

2024 Sharing Information on Progress (SIP) Report

HEC Montréal

December 2024

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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.





Purpose

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

Letter of Commitment

HEC Montréal demonstrates its commitment to PRME's Principles through the following letter from senior leadership.

Cabinet
du directeur

HEC MONTRÉAL

August 19, 2024

PRME Board c/o PRME Secretariat
United Nations Global Compact Office
685 3rd Avenue, 12th Floor
New York, New York 10017

Adoption of the Principles for Responsible Management Education

As an institution of higher education that trains management leaders who make a responsible contribution to the success of organizations and to sustainable social development, HEC Montréal is committed to implementing the Principles for Responsible Management Education. We will start with those that are more relevant to our context, capacities and mission, report on progress to all our stakeholders, and exchange effective practices related to these Principles with other academic institutions.

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students and alumni.

We encourage other academic institutions and associations to adopt and support these Principles.

Sincerely,



Federico Pasin
Director

FP/sg

3000, chemin de la Côte-Sainte-Catherine, Montréal (Québec) Canada H3T 2A7
Téléphone (514) 340-6301 Télécopie (514) 340-6314 www.hec.ca

École affiliée à
l'Université de Montréal

Institutional Mission, Vision, and Strategy

The following outlines HEC Montréal's institutional mission, vision, and strategic approach to responsible management education.

Mission, Vision, Strategy or Purpose

<https://www.hec.ca/en/about/governance/strategic-plan/mission-vision-valeurs-en-us/index.html>

Relevant Stakeholders

HEC Community

Purpose

Building on our excellence in teaching and research, HEC Montréal is a French-language institution that is open to the world and solidly rooted in Quebec society, that trains management leaders who make a responsible contribution to the success of organizations and to the sustainable transition of society.

[Supporting Links](#)

[Supporting Links](#)

[Supporting Links](#)

[Supporting Links](#)



Values

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

RME Leadership Accountability

At HEC Montréal, accountability for responsible management education is structured as follows:

Yes, but the role is formalized elsewhere within the PRME signatory's organization (e.g., center/institute leader, faculty/staff member), but not in senior leadership team

The Director of Sustainable Transition - Keystone of the School RME Strategy

Under the aegis of the Director of Sustainable Transition, Luciano Barin-Cruz, HEC Montréal is committed to integrating the teaching of management responsibility into all its curricula. The Director of Sustainable Transition reports directly to the Director of the School.

The Director of Sustainable Transition is mandated by the School Director to identify and evaluate the integration of RME elements into all courses offered by the school. Thanks to real-time monitoring and a self-declaration module for teachers integrated in the Learning Management System (LMS), it is possible to track the evolution of course content. The Director of Sustainable Transition reports directly to the School Director and is a member of the Management Committee.

Organizational Structure for RME

The following organizational entities at HEC Montréal are responsible for RME:

- ❖ Research-Focused Entity
- ❖ Teaching-Focused Entity
- ❖ Community Engagement Entity



Teach

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

RME Elements in Degree Programs

HEC Montréal integrates responsible management education into its degree programs through 5 different approaches:

Guest Speakers and Showcase Events

Leveraging students knowledge for energy literacy

Date

December, 2023 - December, 2023

Location

HEC Montréal, Côte Sainte Catherine

Speakers

Sophie Lamoureux, Catherine Savoie

Hydro-Québec presented a mandate to Bachelor students in their CSR course, focusing on energy literacy. The mandate's goal is to raise awareness about energy consumption and its impact, providing students with insights into how strategic marketing can effectively engage and educate the public on this crucial topic.

2023_Sondage État des lieux de la littératie
énergétique_Faits saillants et priorités
d_action__Finale (ENG)

[View document](#)  [Download document](#) 

Professor-Discretionary Course Topics

Strategic Marketing : using the case of Patagonia to expand the marketing fundamentals

Strategic Marketing (MARK50101) is a core course in the MBA program. The course coordinator now uses the case of Patagonia to explore the fundamental of marketing within an organization. The use of this case allows students to explore the concept of responsible marketing and communication, and understand how sustainability can be part of a marketing strategy.

Department

Marketing

Learning Object Subject

Strategic Marketing

Educational Level

MBA

Learning Outcome

Sustainable Marketing

Interactivity Type

Active learning

Learning Object Description

Strategic Marketing (MARK50101) is a core course in the MBA program. The course coordinator now uses the case of Patagonia to explore the fundamental of marketing within an organization. The use of this case allows students to explore the concept of responsible marketing and communication, and understand how sustainability can be part of a marketing strategy.

mark strat syllabus

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Course-Level RME Learning Goals**DDRS10405 - Society, Sustainable Development and Organization Core course**

Society, Sustainable Development and Organization (DDRS 10405A) is a core course in the BBA (Bachelor of Business Administration) program. This course aims to foster the future manager and entrepreneur competence of taking a long-term and integrated perspective on organizations via the analysis of contemporary issues organizations face. An organization is more than the site of the production of goods and services. It is a place where managers, employees and other stakeholders experience social and political transformations that influence them and that they in turn influence. Organizations face increasingly high expectations of social and sustainable responsibility. Protection of ecosystems, integration of diversity, social and economic equity are among the key issues. Organizations need to understand their stakeholders, and their role in relation to the state and international organizations, social movements and community. This requires competencies as well as developing new practices for acting responsibly in response to social, cultural and ecological challenges.

Department

Management

Learning Object Subject

Society, Sustainable Development and Organization

Educational Level

Undergraduate - Bachelor of Business Administration

Learning Outcome

By the end of the course, students will be able to: collect and organize data relevant to the sociological analysis of organizational situations, identify the social, cultural and political context in which organizations operate, analyze the social dynamics at work in an organization, question the sustainable dimension of contemporary organizations and societies, taking into account the principles of justice, autonomy and ecological sustainability

Interactivity Type

Active learning

Learning Object Description

Mandatory core course in sustainability

DDRS10405A.A2023.A01_public

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Program-Level RME Integration**Bachelor of Business Administration (BBA) – HEC Montréal flagship program with a strong core in sustainability, CSR and ethic.**

With 1352 new admissions in 2023, the Bachelor of Business Administration (BBA) is HEC Montréal flagship program. This 3-year program is designed to introduce students to modern management issues, including sustainable transition, corporate social responsibility and ethic in its core curriculum.

HEC Montréal BBA offers a unique multilingual approach, with 3 possible paths: French, bilingual and trilingual, with a structure that gradually leads you to choose from 15 specializations, including sustainability.

The BBA also gives students the opportunity to take part in the AGIR course, which promotes experiential learning.

The courses are tailored to contemporary issues such as sustainable development, business ethics, social responsibility, entrepreneurship and innovation.

During their studies, students also have the opportunity to study abroad for a term, to gain an international perspective on business.

Students can also earn up to 3 credited and paid internships, to develop your skills in real-life organizations.

As a result of these efforts to integrate RME in the curriculum, in 2023, 54 of the 148 courses offered contained elements (case, concepts, theories) related to RME.

RME is in the signatory's educational vision, so that it drives the signatory's business model and all educational efforts, courses, programs, degrees, and non-degrees

From Classroom to Community: HEC Montréal's Blueprint for Sustainable Impact Through RME

HEC Montréal has updated its mission to emphasize a commitment to sustainable transition. As a francophone institution with global reach and local roots, it now focuses on training management leaders who drive responsible organizational success and societal sustainability. By integrating sustainability into its core mission, HEC Montréal offers tailored programs and quality research to prepare students for transforming businesses and communities towards a sustainable future.

HEC Montréal recently updated its mission to include a stronger commitment to sustainable transition. By leveraging its excellence in teaching and research, HEC Montréal remains a francophone institution open to the world and firmly rooted in the Quebec community.

HEC Montréal now trains management leaders who contribute responsibly to the success of organizations and to society's sustainable transition. This new mission integrates sustainability as a central pillar, reflecting the School's commitment to encouraging management practices that support balanced and responsible development.

With tailored educational programs and quality research, HEC Montréal prepares its students to meet today's challenges and play an active role in transforming businesses and communities towards a sustainable future.

RME is part of the signatory's educational vision, such that it determines the signatory's business model and all educational efforts, courses, programs, diplomas and non-diplomas.

The mission statement : Building on excellence in teaching and research, French-speaking, open to the world and firmly rooted in the Quebec community, HEC Montréal trains management leaders who contribute responsibly to the success of organizations and the sustainable transition of society.



Research

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

RME Elements in Research

HEC Montréal incorporates responsible management education into its research endeavors through 5 different methods:

Regular Research Seminars

Walk the talk: bridging the gap between sustainable intentions and actions

HEC Montréal regularly organize seminar with researchers from the institution and around the world. For example, in May 2023, the School organized the seminar "Walk the talk: bridging the gap between sustainable intentions and actions" A breakfast with the industry in the company of Rob Van Tulder, Professor emeritus of International Business-Society Management at RSM Erasmus University Rotterdam and Academic Director of the Partnership's Resource Centre Our guest speaker will answer the question: What to do and how to use the SDGs agenda within organizations to enhance positive change?

Date

May, 2023 - May, 2023

Location

HEC Montréal

Speakers

Rob Van Tulder

[Supporting Links](#)

Walk the talk: bridging the gap between sustainable intentions and actions

Research Conferences

Celebrating Diversity in Leadership: Responsibility-Focused Conferences at HEC Montréal During Black History Month

During the Black History Month, HEC Montréal organizes various conferences on the importance of diversity in management, such as Women in Business

Date

February, 2023 - February, 2023

Location

HEC Montréal

Speakers

Cyrille Ekwalla, Carla Pierre-Paul and Kerlande Mibel

[Supporting Links](#)

This conference, organized by the HEC Montréal Black History Committee and the HEC Montréal Women in Business Committee, will discuss the place of Black women in various areas of Public Affairs, highlighting their successes and journeys.

Dedicated Research Funding

Advancing Responsibility Through Research

Social responsibility, sustainable development and business ethics. This category of issues encompasses various environment, the circular economy, energy transition, green finance, social justice, diversity, equity and inclusion, the aging population, the social impact of business and business ethics, equity and inclusion, the ageing population, the social impact of companies and business ethics.

[Plan stratégique de la recherche et du transfert – 2021-2023 \(hec.ca\)](#)

Research Awards Program

Recognizing Impact: \$5,000 Award for Responsibility-Driven Research

The \$5,000 Research Impact Award recognizes the exceptional impact of a research project over the last three years, between June 1, 2021 and May 31, 2024. These benefits may concern organizations, public policy and/or society.

Eligibility requirements :

- be a professor or researcher at the school on May 31, 2024
- Collaborative projects for which at least one of the participants is eligible are eligible.
- a research project whose spin-offs would have already won this prize may not lead to the submission of a file highlighting new spin-offs

Research Impact Award

For the outstanding impact of a faculty member's or researcher's research project over the past three years.

The winners are :

Martin Beaulieu

Associate Researcher

Valérie Bélanger

Associate Professor

Martin Cousineau

Assistant Professor

Sylvain Landry

Full Professor

Claudia Rebolledo

Full Professor

Jacques Roy

Full Professor

Operations and Logistics Management Department

The Website : [2023 research and teaching awards](#) | [News](#) | [HEC Montréal](#)

PhD-Level RME Courses

Navigating Ethical Traditions: PhD Syllabi on Organizational Ethics

<https://www.hec.ca/cours/detail/?cours=ETHI80437>

Department

Sustainable transition department

Learning Object Subject

ÉTHIQUE ORGANISATIONNELLE

Educational Level

PhD

Learning Outcome

Familiarisation aux multiples « traditions » éthiques qui se combinent ou s'affrontent aujourd'hui dans notre monde globalisé, complexe, mondialisé et postmoderne.

Interactivity Type

Expositive

Learning Object Description

The course also aims to train participants in research and pedagogical approaches in this field. The notion of tradition, developed by Anthony Giddens, refers both to particular ways of approaching reality - be it economic, social or environmental - and of acting on it, through the use of specific models, approaches or tools. This notion also removes the moralizing dimension sometimes present in the field of ethics. This course deals with both virtue ethics and paternalism ethics, exposing the potentially positive and negative sides of each. This notion also enables us to tackle a large number of major ethics introduced over the centuries, whether proposed by men or women, philosophers by profession or not, and by people from all continents, not just the West or the Anglo-Saxon world.

[Supporting Links](#)

Responsible Research Conduct: PhD Course Syllabi Highlights

List of courses related to RME.

Department

Sustainable transition department

Learning Object Subject

La conduite responsable de la recherche : Des normes à la pratique

Educational Level

PhD

Learning Outcome

This course provides a comprehensive introduction to the standards and best practices of responsible scientific research (CRR). conduct of scientific research (CRR). Throughout the course, students will explore the elements that promote the responsible conduct of research, such as scientific integrity and research ethics. research ethics.

Interactivity Type

Expositive

Learning Object Description

Throughout this course, students will become familiar with what constitutes ethically and responsibly conducted research, will be able to identify and evaluate potential problems and misconduct, will be able to recognize individual and institutional responsibilities, and will finally be able to assess the impact of research on the environment. and misconduct, recognize individual and institutional responsibilities, and mobilize appropriate mobilize appropriate

resolution mechanisms. The course will enable them to identify problematic situations in research and deploy appropriate analyses and/or procedures to prevent or prevent or manage them.

la conduite responsable de la recherche

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PhD Seminar on Business & Society: Syllabi for Sustainable Development and Responsibility

<https://www.hec.ca/en/courses/detail/?cours=DDRS80467A>

Department

Sustainable transition department

Learning Object Subject

Sustainable development and social responsibility

Educational Level

PhD

Learning Outcome

This seminar aims at developing deep knowledge on different theoretical perspectives on the field of business and society.

Interactivity Type

Expositive

Learning Object Description

This seminar aims at developing in-depth knowledge on different theoretical perspectives in the field of business and society. Our target audience is students in the joint PhD program interested in topics such as corporate social responsibility, sustainable development, social innovation and the political role of corporations and civil society, and on their own roles as researchers. We introduce this seminar with a historical discussion on the emergence and consolidation of business and society as a field of research in management, and divide classes in three main sections, according to the main unit of analysis under investigation: SECTION 1 - the organization (corporations and new organizational forms); SECTION 2 - the relation (organizations - government - civil society); SECTION 3 - a fourth, reflexive relation: science and the role and responsibility of researchers in action-oriented CSR and sustainability science.

[Supporting Links](#)



Partner

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

Partnership Approaches for RME

HEC Montréal partners with external stakeholders to advance responsible management education through 4 different approaches:

Knowledge Translation and Dissemination

Measuring Beyond - Transforming ESG Metrics Through Collaboration and Dissemination

"Measuring Beyond" is a collaborative project between HEC Montréal, the University of Oxford, and various industry partners. Its primary goal is to go beyond traditional financial metrics to develop new standards for measuring corporate impact on stakeholders and the environment. The initiative is designed to inform and guide companies, governments, and civil society organizations in adopting more comprehensive and responsible measurement practices.

One of the key elements of "Measuring Beyond" is its commitment to knowledge translation and dissemination. The project actively engages in producing research reports, organizing conferences, and conducting workshops aimed at educating and informing both academic and non-academic audiences. These efforts ensure that the knowledge generated by the initiative is not only accessible to a broader audience but also actionable in practice.

[Hec montréal and university of oxford create a unique partnership on esg measurement standardization](#)

[Inaugural conference of the measuring beyond initiative](#)

[Measuring beyond initiative](#)

External Community Dialogue

Ashoka U Changemaker Campus - an international Community of changeleaders

HEC Montréal is the first French-language institution to receive the Ashoka U "Changemaker Campus" designation. AshokaU is a community of changeleard campus that collaborate together and with the civil society to advance social innovation and changemaking in the field of higher education.

In 2019, HEC Montréal has been designated as an Ashoka U “Changemaker Campus”, making it the world’s first French-language campus to receive this recognition. 42 colleges and universities worldwide are part of the Changemaker Campus consortium, and HEC Montréal is the sole French-language campus to hold such a distinction. The designation was renewed in 2023.

As a Changemaker Campus, HEC Montréal act as a hub for social dialogue, bringing together social leaders by creating exchange space where dialogue can happen.

For example, on October 20th, 2022, Ashoka Canada, HEC Montréal, and the Maison de l’innovation sociale (MIS), hosted an in-person event to bring together people from multiple sectors to exchange on innovative practices for better aging. (New Longevity: A Demographic Shift Driving Innovation - <https://ashokacanada.org/about-us/events/>)

Collaborative Problem Solving

Supporting the Real Estate Sustainable Transition Through Education – The BOMA Québec ESG Guide

In 2023 and 2024, HEC Montréal's Pôle Idéos supported BOMA Québec (Building Owner and Manager Association) and its members in developing and publishing the [first ESG guide for the Canadian real estate industry](#). The aim of the project was to identify the most important sustainability issues for real estate managers and offer them tools and solutions tailored to their needs.

The [guide](#) is the culmination of a collaborative approach between the real estate industry and HEC Montréal researchers, with the aim of popularizing theoretical knowledge and tools in a language suited to the industry. The project's success lies in HEC Montréal's ability to understand the challenges and realities of its partners, while remaining at the forefront of theoretical research.

Collaborative Change Action

SEED Project - Empowering Micro-Entrepreneurs Through Cross-Sector Collaboration

SEED is a cross-sector partnership involving IDEOS, Desjardins International Development (DID), international funding agencies, local partners and research teams from partner universities.

DID, a component of the Desjardins Group since 1970, promotes the autonomy of less privileged populations through investment and technical support. It is around these two development levers that the SEED projects are structured.

The partner universities of this project, University of Navarra (IESE Barcelona), University of Alberta, and University of Michigan compose a network of researchers whose main mission is to mobilize research for the benefit of micro-entrepreneurs and micro-enterprise development at the Canadian and international levels.

University researchers involved:

- Luciano Barin Cruz Full Professor, HEC Montréal
- Charlene Zietsma Associate Professor, University of Michigan
- Desirée Pacheco Associate Professor, IESE
- Angelique Slade Shantz Assistant Professor, University of Alberta
- Geoffrey M Kistruck, Professor, Schulich School of Business, York University
- Kylie Heales Ph.D. Student, University of Alberta
- Celeste Diaz Ferraro PhD Student, Penn State University
- Katherine Picone Master's student, HEC Montréal

IDEOS – TECHNICAL PARTNER

IDEOS is mandated by DID to provide technical support to local organizations with the goal of supporting entrepreneurs in their development and improving their individual and collective autonomy. Financial support is provided by international funding agencies.

CO-DEVELOPMENT

In order to support entrepreneurs in their development and improve their autonomy, the SEED research team develops with local organizations technical tools, such as trainings, validated through a scientific research process. This process takes place over several months and includes multiple critical steps. Throughout the process, co-development is paramount. At the end of each project, it is thus possible to identify the technical tools that are best adapted to the reality of the local entrepreneurial population.

[Entrepreneuriat et développement international | Pôle IDEOS HEC Montréal](#)



Practice

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

RME Policy Implementation

HEC Montréal has implemented 4 policies to support its commitment to responsible management education:

Local staff/student/faculty transportation

Navigating Campus: Transportation Policies for Staff, Students, and Faculty

Scope

The school buildings covered by this directive, all located in Montreal, are as follows: 1. Côte sainte catherine building 2. Decelles Building 3. Darlingotn residence 4. Tech3Lab building 5. Center de la petite enfance Louis-Colin 6. Lierre Childcare Center 7. Hélène-Desmarais building

Enforcement Date

June, 2022

Number Of Pages

27

Publisher

Infrastructure Manager

Media

Policy

PROC_mobilite-stationnement

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Employee equity, diversity, inclusion

Championing Equity, Diversity, and Inclusion in the Workplace

Scope

HEC Community

Enforcement Date

October, 2020

Number Of Pages

18

Publisher

Board of directors

Media

Policy

politique-equite-diversite-inclusion

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Student equity, diversity, inclusion

Promoting Equity, Diversity, and Inclusion for Students and Faculty

Scope

HEC Community

Enforcement Date

October, 2020

Number Of Pages

18

Publisher

Board of directors

Media

Policy

politique-equite-diversite-inclusion

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Institutional Aspiration Targets

HEC Montréal has set aspiration targets in 5 different areas:

- ❖ GHG Emission Targets
- ❖ Building and Real Estate Targets
- ❖ Employee EDI Targets
- ❖ Student EDI Targets
- ❖



Share

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

Performance Disclosure and Transparency

Regarding transparency in RME performance disclosure, HEC Montréal operates with the following approach:

Full Transparency Disclosure

Website of disclosure of performance

Action plan STARS report Annual report on website

Author

HECMontreal

Published Date

March, 2022

Degree Of Recognition

International

Media Name

HEC Montreal website

Media Type

Report

Duration

24 pages

[Supporting Links](#)

STARS Report

Stars Report, valid through April 22, 2024

Author

Jean-Michel Champagne

Published Date

February, 2021

Degree Of Recognition

International

Media Name

STARS, AASHE website


Media Type

Report

Duration

258 pages

hec-montreal-pa

View document Download document **Annual report**

Sustainability report 2019-2020

Author

Direction de la Transition Durable

Published Date

August, 2021

Degree Of Recognition

National

Media Name

HEC Montreal website

Media Type

Report

Duration

23 pages

[Supporting Links](#)



SIGNATORY

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Canada



Website

<https://www.hec.ca/>