

EMPOWERING CHANGEMAKERS FOR THE SCHOOL'S ECOLOGICAL TRANSITION

- > Together, we are shaping an eco-responsible campus and inspiring change towards a sustainable future.

CLIMATE ACTION PLAN (2022 - 2026)



EMPOWERING CHANGEMAKERS FOR A BETTER SOCIETY

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SOCIAL AND ENVIRONMENTAL IMPACT @ IÉSEG

Our sustainability approach is rooted in the conviction that our planet's sustainability grand challenges will only be solved through a systemic, interdisciplinary and science-based collective action.

At IÉSEG, we have the ambition to empower changemakers who can navigate these challenges to lead the ecological and social transition, delivering tangible business solutions for the achievement of the Sustainable Development Goals (SDGs).

VISION, MISSION AND VALUES

Empowering changemakers for a better society.

■ VISION

The IÉSEG vision that emerged from a collective effort, involving all the School's stakeholders, is that in 2025, IÉSEG will be **a unique international hub empowering changemakers for a better society.**

■ MISSION

- > **To educate managers to be inspiring**, intercultural and ethical pioneers of change.
- > **To create knowledge** that nurtures innovative leaders.
- > **To promote creative solutions** for and with responsible organizations.

■ VALUES



ACCOMPLISHMENT

We support members of the IÉSEG community to go the 'extra mile', **forging their own path and achieving meaningful goals in life.**



RESPONSIBILITY

We take into account **the impact of all our decisions and activities on people, the planet and business.**



INTEGRITY

We, students and staff, **act ethically in a consistent way** in all of our personal and professional activities.



SOLIDARITY

We pay particular care and attention to everyone by **fostering inclusiveness in all our activities.**



ENGAGEMENT

We are, actively and collectively, committed **to making a positive impact.**



KEY FIGURES



ACCREDITATIONS AND RANKINGS

3 international accreditations:
EQUIS - AACSB - AMBA

Ranked 32nd in the 2023 global ranking
of **the best Masters in Management**
programs (*Financial Times*)



STUDENTS AND ALUMNI

8,000 current students and
1,000 executives/managers trained each year

+15,000 graduates



THE FACULTY

200 permanent professors
from 54 different countries

100% of permanent faculty
with a **PhD/Doctorate**



PARTNERS

331 partner universities
in 74 countries

2,500 partner companies



« In today's fast-changing context, sustainability isn't merely an option; it must be the navigational tool steering management schools through the complexities of grand challenges. In this global transformation, higher education must take the lead. We play a pivotal role in shaping a future where companies operate within planetary boundaries and respect social foundations. At IESEG, we seek to instill in the next generation of leaders a deep understanding of the interconnectedness between business practices and the well-being of the planet and society. We must also lead by example, ensuring our operations and actions contribute to society and limit their impact on the environment. »

Maria CASTILLO
Social and Environmental Impact Director

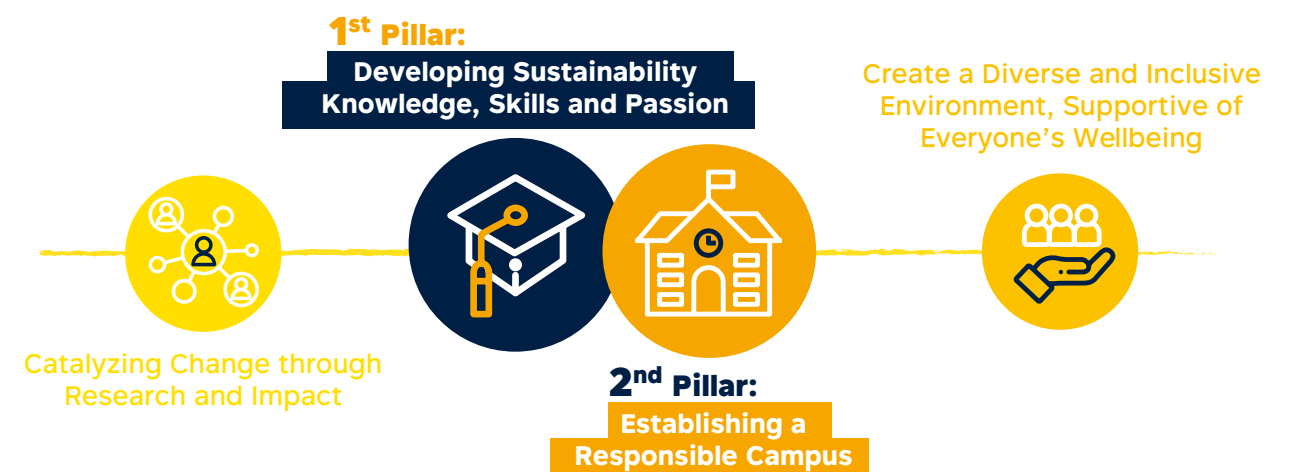
SUSTAINABILITY AT THE HEART OF IÉSEG'S VISION AND STRATEGY

IESEG's sustainability strategy was built in line with the school's DNA of engaging stakeholders for the development of our activities, and anchored in the vision 2025 process.

■ THE 4 PILLARS OF THE SOCIAL AND ENVIRONMENTAL IMPACT STRATEGY

IESEG's Sustainability strategy is based on four overarching pillars that aim to cover all aspects of our business and operations.

Two pillars are directly concerned by the Climate Action Plan:



■ SUSTAINABILITY KEY FIGURES

- > In 2022-2023, **66 of our electives are on social or environmental impact**, and core courses on sustainability in the Grande École Program represent a total of 19 ECTS.
- > In August 2023, **1,750 students participated in the Sustainability and Diversity Induction Week**.
- > Since 2020, **about 5,630 students have completed the 2.5-hour online training module «Gender and Sexual Violence Prevention»**.
- > In 2022-2023, IESEG has a score of **89/100 on the Gender Equality Index**.



IÉSEG'S COMMITMENTS

- [Lille Low Carbon Commitments](#) since June 18th, 2021, in order to **limit its environmental footprint on the territory**.
- [Accord de Grenoble](#) since January 24th, 2022, with the aim of integrating the challenges of the **socio-ecological transition** in curriculums and on its campuses.
- [Post-carbon commitments charter](#) for Paris La Défense since July 21th, 2023, with carbon reduction targets.



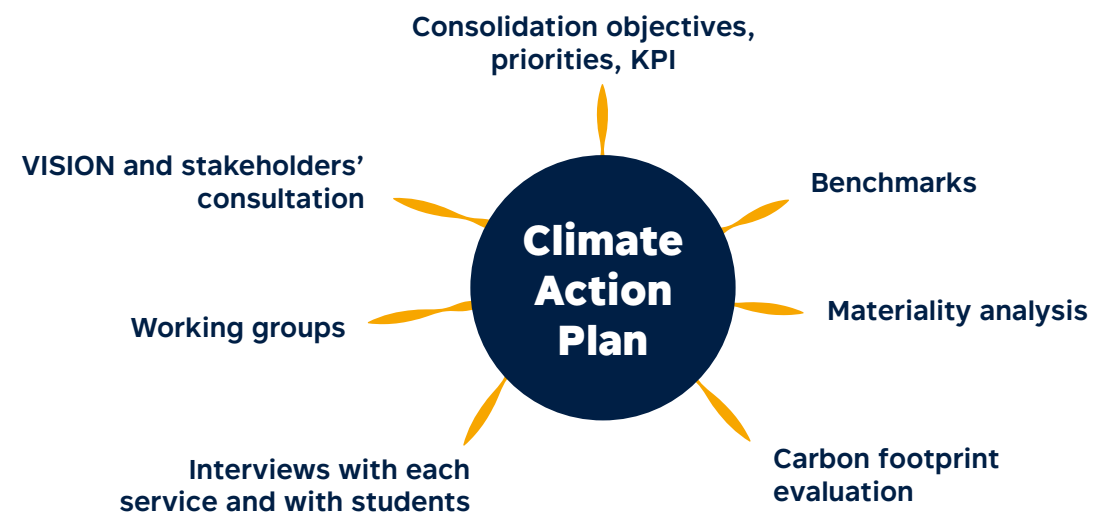
ZOOM ON... CHANGENOW AND PIR RANKINGS

- > IESEG ranks **3rd** of the most **committed Business Schools to the ecological and social transition** published by ChangeNOW - Les Echos START in 2023.
- > IESEG has also been in the **top 30 schools in the Positive Impact Rating** for four consecutive years.

CLIMATE ACTION PLAN CO-CONSTRUCTION

■ FROM VISION TO IMPACT: DEVELOPING IÉSEG'S CLIMATE ACTION PLAN

IÉSEG's Climate Action Plan was co-created with different stakeholders and finalized in 2023 through the following steps:



IÉSEG established a **Climate Action Plan**, a strategy which clears targets for the School's carbon footprint, including a 30% reduction in the impact of the international mobility, and a sobriety plan for the School's energy consumption which saw the School's energy use decrease by 28% on the Paris campus. This Plan covers a broad range of operational topics such as IT, purchasing, responsible and mobility.

> Benchmarking

Benchmarks were conducted among a significant number of higher education institutions. We collected information on carbon footprint, as well as on indicators and best practices linked to energy sobriety measures, green IT, responsible purchasing, sustainable travels, zero waste and socially-responsible investments, etc.

> Working groups

Several working groups took place with the different services of the schools, including the general services, IT, communication, corporate relations, international relations, among others. Additionally, professors, students, alumni, and other partners such as the LiveTree committee, collaboratively proposed actions for IÉSEG, KPIs, a timeline, and responsibilities.

> Consolidation, objectives, priorities, KPI

The climate action plan reveals objectives and actions for 8 environmental topics. Furthermore, it is being reinforced by precise roadmaps progressively created such as the energy sobriety plan in 2022 or the sustainable international mobility plan in 2023.

“



Myriam DEGRAVE
Senior Professor of Practice in Sustainability /
Head of Environmental and Social Impact

The magnitude of sustainability challenges ahead of our economies calls for a deep rethink of competences required for all students. With this in mind, we have worked with professors and academic directors to redesign a solid and progressive student journey on sustainability across their

”

5 years of the Grande École Program. This has involved a range of transformations, from adding new mandatory courses such as “Environmental and Energy Economics”, to integrating more scientific content on planetary boundaries into existing sustainability courses, or designing discipline-specific sustainability courses (finance, marketing, operations, etc) into every major. Recognized frameworks from our stakeholders (e.g., EU GreenComp, The Shift Project, MESR and CDEFM) guided this reflection. This was a wonderful opportunity to work collectively to reflect upon what we want to achieve as a management school, and translate it into tangible action.

“



Audrey PARÉ
Sustainability / CSR Coordinator

At IÉSEG, our commitment to the Paris Agreement's target of limiting global heating to 1.5 to 2°C is unwavering, and our dedicated Climate Action Plan for 2022-2026 stands as our decisive response to address climate change concerns. Collaborative efforts, with various services actively contributing to the plan's co-creation and now its

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implementation, have led to a 18% reduction in our carbon footprint, dropping from 1.1 ton of CO₂ equivalent per user in 2018-2019 to 0.84tCO₂e in 2021-2022. Impactful initiatives like circular economy and recycling initiatives, sustainability awareness weeks, and efforts to promote soft mobility demonstrate our collective action to achieving tangible sustainability goals. Our focus on Scope 3 carbon emissions, particularly on international mobility, highlights our commitment to reducing our carbon impact. Additionally, we're not only addressing climate and low-carbon concerns but also working on preserving biodiversity. Beyond emission reduction, our goal is to enhance resilience, ensuring IÉSEG is well-prepared to face the challenges of a changing climate.

1ST PILLAR: DEVELOPING SUSTAINABILITY KNOWLEDGE, SKILLS AND PASSION

SUSTAINABILITY PEDAGOGICAL INITIATIVES

The “**Transition 2026**” program seeks to ensure that all students, staff, and professors are equipped with the skills, knowledge, competences, and passion to address the most pressing global challenges today.

■ REDESIGNING COURSES AND PROGRAMS FOR IMPACT

Since 2015, sustainability has been integrated into our core curriculum. Today, **100% of our programs include mandatory sustainability, CSR or ethics courses.**

In 2020 and 2021, a redesign of the Grande École Program (PGE) brought-in an even more consistent presence of social and environmental topics, as well as a strong interdisciplinary approach.

- > 19 ECTS mandatory sustainability courses
- > 47 electives on social and environmental impact



- | | | | | |
|---|--|--|---|--|
| <ul style="list-style-type: none"> > Which changemaker are you (Climate Fresk, Sulitest, SDG Pecha Kucha) > Diversity Training > Solidarity Project > Interdisciplinary Project | <ul style="list-style-type: none"> > Sustainability Strategy > People, Planet, Profit project > Sustainability and Business > Environmental & Energy Economics | <ul style="list-style-type: none"> > Business Ethics > + electives courses | <ul style="list-style-type: none"> > Change Management for Sustainability > + electives courses | <ul style="list-style-type: none"> > Master Thesis |
|---|--|--|---|--|
- > All core management courses in the Grande École Program are being revised to reflect the **sustainability skills required across disciplines** (e.g., sustainable finance, responsible marketing...). For this, IÉSEG is finalizing a grid to help professors determine what is considered as sustainability-related elements, including competences such as the EU Greencomp competence framework and the SDGs.
 - > This process will extend to all post-graduate programs as well as to all elective courses, and will be finalized by 2025.
 - > As part of the yearly performance evaluation system, professors are asked to detail how they integrate sustainability into their courses.

Furthermore, in September 2022, IÉSEG launched a new **Specialized Master in Management for Sustainability**. It has been designed for problem-solvers and purpose-driven students who want to implement solutions addressing the world’s toughest sustainability challenges.

SUSTAINABILITY INDUCTION SEMINAR

- > Today, **100%** of our new Grande École Program and Bachelor’s in International Business (BIB) **students** go through an introductory sustainability training.
- > In August 2023, around **1,750 students participated in the Sustainability and Diversity Induction Week**. All first-year students (PGE and BIB) participated to the seminar which includes a Climate Fresk, a hands-on volunteering activity, a group project on the Sustainable Development Goals, and an online module on prevention on sexual violence and harassment.



■ THE SUSTAINABILITY CERTIFICATE

Created by IÉSEG “**Responsible Leaders**” students, the Sustainability Certificate aims to reward the social and environmental commitment of students throughout their studies. This certificate is free and open to all students in the Grande École Program, and soon for all programs.

Academic criteria	> Number of courses and electives in the field of sustainability
Engagement criteria	> Student associations and initiatives, participation in events and conferences related to sustainability
Experience criteria	> Internship in impact, gap year or creation of a sustainable start-up
Master Thesis	> Thesis or consulting project in the field of sustainability

■ CLIMATE LAB

The Climate lab is a student-led practical **elective course** that addresses climate change through **innovative pedagogical approaches** and via the participation of our alumni. The objective of this course is to allow students to take the lead in the organisation and implementation of the course, determine the projects they want to work on, and be proactive in their learning experience. This first course ran between January and May 2023.



“TRANSITION 2026” OBJECTIVES

- > By **2024** :
 - IÉSEG will develop an **Impact Corner**.
 - **100% of professors, administrative staff and students** will be trained in sustainability.
 - **100% of administrative services will have a sustainability roadmap**, with clear objectives for 2026 and KPIs to follow progress.
 - **100% of academic departments will develop a roadmap** to integrate sustainability into courses, mapping out existing course content, and ensuring coherence.
- > By **2026** :
 - **100% of courses and programs will address sustainability** regardless of the area of specialization and integrate the SDG's.
 - **IÉSEG will offer a Sustainability major in the Grande École Program**.
 - **100% of our students and staff will be aware of sustainable actions** at IÉSEG.

“TRANSITION 2026” ACTION PLAN

IÉSEG developed a 7 half-days Sustainability and Diversity Training Program for all staff and professors.

CORE MODULES FOR EVERYONE				CUSTOM	TEAM-BASED	
Sustainability at IÉSEG	Environmental Sustainability	Intercultural Diversity	Social Sustainability	Elective	Creation of Department / Service Roadmap	Field Trip or inspirational speaker
Feb 23	From March to Dec 23				Jan - March 24	April - June 24

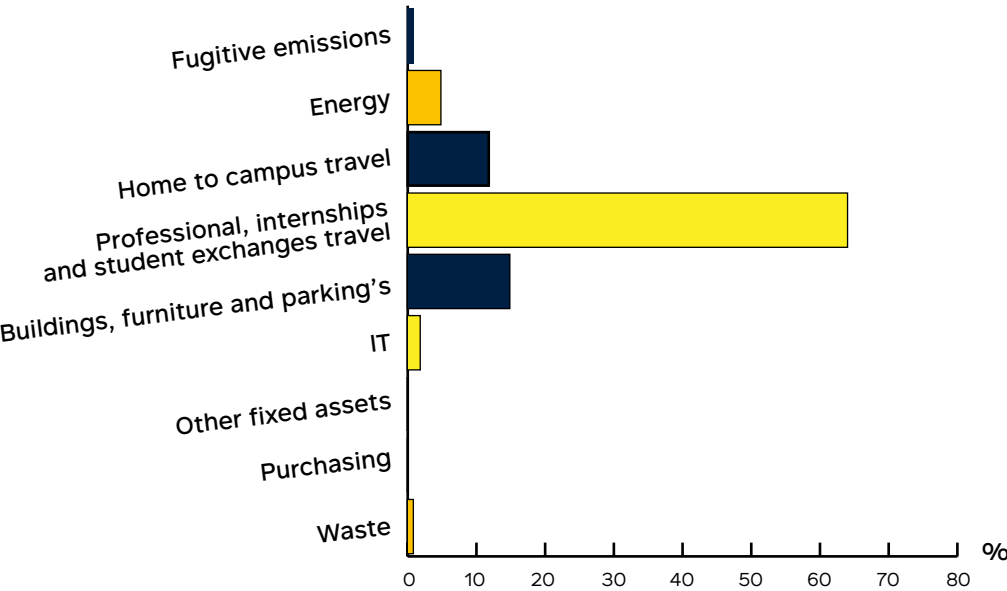
In addition to the training for professors and staff, IÉSEG aims to integrate a sustainability dimension into all courses, as well as to develop its offering on courses entirely focused on sustainability.

- This comprises of the following actions:
- > Sustainability certification in alignment with HR policy.
 - > Develop a resource centre of pedagogical tools (e.g., case studies, videos, etc.).
 - > Promoting the link between faculty and practitioners working on sustainability in various fields and sector.

2ND PILLAR: ESTABLISHING A RESPONSIBLE CAMPUS

CARBON FOOTPRINT ASSESSMENT

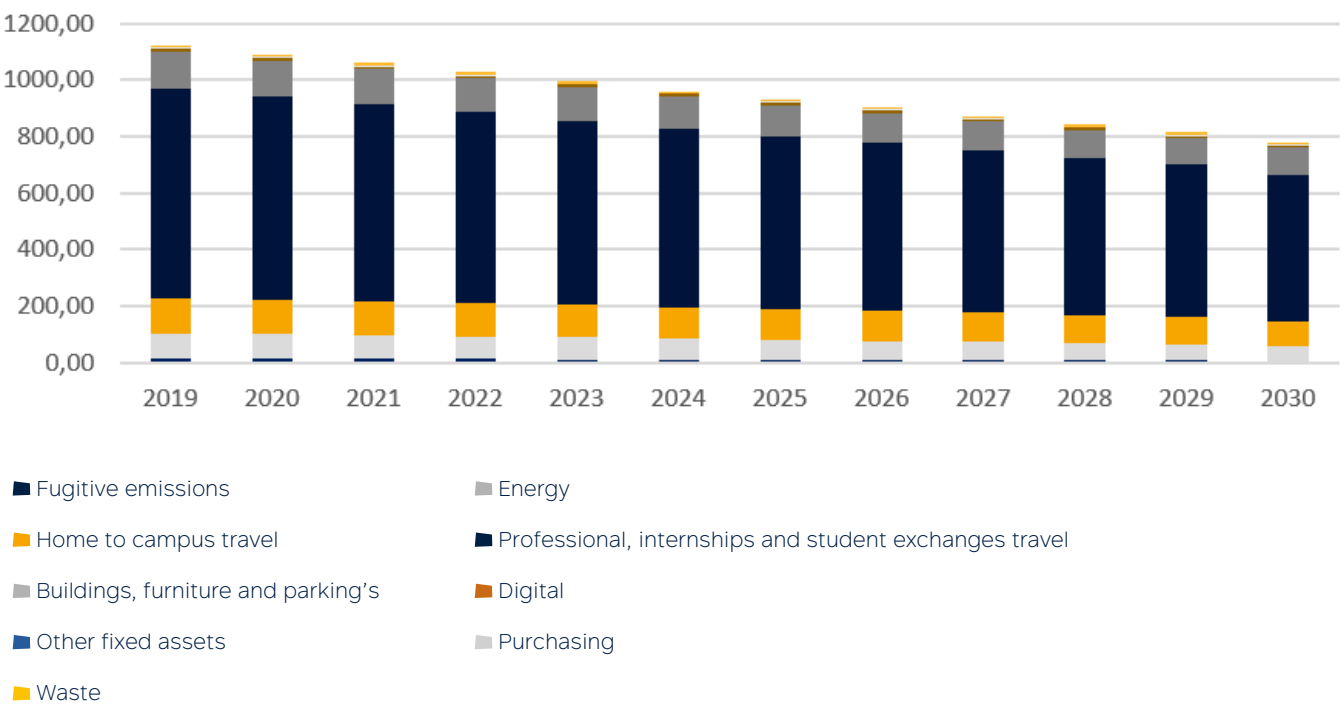
- > Since 2019, IESEG has conducted carbon footprint assessments to analyze our **greenhouse gas emissions**, scopes 1, 2 and 3. In collaboration with the LiveTREE Carbon Trajectory Committee of Lille Catholic University, evaluations are realised based on the methodology of the ADEME (French Agency for Ecological Transition)¹.
- > In 2018-2019, our carbon footprint was **6,643 tons of CO2 equivalent**. This equals to a carbon footprint of 1124 kgCO2e per user (students and staff). The activity sector emitting the most being international mobility (65%), while other categories include energy, day-to-day mobility, buildings, IT, purchasing, and waste.
- > In 2021-2022, the total carbon footprint was 6258tCO2e, equalling to a carbon footprint of 844kgCO2e per user (18% reduction compared to 2019).



1. UCL Carbon footprint

CARBON REDUCTION TRAJECTORY

- > We have defined our GHG emissions reduction trajectory in line with the Paris Agreement, the Grenoble Agreement, the National Low Carbon Strategy (SNBC 2)² and the European «fit for 55»³ objective.
- > **We commit to reduce our GHG emissions between 2019 and 2030 by 31%**, relative to the number of students and staff. Therefore, while the average carbon footprint is 1,124 kgCO2e per user in 2019, we aim to reach 778 kgCO2e per user in 2030. We commit to this carbon reduction without relying on carbon offsetting practices but rather a change in our activities.



To keep in mind: the carbon reduction trajectory and objectives is set to evolve in the next few years.

2. Summary of the French energy and climate strategy reference scenario

3. Haut Conseil pour le Climat - Rapport annuel 2022 - Beyond observations, implementing solutions



“TRANSITION 2026” ACTION PLAN

IÉSEG aims to reach a **20% reduction of GHG emissions by 2026, and 31% by 2030**. Another objective is to designate sustainability referents in all services to carry the topic by 2024.

ENERGY AND WATER

■ KEY INITIATIVES

- > In 2022, IÉSEG developed an **energy sobriety plan** for its campus in Lille and Paris.
- > New buildings in the IÉSEG Village and the Vauban building (Lille) are being built following the **highest environmental standards** (HQE), according to French law.
- > IÉSEG installed a rainwater collector for the sanitary facilities at the Promenade building (Paris).
- > All buildings are connected to the urban heating network, while in the past buildings were heated with gas. It reduces significantly our carbon footprint.

■ OBJECTIVES



■ ACTION PLAN: OUR KEY PRIORITIES

- > To set up a **working group on ‘energy and water’**, with a student representation.
- > To conduct **audits to evaluate our buildings** and to identify areas for improvement in energy and water consumption with the help of an external expert.
- > To work on the **building management system (GTB)** to gain energy efficiency.
- > To **heat the offices and classrooms to 19°C** (and at 17°C during the night). During the Ecowatt Red period, the set temperature is 18°C.
- > To participate in **environmental performance experiments** with Lille Catholic University LiveTREE program.

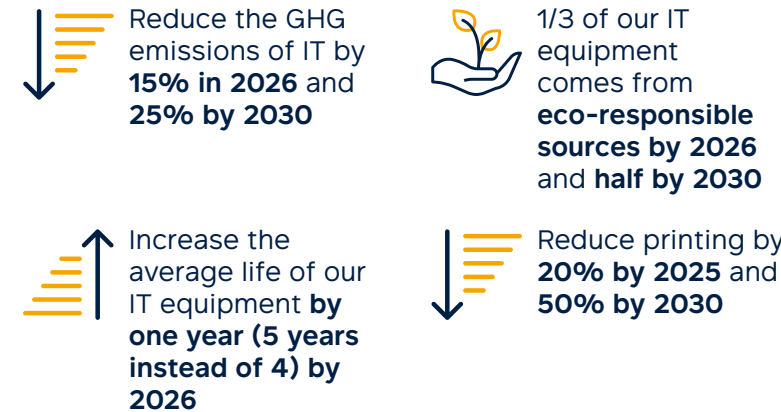
6 months after the launch of the energy sobriety plan, IÉSEG has reduced its heating consumption by 24% on its campuses (which is equivalent to the annual energy consumption of 30 houses of 100m²).

IT

■ KEY INITIATIVES

- > All our IT team has participated to the **Numerical Fresk**, and some have become facilitators of this serious game.
- > In the past ten years, IÉSEG transitioned from **15 physical servers to only 4 physical servers and the Cloud platform**. In addition, the IT Department increased the temperature of the data center rooms, to reduce the negative impact of air conditioning.
- > In 2022, we donated **200 used IT equipment to Galax-IT**.
- > In 2023, IÉSEG organized a **Digital Cleanup Week** to create awareness on the environmental impact of emails, clouds, streaming and printing.

■ OBJECTIVES



■ ACTION PLAN: OUR KEY PRIORITIES

- > To sign and commit to the **manifest Planet Tech’Care**.
- > To set up a **working group on ‘IT, digitalization and web’**, with a student representation.
- > To develop a **checklist of criteria to consider before doing IT-related purchases**, based on circular economy principles.
- > To manage the **audio-visual equipment** in order to realise energy-savings of screens and computers.
- > To create **annual awareness campaigns on the impact of internet, email, social media, streaming, phone and computer usage**.
- > To partner with **circular economy-oriented suppliers for the buying, selling, and repairing of IT equipment and servers hosting**.



■ KEY INITIATIVES

- > During the European Sustainable Development Week, the school launches annually an awareness campaign to encourage all staff and students to bike to campus (#BikeToWork, #IESEGCares).
- > IESEG has signed for its staff an incentive compensation for the use of bikes to travel to campus.
- > Several parking's for normal and electrical bikes have been created, as well as charging stations for electrical cars.
- > The Klaxit initiative also aims to promote car sharing in Lille.

■ OBJECTIVES

↓ Reduce the GHG emissions of day-to-day mobility by **15% by 2026** and **30% by 2030**

↑ Improve the data measurement and data accuracy related to **day-to-day mobility by 2024**

■ ACTION PLAN: OUR KEY PRIORITIES

- > To develop a **plan and roadmap to reduce the impact related to day-to-day mobility** by setting up campaigns and an incentive plan to promote sustainable mobility.
- > To set up a **working group on day-to-day mobility**, with a student representation.
- > To integrate **questions on soft mobility habits in the information requested by HR** for new staff and by admissions for new students.
- > To carry out a review of **on-campus infrastructure** related to day-to-day mobility.
- > To further develop **initiatives to transition to a bike-friendly campus**, including by increasing by one third to half the number of parking spots for bikes.

■ KEY INITIATIVES

- > During information sessions on student exchanges, students learn about the **negative impact on the environment of travelling by plane**. The webinar also discusses different initiatives to be more eco-responsible during an academic exchange.
- > In 2023, IESEG launched its **sustainable international mobility plan**.
- > In 2023, the **#TakeTheTrain** fund was launched to financially encourage students to use responsible means of transport for exchanges and internships in Europe.

■ OBJECTIVES

↓ Reduce the GHG emissions of international mobility for students and staff by **20% by 2026** and **30% by 2030**

↑ Improve the data measurement and data accuracy related to **staff travel by 2023**

■ ACTION PLAN: OUR KEY PRIORITIES

- > To set up **working groups on 'students' international mobility' and 'professors and staff's international mobility'**, with a student representation.
- > To set up a **sustainable business travel policy** for staff and professors.
- > To set a program in which **students are involved in a local and ecological restoration project for 2 days** as part of their requirement to validate an exchange.
- > To **communicate annually the average carbon footprint of IESEG** staff and students.
- > To address **strategical questions about students' and staff's international mobility**.
- > To work closely with partners (higher education institutions, CGE, LiveTREE, etc.) to advance **decision-making about international mobility**.
- > To create the **Impact Corners as models of excellence** about circular economy.



Xilong TAN,
Master in Finance

“ In September 2023, I began my internship journey in Luxembourg, opting for a sustainable approach—choosing the train as my mode of transportation. Advocating for the TakeTheTrain fund is a call for more individuals to choose green transportation. Through the train, you can relish the scenic views outside your window while actively contributing to the future of our planet.

”



■ KEY INITIATIVES

- > For the last two years, the communication team has worked on a project to align goodies and promotional items with sustainability criteria. Therefore, IÉSEG has already reduced significantly its quantity of goodies as well as its quantity of printed communication support.
- > IÉSEG works as much as possible with suppliers that are committed in the ecological and social transition, for example that have a CSR certification.
- > Furniture is bought second-hand when possible.

■ OBJECTIVES



■ ACTION PLAN: OUR KEY PRIORITIES

- > To improve the **data measurement and data accuracy** related to purchasing & buildings.
- > To develop a **responsible procurement policy / charter** and communicate it to students and staff.
- > To develop a **guideline on responsible and zero waste events**, and communicate it to students and staff.
- > To set up **working groups on 'events', 'goodies', 'food', 'print and POS advertising', 'building design and construction'**, with a student representation.
- > To create the **Sustainability Hubs** as models of excellence about circular economy.
- > To rethink the **vending machines and cafeterias to provide more vegetarian, healthy and plastic free options**.



■ KEY INITIATIVES

- > In 2019, we created the **'Plastic Free' initiative to reduce significantly single-use plastic on the campuses**. In this aim, IÉSEG works with a circular economy company LemonTri, and has a recycling machine on campus where students and staff are able to recycle all kinds of plastic bottles and cans.
- > In 2021, IÉSEG also started to work with **Cy-clope, a French company specialised in the recycling of cigarettes** as well as in the handling of smoking areas. On the Lille campus, four cigarette recycling bins were installed, and collections are organized by the company to pick up and revalorise the waste.
- > For the 2022's Solidarity Day, an initiative where staff can volunteer or offer skills-sponsorship, IÉSEG worked with **Surfrider Europe in order to pick up waste next to rivers and beaches**.

■ OBJECTIVES



■ ACTION PLAN: OUR KEY PRIORITIES

- > To improve the **data measurement and data accuracy related to non-recyclable waste, plastic waste, paper waste and other types of waste** by working with waste manager partners.
- > To set up a **working group on 'zero-waste and recycling'**, with a student representation.
- > To improve our **waste disposal infrastructure and communication** including bin placement and information.
- > To reduce **food waste and packaging waste** from cafeterias and vending machines.
- > To partner with **circular economy initiatives** in order to improve our waste disposal at all levels: food, IT, cups, cigarettes, furniture, etc.
- > To organize yearly **awareness events about zero waste**.



BIODIVERSITY

■ KEY INITIATIVES

- > The school develops **green areas in Village and Vauban buildings** (Lille) that impact positively the environment by creating thermic isolation and refreshing the spaces.
- > IÉSEG works with a **landscaper and the LPO (Bird Protection League)** in order to re-appropriate biodiversity on campus by installing nesting boxes on the roofs of buildings, planting local and diverse plant species, and having beehives in all buildings.

■ OBJECTIVES



Develop a biodiversity management plan for **both campuses** by 2024

■ ACTION PLAN: OUR KEY PRIORITIES

- > To develop a **biodiversity management plan** for the campuses and communicate it to students and staff.
- > To create a **working group on 'biodiversity'**, with a student representation.
- > To put **biodiversity as a key pillar of buildings' renovations and constructions** in order to build in a way that uses less materials and land.
- > To develop **targets and actions to slow down land artificialisation**.
- > To develop **indicators related to biodiversity**.



INVESTMENTS AND PARTNERSHIPS

■ KEY INITIATIVES

- > In November 2022, IÉSEG and B Lab France signed a **strategic partnership to contribute to the evolution of organisations** towards more sustainable and responsible models.

■ OBJECTIVES



Measure the school's carbon footprint of **investments** by 2024



Set up an investment fund to help finance **impact projects** from students and social start-ups by 2026



20% of our partnerships are **NGO's, public entities, associations, or B Corps** by 2026



Establish a partnership with a **responsible company network** by 2024

■ ACTION PLAN: OUR KEY PRIORITIES

- > To **develop a socially responsible investment policy**, and communicate it to students and staff.
- > To set up **working groups on 'socially responsible investments' and 'ethical partnerships'**, with a student representation.
- > To **measure the school's carbon footprint of investments**.
- > To develop a **guideline on ethical and impactful partnerships**, and communicate it to students and staff.
- > To expand our **partnerships to include other types of companies and organizations** such as B Corp's, NGO's, think tanks, corporate networks, and public entities.

CONCLUSION

#IESEG CARES

IESEG School of Management is committed to be a **sustainable, low carbon, ethical, and socially responsible organisation**.

This Climate Action Plan 2022-2026 serves as a **guidance and monitoring document to our commitment to environmental sustainability and low carbon at all levels in our Institution**. This document is a 'living document' that will be updated on an ongoing manner to include the latest and most relevant data and actions.

It was constructed in **collaboration with many departments and services** within our school (Sustainability, International Relations, Research, Corporate Relations departments ; General Services ; Financial Management and others).

If you have any **feedback or ideas on the Climate Action Plan**, feel free to contact our Sustainability team.

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