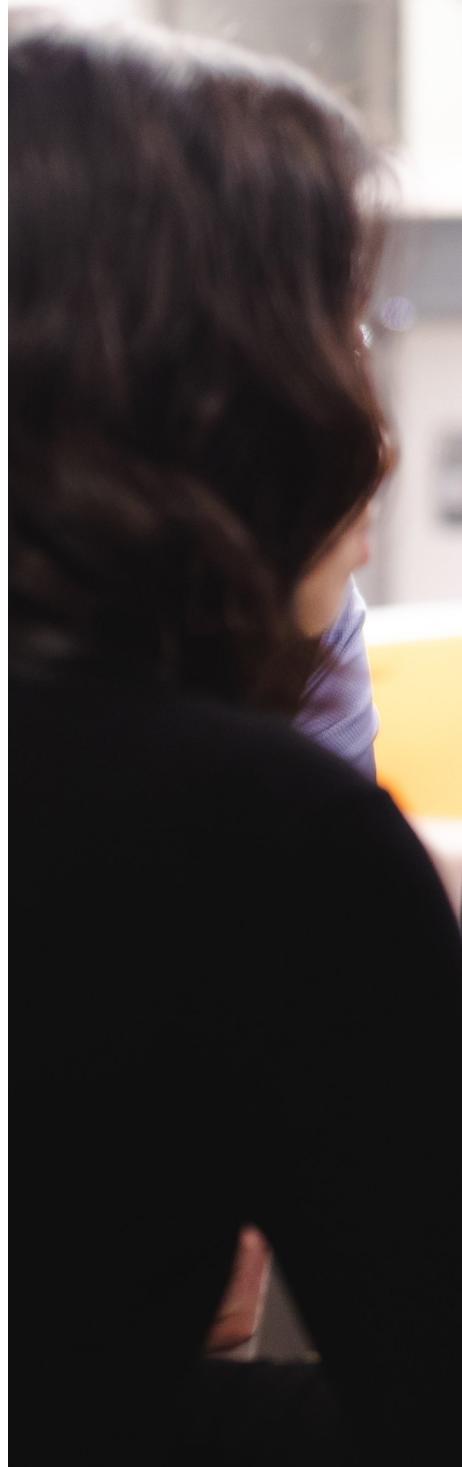
**Bernard Sinclair-Desgagné**  
Economics & CSR Research-Professor,  
SKEMA Business School



# SKEMA Observatory on the Feminisation of Companies

Since 2007, on the initiative of its founder, Professor Michel Ferrary, SKEMA Observatory of the Feminisation of Companies has been analysing the evolution of the percentage of women on corporate boards, on executive committees, in management, and in the headcounts of France's 60 largest private companies, namely those making up the CAC 40 and CAC Next 20. It analyses the link between the feminisation of the different levels of hierarchy (boards of directors, executive committees, management, and headcounts) within companies and the latter's economic and financial performance (growth, profitability, and stock price).

The research work conducted by SKEMA Observatory on the Feminisation of Companies has been the subject of a number of academic publications and presentations at scientific conferences.





# ACHIEVEMENTS OF A COMMITTED COMMUNITY

Encouraging, guiding and supporting the projects of our students and graduates.

In addition to financial support for associative and entrepreneurial projects, SKEMA encourages, supervises, and supports all students wishing to get involved in meaningful projects, through training, advice, and provision of premises or equipment.

## **ASSOCIATIVE, MULTI-PROGRAMME, AND MULTI-CAMPUS COMMITMENT**

SKEMA brings together 70 student associations on its French and international campuses, open to students from all programmes. Associative commitment is encouraged and valued within the programmes, by the acquisition of ECTS teaching credits, the "Special Achievement". The associations are supported and framed by an educational structure making the link between associative activity and academic and institutional issues. Association presidents are made aware and trained on issues of ethics and responsibility.

### **Examples of associations and projects undertaken:**

**Hope (Humanitarian Promoting Human Equity)**, an association with social and ecological humanitarian goals. HOPE is involved in international and local missions (social and environmental actions, tutoring, humanitarian projects, etc.). Its presence on the various SKEMA campuses (Lille, Sophia

Antipolis, Paris, Belo Horizonte, Suzhou) allows its members to continue to invest during their inter-campus mobility and gives it great potential for action.

**Enactus** is the social and solidarity entrepreneurship association of SKEMA present on the Lille and Sophia campuses. Its goal is to enable students to develop professional skills while having a positive impact on society and the environment.

**He for She** (Lille campus) aims to inform boys and men in a positive way about gender issues so that they can act in favor of this equality.

**Collect'active** aims to help new students to settle in comfortably in their new home and raise their awareness on ecology and sustainable development in China.

**Interculture** and **SKonnection** (Sophia and Lille campuses) welcome and facilitate the integration of international students.

**The Arts office, sports offices and sports associations** regularly organise charity or integration events: show (SKEMA against cancer), foot race, Foot4school, initiation for wheelchair rugby, humanitarian navigation, etc.

## Did you know?

HOPE was ranked as the best student association for humanitarian and social purposes in France in the 2018 Parisian ranking.

**HOPE – Espero Com Camille Murris Project in Brazil:** The extension of the Belo Horizonte living center.

Camille Murris, a 2012 SKEMA graduate and former active member of the HOPE association, was one of the victims of the July 14, 2016, terrorist attack in Nice.

In order to pay tribute to her and promote her values, her parents entrusted HOPE with carrying out a project that was particularly close to her heart: bringing help to disadvantaged children in South America.

The "Espero com Camille Murris" Project aims to extend the Tecendo center, which welcomes disadvantaged children to Belo Horizonte. The objective over five years is to increase the capacity of the center from 60 to 120 children.

After having collected €10,000 to finance the work, seven students left for a month to participate in the work.



## FIRST STUDENT COP1, ACT TODAY TO PRESERVE TOMORROW

This initiative, driven, prepared, and organised for more than a year within the Sustainable Innovation programme of SKEMA Business School, took place on October 5 and 6, 2019, at the Cité Fertile in Paris and brought together more than 1,800 participants.

Crossing the boundaries of SKEMA, the event was deployed thanks to a team from various backgrounds, 62 volunteers from more than 20 very different universities and schools (medicine, architecture, engineers, etc.), and bringing together various associations.

Over the two days, the event raised the awareness of as many young people as possible on the major challenges of this century. Reflections on the environment, the new economic, educational, and social models, and the question of technologies were also held.

Over 300 individual commitments were made by participants to transform their immediate environment.

Elisabeth Borne, Minister of Ecological and Solidarity Transition, came to "join the citizens' convention" and offer a commitment to participants: "*I hope that you, students, can challenge our public policies.*"



## ENTREPRENEURSHIP

Many entrepreneurial students and graduates are involved in meaningful and responsible projects, and a number of them are supported by SKEMA's incubation system deployed on all its campuses: SKEMA Ventures.

### Some examples of committed start-up companies:



Abidjan - Paris

During their studies at SKEMA, **Aurélie Gisclon** and **Nicolas Raudrant**, Global BBA SKEMA 2018 graduates, founded **Wibes**, a brand of premium and responsible sneakers, using Ivorian wax (local fabric). The idea was born from their meeting on Raleigh campus (US) and the fusion of their two cultures: that of Aurélie born in Nice and Nicolas born in Abidjan, Ivory Coast. Today, they have created a committed brand, with a minimum impact on the environment and a strong social commitment.

*"At Vibes, we believe in this incredible African potential and the key role that education plays in the growth of a country. This is why we have decided to establish a partnership with AIFCI (International Association of Women of Côte d'Ivoire). AIFCI has been working for more than 50 years for the education of the most disadvantaged, especially women and children. For each pair of Vibes purchased, we finance a day of learning for a woman or young woman from this association."*

<https://wibes-store.com/>



**Clément Lebellé** graduated from SKEMA in 2015 (MSc Financial markets & Investments) is the co-founder of **Cultures en ville**, a development company for urban agriculture, with the aim of reconnecting city dwellers to their food.

Cultures en ville, which has already set up a number of vegetable gardens in most major cities, is designing the layout of part of the roof terrace of the future SKEMA Grand Paris campus. *"I am very proud and happy to participate in this project concerning my school. The terrace is an exceptional project. SKEMA and I will work together in order to set up a real dynamic around the vegetable gardens which will be arranged."*

<http://culturesenville.fr/>



**Père & Fish**, the new fast food concept based on fresh fish from sustainable fishing, was created by **Antony Giordano, Ava Maisani Casanova, Charles Cagnac** and **Alex Rafatini**, young MSc Entrepreneurship & Innovation graduates from SKEMA Business School's Sophia Antipolis campus.

Père & Fish is campaigning for sustainable fishing. The company also joined forces last June with the Surfrider Foundation to organise a large waste collection at Parc de la Villette.

<https://pereetfishrestaurant.com/>

## THE SKEMA VENTURES AWARDS

To reward and support the most promising projects incubated by SKEMA Ventures, in terms of innovation, social and environmental impact, growth, and the commitment of project leaders, SKEMA Ventures launched, with the support of SKEMA Giving, the SKEMA Ventures Awards.

SKEMA Ventures Awards are financial endowments representing a total amount of €20,000, allocated to the project or to the project holder(s) in order to finance any activity linked to the launching of the project.

In 2019, the 1<sup>st</sup> prize was won by the L.BOX project, ecodesign for beauty, led by Cannelle Danzelle (SKEMA Global BBA).

The 2<sup>nd</sup> prize was won by Sublimeurs, a communication agency for restaurateurs and their artisans on a short cycle, launched in 2018 by Alaude Lefebvre (MSc Entrepreneurship & Innovation).

The 3<sup>rd</sup> prize was won by Easy V, a social and solidarity economy start-up, created by Pauline Gane (SKEMA 2018 graduate). Its objective is to enhance the skills of employees in companies through solidarity, serving the objectives of sustainable development.

The 4<sup>th</sup> prize was won by the SoutraTrans project, solidarity crowd-shopping, led by Soulemane Souhare (SKEMA 2016 graduate).

The 5<sup>th</sup> prize was won by the La Plaine, sustainable luxury project, led by Marie Veyron (SKEMA MSc Luxury & Fashion Management).

Cannelle Danzelle, Global BBA student and winner of the SKEMA Ventures Awards presenting her L.BOX project at a Startup Kafé on the Sophia Antipolis campus



## Brazil: Hope and the world Clean Up Day



On World Cleaning Day, Hope coordinated the garbage pickup on the banks of Lagoa da Pampulha in Belo Horizonte. Interview with Thibault Trouche, 21, the project coordinator: "The first objective is to raise awareness about reducing pollution and the use of plastic. It is also a good time for the Brazilians and the French to work together to preserve a symbolic place for Belo Horizonte. [...] What we want is to show that we are not here as tourists but as actors of society in Brazil."

## China campus students bring supplies to kids in Huining

In Suzhou, HOPE association's main objective is to provide better learning conditions for children. The actions are mainly local. They organize fundraisers, events, food sales, and other actions to provide furniture for a local school. This semester they wanted to start new projects. Four students from SKEMA HOPE, helped by Tangmama (a charity from Suzhou) spent 4 days traveling 3564 km and 30 hours by train to bring a total of 287 school bags, 311 scarves, hats, and mittens to local kindergartens and primary schools in Huining (a less developed region of north-west China).

## La Virgule gives a second life to old kayaks



After the transformation of tires into belts (My life is belt), old kayaks are transformed into bags. "Nothing is lost; nothing is created; everything is transformed". Benoit Gourlet took the famous Lavoisier law to his account. Just one year ago, this Lille-based engineer from ITEEM, who trained at Centrale Lille and SKEMA, launched his eco-luggage, La Virgule, a company that creates backpacks and computer sleeves from defective inflatable kayaks, brought back by customers to Decathlon stores. La Virgule designs its products at the Ateliers du Détroit in Calais, a structure welcoming disabled worker. That is a fine example of a circular economy.

## Responsible Fashion Company

Myriam, 27 and a SKEMA graduate, launched Byoo Store to promote and democratize responsible fashion. This online concept store brings together the most beautiful brands of creators committed to a single platform with several objectives: to facilitate their access by the general public, to offer more visibility to these independent brands which fight for a better world and who deserve to be (re) known for their positive actions, and finally to prove that ethical fashion can be beautiful, trendy and stylish! The criteria for selecting brands are demanding explained Myriam.

"First, the brand must meet our vision of social and environmental commitment. We have defined our own ethical charter which includes several

*socio-environmental criteria: vegan products, social approach, implementation of eco-responsible actions, fair manufacturing, production made in Europe, use of recycled / upcycled materials, and use of natural and / or biological materials. To join Byoo Store, a brand must register in at least 2 of these criteria. Then, of course, the brand must be transparent, which is our watchword, to provide as much information as possible to our customers. We want every Byoo Store consumer to make informed choices and to know exactly what they are buying. Last but not least, the image and identity of the brand are an integral part of our selection criteria. We want to make Byoo Store an ethical fashion reference, and this requires a sharp selection of trendy pieces to seduce the most fashion enthusiasts. We also attach great importance to the history of the creators and their creative and artistic universe."*

## **SKEMA students say no to harassment**

*"We have to stand up for ourselves; we have to say no; we have to say stop," write Etienne Loos, Mellinda Rahoui and Benjamin Aymard, in an open letter for equality, dignity, and respect for integrity in major business schools. 56 Skema associations representing more than 800 students signed this document, in reaction to recent revelations in the press concerning «the existence of a culture of hazing and harassment in certain establishments". The text, which will be sent to associations of all business schools, proposes 13 concrete measures to end harassment, sexism, and homophobia and calls for an inter-school debate.*

## **CSR awareness for Juniors-Companies**

The 2019-2020 mandate of the National Confederation of Junior Enterprises took office on July 1. Its mission will be to protect and advance the Junior Enterprise movement. Its incoming president, Simon Tonnaire, a SKEMA student, announces that "the year of

*the 50th anniversary of Junior-Enterprises marks and will mark a turning point in the history of the Movement. During the next pivotal mandate, we will have to close the current strategy and to develop the next one for the next four years. The idea is to break away from our traditional vocation of bridging the educational world and the world of work, in order to achieve our aspirations: work for a positive impact society and encourage the transition to a new economy that is more respectful of the challenges of the future!"*

## **Skip The Beat: an eco-responsible house festival**

Three years ago, the members of Skip The Beat association, passionate about house and ecology, wished to combine celebration and planet. That is how their Skip The Beat festival was born. In addition to the ever-cutting-edge programming, the organizers agree not only to offer a drink to festival-goers who come by bicycle (free, supervised parking will be made available) and to serve local beers but also to collect and recycle butts by providing recycling kits. Finally, an organic food truck is located around the festival to promote more sustainable food.

## **"Climate Change", a dinner-debate in Singapore**



Singaporean alumni met for an evening to learn, debate, and exchange on the key subject of our current generations: climate change.

Lay Kuan, a member of the Singaporean association Climate Conversations, hosted our Alumni evening with an informational video that served as the basis for the discussions. It is hard to imagine that we can have an impact on an individual scale on the major subject of global warming. However, through everyone's awareness, collective, political, and international decisions found a solution. At the end of that evening, each graduate was invited to commit to implementing one of the solutions mentioned and thus initiate change.

## Entrepreneur Marianne Bathily, SKEMA graduate, wants to promote a positive and value- creating Africa



*"To highlight entrepreneurship in Senegal, I launched the SenTalk Show. Dakar is a city in full growth and in permanent creative revolution even if of course there is chaos on the margin. I regret to note that too often young and old people say that Senegal is dead. People do not believe in the future of that country. Why have so few people of my generation returned? However, if you look around, there are successes, but nobody talks about them, even within their own family. Hence the idea for the SenTalk Show. My goal is to convince young people, students, that something is possible and to undermine the negative preconceptions about Africa. I want to change the paradigms. [...] We must raise young people with a spirit of conquest. No doubt my French roots helped me to learn to revolt, to strike, and to move the lines. You have to love yourself and not copy the worst of the West."*

*Africa must find its own paths of development. The challenges to be met are everywhere. Africa will not be the champion of productivity or industrial production, but it can become one in terms of creativity, equitable, and ecological development. We need to awaken citizens because we can only succeed together. Yes, I believe in the strength of Africa and the entrepreneurial spirit. You have to try. If you fall down and fail, you will learn, get back on your feet, and try again. Yes, I believe in a positive Africa. I invite young people to fight against sinistrosis and to join this positive dynamic."*

## A gym accessible to disabled people

Jolan Baran, a SKEMA student, has been working on a project to open a fitness room accessible to people with motor disabilities for more than two years. In France, adapted structures are more than rare. He only identified two. For this equipment, the investment in machinery poses a problem. That and finding a very accessible spot in a big city are the main obstacles, hence the idea of participating in the Entrepreneur Challenge. Among the five finalists, Jolan benefited from the support of a former LOSC footballer, Franck Béria, who chose to help him, as a sponsor. Although he did not win the first prize allowing him to obtain the funds necessary to advance his project, the desire remains intact!

## Biodemain supports producers in conversion

Maxime Durand and Stéphane Delebassé, then still Iteem students (Centrale Lille-SKEMA School), created the Biodemain brand a year ago. The idea is to help farmers to convert to organic. The idea sprang when he saw his great-uncle who tried to convert his farm to organic farming in Brittany, but it did not turn out well. The adventure begins with the sale of products from farmers in conversion on weekend markets, paying them at least 20 to

30% more than the standard pay. "Next week, we will be present in eleven points of sale, half of which are E.Leclerc", explains Maxime Durand.

## La Lilloise: raising awareness for disabilities

The humanitarian student organisation HOPE and SKEMA Business School Sports Club are joining forces for the third consecutive year to organise La Lilloise - a charity race open to all. Its goal is to raise awareness about disability among students and residents of Lille. All the funds raised will be donated to «Café Joyeux», an association that promotes access to employment for people with disabilities. After the race, the big-hearted runners will be able to take part in various activities organised by partner companies and associations on the "sport and disability" theme.

### Impacts: key figures

7

student associations dealing with CSR (15% of the total number of associations)

207

companies created by alumni linked to sustainable entrepreneurship (commercial and environmental objective and social impact referring to CSR) since 2015 (40%).

Cross-reference table of main environmental, social, and societal information:

<b>Chapter</b>	<b>SDG</b>	<b>Global Compact principale</b>	<b>PRME chapter</b>
CSR Commitment	1 - 8 - 9 - 11 - 16 - 17		2 - 5 - 6
Environmental Approach	2 - 6 - 12 - 13 - 15	7 - 8 - 9	2
Social Policy	3 - 4 - 5 - 8 - 10 - 11	1 - 2 - 3 - 4 - 5 - 6 - 10	2
Training and Education	1 - 3 - 4 - 5 - 8 - 9 - 12 - 13 - 14 - 15		1 - 3
Research Policy	1 - 9 - 10 - 13 - 15	6 - 7 - 8 - 9 - 10	4 - 5
Achievements of a Committed Community	1 - 8 - 9 - 10 - 12 - 13 - 15		1 - 5 - 6



HYBRIDATION A 100%  
DES PROGRAMMES

CRÉATION DE VALEUR PAR  
VALORISATION DE LA RECHERCHE



EMAsky25



# SKY25, 2020-2025 STRATEGIC PLAN

By making impact one of its strategic directions, SKEMA wishes to demonstrate the contribution of its global model to societal challenges. This strategic orientation expressed through the promotion of research and the development of influence and commitment.

Among the various initiatives:

- ▶ The launch of the **MSc Entrepreneurship and Sustainable Design** in partnership with the School of Sustainable Design. It aims at training future talents capable of innovating and inventing new sustainable models by combining the disciplines of management, innovation, and design.
- ▶ The “**Research with Purpose**” initiative which will focus on, among other things, the sustainable operational performance of companies, the contribution of business initiatives to a better world, and governance systems adapted to the challenges of the 21<sup>st</sup> century.
- ▶ The project to include, within the programmes, a **certification of ethical competence** in the development and use of artificial intelligence algorithms.
- ▶ The deployment of **SKEMA Social Ventures Lab**, launched in October 2019 to promote social entrepreneurship through a valuable offer and unique resources related to applied research, teaching, and the practice of social entrepreneurship.
- ▶ The launch of **Green Teams**, transversal working groups whose objective is to implement initiatives and projects within the framework of SKEMA’s RSO policy (such as mobility, inclusion of CSR in teaching, sustainable nutrition, preservation of natural environments, etc.).
- ▶ A series of initiatives will allow meetings between decision-makers and research-professors. Strategic partnerships will be forged with companies and the research results will be made available to a wide audience. In addition, several institutes, including **the Ethics & CSR Institute**, headed by Bernard Sinclair Desgagné, professor-researcher in economics & CSR, will be created by 2025 to structure science-society relations.



## Key Figures

7

campuses across the world:  
Brazil, China, France, South Africa  
and the USA

9,000  
students

120  
nationalities

48,000  
graduates across the world

3

international accreditations:  
EQUIS, AACSB and EFMD  
Accredited EMBA and member of  
the Conférence des Grandes  
Écoles (CGE)

# Contacts

Élise Tosi  
Vice Dean, Accreditations & Quality  
[elise.tosi@skema.edu](mailto:elise.tosi@skema.edu)

Manon Duponchelle  
Project Manager, Quality & CSR  
[manon.duponchelle@skema.edu](mailto:manon.duponchelle@skema.edu)

---

# SKEMA BUSINESS SCHOOL

Belo Horizonte Lille Paris Raleigh Sophia Antipolis Stellenbosch - Cape Town Suzhou



## SKEMA CAMPUSES

### Belo Horizonte Campus

R. Bernardo Guimarães, 3071  
Santo Agostinho, Belo Horizonte  
MG, 30140-083, Brazil

### Lille Campus

Avenue Willy Brandt  
59777 Euralille, France

### Paris Campus

Pôle Universitaire Léonard de Vinci  
Esplanade Mona Lisa - Courbevoie  
92916 Paris La Défense Cédex, France

### Raleigh Campus

920 Main Campus Drive  
Venture II, Suite 101 Raleigh  
NC 27606 - USA

### Sophia Antipolis Campus

60 rue Dostoïevski CS 30085  
06902 Sophia Antipolis Cédex, France

### Stellenbosch Campus

Ryneveld Street,  
Stellenbosch 7 600, South Africa

### Suzhou Campus

Building A4 & A5  
99, Ren'ai Road, Dushu Lake  
Higher Education Town  
215123 SIP Suzhou  
Jiangsu Province, China

### Montreal office

SKEMA École de gestion Canada Inc.  
400 avenue Atlantic, bureau 500  
Montreal, Quebec, H2V 1A5, Canada