

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.

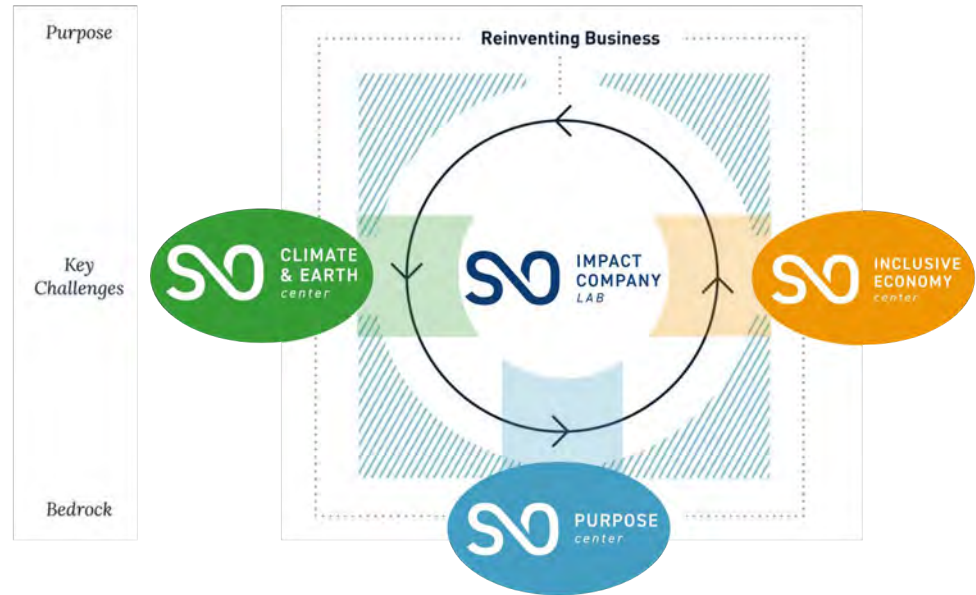
- **15 years**
- **3 centers**
- **1 impact lab**
- **60 researchers & professors**
- **8 active chairs**

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.

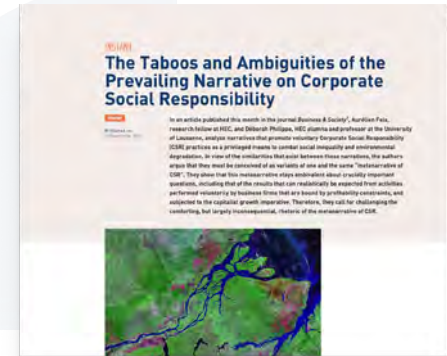
The research and case studies undertaken by our faculty members radiate through the academic and business worlds, inspire policymakers as well as contribute to developing unique content for HEC students.



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



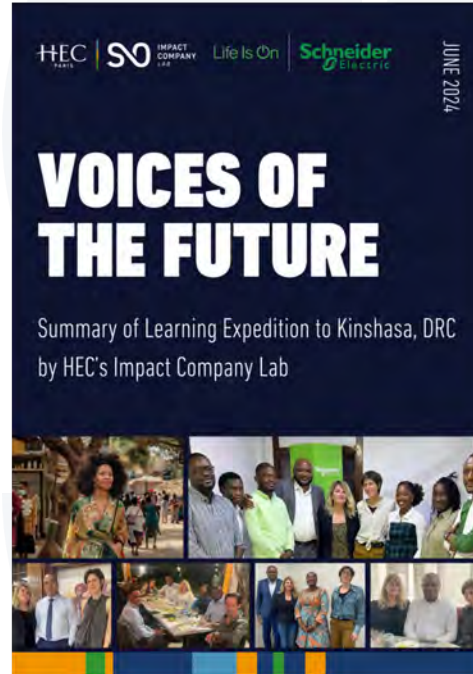
A collection of thematic reports

- 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

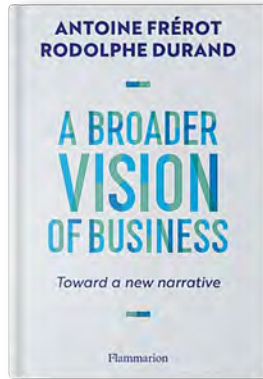


We invite outstanding speakers to share their vision and experience.

- **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

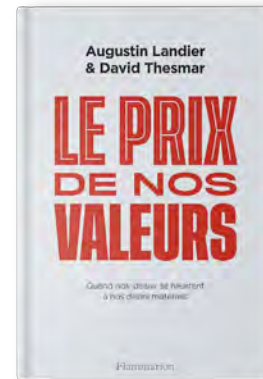
We publish inspiring dialogues between researchers, decision-makers and students



*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 Institute



Laurianne Thoury
Head of communications



Ilona 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
Holder of the Mazars Chair on
Purposeful Governance



Ben Li
Research Fellow



Harrison Munro-Clark
PhD Student



Pauline Asmar
PhD Student



Andrew Montandon
PhD Student



Brian Hill
Academic Director



Bénédicte Faivre-Tavignot
Executive Director



Isaline Rohmer
Project Director



Elisabeth de Réals
Project Manager



Octavio Darcie De Barros
Research Fellow



Bariscan Yaclin
Pre-doctoral student



Daniel Halbheer
Academic Director
Holder of the FII 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 Nexans 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

Programs



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



Alexandre Mavridis
Financial Controller



Angela Garrigo Delauz
Finance Assistant

THANK YOU

so-institute@hec.fr
+33(0)1 39 67 94 20
<http://www.hec.edu/sno>
@HECParisSnO