

**PRiME**

*an initiative of the  
United Nations Global Compact*

# Sharing Information on Progress 2026

HEC Paris

July 2026

## Table of Contents

|                          |    |
|--------------------------|----|
| 1. About PRME .....      | 3  |
| 2. About SDGs .....      | 5  |
| 3. Getting Started ..... | 6  |
| 4. Purpose .....         | 15 |
| 5. Values .....          | 17 |
| 6. Teach .....           | 22 |
| 7. Research .....        | 27 |
| 8. Partner .....         | 41 |
| 9. Practice .....        | 46 |
| 10. Share .....          | 48 |

## 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 Paris, including key details and basic institutional data.

## Mission

HEC Paris currently finds itself at a turning point. The world is undergoing profound transformations. There is firstly a drying-up in the debate of ideas, a loss of trust in science to guide decisions, and the emergence of a post-truth world. Social ascension has been at a standstill for many years and shows no progress despite the various measures taken in different countries (including France). This constitutes a source of polarization in society and major social conflict. Furthermore, environmental deterioration, technological acceleration, growing geopolitical tensions, rising inequality, and demographic issues add to the upheavals redefining the very contours of the School's leadership and its responsibilities. Given this context, HEC Paris' fifth value, Responsibility, is emerging more than ever as a compass and a strategic imperative. Responsibility is not a passive posture at HEC Paris; it is an active engagement in the face of our contemporary challenges, ensuring that the confidence in the institution's ability to change and the relevance of its positioning are indisputable. It requires us to go beyond institutional frontiers and question the role that we, as a community of teachers, students, staff and alumni, can and must play to promote shared and sustainable prosperity. While HEC Paris strove for years to build an efficient ecosystem serving economic growth, it must now put this ecosystem to work for the greatest number, so that together we may address the major challenges our societies face. The time has come to exercise a new form of responsibility. A new step in HEC Paris strategy rooted in a new era of exercising its responsibility HEC Paris' strategic vision for the coming years is both to pursue the above-mentioned changes and to base them on a revised understanding of the School's responsibility, organized around three pillars. The first two are key markers in the mobilization of the HEC ecosystem, to promote greater trust within our ever-more polarized societies. The third is central to HEC Paris' ability to remain an academic player capable of meeting the challenges of the future. Faced with the impoverishment of the debate of ideas and the questioning of science, we will strive to make HEC Paris research massively accessible to confirm the School's role in informing debate and inspiring leaders. This aim, firstly, implies bolstering further the excellence of the teaching faculty, increasing support for research (creation of data scientist, research engineer, and PhD student teams, etc.) and fostering broader interdisciplinarity (through the development of HEC centers and strategic institutional partnerships). HEC Paris research excellence must now be embodied by an impact reaching far beyond the academic sphere of the works produced by our professors, nurturing public debate, shaping managerial practices, and influencing public policies. To this end, HEC Paris will: Produce and disseminate a whole body of scientific studies and position papers on the key economic and social issues of our time (the future of work, AI and trust, migrations and climate, confidence and cohesion, etc.) and will thus attempt to enlighten public debate. Transpose research by its teaching faculty into content available to all. Produce and disseminate barometers to monitor certain major trends. Launch its "MediaHub" platform so that all content produced on the HEC Paris campus may enlighten and inspire readers and decision-makers free of charge. In the face of an unprecedented stagnation in social ascension in France, HEC will be the school which changes destinies on a large scale (even for students who may never be HEC Paris graduates) and reveal game-changing talents. To achieve this, HEC Paris will broaden its engagement

and greatly widen the circle of those benefiting from its support, beyond its own students. Two firm beliefs will drive this task. Given that education must evidently play a key role in social ascension, the School will strengthen its engagement to reveal talents from high-school level. It will reach out to thousands of pupils every year, extending to a nationwide level its various public-speaking programs (Eloquentia@HEC) for 11th grade and final-year high school students) and entrepreneurial spirit programs (HEC Young Innovators for 10th graders). Likewise, it will continue to diversify its admission paths to include a greater number of excellent students and will massively support (financially and via mentorship) outstanding French and international students to reach a minimum of 25% social scholarship students on its Master in Management program. Because we all hold the firm belief that entrepreneurship is an invaluable tool for social ascension, HEC Paris will draw on its impressive experience in this field to strengthen its ability to change the destiny of thousands of vulnerable but talented individuals across France, so that they may live from their activity, create jobs, and regain or inspire confidence. Beyond social opportunity, HEC Paris also aims to change the future of its students by triggering personal and collective changes. The campus must serve not just as a place of learning, but must increasingly become a venue for change. From on-campus living to academic commitment, from mentorship to community service (Master in Management students notably), each element is designed to develop self-awareness, responsibility, and resilience. Our aim is to endow students with the ability to navigate uncertainty, work together beyond differences, and provide meaningful and empathetic leadership in a fragmented world. In light of the immense challenges to come, we will be the school of solutions, where long-term and systemic responses to key challenges are built together and enacted with optimism and conviction. This implies above all that HEC Paris becomes a vibrant venue where people come to understand, debate, and shed light on major contemporary issues. The School draws on the wealth of its knowledge, the diversity of its fields, and the vitality of its community of researchers, students, alumni and decision-makers to nurture rigorous, open, and depolarized dialog on economic, social, technological, and environmental changes. To this end, amid growing expectations of dual materiality and the speeding up of technological, political, and geopolitical changes, (future) leaders must broaden their understanding of the world to make better decisions and develop, more than ever, their managerial and leadership skills to drive the transformations of the future. The School will achieve this by drawing on the expertise of its teaching faculty, rallying its expertise centers (united within HEC Institutes), and bolstering its strategic partnerships notably with the Institut Polytechnique de Paris. To remain one of the world's top management schools, HEC Paris must become a Management, Social Science, and Technology school.

## Vision

HEC Paris currently finds itself at a turning point. The world is undergoing profound transformations. There is firstly a drying-up in the debate of ideas, a loss of trust in science to guide decisions, and the emergence of a post-truth world. Social ascension has been at a standstill for many years and shows



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## Strategy

### New Responsibilities Strategy

HEC Paris currently finds itself at a turning point. The world is undergoing profound transformations. There is firstly a drying-up in the debate of ideas, a loss of trust in science to guide decisions, and the emergence of a post-truth world. Social ascension has been at a standstill for many years and shows no progress despite the various measures taken in different countries (including France). This constitutes a source of polarization in society and major social conflict. Furthermore, environmental deterioration, technological acceleration, growing geopolitical tensions, rising inequality, and demographic issues add to the upheavals redefining the very contours of the School's leadership and

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## **Institutional History**

### **A brief history: Key milestones in HEC Paris strategy**

Since its beginnings, HEC Paris has put Excellence at the heart of its mission by selecting the most promising individuals in each generation and training them to the best of their abilities to address complex challenges in a vast range of sectors. This value unquestionably lies at the core of the School's DNA, around which everything has been built. In the 1960s, Curiosity joined Excellence and was embodied by the creation of a permanent teaching faculty focused on research. This was a major change in the School's intellectual project, making HEC Paris "a research school" which would disseminate the knowledge it produced throughout the academic sphere. Currently boasting some of the world's highest-ranking departments, HEC Paris offers a holistic academic approach which fosters excellence in all fields of management, economy, and law. The School's research agenda is thus shaped by the concrete challenges our societies face, while its programs combine the contributions of academic researchers and the hands-on expertise of business leaders. The 1960s also saw the

emergence of a lengthy strategic move to embody Diversity. Diversity in age and experience, firstly, with the creation of the ISA (which later became the HEC MBA), extended with the integration of the CPA (now HEC Paris Executive Education) in the late 1990s. In 1973, competitive admission to HEC (the present-day Master in Management) was opened to women; HEC JF (founded in 1916) closed and gender diversity became a core aim of HEC Paris' strategic positioning. In the early 2010s, the School rapidly scaled up its internationalization, not as a slogan, but as a deep commitment to recruit the best students and professors the world has to offer, thus transforming the campus into a genuine world forum. Lastly, during the same period, the School actively set out on the path towards greater social inclusion within the Master in Management program. In recent years, a new energy has infused the School's culture, thanks to a revival of the Entrepreneurial Spirit which is so inherently symbolic of HEC Paris. This is not simply a trend, but a redefinition of HEC Paris as an institution turned towards the implementation of solutions, where innovation and entrepreneurship have become central to its identity. Each of these changes has embodied not a new start for the School's DNA, but a continuous dynamic legacy, layer after layer. As a direct consequence, public perception of HEC Paris is that of an exceptional concentration of talents from around the world, an institution with close ties to the business world, and an outstanding platform for innovation. This perception accurately reflects the identity HEC Paris has long sought to shape. But the world is also moving on.

## Graduates & Enrollment

| 2025 Statistics                       | Number |
|---------------------------------------|--------|
| Graduates                             | 5512   |
| Faculty & Staff at the University     | 0      |
| Faculty & Staff at the Institution    | 852    |
| Student Enrollment at the University  | 0      |
| Student Enrollment at the Institution | 5512   |
| Undergraduate Attendance              | 470    |
| Masters-Level Postgraduate Attendance | 4986   |
| Doctoral Student Attendance           | 56     |

| 2025 Statistics                                                           | Number |
|---------------------------------------------------------------------------|--------|
| Certificate, Professional Development, or Continuing Education Attendance | 8000   |

## Degrees Offered

### Bachelor Programs

 Bachelor of Science (B.Sc. or B.S.)

### Masters Programs

 Master of Arts (M.A.)  Master of Business Administration (M.B.A.)

### Doctoral Programs

 Doctor of Philosophy (Ph.D.)

## Undergraduate Degree Programmes

 Bachelor of Arts & Science in Data, Society & Organisations HEC-BOCCONI

## Masters Degree Programmes

 Master Sustainability & Social Innovation

## Postgraduate Degree Programmes

 The HEC Paris 'PhD Odissey

## Certificates, Professional Development, or Associate Programmes

 Executive Programs in Sustainability



# Purpose

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

## Definition of Purpose

At HEC Paris, we define Purpose as our commitment to educating responsible leaders who create sustainable value for business and society. Purpose goes beyond academic excellence and professional success; it reflects our responsibility to equip current and future leaders with the knowledge, skills, and mindset needed to address complex global challenges and contribute positively to the common good. As a leading international business school, HEC Paris believes that management education plays a critical role in shaping organizations and societies. Our purpose is therefore to develop leaders who combine performance with responsibility, innovation with ethics, and ambition with a commitment to societal impact. This vision is embedded in our institutional mission and guides our teaching, research, and engagement activities. Purpose is reflected throughout the student experience. Sustainability, ethics, diversity and inclusion, social impact, and responsible leadership are integrated across programs and disciplines. Through dedicated courses, experiential learning opportunities, research initiatives, and partnerships with businesses, NGOs, and public institutions, students are encouraged to understand the broader consequences of managerial decisions and to develop solutions that contribute to a more sustainable and inclusive world. Recent initiatives such as the HEC Imagine Fellows program and the Business & Peace initiative further illustrate our understanding of Purpose. By supporting talented students from conflict-affected regions and exploring the role of business in fostering peace, dialogue, and resilience, these programs embody our conviction that business education should contribute not only to economic prosperity but also to social progress and global stability. In this context, Purpose is not a separate objective but a guiding principle that informs HEC Paris's strategy and culture. It reflects our aspiration to educate leaders capable of generating long-term value for organizations while addressing the pressing social, environmental, and geopolitical challenges of our time.

## Institutional Engagement

**0% - 25%** of faculty at HEC Paris 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

At HEC Paris, we define Values as the ethical principles and commitments that guide our institution's mission, decision-making, and educational activities. In the context of PRME, Values represent our responsibility to advance sustainable development, promote responsible leadership, and contribute to the achievement of a more inclusive, equitable, and sustainable society. Our institutional values are rooted in the belief that business and management education should serve not only economic progress but also societal well-being. We are committed to fostering integrity, respect, diversity, inclusion, academic excellence, and a sense of responsibility toward current and future generations. These values provide a common framework that informs the actions of our students, faculty, staff, alumni, and partners. At HEC Paris, Values are embedded throughout our educational programs, research agenda, and campus life. Topics such as ethics, sustainability, social responsibility, diversity and inclusion, and responsible leadership are integrated across disciplines and learning experiences. Students are encouraged to critically examine the societal and environmental implications of managerial decisions and to develop the capacity to lead with purpose and integrity in complex and uncertain environments. Our commitment to Values is also reflected in a range of institutional initiatives. Through programs such as HEC Imagine, the HEC Imagine Fellows, and the Business & Peace initiative, we seek to promote dialogue, inclusion, and social impact while creating opportunities for individuals from diverse backgrounds to contribute to positive change. These initiatives reinforce our conviction that business schools have an important role to play in addressing global challenges and fostering responsible citizenship. Beyond the classroom, HEC Paris strives to embody these values in its governance, partnerships, research priorities, and engagement with stakeholders. By aligning our activities with internationally recognized frameworks, including the United Nations Sustainable Development Goals (SDGs) and the Principles for Responsible Management Education (PRME), we aim to ensure that our institutional development contributes to long-term sustainable and inclusive growth. For HEC Paris, Values are not merely aspirational statements; they are the foundation upon which we educate future leaders and engage with society. They guide our efforts to prepare graduates who can create value responsibly, navigate ethical dilemmas, and contribute meaningfully to a more sustainable and peaceful world.

## Who Champions Responsible Management Education at Our Institution

- ❖ Centralized sustainability office

## Student Voices

The following narrative demonstrates how HEC Paris has influenced students' academic journey and personal growth.

## Student Sustainability Testimonials

HEC Paris students increasingly engage with sustainability issues through their academic work, extracurricular commitments, and vision for the future. Their experiences demonstrate how sustainability is embedded both in learning and student life.

Claire Malaingre highlights the role of academic research in addressing environmental challenges. Through her Master's thesis on Personal Carbon Permits, she explored innovative economic mechanisms that could encourage more sustainable individual behaviours and support the transition to a low-carbon society.

Shiraz Moret-Bailly, as co-president of the student association Esp'R, emphasizes the importance of collective action and student engagement. She describes how sustainability-focused initiatives on campus empower students, build knowledge, and inspire a growing number of peers to support environmental action.

Joseph de la Bouillerie explains that his involvement in Esp'R enabled him to deepen his understanding of environmental issues while contributing to concrete actions. He also stresses the importance of transmitting this awareness to future generations so that they can continue and expand these efforts.

Anne Fleur Goll underlines the responsibility of business schools to prepare students to become leaders of the ecological transformation of society and the economy, while integrating planetary boundaries into decision-making.

Together, these testimonies illustrate a strong commitment among HEC Paris students to sustainability, responsible leadership, academic engagement, and collective action for ecological transition.

## Student Awareness

**76% - 100%** of students at HEC Paris are aware that we are a PRME Signatory Member.

## Student Engagement

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

## Values Voices

### Celebrating Responsible Leadership and Societal Impact Through the HEC Paris Alumni Community

The HEC Paris alumni community plays a central role in promoting and celebrating the School's values of ethics, diversity, inclusion, sustainability, and responsible leadership. With a global network of more than 80,000 graduates, alumni act as ambassadors of these values across business, public institutions, entrepreneurship, and civil society.

HEC Paris actively fosters alumni engagement through dedicated networks and initiatives that encourage social responsibility and inclusive leadership. The **HEC Diversités** network, for example, brings together alumni committed to advancing diversity and inclusion in organizations and society. Through events, mentoring activities, and knowledge-sharing initiatives, the network contributes to raising awareness and promoting more equitable workplaces. Similarly, the **HEC Women in Business** community supports women leaders and entrepreneurs, encouraging greater representation and inclusion in leadership positions.

Alumni also contribute significantly to the School's sustainability and impact agenda through thought leadership and entrepreneurship. One notable example is **Emmanuel Faber (H.86)**, former CEO and Chairman of Danone, who has become an internationally recognized advocate for responsible business and stakeholder capitalism. Throughout his career, he has championed the integration of environmental and social considerations into corporate strategy, reflecting the values promoted by HEC Paris.

A second example is **Jean Moreau (H.08)**, co-founder of Phenix, a pioneering social enterprise dedicated to reducing food waste and advancing the circular economy. Through innovative solutions that connect businesses with surplus resources to charities and consumers, Phenix demonstrates how entrepreneurial initiatives can generate both economic and societal value.

The School further celebrates alumni contributions through its alumni clubs and thematic communities, which bring together graduates around shared interests in sustainability, social innovation, impact investing, diversity, and responsible leadership. These networks provide opportunities for lifelong learning, collaboration, mentoring, and collective action in support of a more sustainable and inclusive society.

By highlighting role models, supporting dedicated communities, and fostering engagement around societal challenges, HEC Paris ensures that its values extend far beyond the classroom and continue to inspire positive impact throughout the careers of its alumni.

## Celebrating Values

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

## **Celebrating Ethics, Diversity, Inclusion and Responsible Leadership at HEC Paris**

HEC Paris celebrates its institutional values through an integrated approach that combines education, research, community engagement, and campus life. These values are deeply embedded in the School's mission to educate leaders capable of addressing the environmental, social, and ethical challenges of our time.

Ethics and responsible leadership are central pillars of the HEC Paris experience. Sustainability and societal impact are integrated throughout degree programs, with 100% of students in the Grande École Program exposed to environmental and social challenges and more than 20% of teaching hours dedicated to these topics. Students engage with issues such as climate transition, social innovation, purpose-driven leadership, and planetary boundaries through coursework, immersive learning experiences, case studies, and community-based projects.

Diversity, equity, and inclusion are actively promoted across the institution. HEC Paris supports disadvantaged students through tutoring, mentoring, and integration programs, while dedicated initiatives such as HEC Women in Business foster women's leadership and encourage inclusive environments on and off campus. Alumni networks also contribute to advancing inclusion, notably through HEC Diversités, which promotes diversity in organizations and society.

These values are further celebrated through a vibrant student and alumni community. More than 20 sustainability-focused events were organized by student associations in 2025, including Earth Week, one of the School's flagship community-building initiatives, which brings together students, faculty, staff, alumni, and external partners around discussions and actions related to environmental and social responsibility. Other events, such as the Impact Jobs Fair, connect students with organizations committed to positive social and environmental impact.

HEC Paris also promotes ethical reflection and societal engagement through its research centers, conferences, public debates, and thought leadership initiatives. Faculty members contribute to major international discussions on climate change, inclusive economies, responsible business, and social innovation, while events such as Purpose Day and Inclusive Economy Day create spaces for dialogue among academics, business leaders, policymakers, and civil society.

Through these academic, professional, and community initiatives, HEC Paris fosters a culture where ethics, diversity, inclusion, sustainability, and responsible leadership are not only taught but actively lived and celebrated by the entire School community.



# Teach

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

## How We Define Teach

The School's responsibility extends beyond the transmission of management knowledge. By combining academic excellence with experiential learning, HEC Paris seeks not only to educate competent managers, but also to develop reflective leaders capable of creating long-term value for organizations and society. This ambition is reflected in the continued transformation of curricula across programs. Rather than treating sustainability and responsibility as specialized subjects, the School increasingly integrates societal and environmental challenges throughout its educational portfolio. Students are encouraged to explore the interconnections between economic performance, social cohesion, technological innovation and environmental stewardship. This evolution is visible across undergraduate, graduate, MBA and Executive Education programs. In 2025, HEC Paris offered 128 courses dedicated to environmental and societal transition issues, compared with 123 in 2024 and 105 in 2022. More than half of these courses were taught by permanent faculty members, demonstrating the growing integration of these themes within the School's core academic project. The School's educational philosophy is based on the belief that responsible leadership cannot be developed solely through classroom instruction. It requires exposure to diverse perspectives, engagement with real-world challenges and opportunities for personal transformation. For this reason, HEC Paris combines academic excellence with experiential learning throughout the student journey. Students are encouraged to participate in: • Community engagement projects; • Sustainability and impact-oriented internships; • Entrepreneurship programmes; • Service-learning experiences; • International learning opportunities; • Leadership development initiatives. These experiences enable students to connect theory and practice while developing critical thinking, resilience and systems-thinking capabilities.

## Courses that support RME

HEC Paris reports 1 course in 2025 that support responsible management education and sustainable development goals.

### **SASI Seminar 2025 2026** | SASI\_OS\_20252026

The Sasi opening seminar defines key concepts and provides a comprehensive overview of the ecological and social transition's critical stakes, through a series of conferences with guest speakers, workshops and simulation games. It covers the Fundamentals of Sustainability and Social Innovations, and explores how the Climate-Biodiversity- Inequality triple crisis shapes business environments.

By exposing students to diverse perspectives and real-world challenges from the very beginning of the program, the seminar helps them develop both the knowledge and the mindset required to contribute to a more sustainable and inclusive future. Students gain a solid foundation in sustainability and social innovation while exploring how the interconnected climate, biodiversity, and inequality crises

are reshaping economic systems and organizational decision-making. The seminar encourages critical thinking, interdisciplinary dialogue, and a sense of responsibility, empowering students to become informed leaders capable of driving meaningful change in their future careers.



## Teaching Awards

In 2025, 1 award was given to faculty and educators at HEC Paris.

### **Pr Charleen CASE - Best 40 under Professor**

**Granter:** POETS&QUANTS

**Grantee:** Best 40 under Professors

#### **Award Description:**

Poets&Quants Best 40 Under 40 MBA Professors — Annual global recognition awarded to 40 exceptional business school professors under the age of 40 for outstanding teaching, research excellence, and impact on MBA education worldwide.

## Educator Recognition

At HEC Paris, we recognize educators for quality of teaching in the following ways:

- ❖ Performance-based teaching fellowships
- ❖ Annual teaching excellence awards
- ❖ Course evaluation scores
- ❖ Faculty promotion and tenure consideration
- ❖ Financial incentives



- ❖ Institutional recognition events
- ❖ Pedagogical innovation grants

## Teaching Voices

The following statement demonstrates ways in which educators at HEC Paris support sustainability and responsible management in their classrooms.

### Pr Case's Testimonial

Among the many faculty members who contribute to pedagogical innovation at HEC Paris, Professor Charleen Case exemplifies a student-centered approach that goes beyond the traditional transmission of knowledge. In her Organizational Behavior course, she combines cutting-edge research, experiential learning, and personalized mentoring to create a transformative educational experience.

Drawing on her interdisciplinary expertise in organizational behavior, social psychology, and evolutionary science, Professor Case helps students understand complex workplace dynamics through evidence-based frameworks that are immediately applicable to real-life situations. Rather than presenting organizational behavior as an abstract academic subject, she encourages students to connect theoretical concepts to their own experiences, leadership aspirations, and interpersonal challenges.

What distinguishes her approach is the emphasis she places on meaningful student engagement. Through interactive discussions, reflective exercises, and open dialogue both inside and outside the classroom, she creates an environment where students feel empowered to explore not only managerial concepts but also their own development as future leaders. Her commitment to accessibility and mentoring extends well beyond formal teaching hours, fostering lasting relationships that continue years after students graduate.

Student feedback highlights the impact of this approach. Learners frequently report that the frameworks acquired in her courses have helped them navigate difficult team situations, influence stakeholders, secure organizational support for important initiatives, and accelerate their professional development. By connecting academic rigor with personal growth and practical application, Professor Case transforms learning into a catalyst for long-term professional and personal success.

This combination of research-informed teaching, experiential learning, and individualized support illustrates how HEC Paris faculty are innovating pedagogically to prepare students not only for successful careers, but also for thoughtful and responsible leadership in increasingly complex organizations.

## Barriers to Innovative Curriculum

In 2025, HEC Paris identified the following barriers to innovating, updating, or taking risks in existing curriculum:

- ❖ Budgetary limitations
- ❖ Faculty resistance
- ❖ Resource allocation challenges

## Barriers to Innovative Pedagogy

In 2025, HEC Paris identified the following barriers to innovating, updating, or taking risks in existing pedagogy:

- ❖ Time constraints
- ❖ Resource constraints
- ❖ Overloaded faculty
- ❖ Classroom infrastructure limitations



# Research

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

## How We Define Research

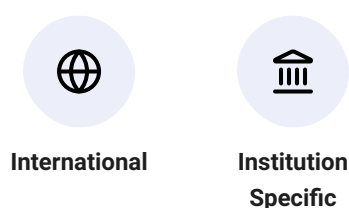
At HEC Paris, research is the creation and dissemination of rigorous, relevant knowledge that advances understanding of how organizations create sustainable economic, social, and environmental value. Through interdisciplinary collaboration and engagement with stakeholders, our research informs management practice, public policy, and societal transformation in support of the Sustainable Development Goals.

## Research vs Research for RME/Sustainable Development



## Research Funding

In 2025, HEC Paris was awarded funding for research that is:



## Socializing Research

In 2025, HEC Paris contributed research findings to:

- ❖ Open-access platforms
- ❖ Research collaborations
- ❖ Social media and digital outreach
- ❖ Public events and lectures
- ❖ International media
- ❖ Industry and business networks
- ❖ Government and policy makers

## Research Projects

In 2025, HEC Paris reported 1 research project that implemented responsible or sustainable activities.

### Research Impact - Pr Gatignon & Pr Darmouni

**Period Covering:** February, 2025 - May, 2026

**Department:** Finance | Human Resource Management

#### Aline Gatignon's Research Projects and Contributions at HEC Paris

Aline Gatignon is an Associate Professor of Strategy at HEC Paris. Previously a faculty member at the Wharton School (University of Pennsylvania), her research focuses on how companies, NGOs, governments, and local communities can work together to address major societal challenges. Her work sits at the intersection of **strategy, sustainability, stakeholder engagement, and international business**, with a particular emphasis on emerging markets.

#### Main Research Themes

##### 1. Cross-Sector Partnerships for Social Impact

Aline Gatignon's central research agenda examines how firms collaborate with non-market actors—such as NGOs, governments, and community organizations—to solve complex societal problems. Her research investigates:

- - How businesses and nonprofits design effective partnerships.
  - Governance mechanisms that sustain collaboration over time.
  - The conditions under which partnerships create both business value and social value.
  - How organizations manage tensions between economic and social objectives.

Her work demonstrates that companies can move beyond traditional corporate philanthropy and become active partners in addressing issues such as healthcare, education, infrastructure, and environmental sustainability.

##### 2. Sustainability and Inclusive Growth in Emerging Markets

A major focus of her research is understanding how organizations can foster inclusive and sustainable development in emerging economies.

Key questions include:

- - How firms can compensate for weak institutions and regulatory gaps.
  - How business strategies can contribute to local economic development.
  - How companies engage marginalized communities as stakeholders and partners.
  - How sustainable business models can generate both social and economic returns.

Her fieldwork spans Latin America, Africa, and Asia, providing unique insights into how organizations operate in contexts characterized by institutional challenges and resource constraints.

### **3. Corporate Social Responsibility (CSR) Strategy**

Professor Gatignon has conducted influential research on the design and effectiveness of CSR programs.

Her studies explore:

- - The implementation of CSR initiatives under different institutional environments.
  - The unintended consequences of CSR programs.
  - The relationship between stakeholder engagement and firm performance.
  - Corporate responses to social and environmental expectations.

One notable project analyzes the impact of India's mandatory CSR legislation, showing how firms adapt their social investment strategies when legal requirements shape corporate giving.

### **4. Nonmarket Strategy and Institutional Change**

Another important stream of research examines how firms navigate political, social, and institutional environments.

Her work investigates:

- - Corporate relationships with governments and nonprofit organizations.
  - Investor reactions to nonmarket strategies.
  - The role of stakeholder networks during institutional transitions.
  - How organizations adapt to institutional crises and changing societal expectations.

This research provides important insights into how companies create legitimacy and resilience in uncertain environments.

### **5. Logistics and Development Partnerships**

Earlier in her career, Gatignon studied humanitarian operations and development partnerships.

These projects examined:

- - Disaster-response supply chains.
  - Partnerships between multinational firms and humanitarian organizations.
  - Healthcare delivery systems in Africa.
  - The effectiveness of cross-sector collaboration during crises.

Her work on humanitarian logistics remains highly cited and has contributed to both academic research and management practice.

## Research Impact

Professor Gatignon's research has been published in leading journals, including: *Strategic Management Journal*, *Organization Science*, *Academy of Management Journal*, *International Journal of Production Economics*, etc.

Her contributions have been recognized through several distinctions, including:

- - **Thinkers50 Radar Class of 2025**
  - **ARCS Emerging Sustainability Scholar Award**
  - Recognition in INSEAD's "**50 Years, 50 Women, 50 Ideas**" initiative.

## Executive Summary

Aline Gatignon's research addresses a fundamental question:

**How can businesses collaborate with governments, NGOs, and communities to solve major societal challenges while creating sustainable economic value?**

Her projects offer a powerful framework for understanding stakeholder capitalism, ESG strategy, sustainability, and inclusive growth. By studying real-world collaborations across emerging markets, she demonstrates how organizations can become catalysts for both economic performance and social progress.

## Relevance for HEC Paris

Aline Gatignon's work aligns particularly well with HEC Paris' strategic priorities around **sustainability, societal impact, responsible leadership, and inclusive entrepreneurship**. Her research provides evidence-based insights into how firms can contribute to achieving the Sustainable Development Goals (SDGs) while maintaining competitive advantage.

## Olivier Darmouni's Research Projects and Contributions at HEC Paris

Olivier Darmouni is Associate Professor of Finance at HEC Paris and holder of the **Pierre Andurand Chair in Sustainability**. His research lies at the intersection of **corporate finance and the financing of the energy transition**. He studies how financial frictions affect firms' investment decisions and the allocation of capital in the economy.

## Main Research Theme : Financing the Energy Transition

A major focus of Darmouni's recent work is understanding how financial markets can support the transition from fossil fuels to renewable energy. His research examines:

- - Financing mechanisms for renewable energy projects.
  - The role of long-term contracts such as Power Purchase Agreements (PPAs) in attracting private investment.

- Barriers to decarbonization caused by financing constraints.
- Capital reallocation away from coal and carbon-intensive assets.
- The interaction between green finance, energy security, and climate objectives.

One of his current projects, "**Financing Investment in Electricity**", investigates why renewable energy projects rely heavily on project finance and long-term contracts, and how these arrangements reduce financing costs and stimulate investment in clean energy. Among his newest projects is research on **the energy consumption of artificial intelligence and data centers**. This work analyzes how the rapid growth of AI technologies creates new financing and infrastructure challenges for electricity systems and energy markets.

### Research Impact

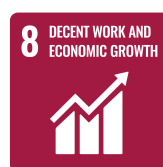
Darmouni's work has been published in leading finance journals, including: *Journal of Finance*, *Journal of Financial Economics*, *Review of Financial Studies*, *Journal of Monetary Economics*.

In 2025, he received the **IEF/SCOR Foundation Award for Best Young Researcher in Finance and Insurance**, recognizing his contributions to research on financial frictions, credit markets, monetary policy, and energy-transition finance.

### Executive Summary

Olivier Darmouni's research seeks to answer a fundamental question:

**How does finance shape real economic outcomes, particularly investment, innovation, and the transition to a low-carbon economy?**



### Research Awards

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

 **Aline Gatignon - Thinkers 50 Radar Class**

**Granter:** Thinkers50 Radar



**Grantee:** Most promising emerging management thinkers

**Award Description:**

Announced every January, the Thinkers50 Radar identifies a cohort of 30 up-and-coming thinkers whose ideas we predict will make an important impact on management thinking in the future. Since its introduction in 2016, the unveiling of the new Thinkers50 Radar Class has been one of the most popular and eagerly awaited moments in the Thinkers50 calendar. The Thinkers50 Radar identifies new talent and ideas and provides an early alert system for managers, publishers, speaker bureaus, and others in the thought leadership industry. Thinkers50 uses its market knowledge and influence to highlight the up-and-coming thinkers and showcase the ideas that will shape management in the coming years. The hope is that the recognition and profile this gives to these young (and not so young) thinkers will spur them on to do their best work.

## Research Presentations Related to RME and/or Sustainability

In 2025, HEC Paris gave 1 research presentation related to RME and/or sustainability.

### Annual Research Conference of the Alliance for Research on Corporate Sustainability (ARCS) - HEC Paris 2025

| [DOI](#)

**Authors:** Pr, Rodolphe Durand | Caroline Flammer, Columbia University | Shon Hiatt, University of Southern California | Michael Toffel, Harvard Business School | Max Kagan, Columbia Business School | Marieke Huysentruyt, HEC Paris | Shipeng YAN, The University of Hong Kong  
| The list is non exhaustive

**Date of publication:** June, 2025

**Presented at:** National or international academy of management | National or international discipline-specific conference | National or international issue or theme-specific conference

**Department:** Human Resource Management | International Business | Management | Accounting | Economics | Finance

The Seventeenth Annual Research Conference of the Alliance for Research on Corporate Sustainability (ARCS) will bring together scholars from a variety of disciplinary and methodological perspectives interested in advancing research on corporate sustainability.

The conference offers a variety of formats: panel discussions, regular paper presentations, research sketches, and networking and social opportunities.

Contributions will highlight the social and environmental dimensions of sustainable business from the vantage point of different social science disciplines (economics, law, operations, organizational theory, political science, psychology, sociology, strategy, etc.) and embrace a variety of methodological approaches (case study, simulation, statistical analysis, theory development, etc.). Examples of suitable topics for the ARCS Conference include: non-market strategy, climate change management,

sustainability reporting and disclosure, green supply chains, green marketing, sustainable finance, renewable energy investments, business/NGO partnerships, sustainable mobility, social dimensions of sustainability such as inequality, fair wages and working conditions, social and environmental justice, ESG investing, cleantech innovation, green entrepreneurship, sustainable natural resource management, and “base of the pyramid” development strategies.

The conference starts with the Ph.D. workshop on June 1, 2025. Ph.D. students must have submitted a paper and had it accepted to attend.

Scholars and practitioners with an interest in corporate sustainability research are welcome to register for the conference.



## Publications Related to RME and/or Sustainability

### Cross Asset Climate Betas | [DOI](#)

**Authors:** Pr, Jean-Charles Bertrand | Pr, G Coqueret

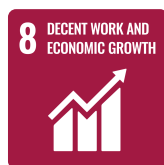
**Date of publication:** December, 2025

**Presented at:** National or international issue or theme-specific conference

**Department:** Finance

This article documents the sensitivity of asset returns to proxies of climate risk. We first construct a novel “extreme weather index” by combining meteorological observations with weather-related catastrophes data. We utilize this index, alongside a news-based indicator focused on climate concerns, to estimate climate “betas” for a cross section of asset classes. We deploy these betas in the context of adapting multi-asset portfolios to shocks in climate events or heightened media attention. We find that introducing new asset classes to a simple equity–bond portfolio, such as commodities, has an outsized impact compared with simply adjusting the type of investment strategy used within a pre-determined asset allocation. These additional asset classes improve portfolio

diversification during times of climate stress but introduce a higher degree of tracking error and reduce risk-adjusted performance over the full sample period, highlighting a trade-off for portfolio construction



## Strategy can no Longer Ignore Planetary Boundaries: A Call for Tackling Strategy's Ecological Fallacy

**Authors:** Pr, Rodolphe Durand

**Date of publication:** March, 2025

**Presented at:** National or international academy of management | National or international issue or theme-specific conference

**Department:** Business Administration | Management | International Business

The field of Strategy has its origins in Business Policy, which emphasized how firms could pursue important social aims that individuals and governments could not pursue otherwise. This emphasis shifted in the 1970s as the field turned towards economics for insights. Strategy scholars began to address how market- and industry-level considerations, such as performance, price, and competition, were pursued by firms. By applying macro-level principles and assumptions analogically to a more micro-level of analysis, strategy scholars inadvertently committed what statisticians call an ecological fallacy. Educators and scholars in the field of Strategy started to accept the constructive consequences of growth, not only for the economy, but for every firm, without considering the implications for society and the natural environment. In so doing, Strategy scholarship inadvertently undermined its very ambition to advance social aims. Our *Point* advocates for reconsideration of the field's foundations so as to remediate the ecological fallacy and to address the climate and biodiversity crises. The goal is to offer a brighter and more relevant future for our discipline.



## The Role of Mindset in Education: A Large-Scale Field Experiment in Disadvantaged Schools

| [DOI](#)

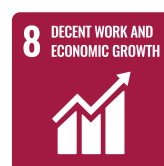
**Authors:** Pr, Yann Algan | pr, Elise Huillery

**Date of publication:** November, 2025

**Presented at:** National or international academy of management | National or international issue or theme-specific conference | Regional or local discipline-specific conference

**Department:** Economics

This article shows that a four-year mindset intervention in disadvantaged middle schools led to a 0.05-standard-deviation increase in grade point average, associated with more optimistic beliefs, more self-criticism and improved school behaviour. Treatment effects were larger in terms of both grade point average and National Exam results for students with relatively better social, academic and discipline profiles. According to international empirical benchmarks, this mindset intervention is highly cost effective, but the effect size remains small despite repeated exposure over four years.



## Connecting the Last Mile: The Impact of Dockless Bike-sharing on Public Transportation | [DOI](#)

**Authors:** Pr, LI Shitong

**Date of publication:** December, 2025

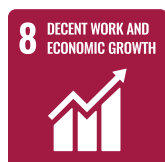
**Presented at:** National or international academy of management

**Department:** Management

In this study, we examine the impact of a new mobile-based, dockless bike-sharing service on public transportation usage. This new bike-sharing model removes the constraint of having fixed stations and gives users full flexibility on where to pick up and return bikes. This innovative feature of dockless bike sharing potentially disrupts the current norms of how people commute. The dockless shared bikes offer easy connections between destinations and public transportation stations. They can potentially promote public transportation, by improving its flexibility and outreach. To examine this impact, we collaborate with one of the largest dockless bike-sharing companies in China and collect unique daily-station-level panel data of shared-bike rides and subway traffic. Our findings indicate that a 1% increase in shared-bike rides leads to an increase of 0.35% in subway traffic. Further analyses show that this positive effect is stronger when people need to travel a longer distance to reach subway stations. These results suggest one potential underlying mechanism for the positive relationship we observe, that is, dockless shared bikes alleviate the “last-mile problem” for public

transportation, making it a more appealing mode of transportation, compared with alternatives.

Overall, we find that dockless shared bikes, in contrast to ridesharing or traditional bike sharing, act as a complement, rather than a substitute, for public transportation. Dockless shared bikes present a greener way of commuting, with significant environmental and societal impacts.



## Research Voices

The following statement demonstrates a way in which researchers at HEC Paris bring sustainability and responsible management into their research.

### Research Impact Evidences

HEC Paris recognizes that impactful research is increasingly the result of collaboration across academic disciplines and in partnership with businesses, public institutions, civil society organizations, entrepreneurs, and students. To illustrate how our research contributes to the advancement of responsible management education and practice, we draw on the contributions of members of our broader research ecosystem whose work strengthens the societal relevance and impact of our scholarship.

A key contributor is the **Society & Organizations (S&O) Institute**, which serves as a major platform for interdisciplinary research addressing the social and environmental challenges facing organizations and society. Through its research centers, academic initiatives, and stakeholder engagement activities, the Institute supports the development of knowledge on topics such as climate transition, biodiversity, social inclusion, responsible leadership, and sustainable business transformation. The Institute also plays a critical role in connecting researchers with practitioners and policymakers, helping translate academic insights into actionable solutions.

Another important contributor is **Hi! PARIS**, the interdisciplinary center jointly created by HEC Paris and Institut Polytechnique de Paris. Hi! PARIS brings together researchers, companies, and public actors to explore the opportunities and challenges associated with artificial intelligence and data science. A growing focus of the center concerns the responsible and ethical development of AI, including its implications for organizations, public policy, and society. Through research projects, partnerships, and public engagement, Hi! PARIS contributes to advancing knowledge that supports both innovation and societal well-being.

The **Innovation & Entrepreneurship Institute** and the **Creative Destruction Lab (CDL)** also provide valuable perspectives on the role of research in shaping the future of organizations. The CDL supports research and dialogue at the intersection of entrepreneurship, innovation, and the scaling of high-impact ventures. Its activities help connect academic insight with practice by engaging entrepreneurs,

investors, and ecosystem partners around the challenges of building innovative and responsible ventures. Research associated with the CDL increasingly addresses questions related to entrepreneurship, innovation ecosystems, sustainability, and the societal implications of new business creation.

The **HEC Paris Impact Lab** represents another important bridge between research and societal action. The Lab promotes research with measurable societal impact and supports collaborations between academics and external stakeholders to address pressing social and environmental challenges. By facilitating experimentation, impact assessment, and the co-creation of solutions, the Impact Lab helps ensure that research findings inform decision-making and generate tangible benefits for organizations and communities. The Lab also supports the assessment of how research influences managerial practice, public policy, and broader societal outcomes.

HEC Paris also benefits from a rich network of corporate partners, many of whom participate in research chairs, collaborative projects, and long-term initiatives focused on sustainability and responsible business. These partnerships enable researchers to address real-world challenges while contributing evidence-based insights to organizational practice. Likewise, collaborations with public institutions, international organizations, NGOs, and civil society actors enrich our research by bringing diverse perspectives and helping ensure that scholarly work remains connected to societal needs. Finally, students and alumni play an increasingly important role in the HEC Paris research ecosystem. Through entrepreneurship initiatives, social impact projects, sustainability-focused organizations, and participation in research activities, they contribute to the diffusion and application of research insights beyond academia. Their experiences provide valuable feedback on how research can support responsible leadership and positive societal change.

Together, these partners and initiatives demonstrate HEC Paris' commitment to research that not only advances academic knowledge but also contributes to addressing the complex challenges facing society. By fostering collaboration across sectors and disciplines, HEC Paris seeks to ensure that its research informs practice, supports public debate, influences policy, and accelerates the transition toward a more sustainable, inclusive, and resilient economy.

Together, these partners illustrate how HEC Paris advances the PRME Research Principle through collaboration, interdisciplinarity, and active engagement with society. By connecting rigorous academic inquiry with the needs of businesses, policymakers, entrepreneurs, and communities, HEC Paris seeks to produce research that informs decision-making, contributes to public debate, and supports systemic change. Across these initiatives, HEC Paris promotes conceptual and empirical research that advances understanding of how organizations create sustainable economic, social, and environmental value.

The School's research ecosystem contributes directly to several Sustainable Development Goals (SDGs). Research on responsible management education and lifelong learning supports **SDG 4 (Quality Education)**; work on inclusive growth, social entrepreneurship, and future skills advances **SDG 8 (Decent Work and Economic Growth)** and **SDG 10 (Reduced Inequalities)**; research conducted through **Hi! PARIS** contributes to **SDG 9 (Industry, Innovation and Infrastructure)** by promoting responsible innovation and the ethical use of artificial intelligence; studies on sustainable business

models, circular economy, and responsible consumption support **SDG 12 (Responsible Consumption and Production)**; while the activities of the **Society & Organizations Institute**, the **Sustainability Center**, the **Impact Lab**, and numerous faculty-led initiatives directly address **SDG 13 (Climate Action)** and **SDG 15 (Life on Land)** through research on climate transition, biodiversity, and regenerative business practices. The work of the **Innovation & Entrepreneurship Institute** and the **Creative Destruction Lab** also contributes to **SDG 8** and **SDG 9** by supporting innovation, entrepreneurship, and the development of solutions to societal challenges. Finally, the collaborative nature of HEC Paris' research ecosystem—bringing together academia, business, public institutions, NGOs, entrepreneurs, students, and alumni—embodies **SDG 17 (Partnerships for the Goals)**, which serves as a foundation for achieving meaningful and lasting societal impact.

Through these collective efforts, HEC Paris aims not only to advance academic knowledge but also to contribute to the transformation of organizations and economic systems in ways that create sustainable value for business, society, and future generations. In doing so, HEC Paris seeks to advance knowledge that enables organizations to create sustainable value while contributing to the achievement of the United Nations Sustainable Development Goals.

### **Research Impact Example: Responsible AI and Society**

Through Hi! PARIS, HEC Paris researchers contribute to advancing knowledge on the responsible development and governance of artificial intelligence. By bringing together academics, companies, public institutions, and entrepreneurs, Hi! PARIS helps shape debates on the ethical, societal, and economic implications of AI. Research produced through the center informs organizational practices and public discussions on how AI can be deployed in ways that foster innovation while respecting societal values and promoting sustainable development. **SDGs: 9, 16, 17**

### **Research Impact Example: Climate & Business**

Within the S&O Institute, the Climate Center conduct research on climate transition, and business practices. Its work contributes to a better understanding of how firms can align business strategies with planetary boundaries and long-term sustainability goals. Through engagement with business leaders and policymakers, this research helps translate scientific insights into practical approaches for climate action and biodiversity preservation. **SDGs: 13, 15, 17**

## **Research Barriers**

In 2025, HEC Paris identified the following barriers to conducting research related to sustainability and/or responsibility:

- ❖ Time constraints
- ❖ Retention and engagement
- ❖ Funding challenges

❖ Research impact and application





# Partner

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

## How We Define Partner

At HEC Paris, partnerships are catalysts for innovation and impact. We view them as entrepreneurial collaborations that bring together diverse stakeholders to co-create solutions, experiment with new approaches and accelerate the transformations needed for a more sustainable, inclusive and prosperous world.

## Institutional Partnerships

- ❖ AMBA (Association of MBAs)
- ❖ CEMS (The Global Alliance in Management Education)
- ❖ EFMD (European Foundation for Management Development)
- ❖ Graduate Management Admission Council (GMAC)
- ❖ Financial Times
- ❖ GRLI (Globally Responsible Leadership Initiative)
- ❖ Local institutions and associations
- ❖ Positive Impact Rating (PIR)
- ❖ Times Higher Education (THE)
- ❖ Ministries of Education, Higher Education, or similar national bodies
- ❖ United Nations Global Compact non-business signatory
- ❖ AACSB (Association to Advance Collegiate Schools of Business)

## Student Organization Partnerships

- ❖ Net Impact

## Partnerships

The following provides more details on 1 key partnership at HEC Paris.

### **Label DD&RS (Développement Durable & Responsabilité Sociétale) - French label**

**HEC Paris successfully renewed its DD&RS (Sustainable Development and Social Responsibility) label in June 2026**, following an independent assessment conducted under the framework developed by CIRSES (Collectif pour l'Intégration de la Responsabilité Sociétale et du Développement Durable dans l'Enseignement Supérieur). As the French national reference framework for evaluating higher education institutions' commitment to sustainable development and social responsibility, the DD&RS label assesses performance across five key dimensions: governance, education, research, environmental management, and societal engagement.

The renewal of this certification recognizes HEC Paris' continued efforts to embed sustainability and social responsibility throughout its strategy, operations, teaching, research, and stakeholder engagement activities. It also reflects the School's commitment to continuous improvement, transparency, and accountability in contributing to the Sustainable Development Goals and advancing responsible management education.

## Partner Voices

The following statement from our partners demonstrates ways in which our collaborations at HEC Paris support sustainability and responsible management education.

### Collaborating to Build Solutions

#### Building Partnerships for Systemic Impact

For HEC Paris, partnerships are not only a means of extending institutional reach; they are a mechanism for creating shared value and mobilizing collective action in support of the Sustainable Development Goals (SDGs). Through partnerships, the School seeks to amplify its impact and contribute to the systemic transformations required for a more sustainable, inclusive and resilient world.

This commitment is closely aligned with the third pillar of the New Responsibilities strategy: Becoming the School of Solutions. Partnerships therefore represent an essential component of HEC Paris' mission and a key lever for implementing this strategy. By connecting academic knowledge with practical action, they foster innovation, accelerate learning and contribute to the development of solutions capable of generating positive impact at scale.

To achieve these ambitions, HEC Paris has developed a diverse ecosystem of partnerships involving corporations, public institutions, academic organizations, entrepreneurs, NGOs and civil society actors.

#### Corporate Partnerships

Businesses play a central role in the HEC Paris ecosystem. Corporate partnerships contribute to the development of research projects, executive education programmes, student learning experiences and entrepreneurship initiatives. These collaborations provide opportunities to test new ideas, explore emerging challenges and translate academic knowledge into managerial practice. They also enable students and participants to engage directly with organizations confronting major transformations related to climate transition, technological innovation, responsible governance and evolving stakeholder expectations.

The most advanced form of these collaborations is embodied in HEC Paris' Chairs, which bring together companies, faculty members and students around shared research and educational agendas. Examples include the Purposeful Leadership Chair and the Orchestrating Sustainable Business Transformation Chair, both of which contribute to advancing knowledge and practice in responsible leadership and sustainability transformation. More broadly, HEC Paris hosts a wide range of Chairs

dedicated to topics such as sustainability, innovation, entrepreneurship, leadership and digital transformation, reflecting the School's commitment to addressing contemporary societal challenges through collaborative research and teaching.

A notable example of corporate partnership is the collaboration with Schneider Electric, which explores the concept of a just transition and the role organizations can play in combining environmental sustainability with social inclusion. This partnership contributes to advancing both academic understanding and the practical implementation of transition strategies.

## **Academic Organizations and Networks**

HEC Paris remains an active member of the Business Schools for Climate Leadership (BS4CL) alliance. This international network brings together leading business schools committed to accelerating climate education, research and institutional transformation. Through BS4CL, HEC Paris contributes to collective reflection on the role of management education in addressing climate challenges while benefiting from shared resources, collaborative initiatives and best practices.

## **Academic Partnerships**

Academic partnerships play a critical role in expanding the School's intellectual horizons and increasing the impact of its research and educational activities. Particular attention is given to collaborations that connect management with technology, social sciences and public policy. HEC Paris continues to strengthen relationships with leading academic institutions in France, Europe and internationally.

One notable example is the partnership with the Columbia Climate School, which enables students to combine expertise in management and climate sciences through an innovative dual-degree programme. Such collaborations strengthen HEC Paris' capacity to prepare future leaders capable of addressing complex sustainability challenges from an interdisciplinary perspective.

## **Public Institutions and NGOs**

HEC Paris actively collaborates with public institutions and non-governmental organizations to address major societal challenges.

The School participates in the UNDERPIN Project, a three-year European Union-funded initiative involving multiple institutions working to transform the way climate resilience is measured across Europe. By contributing to research on resilience and adaptation to climate-related risks, HEC Paris reinforces its commitment to generating actionable knowledge for policymakers and society.

Another important initiative is the Business & Peace Academy, developed in partnership with the Paris Peace Forum. The Academy explores the role of business in fostering peace, resilience and international cooperation. It reflects HEC Paris' conviction that organizations have responsibilities extending beyond economic performance and can contribute meaningfully to social stability and sustainable development.

## Community Engagement and Service Learning

HEC Paris collaborates extensively with NGOs, associations and community organizations through its Commitment Path and other student engagement initiatives. These partnerships provide students with opportunities to confront real-world challenges while contributing to social impact. At the same time, they enable partner organizations to benefit from the expertise, creativity and commitment of the HEC community.

Through these initiatives, students develop a deeper understanding of societal issues and strengthen their capacity to act as responsible leaders.

## Entrepreneurship Partnerships

The entrepreneurship ecosystem at HEC Paris is built upon extensive collaboration with public institutions, investors, corporations, foundations and entrepreneurs.

Flagship programmes such as HOPES, Stand Up, ESS Accelerator, Challenge+ and Women Entrepreneurs 4 Good rely on strong partnerships capable of mobilizing expertise, funding, mentoring and professional networks. These collaborations contribute directly to the School's ambition of becoming the School of Solutions and reinforce the role of entrepreneurship as a driver of social mobility, innovation and sustainable transformation.

By supporting entrepreneurs who address social and environmental challenges, these partnerships help translate ideas into impactful ventures capable of generating long-term societal value.

**Evidence:** <https://www.hec.edu/fr/faculte-et-recherche/chaieres>

**Evidence:** <https://www.hec.edu/fr/news-room/schneider-electric-renouvelle-son-mecenat-avec-hi-paris-pour-acceler-er-la-recherche-ouverte-en-ia-et-accompagner-la-formation-de-nouveaux-talents>

**Evidence:** <https://www.bs4cl.org>

**Evidence:** <https://www.hec.edu/en/school/news/hec-paris-and-columbia-join-forces-meet-challenges-climate>

**Evidence:** <https://www.hec.edu/en/society-organizations-institute/news/hec-paris-hosts-kick-eu-funded-underpin-project-climate-resilience>

**Evidence:** <https://www.hec.edu/en/school/news/hec-paris-2025-paris-peace-forum-education-and-business-more-peaceful-future>

**Evidence:** <https://www.hec.edu/en/grande-ecole-master-management>

**Evidence:** <https://www.hec.edu/en/institutes-and-centers-expertise/innovation-entrepreneurship/our-centers/social-entrepreneurship-center>



# Practice

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

## How We Define Practice

At HEC Paris, Practice means turning commitments into action. We view the School as a laboratory for innovation where sustainability, responsibility and inclusion are embedded in everyday decisions, enabling us to experiment, learn and scale solutions with tangible impact.

## Institutional Policies and Practices

- ❖ AI use guide
- ❖ Accreditation body recommendation documents
- ❖ Campus operations guides
- ❖ Carbon reduction or offset commitments
- ❖ Climate action plan
- ❖ Curriculum guidelines
- ❖ Ethical data sourcing guides
- ❖ Equity reporting (DEI, EDI, etc.)
- ❖ Faculty hiring, tenure, and promotion guidelines
- ❖ Greenhouse gas emissions
- ❖ Professional training opportunities
- ❖ Responsible procurement policies
- ❖ Student equity, diversity, inclusion
- ❖ Travel guides
- ❖ Zero-waste guides

## Policy Documents Related to RME and/or Sustainability

1 Waste management policy

View document  Download document 



# 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

At HEC Paris, Share means making knowledge on responsible management accessible, relevant, and actionable. We foster dialogue among academia, business, policymakers, students, and society through interdisciplinary research, public engagement, and collaborative platforms, ensuring that ideas generate measurable impact beyond the School.

## Engagement Opportunities

HEC Paris offers transparent engagement opportunities for members of our institution and community to contribute to our sustainability and responsibility efforts in the following ways:

- ❖ Partnerships with local organizations
- ❖ Annual reports
- ❖ Community events and consultation forums
- ❖ Public events and panel discussions
- ❖ Engagement Program for Students

## Communication Audiences

HEC Paris 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
- ❖ Media and public relations channels
- ❖ Government and policy makers
- ❖ Non-governmental organizations (NGOs)

## Sharing Voices

The following statement from stakeholders at HEC Paris demonstrates our commitment to sharing and learning from sustainability and responsible management practices.

## Knowledge sharing, an integral part of HEC's mission

HEC Paris considers knowledge sharing an integral part of its mission and a key driver of responsible management education. By making sustainability knowledge accessible, fostering dialogue among stakeholders, and reporting transparently on its progress, the School contributes to collective learning within and beyond the academic community.

Transparency is a cornerstone of HEC Paris' sustainability strategy. The School regularly reports on its progress through its **Sustainability Report**, external assessments such as the French **DD&RS Label**, and this **PRME Sharing Information on Progress Report**. These reporting processes are designed not only to demonstrate accountability but also to identify challenges, measure impact, and support continuous improvement.

Knowledge exchange is embedded across the institution. Research outcomes, pedagogical innovations, and sustainability initiatives are disseminated through academic publications, conferences, institutional events, and collaborative forums involving faculty, staff, students, and external stakeholders. Flagship events such as **Purpose Day**, **S&O Research Day**, **Inclusive Economy Day**, and **Climate & Earth Week** bring together researchers, business leaders, policymakers, students, and civil society to discuss today's major sustainability challenges.

HEC Paris further amplifies the dissemination of knowledge through its editorial platform, **Dare**. Featuring articles, interviews, podcasts, and expert analyses, the platform makes faculty expertise accessible to a broad audience and stimulates informed debate on topics including the climate transition, responsible leadership, artificial intelligence, sustainable finance, and inclusive growth. Collective learning is further strengthened through interdisciplinary collaboration. The creation of the **HEC Institutes** has reinforced exchanges across disciplines while increasing the visibility and societal impact of the School's research.

Students also play an active role in this culture of sharing through associations, conferences, entrepreneurship programmes, and impact-driven projects developed with companies, NGOs, and public institutions. These initiatives enable students not only to acquire knowledge but also to disseminate responsible management practices and create positive societal impact.

At the international level, HEC Paris actively contributes to communities of practice including **PRME**, the **Business Schools for Climate Leadership (BS4CL)** alliance, **AACSB**, **EFMD**, and numerous academic research networks, sharing experiences and learning from peer institutions to advance responsible management education.

## Communication Barriers

HEC Paris faces the following barriers in transparent communications:



## Media visibility

SIGNATORY

# HEC Paris

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France



## Website

<https://www.hec.edu/en>