Les Roches

Objectives and Targets *for Sustainability and DEIB*

Social Sustainability & Diversity, Equity, Inclusion and Belonging (DEIB)

Category	Objectives	KPI(s)	Campus	Responsibility	Target	Deadline
Diversity, Equity and Inclusion	Maintain gender equality	Composition of Governing Board, management committee, staff, faculty, students	LRM / LRCM	Governing Board and Management Committee	50/50 gender balance	Year-on-year measures
		Federal measure of gender equality (includes population, pay, promotion)				
	Create a more inclusive campus environment where all staff members feel valued and respected	• Variety of DEIB initiatives for staff: health & wellbeing activities such as month of the fruit, steps per day challenge (once a week without car), Pilates (weekly classes), Happy Week (March), weekly walks, World day for Health & Security at work (April), Health & Safety month (May), sponsor local sports events like Christmas run, and organize other sports activities (e.g. sports day), celebrate International Events such as International Women's Day (March), sponsor local business when giving employee gifts. • Review of the onboarding program and related processes, templates, …). • Present new Employee Assistance Program A Better Way to Staff (March 2024) and organize walk-in and/or breakfast/lunch /& learn sessions to prevent psychosocial risks. • Absence Management: Regular KPI reporting (quarterly) to Management and training to People Managers (all levels), to be scheduled in 2024.	LRM / LRCM	Human Resources	Maintain levels achieved in 2023 and implement 50 of mentioned initiatives.	End of 2024
	Promote cultural competency and sensitivity across the Les Roches community	Implement training programs and awareness campaigns	LRM / LRCM	HR and Academic Faculty	50% of staff trained	End of 2024
					100% of academic programs with cultural competency and leadership learning outcomes	
	Enhance support systems for students from diverse backgrounds, including international students and those with disabilities	Needs-specific support groups	LRM / LRCM	Student Affairs and Academic Management	Responsive provision meets 100% identified student needs	Semester-on-semester tracking and reporting
		Designated learning differences faculty member				
		Dietary adaptations				
		Maintain 'house' system (possibility to adapt to LRCM)	LRM			
Student Well-being and Support	Improve access to mental health services and resources for students	Counselor interviews and group seminars	LRM / LRCM	Student services and Counselor	Maintain rate of 100% interviews conducted with new intake and returning student and highlight potential needs (evidence reports)	Semester-on-semester tracking and reporting
	Foster a sense of belonging and community through student engagement activities and programming	Rate of participation in campus community events (such as cultural night, sports' day, career day, …)	LRM / LRCM	Student Affairs and SGA	>50% participation	Semester-on-semester tracking and reporting
		Engagement in SGA, clubs and 'house' meetings				
External Community Engagement	Encourage student involvement in community service projects and volunteer opportunities	Number of students involved in charitable activities	LRM / LRCM	Student Affairs	100% of all graduating students will demonstrate involvement during their studies	2024.2 for LRM and 2026 for LRCM
		number of external partner charities and organizations (We care for others initiative)			>20 partners for each campus	
	Host events and forums to facilitate dialogue and collaboration between Les Roches and surrounding communities on sustainability	Participation in Shift'n'	LRCM	Management Committee	>30% of faculty and students, >5 partner institutions	End of 2024
		Attendance of Fundación Harena and engagement of faculty	LRM		500 guests, >50% First-semester students, 100% SGA Leadership, 1 chef per year in delivering training in Ethiopia	End of 2024
		New events and forums	LRM / LRCM		>1 new event/forum per campus	2025

Financial Sustainability & Governance

Category	Objectives	KPI(s)	Campus	Responsibility	Target	Deadline
Risk Mgmt.	Conduct risk assessments and put in place mitigations to ensure the long-term financial security of the institution	Risks assessed using a risk matrix with mitigating actions	LRM / LRCM	Management Committee	Mitigating actions in place for all risks identified	Year-on-year (evaluation end of year)
Financial security and stability of income and wealth	Maintain stability in enrolment, revenues and	Financial screening thresholds and red flags (NECHE)	LRM / LRCM	Finance Department	Thresholds and red flags should not necessitate additional qualitative reporting	Year-on-year (reporting in November)
Budget Management, Resource Allocation, and Investment Strategy	Monitor and report on budget utilization quarterly, ensuring alignment with strategic priorities. In a monthly basis we have three main meetings: • The first is related to the evolution of the REVENUES deviation compared with the plan. • Second related to the EBITDA. • A recapitulation one: Business Review where we compile all the information with the Capex evolution, FTEs evolution and other significant projects meaningful for the business.	Monthly reports on Revenues, EBITDA, FTEs, Capex	LRM / LRCM	Finance Department	Meet financial expectations and mitigate deviations	Monthly monitoring
	Identify opportunities for cost savings and efficiency improvements without compromising academic quality or student services	Evolution of the enrollment and returning students	LRM / LRCM	Academic Management, Finance Department, Operations	>90% retention of returning students	Year-on-year average rates maintained to 2028
		% of use of the existing resources (number of classes, average student per group)			>75% occupancy of existing classes and available rooms	
		number of resident students			>85% occupancy of student accommodation	
Tuition Affordability and Financial Aid	Maintain tuition affordability while ensuring adequate scholarship opportunities and financial aid for students in need to mitigate financial barriers to access and promote socio-economic diversity	Regular revisions of Price catalogue and Discount Policy	LRM / LRCM	CEO with Marketing and Finance teams	Setup prices for next year and identify the main guidelines for the discount policy the following year	Every year, initiated in May-June, finishing close to July
Income Generation	Generate external grants and research funding through proactive grant-seeking efforts and collaboration with research partners	Applications for grants and funding	LRM / LRCM	Research Committee	Increase by 15%	2028
		Success rate of applications			10% success rate	
	Sustainable and strategic lodging business model	Platform to help students find off campus accommodation	LRCM	Head of Lodging	Platform operational	2025
		Create different tier accommodation with appropriate pricing for on campus	LRCM		Put a new price scale in place	2025
	Diversify revenue streams with new and innovative projects	Branch-campus expansion	Abu Dhabi	Management Committee	New campus in Abu-Dhabi	2024
		Increase accommodation revenues during period between terms with new short-term program	LRCM		TBC	2028
		new and renewed partnerships	LRM / LRCM		10% increase in B2B/B2G partnerships	year-on-year to 2028
		development of innovative programming			3 new continuing education programs	2026

Environmental Sustainability – Objectives for environmental sustainability are captured in the CSR reporting which is harmonized across Sommet Education (add link to evidence in the SAR)

Category	Objectives	KPI(s)	Campus	Responsibility	Target	Deadline
Carbon Neutrality and Energy Efficiency	Reduce energy consumption across campus buildings through retrofits, upgrades, and behavioral changes	Electricity and gas consumption	LRCM	Director of student services and operation / Maintenance Department	Reduce by 16% for Electricity and 10% for Gas	2025
		Carry out an energy audit on the campus	LRM		baseline will depend on results	
		Change lights to LED across both campuses	LRCM/LRM		100% LED lighting in all buildings	
		average temperature in buildings	LRCM		reduce to 19°C during the day and 17°C at night	
		Have boiler and heating systems regularly maintained	LRM		2x per year	year-to-year basis
		Replace energy-intensive electrical equipment with devices that consume less	LRM	Director of student services and operation	from 20% to 65%	2025
		Ensure the maintenance of electrical equipment (i.e. household appliances, kitchen equipment, computer devices, air conditioning)			from 10% to 25%	2025
		Set all household appliances to ECO programs (dishwashers) and avoid activating them when they are not completely full			Convey belt dishwasher from 15% to 30%	TBC
		Extend the thermal insolation of buildings (and noise reduction) double glazed windows in the residence main campus			from 80% to 100%	2025
	Increase the use of renewable energy sources such as solar power on campus	5 year infrastructure efficiency investment plan to reduce CO2 emissions through heating systems, etc. and potentially solar panels installation	LRM / LRCM	Director of student services and operation	TBC, multiple studies on the way	2024-2026
	Implement a locally sourced food initiative	Only purchase in season ingredients - chef to be trained and comply	LRM	F&B Department	increase from 25% to 75% from 2023	2024
		Source local ingredients to respect CO2 approach (Andalucia)			increase from 25% to 75% from 2023	2024
		Maintain & increase the purchase of organically grown food			increase from 10% to 50% from 2024	2025
		Increase buying local for fruit and dairy products			increase from 25% to 75% from 2023	2025
Waste Reduction and Recycling	Implement food waste reduction strategies through partnerships and more advanced equipment	Gather food waste data through KITRO to better track waste and its origin	LRCM	F&B Department	TBC, Recommended amount by Kitro to be received	year-to-year commencing 2024
		Convert biomass to biogas on campus at no operational cost to use ourselves to heat buildings	LRM / LRCM	Maintenance Department	target to convert food waste not clear at this point	2030
		Zero waste, farm to table concept restaurant, where the menu follows criteria of seasonality with our suppliers.	LRCM	F&B Department	Adding 3 new local suppliers per year	year-to-year basis
		Too Good to Go / Donations to Red Cross	LRM / LRCM		20% for TGTG and 100% for red cross	2025
	Minimize single-use plastics and other waste to promote sustainable purchasing practices across campus	3* accreditation from Oceanic Global's Blue Standard	LRCM	Maintenance Department & Operations Coordinator	Eliminate 40,000 paper items and 15,000 plastic items	2026
		Purchase of new premium recycling centers for more transparent and efficient recycling collection on campus		Operations Coordinator	2 centers in the lobby, with expansion of 5 more centers across campus	2025
		Replace disposable dishes in food services and single-use plastic containers with returnable containers (reCIRCLE)		F&B Department	100% to save up to 10,000pcs	year-to-year basis
		Favor bulk purchases - Ask suppliers to give us a report about the outcome of their waste.	LRM		25%	2025
		Carry out an inventory of the consumption of single-use plastics, paper and cardboard on the campuses. 100% as part of ISO 14001		Purchasing	100%	2025
		Eliminate all single use bottles and reduce the amount of plastic bottles in all events and groups by replacing with glass bottles and steel bottles	LRM / LRCM		100%	2024
		Recycled paper napkins and cleaning paper	LRM	F&B Department	from 50% to 100%	2025
		Implement compostable coffee capsules			Reduce aluminum capsules by 100%	yearly basis, commenced in 2024
		Recycled bins in all common areas and practical kitchens (ISO standards and health & safety laws, BIO 9000 audit)			100%	2025
		Standardize waste data collection to monitor campus performance on a standard basis as part of ISO 14001		EWM coordinator/ SSD	100%	2025
		Implement waste collection by category, allowing food waste to be collected in a dedicated area as part of ISO 14001			100%	2025
		Provide LR cups or alumininum bottles to students to reduce single use bottles	LRM / LRCM	F&B Department	100% across both campuses	year-to-year basis
	Reduce water consumption across campus buildings through retrofits, upgrades, and behavioral changes	Add water savers to tabs and showers in residential buildings	LRM / LRCM	Maintenance Department	Reduce by 40% (from 20L to 12L / min	2025
	Support local community efforts and increase awareness of sustainability across the Les Roches community and on a global scale	Raise awareness about the principles of sustainability and innovation in the communities	LRM / LRCM	SGA, Green Club	from 10% to 50%	2025
		Encourage students at the end of the semester to bring away, sell or donate items (i.e. clothes)			encourage through donation boxes and ad campaigns	year-to-year basis
		Produce good practices handbook for employees & institution (CO2, energy, recycling, SDGs, etc)	LRM	Human Resources	100% awareness	2024
		implement sustainability, eviromentally friendly good practices signs all around our buildings	LRM / LRCM	Head of Lodging, SGA, Green Club	Every building to have at least 2 signs	2025
		Involve Sustainability Club and SGA with activities for recycling		Student Affairs, Sustainability Club, and SGA	baseline: 2 activities. Increase by 50%	2025
		Green Club hosting activities for the students, including food waste challenges (also led by industry experts) and partners with different non-profit organizations for activities such as clean ups	LRCM	SGA, Green Club	from 10% to 50%	2025
		Educate young local community through annual storytelling, workshops, and other activities.	LRM / LRCM	Student Affairs, Sustainability Club, and SGA	2 activities per year	year-on-year from 2025
	Increase the amount of eco friendly cleaning products	Implement cleaning tools made with recycled plastics	LRM	F&B Department	from 50% to 100%	2025
		Implement eco friendly and refillable cleaning products to reduce waste	LRCM	Housekeeping	continue using more than 70% of eco friendly products	year-to-year basis
Biodiversity	Improve biodiversity & environment preservation management	Implement 6 areas for biodiversity to flourish	LRCM	Maintenance Department	1 orchard garden and 5 insect hotels around campus	2025
		Cutting down dead trees and landscaping small river stream behind main building			Allow for other trees to flourish and for students to enjoy a zen area	2024
		Start a bee farm to produce honey and promote pollination			2 hives with one staff member to run initiative	2026
Sustainable Transportation	Promote the use of eco-friendly means of transportation for students and staff to reduce energy consumption	Replace thermal engine vehicles by electric vehicles for students and staff to rent with charging stations	LRM / LRCM	Head of Operations	10 vehicles per campus; reduce energy consumption (TBC, waiting for reports)	year-to-ear basis, commenced in 2023
		Partnership with local railway company to negotiate more frequent and convenient funicular transports	LRCM		new Funicular between Sierre and Crans-Montana to stop in Bluche every 20 minutes	year-to-ear basis, commenced in 2023
			LRM / LRCM		10 scooters per campus to start	2026 for LRCM