

# TRANSITION

---

Communication on Engagement

Sustainability & Social Responsibility

2020 - 2021 REPORT



**TOMORROW  
IS OUR  
BUSINESS**



# CONTENTS

HEC  
PARIS

TRANSITION  
REPORT  
2020 - 2021

02	DEAN'S STATEMENT
03	OUR MISSION AND VALUES
04	AT A GLANCE - FACTS AND FIGURES
05	TRANSITION: OUR COMMITMENT TO SUSTAINABILITY AND SOCIAL RESPONSIBILITY
06	OUR COMMITMENT TO THE UNITED NATIONS' GLOBAL COMPACT
07	OUR COMMITMENT TO PRME
08	S&O INSTITUTE: DEDICATED TO PURPOSE & SUSTAINABILITY
09	<b>CHAPTER 1: STRATEGY AND GOVERNANCE</b>
16	<b>CHAPTER 2: TEACHING AND LEARNING</b>
23	<b>CHAPTER 3: RESEARCH AND INNOVATION</b>
29	<b>CHAPTER 4: SUSTAINABILITY ON CAMPUS</b>
37	<b>CHAPTER 5: SOCIAL POLICY, DIVERSITY AND INCLUSION</b>
43	TESTIMONIES FROM OUR STAKEHOLDERS
49	OUR ORGANIZATION ON SUSTAINABILITY AND SOCIAL RESPONSIBILITY







“

This is a pivotal moment in the history of business schools. Faced by the current environmental and social challenges, we aim to increase even more our contribution to a more prosperous, inclusive and sustainable society through connected communities of leading academics, students from all over the world, impactful entrepreneurs, influential alumni and global partners.

We know that changes will not occur without business and that HEC has an important role to play in contributing to the transformation of society through the transformation of business. Our *raison d'être* and our values reflect this commitment. Sustainability and social responsibility are key drivers of our strategy and are perhaps the greatest challenges of our time. Climate action, biodiversity and resource conservation, social equity, diversity and inclusion inspire our research and our teachings but also our campus operations and our outreach in society.

The talents from around the world who choose to study at HEC Paris hold the promise and hope of the future. During our learning journey, it is our duty to make sure they highly value diversity and that they are equipped and ready to implement change. By pushing the boundaries of knowledge, HEC professors have a significant impact in helping all decision makers – in private and public organizations - understand major challenges and analyze new models and solutions for a sustainable and responsible society. Finally, as a leading academic institution, our purpose is to promote social mobility, connect people that think differently and help constantly reinvent business.

**Eloïc Peyrache,**  
**Dean of HEC Paris**

”



# OUR MISSION AND VALUES

## OUR VISION

We will impact business and society through research, education, and action, to contribute to a more inclusive, prosperous, and sustainable world.

## OUR MISSION

To contribute to a more inclusive, sustainable and prosperous world we:



### THINK

and push the boundaries of knowledge



### TEACH

learn and grow together



### ACT

to unleash human potential



### SHARE

Together, we share, grow and write a story for us all



### DARE

Audacity drives our vision and actions



### CARE

We take care of our community and others

### The School and Alumni share the same values:



Excellence



Responsability



Diversity



Curiosity



Entrepreneurial spirit

# AT A GLANCE

## KEY FIGURES

**4,500**

Students in degree programs

**8 000**

Participants in Executive Education programs

**150**

Full-time faculty

**68,000**

Alumni

**#1**

European Business School  
(Financial Times)

## FACULTY & RESEARCH

PLACED IN THE EUROPEAN TOP 3 FOR RESEARCH QUALITY

**115**

Research Professors  
Tenure-track faculty

**35**

Education Track Faculty

**70**

PhD students

**62**

scholars involved in the Society & Organizations Institute

**1/3**

of the research production in 2020-21 is related to CSR & Sustainability

## PROGRAMS

**100%**

of students entering the Master in Management follow a **200-hour Purpose & Sustainability curriculum**

**3**

dedicated 100-hour certificates offered to all graduate students, in:

- Inclusive & Social Business
- Energy and Finance
- Business and Climate Change

**102**

courses related to Sustainability

## HEC PARIS AROUND THE WORLD

**125**

Academic Partners

**111**

Nationalities represented

**2/3**

International Faculty

**85+**

International Alumni chapters

# **“TRANSITION”: OUR COMMITMENT TO SUSTAINABILITY AND SOCIAL RESPONSIBILITY**

## **ALIGNED WITH GLOBAL COMPACT, PRME AND WITH THE FRENCH DD&RS FRAMEWORK**

---



Sustainability and social responsibility are at the core of the HEC Paris strategy. It is of paramount importance for us, as researchers and educators, to bring about a paradigm shift with regards to the impact of business in society. The response of our school to the anxieties and even rebellion of a youth confronted with environmental and social threats is to be true to our mission: contributing to a more inclusive, prosperous, and sustainable world.

In 2020, HEC Paris declared its intent by adopting three reference frameworks: the United Nations Global Compact; the Principles for Responsible Management Education (PRME); and the French DD&RS framework set by the Conférence des Grandes Ecoles. In 2021, we were also one of the first signatories of the “Grenoble Agreements”, prepared by the COP2 student organization, committing higher education institutions to 11 principles of environmental and social *TRANSITION*.

The next step is now to embark on a true transformational project for the School, making sustainability and social responsibility a strategic compass. Under the leadership of our Dean and Executive Committee and by virtue of a collective commitment, we have developed a strategic plan for 2021-2025, called **TRANSITION**.

The *TRANSITION* strategy, aligned with Global Compact and PRME principles and the French DD&RS framework, is built on five pillars:

- **Strategy and Governance**
- **Education & Training**
- **Research & Innovation**
- **Environment & Campus**
- **Social Policy, Diversity & Inclusion**

During this strategic journey, we will report on progress to all our stakeholders and exchange effective practices with other academic institutions. The objective of the present document is to report on achievements for the academic year 2020-2021, in five chapters featuring these five strategic pillars. We thank the HEC teams and communities at large for supporting and endorsing our strategic *TRANSITION*.



# OUR COMMITMENT TO THE GLOBAL COMPACT

## SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD



In 2020, HEC Paris became one of the over 800 signatories of Global Compact worldwide, committing ourselves to providing future leaders with the skills needed to balance economic and sustainability goals, aligning ourselves with the United Nations Sustainable Development Goals.

## RESPONSIBLE COMPANIES THE 10 PRINCIPLES OF THE UN GLOBAL COMPACT





# ACHIEVEMENTS IN THE IMPLEMENTATION OF THE SIX PRME PRINCIPLES

## 1 PURPOSE

HEC Paris was founded in 1881 by the Paris Chamber of Commerce and Industry, making it one of the oldest European business schools. The past twenty-five years have seen some major developments: a more international community, a broader degree portfolio, HEC Paris becoming a world-class Research School, more autonomy through a new governance status, accelerated digitalization in the context of the health crisis. Faced with these new challenges in 2021, the school has redefined its mission: “to positively impact business and society through research, education, and action, to contribute to a more inclusive, prosperous, and sustainable world”.

## 2 VALUE

In 2021, HEC Paris redefined its values and purpose after a large consultation of its entire community. Professors, students, alumni, donors, and staff: all have contributed to this process, conducted in close collaboration with the HEC Alumni Association and HEC Foundation. Driven by our European roots and a 140-year-old history and fully consistent with the PRME values and principles, our core values are: responsibility, diversity, curiosity, excellence, and entrepreneurial spirit.

## 3 METHOD

Combining research and education, HEC Paris creates new knowledge, innovative educational frameworks and materials, pedagogical processes and an inclusive environment that empower learning experiences and research production dedicated to a sustainable and responsible vision of business.

## 4 RESEARCH

The HEC Paris faculty consists of over 160 professors. They push the boundaries of knowledge by producing the highest quality research. They aim to have an impact on pedagogy, management practices, public policies and society at large. Research conducted at HEC Paris comprises both disciplinary and cross-disciplinary work, with a unique combination of scientific excellence and business relevance.

## 5 PARTNERSHIP

HEC Paris fulfils its aim of fostering dialogue between the academic and business worlds by developing close corporate connections. Within the HEC Foundation, 47 companies are supporting HEC's development and acting as corporate partners for our research, our pedagogy and our outreach in society.

## 6 DIALOGUE

HEC Paris continuously facilitates and supports dialogue and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

# Our continuing commitment to PRME



## *THE DEAN' STATEMENT*

I am pleased to reaffirm our commitment to the UN Principles for Responsible Management Education (PRME).

This first Sharing Information on Progress (SIP) is reporting and outlining activities related to responsible management research and education accomplished by HEC Paris during the period 2020 - 2021.

Initiatives that we have undertaken since 2020, such as the adoption of the United Nations Global Compact reference framework and the design of our Sustainable Strategic Plan TRANSITION are evidence of our deep commitment to implementing the PRME principles.

HEC Paris is intensely committed to a true transformational project for the School, making sustainability and social responsibility its strategic compass. Day after day, our initiatives embody HEC Paris 'desire to grow positive impact in society. The PRME reporting cycle will provide us with a valuable opportunity to reflect on and showcase how much the PRME principles are embedded in our School's social and sustainability initiatives .

The HEC Paris way to approach ethics and rcollablity is based on community collaboration, where staff, students, alumni and external stakeholders work together to accomplish a shared vision. I would like to thank our community members for ensuring that HEC Paris impact business and society through research, education, and action, with the ambition to contribute to a more inclusive, prosperous and sustainable world

**Dean Eloïc Peyrache**

# OUR COMMITMENT TO PRME



The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007. As a platform to raise the profile of sustainability in schools around the world, PRME equips today's business students with the understanding and ability to deliver change tomorrow.

## PRINCIPLE 1

### PURPOSE

We develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

## PRINCIPLE 2

### VALUES

We incorporate into our academic activities, curricula, and organisational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

## PRINCIPLE 3

### METHOD

We create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

## PRINCIPLE 4

### RESEARCH

We engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

## PRINCIPLE 5

### PARTNERSHIP

We interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

## PRINCIPLE 6

### DIALOGUE

We facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.



# S&O INSTITUTE: DEDICATED TO PURPOSE & SUSTAINABILITY

**The Society & Organizations Institute is an interdisciplinary institute at HEC Paris that brings together over 60 professors and researchers. Together, they carry out research, teach and implement ideas to organize and lead our responses to the daunting challenges of our time.**

*"Today more than ever, the business world recognizes that companies have a responsibility to contribute to society beyond the mere delivery of profit. There is an interdependence between the economic, social, and natural ecosystems. Business needs healthy societies and a salubrious planet to operate and prosper, and thus, companies need to embrace their ecological and societal footprint. However, two major obstacles are in play. First, the planet is under major stress due to the impact of economic activity on climate and the environment. Second, severe inequalities and social divides threaten the cohesion of our global society. Against this backdrop, a re-foundation and re-tooling of management and business is in order. We, as a business school, must respond to this call. We identify three fundamental areas that require increased investment: Purposeful Leadership, Impact, and Responsibility. We engage in the study of what forms the basis of responsible capitalism. As crises shake the economy and societies worldwide, can Europe and its legacy of state-firms partnerships and intercultural relationships be a source of knowledge for addressing the key challenges of the XXIst century?"*

*Our objective is to help current and future managers and leaders to be actors of change, in a complex, uncertain, and fast evolving world. We want to help them develop the knowledge, know-how and soft skills that are today required to build innovative ways of doing business, reducing negative externalities and also creating positive impact on people and nature."*



## CHAPTER 1:

# STRATEGY & GOVERNANCE

### **TRANSITION STRATEGY DEPLOYMENT**

Integrating and deploying our sustainability and social responsibility ambition in each and every one of the School's activities and initiatives.

### **CONTINUOUS IMPROVEMENT**

Measuring progress and ensuring continuous improvement through accreditations and labels.

### **FINANCING THE TRANSITION**

Developing new sources of funding, both private and public, for faculty recruitment, research projects and teaching innovation targeting societal and environmental issues.

### **COMMUNITIES AND NETWORKS**

Mobilizing and energizing HEC communities around the *TRANSITION* strategy. Leveraging alumni, local eco-systems, networks and partnerships. Communicating on our progress.

### **GUIDANCE AND INSPIRATION**

Empowering HEC Faculty members to guide and inspire companies, public policy and the broader public on sustainability and social responsibility in France and internationally.



# TRANSITION STRATEGY DEPLOYMENT

## KEY FACTS 2020-2021

- The *TRANSITION* Strategy was adopted by the School's management team in May 2021. The School's Executive Committee is acting as the Steering Committee for deploying and monitoring the *TRANSITION* ambition.
- François Collin, former Director of International Affairs, has been appointed Chief Sustainability Officer with a team of two project directors, Carole Decamps and Marie-Pierre Seyfried. Marcelle Laliberté, former Dean of Students, has been appointed Chief Diversity Officer.
- A Climate & Earth Center has been created within the S&O Institute to encourage and develop academic initiatives on environmental issues, such as energy *TRANSITION*, financing the *TRANSITION*, new business models and the circular economy; Prof. Daniel Halbheer from the Marketing Department has been nominated academic director and François Collin serves as executive director.
- A total of 11 full time employees (FTE) are working on sustainability (S&O Institute, Sustainability direction, Campus sustainable development). A total of 5 FTE are working on diversity, inclusion and student equal opportunities.
- The Sustainable Campus Committee, managed by Christophe Ollé, head of campus sustainable development, and comprising representatives from staff and students in Jouy-en-Josas, has been meeting each month to develop initiatives inspired by members of the HEC Community.

## OBJECTIVE

**Integrating and deploying our sustainability and social responsibility ambition in each and every one of the School's activities and initiatives.**

## ACTIONS

HEC Paris has a deep-seated belief that long-term sustainability and social responsibility are key drivers for the school's research, teaching, and actions in society. Building on the international outreach and influence of the Society & Organizations Institute (S&O) created at HEC Paris in 2008, and under the direction of Dean Peyrache, the School has adopted the *TRANSITION* strategy and action plan for 2021-2025.

**Inspired** from the drive and input of our International Advisory Board, our Alumni Association, ESP'R Student Association, S&O Institute, Faculty and staff members,

**Spurred** on by collective reflection on our mission and values, articulated by our senior management team,

**Rolled** out in coordination with all of the School's units and a dedicated steering committee, and,

**Adopted** by the Board in 2021,

the HEC Paris *TRANSITION* Road map is setting the ambition for the School's positive impact in terms of sustainability, diversity and inclusion, and is deployed around our three pillars:



### THINK

Promoting an environment where our Faculty has a significant impact on the world.



### TEACH

Educating and supporting students, entrepreneurs and executives from around the world at all stages of their professional journeys to create/transform the organizations of today and tomorrow.



### ACT

Making HEC Paris a role model for sustainability, diversity and inclusion through our initiatives on campus and outreach in society.



# CONTINUOUS IMPROVEMENT

## OBJECTIVE

**Measuring progress and ensuring continuous improvement through accreditations and labels.**

## ACTIONS

For over 20 years, in accordance with our values of excellence, we have been committed to framing our continuous improvement efforts through different lenses, and our engagement in different national and international external accreditation and evaluation processes.

The same policy has been set up to monitor progress of our *TRANSITION* strategy: adoption of international reference frameworks, application for accreditations and labels.

**PRME** Principles for Responsible Management Education



## KEY FACTS 2020-2021

- HEC Paris is a signatory and a participant of the United Nations Global Compact.
- HEC Paris is a signatory of the United Nations PRME: Principles for Responsible Management Education.
- HEC adopted the DD&RS (Développement Durable & Responsabilité Sociétale) framework developed by the Conférence des Grandes Ecoles (CGE) based on the SDGs and PRME principles.
- HEC Paris joined « Collectif pour l'Intégration de la Responsabilité Sociétale et du développement durable dans l'Enseignement Supérieur » (CIRSES), the French network dedicated to sustainable development in higher education.
- In June 2020, HEC Paris prepared a full report on our environmental policy for the French "Baromètre pour un Réveil Ecologique" managed by a student organization.
- HEC Paris has been one of the first schools in France to sign "l'Accord de Grenoble" in April 2021, committing itself to 11 principles, under the auspices of the student organization COP2.
- In the fall 2020, HEC Paris submitted for the first time its data to the Positive Impact Rating for Business Schools.
- In June 2021, HEC Paris completed its first "Déclaration de Performance Extra-Financière" (European legal obligation).

# FINANCING THE TRANSITION

## OBJECTIVE

Developing new sources of funding, both private and public, for faculty recruitment, research projects and teaching innovation targeting societal and environmental issues.

## ACTIONS



*"I believe that leadership is about purposeful, authentic, human service."*

**Hubert Joly**, Former CEO and Chairman of Best Buy

HEC's proximity to the corporate world and the energy of its alumni network support our ambitions. Many initiatives have been launched to develop new sources of funding, both private and public, for faculty recruitment, research projects and teaching innovations targeting societal and environmental issues.

**"Act today, Impact tomorrow" is the motto of the 2019-2024 fundraising campaign launched by the HEC Foundation with an objective of reaching €200 million euros.**

In September 2020, the online Annual Event of the HEC Foundation has been devoted to Purpose and Sustainability and the strategic endeavors by the S&O Institute in research and education.

**Alumnus Hubert Joly, CEO of Best Buy, has supported his Alma Mater to create a Center at the S&O Institute devoted to Purposeful Leadership.** The Joly Family Endowed Chair is positioning the school as a center of excellence in purposeful management. The Chair is led by Prof Rodolphe Durand, Professor of Strategy and Business Policy and academic director of the Society and Organizations Institute (S&O). The Purposeful Leadership Center at the S&O Institute is now supported by a large group of individual donors. It enables HEC Paris to recruit and retain the world's top scholars in the field and finance research and education in purposeful leadership.

## KEY FACTS 2020-2021

- Signed in October 2020, the **"Smart City and the Common Good" Chair** is continuing a collaborative relationship between the **Bouygues Group** and HEC Paris. This research Chair is held by Prof Bertrand Quelin, Professor of Strategy and Business Policy.
- Signed in January 2021, the **"Turning Point, Aspiration to Inspiration" Chair** is co-directed by Professors Anne-Laure Sellier (HEC Paris) and Benjamin Voyer (ESCP) and supported by **Cartier**. The Chair is dealing with questions raised by current turning points such as sustainability, new relations to consumption, generation Z behaviors, as well as preparing for upcoming challenges.
- Signed in June 2021, the partnership with **AXA Climate** enables us to provide all students at the HEC Paris Grande Ecole with advanced learning tools on environmental and social challenges through scientific MOOCs focusing on climate, biodiversity, resources, and human societies.
- Signed in October 2021, the **"Business Models for the Circular Economy"** Chair is held by Daniel Halbheer, Professor of Marketing, and sponsored by the **FII Institute**. The purpose of this research chair is to develop knowledge related to innovative business models that enable a faster transition from a linear to a circular economy and tackle the root cause of global challenges such as climate change, pollution, and resource depletion.

# COMMUNITIES AND NETWORKS

## OBJECTIVE

**Mobilizing and energizing HEC communities around the *TRANSITION* strategy. Leveraging alumni, local eco-systems, networks and partnerships. Communicating on our progress.**

## ACTIONS

In October 2020 on the occasion of the change in leadership at HEC Paris, the School, the Alumni Association and the HEC Foundation joined forces to redefine the values, purpose and mission of our community through a wide consultation with alumni, students, faculty and staff.

Our values reflect the unique character of a school with European roots, grounded in 140 years of history with a daring and pioneering spirit. We recently translated these into 'expected behaviors' and 'proof points' which are being integrated into all HR practices, policies and documents to ensure that all stakeholders understand and observe the HEC values. Our mission statement, focusing on impact in society and the role of business for sustainability and inclusion, is now reflected in action points through the *TRANSITION* strategy.

The HEC Alumni Association is also very active and engaged notably due to the dynamism of the Responsible Development Hub, which includes the Green Economy Club, the Social Economy and Solidarity Club, and the Public Policy Club.



## KEY FACTS 2020-2021

Like all organizations around the world, we were greatly impacted by the Covid pandemic from March 2020 onward. However, our strong sense of community and guiding principles around student engagement and diversity have allowed us to manage and build in learning opportunities for our students and to support our most vulnerable members. From these challenging times, different initiatives were born:

### • COVID EMERGENCY FUND

Thanks to 300 donors, the HEC Foundation raised almost €300,000 to provide 147 students with financial support during lockdown to help them face unforeseen expenses or a loss of income.

### • SOLIDARITY FUNDRAISING FUND

The Alumni Association created a solidarity fundraising fund, which raised € 200,000 for the benefit of two NGOs, Médecins Sans Frontières and Médecins du Monde, making it possible to buy masks for the most disadvantaged.

### • LEBANESE SOLIDARITY FUND

Over €90,000 was raised for Lebanese students who were facing severe financial difficulties due to the crisis in Lebanon.

### • A COLLECTIVE INITIATIVE BY BRIDGEPOINT ALUMNI

The Bridgepoint Alumni decided to fund living expense grants for students receiving income-based grants. This initiative helped more than 230 students.

### • BIG FAMILY INITIATIVE

In October 2021, HEC Paris began the initiative, BIG Family, where each student starting their studies is matched with a mentor from the school's Alumni Association.



# GUIDANCE AND INSPIRATION

## OBJECTIVE

**Empowering HEC Faculty members to guide and inspire companies, public policy and the broader public on sustainability and social responsibility in France and internationally.**

### KEY FACTS 2020-2021

- Since the launch in May 2020 of Business for Inclusive Growth (B4IG), a coalition between the OECD and major corporations from across the globe, HEC's S&O Institute, has worked closely with the stakeholders of B4IG to exchange on scholarly work and scientific evidence about inclusive growth, social Impact measurement, human rights, diversity, and reduction of inequalities.
- Rodolphe Durand, co-founder of the S&O institute and co-author with Antoine Frérot, CEO of Veolia, of the book «L'Entreprise de Demain, pour un Nouveau Récit» was nominated by the French Minister of Higher Education and Research as member of the Scientific Council to contribute to the dissemination of a genuine research culture throughout the education system.
- In 2021, HEC Paris also participated in the Harvard Impact-Weighted Accounts Project to drive the creation of financial accounts that reflect a company's financial, social, and environmental results.
- On June 29, Jean-Noël Barrot, professor of finance submitted a report to the government in which the detailed proposals to help France recover from the COVID-19 pandemic.

## ACTIONS

The intellectual powerhouse of our faculty and the combined strengths of our international academic networks are invaluable assets to guide and inspire decisionmakers. Building on our experience with interdisciplinary research work and our partnerships, we aim to raise HEC's thought leadership and impact as a European School of reference for the study and dissemination of responsible leadership in sustainable business.

Advances in our research are made available to decision makers, managers and economic leaders through our journal **Knowledge@HEC** that adapts scientific articles for general public reading. Our research communication targets high quality media and events. Faculty is encouraged to focus research output on societal challenges and is supported by a qualified central communications team of scientific writers and news media specialists.

Our S&O Institute's collection has edited **19 Executive Factsheets** that summarize, on a single page and in a simple and easily understandable language, academic and practical knowledge on various CSR-related topics: the triple bottom line, inclusive business, social business, CEO activism, and many more. Five impact reports on social impact assessment strategy, inclusive business, purposeful leadership and smart cities, available on our website, have been published since 2019 and 22 articles were made available in Knowledge@HEC on the themes of transition. We use such reports and our scientific insights to actively contribute to public debates and flagship policy initiatives like Business for Inclusive Growth (B4IG).



# HEC PARIS AT COP 26

**HEC Paris, founding partner of the alliance Business Schools for Climate Leadership is taking the lead with 7 European business schools to prepare present and future business leaders for climate leadership.**

Business Schools for Climate Leadership (BS4CL) is an alliance of business academic thought leaders, made up of Cambridge Judge Business School, HEC Paris, IE Business School, IESE Business School, the International Institute for Management Development in Switzerland, INSEAD, London Business School, and Saïd Business School at the University of Oxford.

As communities of educators and researchers—as well as stewards of powerful alumni bodies collectively, the BS4CL initiative recognize their role in driving and accelerating business activities towards the goals of the Paris Agreement and the UN Framework Convention on Climate Change.

The long-term vision of this community is to explore opportunities to influence the leaders of organizations, by collaborating on research to identify trends and best practices, and by working across sectors and generations to accelerate the business community's response to climate change.

The alliance aims to foster greater future joint academic research on climate change, strengthen teaching and improve outreach between staff, former and current students.

As a first step, BS4CL hosted a series of pre-COP webinars targeted at their over 400,000 collective alumni across 80 countries. Also present at the Sustainable Innovation Forum at COP26 in Glasgow on November 10, 2021, BS4CL launched a toolkit mining the deep and broad expertise across the schools. The webinars, and ultimately the toolkit, are accessible for free at **BS4CL.org**.

Each of the participating schools wrote the following chapters:

- **Decarbonizing business** (HEC Paris)
- **Climate change and inequality** (INSEAD)
- **Global strategy in a world transformed: business strategy and geopolitics** (IESE Business School)
- **Technology and innovation: transition to a green economy from a business perspective** (IE Business School)
- **Business transformation and climate change** (The International Institute for Management Development - IMD)
- **Risk management and the green energy transition** (Oxford Saïd Business School)
- **Climate change and nature, what business needs to know** (Cambridge Judge Business School)
- **Climate standards and enterprise value** (London Business School).



## CHAPTER 2:

# TEACHING & LEARNING

### PROGRAMS & CURRICULA

Ensuring the themes of sustainability and social responsibility infuse all curricula and courses of our degree and non-degree programs, to help current and future managers and leaders to be actors of change.

### STUDENT INITIATIVES & CAREER SERVICES

Preparing students for sustainable *TRANSITION* in their future professional lives through student initiatives and career services.

### PEDAGOGY AND FACULTY SUPPORT

Accompanying faculty and preparing doctoral students to include the themes of sustainability and social responsibility in their teaching. Fostering teaching innovation, the production of case studies and digital tools.





# PROGRAMS & CURRICULA

## OBJECTIVE

**Ensuring the themes of sustainability and social responsibility infuse all curricula and courses of our degree and non-degree programs, to help current and future managers and leaders to be actors of change.**

## ACTIONS

Purposeful leadership, environmental and social responsibility constitute a fundamental part of HEC Paris' mission to shape the leaders of tomorrow, leaders who understand that their obligations go beyond the bottom line and should contribute to the greater good in society. We want to help our students develop the knowledge, know-how and soft skills that are required to build innovative ways of doing business, reducing negative externalities and also creating positive impact on people and nature.

**Numerous programs, courses and specializations cover these themes**, thanks to the work of the S&O Institute, which acts as the School's hub for teaching and research around sustainable transition issues.

HEC's flagship program on these topics, the **Master in Sustainability and Social Innovation (SASI)** was the first degree of its kind, created in France in 2003, thanks to the pioneering HEC faculty.

Since 2019, all students entering the Grande Ecole program follow the **200-hour Purpose and Sustainability Curriculum** which was developed with the support of the Joly Family Chair on purposeful leadership. It focuses on defining and redefining purpose in business and business

careers in a context of sustainable development. This topic has been infused through all degree programs.

In June, fifty students from over the world followed the summer school program **Business and Climate Change**. This was a intensive class to deepen their knowledge on the greatest challenges of our times.

In line with the United Nations Sustainable Development Goals, two lifelong learning programs at HEC Paris Executive Education focus on the sustainable transition challenge:

- **Sustainable Transition Management program (STM)** dedicated to senior managers and executives who drive the sustainable transition of their companies. The program offers a customizable combination of 7 modules (Sustainable Transition Management Essentials - Inclusive Business as a Lever of Change - Sustainable Strategy - Sustainable Marketing - Sustainable Value Chains - Sustainable Finance - Sustainable Governance).
- **The Global Executive Master in Management**, with the major in Change and Sustainability.
- **The Lead Campus Sustainable Leadership in Africa**, a 24-day certificate dedicated to Executives of that continent, which tackles major social and environmental challenges.

## PROGRAMS & CURRICULA

### KEY FACTS 2020-2021



*“Our curriculum on Purpose and Sustainability provides knowledge on the key social and environmental challenges, and places humanities and social sciences at the heart of the journey.”*

**Cécile de Lisle** - Executive Director - Purposeful Leadership Chair

#### • THE PURPOSEFUL & SUSTAINABILITY TRACK, FOR ALL HEC GRANDE ECOLE MIM STUDENTS

To place purpose and sustainability at the heart of the student lives and professional projects, HEC Paris offers a dedicated “Purpose & Sustainability Track”. Throughout the Grande Ecole MIM Program, this mandatory track offers 100 hours on the theme of purpose and 100 hours on sustainability that feed a pragmatic reflection on purpose’s alignment in personal life, environment, business and society.

During their first academic years, students:

- Experiment the stakes (Chamonix seminar)
- Exchange with sustainability leaders from companies, civil society, NGOs, and public institutions
- Understand challenges and implications on businesses (planetary challenges course)
- Deepen key questions in a business field (dissertation)

In the second year, students:

- Upgrade their knowledge in sustainable management and sustainable business operations
- Understand how to build performing & fulfilling teams, as a team member or a leader (Once a month sessions with a coach)
- Identify strengths and points of progress to contribute to develop performing teams (live-action exercises).

During the third year, students deepen their expertise in the field of sustainability while rigorously delving into the theme of purpose and leadership by anchoring their thinking in a field of experimentation. Three interrogations structure their thesis writing:

- «Being yourself», to deepen authenticity
- “Being with”, to develop team spirit and collective action
- “Being for”, to embrace the mission and purpose of organizations



## PROGRAMS & CURRICULA

### KEY FACTS 2020-2021

#### • MIM FIRST YEAR

##### Opening week for the new Grande Ecole MIM cohort in Chamonix:

HEC's first year L3 students began their academic year with the off-campus **"Purpose & Sustainability" seminar**. 380 students converged on Chamonix for an experiential and collective 3-day seminar devoted to the major environmental and social challenges the world faces.



##### Opening Conferences:

- **Jean-Dominique SÉNARD**, President of Renault Group
- **Alain GRANDJEAN**, co-founder and associate of Carbone 4

**New 18-hour mandatory course on Planetary Challenges** has been introduced in September 2021.

This course pushes students to develop their critical thinking skills and to dissect complex phenomena. Students learn how current challenges (climate change, the drop in biodiversity, the depletion of natural resources, and increasing inequality) call for accelerated systemic change and the mobilization of all stakeholders. Students are tasked with defending or challenging the CSR strategies of large companies and imagining ambitious impact scenarios. In this way, they develop a grasp of the pro-active roles that companies can take to generate positive impacts.

Experts invited to share their insights with students during the course included: **Valerie Masson-Delmotte** (Climate Scientist and co-Chair of IPCC), **Gilles Boeuf** (Biologist, Chair the National Museum of Natural History), **Cécile Renouard** (co-Founder & President of the Campus de la Transition).

#### • MIM SECOND YEAR

**New 3-week Circular Economy Academy - January 2021.**

**Hackathon with Renault on sustainable mobility – September 2021**

**Organization of the 2-Tons workshop for all students**

#### • MIM THIRD YEAR / MSc

**Major/MSc in Sustainability & Social Innovation: The SASI Idea Festival**, a 3-week event offering classes and meetings with experts and actors of the sustainable transition - September 2021.

# STUDENT INITIATIVES & CAREER SERVICES

## OBJECTIVE

**Preparing students for sustainable *TRANSITION* in their future professional lives through student initiatives and career services.**

## ACTIONS

A review of non-curricular activities has been carried out to determine which ones contribute most to student learning and augmenting student impact. These are now integrated into 'learning journeys'. Alongside this, we are working towards strengthening collaboration between the School leadership, Programs, Careers and Students Associations to further professionalize Student Clubs and Associations to align with our values of inclusion and impact. The Grande École student association ESP'R organizes many events such as Earth Week, contributing to a sustainable campus, and supporting educational initiatives.

At the MBA level, for example, the Energy Club and the Impact Club work to increase awareness, knowledge and experience of issues related to sustainability, an energy-efficient tomorrow for the former, corporate responsibility and social business for the latter, as well as providing opportunities to expand participants' networks with people who engage in those issues.



## KEY FACTS 2020-2021

- To support environmental and societal initiatives, **the HEC Paris Sustainability Fund** has been established to help finance projects with impact, to contribute to the development of a more sustainable campus and to help raise awareness among our community, such that everyone can become an actor of change in their own environment. The entire HEC community working or studying on campus can submit projects for this Fund, which specifically finances responsible intrapreneurship projects that have a positive impact on the campus and its community.
- **Impact Career Day** - February 2021: HEC's third Impact Career Fair once again united students from all programs as leading companies highlighted potential career opportunities designed to impact society. This edition focused on sustainability and ways HEC graduates and firms can unite to solve some of the world's biggest challenges.
- The HEC UK Office has to launched a new virtual serie "**London Green LEX**" dedicated to students of the Msc in International Finance. Three sessions have allowed students to learn more about the sustainable impact in finance and to have open discussions with London experts.

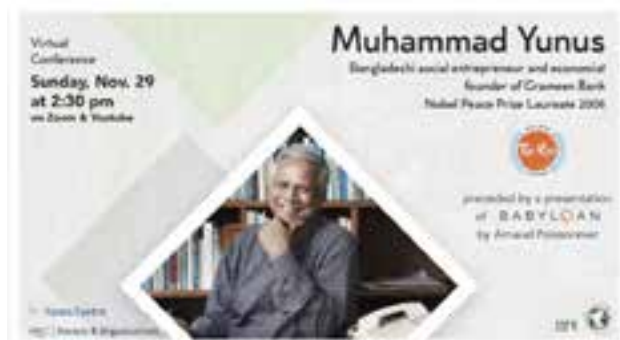




## STUDENT INITIATIVES & CAREER SERVICES



In addition to the School's initiatives, the very active and committed student associations such as ESP'R and HEC Débats brings a real dynamism to gather people around the transition challenges. They joined together and regularly organized events and conferences that are broadcasted live to reach out the whole HEC community and beyond. A variety of outstanding speakers were invited in 2020 and 2021 to raise awareness and foster the quality of debate between the youth and experts.



# PEDAGOGY AND FACULTY SUPPORT

## OBJECTIVE

**Accompanying faculty and preparing doctoral students to include the themes of sustainability and social responsibility in their teaching. Fostering teaching innovation, the production of case studies and digital tools.**

## ACTIONS

In our variety of programs, from pre-experience Grande Ecole to Executive Education, we encourage teaching that is connected to the external world, not only to enterprises and innovators that build solutions for the future, but also to communities and their needs and aspirations. Our students develop their systemic and emotional intelligence, working in a fertile ecosystem, and leverage their talent and creativity becoming purpose-driven innovators and solution builders.

During the Covid Crisis, our faculty reimagined teaching and learning at our school while maintaining academic excellence and continuing their research work. They created a new momentum and built new ways of teaching, with agility and dedication to our students and participants. They even invented new programs and new impact actions to better serve society at large and to be part of the solution in these uncertain times.



**Alberto Alemanno**, Professor of Law

## KEY FACTS 2020-2021

**New cases studies on Purpose and Sustainability:**



- **Selection of pay-as-you-go solar home systems for the Schneider Electric's Pay-as-you-go Solar Home Systems Fund in Kenya, By Luc Paugam.** The case is designed for master-level courses in sustainable business strategies



- **Best Buy Case Study: How does Purposeful Leadership Impact Performance? By Rodople Durand.** Best Buy, American multinational consumer electronics retailer, was on the brink of bankruptcy in 2012. In contrast, the aggressive online retailer Amazon did not have the expenses associated with bricks-and-mortar stores and less overhead. However, Best Buy was able to fend off Amazon successfully. To do so, Best Buy's CEO, Hubert Joly introduced 'purposeful leadership' at the company and in the process, it strived to become an omnichannel retailer.
- **Alenvi: achieving scale to foster social impact.** The case proposed by Laurence Lehman-Ortega explores the compatibility between a company's guiding purpose that hopes to achieve scale and social impact. It demonstrates how managerial innovation enables a business model to be reinvented in a mature and non-digitized sector and to assess the role that business purpose can play in shaping company's strategy.

## CHAPTER 3:

# RESEARCH & INNOVATION

### FACULTY HIRES AND INVITATIONS

Recruiting faculty recognized for their expertise in the areas of sustainability and societal challenges. Inviting leading international scholars for sabbatical periods.

### RESEARCH

Maximizing opportunities for HEC faculty to grow their research impact and thought leadership on sustainability and societal challenges.

### IMPACT ENTREPRENEURSHIP

Making HEC Paris a leader in impact entrepreneurship and responsible innovation.



# FACULTY HIRES & INVITATIONS

## OBJECTIVE

**Recruiting faculty recognized for their expertise in the areas of sustainability and societal challenges. Inviting leading international scholars for sabbatical periods.**

## ACTIONS

Our faculty push the boundaries of knowledge by producing the highest quality research. They aim to have an impact on teaching, management practices, public policies and society at large. Research conducted at HEC Paris comprises both disciplinary and cross-disciplinary work, with a unique combination of scientific excellence and business relevance.

The school continues to implement its recruitment policy to hire and retain diverse talents to support the academic ambition of the school in the field of sustainable transition and social responsibility.



**Georg Wernicke**, HEC Assistant Professor of Strategy and **Magali Delmas**, S&O Visiting Professor from the UCLA Institute of the Environment & Sustainability

## KEY FACTS 2020-2021

Among the 11 Faculty members hired from January 2020 to September 2021, HEC Paris proudly attracted new academic competencies serving our *TRANSITION* strategy:



**Julien JOURDAN**,  
HEC Paris  
Associate Professor  
Management  
& Human Resources

Julien Jourdan teaches management and leadership in the PhD, MSc, and MBA programs. His research focuses on legitimacy, reputation, and other social evaluations of organizations. He examines how stakeholders evaluate organizations in institutionally complex environments and how these evaluations shape organizational conduct, strategy, and performance.

In a recent research project Pr Jourdan addresses the issue of profit/ value creation & value sharing without shareholder primacy.

He is also a Research Associate at Imperial College London.

In addition, the S&O Institute pursues a policy to invite senior research fellows for sabbatical periods from international universities:



**Patricia H. THORNTON**,  
Professor and Grand Challenge  
Initiative Faculty in Sociology  
and Entrepreneurship,  
University of Texas A&M.



**David KANTER**,  
Associate Professor  
of Environmental Studies,  
New York University.



# RESEARCH

## OBJECTIVE

**Maximizing opportunities for HEC faculty to grow their research impact and thought leadership on sustainability and societal challenges.**



**Marieke HUYSENTRUYT,**  
Associate Professor, Strategy & Business Policy  
and Academic Director of the Inclusive Economy Center

## ACTIONS (SEMINARS)

HEC Paris offers different opportunities for academics to exchange throughout the year. In addition to the monthly research seminars organized by the S&O Institute, academic departments organize specific research events. In addition, dialogue with the business world, the civil society and public sphere is essential to have an impact and push the boundaries of knowledge. Below is a selection of research events and conferences on topics related to sustainability and social responsibility.

- The Strategy & Business Policy department invited Pr Heather A. Haveman, Professor of Sociology and Business at the University of California, Berkeley who presented her research paper, "Obstacles to gender equity in the tech sector: organizational culture and workplace practices".
- In April 2021, Daniel Green, Assistant Professor of Finance at Harvard Business School, presented the results of his research, "The Allocation of Socially Responsible Capital".

## KEY FACTS 2020-2021

- Research in the areas of sustainability accounts for one third of the research carried out by HEC Paris.
- Research Chairs dedicated to topics including societal challenges, purpose and sustainability: The Bouygues Chair on Smart City and the Common Good, The Cartier Chair on Turning Point  
- Aspiration to Inspiration, the Joly Family Purposeful Leadership Chair, The FII Institute Chair on Business Models for the Circular Economy.
- 62 scholars (faculty and PhD students) of HEC Paris were involved in the S&O Institute academic initiatives, including monthly research seminars.

- In May 2021, the 6th edition of the S&O Institute Research Day gathered 45 co-authors presenting 20 scientific papers over two days. The seminar was prefaced by two outstanding keynote speakers, George Serafeim (Harvard Business School) and Ruth V. Aguilera (Northeastern University).
- In June 2021, the 13th edition of the Medici Summer School was hosted online by Bologna Business School, in partnership with the S&O Institute at HEC Paris and the MIT, on Cooperation in organizing and innovating. 25 PhD students had a fruitful and intense week which shed light on the sources and consequences of cooperation as a general principle for organizing and innovating.
- In June 2021, the S&O Institute organized a dialogue with Sir Ronald Cohen, former Chairman of Apex Partners, and currently chairs of The Portland Trust and Bridges Ventures and Jean-Noël Barrot, HEC professor of Finance and Member of Parliament in France's National Assembly.

## RESEARCH

- In October 2021, the Hi! Paris Center (HEC Paris & IP Paris partnership dedicated to Data and Artificial Intelligence) organized an academic webinar on "AI for Sustainability" moderated by Arnak Dalayan, ENSAE Professor and Anne-Laure Sellier, HEC Paris Professor of Marketing.
- In November 2021, the S&O Institute was the research partner of a roundtable with investors and entrepreneurs for the release of the Prophil international survey "Entreprise & Post-Croissance".

- In December 2021, Alberto Alemanno, professor of Law, Ashoka fellow and author of the book "Lobbying for Change: Find Your Voice to Create a Better Society" participated to the Ashoka Change Summit for the debate "Rethinking policymaking: what role for social innovation?"

## ACTIONS (PUBLICATIONS)

The HEC Paris environment conducive to research allows the creation and dissemination of new responsible managerial knowledge. Recent papers related to CSR include:

- **Disentangling the effects of hedge fund activism on firm financial and social performance**, Rodolphe Durand (HEC Paris) and Mark DesJardine (Pennsylvania State University), *Strategic Management Journal*, vol 41.

This research paper was awarded as "Best Published Article" on climate, ESG controversies and shareholder activism by the 16th edition of FIR-PRI Awards "Finance & Sustainability" in October 2021. In terms of broader influence, AltMetrics ranks this article as the 5th of SMJ's 1,626 all-time publications and as the 1st of the 37 articles published in 2020. This research was presented in many conferences gathered practitioners and academics and in terms of outreach. It had a great impact in the press in 2020 with many articles released such as in the *Financial Times* and the *New York Times*.



**Luc Paugam**  
Associate Professor  
Accounting and  
Management Control

- **Implications of the Joint Provision of CSR Assurance and Financial Audit for Auditors' Assessment of Going Concern Risk**, Luc Paugam (HEC Paris), Gerald Lobo (University of Houston), Francesco Mazzi (University of Florence), *Contemporary Accounting Research*, vol 37.

- **Ranking for Good?: A Comparative Assessment of the Performance of French Corporations in Human Rights**

**Rankings**, David Restrepo (HEC Paris) Erika R George (University of Utah), *The International Lawyer*, vol. 53.

- **Carbon Footprinting and Pricing Under Climate Concerns**, Daniel Halbheer (HEC Paris), Marco Bertini (ESADE), Stefan Buehler (University of St. Gallen), and Donald Lehmann (Columbia Business School), *Journal of Marketing*, July 2020
- **ESG Investing: How to Optimize Impact**, Augustin Landier (HEC Paris), Stefano Lovo (HEC Paris), 2020, HEC Paris Research paper N° FIN-2020.1363
- **Technology-push, demand-pull and endogenous drivers of innovation in the renewable energy industry: Sam Aflaki (HEC Paris), S.A. Basher, Andrea Masini (HEC Paris)**, *Clean Technologies and Environmental Policy*, 2021, vol. 23.

# IMPACT ENTREPRENEURSHIP

## OBJECTIVE

At the HEC Innovation & Entrepreneurship Center, we support talents, projects and entrepreneurs from all walks of life. We help them grow with that extra bit of ambition, efficiency and impact.

Whatever their profile is, a start-up in its infancy or a unicorn, SME in acceleration or corporate in transformation, social or environmental entrepreneur, we help them to go further.



**Inge Kerkloh-Devif**, Senior Executive Director,  
HEC Paris Innovation & Entrepreneurship Center

*“It is now more than ever time to reinvent our business models. Let’s imagine a new future for mankind and for the planet!”*

## KEY FACTS 2020-2021

- **62 for-impact startups** incubated at the HEC Paris Station F incubator that are related to sustainable *TRANSITION* - 20 sectors.
- **300 female entrepreneurs** accompanied by HEC STAND UP. The program has been deployed in the islands of Reunion, Martinique and Guadeloupe, as well as in Italy.
- **32 social and environmental SMEs** accompanied by the Ile-de-France Social Economy and Solidarity Accelerator.
- **38 climate-focused** ventures recruited to join the Creative Destruction Lab in 2020 and 2021.
- In 2021, launch of a **new 3-week Academy** for HEC degree students: “Impactful Entrepreneurship & United Nations SDGs.”



## ACTIONS

The HEC Paris Innovation & Entrepreneurship Center has been created to enhance HEC Paris reputation as the leading European business school for entrepreneurial and digital innovation, meeting the aspirations of a new generation of students and the needs of businesses. As well as overseeing the coordination of HEC entrepreneurship programs, the Center runs several initiatives to foster for-impact entrepreneurship and innovation. The Center supports talents, projects, and entrepreneurs from all walks of life. Whatever their profile is, a start-up in its infancy or a unicorn, an SME in acceleration or a social or environmental entrepreneur, the Center helps them to go further.

## IMPACT ENTREPRENEURSHIP

### The main initiatives include:

**The HEC Incubator:** it is a tailored, à la carte and participative startup support program, located at Station F. Its ambition is to accelerate and amplify startups development by mobilizing all resources of the HEC ecosystem around ambitious entrepreneurs. The program selects its startups partly on impact criteria: 62 of the 150 startups currently supported are considered to have a positive environmental or social impact in society.

**HEC Stand Up :** the program develops the autonomy and financial independence of women through training on the basics of entrepreneurship and self-confidence. About 50% of the participants were unemployed before the program, and this proportion dropped to 19% between 6 and 18 months after the program.

**The Social Economy and Solidarity Accelerator:** this two-year intensive program helps social, environmental and inclusive businesses to scale up their impact. It is subsidized by the Paris Ile-de-France Region. Participants benefit from semi-annual diagnostics, monthly mentoring, a cycle of «action training», and personalized missions according to their needs. More than 40 missions have been carried out by students from HEC Paris. About a hundred students were sensitized to Social and Solidarity Economy. The 3 last intakes represent a turnover of 79 M€, employing more than 3,000 people, including 1,350 with disabilities.

**The Creative Destruction Lab – Climate Stream (CDL):** is a not-for-profit seed-stage program for massively scalable science-based companies. The program takes no equity and charges no fees - it is funded through philanthropy. HEC Paris launched CDL Climate, a stream that coordinates entrepreneurs, scientists, mentors, and investors in a structured process to increase the probability of success for high impact and scalable solutions targeted towards climate change challenges.

In addition the Innovation and Entrepreneurship Center supports many impact initiatives :

**Hectar :** Created in partnership with the HEC Incubator in October 2021, Hectar consists of a training campus, a pilot farm in regenerative agriculture (more than 600 hectares at the gates of Paris), coworking spaces, seminars. This initiative supports innovative projects in 4 sectors :

- AgriTech (AI, robotics, equipment),
- FoodTech (Food with respect to biodiversity and waste management)
- Future Farming (Production in a controlled environment)
- Regenerative Agriculture (Soil respect and carbon sequestration).



**Women's Forum :** HEC Paris has been a partner of the Women's Forum for Economy & Society for 4 years. The School provides its expertise through its professors and alumni who participate in the Daring Circles on the subjects of women and climate, AI, STEM, health and business. In 2021 the Women's Forum in partnership with HEC Paris and Procter & Gamble launched the WomenEntrepreneurs4Good program that provides training for more than 200 female entrepreneurs during a start-up sprint. The 9 winners' projects have been incubated at the HEC Incubator for 5 months.





## CHAPTER 4:

# SUSTAINABILITY ON CAMPUS

### LOW-CARBON AND RESOURCE POLICY

Building a low-carbon strategy on our direct and indirect emissions and implementing a responsible resource management policy for all our activities.

### WASTE MANAGEMENT

Developing a robust waste sorting and recycling policy as well as fostering environmental respect across our premises.

### BIODIVERSITY

Promoting ecological standards concerning natural areas and the preservation of biodiversity.

### RESPONSIBLE & HEALTHY FOOD

Promoting a responsible food chain across our premises (short and local food circuits).

### PROCUREMENT

Developing a responsible procurement policy promoting social equality and the preservation of environmental resources.

### I.T. AND DIGITAL POLICY

Developing a responsible digital policy.







At the very heart of HEC Paris' sustainability strategy, the school is building an ecosystem that respects the environment and is mobilizing its community around ecological and social transition. HEC Paris is investing in key issues such as the reduction of carbon emissions, energy consumption, mobility, nutrition, waste management and the preservation of its natural park.

To 'walk the talk' on our campus, we have established a **Sustainable Campus Committee** to support an ecologically and socially responsible campus and code of conduct. Seven working groups came together in 2020-2021 as an assembly representative of all campus stakeholders (staff and students) to be a force for proposals, as well as to carry out and work on concrete projects.



# LOW-CARBON & RESOURCE POLICY

## OBJECTIVE

**Building a low-carbon strategy on our direct and indirect emissions and implementing a responsible resource management policy for all our activities.**

## ACTIONS

In 2018, HEC Paris carried out the first formal assessment of its carbon emissions.

In 2020-2021, assisted by the consulting firm BL Evolution, HEC Paris developed a low-carbon strategy to align, in stages, with the terms of the Paris agreement. This strategy is organized around 3 milestones:

- By 2030, the campus and infrastructure policy with the Paris agreement;
- By 2040, the purchasing policy with the Paris agreement; and
- By 2050, the mobility policy with the Paris agreement.

As part of this program, an ambitious campus renovation policy is being put in place. After calling for tenders for project management assistance, two contracts were awarded; one to the company JLL on the CSR strategy and the other to MUGO cabinet for the management of green spaces.

A major objective of this campus renovation project is to make the HEC Paris campus an international benchmark in terms of sustainable development and social responsibility.

HEC Paris is also pursuing a strict policy of reducing its energy consumption. Investigations have been carried out for a transition towards autonomous clean energy.

## KEY FACTS 2020-2021

**Over the past academic year, HEC Paris has:**

- reduced water consumption on campus by **30%**;
- reduced gas and electricity consumption by **10%**.
- changed to **LED lighting** when renovating;
- increased the share of electric cars to **25% of the HEC fleet**;
- introduced the platforms **zoov bikes** and **klaxit carpooling services**; and
- implemented the **mobeelity platform** to facilitate commuting for employees.



# WASTE MANAGEMENT

## OBJECTIVE

**Developing a robust waste sorting and recycling policy as well as fostering environmental respect across our premises.**

## ACTIONS

Since 2020, HEC has undertaken various operations to reduce or recycle the approximately 500 tons of waste produced by its residents on campus each year. To this end, two experienced companies, Derichebourg Multiservices and Tri.O Greenwishes, are supporting us in organizing these operations. HEC Paris has extended its commitment to the environment by expanding its recycling waste operations. The 200m<sup>2</sup> Greenzone it has created is unique in France, designed to sort out non-biodegradable from biodegradable waste with the ambition of creating a zero-waste campus.

A 15m<sup>3</sup> compactor is now installed on campus. Non-recyclable waste is reduced there before being sent to an energy recovery site to be transformed to supply a district heating system. The campus also houses a B20 cardboard compressor. Other initiatives range from composting food waste and training catering staff, to recycling cigarette butts or plastic coffee bottles and cups.

The Campus Services Department has worked with the HEC Student Affairs Department to develop a detailed sorting guide to raise students' awareness of the challenges of a "zero waste" campus. Our waste management policy has inspired student-driven projects for a HEC marketing course and a

## KEY FACTS 2020-2021

The acceleration of recycling at HEC has already had a visible impact.

**Over the past academic year, HEC Paris has :**

- **decreased non-recyclable waste by 10%;**
- **recycled 9 tons of wood;** collected 3.36 tons of cardboard boxes that were transformed into 12,000 new boxes that Tri. O Greenwishes has reintroduced to the market;
- **tracked 100% of the waste**, with the result of 20% less waste and 66% of waste recycled into energy;
- **introduced 58 water fountains and launched the 'Bring your own cup campaign'** on campus resulting in plastic bottle usage reduction by 70%; and collected 15800 cigarette butts that have been recycled in 8 months.



design and product development course. Student reports have suggested systemic improvements for the school's commitment to reducing its ecological footprint.

### Energy savings from waste recycling:



	Water (m <sup>3</sup> )	CO2 (tons CO2 equiv.)	Energy (MWh)
2021	1401,92	17,35	325,48
Since the beginning of the service	3298,11	40,21	765,67



Oil (tons)	Wood (tons)	Natural Gas (tons)	Coal (tons)	Iron ore (tons)	Bauxite (tons)
0,70	51,36	0,23	0,18	0,55	0,00
1,56	119,50	0,50	0,44	1,33	0,00



# BIODIVERSITY

## OBJECTIVE

**Promoting ecological standards concerning natural areas and the preservation of biodiversity.**

## ACTIONS

The HEC Paris campus is itself a precious ecosystem covering over 144 acres that include woodlands, lake, an unique forest of rhododendrons, a watercress area and more than 1,000 various species of plants bushes & trees.

While biodiversity is fundamental to preserve 'life as we know it', we could not hope a better conditions to raise awareness about the urgency of biodiversity's conservation.

A collective dynamic has been developed through conviction, passion and determination to make our campus an exemplary and sustainable place to live and to protect.

As a result, in July 2020, HEC Paris was ranked at the top among its peers in the list of "the most ecofriendly schools" prepared by the French Newspaper, *Le Figaro Etudiant*.



## KEY FACTS 2020-2021

- **A collective vegetable garden** funded by a group of HEC Paris staff members and the student association Potajouy. Accompanied by an agricultural engineer, they carried out the feasibility studies and the design of the landscape drawings to create 2,500 m<sup>2</sup> of vegetable gardens, a semi-greenhouse, around twenty varieties of vegetables and cultivated plants as well as a fruit orchard in preparation. The garden is open to students to produce baskets of vegetables which will be resold at low prices at the school's solidarity grocery store. This initiative is supported by the HEC Sustainability Fund.
- **Green Campus Days**  
**The first edition of the Green Campus Days.** On May 2021, the HEC association ESP'R and the Sustainable Campus Committee organized two days to discover the richness of the biodiversity on campus, new sustainable projects and the opportunity to know more about green finance. Students, professors, and staff were invited to participate in several workshops and conferences such as:
  - Great walk in the campus to discover its biodiversity and its treasures, understand the role of the forest in carbon sequestration while contributing to its cleaning
  - Meeting with the campus beekeeper, visit of the campus hives and educational film on pollination
  - Visit of the collective garden and meeting with Lucas Ferro, Agricultural Engineer, Founder of Eco Attitude who presented the benefits of permaculture and the challenge of preserving biodiversity
  - Conference on Green Finance.



# RESPONSIBLE & HEALTHY FOOD

## OBJECTIVE

**Promoting a responsible food chain across our premises (short and local food circuits).**

## ACTIONS

A campaign to raise awareness on health and sustainable agriculture issues has been initiated within the school to promote responsible food that is accessible to as many people as possible. Alongside the initiatives intended for internal stakeholders, discussions have also been initiated with our service providers.

Organic waste is sorted and emphasis is placed on respecting our low-carbon commitments during purchasing and operations. Food, an essential condition for well-being, is a topic regularly discussed within the Sustainable Campus committee, which includes a dedicated working group made up of staff representatives, students and catering managers. Its ambition is to support new proposals committing us to the increase in short circuits, the optimal and reasoned selection of products as well as a reduction in meat consumption.

## KEY FACTS 2020-2021

- Vegetarian and vegan menus available at our two restaurants offering 1400 meals per day.
- 30% reduction of food waste in one year.
- Le Gustave, new restaurant inaugurated in 2019, serves 100 % organic products, between 200-400 meals per day, 20% of products coming from local producers.



# PROCUREMENT

## OBJECTIVE

**Developing a responsible procurement policy promoting social equality and the preservation of environmental resources.**

## ACTIONS

A purchasing budget of over €50 million per annum with more than 2,000 active suppliers clearly justifies purchasing being one of the three pillars of the school's carbon footprint reduction strategy. More generally, it is a major lever for strengthening HEC's societal and environmental impact, in partnership with the ecosystem of its suppliers and service providers.

Since HEC's adoption of its new legal status, and in line with French public purchasing guidelines, the HEC Purchasing Department has included in its calls for tenders, a rating criteria of at least 10% based on the sustainable transition commitments and certifications of its providers. Thus, in areas as diverse as printing paper, bus transport, security and maintenance of premises, HEC selects its service providers by taking into account their policies on sustainable development and social responsibility.

Since 2020, comprehensive work has also been undertaken to further develop HEC's purchasing needs. This has involved integrating services directly compatible with a reduction in HEC's environmental footprint (e.g. establishing a waste sorting center on site, specifying organic products for laundries, requiring organic products for corporate gifts), or limiting relevant tenders to companies which are operating in the social and solidarity economy (e.g. maintenance of green spaces).

In 2021, in order to contribute to the objectives of the UN Global Compact and the UNPRME, HEC

## KEY FACTS 2020-2021



Several measures and actions have already been implemented in terms of sustainable consumption, in particular for catering and items such as corporate gifts:

- The training of buyers and calling for tenders for purchasing corporate, partner or student gifts. Our Purchasing Department developed this initiative in close cooperation with the Sustainable Campus Committee working group and the AFNOR;
- The inclusion of strict sustainability and CSR criteria in the calls for tenders; and
- The prioritizing of responsible and eco-friendly products and services.



decided to proactively introduce these initiatives by implementing the ISO 20400 standard. As a first step in this process, HEC will chart the societal and environmental risks associated with its purchasing, thus identifying opportunities for improvement. Phase two, in 2022, will include the establishment of impact measurement indicators to be monitored and communicated to all stakeholders - students, employees, institutional or private partners and the suppliers themselves.

# I.T. & DIGITAL POLICY

## OBJECTIVE

**Developing a responsible digital policy.**

## ACTIONS

While digitization is essential for the optimization of collaborative work, as well as the dematerialization and the running of our programs, it is also the source of negative environmental impacts.

These impacts arise from electronic manufacturing processes through to end use, including the associated energy consumption. Several actions have been carried out by the Information Systems and Digital Transformation Department to:

- reduce energy and resource consumption,
- raise awareness of responsible digital technology among all HEC Paris student, staff and faculty; and
- strengthen our requirements vis-à-vis our partners.

### **Actions include:**

- Putting classroom computers and screens on standby and switching off equipment during closed hours;
- Deactivating applications no longer needed (on appli6 and webapp servers);
- Rationalizing the number of servers at our web host;
- Pooling of equipment and reusing after guarantee (donation to associations, staff, loans, etc.);
- A purchasing policy favoring durable and repairable equipment; and
- Removal of physical phones and refurbished smartphones.

A “Responsible Digitalisation” action plan is currently being developed by the Information Systems and Digital Transformation Department. It defines the policy and performance indicators for the energy consumption of the data center, the rationalization of software solutions and materials management (staffing time and recycling).

## KEY FACTS 2020-2021



- Signing the agreement for a responsible digital policy with Planet Tech’Care
- Pooling of IT equipment (printer, scanner, etc.)
- IT equipment donation after warranty
- Purchasing policy favouring durable and repairable equipment
- Refurbished smartphones purchasing
- Deactivation of applications no longer needed
- Rationalization of the number of servers.





## CHAPTER 5:

# SOCIAL POLICY, DIVERSITY AND INCLUSION

### **EQUALITY, DIVERSITY AND INCLUSION ON CAMPUS**

Fostering a respectful, tolerant, non-discriminatory and inclusive environment for all.

### **WELL BEING AT WORK**

Fostering quality of life at work for all HEC employees in any position and any location.

### **HEC CODE OF CONDUCT**

Inducing behavioral changes and implementing control and correction mechanisms to foster non-discrimination and respect within the HEC Community.

### **OUR COMMITMENT TO EQUAL OPPORTUNITIES**

Growing our equal opportunity policy to welcome a diverse student population, with a balanced mix of genders, ages, geographies, social and educational backgrounds.



# EQUALITY, DIVERSITY & INCLUSION ON CAMPUS



**Marcelle LALIBERTÉ,**  
Chief Diversity Officer

*“Diversity and inclusion have become the critical components of what tomorrow’s professionals and leaders are looking for in the workplace. With several official and professionally trained referents against discriminations, HEC Paris wants to encourage and contribute to the conversation on diversity for and with all the students”*

## OBJECTIVE

**Fostering a respectful, tolerant, non-discriminatory and inclusive environment for all.**

## ACTIONS

With over 120 nationalities and many social and cultural backgrounds, the HEC Paris Community provides a unique environment where diversity, equity, and inclusion have become the norm. The respect for diversity is not only a moral value shared by the HEC community but is also the underlying condition for excellence and inclusivity. Considered as a unique resource, diversity is expressed in disciplines, programs and in the variety of talents represented by geographic, social, physical and cultural differences.

We are reinforcing and favoring a gender diversity policy for all employees as well as developing a tolerance and inclusion policy. Internal training programs are being designed and delivered to strengthen diversity and inclusion themes among staff and increase international participation in HEC Alumni and HEC Foundation governance. Particular attention is being paid to increasing gender diversity within the faculty and reviewing and improving recruitment policies to target those needs better.

## KEY FACTS 2020-2021

- Official signature by HEC Paris of the inter-Universities Charter for Women-Men Equality.
- Diversity and inclusion as official core-values of HEC Paris Student Union since 2020.
- Diversity Committee co-chaired by Prof Matteo Winkler & Dr Marcelle Laliberté.
- Appointment of a Chief Diversity Officer, reporting directly to the Dean in June 2021.
- All HEC Clubs and Associations are gender- and program-balanced (official validation criteria).

### TARGET EQUALITY GENDER



## EQUALITY, DIVERSITY & INCLUSION ON CAMPUS

Over the years, we have deepened our knowledge on Diversity, Equity, and Inclusion (DEI) through research and awareness. We have seen how societal issues have impacted communities around the world. In 2014, we launched our first awareness campaigns around addictions for students, focused on student engagement by building training seminars in collaboration with other schools. In 2017 we launched Diversitalks to provide a forum of exchange on a range of topics surrounding DEI, enhancing awareness through our inaugural Mental Health Week and Gender Equality Week in 2019. In turning towards the future, we have adjusted our national admissions exams to improve social mobility for low socioeconomic students.

In 2021, HEC Paris launched a comprehensive consultative process with students, staff, faculty, and alumni to define the core values that define the institution. Diversity is one of the five core values (curiosity, entrepreneurship, responsibility, excellence, diversity). We are firmly convinced that true excellence comes from diversity, diversity of disciplines, programs, talents from different origins geographically, socially, gender, cultures, etc. Our objectives are to become a laboratory where more exchange and the free debate of ideas can occur, safe from harassment and judgment. In this space, we strive to achieve inclusion following the principles of universality governed by French law (both under Labor and Higher Education) in research, training, and impact.

In 2021, HEC Paris also created the inaugural role of Chief Diversity Officer. The position of Chief Diversity Officer and co-chair of the Diversity Committee has been designed to support and embody the ambition of HEC Paris by making its campuses places where diversity can foster the learning and development of individuals and the creation of links between different people who will form the basis of an inclusive and supportive community. A five-year DEI strategy is currently under development to be presented by the end of 2021.

### KEY FACTS 2020-2021

- Well-Being Week to focus on the well-being of students and open to all members of the community, including staff and faculty, initially launched in 2019 on an annual basis, the event will now be held twice a year (fall and spring)
- Guide dogs Workshops with the French National Federation on Campus
- Promotion of French National Awareness Campaigns and Contests on topics ranging from racial discrimination to gender equality
- Each One 12-Week Academic Program in favor of the professional integration of refugees
- Virtual discussions about the Black Lives Matter movement and powerful testimonies of students
- Various charity actions by HEC student associations
- In November, the fourth consecutive time, HEC Paris sent a strong delegation led by new generation of students, faculty and staff members to the Women's Forum Global.



# WELL BEING AT WORK

## OBJECTIVE

**Fostering quality of life at work for all HEC employees in any position and any location.**

## ACTIONS

At HEC Paris we have created an organization that is fully focused on people, service excellence and performance. We hold a deep-seated belief that long-term sustainability and ethics are core components of excellence. This leitmotiv specifies the school's initiatives and is embodied by the following recent actions:

**Prevention of Psychosocial Risks** - HEC Paris has established a multidisciplinary psychosocial risk prevention network made up of mentors, a psychological support unit, a health physician, social services and wellbeing officers. A psychosocial risks monitoring committee meets at least three times a year to coordinate preventive measures, monitor individual and collective situations and oversee the development of the risk prevention plan.

**The nomination of Wellbeing officers** - These comprise genuine on-site representatives who assist in the detection and prevention of psychosocial risks. They provide a friendly ear and support to employees who solicit them. After an initial meeting, and with the agreement of the interested party, the mentor informs the HRD and/or occupational health department (in writing) if necessary, in order that the necessary measures be taken to deal with the situation. Wellbeing officers do this job voluntarily and receive appropriate training that is updated regularly.

**Psychological Support Unit** - HEC Paris has established a support system enabling employees to arrange an appointment with an occupational psychologist. Such appointments are entirely voluntary and strictly confidential, the psychologist being subject to professional confidentiality.

## KEY FACTS 2020-2021

- **Putting in place support mechanisms for teleworking** - In order to learn from recent (covid-related) experience, we have adapted our remote working arrangements. This has led to the signing of a collective agreement allowing two days of telework per week.
- **HEC Paris has implemented a set of actions, particularly relating to parenthood, to maintain a healthy work-life balance:**
  - Time work flexibility for pregnant employees: additional teleworking day from the 5th month of pregnancy, reduce daily working hours (-1h/day) since the 5th month of pregnancy to the maternity leave
  - Salary continuance during the paternity leave
  - Parenting Guide advising Staff members on the supports they can benefit from
  - Breastfeeding allowed during working hours.





# HEC CODE OF CONDUCT

## OBJECTIVE

**Inducing behavioral changes and implementing control and correction mechanisms to foster non-discrimination and respect within the HEC Community.**

## ACTIONS

HEC Paris has adopted a “Charter of Respect and Community,” resulting from the collaborative work of all stakeholders in the HEC Paris community, namely student representatives, alumni, managers of the school, the student affairs department, and the Diversity Committee.

HEC Paris has also defined a set of measures and processes to support victims of discriminatory behavior, harassment, or sexual or gender-based violence and to facilitate punishment of

## KEY FACTS

### 2020-2021

- The Charter of Respect and Community is effective as of 1st September 2021 and since that date has become part of HEC Paris internal regulations.
- Each member of the HEC Paris Community commits to understanding the content of the Charter and to observing it.

the perpetrator(s) in disciplinary matters, whether the victims be students, faculty/lecturers or staff.

We provide students and participants with an internal reporting platform allowing them to report any incident (discrimination, harassment, sexual or gender-based violence, etc.), personally or anonymously, while respecting the confidentiality of any discussions.



# OUR COMMITMENT TO EQUAL OPPORTUNITIES

## OBJECTIVE

**Growing our equal opportunity policy to welcome a diverse student population, with a balanced mix of genders, ages, geographies, social and educational backgrounds.**

## ACTIONS

HEC believes in social advancement through education and has been investing in equal opportunities for more than 10 years. Our ambition is to contribute to the emergence of a society where all talents can flourish and find a role that suits them and to strengthen diversity within HEC, combining academic excellence and social openness. From high school to the end of studies, via the creation of companies, the ambition of HEC Paris equal opportunities programs is to have an impact on life paths: to enable each supported individual to exceed the psychological or financial constraints they encounter and to move them forward as they progress through their studies.

Thanks to a financial aid system based on social criteria made possible by the action of the HEC Foundation, our school encourages the choice of excellence and social openness by offering scholarship students the conditions of an uninterrupted education. For example, €100 000 was committed to students in need during the Covid crisis. Students can also benefit from our partnership with BRED for interest and guarantor-free loans.

We are working towards our objective of reaching 25% of students on state-defined needs-based scholarships in the Grande Ecole by:

- increasing communication on HEC social diversity and scholarships, thus broadening access to HEC exams and encouraging preparatory classes to develop their students' social diversity;

## KEY FACTS 2020-2021

- More than 5,800 students have been supported by HEC Paris since the creation of the Equal Opportunities programs;
- 150 HEC students are committed to tutoring programs each year; and
- €1.6 million is dedicated to needs-based scholarships for HEC students.

*ELOQUENTiA* @ HEC



- giving bonus points to needs-based scholarship students for the entrance exam; and
- encouraging Parisian preparatory classes to increase their students' regional diversity.

These initiatives are put into effect through different structures and programs such as:

- The Pace Program driven by our student led association Fleur de Bitume;
- The Prep'HEC program;
- The HEC Scholarships for All; and
- Eloquential@HEC.

# HEC STAKEHOLDERS' STORIES

## STUDENTS & ALUMNI



**Louis FIDEL,**  
Grande Ecole program, class of 2023

“To be frank, I really wanted to prove that HEC Paris is not just about business, consulting and finance.  
My year as president of ESP'R has underlined for me how this association helps create new paths for students who are not interested in more traditional careers. And there has been such a development in the awareness of our generation!”



**Valentine JAPIOT,**  
Grande Ecole program,  
class of 2023

“As a top business school, HEC definitely has a responsibility in setting up the pace of change and influencing the teachings and mindsets. All stakeholders of the school, whether they be students, Alumni, or staff, must be involved. As a student, I'm proud to have collaborated to this shift in HEC's commitment.”

“With a strong background in global markets, and keen interest in both sustainable and impact finance, I landed a dream internship: an important role on a UN-sponsored project where I am currently working on an impact investment fund helping to combat land degradation.”



**Anna Flavia VENTURELLI,**  
Grande Ecole program, 2nd year  
at HEC, 3rd year at Yale



**Grégoire LANDOYER,**  
Grande Ecole Programme - M1 Student

“I am proud to be a member and president of the Esp'R association. Bringing together so many people committed to ecology (more than we could think!) when until now they felt quite alone in front of all this mountain to climb - while having a real impact on a prestigious school like HEC and its students - is one of the most meaningful things I've done so far.”

“Infrastructure plays such a key role in economic growth and poverty reduction. I realized that instead of being involved only during the implementation phase of infrastructure-development projects, I wanted to be among the decision makers.”



**Mamoudou BOCUM,**  
MBA Program



**Sandrine MOUBARAK,**  
SASI student, class of 2021

“Despite a year marked by the pandemic, I learned a lot during my experience at HEC and my master's degree in sustainable development and social innovation. Beyond the courses, which offer a good overview of sustainable development issues, I particularly liked the Social & Inclusive Business certificate. I benefited from the expertise and knowledge of various stakeholders, who shared with us their innovative and impactful initiatives on various themes, such as access to energy, education, or agriculture.”

# TESTIMONIES FROM OUR STAKEHOLDERS

## FACULTY

“Passion and fulfillment drive engagement.” When we think about inspiring forms of engagement, we think of the fight for great causes like global warming or social inequalities. Yet, other forms of engagement exist that are perhaps more humble, but nonetheless just as significant.

**Kristin DE VALK,**  
Dean of Degree Programs



“Indignation is not enough. Our model of the world no longer seems to coincide with sustainable reality. I would like to make students conscious about the responsibilities they have, to be where they are, and envision the future as actors of possible changes.”

**Rodolphe DURAND,**  
Professor of Strategy and Business Policy  
Holder of the Joly Family Purposeful Leadership Chair  
Founder and Academic Director of the Society and Organizations Institute



“The MSc Sustainability and Social innovation is designed for current aspiring changemakers to develop the skills and knowledge needed to transform both society and enterprises into more sustainable practices.”

**Jeremy GHEZ,**  
Associate Professor  
Scientific director SASI (Master in Sustainability and Social Innovation)  
Academic director of the HEC Paris Center for Geopolitics



“Beyond the supply chain, the notion of sustainability has taken on new dimensions with the importance of the values projected by brands. Especially in luxury, where it has long been about self-expression and image projection in society.”

**Anne MICHAUT,**  
Associate Dean for Education  
Track and Pedagogy  
Director of the LVMH Academic Chair





# TESTIMONIES FROM OUR STAKEHOLDERS

## FACULTY

“As a core dimension of its mission, the faculty of HEC Paris is contributing to the understanding of the challenges brought by diversity, offering conceptual tools and providing solutions to be implemented”

**Matteo WINKLER,**  
Associate Professor of  
Tax & Law  
Chair of the HEC  
Diversity Committee



“It's time to reinvent your business model! This is why the HEC Executive MBA offer the new shift major Beyond zero : implementing sustainable decarbonization strategies”

**Laurence LEHMAN-ORTEGA,**  
Professor of Strategy  
and Business Policy  
(Education Track)



“I contribute through my research, teaching, and engagement with practitioners to work towards net zero carbon supply chains and thereby accelerate the decarbonization of the economy.”

**Daniel HALBHEER,**  
Academic Director the Climate  
& Earth Center - Holder of the  
FII Institute Chair on Business  
Models for the Circular  
Economy.



“Taking care of our ecosystem is imperative if we want businesses to thrive and be sustainable”

**Bénédicte FAIVRE TAVIGNOT,**  
Professor of Strategy  
and Business Policy  
(Education Track)  
Executive Director  
of the Society and  
Organizations Institute



# TESTIMONIES FROM OUR STAKEHOLDERS

## FONDATION & ALUMNI ASSOCIATION



**Delphine COLSON (H.94)**  
Executive Director  
of the HEC Foundation

Beyond the educational aspect, the School's first concern was support for the students, their health and their physical and mental well-being. The health center was strengthened and the Careers department doubled the number of workshops on offer. The professors, School and Foundation teams, as well as the donors, were actively engaged in offering online events to students confined on campus, thus helping to maintain links. Every effort was made to ensure the students felt supported and connected during this difficult period.



**Igor SHISHLOV**  
Senior Consultant - Climate Policy & Finance  
at Perspectives - Co-Academic Director  
Climate & Business Certificate at HEC Paris

HEC Paris has significantly increased its offering of courses and events related to climate change and decarbonization over the past few years. I am honored to be part of the team that will be launching a brand new 5-week program «Climate and Business» for master, MBA and EMBA students in 2022.

The environmental, social and societal impacts are all factors to be taken into account to evaluate performance. People do not want to wait until they are 50 to give meaning to their life and to their work. How can all these elements be reconciled with each other? HEC can play its part by taking up position in the forefront of research, teaching and action in favor of a new kind of leadership. That is the reason for my support to the HEC Foundation.

**Pascal STEFANI (H.88)**  
Business Angel

Major Donor of HEC's Foundation committed on Purposeful Leadership



**Jean-François PALUS (H.84)**  
Group Managing  
Director, Kering

For the young people who are the leaders of tomorrow, the question is not about how to do the same thing more or better, but about freeing themselves from the systems of the past in order to do something different. Something that gives meaning to their commitment for themselves, their companies, their fellow workers and their environment and society as a whole. With the additional responsibility of not harming any of these stakeholders.



**Adam MELKI (H. 20)**  
Sustainability  
Consultant, Quantis

HEC needed to be urged by its most committed students to seriously consider environmental issues. Since then, the School is catching up and we hope will become a leader among schools in transition.

# TESTIMONIES FROM OUR STAKEHOLDERS

## FONDATION & ALUMNI ASSOCIATION



### **Adolfo DIAZ VALDEZ**

Chief of staff for the Ministry of Urban Development & Transport at Buenos Aires City Government  
Launched the first Social Impact Bond of Argentina  
HEC Master in Sustainability & Social Innovation (SASI) 2015

I choose the SASI program to learn how to develop sustainable business models that could help me address social issues. It opened my eyes to an entirely new world of issues, methodologies, experiences, cases and business models. For example, I first heard of Social Impact Bonds (SIB) during a Responsible Investment class in HEC. The program also gave me an international standpoint and network but above all I got from HEC confidence: realizing that things can change for good if we put our minds to it.



### **Hilary MATSON**

Founder of Yügen Earthside (Sustainable Tourism)  
HEC MBA 2020

HEC helped me to develop the "Social Purpose Corporation" aspect of my business and to realize that I wanted to run a for-profit company, but with a true emphasis on social and environmental impact.



### **Eliette VERDIER**

Consultante,  
I Care & Consult  
AgroParisTech  
HEC (H.20)

HEC Paris is tackling the issue of integrating biodiversity issues into its curriculum and I am pleased to support the school in this endeavour.

This resonates with my own journey! The first stage of this work is the development of a 3-week immersion program dedicated to the interaction of biodiversity and economic sectors for a small group of students.

I hope the knowledge from this initiative will then be extended to other courses.



### **Antoine RABAIN**

Founder & Président,  
Geckosphere  
(H.06)

Since I graduated from HEC Paris in 2006, I have been a volunteer within HEC Alumni association, Chair of the Green Economy club. Alongside this, I also share my expertise by teaching on energy, climate and ocean issues.

In 2021, I contributed to building a new core course on planetary boundaries for Grande Ecole students. I hope that from 2022 onwards, HEC will be able to offer to our alumni worldwide various courses tackling the new socio-environmental challenges of our century.

# TESTIMONIES FROM OUR STAKEHOLDERS

## STAFF MEMBERS



**Gaël BOISSEAU**  
Chief Procurement Officer

I am positively impressed by the increasing awareness of our social and environmental responsibility. As Purchasing Director, I am deploying an ambitious responsible purchasing policy based on the standard ISO 20400. In partnership with my colleagues and the members of the Sustainable Campus Committee I am also involved in the campus renovation project, particularly regarding biodiversity protection.



**Christophe OLLÉ**  
Head of Campus Sustainable Development

I am proud to implement tangible initiatives in close collaboration with many members of the HEC Paris Community in order to develop an exemplary sustainable campus.



**Claudia SCHNEEWEISS-MAUGEST**  
International Project Manager  
Executive Education  
Member of the Campus Durable Team

At HEC Executive we created a sustainable Welcome Kit developed with an ecological viewpoint. This eco-friendly project was an opportunity to educate the entire HEC team so that participants act in the most responsible manner. This initiative has created a real engagement around the question of eco-responsibility of goodies and the teams are currently working on a 100 % eco-friendly offer.



**Marion-Emi ALIX**  
Program Manager  
Accélérateur  
ESS HEC Paris  
Lecturer - Impact Entrepreneurship and SDG Academy

I am delighted to contribute to the sustainable *TRANSITION* of HEC Paris by supporting social and environmental entrepreneurs of SMEs expand the reach and impact of their businesses. strategy. I am also thrilled to be part of HEC's Sustainable Campus. I also conducted an academy course on SDGs and impact entrepreneurship with the goal of inspiring students to take action.



# OUR ORGANIZATION ON SUSTAINABILITY AND SOCIAL RESPONSIBILITY

## SUSTAINABILITY, S&O INSTITUTE, CHAIRS, PROGRAMS

The Society & Organizations Institute comprises three Centers: Purposeful Leadership, Inclusive Economy, Climate & Earth. The Institute runs a large variety of academic initiatives, programs, events. A few Chairs are affiliated to the Centers. 60 scholars work in relation with the S&O Institute and its Centers. Four people have a shared role between the Sustainability Direction of the School and the S&O Institute.

- **François COLLIN**

Chief Sustainability Officer,  
Executive Director of the Climate & Earth Center (S&O)

- **Carole DECAMPS**

Project Director, Sustainability Direction,  
Climate & Earth Center (S&O)

- **Rodolphe DURAND**

Professor of Strategy, Founder and Academic Director of the  
S&O Institute, Academic Director of the Purposeful Leadership  
Center, holder the Joly Family Purposeful Leadership Chair

- **Bénédicte FAIVRE-TAVIGNOT**

Associate Professor of Strategy, Executive Director of the S&O  
Institute, Executive Director of the Inclusive Economy Center

- **Jean-Michel GAUTHIER**

Professor of Finance,  
holder of the Société Générale Finance and Energy Chair

- **Jeremy GHEZ**

Associate Professor of Geopolitics,  
Scientific Director of the SASI Master

- **Daniel HALBHEER**

Associate Professor of Marketing, Academic Director of the  
Climate & Earth Center (S&O), holder of the FII Institute Chair  
on Business Models for the Circular Economy

- **Marieke HUYSENTRUYT**

Associate Professor of Strategy,  
Academic Director of the Inclusive Economy Center (S&O)

- **Deborah KERAGHEL / Fanny FONTAINE (2021)**

Executive Directors of the SASI Master

- **Cécile DE LISLE**

Executive Director of Purposeful Leadership Center (S&O)

- **Sophie MEBO**

Program Manager, SASI Master

- **Christophe OLLÉ**

Head of Campus Sustainable Development,  
Coordinator of the Sustainable Campus Committee

- **Luc PAUGAM**

Associate Professor of Accounting,  
in charge of the S&O Institute Seminars

- **Bertrand QUELIN**

Professor of Strategy, holder of the Bouygues Smart City and the  
Common Good Chair

- **Elisabeth DE RÉALS**

Project Manager, Inclusive Economy Center (S&O)

- **Iris SACCHET**

S&O Institute Coordinator

- **Marie-Pierre SEYFRIED**

Project Director, Sustainability Direction,  
Climate & Earth Center (S&O)

- **Laurianne THOURY**

Communication Project Manager, Sustainability Direction,  
S&O Institute

- **Catherine VIGLIONE**

Program Manager, Purpose & Sustainability Curriculum,  
Grande Ecole

- **Georg WERNICKE**

Associate Professor of Strategy,  
in charge of the S&O Institute Research Days

## DIVERSITY AND INCLUSION, EQUAL OPPORTUNITIES

- **Hélène BERMOND**

Delegate for Equal Opportunities Initiatives

- **Delphine CUTRIM**

Mentorship Program Manager

- **Marcelle LALIBERTÉ**

Chief Diversity Officer

- **Valérie LEROY**

Pre-Bac & Disability Program Manager

- **Franck SEGARD**

Scholarships & Financial support Program Manager

- **Matteo WINKLER**

Associate Professor, Tax & Law – President of the Diversity Committee

## IMPACT ENTREPRENEURSHIP AT THE INNOVATION & ENTREPRENEURSHIP CENTER

- **Marion-Emi ALIX**

SSE Accelerator, Program Manager

- **Raphaëlle CHAYGNEAUD-DUPUY**

SSE Accelerator, Program Manager

- **Clémentine DECOOPMAN**

Associate Director, Creative Destruction Lab – climate Stream

- **Emma FRANCE**

Associate Director, Innovation & Entrepreneurship Center

- **Kenza HECHICHE**

Program Manager – Stand UP

- **Tatiana MARTIC**

SSE Accelerator, Program Manager

- **Juliette LOMPECH**

SSE Accelerator, Program Manager

- **Nathalie RIOND**

Innovation & Entrepreneurship Center, Academic Director

- **Aymeric PENVEN**

Associate Director CDL

- **Anna SCHWARZ**

Community and impact developer – Incubateur HEC

## SUSTAINABILITY ALUMNI CLUB

- **Antoine RABAIN**

Founder & President, Geckosphere

## SUSTAINABILITY STUDENT ORGANIZATIONS

- **Anna FINIZIO**

President, Impact Club (MBA Program)

- **Grégoire LANDOYER**

President, HEC ESP'R (Grande Ecole)

- **Margaret MEYER**

President, HEC Climate Change Club (Grande Ecole)

- **Chloé MORENNE**

President, Fleur de Bitume





1, rue de la Libération  
78350 Jouy-en-Josas - France  
+33 (0)1 39 67 70 00  
[www.hec.edu](http://www.hec.edu) - Follow us on twitter, linkedin, instagram.

Une école de



CCI PARIS ILE-DE-FRANCE  
EDUCATION