

2025 Sharing Information on Progress **(SIP) Report**

Louvain School of Management

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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 Louvain School of Management, including key details and basic institutional data.

Mission

In a world marked by profound social and environmental vulnerabilities, the mission of the Louvain School of Management (LSM) transcends the mere transmission of knowledge or the training of capable professionals. LSM is committed to educating individuals who cultivate a shared sense of purpose and drive transformative, long-term change—leaders who are not only enlightened but who enlighten others.

Our graduates are equipped to lead by example, demonstrating integrity, courage, and creativity in the face of complex global challenges. They are encouraged to question established managerial norms, challenge conventional business thinking, and imagine alternative pathways for sustainable and inclusive organizational development.

At LSM, we do not simply reproduce existing models—we strive to innovate, to produce new knowledge, and to advance management practice with a sense of critical inquiry and responsibility. This ambition is succinctly embodied in our guiding motto: *"Teach to Enlighten."* - —a call to empower future leaders to illuminate paths toward a more just, innovative, and sustainable world.

Vision

From the outset, LSM has aspired to be a leading international reference in responsible management education. Our strategic identity is built on three pillars: a passion for pedagogy, global openness, and a strong integration of ethics, responsibility, and sustainability (ERS) across academic life. These pillars form the foundation of our differentiation strategy and inspire our longstanding tagline: "Excellence and Ethics in Management."

Our Core Traits

• Passion for Pedagogy

At LSM, we believe that how we teach is just as important as what we teach. Our educational approach promotes active engagement, critical thinking, and human-centered learning. We value the process as much as the outcomes, and we see relationships, attitude, and reflection as essential parts of leadership development. We aim to shape learners who are curious, collaborative, and ready to make a difference.

• Global Openness

As part of a centuries-old university rooted in humanist and scientific traditions, LSM is deeply committed to global openness. This is reflected in our inclusive international strategy and in our partnerships with a wide range of organizations across sectors and borders. Through this openness, we foster diverse perspectives and prepare our students to become thoughtful, responsible leaders in an interconnected world.

- **Integrated Ethics, Responsibility, and Sustainability (ERS)**

LSM views ERS as a key source of strategic advantage and cultural strength for both organizations and business schools. We actively integrate ERS into our teaching, research, and outreach. Our commitment is exemplified by initiatives inspired by CSR pioneer Philippe de Woot, including a major in Corporate Sustainability Management, an international award for outstanding CSR-related master's theses, and a dedicated Chair in Corporate Sustainability Management.

Strategy

Louvain School of Management's Strategy

Under the umbrella of our mission "**Teach to Enlighten**", pedagogical innovation and academic excellence are central to LSM's strategic agenda, in line with its enduring motto "**Excellence and ethics in management**". Our roadmap focuses on enhancing student learning experiences, updating curricula to reflect international competencies and sustainability transitions, and strengthening support systems for both learners and educators.

A recently updated **Strategic Roadmap** reaffirms our commitment to LSM's international positioning, the deepening of relationships with private and public actors, and the well-being and engagement of our academic community. We continue to foster meaningful collaboration between academia and practice, with strong involvement of professionals through our **Advisory Council** and other governance mechanisms.

Symbolically aligned with our mission Teach to Enlighten, our logo - the **sunflower** – embodies our commitment to purpose and sustainability. Like the sunflower, which orients itself towards the light, grows rapidly when nurtured, produces abundantly without waste, and brings beauty and energy to its surroundings, we aspire to serve—not only by learning and receiving, but also by contributing and sharing. The sunflower reminds us that every part of the system can serve a purpose and that sustainability must be embedded in all dimensions of economic life.

Since 2024, LSM has further reinforced its **international and inclusive outlook**, strengthening ties with diverse stakeholders across the public, private, and non-profit sectors. We continue to deepen the integration of **ERS principles into teaching, research, and partnerships**, while also prioritizing the **well-being, inclusion, and success of students and staff**.

As we welcome new faculty members and develop new initiatives, we remain united by a shared vision: to learn, grow, and lead together toward a more responsible, inclusive and sustainable future.

Institutional History

UCLouvain and LSM's brief informational history

The Louvain School of Management (LSM) is the Faculty of Management of UCLouvain, one of Europe's oldest universities. LSM is actively engaged in the field of responsible management education, with a clear focus on sustainability, ethics, and the well-being of individuals and society.

To better understand LSM's identity and mission, it is essential to consider the broader context of UCLouvain and its values. Founded in 1425 in Leuven, UCLouvain celebrated its 600th anniversary in 2025, marking six centuries of academic tradition and societal engagement. Deeply rooted in humanist values and scientific excellence, the university relocated its main campus to Louvain-la-Neuve in 1972, following the linguistic split of the late 1960s.

Today, UCLouvain serves over 38,000 students across eight campuses, supported by more than 2,200 academic staff, 2,500 researchers, and 2,100 administrative personnel.

Its proximity to Brussels—Europe's political and economic hub—offers privileged access to European institutions, international organizations, and corporate R&D centres. The university also manages two major science parks, including a 230-hectare innovation ecosystem in Louvain-la-Neuve, home to nearly 300 companies.

UCLouvain's values are rooted in Renaissance humanism; emphasizing dignity, freedom, shared responsibility, and critical thinking. *As stated on its website: «The values on which UCLouvain's vision is based are openness to others and to differences, freedom and respect. [...] Freedom of thought in the pursuit of truth arrived at scientifically and free from undue influence of current trends. [...] A cosmopolitan and intellectual human space whose diversity stimulates encounters between people of different backgrounds and with the world itself in the spirit of rational discussion and mutual enrichment. »*

In 2021, **UCLouvain adopted a Sustainability Transition Plan** to guide its environmental and social commitments. This plan promotes the integration of sustainability into curricula, research, operations, and governance. Recognized in the Times Higher Education Impact Rankings 2024, UCLouvain ranked 1st in Belgium and 67th worldwide for its contribution to the UN Sustainable Development Goals.

Within this ecosystem, LSM has evolved significantly. With campuses in Louvain-la-Neuve, Mons, and Charleroi, it offers robust academic programmes and research activities dedicated to advancing the social and environmental responsibilities of manager. LSM contributes directly to UCLouvain's Transition Plan through initiatives such as three ERS-focused majors.

LSM maintains partnerships with more than 140 universities and 30 corporate partners, and is an active member of international networks such as CEMS and PIM. It also contributes to Circle U., a European university alliance co-founded by UCLouvain. In 2023, LSM launched a double degree with Aarhus BSS in Denmark, enhancing student mobility and transnational collaboration.

Accredited by EQUIS since 2006, LSM received a renewed 5-year accreditation in 2025, reinforcing its global academic standing. According to EdUniversal, LSM is Belgium's only "universal business school with strong global influence" (5 Palmes of Excellence). Several of its programmes are internationally ranked, including the INEO track (Interdisciplinary Entrepreneurship) #2 worldwide, the International Business track #5 in Europe, and the Executive MBA #1 in Belgium.

The school counts 61 core faculty members, 88 adjunct faculty, 23 visiting professors, 43 teaching assistants, and a large pool of guest speakers from the world of practice. Its alumni network includes over 20,000 graduates. Each year, more than 2,100 graduate students and over 1,500 master's students enrol in its programmes.


Graduates & Enrollment

2024 Statistics	Number
Graduates	762
Faculty & Staff at the University	4363
Faculty & Staff at the Institution	127


2024 Statistics	Number
Student Enrollment at the University	38611
Student Enrollment at the Institution	2198
Undergraduate Attendance	401
Masters-Level Postgraduate Attendance	1795
Doctoral Student Attendance	61
Certificate, Professional Development, or Continuing Education Attendance	174

Degrees Offered


Bachelor Programs

 Bachelor of Business Administration (B.B.A.)


Masters Programs

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

Doctoral Programs

 Doctor of Business Administration (D.B.A.)

Postgraduate Degree Programmes

 Doctoral training

Certificates, Professional Development, or Associate Programmes

- 📄 Manager, leader du changement
- 📄 Executive Master Business Coaching et Développement des Organisations
- 📄 Certificat d'université en Management Humain innovant 📄 Gestion de l'innovation
- 📄 Certificat professionnalisant en RSE 📄 Professional certificate in CSR



Purpose

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

Letter of Commitment



Louvain School of Management (LSM)

The Dean



LLN, July 20, 2025

To Whom it May Concern

Ladies and Gentlemen

Dear Colleagues,

For the Louvain School of Management, commitment to the Principles for Responsible Management Education (PRME) is not a matter of choice, but a matter of identity. In 2024, we furthered our strategic roadmap by making the Integrated Approach to Sustainability one of the three pillars of our strategic development, alongside Passion for Pedagogy and Openness to the World. As this report shows, our actions in this area have intensified considerably in recent years.

Notable actions include the recruitment of several international academics specialising in this field who were attracted by our expertise, the launch of a 'Finance and Transition' major at the Mons site, the project 'Beyond Competition' initiated by LSM to bring together other Belgian Management Schools – Dutch-speaking and French-speaking – around a number of concrete projects serving the 'common good', the special relationship with Alliance 2030, which aims to train business leaders on these issues and is preparing the creation of an Executive Master's in Sustainability, and finally, the establishment of an 'ERS' working group to enable LSM to lay the foundations for a long-term strategy in this area, involving all members of the School.

This strategy itself serves a mission, a vision and values inherited from a long tradition. Our mission? To train people who, rather than imposing a vision, will create the conditions for joint and sustainable action: the enlightened and



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enlightening leaders of tomorrow. Our vision? To be a world leader in responsible management education. Our values? Excellence and ethics in management, within a humanist university that will celebrate its 600th anniversary next year.

This is how we see our role in promoting responsible management: by transforming the academic world so that it can, with us and beyond us, take concrete action for a fairer and more sustainable world. In the face of geopolitical instability, environmental degradation and social divisions, this focus is more urgent than ever. That is why, once again but with the same determination, we reaffirm our commitment to act in accordance with the principles of the PRME.

Best regards,



Prof. Matthieu de Nanteuil
Dean of the Faculty

Definition of Purpose

Anchored in a deeply humanistic university, the Louvain School of Management shapes enlightened and enlightening leaders, i.e. individuals capable of inspiring their organisations through the quality of their attitude, promoting inclusive prosperity through their focus on the common good, and supporting sustainable transformation through their sense of responsibility.

Institutional Engagement

76% - 100% of faculty at Louvain School of Management 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

From the outset, the Louvain School of Management has based its development on excellence and ethics in management. The values that underpin its actions are: passion for pedagogy, openness to the world and an integrated approach to sustainability, to ensure that management serves society as a whole.

Who Champions Responsible Management Education at Our Institution

- ❖ Disciplinary efforts within business school
- ❖ Interdisciplinary efforts across business school
- ❖ Interdisciplinary efforts across parent organization
- ❖ Research or issue group, society, or club leading sustainability efforts

Student Awareness

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



Teach

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



How We Define Teach

At the Louvain School of Management, teaching means transforming learning environments by embedding ethics, responsibility, and sustainability into curricula and pedagogy—empowering students to become responsible leaders through innovative, values-driven education aligned with PRME principles. We seek to inspire students to drive systemic change and serve the common good.

Courses that support RME

Louvain School of Management reports 25 courses in 2024 that support responsible management education and sustainable development goals.

Corporate Social Responsibility

| LLSMS2905

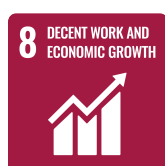
Within their studies, all master students at the LSM (Louvain-la-Neuve and Mons campuses) must complete a course on the relevant principles and practices of Corporate Social Responsibility. This course is offered in English, French, and Dutch.



Responsabilité sociétale des entreprises

| LLSM2097

Dans un contexte marqué par des crises économiques et financières mondiales, les entreprises investissent de plus en plus dans la Responsabilité Sociétale des Entreprises (RSE). Mais que signifie réellement la RSE, et comment les entreprises doivent-elles interagir avec les parties prenantes concernées – ou susceptibles de l'être – par ces initiatives ? Ce cours propose une approche critique et stratégique de la RSE, à la fois comme outil de réflexion et levier d'innovation. Il examine comment la RSE permet aux entreprises de répondre aux défis du développement durable, aux pressions concurrentielles et aux évolutions de la gouvernance mondiale. Les participant·es acquerront une compréhension approfondie des pratiques de RSE et développeront un regard critique sur la communication RSE. À travers l'analyse de cas d'entreprises réels, les étudiant·es exploreront les défis auxquels les managers sont confrontés pour concevoir et communiquer des stratégies RSE efficaces.





Maatschappelijke verantwoordelijkheid van bedrijven

| LLSMS2397

De rol van bedrijven in de samenleving wordt besproken aan de hand van de principes en praktijken van Maatschappelijk Verantwoord Ondernemen (MVO). Er wordt met een kritische blik gekeken naar de maatschappelijke rol en verantwoordelijkheid die bedrijven opnemen. Er wordt ook gekeken naar nieuwe businessmodellen, nieuwe praktijken en innovaties die een positieve bijdrage leveren voor mens en milieu en een duurzame ontwikkeling. Deze cursus steunt op de overtuiging dat alle managers binnen een bedrijf, welke ook zijn of haar rol, kunnen bijdragen tot de maatschappelijk verantwoorde en regeneratieve activiteiten van dat bedrijf. De lessen worden in het Nederlands gegeven. De studenten moeten voldoende Nederlands kunnen lezen en schrijven om de les te kunnen volgen en ook praktische oefeningen in het Nederlands maken.



Corporate Social Responsibility

| LLSMF2905

Within their studies, all master students at the LSM (Louvain-la-Neuve and Mons campuses) must complete a course on the relevant principles and practices of Corporate Social Responsibility. This course is offered in English, French, and Dutch.



Sustainable Human Resource Management and Leadership

| LLSMS2283

The course Sustainable HRM and Leadership focuses on human resource functions in large companies in a globalized world from a sustainability perspective. The approach focuses two roles of Sustainable HRM. First, the role of HRM in making work systems sustainable with the objective on ensuring human sustainability at the workplace and in global supply chains. Second, the role of HRM and leadership in contributing to corporate sustainability and to an overall societal sustainable development. A Sustainable HRM and leadership framework is proposed and HRM strategies and

practices of the key areas of HRM are discussed. This course is based on research and insights from diverse fields, including Strategic HRM, Sustainable HRM, Green HRM, organization theory, organizational behavior, Corporate Sustainability, Corporate Social Responsibility, and Global Responsible Leadership.



Corporate Sustainability Reporting and Marketing Strategy

| LLSMS2284

This course offers an overview of current trends and best practices in corporate communication related to sustainability. It places particular emphasis on global sustainability reporting frameworks and responsible marketing communication. To engage effectively with these topics, students will develop an understanding of the marketplace, consumer behavior, the nature and purpose of products and services, as well as the strategies used for reporting and communicating sustainability efforts.



Social and Sustainable Entrepreneurship

| LINEO2005

This course explores the key concepts of social and sustainable entrepreneurship. It applies entrepreneurial thinking to various business models through the lens of social, environmental, and economic sustainability. The course examines the relationship between business development and its social and environmental impacts. It investigates how social and sustainable entrepreneurship can address pressing societal needs such as poverty alleviation and the reduction of dependence on fossil fuels and harmful substances. Participants are challenged to design a sustainable entrepreneurial business concept, gaining insight into the specific issues and tensions faced by social and sustainable ventures due to their hybrid nature.



Finance and Responsible Investment Practices

| LLSMS2282

This course explores basic finance concepts with a particular focus on their ethical dimensions, through the analysis of real case studies.



Business Ethics and Compliance Management

| LLSMS2280

This course aims to provide future leaders and professionals with a solid understanding of the complex dilemmas and the managerial tools to allow them to operate and implement effective business ethics and compliance programs in their company or join a team in that fast growing segment of activities.



Resource and Energy Management

| LLSMF2902

This course focuses on understanding the business and policy logic for making the environment, sustainability, and natural resources core elements of the strategy and management of organizations. It studies the processes and tools that can be used to link environmental, sustainability, and natural resource concerns with strategies, development of products and services, and operations management. More specifically, the course provides guidance as to how and when environmental, energy, and natural resource management can be translated into business model innovations and the achievement of a circular and regenerative economy.



Green Transition Management

| LLSMS2902

This course focuses on understanding the business and policy logic for making the environment, sustainability, and natural resources core elements of the strategy and management of organizations. It studies the processes and tools that can be used to link environmental, sustainability, and natural resource concerns with strategies, development of products and services, and operations

management. More specifically, the course provides guidance as to how and when environmental, energy, and natural resource management can be translated into business model innovations and the achievement of a circular and regenerative economy.



Ethique et RSE

| MSHUM1122

Ce cours explore les principaux enjeux du développement durable et de la Responsabilité Sociétale des Entreprises (RSE) dans un contexte global. Il présente des cadres de référence majeurs tels que les Objectifs de Développement Durable des Nations Unies et l'économie du donut, tout en examinant les causes profondes des crises mondiales. Les étudiant·es sont invité·es à réfléchir à l'éthique, aux valeurs personnelles, ainsi qu'à la raison d'être de l'entreprise et de ses acteurs. Le cours propose des outils pour la cartographie des parties prenantes, l'analyse de matérialité et la prise de décision à travers une approche de pensée systémique. Les concepts, normes et indicateurs clés de la RSE sont abordés, avec un accent particulier sur la certification B Corp. Il traite également du leadership régénératif et des modèles économiques innovants; y compris les économies circulaire, régénérative et fonctionnelle, tout en explorant les questions de gouvernance, de management et d'innovation sociale face aux défis planétaires.



Séminaire : Organisation et mutations sociales

| MSHUM1303

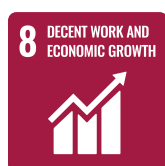
Le séminaire permet aux étudiants de s'interroger sur les questions sociales en lien avec les objectifs de développement durable des Nations Unies et d'une économie au service des personnes (objectif de l'EU). Les objectifs de développement durable créent des changements dans la hiérarchie sociale, les comportements, les modèles d'organisation et entraînent un remodelage du contexte social. Le séminaire offre un cadre de réflexion participative autour de thématiques diverses : augmentation des inégalités, pauvreté, exclusions, ... et propose de réfléchir à des solutions novatrices pour plus d'inclusion. Le lien entre pilier environnemental et pilier social du développement durable est aussi abordé (dimensions sociales du changement climatique : épuisement des ressources naturelles, alimentation, eau, perte de biodiversité, urbanisation, croissance démographique) [cfr Programme MOST de l'UNESCO et programme METIS].



Management humain

| LLSMG2054

L'objet principal du cours porte sur l'analyse de pratiques managériales et d'organisation du travail qui se développent à des degrés divers dans les entreprises (privées, publiques, marchandes et non-marchandes) et qui ont pour but d'assurer la contribution du personnel aux objectifs et à la performance organisationnels ainsi que leur adhésion aux normes et aux valeurs de l'organisation. Le questionnement qui sert de fil conducteur au cours sera toujours d'aller à la découverte des raisons qui expliquent la présence ou l'absence de telle ou telle pratique; les liens avec le contexte; leur influence sur le comportement des hommes et des femmes dans l'organisation. Les séances de cours visent à introduire le domaine du Management Humain, d'une approche macro centrée sur le contexte à une perspective micro centrée sur les individus et les groupes, en passant par une perspective méso centrée sur l'entreprise (privée, publique, marchande et non-marchande). I. Cadre général du Management Humain (définitions, missions, présupposés sur le travail et l'humain, modèle du MH) II. Contexte de développement et d'apparition de la GRH et du Management Humain (logiques, fonction RH, organisation du travail, y.c. dialogue social); Evolution contemporaine du travail, des organisations et du Management Humain (Management Humain Innovant, autogestion, responsabilisation, digitalisation, travail hybride...) III. Stratégie d'entreprise et Management Humain: Modèles et dynamiques IV. Comportement organisationnel: éléments (théories de la motivation et de la reconnaissance, dynamique des groupes, leadership) V. Pratiques et Politiques (Recrutement et Sélection, Gestion des carrières et mobilité (y.c. classification de fonctions), Evaluation de la performance, NWOW...)



Energy Markets and Demand

| LLSMS2052

The course is devoted to the energy markets, wholesale and retail in electricity and gas, at an international and European level. The analysis links to earlier courses to analyze the specifics of energy commodity markets, real-time, day-ahead and futures. The course also includes an introduction to the economics of energy network regulation, the instruments used and their interpretation in the two markets.



Energy System Analysis

| LLSMS2051

The course provides a techno-economic basis for students to understand the energy generation, storage, transmission, distribution and consumption from a system-economic perspective.



Energy and Transition Perspectives

| LLSMS2053

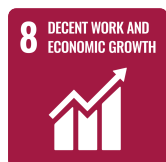
The course takes a wholistic perspective on the energy in the society, economically, socially and environmentally. Looking at the energy policy objectives in terms of security of supply, environmental sustainability and economic affordability, the course critically examines the historic and current energy value chain. The course includes two additional perspectives: a geopolitical analysis of energy sources and technologies, and a supply chain perspective on industrial structure and locational development.



Enjeux de la finance durable

| MLSMM2123

Ce cours examine les défis financiers et réglementaires de la transition écologique, en mettant l'accent sur la tension entre objectifs de durabilité et rentabilité des investissements. Parmi les thématiques abordées figurent la comptabilité carbone des entreprises, la tarification des externalités, les marchés du carbone, ainsi que le rôle des acteurs financiers dans le financement de la transition. Les étudiant·es explorent la taxonomie européenne, les notations ESG, les instruments financiers verts (comme les obligations vertes), ainsi que les concepts clés de gestion des risques et de titrisation appliqués à la finance durable.



Portfolio Management

| MLSMM2125

The course addresses topics such as Portfolio construction and management techniques, Modern Portfolio Theory and beyond, Performance measurement, Sustainable development goals, ESG factors (Environment-Social-Governance) or still their integration when investing.



Institutional Investors

| MLSMM2126

This course introduces key institutional investors—such as banks, insurance companies, and pension funds—and explains their roles, business models, and regulatory context. It also explores how the financial ecosystem is evolving, with a focus on ESG issues, impact investing, and new market players. Part of the course is based on student-led presentations and discussions.



Firm Valuation

| MLSMM2122

This course combines theory and practice to teach students how to value companies effectively. It emphasizes that valuation requires both a solid theoretical foundation and practical application to real cases. Two case studies are used: one on a publicly listed company (Steel Dynamics), fully analyzed in class with updated data; and one on a private company, to be worked on in student groups and presented at the end of the course. The course includes insights from both academic and professional perspectives, including contributions from PwC experts.



Gestion des risques

| MLSMM2121

Ce cours propose une introduction approfondie à la gestion des risques financiers, avec une attention particulière portée aux risques liés au changement climatique. Les étudiant-es y apprendront à identifier les principaux types de risques (financiers, assurables, climatiques) et à comprendre les mécanismes permettant leur transfert ou leur couverture via les marchés ou l'assurance. Une partie du cours est consacrée au fonctionnement des marchés d'instruments dérivés, à leurs produits (forwards, futures, swaps, options) et à leur rôle dans la mise en place de stratégies de couverture. Le cours aborde également les risques climatiques, tant physiques que liés à la transition, et les limites actuelles de leur assurabilité.



Global Citizenship

| LCEMS2343

The objective of this seminar is to highlight some of the 17 Sustainable Development Goals of the United Nations (SDG's). Each year, some of the Sustainable Development goals are chosen by the professors and are analyzed in depth by the students. The 2024 edition of the seminar focuses on one specific Sustainable Development Goal: Goal 12 – Responsible Consumption and Production. This objective is explored through two major product categories: smartphones and plastics, both of which contribute significantly to waste and pollution. Discussions center on scenarios and potential solutions to help reduce this environmental impact.. This seminar offers an opportunity to meet fellow CEMS students, exchange ideas, and engage in debates around the United Nations Sustainable Development Goals (SDGs). It brings together students, professors, and representatives from corporate and/or social partners in a shared experiential learning environment.



Informatique et société numérique

| MQANT1109

Le cours propose une introduction aux fondements techniques du numérique et à ses enjeux dans un monde en transition. Il aborde les transformations induites par la digitalisation, ainsi que la responsabilité numérique des organisations dans un contexte de développement durable. Les étudiant-es découvrent les bases de l'informatique : langage binaire, logique informatique, composants et architecture d'un ordinateur. Une initiation à l'algorithmique et aux langages de

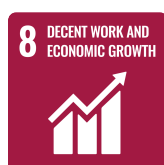
programmation est également proposée, tout comme une première exploration des réseaux informatiques. Au-delà des aspects techniques, le cours invite à une réflexion critique sur les impacts du numérique et sur le rôle des technologies dans les organisations contemporaines.



Management humain

| LECGE1321

Les séances de cours visent à introduire le champ du Management Humain, d'une approche macro centrée sur le contexte à une perspective micro centrée sur les individus et les groupes, en passant par une perspective méso centrée sur l'entreprise (privée, publique, marchande et non-marchande). Le Management Humain constitue un levier de la Transition (sociale, principalement) en contribuant aux objectifs du développement durable suivants : ODD 8 – Travail décent et croissance économique, cible 8.8 : défendre les droits des travailleurs, promouvoir la sécurité sur le lieu de travail et assurer la protection de tous les travailleurs, y compris les migrants, en particulier les femmes, et ceux qui ont un emploi précaire ; ODD 3 – Santé et bien-être, cible 3.4. : (...) promouvoir la santé mentale et le bien-être ODD 5 – Égalité des sexes, cibles 5.4 et 5.5. La structure du cours est la suivante : Contexte de développement et d'apparition de la GRH et du Management Humain : définitions, approche historique (logiques organisationnelles, organisation du travail, y.c. modes de contrôle et dialogue social), évolutions contemporaines du travail, des organisations et du management des personnes (autogestion, responsabilisation, digitalisation, travail hybride...et leurs conséquences) Management Humain : modèle des 3R+C (réflexivité, reconnaissance, travail réel + communauté), levier d'un travail décent, de bien-être et d'égalité Comportement organisationnel : théories de la motivation et de la reconnaissance, dynamique des groupes Pratiques et Politiques (Recrutement et Sélection, Gestion des carrières et mobilité (y.c. classification de fonctions), Evaluation de la performance, NWOW...), en tenant compte de leur caractère inclusif Le TP a pour ambition d'épauler le cours dans la découverte de pratiques et politiques de GRH dans une entreprise. Les étudiants sont amenés à contextualiser, analyser et comprendre les enjeux d'une pratique d'entreprise, observée au travers de rencontres avec des membres de l'entreprise exerçant différents rôles (CEO, DRH, délégué syndical, cadre, employé, ouvrier...).



Educator Recognition

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

- ❖ Course evaluation scores
- ❖ Faculty promotion and tenure consideration
- ❖ Institutional recognition events

Teaching Voices

The following statements demonstrate ways in which educators at Louvain School of Management support sustainability and responsible management in their classrooms.

LSM's MOOCs: Building Knowledge in CSR and Sustainability

Each year, several MOOCs are offered, including three specifically dedicated to CSR and sustainable development. These online courses are open to anyone wishing to deepen their knowledge on a specific topic, allowing participants to learn at their own pace, from anywhere.

- [**Discovering Corporate Social Responsibility \(CSR\)**](#)

This introductory course explores the role of companies in society, covering key concepts such as the definition and scope of CSR, responsible leadership, and CSR strategy development for organizations of all sizes.

Drawing on expert contributions from academia and industry, the course provides analytical tools to evaluate CSR practices and include case studies from various sectors. Discussion forums encourage participants to exchange perspectives and reflect collaboratively. This course is available in French and English.

- [**CSR Reporting and Communication.**](#)

This course weaves together insights from both academia and the business world to help participants -whether future managers, consumers or citizens— develop a critical understanding of how organizations report on and communicate their social and environmental responsibilities.

Topics include how to credibly report CSR activities, and how to decode “responsible” advertising, labels and certifications. The course is available in both French and English.

These two MOOCs can be taken together as a bundle to earn a [**professional certificate from UCLouvain**](#) in the field of CSR.

- [**Introduction aux enjeux du développement durable**](#)

This interdisciplinary MOOC - integrated into both bachelor's and master's curricula - examines major social and environmental challenges of the 21st century through a scientific and critical lens.

It explores the origins and meanings of key concepts such as “sustainable development” and “transition,” and considers how lifestyles can evolve within planetary boundaries.

Experts from diverse disciplines - law, philosophy, engineering, economics, management, and more - offer complementary perspectives, helping learners understand the complexity of sustainability issues and the potential for change.

Rather than aiming for exhaustiveness, the course invites participants to engage with a broad and evolving body of scientific research in support of a more just, inclusive, and sustainable society.

The Philippe de Woot Award - 2024 Edition

THE PHILIPPE DE WOOT AWARD

The [Philippe de Woot Award](#) is an initiative of UCLouvain, specifically the Louvain School of Management (LSM). Established in 2010 in honor of Professor Philippe de Woot (UCLouvain), a pioneer in research and thought on Corporate Social Responsibility (CSR), this biennial prize recognizes the best master’s thesis in the field of CSR or sustainable business. At the time of its creation, Professor de Woot was still actively engaged in promoting responsible management, and the Award was established to celebrate his visionary contributions. Since his passing in 2016, the Award continues to carry forward his legacy.

The Award aims to **recognize** the quality and originality of young graduates’ research reflecting on the ethical, social, and environmental challenges facing businesses today.

Open to all universities and business schools worldwide, the Award accepts master’s theses completed during the two academic years preceding each edition. The winner receives **€1,500**, with an additional **€1,500** donated to a social or environmental project of his/her choice.

THE 2024 EDITION

The 2024 Philippe de Woot Award took place on March 21, 2024, at Aula Rector Dhanis, Universiteit Antwerpen. This year’s competition attracted 46 master’s theses from 8 countries, evaluated through a two-step process: first by an academic jury, then by a stakeholder jury.

The three finalists were:

- - **Mels Arnoldy** (Rotterdam School of Management, Erasmus University, the Netherlands) – *“Material logistics infrastructure in a circular hospital”*
 - **Elisa Fernandes da Silva** (ESADE – Spain & Fundação Getúlio Vargas, Brazil) – *“Socioeconomic and psychological effects of land titling: A social impact study”*

- **Guillaume Thys** (Solvay Brussels School of Economics and Management, Belgium) –
“The Corporate Sustainability Maturity Model (CSMM): Evaluating European firms in a fragmented reporting landscape”

The 2024 Award was granted to **Mels Arnoldy** for his thesis on circular logistics in healthcare, a research project that highlights the transformative potential of sustainable infrastructure in hospitals. In line with the Award’s mission, part of the prize money was directed to New Incentives, an NGO supporting infant vaccination in Nigeria.

The ceremony also welcomed **Eric Archambeau** as keynote speaker. A visionary entrepreneur and pioneering impact investor, Archambeau shared his insights on “*Impact Investing: a CSR accelerator*”. His career includes the co-founding of Social Impact International and leadership roles in Astanor Ventures (a B Corp since 2023). His multifaceted contributions in food education and regenerative agriculture continue to shape both business and education toward a more sustainable future.

The next edition of the Award will take place on March 18, 2026 in Louvain-la-Neuve.

Fostering Innovation



To a great extent

Teaching and learning at our institution strongly foster innovation.

Experiential Learning



To a great extent

Teaching and learning at our institution strongly encourage experiential learning.

Learning Mindset



A lot

Our institution supports a lifelong learning mindset significantly through teaching and learning.

Method of Teaching and Learning



In person

Traditional classroom-based learning with face-to-face instruction.

Barriers to Innovative Curriculum

In 2024, Louvain School of Management identified the following barriers to innovating, updating, or taking risks in existing curriculum:

- ❖ Budgetary limitations
- ❖ Change fatigue
- ❖ Faculty resistance
- ❖ Resource allocation challenges
- ❖ Limited interdisciplinary collaboration
- ❖ Overloaded faculty
- ❖ Scalability issues
- ❖ Time constraints

Barriers to Innovative Pedagogy

In 2024, Louvain School of Management identified the following barriers to innovating, updating, or taking risks in existing pedagogy:

- ❖ Assessment rigor concerns
- ❖ Budget constraints
- ❖ Classroom infrastructure limitations
- ❖ Overloaded faculty
- ❖ Resource constraints
- ❖ Scalability issues
- ❖ 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

The Louvain School of Management fosters impactful research through LOURIM and LIDAM, exploring organizations, markets, and societal challenges. By integrating ethics, sustainability, and data-driven insights, it inspires responsible management practices and informs education, policy, and business innovation across disciplines such as finance, consumer behavior, human management and environmental economics.

Research vs Research for RME/Sustainable Development



Research Funding

In 2024, Louvain School of Management was awarded funding for research that is:



**Institution
Specific**



Local



Regional



National



International

Socializing Research

In 2024, Louvain School of Management contributed research findings to:

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

Research Projects

In 2024, Louvain School of Management reported 5 research projects that implemented responsible or sustainable activities.

Fresqu'EDD: Evaluating and reinventing pedagogical practices associated with thematic fresks for an education for sustainable development with impact

Period Covering: March, 2025 - March, 2027

Department: Business Administration

This research project investigates the pedagogical use of thematic fresks—collaborative workshops raising awareness on issues like climate change—in higher education.

Funded by ARES (2025–2027), it involves UCLouvain, ICHEC Brussels Management School, EPHEC, and the eco-pedagogy lab Ecotopie. Using participatory action research, the project combines mapping, faculty interviews, student impact evaluation, and collaborative design to strengthen the role of fresks in transformative sustainability education. It is structured around four complementary components:

- Mapping the use of fresks in higher education in Wallonia-Brussels
- Interviews and focus groups with teachers to investigate their intentions and teaching practices related to the use of fresks
- Evaluation of pedagogical impacts on students via surveys, focus groups and observations
- Co-development of pedagogical recommendations with a group of faculty members who incorporate fresks into their teaching.



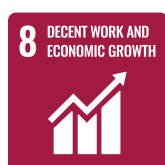
SUSHY: Towards SUStainable HYbrid work

Period Covering: January, 2023 - January, 2027

Department: Business Administration | Labor Studies

Financed by the Belgian Science Policy Office (2023-2027), this interdisciplinary research project explores the conditions under which hybrid work can be sustainable for individuals, organizations, and the planet. It focuses on three key dimensions: well-being, productivity, and energy demand, considering the long-term effects of hybrid work intensity. The project asks when and how hybrid work positively impacts health, performance, and carbon reduction at both household and firm levels.

Using a mixed-method longitudinal approach—combining large-scale surveys, case studies, and digital diary panels—SUSHY seeks to identify the factors that allow for a balanced, sustainable hybrid work model. The research is structured into three scientific work packages (well-being, productivity, and environment), supported by transversal packages covering methodology, coordination, data management, and dissemination.



MOOCresearch2.0: A Mixed-Method and Multidisciplinary Approach to Socio-Cognitive Conflicts on Online Educational Platforms

Period Covering: January, 2019 - December, 2025

Department: Business Administration | Education | Psychology

Funded by Federation Wallonie-Bruxelles (2019-2025), this project adopts a multidisciplinary perspective that builds on theories from several disciplines in the humanities and social sciences (linguistics, natural language processing, communication sciences, education and management studies) to analyze social interactions and investigate the presence and unfolding of socio-cognitive conflicts in massive open online courses (MOOCs).



Analysing and Identifying the Circular Economy's Contribution to a Just Transition. A Transdisciplinary Environmental Justice Approach in the Brussels Capital Region (AICE-T)

Period Covering: October, 2024 - September, 2028

Department: Business Administration | Law (Justice approach)

Analysing and Identifying the Circular Economy's Contribution to a Just Transition. A

Transdisciplinary Environmental Justice Approach in the Brussels Capital Region" (AICE-T) is a research project funded by Federation Wallonie-Bruxelles. Led by Prof. Tom Dedeurwaerdere, an engineer and a philosopher, acting within a team comprising an anthropologist and a political scientist, it includes two LSM members: Prof. Julie Hermans (LouRIM), specialised in social and sustainable entrepreneurship, and Prof. Matthieu de Nanteuil (IACCHOS), specialised in ethical issues in the workplace.

Context of the research project:

Shifting to a circular economy is a core policy objective of ecological transition policies in Europe. Further, official policy discourses clearly underline the importance of a just sustainability transition to reach this goal. However, capacity building for the engagement of the circular economy actors towards improved environmental justice outcomes is rarely considered. Under these conditions, the AICE-T project asks the following two research questions:

- 1) What are the existing practices used by circular economy initiatives to address the socialenvironmental issues raised in the context of their activities?
- 2) How to create capacities of engagement of actors in the circular economy initiatives for contributing to improved environmental justice outcomes, in particular through social learning on values conflicts and the formation of shared narratives of change?

To address these research questions, the AICE-T project will use an innovative mixed-methods research design, combining a quantitative assessment of existing practices (using both analysis of existing data and original data collection) with three recent methodological advances in environmental justice research and transdisciplinary sustainability science, which are (1) participatory mapping; (2) learning on ethical dilemmas and (3) collective narrative synthesis. Through the use of this mixed-methods research design, the expected outcome of the project is to contribute to a better understanding of the role of existing practices, capacity building and policy support for social learning in addressing environmental justice issues in circular economy initiatives that are promoted by different societal actors in formal and informal organisations.



Projet PaDEL 2022 – 2025

Period Covering: December, 2022 - May, 2025

Department: Business Administration

Through the **PaDEL – People and Digital Ecosystems Lab**, the 2022–2025 PaDEL project supports small and medium-sized enterprises (SMEs) in Wallonia in their digital transformation, while integrating a strong sustainability dimension. This is achieved using the agile **SCALE** methodology (Scan, Choose, Appropriate, Learn, Enable).

Its key commitments are to:

- Deliver a comprehensive mapping of each SME's digital and sustainability priorities
- Foster reflection on best practices in sustainability
- Provide one company representative with access to the **Digital Transformation Certificate**
-

This initiative is part of the **Wallonia Digital Strategy 2019–2024** (adopted on 6 December 2018) and contributes specifically to the *Digital Economy* theme and the *Digital Maturity* objective.



Research Awards

In 2024, Louvain School of Management was awarded 3 research awards for responsibility- and/or sustainability-related research.

Best Paper Award of the Business for Society SIG 01

Granter: EURAM 2024 Doctoral Colloquium Awards

Grantee: Oriol Izquierdo Montfort

Award Description:

Since 2010, the EURAM Conference Scientific Committee selects the Best Paper and Best Reviewer from the current year's submissions and reviews. In 2024, this award honours Oriol Izquierdo Montfort's paper "Exploring the Diversity of Circular Business Models: Towards a Classifier-Centric Model", which contributes to enhance the clarity, consistence, and applicability of circular business

model classifications and classes, ultimately facilitating a more comprehensive understanding of circular business models benefiting both research and practice, and proposing further research avenues.

NBM Best Conference Paper Award

Granter: NBM International Conference on New Business Models

Grantee: Josep Oriol Izquierdo Montfort

Award Description:

The NBM Prize annually rewards research papers that reflect on new business models. In 2024, Oriol with Yves De Rongé won the Best Conference Paper Award for their paper entitled "Decoding Circular Business Models: A Study of Terminological Foundations in Classification Schemas".

LouRIM-LSM's Doctor Honoris Causa 2024

Granter: LouRIM - LSM

Grantee: Jean-Paul Larçon and Julie Battilana

Award Description:

On April 15th and 16th, 2024, the LSM and LouRIM jointly celebrated their second Honorary Doctorate event, marking the 35th anniversary of the CEMS alliance. Two exceptional individuals were honoured: Julie Battilana, a leading scholar in organizational behavior and social innovation at Harvard, and Jean-Paul Larçon, professor emeritus at HEC Paris and co-founder of CEMS. Their journeys embody the transformative power of academia in addressing pressing societal challenges. The two-day event fostered rich and inspiring exchanges. A public debate explored how business education can equip future leaders to transform organizations, touching on themes such as artificial intelligence, geopolitics, CSR, and the future of management education. The following day, Julie Battilana delivered a thought-provoking research seminar on purpose and power in organizations. More than a celebration, the DHC 2024 served as a platform to reflect on the impact of professors beyond academia—as catalysts for positive change. It was a powerful reminder of the social role and responsibility embedded in management research and education.

Research Barriers

In 2024, Louvain School of Management identified the following barriers to conducting research related to sustainability and/or responsibility:

- ❖ Funding challenges
- ❖ Technology and resource access

❖ Time constraints



Partner

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

How We Define Partner

The Louvain School of Management believes collaboration is essential to advancing responsible management. By engaging with business leaders, policymakers, civil society, and academics, LSM deepens its understanding of real-world sustainability challenges and co-develops effective, ethical solutions—ensuring its education and research remain relevant, impactful, and aligned with PRME principles.

Institutional Partnerships

- ❖ CEMS (The Global Alliance in Management Education)
- ❖ EFMD (European Foundation for Management Development)
- ❖ Financial Times
- ❖ Times Higher Education (THE)
- ❖ United Nations organs other than the UN Global Compact
- ❖ Circle U.
- ❖ Eduniversal
- ❖ PIM

Student Organization Partnerships

- ❖ None



Practice

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

How We Define Practice

The Louvain School of Management adopts responsible management principles in its governance and operations by aligning with UCLouvain's Transition Plan—reducing environmental impact, promoting sustainable mobility and consumption, and fostering a culture of accountability and ecological awareness across its campuses and decision-making processes.

Institutional Policies and Practices

- ❖ Ethical data sourcing guides
- ❖ Ethical leadership or good governance policies
- ❖ Faculty hiring, tenure, and promotion guidelines
- ❖ Professional training opportunities
- ❖ Responsible procurement policies
- ❖ Campus operations guides
- ❖ Carbon reduction or offset commitments
- ❖ Curriculum guidelines
- ❖ Employee equity, diversity, inclusion
- ❖ Environmental stewardship policies
- ❖ Greenhouse gas emissions
- ❖ Local staff/student/faculty transportation
- ❖ Student equity, diversity, inclusion
- ❖ Sustainability strategy or strategic plan (school or university level)
- ❖ Travel guides
- ❖ Water
- ❖ Zero-waste guides
- ❖ Climate action plan

Policy Documents Related to RME and/or Sustainability

Charte_mobilite_Arbre_decisionnel_web

View document  Download document 

Plan transition Uclouvain 2021_ 2026

View document  Download document 

Rapport_Transition_UCLouvain_2023

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

The Louvain School of Management promotes collective learning by fostering open dialogue among educators, enterprises, governments, civil society, and media. By sharing both successes and challenges in sustainability and responsibility, LSM strengthens its community's commitment to ethical values and advances impactful management education aligned with PRME's principle of transparency and shared purpose.

Engagement Opportunities

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

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

Communication Audiences

Louvain School of Management communicates its policies and progress on sustainable development and responsibility with:

- ❖ Accreditation bodies
- ❖ Alumni and donors
- ❖ Boards and advisory committees
- ❖ Business and industry partners
- ❖ Faculty and staff
- ❖ Government and policy makers
- ❖ Media and public relations channels
- ❖ Non-governmental organizations (NGOs)
- ❖ Prospective and current students
- ❖ Research and academic networks

Communication Barriers

Louvain School of Management faces the following barriers in transparent communications:



**Bureaucratic
delays**

SIGNATORY

Louvain School of Management



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