



Activity Report 2025-2026

The Sustainability & Organizations (S&O) Institute advances rigorous, interdisciplinary research that bridges scholarly inquiry and practice-based knowledge. Through the generation of robust insights on climate and social sustainability, the Institute contributes to the development of management scholarship while informing organizational and policy responses to critical societal issues.

In doing so, it promotes innovative research agendas and supports the design of evidence-based pathways towards more sustainable and inclusive forms of development.

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Wrap-up Summary

Considering a backdrop of growing geopolitical instability, accelerating climate change, AI-driven technological disruption, social fragmentation, ESG backlash, and declining public trust in institutions, the Sustainability & Organizations Institute has **strengthened its commitment to advancing understanding of the complex and interrelated forces reshaping business and society.**

This year, we kicked-off a new Lab on **Social Cohesion and Trust**, bringing together an interdisciplinary community of HEC scholars, before bringing in partner organizations, and practitioners. The Lab is dedicated to advancing understanding of the drivers of social cohesion and trust, and to identifying effective policies and interventions that strengthen this 'invisible infrastructure' within and across organizations.

The S&O Institute also launched two exploratory Initiatives focused on **Climate & Migrations**, and on **Longevity, Ageing Well & Silver Economy**. These Initiatives broaden our research portfolio and reflect our commitment to addressing some of the most significant societal transformations of this upcoming decade.

We have continued to stage our **flagship academic events** like the S&O Research Day and quarterly Research-Practitioner Lunch Seminar series and introduced a new seminar series called the **Impact Lab Xchanges**, designed to bring together HEC scholars (Professors and PhD students) and expose them to the power of research that resonates through dialogue with stakeholders and robust field experimentation.

We have increased our educational impact by equipping students with transformative learning experiences that strengthen their understanding of sustainability challenges and their capacity to lead change. Through the **Climate & Energy Transition Certificate**, students participated in a **Learning Expedition (LEX) to Dunkerque**, an immersive experience that deepened their understanding of industrial decarbonization and significantly broadened their perspectives on the realities of the energy transition.

We have grown the international reach and impact of our thought leadership, thanks to Fernando J. Díaz López' appointment as Lead Author of the **Intergovernmental Panel on Climate Change (IPCC/GIEC) Seventh Assessment (2026-2029)**, our collective contributions to the United Nations Special Rapporteur Olivier De Schutter's **Roadmap for Eradicating Poverty Beyond Growth**, and to a new **HORIZON Europe Research & Innovation actions** project focused on climate resilience and adaptation (UNDERPIN 2025-2028).

We have grown our team with two **new Research Fellows**, Quitterie d'Everlange de Bellevue and Anna Kovacs, who work on new research projects that connect the Impact Lab, the HOPES Research project - Equal opportunities and the Social Cohesion & Trust Lab; a **Research engineer**, Eya Ben Chaaben, and **two new Project Officers**, Christina Hachem Majdalani and Lilian Manning who work on European-funded projects on climate resilience, adaptation and mitigation.



Established in 2009 as a pioneering entity within HEC Paris, the interdisciplinary Sustainability & Organizations (S&O) Institute fosters a community of researchers, business leaders, organizations and individuals deeply committed to serving human and planetary well-being.

Thoughtful reflection, innovative experimentation, multi-stakeholder dialogue, and evolving pedagogy are at the core of our approach.

Key Figures 2025 - 2026



3

New thematic labs and initiatives, involving over 20 HEC professors from 6 different departments



11

Research Projects and 1 pedagogical innovation supported



5

Major policy papers influencing European sustainability debates, global corporate and public sector leaders



3

Flagship Certificate Programs



111

Final year Master students, MBA, and Executive MBA participants at the S&O certificates



1

New youth summer program on climate and social sustainability for 15-18 years old pupils



1

New institutional dynamic around Leadership which includes the launch of the NAOS Lab alongside the Purpose Lab



5

Forthcoming top journal publications



5

Case studies by the Case center and Harvard Business Impact

S&O Team as of July 1st



Marieke HUYSTENTRUYT
Academic Director of the S&O Institute
and the Impact LAB



Raphaëlle GAUTIER
Senior Executive Director of the S&O Institute



Bénédicte FAIVRE-TAVIGNOT
Co-founder of the S&O Institute
Executive Director for Social



Fernando DÍAZ LÓPEZ
Executive Director for Climate - IPCC Author



François GEMENNE
Associate Academic Director for Climate



Eya BEN CHAABEN
UNDERPIN Research Engineer



Octavio Augusto DE BARROS
Postdoctoral Researcher



Elisabeth DE REALS
Project Manager



Quitterie D'EVERLANGE
HOPES Research Assistant



Bryce FOURNIER
Communications Apprentice



Emma FRANCE
HOPES Research Coordinator



Angela GARRIGOS DELAUZ
Accounting Assistant



Christina HACHEM MAJDALANI
UNDERPIN Project Officer



Anna KOVACS
Predoctoral Researcher



Lilian MANNING
HARVREST and FINEX Project Officer



Daria MIESZKIELO
Head of Research & Experimentations Portfolio, Impact LAB



Alexia PAVIUS
Finance Project Manager



Marie-Pierre SEYFRIED
Project Director for Climate



Laurianne THOURY
Head of Communications



S&O Team in the academic year 2025-2026

S&O Partners

Historical Partner since 2008



Corporate Partner since 2023

JEC Paris Orchestrating Sustainable Business Transformation Chair



Foundation Partner since 2025

with the Launch of HOPES



EU HORIZON Projects

with the Launch of UNDERPIN Climate in 2025



New Corporate Partners in 2026



Joly Family Endowed Chair in Purposeful Leadership

JOLY Family

Corporate Partner Forvis Mazars since 2023

HEC Paris Purposeful Governance Chair



1. Enabling Research that Shapes Public Debate and Business Transformation

The S&O Institute has awarded **eleven new research grants** to HEC scholars. Several of the funded projects explore the **intersection of policy, sustainability, and business**.

Alberto Alemanno, Professor of Law, investigates how business associations—major political actors that often operate with limited transparency—can adopt more responsible governance practices. Lisa Baudot, Assistant Professor of Accounting, examines how firms respond to evolving sustainability reporting requirements. Yasir Dewan and Elie Sung study corporate lobbying and its influence on sustainability-related regulation. We are also supporting Amir Steinbach, Professor of Law, in completing his second book, which explores the impact of European Union policy instruments on common good dilemmas and sustainability challenges.

In addition, we are funding new research on the **effectiveness of training programs designed to promote female entrepreneurship in Brazil**, led by Aline Gatignon, Associate Professor of Strategy; on **political polarization and the development of shared narratives**, led by Jeremy Ghez, Professor of Economics; and on **refugee integration**, led by Rui Li.

The Institute has also awarded funding for a **pedagogical innovation project**. Nils Plambeck, Associate Professor of Strategy, will transform his S&O case study on the **governance conflict between Ben & Jerry's and Unilever**, winner of the 2026 Case Centre Awards & Competitions, into an interactive Live Case simulation.

a. Policy Papers, White Papers and Reports



Squaring Disclosure Regulation and Competitiveness, contribution led by Brian Hill, Professor of Economics (October 2026) to the ongoing discussions around the future of sustainability reporting in Europe. The paper proposes an innovative approach to sustainability disclosure by shifting reporting requirements from the company level to standardized product-level digital scorecards.



Workplace Experience Determines Voting Patterns Far More than France's Political Fault Lines, written by Yann Algan, Professor of Economics, and Antonin Bergeaud, Associate Professor of Economics, together with Camille Frouard, offers a new perspective on the roots of political polarization in France. Based on an unprecedented survey of nearly 4,000 private-sector employees, the study shows that workplace experiences—particularly trust, recognition, social connections, and a sense of belonging—are more influential in shaping political preferences than traditional factors such as income, education, or social class.



Supporting Purpose-Driven and Mission-Oriented Enterprises written by Marieke Huysentruyt, Associate Professor in Strategy and Business Policy, Anna Kovacs, S&O Research Fellow, Aline Gatignon, Associate Professor in Strategy and Business Policy, Julia Emtseva, Assistant Professor in Law, Daniel Martinez, Associate Professor in Accounting and Management Control, and Rodolphe Durand, Professor in Strategy and Business Policy, contributes to United Nations Roadmap for Eradicating Poverty Beyond Growth. The policy profile examines how businesses can move beyond shareholder primacy by embedding a clear corporate purpose and expanding governance to include employees and other stakeholders.



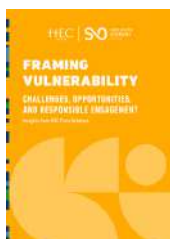
The Regenerative Shift: 7 Business Attributes and 7 Archetypes to Inspire Action written by Laurence Lehmann-Ortega, Professor of Strategy and Sarah Dubreil, founder of circl.earth, explores how companies can move beyond traditional sustainability approaches to embrace regenerative strategies that actively restore ecosystems, strengthen communities, and create long-term value.



Rebuilding the Social Fabric, inaugural special issue on our new media platform called Dare, which presents a variety of contributions that speak to the challenges of social fragmentation and loneliness, including multiple contributions from the HOPES research program, supported by the Bettencourt Schueller Foundation and HEC Paris Social Entrepreneurship Center.



The **6th edition of the Observatory of Societal Transitions**, produced by De Gaulle Fleurance in partnership with Accuracy and HEC Paris, examines how organizations can navigate a rapidly evolving sustainability landscape marked by shifting ESG regulations, the rise of AI, climate mitigation, and growing societal expectations. Featuring contributions from HEC Paris faculty, the report offers analysis and practical insights to help leaders reconcile responsibility, competitiveness, and long-term resilience.



Framing Vulnerability: Challenges, Opportunities, and Responsible Engagement, written by Octavio de Barros, Postdoctoral Research Fellow, explores how organizations can better understand and respond to vulnerability as a strategic and human challenge. Drawing on insights from HEC Paris faculty across multiple disciplines, the report argues that recognizing vulnerability—rather than treating it solely as a risk—can foster trust, inclusive governance, resilience, and long-term organizational performance.

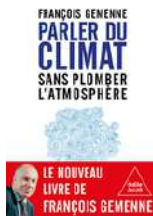


Value Sharing Mechanisms: From Optional to Indispensable?, written by Marieke Huysentruyt, Associate Professor of Strategy and Business Policy, and Nil Aydin, graduate of the HEC Paris Master in Sustainability and Social Innovation, explores why sharing the value created by businesses is becoming a strategic imperative. The report examines practical mechanisms for distributing value more equitably among employees and other stakeholders, arguing that value sharing can strengthen trust, resilience, and long-term competitiveness while contributing to a more inclusive economy.

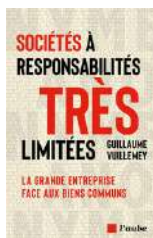


Bridging Social Capital and Trust: a research agenda written by Marieke Huysentruyt (HEC Paris), María de los Ángeles Gutiérrez (London School of Economics), and Yann Algan (HEC Paris), explores how trust and social connections across diverse groups are essential drivers of economic opportunity, public health, and democratic resilience. Drawing on interdisciplinary research, the report argues that investing in social capital is not only a societal imperative but also a strategic priority for businesses and policymakers seeking to build more inclusive, prosperous, and resilient societies.

b. Books



François Gemenne, Parler du climat sans plomber l'atmosphère, Odile Jacob, 2026



Guillaume Vuillemeys, Sociétés à responsabilités très limitées, L'Aube, 2026

c. EU Horizon Projects

S&O is actively involved in several European Horizon projects that address some of the most pressing sustainability challenges of our time, from climate resilience and clean-tech innovation to renewable energy transitions. Through these collaborations, HEC contributes its expertise in sustainability, innovation, science-policy decision making, and impact assessment while working alongside leading academic, public, and private partners across Europe. In some cases, for example UNDERPIN, HEC Paris plays a leading role, coordinating the consortium and leading an international team to develop a radically new tool and indicators to measure and monitor climate adaptation across Europe.

PATHWAYS2RESILIENCE (2023–2027): **Supporting European regions and communities in designing and implementing climate resilience pathways and adaptation strategies.**

FINEX (2024–2026): **Strengthening clean-tech innovation ecosystems across Europe.**

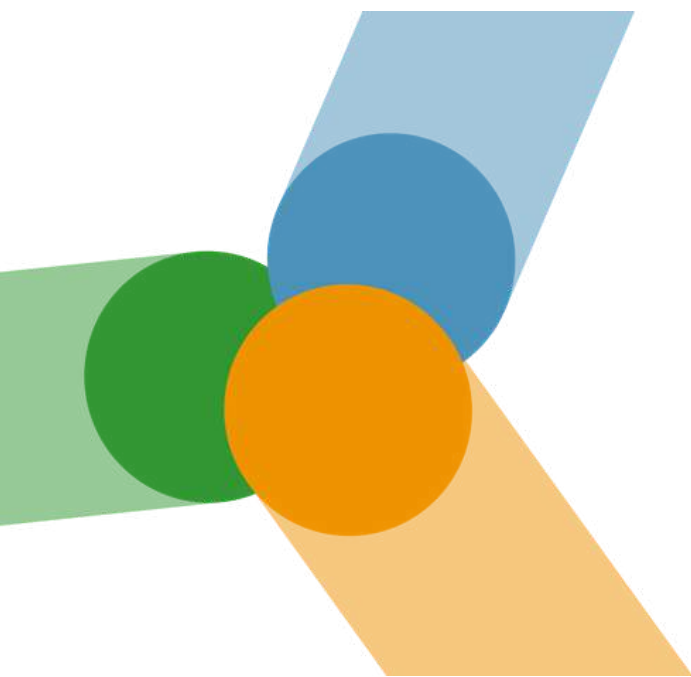
HARVEST (2024–2027): **Supporting renewable energy integration in European farming.**

UNDERPIN (2025–2028): **Developing new tools to measure climate resilience and adaptation progress.**

d. The Impact Lab

S&O has developed the Impact Lab, with the support of Schneider Electric as corporate co-founder. The Lab helps academics build collaborations with corporate, public and NGO partners through a range of activities designed to deepen understanding of strategic challenges and generate insights that are scientifically rigorous and practically relevant.

- **Research Clinics** to investigate the appetite or feasibility of a given initiative. Example: [Business and HR Clinics with Schneider Electric](#)
- **Dataset Analyses:** The Lab has helped HEC scholars access unique datasets on sustainability topics and produce unique insights. In 2025-2026, we secured a new partnership with Campus de L'Inclusion to study how leaders in a specialized program conceptualize, articulate, and commit to inclusion-oriented initiatives (work led by Seugah Lee, Assistant Professor in Strategy at HEC Qatar campus and Octavio Barros, postdoctoral researcher at the S&O), and obtained access to unique data from the French Red Cross to study the ripple effects of volunteering during a disaster (work led by Marieke Huysentruyt and Aline Gatignon, Associate Professors in Strategy and Business Policy, and Octavio Barros).
- **Field Experiments:** The Lab supports HEC scholars in developing experimental research together with partner institutions. In 2025-2026, we implemented an RCT with HEC Stand Up on the role of authentic self-expression in female empowerment and financial autonomy as well as an RCT with Colibri to study how crises can be mitigated in residential homes for youth facing multiple and complex challenges.



e. HOPES Research Initiative

With the support of the Bettencourt Schueller Foundation and in partnership with the Social Entrepreneurial Center and the S&O Institute, the HOPES initiative was launched at the end of 2023 to accelerate social entrepreneurship across all regions of France, including overseas territories, by leveraging HEC's academic and operational expertise.

The research ambition led by S&O aims to:

- Study the factors driving the impact of social entrepreneurship for inclusion.
- Triple academic output by 2028 on themes such as social cohesion, social skills, and the fight against vulnerability.
- Encourage synergy between researchers and practitioners, and amplify the impact of HEC's research on social challenges.

HOPES structures its research around a central question and four key axes: **How can social innovation reinforce talent, trust, and social cohesion?**

AXE 1: Trust and social capital as drivers for social inclusion

→ Assess and highlight social innovations benefiting vulnerable populations

- Colibri project led by Marieke Huysentruyt (HEC Paris) and Marc Legrand (HEC Phd)
- "Be Yourself" project with Stand UP led by Marieke Huysentruyt (HEC Paris), Marie-Catherine Mignault (ESCP), Aline Gatignon (HEC Paris) and Mailys Bersier (HEC Paris)
- Motiv'action project led by Yann Algan (HEC Paris), Elise Huillery (PSL), Laila Souali (PSL), and Lena Courteix (HEC Paris)

AXE 2: Trust and social capital serving social entrepreneurs

→ Strengthen personal impact levers for social entrepreneurs

- Accélérateur ESS project led by Seungah S.Lee (HEC Paris)

AXE 3: Fostering collaboration between social enterprises and traditional businesses

→ Identify and promote alliances to scale up impact

- Fostering collaborations project led by Seungah S.Lee (HEC Paris), Octavio De Barros (HEC Paris), Madeleine Ceyrac (HEC Paris), Ayan Fatima and Aline Gatignon (HEC Paris)
- Bénévolat d'un jour, bénévolat toujours? project in partnership with Croix Rouge Française, led by Marieke Huysentruyt (HEC Paris), Aline Gatignon (HEC Paris), Octavio De Barros (HEC Paris)

AXE 4: Semantics of trust

→ Explore words and narratives that help create a common language around trust

- Semantic research project led by Marieke Huysentruyt (HEC Paris), Matthew Yeaton (HEC Paris), Paul Gouvard (ESSEC), Hi! Paris Data Scientists

f. Research Community Building

S&O organized three sessions of its new **Impact Lab Xchange series**:

- Discovery of the field experimental method, with Marieke Huysentruyt, Associate Professor in Strategy and Business Policy (November 2025)
- Conversational AI, Meaningful Work & Sustainability, with Peter Mathias Fischer, Associate Professor in Marketing (March 2026)
- Designing Behavioral Interventions for Sustainable Habits, with Anastasia Buyalskaya, Assistant Professor in Marketing (June 2026)

S&O continued its **Research-Practitioner Lunch Seminars**:

- On IPCC and our EU HORIZON projects on climate resilience, adaptation and mitigation, presented by **Fernando J. Díaz López** (October 2025)
- On the impact of Social Media on Youth Well-Being, Emotions, and Policy Views with **Béatrice d'Hombres**, Researcher & Policy Analyst at the Joint Research Centre of the European Commission and **Yann Algan**, Professor of Economics, HEC Paris (December 2025)
- On Impact Investing by **Jessica Jeffers**, Associate Professor of Finance at HEC Paris and a Research Affiliate with CEPR and **Piet Colruyt**, Impact Investor and board member of several impact-driven organizations (January 2026)
- On impact, accountability, and performance with **Cédric Boyer Chamard**, Elements Impact x Accelerate x Studio; **Martin Ryssen**, Founder and CEO of Elements Impact; **Daniel Martinez**, Associate Professor in Accounting and Management Control (March 2026)



S&O organized the **11th edition of the S&O Research Day 'When Good Intentions Meet Reality'** under the leadership of Lisa Baudot, Associate Professor in Human Resources and Management, with over 20 presentations, led by keynote speakers that included Sergio Lazzarini, Professor in Strategy at INSPER and Anna Kim, Associate Professor in Management for Sustainability at McGill University.



The Purpose Center launched its first **Creative Academic Studio**, a 24-hour research retreat in Normandy bringing together 20 HEC Paris researchers and visiting scholars in March 2026. Designed to foster interdisciplinary collaboration around key purpose-related themes, the initiative generated new research partnerships and a collective research project, all while reinforcing the Center's commitment to advancing innovative and impactful scholarship.

18th edition of the Medici Summer School in Management Studies for doctoral students and young researchers held at MIT Sloan, June 21-June 26, 2026. The summer school is organized and sponsored by Bologna Business School (University of Bologna), HEC Paris (Sustainability and Organizations Institute), and the MIT Sloan School of Management (Economic Sociology PhD Program).

g. Selection of Forthcoming Top Journal Publication

*Name underlined indicates HEC scholar

Claire Linares and Anne-Sophie Chaxel (2026, in press). "How Institutional Distrust Breeds One-Sided Leadership: A Consistency-Based Account," *Journal of Personality and Social Psychology*.

Rodolphe Durand and Harrison Munro-Clark (2026, in press). "Common Purpose Advantage: Reviving a Managerial Theory of the Firm?", *Strategic Management Journal*.

Leandro Nardi (2026, in press). "Local regulatory anticipation and GHG emissions," *Strategic Management Journal*.

Matthew Yeaton, Sarayu Anshuman, Sameer B Srivastava (2026, in press), "From Conflict to Cohesion: Structural Similarity Dampens Uncivil Discourse in Polarized Social Groups," *American Journal of Sociology*.

Leandro Nardi, Marieke Huysentruyt, Tomasz Obloj and Thomaz Teodorovicz (2026, conditional accept), "Diversity and/or Inclusion? Evidence from Disability Quota and Inclusion Laws in Brazil", *Organization Science*

2. Educating today's leaders and the next generation of sustainability leaders

S&O expanded its educational offering to equip future leaders with the knowledge, skills and systemic understanding required to navigate complex transitions.

a. GEMM Executive Program - LEAD CAMPUS

Lead Campus: Sustainable Leadership in Africa – the Advanced Management Program is an executive program co-led by Bénédicte Faivre-Tavignot and Christelle Bitouzet that equips African executives and leaders working on the continent to drive sustainable business transformation. Combining academic learning with immersive field experiences across Morocco, Côte d'Ivoire, South Africa, and France, the program explores how organizations can reinvent their business models, integrate environmental and social challenges into strategy, and develop the transformational leadership needed to create resilient, inclusive, and high-impact organizations across Africa.



b. The Certificates,

a 6-week program for final year Master students and MBA participants:

Launch of the **Climate & Energy Transition Certificate** [New] led by François Gemenne, Professor in Economics; Fernando J. Díaz López, lead author of the seventh assessment reports of the IPCC; Jean-Michel Gautier, Affiliate Professor in Economics and Loyal Nabhan, Head of Sustainability at Société Générale, in partnership with **Nexans and Groupama Asset Management**. The Certificate is an intensive, hands-on program designed to equip students with the knowledge and skills needed to lead the transition to a net-zero economy. Combining climate science, energy systems, geopolitics, sustainable finance, and business strategy, the certificate brings together leading academics and industry experts through interactive courses, real-world company projects, and field immersion experiences (Dunkirk), preparing participants to tackle decarbonization challenges and drive sustainable transformation across organizations and sectors (40 participants).



The 18th Edition of Inclusive Business Certificate, renamed **Impact Investing & Entrepreneurship for Systemic Change**, was led by Bénédicte Faivre-Tavignot, Associate Professor in Strategy and Business Policy, in partnership with **Schneider Electric, Griffiths Food, Daphni, and Time4**. The certificate prepares students to harness finance and entrepreneurship as powerful drivers of positive societal transformation. Through an interdisciplinary approach combining impact investing, venture creation, business model innovation, and social impact measurement, the program equips participants with the tools to generate both financial returns and meaningful social and environmental outcomes, empowering them to lead and scale solutions to today's most pressing challenges (special focus on Mental Health) (41 participants)



The 3rd Edition of **The Strategy for Impact Certificate**, was led by Rodolphe Durand, Professor in Strategy and Business Policy, and Luc Paugam, Professor in Accounting, in partnership with **Forvis Mazars**. The Certificate equips students to become agents of change capable of transforming organizations to create positive social, environmental, and economic impact. Through an interdisciplinary exploration of purpose-driven business, governance, strategy, finance, performance measurement, and leadership, the program combines academic rigor with hands-on projects (Opella, Acteon, Orange, Wyz Group), real-world case studies, simulations (Heart Leadership University and Family Business Center) providing participants with the tools to redesign business models and lead responsible, impactful corporate transformation (30 participants).



The launch of the **Climate and Social Sustainability Youth Program** **[New]** was led by Bénédicte Faivre-Tavignot and Fernando J. Díaz López. The program is an immersive three-day experience designed for high school students aged 15–18 who want to understand the environmental and social challenges shaping our world. Through interactive workshops, discussions, and hands-on activities, participants explore topics such as climate change, regeneration and circularity, inequality, systems thinking, and sustainable business innovation, while developing critical thinking, leadership awareness, and a sense of agency to contribute to a more sustainable future.

c. Parcours Engagement – HEC Grande Ecole

The Engagement Track is a cornerstone of the Grande Ecole curriculum that reflects HEC Paris' commitment to educating responsible and purpose-driven leaders. Introduced in 2019 and mandatory for all first-year students, the program invites participants to explore the role of business in society, engage with contemporary social and environmental challenges, and reflect on their own aspirations as future leaders.

Combining experiential learning with critical reflection, the program helps students develop their leadership compass and deepen their understanding of organizations, society, and their role within both.

2800+ students impacted since 2019

100+ Partner associations mobilized each year

250+ Partner companies involved in the partnership program

77% of students intend to continue volunteering after the program

98% positive satisfaction rate in 2026



d. Case Studies 2025-2026

- **Empowering the Unplugged: Schneider Electric's Access to Energy Program** by Laurence Lehman-Ortega and Deval Kartik
- **Schneider Electric's Journey towards a Sustainable Future: A Marathon for Success** by Laurence Lehman-Ortega, and Mustafa DEMIRKOL
- **Too Good To Go - Fighting Food Waste with a Platform Model** by Hyejun KIM
- **Activating Corporate Purpose at Avril** by Mala Barnejee and Romain Briat
- **Ben & Jerry's vs. Unilever: Serving Ice Cream, Cherry Topping and Geopolitics?** by Niels Plambeck ("Outstanding Compact Case" 2026 Award)

Each year, The Case Centre publishes rankings of the most widely recognized cases. Several HEC Paris cases are featured in these selections:

- **The Geopolitics of Amazon**, written by Jeremy Ghez, stands out by reaching the Top 15 "best-selling cases" in the category of Economics, Politics and Business Environment.
- The case **Michelin Fleet Solutions: From Selling Tires to Selling Kilometers**, co-authored by Chloé Renault, Frédéric Dalsace, and Wolfgang Ulaga, was selected in the "Classic Cases 2025" category.

This momentum reflects both the recognition of our authors and the international impact of HEC Paris teaching cases.

3. Building Momentum Around Leadership

The major challenges of exceeding planetary boundaries, increasing inequalities and the meteoric rise of artificial intelligence raise profound questions about the future of our economies and our humanity, as well as the way we make decisions, govern institutions and train future leaders. As part of its New Responsibilities strategy, HEC Paris aims to help redefine the very essence of leadership.



The launch of the **NAOS Lab for Leadership [New]** was led by Brad Harris and Romain Briat, in partnership with the Heart Leadership University, supported by €4 million commitment from the Jean-Noël Thorel Foundation over three years. The laboratory aims to foster the development of leadership frameworks and practices for the 21st century. It bridges academic research, foresight, and pedagogical innovation. Its goal is to bring to light, study and equip a form of “lucid leadership” rooted in intuition, empathy, courage, critical awareness and discernment in the face of complexity and uncertainty.



4th edition of the Purpose Day, PURPOSE & PROFIT 2.0 After the Backlash. What Remains? hosted by the Purpose Center in partnership with the Oxford University Centre for Corporate Reputation and POLIMI Graduate School of Management (April 2026) featuring leading international speakers including Tim Besley, Professor of Economics and Political Science at LSE, Barbara Martin Coppola, Board Member Patagonia, Former CEO of Decathlon, and Pascal Jauffret, CEO of Forvis Mazars.

4. Creating Spaces Where Research, Business and Society Converge

Throughout the year, S&O continued to position HEC Paris as a convening platform where academics, business leaders, policymakers and civil society actors can engage in meaningful dialogue.

Organization of the Academic Opening Conference for L3 and M1 (August 2025)



[Olivier De Schutter](#)

UN Special Rapporteur on extreme poverty and human rights



[Hubert Joly](#),

Former Chairman and Chief Executive Officer of Best Buy



[Gwenaëlle Avicé-Huet](#),

Executive Vice President, Industrial Automation – Member of the Executive Committee at Schneider Electric



[Agnès Pannier-Runacher](#),

Minister of Ecological Transition, Biodiversity, Forests, the Sea, and Fisheries.

November 20th, 2025



At the launch of the **6th edition of the Observatory of Societal Transitions**, produced with De Gaulle Fleurance and Accuracy, Bénédicte Faivre-Tavignot, Brian Hill, and Arnaud Van Waeyenberge explored how organizations can move beyond compliance to embrace responsibility in a rapidly changing landscape.

March 19, 2026



The Action Tank celebrated its 15th anniversary at La Banque Postale's Auditorium, bringing together business, public, nonprofit, and academic leaders to reflect on its journey and discuss the future of the fight against poverty in France. Alongside Jacques Berger, Martin Hirsch, and Emmanuel Faber, Bénédicte Faivre-Tavignot revisited the origins of the Action Tank, sharing the story behind its creation and the vision that shaped its development.

April 17th, 2026



CLIMATE Cap summit at MIT Sloan to which Fernando J. Díaz López contributed. ClimateCAP MBA Summit is an annual conference bringing together MBA students, executives, investors, entrepreneurs, and academics to discuss climate risks, opportunities, and leadership.

April 23, 2026



Bénédicte Faivre-Tavignot took part in the **"Business and Democracy: Is the Company a Political Actor?"** roundtable, organized by Placebo and Sud Ouest in Bordeaux. The discussion explored the evolving role of businesses in strengthening democratic values and social cohesion, with Bénédicte highlighting why social cohesion has become a key driver of risk management, resilience, and innovation for organizations.

May 2026



At **ChangeNOW**, Bénédicte Faivre-Tavignot joined Paul Polman, Marcello Palazzi, Nathalie Alquier, and Carlo Giardinetti for a discussion on accelerating sustainable business transformation. The panel emphasized that building resilient companies requires moving beyond incremental improvements to reinvent business models.



May 28th - 29th, 2026

3rd edition PIVOTS days, a 2-day workshop for 100 students, co-organized by ESCP, ESSEC & HEC Paris, aiming to accelerate knowledge and action for a just ecological transition, while strengthening critical thinking and teamwork (May 2026). These 2 days were organized in the context of the new Climate & Energy Transition Certificate.



June 18th, 2026

The Sustainability Executive Summit at VIVATECH where François Gemenne, Professor in Economics, contributed to the roundtable discussion *Predict the unpredictable: Tech to anticipate natural risks* together with Cyril Garcia (Global head of Sustainability Services, Corporate Responsibility and Group Accelerators, Capgemini), Florence Colombo Fouquet (VP ESG, Engie) and Yann Laurans (Head of conservation, WWF).



June 22, 2026

Marieke Huysentruyt, Associate Professor in Strategy and Public Policy was the guest speaker at **"Organizations at the Crossroads of Health, Sustainability, and Society"** an event organized by HEC Alumni Boston and hosted at Sanofi's offices.



June 25, 2026

2nd edition of the Geopolitics & Business Conference: "Shattered or Reshaping? Firms in a Fractured Global Order", led by Jeremy Ghez, Professor in Economics and Olivier Chatain, Professor in Strategy and Business Policy, in partnership with The Institute for Strategic Research at the Military School (IRSEM).

5. Expanding Global Engagement with the Global South

S&O continued to strengthen its international footprint through research, partnerships, and thought leadership initiatives across multiple regions.



Contribution to the Proparco Special Issue Magazine: Private Sector & Development - Business & Climate: Acting to transform: **"How Global South innovations can scale climate resilience for all"** by Fernando J. Díaz López



New Episode of Bold Thinkers - Cairo: Inside a Mega City Reinventing Itself. This 4th episode of Bold Thinkers highlights three major opportunities shaping the city's future: its unique urban resilience, its vibrant innovation ecosystem driven by a young population, and its strategic leap in renewable energy and digital infrastructure.



Asia Engagement - Youth hackathon explores human rights and environmental due diligence in Asia. During the 2026 edition of the Corporate Sustainability and Environmental Rights in Asia conference, students and youth advocates from ten different business schools gathered in Kuala Lumpur for a business and human rights hackathon.

Doctoral School for African Young Scholars: Marieke Huysentruyt, Associate Professor in Strategy and Public Policy, contributed to the Doctoral School on Sustainability, a program designed to strengthen young scholars' research skills, hosted by UM6P in October 2025.

Singapore Management University - Management Science – ARCS Sustainability Workshop: Marieke Huysentruyt, Associate Professor in Strategy and Public Policy, contributed to the workshop designed to share expert insights into frontier research on sustainability and encourage scholars' submissions to Management Science, the new Sustainability Desk.

6. Communication and Outreach

In addition to the launch of the Dare Special Feature on Trust and Social Cohesion, a series of publications of Thought Leadership articles was made in the new Hub Media.

[Overlooking Vulnerability Can Harm Everyone, Including Your Business | HEC Paris](#) (Octavio Augusto de Barros)

[The Global South Is Leading Climate Adaptation | HEC Paris](#) (Fernando J. Díaz López)

[“Exceptional” floods: what if the real scandal was our lack of preparedness? | HEC Paris](#) (François Gemenne)

[Can Entrepreneurship Really Empower the Most Vulnerable? | HEC Paris](#) (Isaline Rohmer)

[World Day of Social Justice: Why Value Sharing Can't Wait | HEC Paris](#) (Marieke Huysentruyt)

[Why Must Economics Rethink the Firm Around Purpose? | HEC Paris](#) (Tim Besley at Purpose Day)

[Are Today's Leaders Suffering an Imagination Deficit? \(Rob Hopkins at SASI\)](#)

[Roadmap for ending poverty: support purpose-driven enterprises \(UN NEEP Policy Paper\)](#)

+ Dare Decoding Videos

[What if businesses didn't just reduce harm, but become regenerative? | HEC Paris](#) (Laurence Lehman-Ortega)

[How Europe can combine sustainability transparency and competitiveness? | HEC Paris](#) (Brian Hill)

+ Dare Inspiring Voices

Gwenaëlle Avice-Huet, Executive Vice President chez Schneider Electric: “6 leçons pour construire une carrière qui a du sens”

Barbara Coppola, Former CEO of Decathlon: When Purpose Becomes Business Strategy

Pascal Jauffret, CEO of Mazars Forvis: Pascal Jauffret: “We Want to Augment People with AI, Not Replace Them”

How Europe can combine sustainability transparency and competitiveness?

HEC Paris professor Brian Hill explains why shifting sustainability disclosure from companies to products could reduce reporting burden while generating Europe's environmental ambition.



Why Must Economics Rethink the Firm Around Purpose?

At HEC Paris Purpose Day, LSE professor Tim Besley proposes a new framework for understanding firms beyond profit, efficiency, and productivity, one that could deliver both business and societal gains.

4 minutes | HEC Paris Sustainability & Organizations Institute



What if businesses didn't just reduce harm, but become regenerative?

Laurence Lehman-Ortega, HEC Paris professor, explains how businesses can move beyond sustainability to become regenerative, creating value for society and the environment.



“Exceptional” floods: what if the real scandal was our lack of preparedness?

March 16th, 2020

Recent floods in France reveal a double reality: a climate that is intensifying storms, and a society that continues to behave as if all this were still accidental.

2 minutes | HEC Paris Sustainability & Organizations Institute



22 articles published in the newsroom hec.edu



Shattered or Reshaping? HEC Paris Explores How Firms Can Navigate a Fractured Global Order

As geopolitical tensions reshape trade, technology and global value chains, companies are being forced to rethink how they assess risk and make strategic decisions. At the second edition of "Reassessing..."



ViaTech CEO: François Gemenne Calls on Businesses to Turn Climate Data into Action

Speaking at ViaTech 2024's Sustainability By Executive Summit, François Gemenne joined experts from Chaperon, ENGIE and Inspire France to explore how AI, predictive modelling and scenario analysis can help...



Youth hackathon explores human rights and environmental due diligence in Asia

During the 2024 edition of the Corporate Sustainability and Environmental Rights in Asia conference, students and youth advocates from ten different business schools gathered in Kuala Lumpur for a...



Addressing Youth Mental Health Through Systems Change

As part of the Impact Investing & Social Entrepreneurship for Business Change Conference, students from Grande École Theatre and MBA took on one of today's most pressing societal challenges: youth mental...



When Good Intentions Meet Reality: Inside S&O's 11th Research Day

What happens when even a day's research confirms the starkness of the real world? On May 13-15, 2024, the Sustainability & Organizations Institute at HEC Paris brought together faculty, PhD students...

Engaging Communities

110 LinkedIn posts since august 2025

221,153 impressions (number of times your content is viewed on the platform)

2,303 impression on average per post

+ 42% number of subscribers in one year

Media Coverage - Broken Record

+200 mentions in the Press (Print journal, online journal, Radio, TV)

including all the coverage based on François Gemenne's appearance





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