

# SUSTAINABILITY & ORGANIZATIONS INSTITUTE

LEADING WITH PURPOSE FOR AN INCLUSIVE  
AND SUSTAINABLE WORLD



# S&O mission

**Our purpose is to reinvent business through promoting sustainability and unleashing human potential.**

Established in 2009 as a pioneering entity within HEC Paris, S&O is an interdisciplinary institute, fostering a community of researchers, business leaders, organizations and individuals deeply committed to serving human and planetary well-being.

Thoughtful reflection, innovative experimentation, multi-stakeholder dialogue, and evolving pedagogy are at the core of our approach.

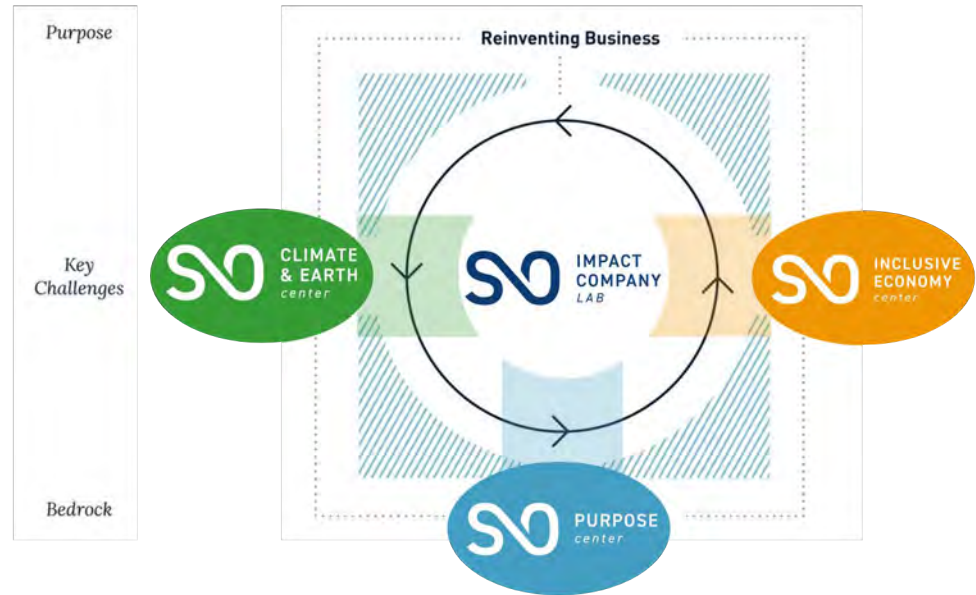
- **15 years**
- **3 centers**
- **1 impact lab**
- **60 researchers & professors**
- **8 active chairs**

# Our Approach



## THINK, TEACH, ACT

For a Purposeful, Inclusive and Sustainable World



# S&O Days

The S&O institute organized 3 major events per year to engage with international management scholars, field experts and policy-makers exploring the latest research and to discuss ongoing achievements and potential solutions to address ecological and social issues and related-purpose challenges.

## PURPOSE

DAY



## INCLUSIVE ECONOMY

DAY



## CLIMATE

DAY




# Research of excellence

Building on our experience with interdisciplinary research work and our international academic networks, we aim at raising HEC's thought leadership and impact as the European School of reference for the study and dissemination of Purposeful Leadership and of Sustainability in Business.

Our research deeply contributes to defining the way business has to be reinvented.

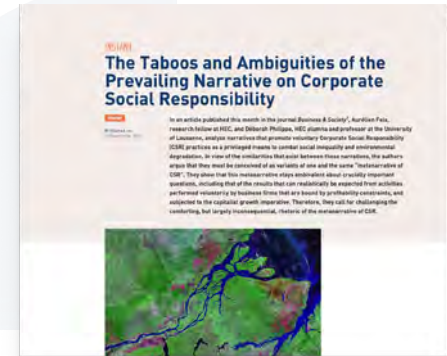
The research and case studies undertaken by our faculty members radiate through the academic and business worlds, inspire policymakers as well as contribute to developing unique content for HEC students.



**Develop new thinking on  
the way organizations  
can serve society,  
respect nature  
and unleash  
human potential**

# S&O Expertise

- ▶ Inclusive Economy
- ▶ Purpose and Performance
- ▶ Social Innovation
- ▶ Environmental innovation
- ▶ Decarbonization
- ▶ Circularity
- ▶ ESG Performance
- ▶ Sustainable Operations
- ▶ Tackling Poverty
- ▶ Sustainable Energy
- ▶ Climate and Business
- ▶ Employee Engagement
- ▶ Firm's Raison d'Être
- ▶ Impact Finance
- ▶ Sustainable Business Transformation
- ▶ Business models



# A collection of impact reports

- 2019: Social Impact Assessment Strategy Report
- 2020 : Accelerating Researcher-Practitioner Collaborations in Sustainability Research
- 2021: S&O/B4IG Report: Inclusive Business: What it is and why it matters
- 2022: Smart Cities: The Sustainable programs of six leading cities



# A collection of thematic reports

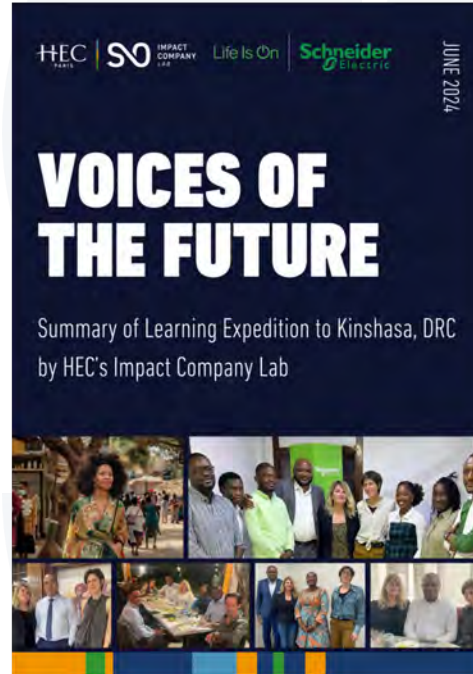
- What Gets Measured: Social Factor coverage in Corporate ESG frameworks
- The dual effects of purpose on teams
- Are we all equally sensitive to purpose in the workplace?
- Approaches to Purposeful Leadership





# Impact Company Lab Reports

- Voices of the Future
- 2050NOW – Learning Experiences Series



# A collection of case studies

## 50% of the case studies produced by HEC

- ▮ **Alenvi**: How a purposeful strategy combine profits and social impact?
- ▮ **Best Buy**: How does purposeful leadership impact performance?
- ▮ **Bouygues**: Sustainable city: how to meet the city's energy and mobility needs
- ▮ **Camif**: Leveraging company purpose for an impactful transformation
- ▮ **Colas**: How to improve and digitalize carbon accounting at the service of a decarbonization strategy ?
- ▮ **Danone**: How can social innovation help a multinational company reinvent itself?
- ▮ **Desso**: Circular Magic? Carpets Reborn at Desso
- ▮ **Montrenoble**: Flourishing Sustainable city in France
- ▮ **Mustela Expanscience**: Transformation Towards Regenerative Business Model
- ▮ **Renault: Mobilize**: How to an ecosystem to provide affordable mobility solutions
- ▮ **Stanley Black & Decker**: How to define and anchor a company's purpose?
- ▮ **Schneider Electric**: Pay-as-you-go solar home systems fund: How to reconcile profit motives with community needs?
- ▮ **The Milky Way**: A Journey Towards Moo-dern Sustainable Dairy Farming
- ▮ **Total**: From Oil to Renewable: Major Shift or 'Total' Greenwashing?
- ▮ **Veolia's Eau du Grand Lyon**: How to orchestrate a social ecosystem in a community around water distribution?



We promote good practices through the publication of case studies.

# Sustainable & purposeful pedagogy

We want our students to develop the required knowledge, know-how and soft skills to invent new ways of doing business, thereby creating positive impact for people, society and nature.

**Our objective is to help current and future managers and leaders to be actors of positive change for society and the planet**

# Infusing sustainability into the HEC Curriculum

**25+**  
Programs



**100%**

HEC students and participants are trained to act for sustainability and with purpose throughout their chosen career path.

**2000+**  
Students  
trained per year

# S&O Programs – 2023-24 Academic Year

## Pre-Experience program

- **L3: Le Parcours Engagement** (Learning expedition in Chamonix, Conferences with CEOs and experts, Planetary boundaries course, Civic Engagement, Hands-on internship Thesis ...)
- **M1 Academies:** Agro-forestry, La Croix Rouge
- **M1 Electives:** Effective Teamwork, Find your purpose, Authentic Leadership, Business Ethics, Purpose Game, Biodiversity, Circular Economy
- **M2 Electives:** Companionship for a Purposeful career, Smart cities
- **Certificates opened to Masters, MBA, Executive MBA:** Inclusive & Social Business Certificate, Climate & Business Certificate, Energy and Finance Certificate, Strategy for Impact Certificate
- **Major CEMS:** Block seminar on Inclusive and Social Business and Global Leadership seminar
- **MSc X-Entrepreneurs:** Energy Transition Track
- **MSc Sustainability and Social Innovation:** Intrapreneurship, Entrepreneurship, Research and Agro Paris Tech Tracks

## Executive Education

- **Executive certificates:** LEAD Campus: Sustainable Leadership in Africa, Change Management & Leadership for Sustainability, Sustainability Essentials.
- **Executive short program:** Sustainable Transition Management (STM), BISE (Business Innovation for Sustainable Environment with Netexplo/Les Echos)
- **Executive MSc Master:** Innovation and Entrepreneurship (100% online)
- **Custom Programs:** Leadership and Sustainability for Credit Agricole 'Transition Durable' for KPMG

Note: Programs financed / directed by S&O

# S&O Programs – 2023-24 Academic Year

## MBA and EMBA programs

- **MBA Specialization:** Sustainability and Disruptive Innovation
- **EMBA online course:** on purposeful leadership, mandatory to all the specialization tracks
- **EMBA Specialization:** Inspire Change in Social Business, Shape the Future of Energy

## Executive Education

- **Summer Schools:** Geopolitics, Globalization and Business Strategy, Business and Climate Change
- **Medici Summer School:** For Phd students in the management field
- **MOOCs:**
  - Anticipating you next battle in business and beyond
  - Time to reorganize
  - Devenir entrepreneur du changement (w Ticket for Change)
  - Become a changemaker, build a career with purpose and impact (w Ticket for Change)

Note: Programs financed / directed by S&O

# Inspirational international leaders

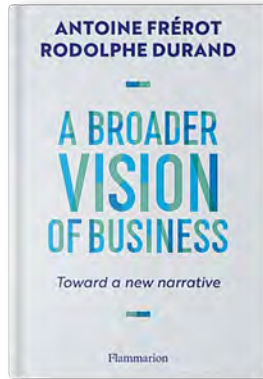


We invite outstanding speakers to share their vision and experience.

- **Esther Duflo** - Nobel Prize in Economics
- **Emmanuel Faber** - Chair of the International Sustainability Standards Board
- **Edward Freeman** – Academic, Founder of the stakeholder view of the firm
- **Hubert Joly** - Former Chairman and CEO of Best Buy
- **Alan Jope** - CEO of Unilever
- **Christine Lagarde** - President of the European Central Bank
- **Rob Hopkins** - Founder of the Transition Towns movement

# Books

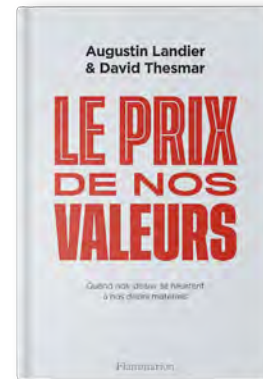
We publish inspiring dialogues between researchers, decision-makers and students



*A broader vision of business:  
Toward a new narrative  
Flammarion, 2022*



*En Quête de Sens – un dialogue entre  
dirigeants et futurs dirigeants  
Dunod, 2022*



*Le prix de nos valeurs  
Flammarion, 2022*



*Social Economy Science  
Transforming the economy & making  
society more resilient, Oxford, 2023*



# Individual and corporate donors

## S&O Institute Global Partner



Marieke Huysentruyt,  
Associate Professor of Strategy

## Joly Family Chair

followed by many individual donors

**First HEC Endowed Chair  
in Purposeful Leadership**

Rodolphe Durand, Professor  
of Strategy



**Sustainability and Supply  
Chain Analytics Chair**  
Sam Aflaki, Professor of  
Operations Management



**Accounting for Purpose**  
Luc Paugam, Associate  
Professor of Accounting



**Orchestrating Sustainable  
Business Transformation**  
Sebastian Becker, Associate  
Professor of Accounting



**Business Models on the  
Circular Economy**  
Daniel Halbheer, Associate  
Professor of Marketing



**Energy and Finance Chair**  
Jean-Michel Gauthier,  
Professor of Finance

... and former partners since 2009: Bouygues, Danone, Engie, Renault, Sodexo and Veolia

# A community of thought and action

Academic partners



HEC and student partners



Other partners, among whom



Social enterprises, among whom



# S&O Team



**Marieke Huysentruyt**  
Academic Director of the S&O Institute



**Cécile de Lisle**  
Executive Director of S&O



**Lauriane Thoury**  
Head of communications



**Illona Pierre**  
Communications  
Apprentice



**Iiris Sacchet**  
Project Manager



**Mala Banerjee**  
Research Associate for Case Study



**Rodolphe Durand**  
Academic Director  
Holder of the Joly Family Chair on Purposeful Leadership



**Romain Briat**  
Executive Director



**Luc Paugam**  
Associate Professor of Accounting and Management Control/Holder of the "Mazars" Chair



**Harrison Munro-Clark**  
PhD Student



**Pauline Asmar**  
PhD Student



**Marieke Huysentruyt**  
Academic Director



**Bénédicte Faivre-Tavignot**  
Executive Director



**Leandro Nardi**  
Assistant Professor



**Isaline Rohmer**  
Project Director



**Elisabeth de Réals**  
Project Manager



**Daniel Halbheer**  
Academic Director  
Holder of the Fill Institute Chair on Business models on the circular economy



**Fernando Díaz López**  
Executive Director



**Marie-Pierre Seyfried**  
Project Director



**Igor Shishlov**  
Research associate on climate change economics



**Sam Aflaki**  
Holder of the CMA-CGM Chair on Sustainability and supply chains analytics



**Sebastian Becker**  
Holder of the Nexens Chair on Orchestrating Sustainable Business Transformation



**Jean-Michel Gauthier**  
Holder of the Société Générale Chair on Energy & Finance



**Marieke Huysentruyt**  
Academic Director



**Maureen Sigliano**  
Executive Director



**Daria Mieszkielo**  
Research Fellow



**Mailys Bersier**  
Project Manager

## Program



**François Gemenne**  
Scientific Director  
of MSc SASI



**Déborah Keraghel**  
Executive Director of  
MSc SASI



**Carole Coche**  
Grande Ecole  
Program Coordinator



**Sophie Mebo**  
Program Manager of  
MSc SASI



**Anne-Prelle Delhumeau**  
Grande Ecole  
Program Manager

## Finance



**Angela Garrigos Delauz**  
Finance Assistant

## THANK YOU

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