

PIR as a strategic monitoring tool and KPI

KEDGE Business School

#PIR CASE STUDY NO. 6



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As a responsible and committed school, we consider that our mission is to give current and future leaders the means to adopt ethical, innovative and inclusive approaches. To help achieve this, we have set a KPI of reaching Level 4 "Transforming" in the Positive Impact Rating by 2022, Level 5 "Pioneering" by 2025 and align our internal targets and management objectives.

Anil Benard-Dende –
Deputy General Manager

KEDGE Business School has embedded the PIR as a monitoring tool for its 2020-2025 Strategic Plan for Sustainability. The PIR result will be used as a KPI for the progress of the school in sustainable development.

Since 2007, the school has a strategic CSR plan and organizes its deployment around five axes of an Excellence and Coherence framework:

- **Strategy and governance:** integrating sustainable development into all the school's activities
- **Teaching and training:** Train responsible managers
- **Research:** Invent the worlds of tomorrow
- **Environmental management:** Acting for the Climate & Biodiversity
- **Social policy:** Committing to an inclusive school

A particular reason the PIR aligns with the KEDGE strategy is the school's drive to implement coherent actions in research, education, governance, and social or environmental management. For example, when KEDGE launched a research chair on sustainable purchasing, staff from the purchasing department were invited to the courses and trained so that the school is “walking the talk” by sustainably spending. Alignment of what they teach, what they research, and what they do is essential for KEDGE.

KEDGE ImpaKt and PIR

The variety of sustainability-focused projects and initiatives has helped make KEDGE a sustainable development and CSR frontrunner in the academic world. But such a diversity of actions and topics has also made communication and promotion of its positive impact commitments more challenging. As a result, the school has developed a new marker to communicate its actions: KEDGE ImpaKt.

Student-led sustainability initiatives are also well known to KEDGE. Thirteen years ago, the student association for sustainable development (Unis Terre), the biggest in the school and in France, pushed the school to work on the topic.

At KEDGE, the transition towards sustainable development implies that everyone can be an actor through innovation, leadership, or new products and markets.

To walk the talk, Kedge deploys its strategy not only in its core business (teaching and research) but across all its activities. The "Impakter" network, for example, connects 80+ staff members that actively deploy the Kedge sustainability strategy in their everyday businesses, may it be finance, purchasing, campus management, HR, or IT. The same network of Impakters exists among the 60+ student associations – each association has a sustainability officer who meets their pairs every other month and builds coherent activity together.

Through its research work, its commitment to ecosystems, its pedagogy, and the dynamism of its student associative life, the school prepares future graduates to meet the needs of tomorrow's businesses.

All programs include at least one course dedicated to sustainable development, and a CSR major was launched in 2019 for students who want to go further and specialize. In addition, a group of work is underway to integrate sustainable development issues in all the courses.

KEDGE also aims to give students the tools and knowledge to make sustainability a key success factor in their personal and professional lives.

- **Pro-Act** (project action) enables all students to live a transdisciplinary experience and develop "non-academic" skills.
- **Be-U** development system provides and values soft skills.
- **The Career Centre** fosters relationships with professionals and, in particular, recruiters through several events that punctuate the year.

The courses, the experiential, pedagogical and support tools offered to students allow them to become graduates that give meaning to their professional and personal lives and are committed to a more ethical world.

KEDGE commitments and standards

- **Global Compact:** In 2005, the school signed and adopted the fundamental values and the principles of the UN Global Compact
- **Higher Education Sustainability Initiative:** Driven by the school and carried by several UN entities (UNESCO, PRME, UNDESA, and UNEP) during the Rio+20 summit
- **Label DD & RS:** a reference for sustainable development in French education, it is a self-diagnostic and strategic guide for the actions of KEDGE
- **PRME principles for responsible education:** For over ten years, KEDGE has implemented its strategy in line with the six UN PRME principles for managing responsible education
- **Sulitest:** more than 5,000 KEDGE students take the test every year at the intake and at the end of their program's curriculum to raise awareness of the SDGs and determine the students' interests and priorities for sustainability.





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KEDGE has been deploying a CSR strategic plan for more than ten years, now called "KEDGE ImpaKt", which aims to ensure the excellence and coherence of the projects we carry out.

Jean-Christophe
Carteron, Director of
CSR

Lessons from PIR 2020

KEDGE students ranked their school at *Level 3 "Progressing"* for its overall commitment. KEDGE learned several lessons from the PIR 2020 Edition process:

1. **Sustainability is a long journey, with more to do.** KEDGE discovered initiatives and programs that worked in past years do not work now for sustainability.
2. **KEDGE needs to better formalize the sustainability approach.** ThePIR showed that the school needs to explain what they are doing to students, who do not always see the link between strategic decisions and sustainability activities. The incoherence between ambitions and what is seen can cost a lot!
3. **People do not know that KEDGE is active in sustainability.** The school is engaged in working for the business school sector's sustainability, but many stakeholders do not know about this. The school needs to improve its communication on what is done and which results are achieved.

Next steps

As the board has decided to position the PIR score as a Meta objective for its 2025 strategy, Kedge will now:

1. Analyze the correlation between the actions actually implemented and the students' perception;
2. Build an action plan to improve both the impact and the ability to enhance all of these actions and their communication;
3. Work with the impactors' networks to spread this action plan into each school department and define KPIs for each department.