This is our Sharing Information on Progress (SIP) Report on the Implementation of the Principles for Responsible Management Education

HEC Liège Sustain’LABility
Accelerating Transition
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Message from the Dean

The Management Committee of HEC Liège-Management School of the University of Liège has defined sustainable development, along with all institutional actions pursued in this direction, among its strategic priorities. HEC-Liège acknowledges this priority concern as part of its mission and of the values it disseminates to its students.

To gradually achieve its ambitions in terms of sustainable development, the School has decided to create a new Lab "HEC Liège Sustain'LABility". In doing so, it aims to promote existing actions in the fields of teaching, research and relations with the professional and economic community. It also means to develop new ones, to enhance awareness of sustainable development values among the entire university community (students, faculty, management staff), and to offer a healthy environment fostering well-being and responsible behaviours. An action and reflection plan is being implemented and will be proposed to the entire HEC Liège Community in the forthcoming months.

The School intends to promote sustainable development teaching in its training programmes. A "Business Ethics" course, one of the School's 3 transversal subjects (along with Digital Technology and Entrepreneurship), is part of each HEC Liège student's curriculum. One specialism of the Master's degree in management, "Management of social and sustainable enterprises", trains the talents that will support companies in their transition to sustainable business models by integrating key social and environmental issues in a perspective of social responsibility and the creation of shared value.

The Research Directorate of HEC Liège encourages studies, development models and research disseminated through course programs and scientific publications, with a view to advancing knowledge and helping managers and future managers, such as its students, to gear their actions and innovate according to the principles of sustainable development.

Regarding external relations, HEC Liège also encourages its professors to express themselves in the press and take part in public debates to ensure that societal choices are based on sustainable development practices.
Finally, the construction of our new building, which is due to start in 2020, is part of a sustainability perspective designed within a global approach based on the Breeam® method (British Research Establishment Environmental Assessment Method) so as to integrate all aspects of sustainable construction and optimize energy and environmental performance. It thus encompasses implementation, mobility control, accessibility for all, economical use of energy and water, responsible use of materials, maximum flexibility and minimal maintenance needs.

Wilfried Niessen,
Director General & Dean

Liège, June 2019
Message from PRME Representative

In April 2019, after over 25 years’ work for the School’s International Relations, I chose to reinvest my working time and energies in societal transformation, one of the pillars of HEC Liège’s strategic plan for 2019/2024. I welcome this opportunity to contribute to sustainable development and social responsibility at HEC Liège, and thus further mobilize my personal values at the service of our Management School.

Taking my first steps in this reflection, I have been impressed to realize that many initiatives in terms of research, teaching and service to the community, are already producing excellent results.

While I was aware that such an approach was underway within our institution, particularly since the creation of a specialisation in Social Enterprise Management (Master in Management, 120 credits) and the launch of the Smart Institute, I am very pleased to observe – beside highly visible initiatives – a fair number of others already flourishing at all levels (see details hereafter).

Besides acquainting myself with all these, the creation of HEC Liège Sustain’LABility and the writing of this SIP report give me a chance to meet the actors – possibly not so visible yet – of the evolution of our School.

To start with, setting up our Lab calls for numerous exchanges with actors in the field and motivated colleagues; together we need to reflect on how we will articulate this dimension within our teaching activities.

To build and define our Lab’s strategy, I can rely on the expertise of our academics and researchers to further improve our service to the community and the education standard provided to future managers. I want to make sure that this dimension is indeed transversal to our teaching activities, from undergraduate level upward.

My intention, as well, is to appeal to these young students as the driving forces of evolution in society. Today, as they are demonstrating in the streets to require responsibility from our political leaders, it seems essential to me – not just to listen to them – but to involve them in this evolutionary process. Their demand challenges our will to move forward by bringing in a young and dynamic vision to this communal process, while boosting visibility within the student community and beyond.
I have no doubt that, with our management’s support, we will soon be able to reach out to our local community and neighbourhood as well as beyond by capitalizing on HEC Liège's national and international reputation.

Marianne Snakers
HEC Liège SustainLAB'ility

Marianne.Snakers@uliege.be

Liège, June 2019
1. The University of Liège (ULiège)

Crossroads of knowledge...
Established since two centuries ago at the heart of an age-old city, an intellectual centre since the Middle Ages (Liège was ‘the Athens of the North’ in the eleventh century), the University of Liège is a university open to the world, a crossroads of teaching, research and innovation at the junction of international roads and European cultures.

Welcoming 24,500 students, of whom a quarter are of international origin (130 nationalities), 3000 teachers and researchers, and offering one of the most diversified educational offers in francophone Belgium as well as active teaching methods, the University of Liège has links with over 1000 institutions world-wide, which makes it a fully engaged actor in the vast European and International higher education and research areas.

The quality of teaching is certified by prestigious international accreditations such as EQUIS, AACSB, EUR-ACE, Conférence des Grandes Ecoles (CGE)... In addition, the HR Strategy for Researchers (HRS4R) Label granted by the European Commission guarantees the quality of the welcome and follow-up support to international PhD or Post-doc researchers.

Attentive to the needs of society, the University of Liège plays an important role as a creator of activities with high value added and in providing dynamism to technological centres uniting business companies and public operators (Biotechnologies, Life and Medical Sciences, Space Industry and Sciences, Environment, Agro-Bio Technologies...). It is the francophone university which creates the largest number of spin-off companies springing from its laboratories, more than 100 which represent 1500 high level new jobs and € 270 millions turnover.

At the origin of 4500 new peer reviewed publications a year, the ULiège’s researchers distinguish themselves in the best scientific and academic journals and are to be found amongst the pioneers of the large international movement in favour of Open Access to knowledge.
... at the heart of an European City-Region
An age old city which was the capital of the ecclesiastic Principality belonging to the Germanic Holy Empire as well as a cradle of the Industrial Revolution, Liège proudly cultivates a complex history, a rich museum heritage, a long industrial tradition, a gift for welcoming and for constructing a modern, young, dynamic, and multicultural region which demonstrates its solidarity.

At the heart of a trans-border region, Liège and its University develop synergies at the heart of Euregio Meuse-Rhine (with Maastricht and Aachen universities) and the Greater Region. With Kaiserslautern, Lorraine, Luxembourg, Saarland and Trier Universities, ULiège is an active partner of the University of the Greater Region (UniGR), a unique and innovative confederation of universities whose aim is to become a reference in Europe and across the world by actively working towards the development of a shared area for higher education and research.

One of the widest ranges in terms of Education
38 bachelors degrees, 212 masters degrees, PhDs, numerous in-house training courses: ULiège offers the possibility of putting together a personalised education programme, finely adjusted to everyone’s plans and to the needs of the employment market.

A great University in Belgium
ULiège is one of the largest universities in Belgium with 11 Faculties (Philosophy and Letters / Law, Political Science and Criminology / Sciences / Medicine / Applied Sciences / Veterinary Medicine / Psychology, Speech and Language Therapy, and Education / HEC Liège School of Management / Gembloux Agro-Bio Tech / Social Sciences / Architecture).

Brief overview:
The University of Liège has made openness to society and the world its priority. The University develops strong collaborative arrangements with hundreds of international institutions each year.

- 24 500 students;
- Campuses in Liège, Gembloux and Arlon ideally situated at the heart of Europe;
- Excellence built on two centuries of academic teaching and research, an intellectual tradition in Liège since the Middle Ages;
- Constantly creating new knowledge and sharing it as widely as possible;
- Contributing to societal change by promoting apprenticeships and fostering creativity and the spirit of innovation;
- Equipping students with cutting-edge knowledge and skills while helping them to become engaged and responsible citizens, aware of global challenges;
- Encouraging talent and multiple career paths;
- Sharing strong values: pluralism, freedom of thought, respect for diversity
- Accredited by international quality labels: EQUIS, AACSB, EUR-ACE, Conférence des Grandes Ecoles...

Visit us! www.uliege.be  #ULiége
2. HEC Management School – University of Liege

HEC Liège is the Management School of the University of Liège. ULiège, as a comprehensive university, is one of the major employers in and around Liège. Its several sites generate over 5,000 direct jobs, i.e. 3,300 lecturers and researchers plus approximately 1,700 management, administrative and technical staff members who altogether meet the day-to-day needs of the institution while addressing the challenges of today's fast-evolving world.

HEC Liège is one of the leading Belgian business schools hosting graduate and postgraduate study programmes. The School counts 115 full-time faculty members and researchers and over 2,900 students, and promotes an empowering pedagogy leading students to play a proactive part in their education. The School's international vision takes a variety of forms: multiple research activities in management and economics, numerous partnerships with worldwide companies and universities, an OpenBorders MBA, several programmes in Asia and growing internationalization of its programmes and faculty. In addition to this, its Executive School's offer of international and multilingual training programmes for companies and managers, makes HEC Liège an important player on the Belgian Executive Education market.

Lying at the heart of a metropolis – easily accessible by air and rail, within an hour's drive from Brussels and four from Paris, Frankfurt and London, the School shares in the ardent city's bustling economic and cultural institutions. For being affiliated to several international research and teaching networks connecting with more than 140 partner universities, it naturally encourages its lecturers and researchers to continually develop their expertise internationally.

Besides turning resolutely towards Europe and the world, HEC Liège emphasizes the human dimension of its work environment, the regional anchoring of its community service missions, the managerial relevance of its teaching and its applied research projects, let alone its fruitful inter-faculty partnerships.

HEC Liège upholds respect, tolerance, congeniality, diversity and social responsibility. It is committed to the well-being of its members and to environmental protection.

HEC Liège's commitment to and ongoing investment in quality improvement has been recognized through the AACSB award and the EQUIS award, delivered by EFMD, for the excellence of its programmes, Faculty, student support, research, involvement within its economic context, Alumni network (15,000 worldwide) and overall organization.
To date, HEC Liège is the single full management school in Belgium (from Bachelor to PhD) holding this double accreditation. The School, as well, is a member of the Conférence des Grandes Ecoles (CGE Paris, France). The CGE is a think tank that brings together, essentially, higher education institutions in all the major fields of executive training.

Visit us! www.hec.uliege.be  #HECLiège
1. Introduction

1.1. Situation at HEC Liège until 2019

ERS has long been present in each dimension of the School’s previous mission:

« As a leading university-level management school, HEC Liège is dedicated to:
   – Educating and training creative, polyvalent and highly responsible managers who will be able to address the challenges of the world of tomorrow in a global context;
   – Developing internationally recognized scientific research with measurable societal impact;
   – Contributing significantly to the economic and social development of its region. »

The School’s vision also demonstrated its ambition « to be recognized as a key player and a significant contributor to the successful redeployment and development of its region ».

Meanwhile, its Key Values, cited below, explicitly referred (and still do) to ERS:

– Critical thinking and personal development;
– Multicultural awareness and respect for diversity;
– Ethical and social responsibility;
– Creativity and entrepreneurship;
– Highest standards in design and execution.

According to BSIS1 experts (2015)

“This area (i.e. ERS) is undoubtedly one of the School’s strong points. It provides convincing evidence that it has taken the challenge of social responsibility seriously and that it has acted at many levels to implement a coherent policy.”

1 Business School Impact Survey by EFMD (European Foundation for Management Development), https://efmdglobal.org/assessments/bsis/
1.2. Formal commitments to ERS and achievement

As a department of the University of Liège, HEC per se is bound by ULiège's formal commitments:

- Its research is driven by a Code of Scientific Ethics;
- All staff and students conducting research must abide by the University’s regulations, which are designed to ensure respect for academic excellence and academic freedom;
- The University of Liege has also received the European Quality Accreditation HR Strategy for Researchers (HRS4R). Awarded by the European Commission, this recognition guarantees that ULiège develops its strategy respecting the principles set forth in the European Charter for Researchers and in the Code of Conduct for the Recruitment of Researchers;
- In 2013, ULiège issued a Charter explaining its environmental commitment and its engagement to play a leading role in environmental protection, using educational activities and research as levers to promote greater awareness, global vision and local action with respect to the environment and sustainability;
- Moreover, in 2015, ULiège adopted a procedure to be followed in the event of a violation of research integrity and created an ad hoc Board, the Board for Ethics and Scientific Integrity. The procedure aims to address violations of good practice in terms of scientific ethics and integrity when these, by their nature, are unacceptable and can prejudice scientific knowledge and its dissemination;
- Disciplinary procedures for staff members and students are applied in accordance with federal laws and the Wallonia-Brussels Federation Decrees;
- A Code of Ethics in case of fraud and plagiarism has been set up at university level. Regulations regarding examinations have been drawn up in line with the WBF Decrees. HEC Liège uses anti-plagiarism software. The supervision of written examinations is minutely organized with several invigilators in each examination room. During marking, any suspicion of fraud is followed up by an internal inquiry;
- The Banking and Asset management concentration of our Master in Management, is accredited by the CFA Institute. Therefore, HEC has formally integrated the Standards of Practice stated by the CFA into the pedagogical objectives of the Business Ethics course.

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3 Wallonie-Bruxelles Federation  

4 [https://www.cfainstitute.org](https://www.cfainstitute.org)
2. HEC Liège's 2019-2024 Strategic plan

A new strategic plan for the period 2019-2024 was adopted in February 2019. Subsequently, HEC Liège’s mission and vision have been reformulated:

**MISSION**

HEC Liège fosters real-life education and research in economics and management for the benefit of our local community and the wider society.

**VISION**

HEC Liège is a central hub from where we share and transfer our competences, our internationally recognized research and expertise to agile learners, our local community and our international partners.

In the context of a global fast-evolving world, where entrepreneurial norms change and innovation is essential, in a world that demands responsible and transparent organizations with the higher standards of ethics, HEC Liège’s vision can be declined into 3 ambitions:

**Education**

Training agile leaders by preparing our students to take a proactive role in their education, now and throughout their life, in order to build their skills profile.

**Research**

Strengthening HEC Liège’s position as an internationally recognized center of research and expertise in economics and management.

**Citizenship and service**

Making HEC Liège an essential partner, open to the world for the mutual development of all stakeholders.

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5 Sources: 2019-2024 Strategic Plan Presentation 07/02/2019
As explained in the above introduction, sustainability and ethics have been considered as transversal concepts guiding the program portfolio at HEC Liège for many years.

But, through its 2019-2024 strategic plan, the School decided to level up these concepts, by integrating « Societal transformation » as one of the transversal objectives of our strategy. Societal transformation at HEC is understood as having 3 aspects:

<table>
<thead>
<tr>
<th>Societal Transformation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• To integrate digital transformation throughout HEC</td>
</tr>
<tr>
<td>• To integrate the entrepreneurial approach throughout HEC</td>
</tr>
<tr>
<td>• To integrate responsibility, ethics and sustainability aspects throughout HEC</td>
</tr>
</tbody>
</table>

Three “labs” address each of these societal transformation challenges: The Digital Lab, the VentureLab and the HEC Liège Sustain’LABility.

It’s also interesting to consider how the ERS concepts are translated in our values:

VALUES - Through a quality education organized around the principles of academic freedom and the freedom of scientific research and in line with the University Charter of Values, the School embraces the following set of values:

- Critical thinking,
- Highest standards in design and execution,
- Social responsibility,
- Respect for diversity,
- Ethics,
- Personal development,
- Multiculturality.
3. Practical arrangements for the development of a new Lab

The development methods of this new entity are currently under consideration. As a first step, the Management Board appointed a team leader in April 2019, with the initial task of setting up a joint working group (composed of academic, scientific, administrative and students). The group is expected to draw up an action plan to be submitted to the Management Committee.

Several actions have been identified and are under construction:
- Creating a Lab to address ethics, responsibility and sustainability;
- Using this Lab as a driver of change and federating approaches in these areas;
- Strengthening ERS education with a cross-cutting approach;
- Ensuring the LLL internally and externally (short training courses, videos, etc.);
- Integrating the approach into the management and development of the new infrastructure (mobility, facilities, etc.);
- Involving students in the process.

A tracking of the current situation (see following chapters) has been carried out. As mentioned in our previous SIP, we have acknowledged our responsibility in contributing to the Sustainable Development Goals of the United Nations. As a result of a recent survey, three priority areas, where more can and should be done, have been identified: Food, Zero waste and Image. Various concrete actions with are being envisaged for the coming academic year, in accordance with.

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1. **Preamble**

For several years, ethics, responsibility and sustainability issues have been central in the School’s educational offering. Up to now, they are translated into:

- Capacities targeted by our programs: awareness of societal and environmental issues, critical and ethical thinking, etc;
- Courses in every cycle (bachelor, master, PhD) as well as skills workshops focusing on ERS;
- Specialism focusing on ERS: Social and Sustainable Enterprise Management, Master in Management 120 credits;
- Transdisciplinary program (Master level), together with the Faculty of Social Sciences: Management of Transitional Organizational Systems (MOST);
- Internships or Master theses geared towards ERS;
- Lectures, often mandatory, and PhD seminars;
- Participation in competitions and prizes;
- Participation in extracurricular activities;
- Executive Education offerings.

2. **Transversal teaching throughout our programs**

A close analysis of our programs, at whatever level, shows that ERS concern is present in our courses. At bachelor level, this dimension is either implicit or transversal. It is strengthened in our master programs by an increasing number of courses or modules specifically addressing the topic.

Here are some examples:

- FINA0068-1 Applied Financial Instruments
- GEST3753-1 Business Ethics and Corporate Social Resp.
- GEST1056-1 Comptabilité analytique et contrôle de gestion
- GEST3047-1 Environmental Management
- ECON2275-1 Economics of Innovation
- GEST3765-1 Gestion Stratégique en Entreprises Sociales et Durables
- GEST1076-1 Seminar on Sustainability and Smart Territories
- FINA9001-1 Sustainable Management Control
- Etc...
- Languages lectures (Chinese Dutch, English, French, German, Italian, Spanish)

3. Specialized Master programs

More specifically, our 120-credit Master in Management program includes a specialism in Social and Sustainable Enterprise Management\(^7\). Its objective is to train the talents who will support companies in their transition to sustainable business models. This will be done by integrating social and environmental issues with a view to social responsibility and the creation of shared value.

From the next academic year on, our 120-credit Master in Business Engineering will propose a specialism called Sustainable Performance Management\(^8\). Its purpose is to train future executives and directors of non profit companies or organizations wishing to specialize in professions linked to internal control, internal auditing, management control, quality and safety and, more generally, in corporate performance management, or who seek to optimize performance on an ongoing basis.

Although our 120-credit Master in Economics does not offer a specialism in the field of ERS, students selecting the specialism in Economic Analysis and Policy can attend various lectures focusing specifically on ERS: Economic growth and sustainable development, Economics of Innovation, Economics of Health, Environmental Economics.

A transdisciplinary program in Management of Transitional Organizational Systems\(^9\) (MOST) jointly offered with the Faculty of Social Sciences at the University of Liège is proposed to students holding a bachelor degree in Management or in Social Sciences. Students engaged in the training will obtain two degrees in years: a Master in Human Resources and a Master in Management.

From this year on, a 60-credit interdisciplinary master program in Social Economy\(^10\), co-organized between the Catholic University of Leuven (UCL, FOPES) and the University of Liège (HEC Liège) will be offered: a unique training in


Belgium, combining a management » component and a socio-economic » component, aiming to holders of a master’s degree who wish to upgrade their training in the field of social economy.

4. Skills portfolio

The Skills Portfolio is an original teaching structure geared towards the acquisition and validation of various practical skills. This unique program in French-speaking Belgium offers a wide variety of transdisciplinary workshops, including a possibility to customize one’s training.

The workshops are offered from the 2nd year of the bachelor’s degree program to the 2nd year of the master’s degree program and are organized around 4 pillars:

- Developing relational and managerial skills,
- Developing creativity and entrepreneurship,
- Developing a critical approach and ethical sense,
- Planning a future career.

All activities related to the skills workshops somehow relate to Social Responsibility, Ethics & Sustainability.

In addition, some workshops, listed below, are specifically dedicated to the topic, allowing students to deepen their approach of the related themes within their personalized” curriculum:

<table>
<thead>
<tr>
<th>Name of the workshop</th>
<th>Level</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reconsidering energy issues from a sustainable development perspective</td>
<td>Bachelor</td>
<td>Laurent Minguet &amp; Maud Bay, conferences, testimonies, company sightseeings</td>
</tr>
<tr>
<td>Leading and empowering one’s company</td>
<td>Bachelor</td>
<td>Partnership with Group One. Sustainability oriented business game</td>
</tr>
<tr>
<td>Learning about development cooperation</td>
<td>Bachelor</td>
<td>Partnership with Gembloux ABT &amp; its belonging ONGs</td>
</tr>
<tr>
<td>Understanding the challenges of development cooperation: agriculture and cooperation</td>
<td>Bachelor</td>
<td>Alexis Hakizumukama, interactive workshop, guest speakers, students projects</td>
</tr>
<tr>
<td>Optimizing a business model with regard to social and environmental aspects</td>
<td>Bachelor</td>
<td>Coralie Darcis, partnership with FSS (Faculté Sciences Sociales)</td>
</tr>
<tr>
<td>Resolving to act upon one’s values and those of one’s environment</td>
<td>Master</td>
<td>Audrey Levèque, thoughts about students values and the relation among these and the company</td>
</tr>
<tr>
<td>Managing Team Diversity</td>
<td>Master</td>
<td>Maud Dehousse, workshops, interviews, surveys, focus on cultural diversity</td>
</tr>
<tr>
<td>Redundancy and assertiveness: a bilateral relationship</td>
<td>Master</td>
<td>Stéphane Houbion, Interactive seminar, focus on social responsibility</td>
</tr>
<tr>
<td>Developing a sustainable world for entrepreneurship</td>
<td>Master</td>
<td>Partnership with Group One, business game, focus on sustainability</td>
</tr>
<tr>
<td>Creating a sustainable and regenerative business</td>
<td>Master</td>
<td>Interactive seminar</td>
</tr>
</tbody>
</table>

**Contact Person**

David Homburg, Skills Portfolio Manager; Assurance of Learning Coordinator; Researcher in Higher Education Business Languages david.homburg@uliege.be
5. Master theses & Practice-based Master theses

We evaluated the extent to which our Master students integrate the ERS dimension in their final Research Thesis or Practice-based Master thesis.

We considered the 2017/2018 & 2018/2019 academic years, 120-credits Masters in Management (MM) and in Business Engineering (MBE), 60-credits Master in Management. Masters in Economics (120 and 60 credits) will be considered as well in the future.

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12 [www.mythin.hec.ulg.ac.be](http://www.mythin.hec.ulg.ac.be)
Methodology

We analysed the completed theses, according to the following criteria\textsuperscript{15}:

- The field of specialism,
- The key words included in the title of the theses,
- The names of the professors taking part in the examination board.

In case of doubt, the theses’ relevance to ERS was checked out with the supervisors (e-mail). When the doubt remained, the potential relevance was not taken into consideration.

Results

We note that 19\% of the theses defended in 2018/2019 are directly relevant to ERS. They address economic crisis issues, renewable energies, waste management, CSR, social economy and social enterprises, philanthropy and alternative investments, or gender and diversity issues.

When comparing with the previous academic year, we note an improvement of 3\%.


cell 1: ERS related theses 2017-2018
- RT: 9, PT: 35


cell 2: ERS related theses 2018-2019
- RT: 24, PT: 32

As far as Research Theses are concerned, it is important to note that each Master in Management student is requested\textsuperscript{16} to “devote one thesis chapter (about 5

\textsuperscript{15} Search criteria:
- Selection of the specialism dedicated to Management of the social enterprises;
- Search on key words: social, csr, rse, respons*, ethic*, éthiq*, égal*, equal, equit*, équit*, Durab*, Sustain*, discrimination, environ*, genre, diversit*, femme, wom*, ecolog*, smart (city), circula*, transition*);
- Search on Professors’ names: Artige, Bay, Cadiat, Cornet, Crutzen, Defourny, Delcourt, Ernst, Limbourg, Mertens, Xhauflair.
pages) to explaining how the answer proposed to the research question addresses the ethical and/or sustainable dimensions.

In 2018/2019, we also noted a significant rise in terms of ERS-related Practice-based Master theses among our Master in Business Engineering students (from 2 in 2017/2018 to 17 in 2018/2019) despite the relatively stable number of Practice-based students enrolled in the program (40 in 2017/2018 and 38 in 2018/2019). Further investigation should shed light on this evolution.

Contact Persons
- Practice-based Master theses: Stephanie Aerts: Assistant Professor, Operations Department, Stephanie.Aerts@uliege.be
- Research theses:
  o Marie-Gabrielle Boxus: Program Manager, Students Support Services, Marie-Gabreille.Boxus@uliege.be
  o Françoise Dubois: Officer, Students Support Services, Francoise.Dubois@uliege.be

\[16\] See Appendix: Note about the research thesis for MSG students
6. Executive Education (Exed)

The mission of HEC Liège's Executive School is to provide companies with training and support at the cutting edge of management research, at regional, national and international level, while respecting the workers' well-being. The Executive School, namely, undertakes to disseminate the principles of sustainable economies. Below are some of its many activities:

- A “University Certificate in Environmental Management”\(^{17}\). This program trains experts to integrate environmental management into business agendas.
- A University Certificate: "The human challenges of new ways of working"\(^{18}\). This program promotes and gives the necessary skills for human change management in the New Way Of Working.
- A University Certificate: "Project and Change management"\(^{19}\), with a focus on human management.
- A University Certificate: "Governance"\(^{20}\) with a focus on PME and including a module focusing on people management.
- University Certificate: "Médiation civile et commerciale"\(^{21}\), which proposes a peaceful way of solving conflicts between people and companies.
- Continuous assessment in “Smart Cities Management”\(^{22}\).
- An executive seminar: "Company cars or how to rethink one's mobility policy"
- Specific short courses about people management\(^{23}\): "Fixez et évaluez les objectifs de vos collaborateurs", “Développez votre assertivité”, “Organisez et planifiez votre temps de travail”, “Gérer les conflits au quotidien”, “Animer méthodiquement une réunion de travail”.
- "Setting and evaluating one's employees' objectives", "Developing assertiveness", "Organizing and planning one's working time", "Managing everyday conflicts", "Leading a work meeting methodically".

Contact Person
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Ethics, Responsibility and Sustainability in the School’s research

1. Preamble

“HEC Research seeks to create a distinctive environment for research, committed to the following values in all its actions and achievements:

Critical thinking and personal development:
Academic excellence at HEC Research implies participating to understanding key business issues and being recognized as an academic expert by the international and national academic community as well as having an impact on management practice.

Multicultural awareness and respect for diversity:
HEC Research gathers members from different part of the worlds and promotes gender diversity. It has close research links with universities in both developed and developing countries.

Ethical and social responsibility:
Business ethics is one of the strategic research fields. CSR is transversal to all our research fields.

Creativity and entrepreneurship:
HEC Research promotes research innovation, digital, sustainability and entrepreneurship in all its strategic research fields.

Highest standards in design and execution: HEC Research strives for scientific rigor in research and its doctoral and scientific training.”

At HEC Liège, all researchers have to comply with ULiège formal ethical commitment, in particular the Code of Scientific Ethics and the “HRS4R” label. On the other hand, ERS research is a distinctive feature of School research, initiated by prominent research centers, and now developed and extended by Chairs sponsored by major partners.

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24 Extract from HEC Research report 2017 (page 4)
http://www.hec.ulg.ac.be/en/faculty-research/research-reports

25 https://www6.inra.fr/label-hr-excellence
Two of the oldest research centers of the Business School – the Centre for Social Economy (CES) and the LENTIC (New technology, Innovation and Change) – have clearly focused their research programs on ERS issues. Others have followed suit, e.g. EGID (Gender and Diversity) and the Smart City Institute (SCI).

Of course, other fields of research also develop topics related to ERS. As a matter of fact, the tax strategic research field has even been rebaptized “Sustainable Performance: Tax, Audit and Accounting”.

2. Specific research centres & Institutes

The Centre for Social Economy\textsuperscript{26} (CES), founded in 1993 by Prof. J. Defourny, has published world-class pioneering research on social economy.

From 2012 to 2017, the CES coordinated a major Interuniversity Attraction Pole (IAP) funded by Belgian Science policy and titled “If not for profit, for what? And how?” Around 45 faculty members and researchers in economics, management, sociology and psychology from 4 Belgian universities and 4 international research partners were involved in this IAP from the outset.

The CES is the main founder of the EMES network – the European research network on Social Enterprise, and hosts its coordination. Our professors are invited as conveners to the EMES International Research Conference on Social Enterprise, which is organized in alternative years with the EMES International PhD Summer School.

The international reputation of HEC Liège in this domain is also reinforced by the presence of CIRIEC (International Research Centre on Public and Co-operative Economy).

In addition, several Chairs have been created within the CES:

- Baillet Latour Chair in Social Investment and Philanthropy,
- CBC partnership on Social Entrepreneurs,
- Cera Chair in Cooperative and Social Entrepreneurship,
- SRIW - SOWECSOM Chair in “Entrepreneurship and Social Innovation”.

\textsuperscript{26} \url{https://emes.net/institutional-members/center-social-economy-ces/}
The **LENTIC**\(^{27}\) (Laboratoire d’étude sur les nouvelles technologies, l’innovation et le changement) founded 30 years ago by Prof. F. Pichault, has developed pioneering research on the human and social issues at stake in the framework of new forms of work and new forms of organizational development. One of the specific objectives of the LENTIC is to study the evolution of several themes through the prism of socially responsible compromise. In this way, issues like socially responsible company restructurings, through the anticipation of HR needs and the limitation of collective redundancies; are paramount for the LENTIC team.

Another long-lasting research activity of the Center concerns the impact of the flexicurity principle\(^{28}\) at the workplace, i.e.; the quest to conciliate flexible (company) necessity with security (worker) needs. LENTIC has coordinated a multidisciplinary research project on “Understanding Flexicurity – a multilevel theoretical perspective” where a detailed and longitudinal analysis of a dozen emerging arrangements is undertaken.

One of the concrete impacts of this research on flexicurity is the founding, by the LENTIC and the Walloon Chambers of Commerce, of a non-profit organization aiming at the development of employee-sharing in the region, through – among others – a lobbying activity which led to the improvement of the Federal legislation on this issue.

LENTIC is also working on a study of New Ways of Working, notably in SMEs, and is particularly focused on challenges raised by these new forms of work and organizations in terms of human resources management, sustainable development (mobility issues) and employee well-being as well as challenges to SME’s in terms of performance and work organization, through the tensions raised by such initiatives.

The Securex professorship aims to analyze the New Opportunities for Organizations, People & Employment Intermediaries in a Changing Labor Market.

The **Smart City Institute**\(^{29}\) (SCI), founded in 2015 by Prof. N. Crutzen, is an original partnership between ULiège, HEC Liège, Wallonia and private partners (Belfius, Proximus, Schréder, Strategy&, Vinci Energies, Total). Its mission is rethinking the cities of tomorrow in terms of the "smart city" concept, while raising the awareness of its target audience. The Institute is the first one to consider the issue from a managerial perspective, while adopting an authentic multidisciplinary approach.

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\(^{27}\) [http://www.lentic.ulg.ac.be](http://www.lentic.ulg.ac.be)

\(^{28}\) [http://www.flexsecu.ULiège.ac.be](http://www.flexsecu.ULiège.ac.be)

The SCI is very active in popularization of its research through the organization of conferences.

For 3 years, it has published an annual barometer dedicated to sustainable and intelligent territories among Belgian municipalities. In June 2019, it will organize the EMAN conference at HEC Liège on Sustainability accounting and control for Smart Cities.

In May 2019, HEC Liège and Banque de Luxembourg launched the new Chair in Family Enterprises, hold by Prof. N. Crutzen. Family businesses represent the vast majority of companies in the world and more than 75% of the entrepreneurial landscape in Belgium. The vocation of the Chair in Family Enterprises is to conduct academic research on issues specific to family businesses, in order to support them in their reflection and development.

Regarding the ethical issues of HRM, the EGID Research Centre (Prof. Annie Cornet) has contributed to illuminate gender and diversity at work issues and professional equality policies. It also looks at corporate social responsibility, in particular the involvement of stakeholders.

Our Research Report 2017 displays numerous activities produced by strategic research fields, namely Social Enterprise & Business Ethics (p38 to 43) and Sustainable Performance (p 52 to 57).

30 http://www.egid.hec.ulg.ac.be
Contribution to local & global communities

1. Conferences, Events & Partnerships

HEC Liège and ULiège also organize numerous conferences to give students and the wider society a better understanding of ERS issues embedded into the socio-economic context.

Here are some examples:

In March 2019, a 2-week “Nourrir Liège” festival on food transition was organized for the third consecutive year. It involved local stakeholders (schools, universities, bookshops, restaurants, farmers, etc.) for various activities: conferences, visits, markets, workshops, trainings, etc.

For example, V. Xhauflair, Associate Professor at HEC, organized a Master Class on circular economy, combining different activities:

- An exercise animated by Florence Lanzi, on the theme “What Keeps you Awake At Night”, with a discussion about Circular Economy solutions that could be considered;
- Presentation: “What is Circular Economy”, by Perre Georgin from Circul’R;
- Presentation: “Inspiring Business Models”: Funghi Up and Recyclope;
- A “Circular Business Model” animated by Stephanie Felle, was proposed;
- Questions and answers session.

In April 2019, a 3-day conference "The university: a laboratory for transition, what university for tomorrow?" was organized by ULiège and its NGO “Eclosio”32.

During the same month, ULiège co-organized an event called “Imagine demain le monde”, 5 days during which major contemporary issues, with a transformative aim for society, are highlighted: climate urgency, migratory justice, the economy in the service of the general interest, etc.

On this occasion, one of our alumni who founded ‘Think Circular’33 hosted a conference "The Afterworks of the circular economy".

Etc.

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32 https://www.eclosio.ong/#
33 http://think-circular.org
Our stakeholders, including many private companies and public authorities, support numerous HEC Liège’s initiatives. Some organizations contribute to advancing ERS issues by financing chairs or particular partnerships (see previous chapter), as shown here through some additional examples:

- VentureLab incubator: successful entrepreneurs ensure support and mentoring by sharing their experiences and networks to boost our students projects in development;

- Participation in our “Mentoring au Féminin” initiative, where mentors from the world of practice work towards gender equality by helping young female graduates to beat the glass ceiling.

- Our Smart City Institute brought together around 150 stakeholders for the 2nd edition of the “Smart Inspiration Day”, which focused on smart city and well-being;

- HEC Liège supports the “Foundation for Future Generations” initiative; which is responsible for providing food for thought for a private network of CEOs of significant Belgian SMEs willing to radically transform their organizations;

- Experiential learning fostered by pedagogical methods has allowed the development of real-life projects with impact on the local communities. For example, the Sustainable Strategy Seminar: students’ projects have been assessed by the City of Liège;

- Several HEC Faculty members are involved in the Higher Education & Research Awards (HERA) for doctoral dissertations and Masters’ theses aiming at preparing tomorrow’s brains to think and act in “360°”.

- Etc.

Initiatives can be identified at all levels: our stakeholders extremely appreciated support helps us to go on developing our expertise and role, as a leader in fostering and supporting local entrepreneurship for the benefit of our region.

As a result, we raise our impact and contribution to the (re) development of our environement.

35 [https://www.foundationfuturegenerations.org/en](https://www.foundationfuturegenerations.org/en)
36 [https://hera.foundationfuturegenerations.org/en](https://hera.foundationfuturegenerations.org/en)
2. Student Competitions & Prizes

Some students’ competitions encourage taking ERS into account. Some of our professors even organize their own challenge.

Our professor, C. Delcourt, organizes the “Nudge Global Impact Challenge”37 within her course “Consumer Behavior” where students present a project supporting the transformation to a more sustainable society. Some projects were selected and presented to the international competition while others were presented to HEC staff for internal implementation.

Another example is the advertising campaign contest organized by A. Desirotte and M. Hubin in the frame of their English Language course. Two years ago, this competition was organized for the benefit of Ecosia search engine, thanks to which HEC has now participated in the planting of more than 100,000 trees; last year, students worked for Créo2, a Belgian start-up in the social and philanthropy fields.

In 2017 and 2018, 2 Master students were nominated for the HERA Award (sustainable & responsible finance). In 2016, A. Soetens, one of our PhD students, won the Social Economy Prize for her research entitled "Structures and Mechanisms for sustainable participation in the company: the case of Cecosesola".

3. Students Activities

Students have their representatives at the School Board and the University Board, through the HEC Liège Student Union (l’Association des Etudiants HEC Liège, known as l’Assoc), a non-profit association elected annually by students (see testimony of the president in the “Challenging the Future chapter”).

Students may also participate in the organization of the School in students’ clubs and associations (Organismes d'intérêt collectif, or OICs). These associations are active in various areas such as sport, organizing parties, conferences, debates, job days, selling cheap study materials, running the cafeteria, welcoming foreign students, etc. Holding a position of responsibility in an OIC can be academically recognized through portfolio workshop.

Among these OICs, the OIC Essentia invites students to discover the world in a different way by setting up cooperative and humanitarian projects in third-world countries. They organize Fair-trade breakfasts and activities to raise awareness about Fair-trade and the social economy and to raise funds for their humanitarian projects.

37 https://www.nudgeglobalimpactchallenge.com
4. Infrastructure planning and management

4.1. Waste Management
The University and the School are committed to sustainable waste management through reducing the consumption of materials, encouraging re-use and promoting recycling (of paper, cans, plastic, printer ink cartridges and so on). As part of the same objective, we provide water fountains and “fair trade” coffee machines.

While printing their thesis and works, students are told to print on both sides of the sheets. The University is also implementing an electronic platform to submit Master thesis digitally, with no printing at all.

4.2. Energy & Carbon Management
The University and the School are committed to sustainable energy management through reducing energy consumption and carbon emissions. A notable achievement has been the replacement of the natural gas boiler for the whole Sart-Tilman campus by a cogeneration plant fueled by biomass. The University is also improving the energy efficiency of its buildings through insulation, LED lighting and a photovoltaic panels project.

4.3. Operations
The University’s "Mobility" team incentivizes staff to use public transport, cycling and carpooling as alternative means of transportation to get to work. The University of Liège cooperates with the city authorities to sustain their initiatives.

The School has supported this policy by making a new bicycle park facility available to both students and staff. We aim to encourage more people to bike. We are championing a charging station for staff’s electric vehicles. Moreover, we try to optimize class schedules to minimize students and staff’s travel between the Louvrex and the Sart-Tilman campuses. The redesigning of the HEC Liège campus, for a bigger impact, will be a determining factor in the future.

Besides our research work, we have put in place a coherent purchasing policy. HEC Liège has received a Max Havelaar's "Fairtrade @Work" Award. These requirements are included in the bill of specifications for public contracts.

4.4. Non-discrimination
Diversity and non-discrimination are core values of the University of Liège and HEC Liège. Our recruitment practices have contributed to the diversity of the workforce. In line with that strategy, HEC Liège’s recruitment practices have contributed to the gender balance of the Faculty Members (46% female).

Buildings have been equipped to allow access to people with disabilities and to facilitate their mobility.
### 4.5. Staff training & development

Each year, the University organizes general training activities that give all staff members the possibility of acquiring basic or supplementary knowledge (for example foreign languages, office practice, personal development, or professional effectiveness amongst others).

At the University level, a specific service is dedicated to the staff quality of life inside or outside the University. It offers services such as a university nursery, access to sports, help to quit smoking, etc.

At School level, we offer yoga classes every Friday and training on happiness at work in cooperation with the Executive School. We organize regular celebrations or networking events for staff (Christmas meal, summer barbecue, retirement drinks and so on). We put into place a specific "well-being" committee in charge of proposing solutions to improve the quality of the work life.

Earlier this year, a dedicated to “well-being day at HEC Liège” has been set up. All the administrative staff was invited to attend conference and workshops, (meditation, chair massages, adopt the right gestures when office-working, etc.). Healthy food and drinks were provided all day long. An entertainment show was then proposed, followed by a drink, to put it all together. A suggestion box had been launched. After the activity, a debriefing was organized with the participants in order to determine a follow-up. Different actions have been identified in order to extend the benefit of such a day to everyday working life at HEC.
Progress after the 2017 report

As a business School, HEC Liège considers ethics, responsibility and sustainability as a whole: three angles of a same triangle that are integrated in our activities for many years.

Our 2017 SIP humbly recognized that the School had “not yet defined a proper strategy regarding Ethics, Responsibility and Sustainability” although it had carried out some preliminary steps to allow the implementation of such a strategy in a near future.

In February 2019, HEC Liège adopted its 2019-2024 strategic plan: a clear and major step forward in the history of our Business School in terms of ERS, as the highest level of our Management School decided to consider the societal transformation challenge as a transversal axis of our strategy, taking into consideration three aspects:

- The digital transformation,
- The entrepreneurial approach,
- The responsible, ethical and sustainable dimensions.

The entrepreneurial approach has already been addressed for some years through the creation of a Venture Lab38.

Last year, a transdisciplinary center of excellence with HEC Liège was created, with the support of the Walloon Region: the HEC Digital Lab39

Therefore, two aspects of the societal transformation strategic axe are already taken care of.

The major change since our previous SIP is that the Management Board decided to focus on the third aspect of this transition (the responsible, ethical and sustainable dimensions). This ambition will be addressed through the creation of the HEC Liège Sustain’LABility.

As previously explained, a leader has been appointed recently. She set up a working group, which is already working on the definition of the strategy with an objective of a transversality.

As displayed in the next chapter – and it may be considered as an example of our willingness - another essential aspect of the life of our school is total evolution: the organisation and development of our campus has been decided over the last years.

38 http://www.venturelab.be
All along previous chapters, numerous examples of our evolution are detailed. As a reminder, let’s briefly underline the three following ones: the evolution of a specialism of our 120-credit Master in Business Engineering into Sustainable Performance Management. The creation of a transdisciplinary program in Management of Transitional Organizational Systems jointly offered with the Faculty of Social Sciences. The launch of a new Chair in Family Enterprises, supported by the Bank of Luxembourg, hold by Prof. N. Crutzen and a new PhD student (3 years).

As a conclusion, the evolution of our strategy may be understood as major awareness of our Management, understanding that there is now an emergency in dedicating the necessary energy to ERS. HEC Liege is aware that – as a leading business school – it has a major role to play in the dissemination of social responsibility through the institution and around.
Challenging the Future

1. **HEC Liège: A new campus for a bigger impact**\(^{40}\)

HEC has opted for the construction of a new building to bring together all its staff and students. The sustainability of this new building was designed from a comprehensive approach based on the British Research Establishment Environmental Assessment Method\(^{41}\) (Breeam), which is the most widely used international assessment method. All aspects of sustainable construction have been integrated and energy and environmental performance optimized. The reflection focused on implementation, mobility control, accessibility for all, energy and water saving, responsible use of materials, maximum flexibility and anticipation of minimal maintenance.

**Implementation and mobility**
The location in the city center limits travel and encourages the use of bicycles and public transport. A bicycle parking lot with more than 50 spaces is provided, along with sufficient storage lockers and showers. The green setting of the existing environment will also be preserved as much as possible.

**Efficient energy and water use**
The new building, which is compact and well insulated, has been designed to minimize energy loss. Its orientation along an East-West axis allows office spaces and classrooms to benefit from natural light and provides sun protection on the south facade. The construction system following a regular grid of concrete slabs makes it possible to take advantage of their thermal inertia to accumulate heat or cold and then release it with a phase shift over time.

In addition, photovoltaic panels have been planned on some roofs, the others being green roofs, and a rainwater harvesting system for sanitary facilities and dry toilets on some floors reduces the need for drinking water and limits the flow of water discharged into the sewer.

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\(^{40}\) See Appendix 2: Press Release, May 2019

\(^{41}\) [https://www.breeam.com](https://www.breeam.com)
**Responsible use of materials**
The structure of the building will be made of concrete, which will most often be left in its raw and visible state. The side and rear facades will be made of polycarbonate panels. This material offers exceptional performance in terms of thermal requirements and brightness.

**Maximum flexibility**
The simplicity and structural rationality of the building offers spatial flexibility allowing for a rich and varied spatial layout as well as more profound reorganization should the Business School's needs change. The building is flexible and has generous and versatile spaces offering various possible layouts.

**Anticipation of minimal maintenance**
Both outside and inside the building, preference has been given to raw materials that do not require maintenance.

**Conclusion**
With this new building, our new campus will become a reality by 2022 and hinge around 4 elements:
- The current HEC building and the 17th century heritage building;
- A brand-new building, sustainable and at the forefront of digital technologies, the construction of which will start in the course of 2020;
- The purchase and renovation of the neighbouring buildings of the Ecole Sainte-Julienne located on rue Saint Gilles, just next to the current HEC site;
- Internal green spaces.

It will centralize all activities and bring all employees together on a single campus with work and learning spaces designed from the perspective of NWOW (New Ways of Working) and NWOL (New Ways of Learning).

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2. Perspectives from stakeholders, HEC Liège students

2.1. Preamble

The launch of a working group to work on the strategy for the future « HEC Liège Sustain’LABility » has enabled us to engage in a productive exchange with several student representatives.

Their readiness to see things change and motivation were noticeable at once, even though they had already taken steps to make their own activities (even) more responsible.

We also hear their request that their School do the same, on the one hand by supporting their efforts, and on the other by acting to improve its functioning.

Among their ambitions, we highlight two projects hereafter.

2.2. Transformation & improvement of the HEC’s canteen system

Our canteen works within the framework of the OIC\textsuperscript{42} status - specific to HEC Liège - like a mini-company. Each year, students manage the School’s cafeteria, which throughout the academic year offers various foods and drinks to students, staff and visitors at democratic prices. These students manage their budgets independently, whereby they gain real project management experience.

La Cafet’ aims to become more responsible. To this purpose, its managers are already in contact with another school in Liège that stands out for the sustainable canteen it launched in February 2019. A partnership is being considered so that our students can benefit from the experience of their HELMO\textsuperscript{43} counterparts.

Also, in collaboration with the ASBL Ceinture Aliment-Terre Liégeoise\textsuperscript{44}, HEC students are considering a project to mobilize the living forces of the Liège region with the view of developing a short, ecological food chain that will generate quality jobs.

\textsuperscript{42} OIC: In French “Organisme d’intérêt collectif” (organism for collective interest)
\textsuperscript{43} Haute Ecole Liege MOsan
\textsuperscript{44} https://www.catl.be
2.3. « Students for Climate HEC »

The “Students for Climate”\textsuperscript{45} (S4C) group was created by a bunch of students after the marches organized by “Youth for Climate”, a group of secondary school students who started marching in January 2019, inspired by the young activist Greta Thunberg. Their elders in Universities and High Schools followed suit at the end of January. The movement gradually grew in many Belgian student cities such as Ghent, Antwerp, Leuven, Namur... and Liège. Large general meetings were organized to talk about the creation of the movement and the concrete actions that the students could take.

This is how « Students for Climate HEC – Liège » was born and a first meeting was organized to talk about what an HEC student can do to reach a positive impact. Here are the highlights of that meeting:

- Reducing and sorting waste;
- Raising the HEC- cafeteria’s responsibility with regard to the products they sell;
- Raising HEC students’s awareness of the climate crisis via lectures given by Professors;
- Encouraging the HEC community to use reusable water bottles;Finding solutions about the energy management of the HEC buildings;
- Finding information about how green the new HEC building will be.

We will consider with HEC students how to translate these ideas into practical action. In the meantime, the central group of S4C Liège remains active with many projects yet to come.

Ms Lucie Jeandrain, Bachelor Student in Business Engineering (2\textsuperscript{nd} year)

\textsuperscript{45} https://studentsforclimate.com/about/
2.4. Student testimonies

Sustainability at HEC Liège, according to Ms Sabrina Witte, Master in Management, Management des Entreprises Sociales et Durables (2nd year)

I am a final year student specializing in Social and Sustainable Snterprises. I chose this master because I found the topics and lecturers very inspiring. I felt very comfortable in class because we were a “small group” of students (around 25). Active participation was encouraged and we felt welcome to speak. We had the opportunity to apply a lot of theoretical knowledge. Moreover, we were lucky to participate in a “field trip” to Bilbao in 2018, where we attended the GESEF, a forum on social economy. It was a very impressive and positive experience where we met actors from all around the world. I am really pleased with this Master as I learned a lot about a variety of topics, such as sustainable development, participative governance, philanthropy, impact investing, social business model, innovation, strategy etc.

My Master thesis is about the creation of a “green office” in ULiège. A green office is a sustainability office managed by students and some University staff members. I am very keen because I had the opportunity to meet and interview a lot of actors from and outside the University, from students to the University's vice-presidents. How did I choose this topic for my thesis? Everything took place during a Master class organized at HEC in March 2018 during “le Festival Nourrir Liège”. Rob Hopkins was invited to HEC as a guest speaker. The topic of this master class was “How to do the transition in your college?”. After attending this master class, my supervisor and I chose the topic of my Master thesis. This master class was really an inspiration. It is important for students to network with actors from the industry that they are investigating before choosing an internship or a thesis topic.

I am also involved in a student group called “OIC jpHEC”. We take pictures of various events which occur at HEC Liège and we write a magazine called “KduC” which is distributed free of charge at HEC three times a year. I took the chance to write about my Master in Social and Sustainable Enterprises and on sustainable development because I want to spread my passion about sustainable development among students and I hope it will help them envision what it means.

During the first part of the year we had a course called “strategy and sustainability”. It was very interesting because we learned about the experience of various speakers from the private and public sector. It is important to get to know from experienced people how it all works out in professional life.

According to me, sustainability is a transversal topic that should be taught from primary school onward.
HEC Liège Student Associations, by Ms Clara Tegas, The Assoc’ President 2019-2020, Master student in Management (1st year)

HEC’s Student Association, elected by our students, has already started to act sustainably and responsibly towards the environment and involved students in our School.
Here are a few examples. We organize a ski trip every January. On this trip, we no longer use plastic cups but reusable ones to avoid huge amounts of waste. For the same event, During this trip, we collaborate with a local caterer to provide ready-made meals for students not willing to cook during the week.
For all other events we organize, we collaborate with local breweries, such as Val Dieu, to offer a wide choice of beverages.
In the near future, we plan to implement a stock of reusable cups to be used for every event (Students Association & OIC) that allows for it. The Cafet’ has already adopted reusable cups and is striving to offer low-cost meals prepared by students. A wider range of fair-trade and local products will also be available at the Cafeteria.
The Centrale des Cours – the OIC taking care of printing textbooks - is willing to reduce its amount of paper waste by raising awareness among lecturers and by asking them to double check their material before sending printing orders.

An overall perspective, by Ms Louise Parisis, Bachelor Student in Business Engineering (2nd year)

I think we are stuck in a capitalist system, where unlimited growth is the main goal for many people. I notice that we are taught adequately to think that this is not necessarily the best one, mostly because of its lack of consideration for the people and the planet.
A lot of people are not aware or do not understand that sustainability and growth can be associated and that the issue lies in unlimited growth. At HEC, I also observe that my classmates do not see sustainability as a priority in their lives: they know what it is, they think it is great but they do not prioritize it: they associate “more for the planet” with “less for the wallet”.

At HEC Liège, I appreciate the opportunities offered through the skills portfolio: we have a system of workshops set up around 2 topics of our choice. This enables us to be the designer of our “skills”. Each issue is tackled through 4 classes of 4 hours. Some of the subjects dealt with are focused on sustainable development,
By the way, we notice that student organizations at HEC are more and more concerned about sustainability and are willing to, step by step, reconsider their ecological and socioeconomic impact in their own way. For example, the Cafet is processing about their supplied products, the Centrale is searching a way to waste less paper, the JPEG includes articles about the environment and ecological issues in their paper etc.
I see that there is motivation although it needs to be further explored.

Global thoughts, by Ms Lucie Jeandrain, Bachelor Student in Business Engineering (2nd year)

I know that the creation of this Lab will not stop global warming (if only it would!) but this project to me seems to be a step towards improvement as it raises awareness of issue among HEC students as tomorrow’s managers.
And in a society where it is (mostly) the big companies that pollute, what is more efficient than to convince future managers that global warming is real and that companies can solve (at least a part of) the problem? I really feel concern about everything this Lab is going to deal with since I still have 3 years ahead of me at HEC ... and a full life to live in a world that had better be viable...
So yes, I’m 100% motivated to embark on this venture and learn everything this project can teach me.

Contact Person
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3. Visibility

This report describes many activities which are currently organised and managed by our Business School. However, we note that still many people are not aware of these activities. The new Lab ambitions to create and raise awareness – and therefore engagement – among HEC Community.

3.1. Existing communication

SPIRIT of Management is the magazine of HEC Liège - School of Management of the University of Liège. It reports on as many issues as the School's development axes, its skills and research fields, its faculty and students' entrepreneurial spirit and innovations, and its academic and corporate partnerships. A privileged communication tool between the School and its Alumni, the magazine also evokes successful career paths, CEO portraits and interviews.

SPIRIT hinges around dynamic sections such as meetings, interviews, personal points of view, comments on current affairs, columns, editorials, etc. A Sustainable Development section, featuring in each issue of the magazine, highlights the strategy and actions developed in this field.

SPIRIT of Management is issued three times a year; it is published in 8,000 copies and sent electronically to another 8,000 recipients. The magazine’s main targets are HEC-Liège's partner companies, alumni and students next to academia, the socio-economic world and the press.

Each copy features an article dedicated to ERS (Ethics, Responsibility & Sustainability). A special edition devoted to "sustainable development" is due to come out in the second part of 2020. It will display, among others, the launch of HEC Liège SustainLABility.

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46 See Appendix 3: SPIRIT of Management, ERS Articles
3.2. 2020 Philippe de Woot Award

The “Philippe de Woot Award” is an initiative of the Université Catholique de Louvain (UCL), aiming to promote sustainability and Corporate Social Responsibility by awarding, every two years, one prize to one or several Master thesis(es) which constitute(s) an original contribution to the understanding and thinking about Corporate Social Responsibility.

The “Philippe de Woot Award” is for any student graduated from a University or Business School at Master level over the world and whose Master thesis is about corporate social responsibility or the contribution of companies/organizations to sustainable development. Candidates must have completed their thesis during their academic year in 2017-2018 or in 2018-2019.

In 2020, the award ceremony will be organized by and at HEC Liège. To ensure the recognition of this Prize and a large diffusion of CSR, the awarding ceremony will take place at the time of a conference animated by reputed speakers from different backgrounds on the theme of CSR. In addition, communication in the media and international networks will be ensured.

The deadline to address candidatures is set for October 1st, 2019.

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48 https://uclouvain.be/fr/facultes/lsm/philippe-de-woot-award.html
3.3. Launch of HEC Liège Sustain’LABility

The new Lab, HEC Liège Sustain’LABility, is under construction. We are not yet in a position to describe when or how the Lab will be officially launched, as we are precisely in the period when the strategic stones are put into place.

Some essentials in terms of visibility will have to be addressed:
- Ensure awareness of our commitment, in order to favour engagement;
- Create more synergies with our stakeholders, in order to better involve them;
- Better communicate in order to inspire and develop further the impact of our actions;
- Etc...

The Lab leader, together with the recently settled working group, will propose a timeline to the board of Directors at the beginning of next academic year as well as a plan to organize the strategy and the actions of the Lab. The six Principles for Responsible Management Education, combined with the United Nations Sustainable Development Goals, will serve as a background to guide our first steps.

The evolution of this strategic entity will be further addressed through the next PRME SIP.

3.4. Conclusion

The above information shows our commitment to further address the ERS challenges in a near future in terms of impact, visibility, dissemination, interaction with stakeholders, engagement.

Our action is and will be further expressed through the pillars of education, research and service to community.
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Executive Summary

A major step, in terms of ERS, was undertaken earlier this year at HEC Liège, through the adoption of the 2019-2024 strategy by integrating « Societal transformation » as one of the transversal objectives of our strategy. Societal transformation at HEC is understood as having 3 aspects:

- To integrate digital transformation throughout HEC
- To integrate the entrepreneurial approach throughout HEC
- To integrate responsibility, ethics and sustainability aspects throughout HEC

The third aspect will be addressed from now on through the creation of a new entity: HEC Liège Sustain’LABility. A leader has recently been appointed to start building this lab, which ambition and objectives are to enhance awareness of sustainable development values among the entire university community (students, faculty, management staff), and to offer a healthy environment fostering well-being and responsible behaviours. An action and reflection plan is being implemented and will be proposed to the entire HEC Liège Community in the forthcoming months.

Our students will be full partners in the process, as we consider them as the driving forces of evolution in society. The actions undertaken will be chosen according to the 17 Sustainable Development Goals identified by the United Nations: some of them have already been identified as or priorities. These aspects will be developed in the coming months.

Our teaching, research and support to community services – of course – do take the aspect into consideration for numerous years. But the new strategy will allow to strengthen the process.

In terms of education, ERS is already transversal through our programs from bachelor to master level: we note an increasing number of courses or modules specifically addressing the topic, our skills portfolio offers various opportunities to our students to personalize their curriculum, etc. We note that already 19% of our graduates over the last two years choose to focus their final thesis on a topic directly related to ERS.
We also organise specialized education at Master level:

- For many years, a specialised Master in Management program (120 credits) including a specialism in Social and Sustainable Enterprise Management;
- From the next year on, our 120-credit Master in Business Engineering will propose a specialism in Sustainable Performance Management;
- A transdisciplinary program, jointly offered with the Faculty of Social Sciences at the University of Liège: a Master in Management of Transitional Organizational Systems.

Our executive school also proposes various activities directly focused on ERS topics.

In terms of research, we note several centres at HEC: Centre for Social Economy, Lentic, Smart City Insitute. As well as several chairs (most of them created through the CSE):

- Baillet Latour Chair in Social Investment and Philanthropy,
- CBC partnership on Social Entrepreneurs,
- Cera Chair in Cooperative and Social Entrepreneurship,
- SRIW · SOWECSON Chair in Entrepreneurship and Social Innovation,
- Banque du Luxembourg Chair in Family Enterprises.

As explained in details in the above chapters, HEC Liège is also active in terms of service to community, while organizing conferences, events and competitions on a regular basis. These activities target various stakeholders, with the ambition to embark them in the process, while creating more visibility inside and outside our institution.

As a conclusion, we consider that important steps in terms of ethics, responsibility and sustainability have been undertaken for many years. They are present and visible within each pillar of our institution. However, the five coming years will be crucial in terms of evolution, thanks to the 2019-2024 strategy. A major challenge is to organize and finalize the creation and development of the Sustain’LABility. While, in parallel, the development of our campus, with – among other actions - the construction of a sustainable building, is also a wonderful challenge embarking the whole community to a more sustainable approach and way of working and collaborating.

With no doubt, HEC Liege is already in a period of transition, as planned in its strategy.
List of appendices

- Appendix 1: Note about the research thesis for MSG students P47
- Appendix 3: SPIRIT of Management, ERS articles P51

Note :
This document is meant to be read on a computer, with no need to print. In order to diminish its length and weight, links to existing web sites were included instead of annexes.
Appendix n° 1

Note about the research thesis for MSG students:

The MSG student must dedicate one chapter in his/her thesis (about 5 pages) explaining how his/her research thesis addresses the ethical and/or sustainable dimensions of the answers provided to the research question stated in the thesis.

There are two possible scenarios:

1) The student may think that his/her research thesis has no connection to business ethics and/or sustainable development. The student has then to demonstrate

   • How the topic discussed in the thesis could be related to a more general ethical reflection* about the business world or the global economic system
   • Or how the topic discussed in the thesis could be developed and enriched if a sustainable development perspective** was adopted

2) The student thinks that his/her research thesis has an obvious link to business ethics and/or sustainable development. The student has then to demonstrate

   • How the topic discussed in the thesis (or in particular the research question addressed in the thesis) is actually related to a more general ethical reflection* about the business world or the global economic system
   • Or how the topic discussed in the thesis (or in particular the research question addressed in the thesis) has been analysed using a sustainable development perspective**

*Conducting an ethical reflection means identifying the underlying ethical issue(s) or dilemma(s), describing the ethical issue/dilemma (impacts on stakeholders and extended view of the firm, conflicting values/norms, rights and duties issues, etc.), considering and analysing alternative options in a pluralistic perspective, i.e. taking into account interests and viewpoints that are not necessarily aligned on those of the company, and implementing the appropriate management systems and instruments to deal with the issue/dilemma.

** Taking a sustainable development perspective means integrating 4 dimensions: economic efficiency (prosperity), social equity (people), environmental sustainability (planet), and participative and transparent governance mechanisms (participation).
Press Release, May 2019

COMMUNIQUÉ DE PRESSE

HEC Liège : A NEW CAMPUS FOR A BIGGER IMPACT
Construction d’un nouveau bâtiment et rachat du site mitoyen de Ste-Julienne

Liège, le 27 mai 2019 - C’est le grand projet de ces prochaines années pour HEC Liège-Ecole de gestion de l’Université de Liège : la création d’un tout nouveau campus étendu sur 1,6ha, en plein centre de Liège, au croisement entre la rue Saint-Gilles et la rue Louvrex.

Ce nouveau campus, qui deviendra réalité à l’horizon 2022, s’articulera autour de 4 éléments :
• le bâtiment HEC actuel et le bâtiment patrimonial du 17e siècle ;
• un tout nouveau bâtiment, durable et à la pointe des technologies numériques, dont la construction débutera dans le courant de 2020 ;
• le rachat et la rénovation des bâtiments voisins, de l’Ecole Sainte-Julienne située rue Saint Gilles, juste à côté du site actuel de HEC ;
• des espaces verts internes.

Il permettra de centraliser l’ensemble des activités et de rassembler tous les collaborateurs au sein d’un même campus avec des espaces de travail et d’apprentissage conçus dans une perspective de NWOW (New Ways of Working) et de NWOL (New Ways of Learning).

La pièce maîtresse du nouveau campus : un nouveau bâtiment à la pointe de la technologie

L’apprentissage, le mieux-être de l’étudiant, la satisfaction au travail, l’autonomie sont au cœur des préoccupations. Les infrastructures et leur organisation ont été réfléchies à travers ce prisme, en lien avec les évolutions digitales et technologiques et leur capacité à susciter l’émergence d’une nouvelle culture d’entreprise.

« Un très large espace de convivialité en façade Sud permettra autant de circuler que de mettre à la disposition des étudiants et des professeurs des espaces de travail au fil de leur parcours. Cet espace se veut un lieu vivant et généreux, fait de rencontres et d’échanges qui constituent le fil rouge du projet » expliquent les architectes de l’Atelier bruxellois 229 à qui le travail a été confié.

Le nouveau bâtiment s’inscrit également dans une perspective de développement durable. L’utilisation de matériaux bruts et sains, un chauffage par rayonnement, des sondes de qualité d’air, la récupération des eaux de pluie, un parking vélos de plus de 50 places, voilà quelques-unes des orientations qui seront prises pour réduire l’impact du bâtiment sur son environnement.

Le rachat du site mitoyen


Level Up : campagne de levée de fonds

15 millions d’euros sont nécessaires pour voir aboutir ce projet de grande envergure. Une partie de ce financement est assurée par l’Université de Liège et des fonds publics. Actuellement, 12 millions de financement sont assurés. Néanmoins, l’excellence visée par HEC Liège suppose l’équipement du campus avec du matériel de pointe, en phase avec les attentes des entreprises d’aujourd’hui et de demain.

Pour les 3 millions restants, l’Ecole a lancé une grande campagne de levée de fonds. L’opération Level Up, qui traduit la vision d’avenir et les ambitions de HEC Liège, a été dévoilée et lancée lors du Gala bisannuel de l’Ecole, événement de networking de grande envergure rassemblant plus de 600
personnes, qui s’est tenu ce samedi 25 mai.

Pendant les trois prochaines années, chacun à sa manière pourra ainsi apporter sa pierre à l’édifice en participant à cette campagne. Depuis le financement d’une simple chaise jusqu’à celui d’un amphithéâtre... De quoi laisser son empreinte auprès des futures générations d’étudiants de HEC Liège!

Site internet: https://hec-levelup.be/fr/

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Appendix 3

SPIRIT of Management, ERS Articles

THE VENTURELAB – A FLAGSHIP ECOSYSTEM TO FINANCE FOR LEIE UNIVERSITY HEC FUND

The Venturelab is a reality today for Leie University HEC Fund and an opportunity to develop the sense of entrepreneurship & necessity among students but it will also boost existing partnerships between the region’s economic actors & its ability to create new business opportunities.

Every donation to Leie University HEC Fund will actually contribute first to the creation, then to the development of this new Venturelab and incubator. Thanks to your donation, you will strengthen the links of the whole HEC ULg community and help create a co-working hub for students & alumni.

WHY MAKE A DONATION TO LEIE UNIVERSITY HEC FUND?

Thank you for your support:
1. Contribute to the realisation of HEC ULg’s main objective: internationalisation, academic excellence, research with societal impact, students education with a focus on entrepreneurship and innovation;
2. Have an impact on HEC ULg’s life and finance specific projects that matter to you;
3. Share a sense of belonging to HEC ULg community and become a link between the School and its future generations of students;
4. Help us build with those who benefited from your support, thanks mostly to an annual board of donors;
5. Are granted tax deductibility.

To make a donation to Leie University HEC Fund, means contributing to the success of the School, the achievements of its future graduates, who will guarantee the social and economic development of the region, as well as become the best ambassadors of Leie and Walloon at an international level.

For any further information,
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A MULTI-DISCIPLINARY PLATFORM IN SUSTAINABILITY

The integration of issues related to Sustainable Development within organizations (and within their management) require knowledge, skills and strategies that are defined in management science: Human, Technology and Environment. The platform aims to meet this need by providing the necessary level of expertise, through a multi-disciplinary approach. The platform is composed of experts from different departments and provides a platform to share expertise and knowledge, as well as to discuss and develop projects.

For a better accessibility, this platform is also available online in the form of a digital platform. The platform is also available on the website of the University, research, teaching and service to the community.

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Designing an advertising campaign for a real company and turning this into a contest within the frame of the English course is the third year is certainly very challenging for its rather ambitious. Nevertheless, trusting the capacity of our students and guiding them through the difficulties they encountered encouraged them to do great wonders

On 19th May 2017, our basket teams presented their projects to a jury of seven academics including the Dean; the Head of Ecosia France and a subcapped audience of students, faculty, and friends.

The project served as enriching the students’ creativity, innovating, learning, and ethical values as well as widening their programme of creativity, innovation, fun, interest and ethical value. This project aimed at embracing the students’ interest, academics including the Dean, the Head of Ecosia France, and other academics. It was designed that each of their marketing projects was understanding Ecosia’s central principle: Taking care of our future.

The project has been more than just a fun adventure. It has taught us that business, marketing, and ecology can be connected. This project has been more than just a fun adventure. It has taught us that business, marketing, and ecology can be connected.

Ecosia France.

It explains the possibility of making people aware of the importance of ecological actions. Some people’s beneficence is conditional on a material or financial reward: the idea is to show that we can all make a difference in adopting a more sustainable lifestyle.

The 424 users alone have planted 359 trees! HECosia’s idea is to carry out an awareness-raising action in heavily frequented places thanks to a “men-tees”!

As students, we think that it is interesting practical work, so the contest of this advertising campaign, that we can make the most of this contest allowed us to put forward what we had learned during the theoretical classes. Moreover, having this in English familiarized ourselves with the stand-alone or team-oriented nature of this contest and more precisely to have the Ecosia.

“HEC Liège plants 30 x 700 trees” – ECO LIÈGE – SPIRIT 30 X 370 TREES – ENTS

THE LECTURE PROGRAMS SCHEDULED FOR THE NEW ACADEMIC YEAR INCLUDE SEVERAL NEW FEATURES, IN PARTICULAR A NUMBER OF MANDATORY TRANSVERSAL COURSES, ENTREPRENEURSHIP AND INNOVATION BUSINESS ETHICS, DIGITAL BUSINESS, INTERNATIONAL STRATEGY, IN MASTER’S DEGREE IN MANAGEMENT (ALL 3 DEGREES), MARKETING, AND CORPORATE SOCIAL RESPONSIBILITY.

For the magazine in teaching about technology is the core of our education at all master’s students to be a driving signal for HEC Liège as going, and one which we should not underestimate. As academics in a business school, we have to be aware of the ethical and legal implications of the business that students are entering. They have to be familiar with the ramifications and co-exist with the global economic context we have described: our own research and decision-making, whether in our private or professional life, will impact the lives of others, positively or negatively. This is the world we live in. "Sustainability" in the strictest sense, the answer to the question on what it is that "good business ethics," answers this question. However, in order to deliver the "good business ethics" that should be taught to a situation, and what could be the expected impact of a role to a role, such an unexpected role. If we are not so used as businesspeople. Much more refers to individual programs in ethics with respect to right or wrong conduct, while others refer to collective standards of behavior that let us have human beings to act in the many situations in which they find themselves, as friends, parents, children, citizens, businessmen, teachers, professionals, and so on (Sternberg, 2010).

Moral issues are always different, peculiar to the context, although human and universal experiences. Even students have that been formed to reflect on how to be morally critical thinker they may be confronted with in their professional life. In our view, our duty is to encourage students to engage in moral reflection, and to be engaged to grasp the complexity of situations. Teaching ethics is not only providing students with information and skills – which then, but also by helping them to understand the complex and critical thinking ability, our role is to also allow the student to develop their own values while confronted with specific ethical problems. Through the Business Ethics course, students will develop important skills. First, they will be able to face the fact that personal choices matter. Second, they will be able to identify several examples in demanding environments. This requires a capacity for global analysis and anticipations and an ability to be alert send towards problem-solving.

To do this, we need our students to be confronted with the world’s most typical ethical dilemmas in the business world, and guide them through the difficulties they encounter in these situations. Our students are trained to identify the main ethical concept, and also to understand its consequences by strengthening their skills, we aim to contribute to business ethics. By the development of responsible leaders and managers in better take care of the companies, their stakeholders, and the human community at large.

All contestants deserve to be thanked for this great possibility. Congratulations to the winners: HEC-ULg (Jury Award) and Ecosia (Audience Award).

• 626 people have already used the Ecosia/HEC Liège link to install Ecosia
• At least 1,000 people have installed Ecosia thanks to our help
• The 626 users alone have planted 309 trees until now. In July 2019, Ecosia will have planted at least 21,000 HEC Liège trees.

A MARKETING CAMPAIGN FOR A REAL COMPANY: 30 FINALISTS CONVINCING AN ENTHUSIASTIC AUDIENCE TO START USING ECOSIA

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LETS HAND OVER NOW TO VIRGINIE SCHAUFFEL, ASSISTANT PROFESSOR HEC-ULg, DARL AND LUCIA CHAIR IN SOCIAL INVESTMENT AND PHILANTHROPY, CENTER FOR SOCIAL ECONOMY AND CORPORATE SOCIAL INVESTMENT, CENTER FOR SOCIAL ECONOMY AND CORPORATE SOCIABILITY, SYBILLE MERTENS, PROFESSOR, OF AND THE RÉDÉRIC ORENTIN, MELINE ICHEL, BAILLET LATOUR CHAIR IN SPIRIT OF MANAGEMENT.

On 30th June 2019, the winners of this edition of the contest will be announced.

By strengthening these skills, we aim to contribute as a business school, to the development of responsible leaders and managers in better take care of the companies, their stakeholders, and the human community at large.