

Make an impact

SUSTAINABLE DEVELOPMENT AND SOCIAL RESPONSIBILITY

2023





The world faces a series of major economic, societal, environmental and technological challenges of all types. Consistent with the humanist tradition intrinsic to the vision of its founders, the core purpose of EDHEC – to make a positive impact on the world – still drives our community today, and perhaps even more strongly than ever before. Our strategic plan, activities and initiatives are all driven by the single ambition to take action together for the benefit of future generations.

Now, at the halfway point of our 2025 plan, we are accelerating the rollout of our strategic projects in research (with particular emphasis on climate finance), education and responsible entrepreneurship. For young people aspiring to meaningful careers, these advances offer a unique opportunity to engineer and shape the major transitions now at work in today's world.

That is the focus for everything we do: training talented people with the skills and abilities to radically transform business in ways that contribute positively to today's key societal issues. We want to provide the young learners in our care with the critical mindset, innovative skills and tools needed to invent new business models that will drive the emergence of a more sustainable and inclusive society.

Our CSR strategy flows through all 7 of the 'battles' identified in our strategic plan for a positive impact, but addresses clearly defined overarching goals. We want to:

- Position impact and responsibility at the centre of our academic output and, more specifically, set the global benchmark for climate finance
- Regenerate our learning opportunities by ensuring that CSR issues are front and centre of the education we provide by focusing on our strategy of knowledge hybridisation and promoting impact entrepreneurship
- Provide our students and staff with an exemplary working environment and experience on all our campuses, at the same time as achieving carbon neutrality

- Promote diversity, inclusion, social openness and meritocracy on all our campuses by providing scholarship programmes and ambitious support schemes for talented, but disadvantaged, students in all the communities we serve

We want to provide young people aspiring to meaningful careers with the chance to engineer and shape today's major transitions.

Our strength lies in the commitment shown by all our stakeholders -students, academic and administrative staff, alumni and partners- to taking long-term practical action to transform business practices and build new and more responsible models. That is the core purpose of our non-negotiable central mission to deliver education and training that benefit society as a whole.

Its 'Make an Impact' signature positioned EDHEC as the first business school in the world to state such an ambition as a cornerstone of its core purpose. We are proud about how far we have come, but equally aware of how much remains to be done to achieve our mission of having a positive impact on future generations.



Emmanuel Métais,
Dean of EDHEC
Business School



PROFILE

1/3
of all students are from outside France (across all academic programmes)

110
Nationalities and countries

55 000
Alumni in 125 countries

5
academic campuses and 3 dedicated startup campuses

10
hectares of wooded parkland

9 400
students

€230m
in capital investment by 2025, including €20m earmarked specifically for **climate finance research**

€3m
in social scholarships
14% of all students are now funded by scholarships

60+
startups supported annually

47%
of student association chairs are women

175
A community of **175 professors and researchers**

100%
of students learn about social and environmental transition challenges

OUR COMMITMENTS



EDHEC has applied the Principles for Responsible Management Education (PRME) initiative (part of the UN Global Compact) since 2015, and has integrated the United Nations Sustainable Development Goals into its strategy and initiatives.

PRME Principles for Responsible Management Education



SUSTAINABLE DEVELOPMENT GOALS



In 2022, EDHEC signed the Grenoble Accord that emerged from the 2021 Student COP2.



EDHEC has been part of the Positive Impact Rating scheme since 2021.



OUR SD&SR APPROACH

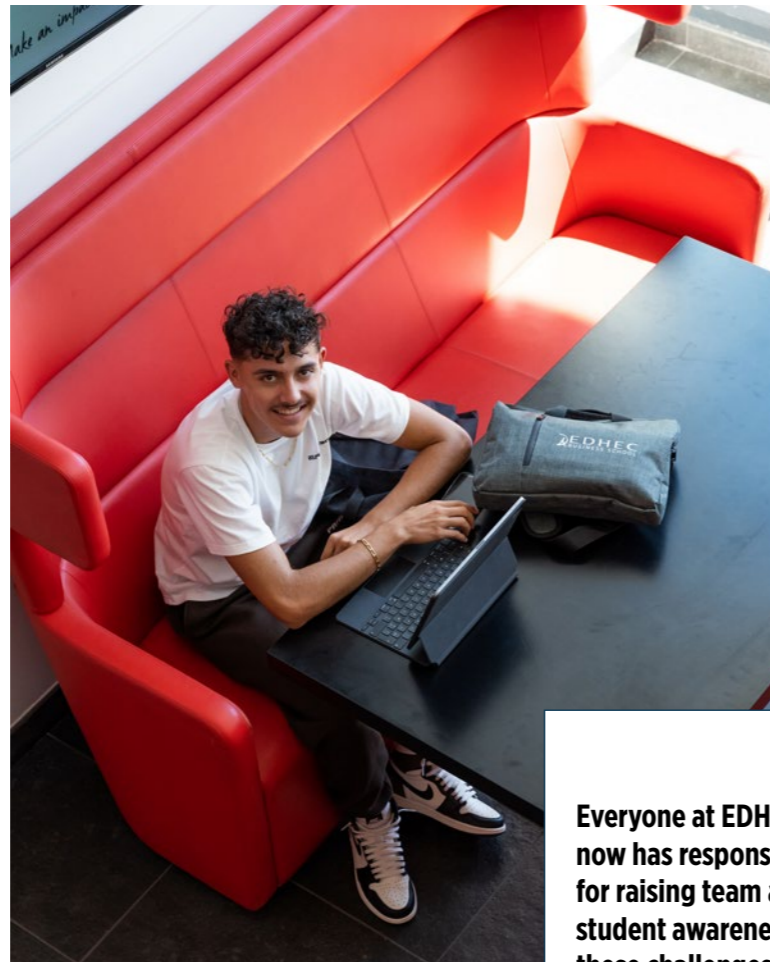
The EDHEC Impact Future Generations 2025 strategic plan details the profound transformation that the business school will embrace, and positions sustainable development at the core of its strategy.

Clear identification of priorities

A self-assessment conducted in 2020 resulted in an inventory of all EDHEC SD&SR (Sustainable Development & Social Responsibility) practices. The 280+ initiatives identified cover the majority of the UN Sustainable Development Goals. The inventory was then updated and extended in 2021. As part of its partnership with Capgemini Invent, the consulting firm was commissioned at the start of 2022 to audit all EDHEC SD&SR initiatives. The results were then used to produce a materiality matrix designed to assess challenges and identify priorities in relation to key impacts in consultation with internal and external stakeholders.

An innately collective strategy

In 2022, the position of SD&SR CSR Policy Manager was created to support implementation of the EDHEC CSR policy and provide the coordination needed to ensure its comprehensive and impactful application to the issues around societal and environmental transition. The SD&SR policy details the social and environmental transition priorities and commitments of EDHEC. The pillars and ambitions of this new SD&SR policy align fully with the strategic plan and are implemented by all stakeholders.



Everyone at EDHEC now has responsibility for raising team and student awareness of these challenges, and empowering individuals to address them effectively.

Respected accreditation labels

EDHEC uses the Sustainable Development and Corporate Social Responsibility (SD&SR) benchmarking scheme for higher education in France, which aims to enhance skills in the 5 key areas of strategy and governance, teaching and training, research and innovation, environment, and social policy. This scheme is a

self-diagnostic guide for action by French higher education institutions. The guide is intended to enable every part of the EDHEC community to engage with encouraging and facilitating positive global transformation on a daily basis and at every level.

THE 5 PILLARS OF OUR SD&SR POLICY





PERSONAL EXPERIENCES



Cécile Legrand, CSR Manager at EDHEC Business School

My mission, when I joined EDHEC in February 2022, was to implement a cross-functional sustainability policy to accelerate the transition that had already been initiated by our stakeholders. Integrating today's social and environmental sustainability across EDHEC operations is key and

I was especially interested in the prospect of supporting EDHEC to provide students with the right tools and competencies to both mitigate the impacts of climate change and adapt. The challenge is to ensure that social and ecological issues are embedded throughout our programmes and across our student's journey so they are empowered to work together, build community, innovate around creative ways to address sustainability challenges. Today, EDHEC is leading the path in a number of areas, including climate finance and responsible entrepreneurship, but we still have room for improvement if we really want to lead our students by example. This is the bedrock of sustainable development and CSR: an overarching global approach that demands continual dialogue between stakeholders as the basis for finding new solutions and inventing what doesn't yet exist.



Martin Bonte, CEO and co-founder of Qweeko

Qweeko is proactively involved in the transition on 3 levels. The first is because of what we do: Qweeko is a specialist in electrical appliance life cycle analysis, and offers manufacturers practical solutions for reducing their impact. As a responsible company, we also strive to lead by example through initiatives such as choosing data servers powered by renewable energy, and favouring the use of soft mobility and second-hand goods. We are also involving our employees in these issues through the use of climate murals and direct discussion, because as an impact enterprise, we see it as our role and duty to raise their awareness of the challenges posed by global warming. As an individual, I also pay close attention to my own consumer habits, my travel choices and all those factors that contribute to the transition. Lastly, as a member of the EDHEC community, I'm convinced that we have a decisive evangelising role to play!



Gianfranco Gianfrate, Professor of Finance and Director of Research at the EDHEC-RISK Climate Impact Institute

Since completing my PhD, I've been interested in how shareholders take advantage of their position potentially to reduce the wealth - in the broadest sense - of other stakeholders to promote their own interests. These stakeholders may be groups or communities, countries or the planet as a whole. Entities that emit large quantities of carbon dioxide without offsetting it or paying for the damage it causes are in a very real sense 'stealing' a planetary resource, and I believe that these environmental issues are a major cause of injustice right around the world. In my work as both educator and researcher at EDHEC, I'm looking at how we can address this challenge successfully by directing public and private money towards solutions that will make a low-carbon economy a reality. Companies and their investors urgently need to 'put their money where their mouth is' on the issues around climate and sustainability. At their own levels, EDHEC professors and students are definitely working towards cutting through the rhetoric to create a more sustainable world. We want economic actors to be held accountable for their environmental and social footprints. Which is why our priority is to scientifically measure and compare what companies and their investors claim in terms of CSR with what is actually happening in practice.



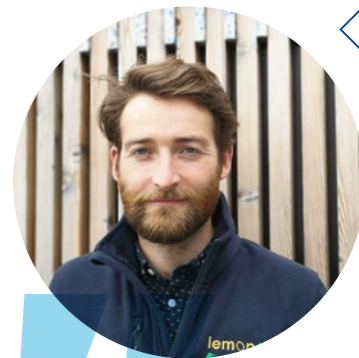
Coralie Buguet, President of Develop - EDHEC Social Business

Develop has been in existence for 14 years, with a central mission of promoting sustainable development through social entrepreneurship and microfinance. We're doing this through public initiatives in Lille, including the annual Responsible Initiatives Forum event, which highlights the benefits of social entrepreneurship and raises awareness of the need for sustainable development through the use of climate murals and lectures by researchers and entrepreneurs. In parallel with this kind of initiative, we also work as mediators to provide other EDHEC associations with a framework designed to help them move forward on CSR issues. We're also members of the EDHEC Ethics Board, where we act as student advisers on these issues.



Mathilde Comesse, Co-President of the WinFin (Women In Finance) association based in Nice

The aim and purpose of EDHEC Women In Finance (WinFin) is to promote diversity in the world of finance, and more specifically to promote the role of women in a sector of the economy that has remained non-equitable and exclusive for way too long. We host events in partnership with leading companies like PwC, Clearwater and Edmond de Rothschild, and give a voice to women who share their success stories. We also visit secondary schools to raise awareness among young people and show them that anyone can succeed in the world of finance, regardless of social background. We're now in negotiation with a startup called PrépaVita to support secondary school and university students in taking the competitive entrance exams set by France's most prestigious university level institutions (Grandes Écoles). In the longer term, we aim to expand to cover the whole of France and all types of educational institution.



Augustin Jaclin, Co-founder & Chairman of Lemon Tri

When I joined the Grande École programme in 2007, I already knew that I wanted to set up my own business, so that's how I planned my educational journey, from choosing which association would be best for gaining real-life business experience (Le Chti) right through to the third year of my MSc Entrepreneurship programme. In fact, I was a member of the initial intake of startups incubated by EDHEC Entrepreneurs when it was first created. But entrepreneurship wasn't my only guiding commitment; I also wanted to make a positive contribution to the major challenges of our time, by which I mean protecting the planet and sharing its wealth more equitably. Lemon Tri is now 12 years old and employs 130 people in serving 1,000 customers. We help EDHEC to manage its waste more effectively to reduce the volume of (re)usable resources sent to landfill or incineration. In fact, 97% of the 19,000 kg of waste collected on the Roubaix campus in 2022 was recycled.



Mylène Engelsbach, former EDHEC student and now Group Human Resources Director at Oney

After I graduated from EDHEC in 2005 it wasn't very long at all before I began working on CSR issues, and over time, I progressed within Oney to become its Transformation, Communication and CSR Director. It opened my eyes both to the challenges facing companies, and the limits of their ability in dealing with them. Company executive management teams are still focused on performance indicators, which is why it is so important for business schools to get to grips with these issues. We need to bring about a fundamental change. We need to educate the rising generations by raising their awareness at the earlier stage of their education so that they eventually become professionals for whom these concerns will appear perfectly natural and self-evident.



A DEEP-ROOTED, CROSS-FUNCTIONAL COMMITMENT



Non-profit status

EDHEC Business School is a leading French Grande École founded in 1906 by entrepreneurs from the Nord region of France. It is now recognised by the State as being of public benefit, and has EESPIG status (Établissement d'Enseignement Supérieur Privé d'Intérêt Général - A privately owned higher education establishment of public benefit - a State-awarded accreditation label that guarantees the independence and non-profit status of educational establishments, as well as their involvement in the delivery of public service missions). In 1958, EDHEC became a non-profit association under the French law of 1901. From that point onwards, its independent spirit has flourished, and is now reflected in its determination to make business the key to delivering the positive transformational change required to shape a more open, diverse and inclusive society.

A unique vision of governance for the benefit of future generations

Alumni, students, corporate partners, qualified individuals, local institutions and employees are all represented on its Board of Governors, and have a daily involvement in working alongside EDHEC to respond positively to the transformations and upheavals in our societies, with the ultimate goal of promoting the best interests of future generations. Its own financial model is a direct reflection of this purpose. Its students make a significant contribution to its forward development (income from learning programmes have contributed 81% of its 2022-23 budget). Other contributions result from the work done by the EDHEC Giving endowment fund, which makes the generosity of corporate partners and graduates possible. The EDHEC governance structure comprises four main bodies.

The Executive Committee provides management oversight for all Group activities in France and abroad. Its mission is guided by the recommendations made by the Board of Governors, the International Advisory Board and the Ethics Board, all three of which have a membership made up primarily of EDHEC graduates and representatives of partner companies from around the world. The membership and remit of the Ethics Board have gradually expanded since its creation

in 2011 to strengthen its role of advising and supporting EDHEC in its commitment to corporate social responsibility and contributing to a sustainable economy.

Cross-functional missions

Accelerating the environmental and social transition requires a very high level of commitment and collaborative working from all EDHEC stakeholders (students, academic and administrative staff, alumni and partners) as the basis for sharing best practices, informed by an holistic approach that seeks to integrate all aspects of today's social and environmental challenges into EDHEC projects and operation. The cross-functional strategic projects set out in the EDHEC SD&SR policy are managed by the CSR Department, which comprises a CSR Manager and a committee of CSR advisers representing all EDHEC departments.

The role of communication

Special attention is focused on the use of internal communication channels not only to share CSR initiatives and best practices, but also to engage all teams in this transformation, despite the daily challenges these issues can present in such a multicultural and international institution.

Meetings with the Dean are held in the form of a general meeting or select committee meeting. Every month, one of the departments introduces itself to all staff via an interactive video conference open to all participants.

The latest EDHEC news shared in newsletters sent to all stakeholders: staff (the Dean's Report) or specific audiences (Alumni or Boards). Lastly, EDHEC has recently introduced a new corporate social media channel called EDHEC Together to encourage experience sharing and open discussion of issues relating directly to the institution. To help take our communications structure to a new and more responsible level, a number of initiatives have recently been launched, including a review of events with the aim of making them more sustainable. The EDHEC online shop has also been completely redesigned to include products selected for their ability to meet demanding environmental and social impact criteria.



Research



Ambition
to set the global benchmark for responsible finance research

Ambition
to actively integrate societal and environmental issues cross-functionally into the EDHEC research and innovation strategy



€20m

of investment over 4 years in climate finance, involving a team of 25 people.



25%

of academic output in 2022/23 was devoted to societal and environmental issues.

Indicateur
the number of sustainable development stars awarded by the faculty.





PERSONAL AND INSTITUTIONAL INVOLVEMENT

Driven by the impetus applied by the 2020-2025 strategic plan, the EDHEC faculty is now being actively reshaped to address sustainable development issues. In 2022, a quarter of all academic publications focused on these issues; twice the figure for 2020. The ambitious EDHEC recruitment policy is making a direct contribution to this refocus, with nearly thirty-five new professors recruited since 2019, the majority of them with CSR experience and/or credentials. Similarly, the direction set by the Dean of Faculty and Research (see inset) puts quality - as measured by impact and responsibility - firmly at the heart of intellectual output.

AN ACTIVE DISSEMINATION POLICY

The primary beneficiaries of the expertise of EDHEC professors are its students and all those who take part in the programmes it offers. Driven by the most pressing contemporary social and economic issues, the educational programme is evolving from its core to integrate these issues into its traditional modules and beyond their boundaries with new dedicated programmes, such as MOOCs in sustainable investment or an MSc in climate finance offered in partnership with the École des Mines. A number of case studies developed at EDHEC and published internationally have also looked at fair trade, the Emmaüs international solidarity movement and sustainable cosmetics.

EDHEC CENTRES AND CHAIRS ARE LEADING THIS TRANSITION

Some initiatives have historically focused on societal issues, including the 'Diversity & Inclusion' Chairs - which focus particularly on gender-based and sexual violence - and the 'Criminal Risks Management' Chair - which covers risk issues around cybercrime, money laundering and corruption.

Others have repositioned all or part of their activities, including EDHECinfra, with its expertise in Green Infrastructures, and the entrepreneurial ecosystem, which is now a driving force on responsibility issues. A number

of structural initiatives have also been launched: the EDHEC-Risk Climate Impact Institute, which has an annual budget of 20 million and is spearheading ambitions in climate finance, a Connected Health Research Chair, and the EDHEC-Scientific Beta Chair, which focuses on ESG investment and greenwashing. Lastly, some initiatives provide leadership for standalone CSR projects, such as identifying the aspirations and expectations of rising generations (the EDHEC NewGen Talent Centre) and energy upgrades in the construction sector (the Foresight, Innovation & Transformation Chair).

EDHEC faculty members are actively working to promote sustainable development issues



EDHEC-RISK CLIMATE IMPACT INSTITUTE

In 2022, the EDHEC Risk Institute became the EDHEC-Risk Climate Impact Institute; a cross-disciplinary centre of excellence focused on contributing to positive economic and societal transformation through financial research.

REGULAR PUBLICATIONS

To share their expertise with a wider audience, EDHEC professors regularly publish and edit entire books or contribute chapters on sustainable development topics. Examples include:

- *Business Strategies for Sustainability* (2018 - J. Vanhamme),
- *Research Handbook of Finance and Sustainability* (2021 - G. Gianfrate),
- *Sustainable Luxury, Consumer Behavior and Brands* (2021 - M-C Cervellon),
- *Sustainable Excellence in Small and Medium Sized Enterprises* (2022 - S. Kamble).



MICHAEL ANTIOCO

Dean of Faculty and Research



As an institution, we must position ourselves in areas of expertise where we have a strong reputation, such as climate change, diversity, sustainable infrastructure, artificial intelligence and health. So in accordance with our strategic plan, we encourage research in those areas we have identified as priorities. For example, we offer additional funding to EDHEC researchers whose work focuses on CSR issues, we have appointed someone whose dedicated job it is to help academic staff to identify and secure funding, and an entire section of the academic staff annual appraisal is devoted to the impact of their publications. Regardless of whether research projects are theoretical or applied, we always prioritise the relevance and quality of our publications, and take care to ensure that our identified CSR challenges apply to all disciplines. To accelerate the pace of transition, we need to step up communication as part of raising awareness at faculty level. It is equally essential that we have a cross-functional overview of the CSR message we are communicating across all our programmes, and have responded to this imperative by setting up teaching sub-committees within each academic department. In terms of funding, we could consider going further still to support some projects in preference to others in ways that align with our strategic directions. Lastly, we could also develop more partnerships with frontline business actors to gain a clearer understanding of their challenges and the needs of the market as the basis for ensuring that our research outcomes have even more immediate practical applications.



THE DRIVE TO PASS ON KNOWLEDGE

The drive to pass on the knowledge gained from its research and expertise to professionals in many business sectors is integral to EDHEC DNA.

This is achieved in many different formats, from EDHEC reports and barometer surveys to dedicated articles in specialist publications, special editions, webinars and conferences. Since the introduction of the new 'Make An Impact' strategy, CSR has become increasingly important across a broad spectrum of the economy, including green finance, sustainable infrastructures, carbon footprint assessments, responsibility in family firms, climate risks, paternity leave and discouraging smoking.

EDHEC VOX

Working through its dedicated EDHEC Vox online portal and its dedicated scientific communication and press relations team, EDHEC pursues a committed policy of disseminating its intellectual output to the widest-possible audience. Through insights, advice, interviews and profiles, its professors and researchers make an active contribution to public debate, encourage critical thinking and support intra-company innovation. The impact we seek actively to achieve across a broad spectrum of CSR issues is clearly illustrated by our recent online publications and postings:

Product repairability: durability versus reliability, what are the communication issues?

To halt global warming, forget net-zero: aim for net-negative

After Milken, Keating, Madoff, Kerviel... New paths to ethical practice in the finance industry

Why is it so difficult to handle whistleblower reports?

Individual freedom and collective responsibility: yet another challenge for the healthcare system

Circularity versus linearity: how do we transform existing economic models?

Why climate indices and portfolios (almost) fail to deliver?

GAFAM: can the EU's Digital Markets Act rein in big tech?





Education



Ambition

to integrate social and environmental issues fully into all modules and programmes

Ambition

to set the benchmark for responsible, inclusive impact entrepreneurship among European business schools



100%

of students are now aware of the challenges posed by the transition we must make



100%

of EDHEC startups have received training in responsible entrepreneurship

Indicateur

the number of ECTS credits dedicated to social and environmental transition

Indicateur

to facilitate the emergence of 300 responsible startups by 2030



EDUCATION

PUTTING SOCIETAL CHALLENGES FRONT AND CENTRE OF THE NEW ACADEMIC YEAR

At the start of each academic year, new EDHEC students across all programmes are provided with awareness-raising information around the challenges of climate risk and the need to push back against gender-based and sexual violence (SGBV). More specifically, all new students attend a compulsory one-day session devoted to SGBV - structured around a conference and the bespoke 'Act and Stop SGBV!' learning programme designed by the Diversity & Inclusion Chair - and take part in the Climate Mural workshop session specially designed to provide them with a sound basic understanding of the environmental crisis.



The aim is to provide students with a toolbox they can use regardless of their specialist field of study.

THE BBA SUSTAINABLE IMPACT PROJECTS

In 2021, the EDHEC International BBA programme introduced its Sustainable Impact Projects module for first-year students, giving them practical case studies directly relevant to one of the 17 UN Sustainable Development Goals (Good Health and Well-Being, Quality Education, Gender Equality, Reduced Inequalities, Climate Action, etc.). With the help of a dedicated tutor, each group of students then has a full year to work as an association on creating and developing a project to successfully address a specific issue. For example, the Le Petit Soldat Rose (Little Pink Soldier) project of 2020 focused on raising awareness of the needs of children with disabilities through a number of initiatives, including a documentary film, paralympic sports workshops and fundraising for disability charities and non-profits.



THE LAUNCH OF GLOBAL IMPACT PROJECTS

From the start of the 2023 academic year, undergraduate students will have the opportunity to gain or expand their international experience by taking part in a brand-new initiative called Global Impact Projects. Here's how it works: between 10 weeks' and six months' experience in a non-governmental organisation or international non-profit organisation taking part in delivering supportive solidarity programmes in the field. This initiative is designed to help students develop their emotional intelligence and resilience, and at the same time to validate credits (for BBA students) and international experience (for PGE and BBA students). A number of student hosting partnership agreements have been signed worldwide, including with organisations such as Acted, Agape, Jeunes Volontaires de la Francophonie in Cameroon, Minkai and SPJIMR. Around 100 places will be available, beginning with the 2023/24 academic year.

THE PLANETARY LIMITS MODULE

Across all EDHEC programmes, our professors are feeding the growing appetite among students to engage actively with the major global transformations now underway. The compulsory 'Planetary Limits and Sustainable Economic Models' module provides the 700 first-year students on the Grande Ecole programme with the key facts they need to understand climate change and energy issues, and gives them the tools they will need in their professional lives as the citizen-managers of the future.



BENOÎT ARNAUD

Dean of Programmes



Our strategy for accelerating the development of student skills around transition challenges is built on a number of pillars. The first is what I call 'citizen education', which consists of providing them with a minimum base level of knowledge on these issues by involving them in climate mural creation sessions at the start of each academic year, and introducing the Planetary Limits module. We also begin work on raising their awareness of the issues around openness and inclusion in their first year (see p.36). In terms of learning programmes, we also offer students the opportunity to get involved in practical projects: Sustainable Impact Projects for our Bachelor's degree students, which will soon be joined by the Global Impact Projects for gap year students keen to get involved in international CSR projects. At the same time, students have the opportunity to take double degree programmes to expand their learning to include complementary disciplines. Examples include the MSc in Climate Change & Sustainable Finance offered in partnership with the École des Mines Paris-PSL. All these initiatives share the same aim of raising awareness, changing behaviours and attitudes, and strengthening the commitment of our students, so that they have the ability to spearhead change in the world.



A WHITE PAPER EXPLORING THE ESG PRACTICES OF STARTUPS



As part of its support role, EDHEC Entrepreneurs encourages startups to take ESG issues further. So at the end of 2022, EDHEC Entrepreneurs published its 'Startups and responsible entrepreneurship in 2022' white paper. "We conducted this survey among 200 startups to measure their level of commitment, the obstacles they encounter and their expectations around

these issues", explains Justine Soudier, Director of EDHEC Entrepreneurs and Deputy Director of the Centre for Responsible Entrepreneurship, which draws together all EDHEC responsible entrepreneurship initiatives and actions. "The conclusion reached by the white paper is that ESG criteria should be integrated into startup operation at the earliest-possible opportunity, not only to reduce complexity, but also to be more consistent in their overall approach". These results encouraged the EDHEC Centre for Responsible Entrepreneurship led by Strategy Professor Ludovic Cailluet to develop the new 'Responsible Entrepreneurship by Design' method to integrate this level of responsibility from the design stage onwards. The first

tool to emerge from this new method is a guide published by EDHEC Entrepreneurs to help startups map responsibility challenges and understand at what level of maturity a particular subject should be developed further. "Looking beyond our publication of this white paper, the broader EDHEC ambition is to make an active contribution to the creation of a new entrepreneurial methodology", concludes Justine Soudier.



OSR TRAINING FOR STUDENT ASSOCIATIONS

Well aware of the rich diversity of the EDHEC network of student associations, Alexandre Caron, who leads on Student Involvement and Diversity, launched a project in 2020 to support EDHEC's commitment to its associations with an OSR* approach. Alexandre then worked with EDHEC graduate and ecological transition entrepreneur Kathleen Boquet to set up a coaching programme for EDHEC's hundred or so student associations. The programme is built around a training module covering the fundamentals of OSR, supplemented every month by a group coaching session on a convergent theme, delivered alongside individual sessions to help with strategy implementation. Since the programme was set up, a number of associations have been designated as focal points for certain issues, including Talons Aiguilles, whose expertise is in responsible textile suppliers, and Develop, whose skills are focused on Climate Murals. "I've seen a huge rise in skill levels over the past 3 years, to the point where two-thirds of associations now publish formal OSR reports", says Kathleen Boquet.

* Organisational Social Responsibility



THE CLIMATE CHANGE & SUSTAINABLE FINANCE MSC



Offered jointly by the Mines Paris - PSL engineering graduate school and EDHEC Business School, the intensive Climate Change & Sustainable Finance MSc programme has a dual focus on environmental engineering and sustainable finance. "Business schools have an important role to play in the ecological transition by training managers who are well versed on sustainability issues, involved in the transition and convinced of the urgent need to implement innovative economic models to reduce the footprint of companies and respect planetary limits", explains Programme Director Olivier David Zerbib. The range of career opportunities is broad and includes - for example - sustainable investors, economists specialising in sustainable finance issues and environmental risk and ecological footprint analysts.

THE GLOBAL & SUSTAINABLE BUSINESS MSC

"Our conviction about this programme", says Programme Director Bastiaan Van Der Linden, "is that building a sustainable business is about a lot more than understanding how to use reporting; you also need to have full control over traditional business functions in order to transform the business in its entirety". Co-constructed with students and professors, the programme is designed to help students acquire cross-functional business skills (Sustainable Strategizing and Leadership, Responsible Procurement in a Globalized Economy and Supply Chain Management for the Circular Economy), and includes specific modules for sectors such as health, food and energy.



DEVELOPMENTS IN EXECUTIVE TRAINING

The Executive Education programmes offered by EDHEC include MBAs, programmes for managers and executives, and programmes tailored for individual companies. CSR is now an essential and non-negotiable component of corporate strategy. All Executive Education programmes integrate this issue into the existing disciplines (strategy, entrepreneurship, marketing, supply chain, etc.), and specific modules have also been added (sustainable finance, sustainable business model, etc.). The approach is simultaneously integrated and experimental. In the absence of

answers to the questions asked, the EDHEC ecosystem kicks in to propose a range of potentially helpful perspectives and ideas, such as the 'executive module' devoted to CSR strategy. Degree programme student consultancy projects focus on the issues around business transformation. Learning expeditions also give them the opportunity to immerse themselves in the realities of business life. The ultimate aim of these modules is to provide decision-makers with the tools they need to fully integrate ESG issues and develop business models that respond effectively to them.

"Taking the real-world CSR needs and challenges of companies fully into account has become a central issue. Integrating CSR into company strategy is a complex process, because it raises question marks about established business models and demands a systemic overhaul of the way they do business. Many companies have no idea about how to do that. Which is why we work with them to develop specific topics and solutions tailored to their individual needs".

Stéphane Canonne,
Director of EDHEC
Executive Education & MBAs



Campuses



Ambition

To achieve carbon neutrality by 2050 with a 40% reduction in Scope 1 and 2 GHG emissions, and a 20% reduction in Scope 3 emissions by 2030

€25m

Investment in reducing the carbon footprint of our Lille campus



Indicateur

Tonnes of CO₂eq per student



CAMPUSES

OUR NEAR-TERM INITIATIVES ON ENERGY AND BUILDINGS

A number of initiatives have already been implemented with the aim of achieving the target of a 40% reduction in Scope 1 and 2 GHG emissions by 2030. As a result, all campuses are now connected to 100% low-carbon electricity supplies. The €5 million project to upgrade building external walls on the Nice campus has reduced electricity consumption by 500,000 kWh/year. The Lille campus is now connected to a district heating network, and the main building renovation project scheduled for 2024 will save 600,000 kWh/year. A relamping programme for both campuses has seen the legacy lighting replaced by LED bulbs, and switches replaced by presence detectors. At Lille, the toilets of the teaching block are now supplied from a 20 m³ rainwater recovery tank.



SERVICE PROVIDERS COMMITTED TO DELIVERING THE TRANSITION



Since 2023, the corporate mission of API Restauration, the contract caterer responsible for managing all eateries on the Lille campus, has combined financial efficiency with respect for the environment and social values.



1001 feuilles, the company responsible for landscape management on the Lille campus, is committed to protecting the environment by using alternatives to traditional plant protection products wherever possible.



Social, solidarity and circular economy enterprise ATF Gaia recovers our redundant IT hardware for recycling and reuse.



Lemon Tri, the startup that collects waste for recycling from our Lille campuses, offers a playful and stimulating approach to short-circuit recycling.



Beesk, a leader in distributing food that would otherwise be wasted, supplies the Lille campus eateries with ungraded fruit and vegetables.

OUR GREEN IT POLICY

In September 2021, EDHEC introduced its Green IT purchasing policy designed to extend the working life of its IT equipment by a year (to 5 years instead of 4) and ensure that only hardware carrying Eco Label and Eco efficiency accreditation is purchased. EDHEC works collaboratively with ATF Gaia for the recovery, recycling and redistribution of its redundant digital hardware.

OUR APPROACH TO PROMOTING SOFT MOBILITY

All our campuses are served by public transport, free-to-use bikes are available to students on the Lille campus, and electric vehicle charging points have been installed on both the Lille and Nice campuses. Students and staff are also encouraged to reduce the number of journeys they make between campuses, to travel by train whenever possible, and to share diaries to optimise their travel.

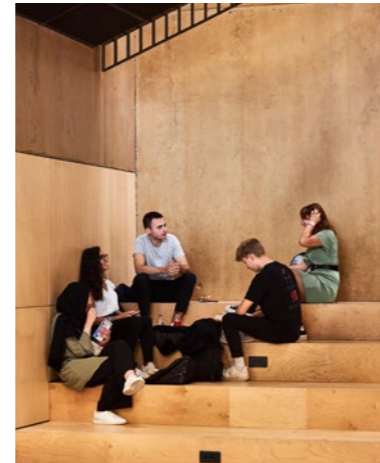


ANNE ZUCCARELLI

Associate Dean,
Educational
Experience & Operations



Our commitment to the transition has been in place for several years now, and we've launched the Share and Care campus project to make our campuses even more sustainable. We're doing that with an action plan built around four key priorities: reducing our carbon footprint, delivering the food transition, nature and biodiversity, and openness, accessibility and inclusion. In terms of the first of these, our ambition is to achieve carbon neutrality by 2050, with a 40% reduction in Scope 1 and 2 greenhouse gas emissions and a 20% reduction in Scope 3 emissions by 2030. Our carbon footprint is audited every two years, and a number of initiatives - including upgrading the thermal insulation of our campuses, switching to low-emission energy sources, accessibility and the inclusion of CSR criteria in our contract bid invitations - are at the planning stage. So in terms of the food transition, for example, we prioritise local produce and the sorting of food waste for composting, minimise food waste and offer vegetarian options for all meals. The special status of nature and biodiversity. Since we are fortunate enough to have 10 hectares of landscaped park on our Lille campus, we're committed to protecting and conserving its living heritage and making that commitment an integral part of our SD&SR policy. Openness, accessibility and inclusion are the final priority of our programme, where our aim is to welcome the greatest possible diversity of people to our campuses, and offer them a caring ecosystem that enables them to live, interact and share the student experience together. This ambition is reflected in our campus health and wellbeing plan, and the way in which we design our spaces to ensure that there is something for everyone.



THE LILLE CAMPUS UPGRADE PROGRAMME

40%: that's the level of energy consumption reduction we expect from the main building upgrade programme scheduled to begin in 2024. This project is part of the wider EDHEC low-carbon plan introduced with the aim of achieving carbon neutrality by 2050.

OUR ACTIONS TO PROTECT BIODIVERSITY



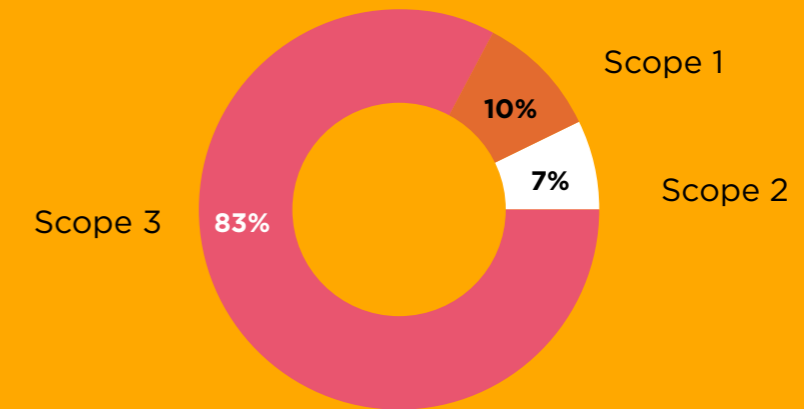
Set in 10 hectares of tree-lined landscaped park, the Lille campus is constantly being developed and enhanced to promote biodiversity.

This natural space is home to 490 trees, some of them of particular interest, and a wealth of wildlife, including squirrels, many species of tits, treecreepers and bats. All these landscaped spaces are maintained without the use of pesticides in order to maximise protection of the natural environment and biodiversity. The park also has 4 beehives and 3 insect hotels. A vegetable garden, composting area and fruit trees are all available for students and staff to use.

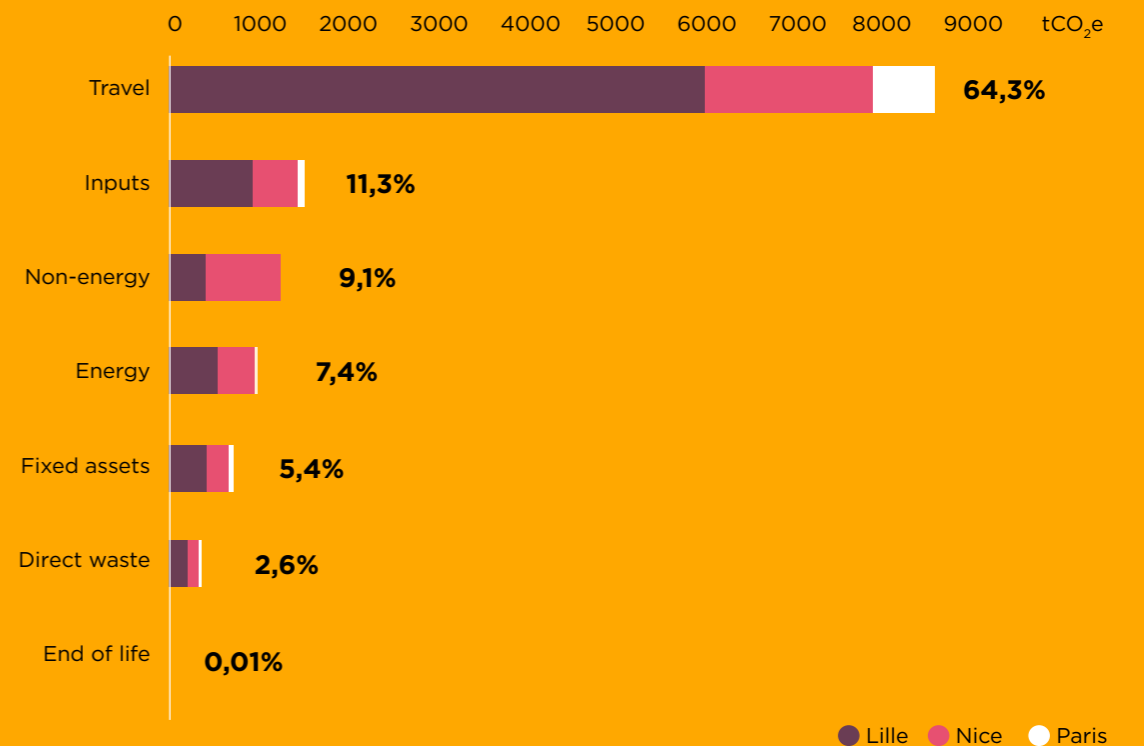


OUR CARBON ASSESSMENT

EDHEC commissioned its first carbon assessment in 2022 to measure its carbon footprint, which includes both direct and indirect emissions. The assessment covered all three of its French campuses.



GHG emissions by category





Diversity and Inclusion



Ambition

to offer everyone an inclusive and supportive environment

14%

of students are currently funded by CROUS social scholarships, against a target of 20% by 2024/25



Indicateur

total number of students funded by CROUS social scholarships



DIVERSITY AND INCLUSION

THE EDHEC FOR ALL SCHOLARSHIP PROGRAMME

As part of its contribution to building a more inclusive and supportive society, EDHEC has set up a study finance scheme that benefits the most disadvantaged students joining our Master's and BBA programmes. "This programme is a response to EDHEC's determination to promote social diversity and ensure that any student with the talent to enter its programmes is not prevented from doing so by financial barriers", explains Anne Zuccarelli. Since the start of the 2022 academic year, the programme has been extended, and now allows those with the highest level of CROUS social scholarships to benefit from up to 75% funding of tuition fees. "This programme is also supplemented by a discretionary grant scheme designed to provide one-off assistance to students experiencing the most testing circumstances", explains Anne Zuccarelli. This proactive policy provides around €10 million of support to more than 1,300 students annually, and is increasingly supported by alumni and companies making donations through EDHEC Giving.



HAGER JEMEL

Associate Professor and Director of the Diversity & Inclusion Chair



We set up the Chair in 2016 with the aim of making our academic expertise available to companies looking to accelerate their pace of progress on diversity and inclusion issues.

We received a high level of support from EDHEC, which believed in our approach and the usefulness of our research work for companies and society. This ability to provide resources and trust people who want to make things happen is one of EDHEC's distinctive features, and it has allowed us to adopt an ambitious approach based on using solely our own in-house resources. We're also capable of moving quickly on issues.

So to launch the card game (see the paragraph on the Diversity & Inclusion Chair), for example, all I had to do was explain my project and the resources needed to be given the green light.

I involve the stakeholders in exactly the same way I would if I needed to convince an investor, i.e. by explaining the benefits of the project, its risks and the associated costs. I surround myself with the most committed people from many different disciplines and regardless of seniority, who then work with me on projects that we co-create.

A proactive policy which benefits more than 1,300 students a year

PUSHING BACK AGAINST SGBV

EDHEC is fully committed to pushing back against sexist and sexual violence via: the creation of an online platform for reporting verbal or physical attacks on people (as a result of their gender, sex or sexuality) and a network of student watchdogs to provide signposting for victims or witnesses of SGBV, raising awareness among students with initiatives including a day-long session on SGBV issues at the start of the academic year (to help them recognise and understand this type of violence), promoting initiatives to combat gender inequality and discrimination, including the launch of a competition to design a poster highlighting the diverse forms that SGBV can take, and introducing dedicated psychological support services for students, including on-call sessions with a psychologist.



«To maximise the impact of these posters, I wanted to talk about the moment that precedes violent behaviour - the moment of consent - a commonplace situation in many everyday circumstances, but one we don't question enough when it comes to intimacy". Phobé Piat, Grande Ecole Programme student and winner of the SGBV awareness-raising poster competition

EDHEC is fully committed to pushing back against sexist and sexual violence



DIVERSITY AND INCLUSION

DISABILITY POLICY AT EDHEC

For many years now, EDHEC has been deploying substantial technical and human resources to meet the needs of students with disabilities. This proactive involvement from every part of the institution has made it possible to support students with disabilities with dedicated facilities at every stage of their studies (personalised support from a disability adviser, extra time for exams, etc.), as well as access to all aspects of student life (community life, international experience, work experience, academic studies, etc.). Similarly, the Lille, Nice and Paris campuses are also fully accessible to people with reduced mobility and impaired vision (lower washbasins, reducing the height of steps, creating orientation strips on the floors, etc.), and every year, all students attend awareness-raising information sessions on disability issues through initiatives such as Handi Day and the Diversity & Inclusion Springboard.



“The primary role of a disability adviser is to listen, because it’s so important to fully understand the needs of each student. So we take the time to work with them individually - and in

conjunction with the university doctor - to identify the best ways of providing them with whatever help and support they may need. We then involve EDHEC teams in making sure that the right facilities are in place for exams, accompanied student progress monitoring by programme professors. Lastly, we pay close and special attention to internships and mobility, so that students are supported at every step on their academic journey with us. Our ultimate aim is always to ensure that they receive an academically and socially fulfilling student experience”.
Ségolène Binet, EDHEC Student Life and Diversity Officer

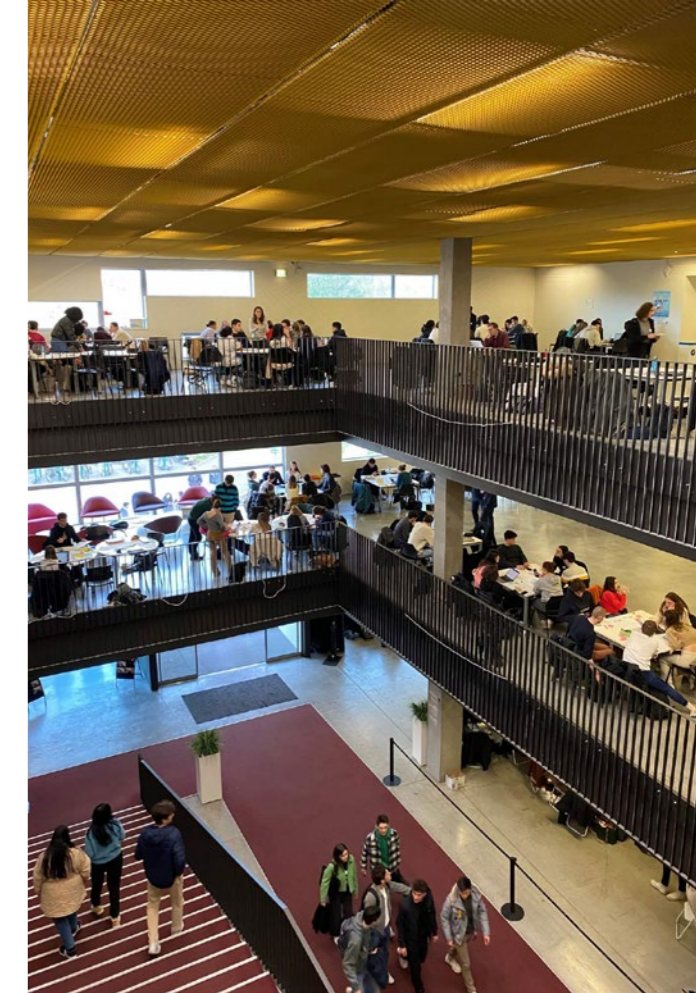
AN ACADEMIC CHAIR DEDICATED TO DIVERSITY AND INCLUSION

The Diversity & Inclusion Chair was created in 2016 with a mission to raise awareness of these issues and support individuals and organisations on taking the steps required to build a fairer and more equitable society. Drawing on its academic expertise and field experience, the Chair brings forward new methods and tools, including training modules, seminars, conferences, workshop sessions and public research programmes. To help in the effort to push back against SGBV in the student world, the Chair has created a learning tool in the form of a pack of cards specifically designed to raise awareness and provide training for students using a format that is effective and consistent with their lived experience. In 2022, it released a report on the representations and expectations associated with paternity and childcare leave, highlighting the reasons why people would or would not take up the opportunity of this form of leave, as well as the expectations of women and men in terms of scheme improvement. The Chair also organises the annual Diversity & Inclusion Springboard; a one-day event focused on raising awareness of inclusion and diversity issues among Pre-Master’s students.

THE EDHEC TALENTS PROGRAMME

In 2023, EDHEC Business School launched its EDHEC Talents programme, which targets scholarship students in the general education and technology streams of sixth form colleges in the Lille area with the aim of guiding them through their academic and career choices, introducing them to the ecosystem of a leading business school (international environment, teaching style, etc.) and encouraging them to broaden their cultural horizons. Made possible by EDHEC Giving and the generosity of graduates, this project is built around two key events: a Summer Boot Camp hosted by the EDHEC Lille campus (masterclasses, a broad range of workshops, cultural visits, etc.) and an annual action programme (the personal experiences of working professionals, immersive programme experiences, etc.). If those involved in this scheme are subsequently admitted to the EDHEC Pre-Master’s competition or accepted into the EDHEC International BBA, they will receive personalised support throughout their studies (mentoring provided by an EDHEC alumnus, personalised monitoring by the Student Life team in conjunction with the programme management team and student mentor, the opportunity to receive specialist tutoring, etc.) The EDHEC Talents programme runs in conjunction with the ambitious Talents Prépa scheme launched in January 2022 to help scholarship students succeed in preparatory classes ahead of business school entrance exams. This personally tailored programme provides 6 months of support for students, to include tutoring, practical preparatory workshops, campus immersion sessions and invitations to EDHEC events and conferences.

The ambition of the Diversity & Inclusion Springboard is to help individuals and organisations cultivate inclusive and nondiscriminatory behaviour and environments



THE DIVERSITY & INCLUSION SPRINGBOARD

Every year, EDHEC Business School hosts the Diversity & Inclusion Springboard on its Lille campus: a day-long event devoted to raising Pre-Master’s students’ awareness of the challenges around inclusion and diversity, particularly in professional settings. Organised and hosted by the Diversity and Inclusion Chair, this seminar day gives students the opportunity to work on case studies provided by partner companies around the issues involved in ensuring the inclusion of employees whose characteristics (physical, gender, disability, religion, age, sexual orientation and/or ethnicity) may be subject to discrimination. The Diversity & Inclusion Springboard aligns fully with the initiatives of the Diversity & Inclusion Chair, whose ambition is to help individuals and organisations cultivate inclusive and non-discriminatory behaviour and environments.



Make an impact