

PRME

*an initiative of the
United Nations Global Compact*



Sharing Information on Progress 2026

HEC-Management School, Liege

September 2026

Table of Contents

1. About PRME	3
2. About SDGs	5
3. Getting Started	6
4. Purpose	12
5. Values	15
6. Teach	20
7. Research	25
8. Partner	35
9. Practice	37
10. Share	43

About the Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.



“*The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).*

Antonio Guterres

Secretary-General (2017 - Present)

United Nations

”

Principles of PRME



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



Practice

We adopt responsible and accountable management principles in our own governance and operations.



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.





Getting Started

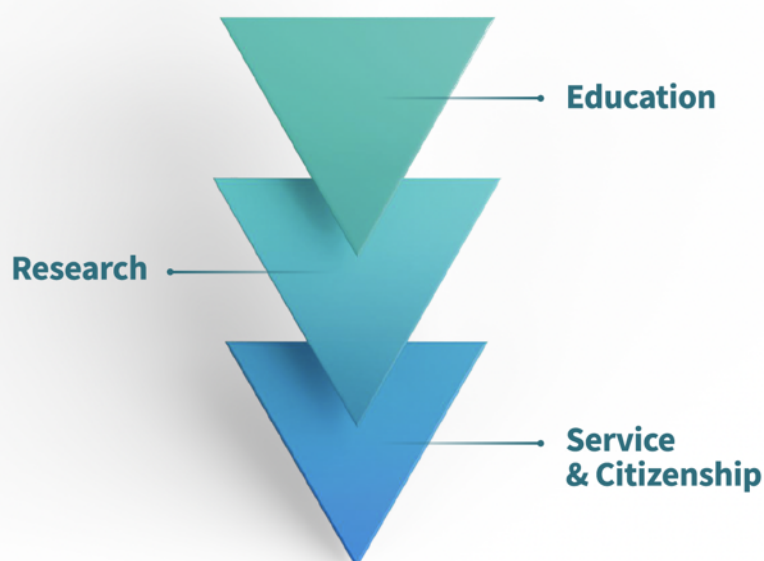
This section provides foundational information about HEC-Management School, Liege, including key details and basic institutional data.

Mission

HEC Liège mission:

By placing knowledge creation in economics and management at the core of its strategy, HEC Liège shapes committed, transdisciplinary, agile, and innovative leaders, fostering a community prepared to tackle the societal challenges of tomorrow's world.

The success of this mission is built upon an entrepreneurial dynamic, a sustainable integration within the local economic fabric, and a strong synergy between its three pillars: **Education, Research, and Service & Citizenship.**



Vision

HEC Liège aims to become a catalyst for sustainable solutions both nationally and internationally, while supporting its region in becoming a key economic player in societal transformation.

Strategy

HECLiège_StrategicPlan2024_2029_en_compressed View document  Download document 

Strategy Alignment

HEC Liège - Strategy Alignment

At HEC Liège, we nurture the future.

Our purpose is clear: to equip individuals and communities with the tools, knowledge, and mindset **to shape a better tomorrow.**

Rooted in our region and open to the world, we prepare responsible leaders in economics and management who are ready to tackle societal and environmental challenges. Our strategy is anchored in three pillars—**Education, Research, and Service & Citizenship**—with sustainability and innovation woven throughout.

We aim to be a catalyst for positive transformation, guided by strong values: **Citizenship, Inclusivity, Rigor, Creativity, Ethics, and Responsibility.**

At HEC Liège, we don't just anticipate the future—we co-create it.

Institutional History

A journey through the evolution of HEC Liège, from its beginnings to the present day

The University of Liège was founded in 1817 : Management sciences first appeared in the institution in 1896 under the name of "commercial sciences".

In 1898, local industrial and commercial organisations created the **École des Hautes Études Commerciales (HEC)** as a private initiative, meant to contribute practically to the country's industrial and commercial development.

This business-and-society link still runs through the school's mission and vision today.

Here are a few **milestones** we are particularly proud of :

- **1992** : Foundation of the **Centre d'Économie sociale**, gathering social-economy expertise (it celebrated its 30th anniversary in 2022).
- 2006: the doctoral school in economics and management was launched, in partnership with UMONS and ULB.
- **2010** : A specialisation in Management of Social and Sustainable Enterprises was launched within the Master in Management Sciences, a **curriculum milestone on our timeline.**
- **2013** : Our first committed to PRME came in, at a time when the school was already building social and sustainable management into its programmes and structures.
- **2014**: The VentureLab, an innovative entrepreneurship ecosystem was created.
- **2015** : EFMD awarded the school its BSIS (Business School Impact System) label, renewed in **2025**. In **2016** and **2018**: the school won EQUIS and AACSB accreditations.

- **2020:** The S'LAB was created as a platform to accelerate the social and environmental transition.
- **2022:** While our expanded campus was inaugurated, the school became the first Belgian university member of **GRASFI, the sustainable finance research alliance**.
- **2024 :** The school launched the **Welcome Sprint for 600 new students**, based on **sustainability challenges** in Liège and the strategic plan "We Nurture the Future". One of the objectives of this huge welcoming organization is to favour inclusion on our campus from day 1.
- **2025 :** Launch of the new strategic plan "**We Nurture the Future**" to strengthen the School's impact. 2025 is also our Year of Entrepreneurship, celebrating the 20th anniversary of HEC Liège Entrepreneurs and the 10th anniversary of the Venture Lab, while the **Smart City Institute** celebrates 10 years of impact.
- **2026 :** Renewal of the EQUIS accreditation for five years. **The EQUIS Peer Review Team recognised that HEC Liège embeds Ethics, Responsibility and Sustainability in all dimensions** of its operations, from curriculum and research to campus management, citing in particular the S'LAB, the Sustainability Manager appointed in 2023 and the Sustainability Friends network.

Graduates & Enrollment

2025 Statistics	Number
Graduates	880
Faculty & Staff at the University	6037
Faculty & Staff at the Institution	379
Student Enrollment at the University	29972
Student Enrollment at the Institution	3189
Undergraduate Attendance	1501
Masters-Level Postgraduate Attendance	1603
Doctoral Student Attendance	85

2025 Statistics	Number
Certificate, Professional Development, or Continuing Education Attendance	2127

Degrees Offered

Bachelor Programs

- Bachelor in Economics and Management
- Bachelor in Business Engineering

Masters Programs

- Master Erasmus Mundus
- Master in Management - Part Time Study
- Master in Business Engineering
- Master in Economics
- Master in Management
- Master in Sustainable Finance
- Alternative Master in Sales Management

Doctoral Programs

- PhD in Economics and Management

Additional

- Executive Education programs

Undergraduate Degree Programmes

- ② Undergraduate Degree Programmes - Bachelor in Economics and Management
- ② Undergraduate Degree Programmes - Bachelor in Business Engineering

Masters Degree Programmes

-  Master Degree Programme - Master in Business Engineering, professional focus in Financial Engineering
-  Master Degree Programme - Master in Business Engineering, professional focus in sustainable performance management
-  Master in Economics, professional focus in Economic, Analysis and Policy
-  Master in Management, professional focus in Social Enterprise Management and Transition
-  Master in Management, professional focus in Management of Organisations and Social Dynamics
-  Master in Global Transition and Sustainability Management

Postgraduate Degree Programmes

-  PhD in Economics and Management

Certificates, Professional Development, or Associate Programmes

-  HEC Liège - Certificat d'Université en Conseil en Développement Durable et Transition des PME



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

Letter of Commitment



Liège, September 21, 2026

Subject: HEC Liège's Commitment to PRME Principles

Dear PRME Network and colleagues,

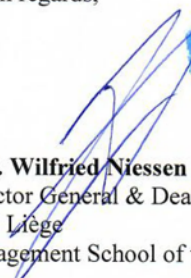
As part of our ongoing commitment to responsible management education and sustainable development, I am pleased to confirm HEC Liège's alignment with the Principles for Responsible Management Education (PRME).

Our School's strategic vision — *"We nurture the future"* — reflects a clear and shared ambition: to prepare individuals and communities to address the complex economic, environmental, and societal challenges of tomorrow. This ambition is embedded in our three institutional pillars: **Education, Research and Service & Citizenship**, and supported by strong core values such as **ethics, responsibility, inclusivity, and creativity**.

Since joining PRME in 2013, we have integrated its principles across our programs and initiatives. Every year, PRME HEC Liège report has served not only as a moment of reflection but also as a catalyst for deeper engagement and collective awareness within our community.

By formally reaffirming our commitment to PRME, we strengthen our role as a catalyst for sustainable solutions, both locally and globally. We are proud and delighted to submit today our new **PRME Commons Report** — a milestone that reflects the collective efforts of our School and our dedication to responsible management education.

Warm regards,



Prof. Wilfried Niessen
Director General & Dean
HEC Liège
Management School of the University of Liège

Definition of Purpose

We nurture the future by empowering responsible leaders to drive positive change. Rooted in strong values and societal engagement, HEC Liège integrates sustainability across education, research, and service to foster inclusive prosperity and support thriving ecosystems locally and globally.

Institutional Engagement

76% - 100%

of faculty at HEC-Management School, Liège actively contribute to our work with PRME, advancing responsible management education, or addressing sustainable development challenges through their work.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



How We Define Values

The values of HEC Liège guide and drive our vision and mission: they are deeply embedded in our DNA and reflect our responsibility towards society and the planet. : - Citizenship and Inclusivity - Rigor and Creativity - Ethics and Responsibility Details here : https://www.hec.uliege.be/cms/c_8345524/en/hec-presentation-of-hec-liege#q3;

Who Champions Responsible Management Education at Our Institution

- ❖ Centralized sustainability office
- ❖ Disciplinary efforts within business school
- ❖ Individual leader
- ❖ Interdisciplinary efforts across business school
- ❖ Interdisciplinary efforts across parent organization
- ❖ Research or issue group, society, or club leading sustainability efforts
- ❖ Student contributor

Student Voices

The following narrative demonstrates how HEC-Management School, Liège has influenced students' academic journey and personal growth.

Student Voice - Testimony from Arnaud Sabatier – President of the Student Association

Throughout my studies at HEC Liège, sustainability and responsible management have become recurring themes in almost every part of the curriculum. Environmental, ethical and circular economy issues are regularly integrated into courses, group projects and case studies. Because these topics are addressed so frequently, they gradually become part of the way we analyse companies, industrial processes and managerial decisions.

Sustainability is also visible on campus, for example through waste sorting facilities and efforts to encourage more sustainable mobility, including cycling and public transport.

As President of the Students' Association, I also see social and environmental responsibility as an important part of student life. We try to make our activities as inclusive as possible by systematically offering vegetarian and halal food options, as well as both alcoholic and non-alcoholic drinks. Each year, we also organise a Health Week combining sports activities with awareness initiatives on alcohol, tobacco, drugs, sexuality and other health-related topics.

From an environmental perspective, we increasingly work with local suppliers, including local breweries, and we have invested for several years in reusable eco-cups that are cleaned and reused from one event to another. We also try to reduce waste wherever possible.

Overall, my experience at HEC Liège has made me more attentive to the environmental and social consequences of business decisions. Sustainability is no longer something I only think about when it is explicitly mentioned: it has progressively become part of the way I approach projects, companies and management in general.

Student Awareness

0% - 25% of students at HEC-Management School, Liège are aware that we are a PRME Signatory Member.

Student Engagement

26% - 50% of students at HEC-Management School, Liège actively contribute to our work with PRME, advancing RME, or addressing sustainable development challenges through their work.

Values Voices

Values Voices - How diversity and inclusion become part of everyday life at HEC Liège

With 82 nationalities represented among our students, diversity at HEC Liège is something we experience every day.

Different cultures, backgrounds and perspectives meet in our classrooms and across our campus. But being diverse is not enough. What matters is creating an environment where people feel included, respected and able to contribute.

This is also reflected in HEC Liège's 2025–2029 strategy, particularly through the values of Citizenship & Inclusivity and Ethics & Responsibility. Danc'IN Diversity, an initiative developed within our S'LAB, is one way that help us to put these values into practice. It brings members of our community together to discuss their experiences, identify needs and develop concrete actions for a more inclusive School.

The Diversity Friends network grew out of this initiative. Students, PhD candidates and staff volunteer as ambassadors for diversity and inclusion. They listen, raise awareness, share ideas and help make individual voices heard. They can also be a first point of contact for someone experiencing exclusion, discrimination or simply a feeling of not belonging, offering a respectful and confidential space and guiding them towards appropriate support when needed.

For us, this is how diversity and inclusion become part of everyday life at HEC Liège: not only through the values we state, but through the way members of our community listen to and support one another."

Liège, September 22, 2026

Nathalie Hosay
Head of External Affairs & Communication at HEC Liège

Values - NOIR ARTIST AT HEC LIÈGE

NOIR ARTIST AT HEC LIÈGE

A highlight of the of the 2025 edition of the HEC Welcome Sprint (welcoming activity of three week, organized for 600 new bachelor students) **was the spotlight on the artwork "LibertasGentis" by Noir Artist.**

Designed exclusively for HEC Liège and created live during the HEC Liège Gala on May 23, this 150 x 100 cm canvas now adorns the walls of the School.

It powerfully embodies the values of openness and commitment that drive our institution.

The artist's presence during the Welcome Sprint, to unveil his work, further enhanced this symbolic moment.

It offers, on a long term basis, the HEC community an opportunity to reflect and to remember that **the Art of Entrepreneurship**—the theme for the year 2025—also **means inspiring, questioning, and helping to build a more positive, respectful society that is resolutely focused on youth.**

HEC Liège - Values Voices - Sybille Mertens - Advisor to the Rector on Social and Environmental Transition – Director of the Social Economy Centre

In 2025–2026, what really impressed me was seeing that a culture of sustainability had taken root within the school and that both colleagues and students view it as central to our academic programs, our research topics, and the management decisions we make on campus. This culture strengthens collaboration not only among ourselves but also with our external stakeholders (companies, international research centers, researchers coming from other faculties) because we must work together to rise to the challenges we face. For example, we were able to organize the three-day welcome sprint for all of our first-year students by enlisting the help of partners and staff members. We were also able to develop a new course titled “Business and the Challenges of the Anthropocene” and a new master’s program titled “Global Transition Management.”, both involving partners and staff members.

Celebrating Values

The following demonstrates a way in which our institution celebrates values in various specializations.

AGRH Best Case Award 2026

The AGRH Best Case Award 2025 (Association Francophone de Gestion des Ressources Humaines) was presented during the 36th AGRH Congress in Deauville in October 2025, to Annie Cornet of HEC Liège and Bérangère Gosse of IAE Rouen for: [“La Caisse d’Épargne de Normandie: a bank making a societal impact through the diversity of its employees.”](#)

Our colleague Annie Cornet (HEC Liège) is particularly recognized for her work and investment in human resource management and diversity management.



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



How We Define Teach

We train talented individuals in economics and management, grounded in strong values and committed to societal transformation, so that they become dynamic agents of change and ambassadors for our region on the international stage.

Teaching Awards

In 2025, 3 awards were given to faculty and educators at HEC-Management School, Liège.

TEI International Tax Student Case Competition, Montréal

Granter: TEI (Tax Executives Institute)

Grantee: Cyrille Gilliard, Zeinab Cherry, Lena Hayen and Ibrahim Diallo

Award Description:

The University of Liège team proudly won 3rd place at the TEI International Tax Student Case Competition 2025, held in Montréal from August 14 to 16, bringing together 16 teams from top universities across Asia, Europe and America.

After three months of intensive preparation and three hours of strategic analysis acting as in-house tax experts, our students impressed an international jury with the quality of their reasoning and their innovative solutions.

A huge bravo to Cyrille Gilliard, Zeinab Cherry, Lena Hayen and Ibrahim Diallo, as well as to the professors and mentors who guided them: Prof. Isabelle Richelle Graulich, Prof. Bart Peeters, and Prof. Caroline Docclo.

Special thanks also to Prof. Marie Lambert for her valuable advice.

Our team also benefited from the guidance of their two mentors, Ana Mata Zapico and Juan Carlos Rubio,

who shared their experience as in-house tax specialists.

This achievement once again highlights the excellence, commitment, and ambition that define the students of HEC Liège – ULiège.

Also see <https://www.taxexecutive.org/tei-holds-third-international-tax-student-case-competition/>

HEC Liège Education Award 2025

Granter: HEC Liège

Grantee: Nadia Steils

Award Description:

On September 17, Nadia Steils was awarded the “HEC Liège Education Award” for her immersive Serious Game dedicated to strategic marketing.

This game immerses first-year Master’s students in a mission to redesign a fictional organic store, « C’Real Store ». By applying concepts such as segmentation, cluster analysis, positioning, persona development, customer experience, and digital communication, students make concrete decisions through immersive and interactive videos, data analysis, and content creation. The game fosters immersion in a semi-real professional environment, encouraging engagement, creativity, autonomy, and collaboration.

This hybrid, immersive, and interactive learning experience allows students not only to immediately apply the concepts covered in class in a realistic and engaging setting, but also -and above all- to develop cross-cutting skills such as teamwork, time management (working under pressure), autonomy, creativity, and critical thinking. By confronting students with a situation close to real life, it also boosts their confidence in decision-making and solving complex problems.

“Developed as part of the strategic marketing seminar at HEC Liège, this serious game was designed as an innovative teaching response to the engagement challenges I encountered in large lecture halls. The aim was to transform a theoretical course, despite the large number of students, into a semi-professional, immersive, hands-on, and motivating experience, while enhancing active learning, critical thinking, and collaborative skills,” explains Nadia.

A fine pedagogical illustration of the key pillars of the School’s new strategic plan.

HEC Liège Education Award 2026

Granter: HEC Liège

Grantee: Prof. Virginie Xhauflair

Award Description:

For the second time, HEC Liège has presented the HEC Liège Education Award, which recognizes innovative teaching initiatives developed by members of the School, whether individually or collectively. The award decision was made by the Extended Programme Committee, which includes student representatives from the School Council.

On 16 September 2026, the award was presented to Virginie Xhauflair for Choco Mission, an immersive learning experience that brings a fresh approach to teaching responsible management.

Through an interactive digital platform, the game immerses students in a series of strategic decisions involving a chocolate company facing socio-economic and environmental challenges. Taking on different management roles, students work together to build a business model, observe the consequences of their decisions, and revise their choices in a dynamic environment. Kate Raworth's Doughnut Economics framework serves as the guiding compass for the learning experience. It enables students to visualize the impact of their decisions across social and environmental dimensions, while the economic viability of their choices is monitored through a financial portfolio.

Find out more: read SPIRIT 57 (p. 35) and SPIRIT 54 (p. 46) in the HEC Liège magazine archives.

Educator Recognition

At HEC-Management School, Liege, we recognize educators for quality of teaching in the following ways:

- ❖ Annual teaching excellence awards
- ❖ Course evaluation scores
- ❖ Faculty promotion and tenure consideration
- ❖ Institutional recognition events
- ❖ Professional development opportunities

Teaching Voices

The following statement demonstrates ways in which educators at HEC-Management School, Liege support sustainability and responsible management in their classrooms.

ChocoMission: Learning to Navigate Sustainability Trade-offs

At HEC Liège, we developed ChocoMission, an immersive serious game that places students in the role of a management team responsible for transforming a real-world-inspired chocolate company towards a more sustainable business model. Rather than teaching sustainability as a set of principles or best practices, the game confronts students with the complexity, tensions and trade-offs involved in organizational transformation. Students progressively make interconnected decisions about corporate purpose, governance, financing and cocoa sourcing, and must negotiate these choices from different managerial perspectives.

Using the Doughnut Economics framework as a compass, students explore how strategic decisions affect both social foundations and planetary boundaries. The experience deliberately introduces disruption (including a major flood, a cocoa supply crisis and allegations of child labour) which force teams to reconsider previous choices and experience sustainability as a dynamic process rather than a linear transition. This experiential approach develops systems thinking, critical reflection, negotiation

and decision-making under uncertainty, while helping students understand that responsible management requires navigating competing economic, social and environmental objectives rather than searching for a single “right” answer.

Barriers to Innovative Curriculum

In 2025, HEC-Management School, Liege identified the following barriers to innovating, updating, or taking risks in existing curriculum:

- ❖ Budgetary limitations
- ❖ Change fatigue
- ❖ Compliance and legal concerns
- ❖ Overloaded faculty
- ❖ Resource allocation challenges
- ❖ Risk aversion
- ❖ Time constraints

Barriers to Innovative Pedagogy

In 2025, HEC-Management School, Liege identified the following barriers to innovating, updating, or taking risks in existing pedagogy:

- ❖ Budget constraints
- ❖ Change resistance
- ❖ Overloaded faculty
- ❖ Resource constraints
- ❖ Resistance from students
- ❖ Risk aversion
- ❖ Time constraints



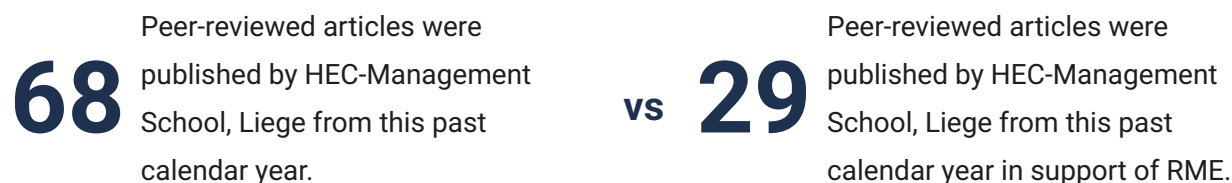
Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

How We Define Research

Our innovative and responsible research, rooted in the challenges and ambitions of our society, generates tangible academic and practical impact. We train high-level researchers and extend our scientific influence internationally.

Research vs Research for RME/Sustainable Development



Research Funding

In 2025, HEC-Management School, Liege was awarded funding for research that is:



**Institution
Specific**



Regional



National



International

Socializing Research

In 2025, HEC-Management School, Liege contributed research findings to:

- ❖ Community organizations
- ❖ Government and policy makers
- ❖ Industry and business networks
- ❖ International media
- ❖ National media
- ❖ Open-access platforms

Research Projects

In 2025, HEC-Management School, Liege reported 3 research projects that implemented responsible or sustainable activities.

Elodie Bebronne - "Managerial insights into the nocturnal environment: An interdisciplinary analysis"

Period Covering: September, 2022 - September, 2026

Department: Business Analytics

The alternation between day and night is one of the most enduring natural rhythms. However, technological advances have extended the boundaries of human activity into the night, disrupting this natural cycle. This thesis explores the sustainable management of the nocturnal environment. We present an innovative approach based on empirical data from 51 expert interviews and 3,114 opinions gathered from the Walloon population during the energy crisis. This perspective sheds light on the managerial context, relationships between supply chain stakeholders, the acceptability of public lighting reductions, and the opportunities offered by the emerging concept of Industry 5.0.



Simon Wuidar - "Recruitment and Selection in the age of AI. AI use, awareness of bias risks and recommendations regarding the risks of gender discrimination"

Period Covering: February, 2025 - February, 2026

Department: Human Resource Management

Artificial intelligence (AI) is profoundly transforming recruitment, raising hopes of more efficient, reliable and objective processes, but at the same time raising concerns about the reproduction or amplification of existing biases. Indeed, the European AI Act classifies AI-systems for recruitment as "high-risk systems", requiring special safeguards and attention. This study examines the use of AI in recruitment and selection processes in Belgium. Its main objective is to analyse recruiters' current practices and assess their awareness of the risks of gender discrimination linked to the use of AI systems. The study highlights a growing but uneven adoption of AI in recruitment, mainly concentrated on the preparatory phases ahead of the process itself. While recruiters recognise the efficiency gains, they have legitimate concerns about dehumanisation, data confidentiality and the risk of discrimination. Awareness of the risks of gender bias remains insufficient overall, particularly among internal recruiters and in smaller companies. The paradox lies in the fact that AI, perceived as potentially more objective, can in fact reproduce or amplify existing discrimination if it is not rigorously supervised, which is what some recruiters sometimes tend to forget, in favour of a strong belief in the virtues of AI. In this respect, the results of our study reveal a fundamental tension: on the one hand, the hope that AI can neutralise human bias by standardising processes; on the other, the fear that it will lock organisations into models that reproduce the past, while losing the wealth of contextual

information and human creativity that may pick out atypical but relevant candidates. The recommendations put forward here aim to create a responsible ecosystem combining public regulation, responsibility on the part of developers and user companies, and vigilance on the part of recruitment professionals. The challenge is to make AI a lever for equality rather than a vector for reproducing gender inequalities, in compliance with the legal framework and with a view to continuously improving recruitment practices.



Pauline Bessemans - "Arc-flow formulations for a multiple bin size dual bin packing problem for wood reuse"

Period Covering: April, 2025 - February, 2026

Department: Business Analytics | Computer Information Systems

The increasing demand for raw materials such as wood undoubtedly contributes to the depletion of natural resources and global warming. To curb this phenomenon, a more sustainable and circular management of wood could be developed through a more efficient management of wood waste. This wood waste can be in the form of beams or pallets and could be considered as wooden slats. These slats could be combined, assembled, and glued to build Cross-Laminated Timber (CLT) panels for the construction industry. We aim to develop optimization techniques to recycle raw wood waste to create CLT panels of variable dimensions. The input waste is in the form of slats. As a first step, we assume the lengths to be variable and heterogeneous, but that all the slats have the same width, even if this means they must be pre-cut or sorted. Their thickness is also constant. The objective is to provide the assembly schemes that maximize the amount of wood reused through the production of CLT panels.



Research Awards

In 2025, HEC-Management School, Liege was awarded 1 research award for responsibility- and/or sustainability-related research.

Augustin Cournot Doctoral Days (ACDD) Best Paper Award

Granter: Augustin Cournot Paper Award

Grantee: Hugues Barreaux

Award Description:

Hughes Barvaux, a Ph.D. candidate at HEC Liège, was honored at the most recent Augustin Cournot Doctoral Days in Strasbourg for his paper titled "Tropical Moist Forests: Can Scarcity Slow Down Deforestation?"

His research analyzes the dynamics of deforestation in tropical rainforests using advanced econometric methods applied to a panel of 52 countries over more than three decades. The study proposes an original measure of forest scarcity and examines the extent to which this scarcity can help slow the loss of forest cover. The result of an interdisciplinary collaboration between HEC Liège and Gembloux Agro-Bio Tech, this work is co-authored by Professor L. Artige (HEC Liège) and Professor J.-L. Doucet (Gembloux Agro-Bio Tech). This distinction highlights both the scientific rigor of the approach and the relevance of the topic addressed in light of contemporary environmental challenges.

Research Presentations Related to RME and/or Sustainability

In 2025, HEC-Management School, Liege gave 3 research presentations related to RME and/or sustainability.

Arthur Willemaers - "Activity-Linked Free Allocation and Installation-Level Emissions: Evidence from Phase IV of the EU ETS"

| [DOI](#)

Authors: Arthur Willemaers

Date of publication: March, 2026

Presented at: National or international academy of management

Department: Finance

This paper examines how changes in free allocation under the European Union Emissions Trading System affect industrial emissions and activity. I exploit the reform implemented at the beginning of Phase IV of the EU ETS, which generated substantial variation in the reduction of free allowances received by industrial installations. A 10 percentage-point larger reduction in initial free allocation is associated with approximately 4.6% lower verified emissions during 2021–2024. More exposed installations are also more likely to become inactive or close, while linked firms experience declines in revenue, employment, and productive assets. The results show that the design of carbon-leakage protection can affect not only the distribution of compliance costs but also the way industrial activity adjusts to carbon pricing.



Annah Friob - "Integrating Sustainability into Organizational Practices through Management Controls"

Authors: Annah Friob

Date of publication: October, 2025

Presented at: National or international discipline-specific conference

Department: Management

In the last decade, corporations have been facing increasing societal and regulatory pressures to develop corporate practices that address social, environmental, and economic concerns (Wijethilake et al., 2017). As the literature has long shown a two-way relationship between management controls and strategy (Bedford et al., 2016), and that the impact of corporate sustainability remains limited without mechanisms designed to include these concerns in decision-making processes, management control systems must be reconfigured accordingly (Riccaboni & Leone, 2010). Their intrinsic connection with strategy and decision-making indeed positions them as essential tools for the implementation of sustainability strategies in companies (Monteiro et al., 2025).

Therefore, the doctoral thesis aims to extend the sustainability management controls literature by investigating how companies design and use management control mechanisms to implement sustainability strategies (Beusch et al., 2022; Ghosh et al., 2019). The aim is to advance understanding of management controls as tools to embed sustainability into organizational practices and support organizational objectives across organisational levels, thus ultimately enhancing sustainability performance in corporations.

The doctoral project is structured into three qualitative empirical papers.

Based on a multiple case study, the first paper explores how large companies design management controls to facilitate the integration, monitoring, and management of social, environmental, and economic objectives within organizational activities.

The second paper addresses the complex structure of multinational companies and investigates the respective roles of headquarters and subsidiaries in sustainability strategy implementation. It examines how sustainability management controls are designed and enacted across organizational levels, as well as the interactions and potential divergences between centrally designed controls and their local enactment.

The third paper adopts a longitudinal study of a large corporation to explore how management controls evolve to support sustainability implementation over time. The analysis focuses on the use of management controls by examining how and why managers prioritize and deploy different control mechanisms in support of sustainability objectives. This provides insights into the suitability of different control configurations across stages of sustainability strategy implementation.



Lorane Berton - "Crafting a role that matters: Sustainability Managers at work"

[DOI](#)

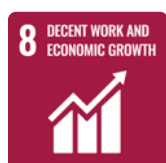
Authors: Lorane Berton

Date of publication: July, 2025

Presented at: National or international discipline-specific conference

Department: Human Resource Management

More and more organizations are hiring a Sustainability Manager to address the scrutiny regarding sustainability coming from their various stakeholders. The role of Sustainability Manager is still relatively new and therefore not yet well-defined or standardized, yet it carries great ambitions to drive the organization's sustainable transition and the ideal of becoming a change agent. In this context, it becomes clear that Sustainability Managers, particularly those who have recently been appointed, find themselves having to build and shape their role, navigating the gap between vague guidelines and demanding expectations. Twenty-one semi-structured interviews conducted with Sustainability Managers with three years or less seniority in their position highlight issues of job crafting, that is, adjusting the task, relationship and cognitive boundaries of their job. Through these job crafting practices, we identify four cross-cutting quests that underpin the work of Sustainability Managers: legitimacy (social acceptance and approval), effectiveness (real and substantial effects), pragmatism (feasibility despite constraints), and perpetuation (inscription into organizational mechanisms). Synergies, tensions, and complementarities among these quests in the work of Sustainability Managers provide a new, more complex, and comprehensive understanding of what it means to become a change agent for Sustainability Managers.



Publications Related to RME and/or Sustainability

Michaël Parmentier - "Understanding the Nature of Pro-Environmental Behaviors: A Psychometric Network Analysis"

| [DOI](#)

Authors: Michaël Parmentier | De Clerck Michaël | Lacassagne Doris

Date of publication: July, 2025

Department: Human Resource Management

Understanding the factors that drive pro-environmental behaviors (PEB) is critical for both research and practice. While the Theory of Planned Behavior (TPB) provides a robust framework for predicting PEBs, its findings related to PEBs remain incomplete. First, PEB diversity is still overlooked and differentiating their nature and characteristics warrants further investigation. Second, TPB does not fully account for the emotional nature of the ecological transition. This study addresses these two limitations by implementing a psychometric network study among 2,100 participants testing an improved version of the TPB incorporating climate-related emotions and applied to five distinct types of PEBs: conservation, environmental citizenship, food consumption, transportation, and waste management. Our results identified perceived behavioral control as a particularly central variable in our networks. This paper also highlights the importance of considering different types of PEBs and contributes to the development of more effective strategies for fostering sustainable behaviors and facilitating ecological transition



Hugues Barvaux - "Forest scarcity and depletion dynamics in tropical moist forests: evidence from a pan-tropical panel"

Authors: Hugues Barvaux

Date of publication: March, 2026

Department: Management | Accounting | Business Analytics | Finance

Tropical moist forests (TMFs) are essential to the livelihoods of millions of people, providing food, fuel or income to local populations, and critical regional and global ecosystem services. Yet, these forests are being rapidly degraded and converted, raising concerns about the sustainability of land-use dynamics in tropical economies. This paper investigates whether increasing forest scarcity, measured as forest cover relative to each country's ecologically potential forest area, is associated with a slowing down or an acceleration of forest loss in TMFs. We leverage a satellite-based dataset covering 52 tropical countries from 1990 to 2024, which allows us to distinguish between

deforestation and degradation, occurring in either undisturbed or degraded forests. Using a System-GMM estimator augmented with Common Correlated Effects, we account for weak exogeneity, unobserved heterogeneity, and cross-sectional dependence. Our results reveal robust nonlinear associations in which forest loss tends to accelerate as forests become scarcer. These associations are strongest for deforestation and appear particularly pronounced in Africa. Stronger institutional capacity does not appear to provide immunity to these dynamics. Normalising loss by a fixed baseline stock indicates that this acceleration operates in relative terms: the area cleared annually does not decline as forests become scarce, so a persistent flow of loss bears on a contracting stock. These patterns are interpreted as empirical regularities, and are robust across specifications and estimators. These findings suggest that the conditions under which forest scarcity would naturally induce conservation responses may not prevail in most tropical countries. This points to the need for policies that alter the relative economic value of forested versus cleared land, for instance through ecosystem service compensation, or agroforestry integration



Research Voices

The following statement demonstrates a way in which researchers at HEC-Management School, Liège bring sustainability and responsible management into their research.

Research Voices - Georges Hübner - Vice-dean (Research) and Professor of Finance

The vision of HEC Liège, Management School of Liège University, entails that it should become and remain a key economic player in societal transformation, to be realized through its ambitious strategic plan. In terms of its research policy, this involves the incorporation of three key transversal axes, including the Sustainability & Transitions one. Concretely, this means that the community of researchers is encouraged and induced to consider the sustainability dimension in our research agenda. Beyond the research centers that naturally have a natural focus on sustainability, such as the Center for Social Economy and the Smart City Institute for instance, this means that every unit or individual is practically invited to consider the sustainability aspects in their research.

As a contribution to this strategic objective, our commitment to sustainable research is also explicitly accounted for in our research funding decisions. Transdisciplinary projects, to the extent that they contribute to our goals, are also particularly developed. To help its researchers adapt this ambitious roadmap, the School strongly supports the Sustainability Lab (S'Lab) and puts it at the center of its efforts. KPIs (Key Performance Indicators) have been designed and are dynamically tracked, not for

the sake of pure accounting, but to measure our progress in those dimensions that we consider as important. For instance, during the 2021-25 period, one-third of all outputs produced by our researchers have addressed the Sustainability & Transitions dimension, and we keep on progressing in this direction.

Furthermore, the School has the ambition to deliver “impactful research”, not only from a scientific, but also societal point of view. From the standpoint of sustainability, both from a social and environmental perspectives, we deploy efforts to ensure that our research outputs are accompanied with concrete applications and/or accessible vulgarization whenever possible. This is also a successful effort, as indicated by the ratio of impactful research items over total output.

Thus, in conclusion, HEC Liège “walks the talk” and aligns its resources and bandwidth to participate to a better world, both for the region and the planet, but also for our students. This is a longstanding commitment, and we are convinced that it will remain a strategic focus for many years to come.

Research Barriers

In 2025, HEC-Management School, Liege identified the following barriers to conducting research related to sustainability and/or responsibility:

- ❖ Funding challenges
- ❖ Time constraints

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20260930_Sustainability Research Report

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Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.

How We Define Partner

As part of its mission, the School regards any organization or institution with which it has established a structured, long-term relationship—based on shared objectives and mutual contribution—as a partner. This relationship takes the form of joint activities or projects that contribute to the quality and development of teaching, research, student employability, internationalization, or the School's engagement with society.

Institutional Partnerships

- ❖ AACSB (Association to Advance Collegiate Schools of Business)
- ❖ EFMD (European Foundation for Management Development)
- ❖ United Nations Global Compact non-business signatory
- ❖ Conférence des Grandes Ecoles
- ❖ GRASFI - The Global Research Alliance for Sustainable Finance and Investment

Student Organization Partnerships

- ❖ None

Partner Voices

The following statement from our partners demonstrates ways in which our collaborations at HEC-Management School, Liege support sustainability and responsible management education.

Christophe Gaspard - CSR Manager John Cockerill

This collaboration between HEC Liège and John Cockerill has proven particularly valuable for recruiting students to work on CSR-related topics. HEC Liège support enabled us to move forward confidently at every stage of the process: validating the academic relevance of our proposals, identifying the most suitable formats (internships, project-based theses, etc.), targeted dissemination of offers to relevant academic programs, candidate pre-selection, and assistance with administrative procedures. This partnership greatly facilitated the alignment of our operational needs with the expectations of the academic world.

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20260930_Corporate partners of the S'LAB

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Practice

We adopt responsible and accountable management principles in our own governance and operations.

How We Define Practice

Governance: We address sustainable transitions via Education (enabling students to act in a rapidly changing world), Research (targeting emerging challenges) and Service and Citizenship (providing support) in order to address societal challenges. “To Be, to Act, to Change.” Operations: A city-based campus equipped with the latest and most innovative technologies to provide a high-quality and work environment. We continuously improve our facilities, with the objective to diminish our carbon footprint.

Institutional Policies and Practices

- ❖ Accreditation body recommendation documents
- ❖ Campus operations guides
- ❖ Carbon reduction or offset commitments
- ❖ Climate action plan
- ❖ Curriculum guidelines
- ❖ Equity reporting (DEI, EDI, etc.)
- ❖ Environmental stewardship policies
- ❖ Ethical leadership or good governance policies
- ❖ Student equity, diversity, inclusion
- ❖ Professional training opportunities
- ❖ Ministry of education recommendation documents
- ❖ Local staff/student/faculty transportation
- ❖ Sustainability strategy or strategic plan (school or university level)
- ❖ Travel guides
- ❖ Water
- ❖ None
- ❖ Zero-waste guides
- ❖ AI use guide
- ❖ Ethical data sourcing guides
- ❖ Faculty hiring, tenure, and promotion guidelines
- ❖ Open-access guides

Policy Documents Related to RME and/or Sustainability

HECLiège_StrategicPlan2024_2029_en_compressed View document  Download document 

Feuille de route Transition ULiège

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uliege-trajets_internationaux

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Financial Investment Policy on Sustainable
Development

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Energy Policy_ULiège

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Gender and Equality Action Plan - ULiège

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Well-being Statement of Intent_ULiège

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2026_09_08_Charte_Engagement_VF

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Practice Awards

In 2025, HEC-Management School, Liege received 1 award for responsible and/or sustainable practices.

2026 WeAKT Award

Granter: Wallonie Entreprendre & AKT for Wallonia

Grantee: Anne-Hélène Parmentier, Eva Joiris, Nicolas Giurgas, Victor Schyns

Award Description:

From March 19 to 21, four students from the HEC Entrepreneurs Master's program, Anne-Hélène, Eva, Nicolas et Victor, participated in the Act&Go hackathon, organized by VentureLab.

Over the course of 48 hours, they tackled a concrete challenge proposed in collaboration with SWDE: to devise a low-tech entrepreneurial solution to ensure access to drinking water in Wallonia. After long hours of brainstorming and rethinking—all carried out in a cheerful and energetic atmosphere—they developed a socially conscious and innovative project, which was awarded the WeAKT prize, supported by Wallonie Entreprendre and AKT for Wallonia.

An intense and formative experience... one that could very well mark the beginning of a wonderful adventure.

Practice Voices

The following statement from stakeholders at HEC-Management School, Liège demonstrates our commitment to sustainable and responsible practices.

HEC Liège, An ambitious and responsible strategy for our campus

As a Business School of the University of Liège, HEC receives support from the Central Administration Department of ULiège. As part of this, an administrative and logistics team assists us with our projects to manage and improve our campus, located just a short walk from downtown.

We also have a decentralized logistics team, consisting of 4.5 full-time equivalents (FTEs), responsible for the day-to-day management and maintenance of our buildings.

This dual logistics structure enables us to successfully implement an ambitious and responsible strategy for our campus, as evidenced by this short abstract from our 2023 PRME report:

"Over the past five years, the HEC Liège campus has doubled in size, enabling us to bring all our staff together on a single site. This fundamental change has allowed us to be even more at the heart of our city, the Cité Ardente, but required colossal investments in construction and renovation to rethink our environmental footprint and our impact on the neighborhood, while preserving the day-to-day well-being of every member of the HEC community. Today, approximately 3,500 people pass through and use HEC Campus facilities (...)" (SIP 2023 – p. 33).

While HEC Liège campus has doubled in size over the past three years, we have taken particular care to ensure that our carbon footprint does not follow the same trajectory.

[At the initiative of S'LAB, we have actively led a campaign lasting one year-long on waste management called "STOP Waste"](#). The initiatives carried out are too numerous to be listed here. But within just a few months, members of the HEC Community were engaged through news, updates, workshops, quizzes, challenges, and exhibitions, while the logistics teams (both central and at the individual schools) reviewed the logistics chains and equipment (location, type, and quantity) to make them easier for users to understand and use effectively. A movement that began at the Business School level, some of whose initiatives have been adopted by other faculties or expanded upon at the central level.

Since the campaign ended, we have maintained this momentum through regular reminders and collective actions: spring cleaning with BeWapp, organic waste collection, second-hand clothing donation to associations, giving unused office supplies a second life, upgrading our computer labs rather than replacing computers, installing water fountains, temperature control in lecture halls and offices, etc.

These efforts were supplemented by an external energy and environmental audit, conducted in 2024–2025 by an independent firm. It began with a comprehensive analysis of the campus (building envelopes, heating systems and other equipment, energy consumption, etc.) and resulted in concrete suggestions for improvement: building insulation and operation, heating and lighting systems, water management, and support for biodiversity.

Several recommendations have already been implemented or are currently underway:

- Buildings: insulation of the 500-seat auditorium, replacement of toilet flush valves and some of the plumbing fixtures, installation of solar panels, etc.
- Biodiversity: removal of invasive species, extensive mowing, flowered lawns, etc.
- As part of the STOP Waste campaign: removal of individual trash cans and expansion of organic waste collection to the entire campus (and even ongoing university-wide).

Finally, an alert system called “YAKA” has been developed: via a QR code, the system now allows anyone to report and precisely locate - with just a few clicks - any breakdown, leak, or other logistical issue anywhere on campus, facilitating a rapid response from our logistics team.

In line with our strategy and our motto, “To be, to act, to change” we are committed to the continuous improvement of our initiatives and regularly adapt them to changes on our campus, in our practices, and in society at large.

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Principle - Small actions : taking the impact from small to large scale

HEC Liège is a city-based campus. It recently seriously expanded, with the purchase of the neighboring land and buildings.

Our facilities are equipped with the latest and most innovative technologies to provide a high-quality and work environment. We continuously improve our facilities, with the objective to diminish our carbon footprint.

Aware that we can do better, we have decided to conduct an [external energy audit in 2025](#). We gathered suggestions for improving our campus at various levels, such as better insulation of our buildings, water management (both rainwater and drinking water), waste reduction and efficient sorting, energy consumption reduction and favoring biodiversity etc.

Some significant improvement to our installations (e.g. to reduce the use of water) were already addressed in 2026. Other improvements are ongoing.

But there is still a lot of efforts to do. And sometimes, the cost of the necessary investments – given that financial return on investment is almost impossible – makes it difficult to make a decision.

However, even small actions can have a significant impact. These can lead to further developments, taking the impact from small to large scale

In 2023, the S'LAB launched the **STOP Waste campaign**, with a double ambition:

1. Raising awareness and encouraging concrete action (reducing waste, improving waste sorting and adopting responsible habits). Various actions were proposed to the community.
2. Rethinking the entire waste management chain at HEC Liège, involving cleaning teams and logistics services at faculty and institutional levels, as well as public actors in charge of waste collection.

ORGANIC WASTE COLLECTION

One colleague was collecting coffee waste to use as fertiliser for her garden for a few years. She targeted the coffee machine on her floor : around 12 people had the option to participate.

During the STOP Waste campaign, the S'LAB called for volunteers to expand the collection to meeting rooms and offices, and to collect all sorts of organic waste.

14 volunteers came forward and collected around 800 kilos over two years.

At the beginning of 2026, responsibility for the collection was transferred to the maintenance teams of all the buildings at the University of Liège, now targeting not only staff but also all students.

More communication is needed to encourage everyone who comes to our campuses to participate. However, it is certainly a major improvement in reducing the weight of waste collection at the University level.



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.



How We Define Share

In terms of external and internal communication, our dedicated communication team highlights our achievements. The objective is to foster positive attitude and to inspire others to join our movement and help it grow. When it comes to internal communication, we make sure to work on a fact-based approach basis and communicate what does not work in order to overcome our own limits, obstacles and fears.

Engagement Opportunities

HEC-Management School, Liege offers transparent engagement opportunities for members of our institution and community to contribute to our sustainability and responsibility efforts in the following ways:

- ❖ Boards and advisory committees
- ❖ Annual reports
- ❖ Community events and consultation forums
- ❖ Feedback mechanisms (e.g., surveys, suggestion boxes)
- ❖ Open faculty and student meetings and town halls
- ❖ Partnerships with local organizations
- ❖ Public events and panel discussions
- ❖ Publicly accessible sustainability data and dashboards
- ❖ Student and staff volunteer programs
- ❖ Sustainability-focused research and collaboration Opportunities

Communication Audiences

HEC-Management School, Liege communicates its policies and progress on sustainable development and responsibility with:

- ❖ Accreditation bodies
- ❖ Alumni and donors
- ❖ Boards and advisory committees
- ❖ Business and industry partners
- ❖ Chamber of commerce and local communities
- ❖ Faculty and staff
- ❖ Government and policy makers
- ❖ Media and public relations channels
- ❖ Non-governmental organizations (NGOs)
- ❖ Prospective and current students

❖ Research and academic networks

Sharing Voices

The following statements from stakeholders at HEC-Management School, Liège demonstrate our commitment to sharing and learning from sustainability and responsible management practices.

Share Voices - HEC Liège Impact, Nathalie Hosay

HEC LIÈGE, A DRIVER OF GROWTH FOR THE REGION

HEC Liège has, for the fourth time, been awarded the BSIS label, granted by EFMD and FNEGE. The BSIS assesses the overall impact of a business school on its environment across seven key dimensions :

- **A direct and indirect financial impact** estimated at €165 million flows through the territory via the School's spending, its students, partners, and events. Additionally, 320,000 hours of unpaid work per year are carried out by students in companies through internships, projects, or assignments—equating to over **€10 million in value**.
- **An entrepreneurial incubator**: More than 1,000 jobs have been created over the past 10 years through VentureLab. 78 companies have also been created or taken over by graduates of the HEC Liège Master's in Entrepreneurship, generating over 900 additional jobs.
 - **Rapidly growing educational impact**, with an increasing number of students, nearly 20,000 alumni worldwide, 2,898 participants in Executive Education programs (nearly 120,000 hours of training), and continuously evolving programs, particularly focused on sustainability, transition, and innovation.
 - **Strong regional roots**: HEC Liège produces more than 200 scientific publications per year, 92% of which are translated into managerial communications (Business Breakfasts, PULSE podcasts, activities from the Digital Lab, S'LAB, and the Entrepreneurship & Innovation Lab). Its partner companies are integrated into governance and teaching (more than 253 managers and professionals contribute each year). The School thus plays a key role in the regional socio-economic ecosystem.
 - **Concrete societal and environmental engagement**: we place sustainability at the heart of our mission. 37 courses and 50% of final theses are related to transition issues, exposing all students to these challenges. Flagship initiatives like the Climathon, Climate Frescoes, Stop Waste campaign, and recurring collaborations with the ULiège Green Office are regularly launched. HEC Liège also supports corporate transitions with dedicated programs. Its new building is designed to minimize its carbon footprint, embodying the School's values.

- **An international showcase for the region:** With 22% international students (up to 35% in the Master's programs), programs offered in Morocco, the DRC, Bulgaria, and Asia (80,450 hours of training), and dual EQUIS - AACSB accreditation as a mark of quality and excellence, HEC Liège serves as a recognized ambassador for the region worldwide. Its high media visibility further reinforces this role. The School proudly bears the name of its city, promoting it through all its actions.

Nathalie HOSAY, Head of External Relations &
Communication, HEC Liège

Share Voices - HEC Liège Impact, François Bonvalet, BSIS Director

«The renewal of the BSIS label is a testament to HEC Liège strategic clarity, strong local anchoring, and the tangible contributions it makes across economic, social, and academic spheres. It is a model for how schools can align global standards with local relevance.»

François Bonvalet, Directeur du BSIS

Share Voices - HEC Liège Impact, Wilfried Niessen - Dean

The renewal of the BSIS label validates our strategic choices based on the three pillars of our mission:

- Educating committed, transdisciplinary, agile, and innovative leaders, **building a community ready to**

face tomorrow's societal challenges;

- **Producing impactful scientific and societal research** that contributes to our international development and influence;
- Maintaining **close ties with regional businesses and organizations**, acting as a lasting and essential partner for them.

Together with our students, partners, and region, we make a difference!

Through this fourth BSIS evaluation, HEC measures its impact progress and reaffirms its **commitment to creating meaningful value** for its stakeholders and its territory.

Wilfried Niessen
Director General & Dean

Communication Barriers

HEC-Management School, Liege faces the following barriers in transparent communications:



Engagement
gaps



Transparency
hesitation



Audience
reach

Continue telling your story

HEC Liège - From concern to action... the momentum is here: let's keep it going!

Being part of the **S'LAB adventure** since the creation of the lab has been a wonderful experience. It allows me to nourish my professional path with activities that make sense, not only for myself, but for younger generations and our future. I see it as **a privilege to belong to a collective effort** that is essential to the training of tomorrow's young decision-makers.

Climate inaction, social inequalities and a changing environment are huge challenges we must address. They regularly cause discomfort and stress: anxiety is never far away. But **the good thing about being involved in the S'LAB at HEC Liège is that you never feel isolated for long.**

Our team works hand in hand to run the S'LAB, and the HEC environment is full of invested and motivated colleagues. The ULiège Green Office and Sustainability Unit are also filled with wonderful people you can always rely on to help shape a better world for tomorrow.

Unfortunately, raising awareness and inspiring community members to act remains a major challenge. Yet our current strategy places sustainability at the heart of our thinking, and I am delighted to see more and more of us getting involved. Because there is so much to do!

Sharing values and objectives, but also difficulties and fears, with such inspiring people fills with energy and hope. Together, we have the possibility to turn concern into action and to build a future worth looking forward to.

The momentum is here: let's keep it going!



SIGNATORY

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