

Front cover photograph: FSA ULaval

Back cover photograph: Dany Vachon/ULaval

INFORMATION

Faculty of Business Administration

Université Laval

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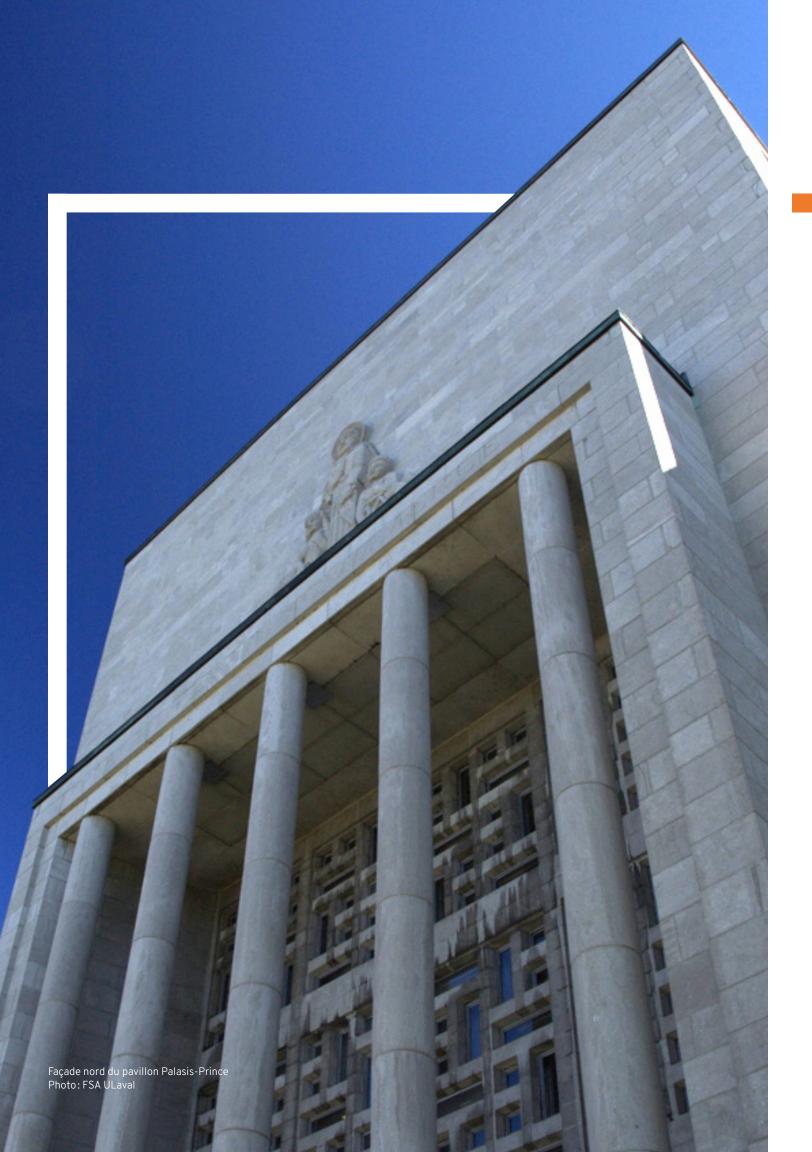
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| A Word from the Dean | C |
|--|---|
| Université Laval at a Glance | C |
| A Study and Research Environment | 1 |
| FSA ULaval: Its Identity, Mission, Vision and Values | 1 |
| FSA ULaval's Commitment to PRME | 2 |
| Principle 1: Purpose | 2 |
| Principle 2: Values | 3 |
| Principle 3: Method | 4 |
| Principle 4: Research | 4 |
| Principle 5: Partnerships | 5 |
| Principle 6: Dialogue | 6 |
| Conclusion | 6 |
| End notes | |

CONTENTS



A WORD FROM THE DEAN

The mission of Université Laval's Faculty of Business Administration (FSA ULaval) is to contribute to the development of people, organizations and society through the unique character of its educational, professional and relational experiences, by its excellence in scientific research and by its social consciousness. This commitment is achieved with the ongoing collaboration of members of FSA ULaval and Université Laval, as well as local and international stakeholders.

Sustainable development and corporate social responsibility have long been part of FSA ULaval's priorities and actions, but recently, the number of initiatives in connection with the Principles for Responsible Management Education (PRME) has increased substantially. These initiatives run the gamut of our activities, from our academic programs and course offering to research projects, collaborations with the business community and discussions with stakeholders.

FSA ULaval constantly strives to abide by the standards prescribed by PRME and the United Nations' 17 sustainable development goals. In consultation with many stakeholders, we drafted a strategic plan consistent with the values of our stakeholders and that reflects these standards and goals. Since this new plan was implemented, all decisions and actions have been driven by the principles of excellence, audacity, openness, integrity and social consciousness. The strategic plan outlines four flagship projects, including Reflex FSA, the goal of which is to raise awareness among community members about issues that relate to social responsibility and sustainable development, as well as equity, diversity and inclusion.

This report lays out FSA ULaval's strategy, programs, projects, collaborations and other initiatives that support PRME, and more specifically the actions undertaken from July 2021 to June 2023. An essential next step in this process will be to disseminate the report to FSA ULaval's entire community and stakeholders.

As Dean of FSA ULaval, I hereby reiterate my commitment to promoting and incorporating PRME within our School's activities, both now and into the future.

Frank Pons



AT A GLANCE

In terms of teaching and research, Université Laval features:

- 17 faculties and more than 60 departments, schools and institutes;
- some 550 academic programs;
- \$515M in research and creation funds;
- more than 300 research centres, chairs, institutes and other groups;
- many affiliated research institutions, including the Centre de recherche du CHU de Québec-Université Laval, the largest Francophone health research centre in North America;
- the Sentinelle Nord, a transdisciplinary strategy that brings together 600 members of the university community to gain a better understanding of the northern environment and its influence on humans and their health.¹

Ranked 18th among the best employers in Canada, Université Laval is home to nearly 10,000 employees, including 1,665 professors and 2,410 other teaching and research staff members. It also relies on the collaboration of more than 830 affiliate professors and approximately 7,820 clinical teaching staff in the health and social services network.

In the Fall 2022 semester, some 47,000 students were enrolled at Université Laval, 65% of whom were full-time students. More than a quarter of these students (28%) were taking graduate courses. In total, Université Laval awarded 13,224 diplomas and certificates in 2021-2022, including 5,355 bachelor's degrees, 2,175 master's degrees and 375 doctorates.

UNIVERSITÉ LAVAL
WAS THE VERY FIRST
FRENCH-LANGUAGE
UNIVERSITY IN NORTH
AMERICA. IT RANKS AMONG
THE TOP 20 OF THE BEST
FRANCOPHONE UNIVERSITIES
IN THE WORLD, ACCORDING
TO LEADING UNIVERSITY
RANKINGS.



Photo: Dany Vachon/ULaval

- 8 -



Our study and research environment is consistent with the following UN Sustainable Development Goals (SDGs):





















University life

SDG 4, 15

The campus extends over 1.8 km², 60% of which is covered by green and wooded spaces. It is located in the heart of history-rich Québec City, a UNESCO World Heritage Site. Québec City ranks 3rd among the world's safest cities, according to CEOWORLD Magazine, and 4th among the world's best university cities according to the Studee website.

Among other highlights, the campus features:

- nearly 40 buildings linked by a five-km network of pedestrian tunnels;
- eight km of bicycle paths;
- Brundtland Green Establishment-certified student residence buildings with 2,300 rooms.



A green and sustainable university

SDG 3, 11, 13, 14, 15 and 17

The sustainable development (SD) approach has been a core component of Université Laval's mission for many years. The Office of the Vice Rector, International Affairs and Sustainable Development coordinates the SD process. Responsibility for the mandates is shared among three groups: the SD Issue Table; the student table on environmental and social issues; and the advisory committees.²

Other active on-campus allies include:

- the Local SD Stakeholders Network, which aims to foster new collaborations and link together SD initiatives on campus;
- the student SD alliance, which serves as a forum for collaboration on SD issues:
- VIA Agroécologie, which promotes and raises awareness on agroecological alternatives for a healthy environment;
- Univert Laval, a student environmental group that aims to raise awareness about environmental issues among the university community.



A FEW HIGHLIGHTS REGARDING THE KEY ROLE OF SD AT **UNIVERSITÉ LAVAL**

- The first Québec university and the first in Canada to have presented a zero balance of its greenhouse gas (GHS) emissions. Since 2015, Université Laval has maintained its carbon neutral status by reducing its GHS emissions at the source and offsetting those that cannot be reduced.³
- Platinum ranking in the international STARS (Sustainability Tracking, Assessment and Rating System). Université Laval is one of the only universities in the world to have reached this highest level.
- The 6th best university in the world and the 2nd best in Canada for its efforts in the fight against climate change, according to the United Nations goals listed by Times Higher Education.
- 13th North American ranking in Sierra magazine's 2021 list for its environmental achievements and commitments.
- The largest university teaching and research forest in the world. The Montmorency Forest covers an area of 397 km2. Its forest management aims to produce wood to meet society's needs in terms of sustainable materials, while maintaining the forest's other resources and conserving its biodiversity.
- 14th most impactful university according

to Times Higher Education.

Jardin universitaire Photo: Dany Vachon/ULaval

- 14 -



EDI

SDG 4, 5, 10 and 16

Université Laval is the only Québec university to participate in the <u>Dimensions</u>: equity, diversity and inclusion Canada program. This program was created by the Government of Canada to foster profound cultural change in terms of equity, diversity and inclusion (EDI) in the university research ecosystem. In 2023, Université Laval received Stage 2 - Construction recognition as part of the Dimensions program, which reflects its desire to create an environment that is free of any discrimination or prejudice, and where each person is entitled to respect and the same opportunities for success. From this perspective, Université Laval has recently adopted an <u>institutional policy regarding issues of equity, diversity and inclusion at Université Laval</u> (in French only).

The Office of the Vice Rector, International Affairs and Sustainable Development is responsible for EDI management. He presides over the <u>institutional EDI committee</u> (web page in French only), which is mandated to recommend an EDI strategy to university management and oversee its deployment.

The Office of Equity, Diversity and Inclusion is composed of individuals actively involved in EDI at Université Laval. Its role is to provide leadership, expertise and advice on EDI matters to the university community. The Office of Human Rights brings together the Centre for Harassment Intervention and Prevention and the Centre for Sexual Violence Intervention and Prevention, and also deals with the disclosure of reprehensible acts.

Also noteworthy are the <u>institutional support policy for students with disabilities</u> at Université Laval (in French only) and the <u>welcome and specialized support services for persons with disabilities</u> (in French only) provided by the student help centre. The structures in place ensure students with physical and/or mental disabilities have full access to the facilities and services they need to thrive in their studies and community life.

Internationalization

SDG 4 and 10

Every year, a high number of international interns, faculty members and students undertake a stay at Université Laval. The student community also has many outward mobility opportunities.

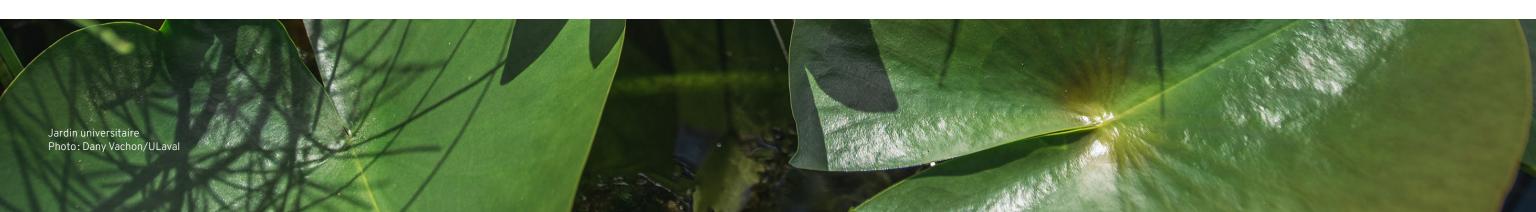
The following numbers illustrate the importance of internationalization at Université Laval:

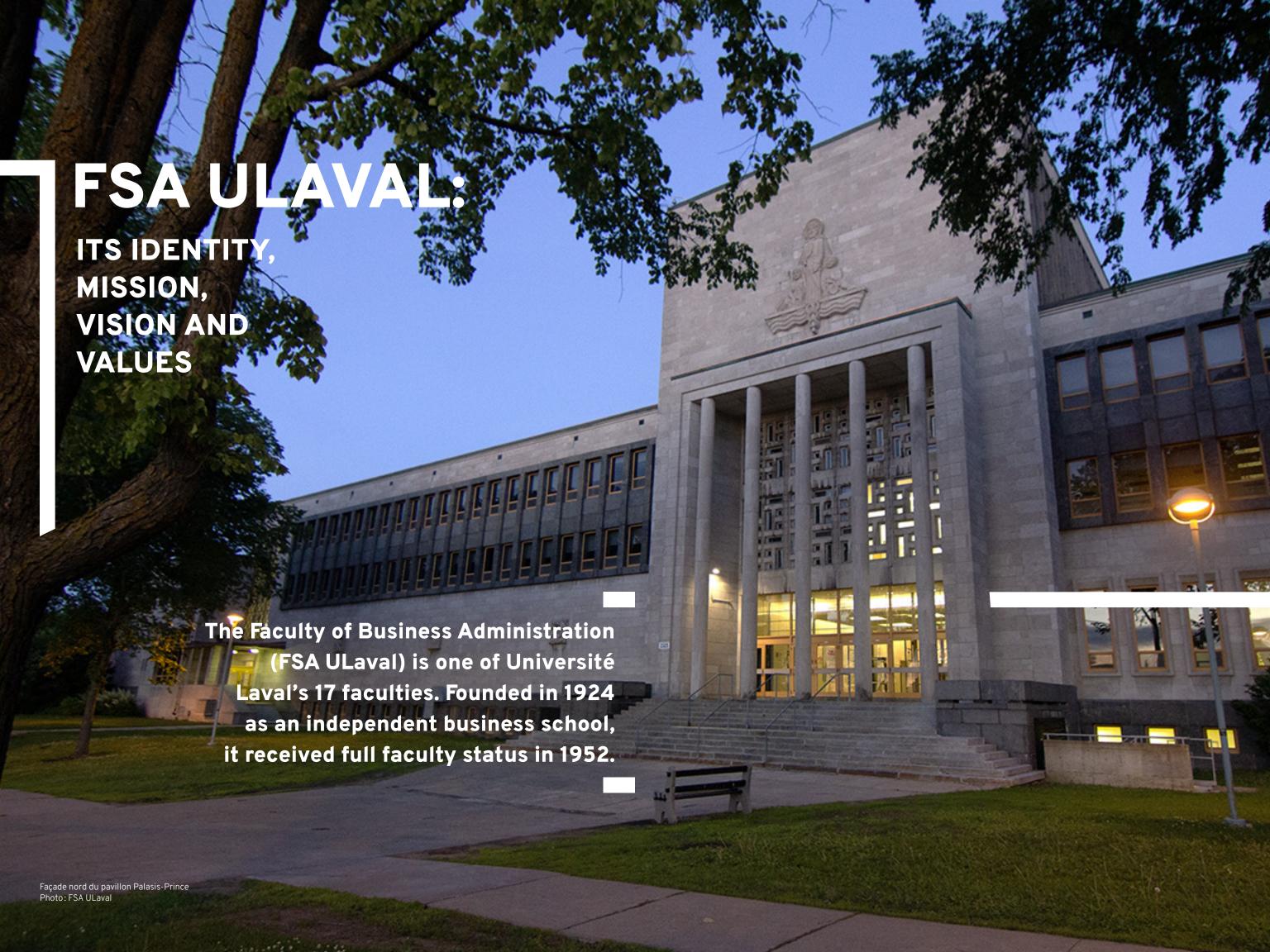
- Some 900 partnership agreements with 575 higher learning institutions and various organizations in 57 countries.
- 7,000 international students or permanent residents enrolled every year, which represents 14% of the total student body.
- 1,000 study stays undertaken outside Canada every year.
- More than half of the faculty's publications are produced in collaboration with scientists from other countries.

Indigenous Peoples

SDG 4, 10 and 16

Université Laval is one of the universities in Québec with the highest number of First Nations and Inuit students (nearly 400). In its strategic plan (2017-2022), its goals are to maintain solid and sustainable partnerships with First Nations and the Inuit, and to develop courses and programs intended for them. In 2018, a committee for reflection on reconciliation with First Peoples was created to target priorities in higher education for Indigenous people. Based on its recommendations, Université Laval proposed an action plan that includes enhancing support for Indigenous people on campus and in their communities, and to strengthen the university's network of alliances with Indigenous partners in education and research.⁴





The FSA ULaval identity

FSA ULaval includes 5 departments and one school:

- Department of Finance, Insurance and Real Estate;
- Department of Management;
- Department of Marketing;
- Department of Operations and Decision Systems;
- Department of Management Information Systems;
- School of Accounting.

Five degree programs are offered:

- the Bachelor's Degree in Business Administration (BBA);
- the Bachelor's Degree in Quantitative Finance;
- the Master's Degree in Business Administration (MBA);
- the Master's Degree in Administrative Science;
- the Doctorate in Administrative Science.

Most of the programs have several specialized tracks in various domains. The School also offers dozens of short for-credit programs (certificates, microprograms, and specialized graduate diplomas (DESS)). In addition, the continuing education offering provides access to professional development activities on a variety of topics.



Photo: ULaval

FSA ULAVAL
KEY
NUMBERS

10,000 students

1,588 international students or permanent residents

135 research-active professors

2
prestigious accreditations

14 research centres

partnership agreements with world-renowned business schools and universities

\$12 M in grants, partnerships and contracts

- 21 -

FSA ULaval has produced more than 51,000 graduates in Canada and abroad. Over 10,000 students are currently enrolled at the School, which represents 20% of the total student body at Université Laval. The School fully embraces its Francophone character and encourages the recruitment of international students. It has entered into partnership agreements with 101 world-renowned business schools and universities, thereby contributing to the dynamism of the French-speaking community across Canada and around the world. In the Fall 2022 semester, 1,588 international students or permanent residents were enrolled in one of the School's programs.

Research is of paramount importance at the School. With more than

135 research-active professors, growth in the number of research activities is constant:

- \$12M in grants, partnerships and contracts;
- 9 major research axes;
- 11 interuniversity or interfaculty centres or groups;
- 14 research centres;
- 6 research groups, laboratories and observatories;
- 2 Canada research chairs;
- 2 educational leadership chairs;
- 4 partnership chairs.

As a world-class business school, FSA ULaval distinguishes itself with its two prestigious accreditations: AACSB (since 1995) and EQUIS (since 2008). To maintain these accreditations, the School continuously improves its teaching, its research, its involvement in the community, its openness to the world, its practices and its facilities. In addition, it takes concrete actions to promote equity, diversity and inclusion, ethical conduct, corporate social responsibility (CSR) and sustainable development.

FSA ULaval's mission, vision and values

Mission

In synergy with local and international actors, FSA ULaval contributes to the development of people, organizations and society through the unique character of its educational, professional and relational experiences, by its excellence in scientific research and by its social consciousness.

Vision

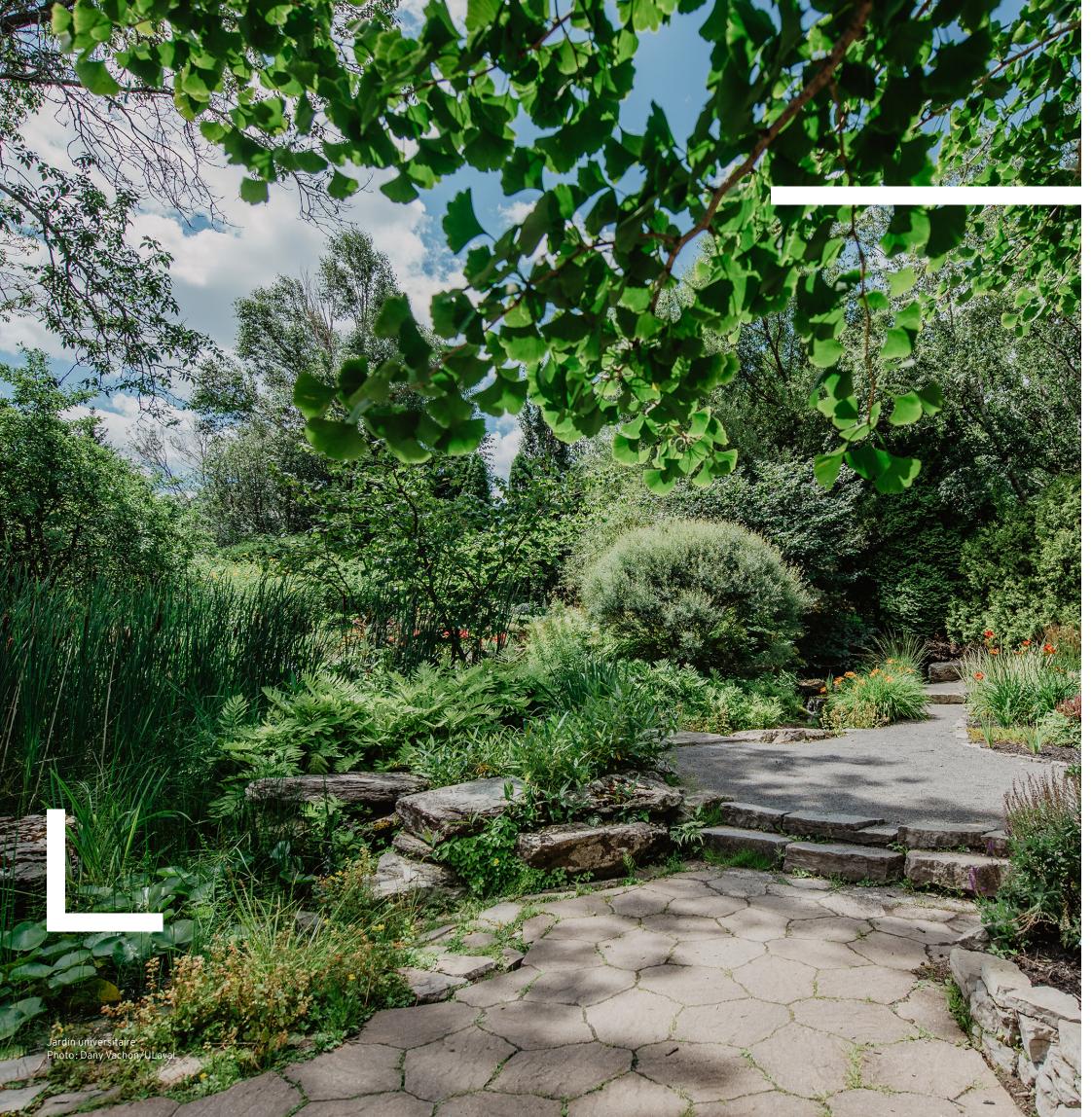
To build an international community that is audacious and open, and that places excellence and social consciousness at the heart of the transformation of the business world.

Values

- Excellence: Giving the best of ourselves in all our actions.
- Audacity: Daring to make bold, forward-thinking decisions and actions at all levels.
- Openness: Welcoming people, ideas and ways of doing things that may be new to us.
- Integrity: Adhering to the highest standards for our actions and words.
- Social consciousness: Thinking through the societal impact of our actions and decisions.

- 23 -





The Principles for Responsible Management Education (PRME) are a UN Global Compact-backed initiative with the mission to promote responsible management education, research and practices.

In July 2018, FSA ULaval became a proud signatory of PRME, and is thus committed to abiding by the 6 following Principles:

PURPOSE

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

VALUES

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

METHOD

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

RESEARCH

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental, and economic value.

PARTNERSHIPS

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

DIALOGUE

We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

PURPOSE



Photo: Dany Vachon/ULaval

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

- 28 -

PRME at the heart of FSA ULaval's strategic plan

The School's strategic plan (2021-2025) reflects its ongoing commitment to the Principles.⁵ In preparing the plan, management took great care to consult widely: students, the teaching community, administrative staff, businesses and other external stakeholders, all of whom helped build a strategic plan consistent with their common values and the Principles.

The evolution of FSA ULaval's vision reflects its eagerness to contribute to the development of our societies for a better future. This vision now revolves around the creation of a community that focuses on openness to others, strong social consciousness and excellence in all its actions to transform organizations.

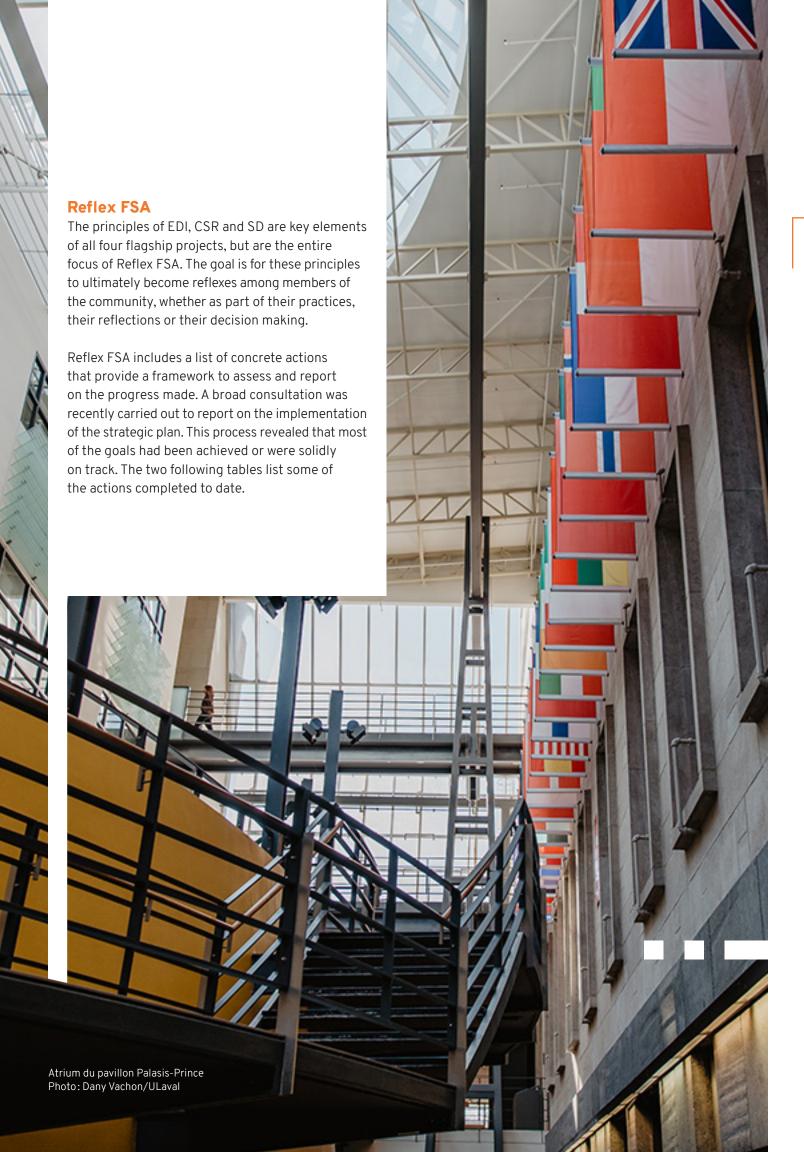
In order to mobilize the community and ensure that the guiding principles are upheld, four flagship projects have been incorporated into the strategic plan.

- Experience FSA brings together FSA ULaval initiatives to offer a unique experience to all members of its community.
- Connect FSA focuses on a series of actions to strengthen relationships among FSA ULaval's stakeholders and the local and international community.
- Innov FSA aims to promote the development of a culture of innovation across the FSA ULaval community.
- Reflex FSA is devoted entirely to best practices in EDI and CSR as core components of FSA ULaval's actions, so they can become central to its identity.



Avenue des Sciences humaines Photo: Dany Vachon/ULaval

- 30 -



AMBITION

To place EDI at the heart of the FSA ULaval community's development

| Actions Scheduled for 2021-2025 | Examples of Actions Taken |
|--|--|
| Conduct a thorough EDI diagnosis in order to target the right actions to take | Creation of five advisory committees that represent the entire FSA ULaval community Creation of an EDI sub-committee by the Faculty Advisory Council |
| Incorporate EDI in both credited and non-credited programs | Mandatory course in EDI, ERS or DD in the BBA majors |
| Create awareness-raising activities and credited and non-credited programs for the internal and external communities | Creation of a short specialized graduate program (DESS) on EDI in organizations |
| | Creation of short undergraduate programs: - certificate in health, safety and wellness in the workplace |
| | microprogram in management in an Indigenous context |
| Promote EDI in research projects and supporting policies | Creation of a Research and Co-Creation Centre for Innovation and Sustainable Advancement of Indigenous Affairs |
| Facilitate access to our programs for Indigenous students | In collaboration with AFOA Canada, development of a pathway in French for Indigenous students to receive the Certified Aboriginal Financial Manager (CAFM) designation |

AMBITION

To place social responsibility at the heart of the FSA ULaval community's development

| Actions Scheduled for 2021-2025 | Examples of Actions Taken |
|---|---|
| Recognize and support the social engagement of our community members, and promote current initiatives and opportunities for involvement | Organization of a student-led mental health awareness week Creation of a "Volunteer" tab on the Intranet to post opportunities for involvement |
| Facilitate collaborative and collective engagement of our community via faculty support of targeted causes | Performing volunteer work for <u>Centraide</u> (the United Way in Québec, website in French only) |
| | Distribution of Christmas baskets for underprivileged families |
| | Participation in two sports events to raise funds for a social cause |
| Increase dialogue with our partners and contribute to the advancement and transfer of knowledge in social engagement by facilitating engaged research, by encouraging collaboration with social economy organizations and by further developing continuing education on social engagement | Development of certification in responsible management of organizations |
| Promote student engagement in their academic journey | Creation of a course on maximizing the value of a social engagement experience (undergraduate and master's level) |

Beyond the actions associated with Reflex FSA, we see the influence of PRME in the other flagship projects. Experience FSA, for example, includes a number of actions in line with the Principles:

AMBITION

To foster an inclusive, stimulating and dynamic environment where one has a sense of well-being

- A back-to-school gathering held for the School community in September 2022 attracted 250 attendees. This activity was an opportunity for attendees to socialize and network, thereby generating a sense of inclusion and future professional collaboration.
- "Chat with the Dean" breaks for staff members and "Meet with the Dean" drop-in hours for students. These regularly held activities provide community members with direct contact with the Dean and an opportunity to share any comments or requests they may have to maintain a healthy living environment.
- Creation of an intranet to facilitate communication among staff members and disseminate various information (available resources, community member achievements, upcoming social events, etc.).
- Designation of gender-neutral restrooms.
- Three-hour diversity training offered to the entire School community.
- For new staff members, individualized onboarding meetings, tour of the School and personalized follow-up meetings to ensure their integration process is going well.

AMBITION

To improve the integration of international students in regular courses and to encourage and support the creation of multicultural work teams

- Hiring of an outreach worker to support students, in particular those who come from abroad.
- Support provided by two immigration advisors to help welcome international students.
- New activities added to the Welcome Week to better address and meet incoming student needs.

- 34 -

Staff members and groups with a mandate related to PRME principles

Person responsible for EDI

In 2022, a person responsible for EDI joined the Faculty. She is in charge of planning, developing and implementing strategies, initiatives and activities to enable all staff members to enjoy a positive and rewarding work experience. This person advises and facilitates the development of a culture and practices that support EDI in connection with the School's realities, needs and challenges. She assists managers in developing their leadership and management practices. She also helps when the School proposes change projects, promoting ownership of the projects within the various stakeholders and ensuring a rigorous process of assessment and improvement.

Outreach worker

Since 2021, an outreach worker has been dedicated to the student community. Her role is to accompany students who are experiencing difficulties of all types (adaptation, stress, anxiety, sadness, etc.). She provides front-line service and support, and meetings with her are confidential and available free of charge either on campus or by videoconference.

Mental health committee

The FSA ULaval mental health committee was created in 2021 to support the School's student and staff communities. This 16-member committee represents the student, staff and faculty communities, and meets 6 times a year to address various psychological issues and target solutions to promote wellness among the entire FSA ULaval community.

Student associations

- The student association for international development and humanitarian action (AÉDIAH) is actively involved in professionalizing this field by organizing training sessions and promoting a framework for collaboration among the various stakeholders in the field via its activities.
- Université Laval's student association for sustainable development in business (AÉDDA) aims to promote SD at FSA ULaval, as well as the creation of businesses, products and methods that abide by the principles of SD.



VALUES

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

FSA ULaval's mission and vision are part of its community's DNA. At the unveiling of the strategic plan in 2021, the stakeholders—students, teachers, other staff members and external community members—clearly indicated that the mission and vision resonated deeply with them, and that the values they represent reflect those of the FSA ULaval community.

The School has always held a strong sense of responsibility towards the community in which it is rooted. The new strategic plan's mission underscores the fact that internal and external stakeholders are part of the same community and must work together to create and disseminate knowledge for the benefit of individuals, organizations and society as a whole. The School recognizes that its mission is not limited to offering management courses and publishing scientific articles; it also aims to have a sustainable positive impact on its students, teachers and other staff members, as well as society at large. To that end, FSA ULaval believes that preparing individuals to become influential leaders goes hand in hand with the development and promotion of socially responsible values.

FSA ULAVAL REITERATES THE INTERNATIONAL PRIORITIES OF ITS MISSION AND THE GLOBAL **ASPIRATIONS** OF ITS VISION.

With its current strategic plan, FSA ULaval reiterates the international priorities of its mission and the global aspirations of its vision. It is broadening its efforts to work with international stakeholders to solve problems through collaborative research. In addition, it continues to promote both study abroad stays and the recruitment of international students. It should also be noted that FSA ULaval employs a growing number of teachers from other countries.

The three axes of FSA ULaval's strategic plan

1. Building an international community that is audacious and open, and socially conscious

The School wishes to forge and strengthen its ties with the local and international community. It aims to foster a culture of innovation, thus encouraging the development and implementation of avant-garde projects. Through its actions and decisions, FSA ULaval wishes to promote awareness of the issues of EDI and social responsibility.

2. Providing a unique experience

The goal is to offer an "FSA ULaval experience" to the students, staff and faculty by, among other things, promoting the integration and development of all members of the School community, and by facilitating exchanges among members. In its day-to-day activities, the School also intends to promote its values when interacting with its partners, so that they too can share in the FSA ULaval experience.

3. Pursuing the quest for excellence

The School intends to reiterate and reinforce the importance of excellence in all of its teaching and research activities, as well as in its daily practices. As such, it wishes to place greater focus on its support for all forms of excellence and develop new forms of recognition, based on this "revisited" notion of excellence.

Transmission of FSA ULaval's values

In order to ensure that the strategic plan's directions are known and properly integrated, key elements are posted at multiple locations in the FSA ULaval building. In addition, a web page and accompanying podcast dedicated to the strategic plan were launched in January 2022, with the goal of keeping everyone informed and up to date.

As mentioned earlier, a data collection exercise was carried out to assess the implementation of the strategic plan. This process was also an opportunity to inform the School community of recent achievements and remind everyone of the targets to be reached.

An FSA ULaval information guide for newly hired staff was unveiled in 2019. Among other things, this guide lays out the School's values and the professional commitment expected from staff members in their interactions with members of the university community.

It should also be noted that FSA ULaval puts its values into practice via its new Intranet. For example, it promotes inclusive writing, proposes events that rally people together and publishes success stories to highlight the talents and achievements of its staff members. In short, the Intranet puts people at the centre of its communications.

METHOD

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Guidelines for a respectful environment Code of ethics

The FSA ULaval Code of Ethics stipulates that the teaching staff must supervise students in a manner that is rigorous, equitable and transparent in accordance with all rules and policies. Equity towards every person is the guiding principle and respect in all its forms is its foundation.

Declaration of integrity relative to assignments and exams

To reduce the risk of plagiarism and cheating in distance assessments, FSA ULaval created a form, in which student signatories commit to abiding by the <u>disciplinary rules</u> (in French only). In 2021, this declaration of integrity relative to assignments and exams was incorporated into the "monPortail" digital learning environment and is now used by the entire Université Laval student community.

Faculty Advisory Council

The Faculty Advisory Council is composed of some 15 members of the business community, as well as the School's management. Among other things, its mandate is to provide constant and strategic support to the School in its relations with the business community, improve its competitiveness and promote its outreach. The Faculty Advisory Council includes an EDI sub-committee.



Programs and courses in connection with PRME

Credited programs

The School's degree programs all include learning goals in connection with EDI, CSR or ethics. For example, the undergraduate level includes the following objectives: "communicating effectively and with respect for others" and "considering ethical and social responsibility issues when analyzing financial data and making decisions." At the master's level, "developing ethical and socially responsible thinking" is one of the goals in the professional master's programs. The two research programs aim to teach students to "ensure compliance with the rules of ethics and integrity in the various stages of a research project." The AoL (Assurance of Learning) process, which was implemented several years ago, allows the School to rigorously measure the degree to which students have met program objectives and improve the quality of education on a continuous basis.

The objectives of certain specialized programs and pathways focus mainly on EDI, SD or CSR.

- The MBA and master's microprogram in corporate social and environmental responsibility aims to help future managers expand their horizons and develop skills and practices related to the sustainable development of organizations. It is characterized by a multidisciplinary approach: law, biology, economics, politics and philosophy courses are included in these programs.
- The MBA and master's microprogram in occupational health and safety address the many changes in the socioeconomic environment that impact organizations and the management of occupational health and safety. In addition, the new certificate in occupational health, safety and wellness prepares students to protect workers and raise their awareness of the various risks in their environment.
- The MSc and specialized graduate degree (DESS) in Management of International Development and Humanitarian Action provide students with a solid foundation in management and develop the skills they need to meet the needs of international cooperation organizations.

- The management in an Indigenous context microprogram aims to raise student awareness of the characteristics specific to Indigenous peoples and their context, and to prepare them to face the challenges of managing cultural diversity in organizations.
- The new specialized graduate degree in EDI in organizations covers EDI from all angles to help create work environments that are inclusive and free of any discrimination.
- The women and organizations microprogram
 explores case management on issues such as
 maintaining pay equity, implementing or assessing
 an equality access program, conducting gender-based
 analyses or evaluating the presence of gender-based
 discrimination within organizations.

Credited courses

The School also offers many courses related to EDI, CSR and SD outside of programs specifically devoted to these topics, so that all students can explore these subjects. Here are a few examples:

- Recognizing a Social Engagement Experience
 This new course recognizes and showcases the social engagement of individuals within their communities.
 It provides both a theoretical and practical framework by which to enable this recognition and explore social engagement as a field of study and research.
- Intercultural Communication in Business
 This new mandatory BBA course explores the concepts and tools that support effective intercultural communication in business, both within an organization and with external parties, in the context of globalized labour, value chains and markets.
- Sustainable Development in Accounting
 This undergraduate course introduces students to SD issues, their impact on accounting and an accountant's role in an organization.
- Ethics in Finance and Responsible Investment
 This undergraduate course aims to help students make ethical decisions and familiarizes them with the principles of responsible investment, in particular via the study of Environmental, Social and Governance (ESG) criteria.

- Sustainable Real Estate Investment: Issues and Practice

This master's-level course addresses real estate development that has a significant impact on the economy, society and the environment. The course defines and analyzes the concept of sustainability throughout the real estate development process. It also covers real estate investment trusts (REITs) in green buildings.

- Responsible Marketing

This master's-level course examines responsible marketing from an approach that considers the reactions of society, whether they be explicit (e.g., laws), implicit (e.g., public opinion) or probable (e.g., activism).

- OIS for Sustainable Development

This master's-level course aims to raise student awareness of OIS challenges in SD and to develop the knowledge and skills required to face these challenges.

Social Engagement of People and Organizations
This doctoral-level course teaches students to
better understand, think and act on issues of social
engagement. Among other things, it presents the
contexts in which social engagement can occur,
both locally and internationally.

- 44 -



Non-credited activities

FSA ULaval also offers a wide range non-credited continuing education activities, several of which cover principles of CSR, EDI or SD. Here are a few examples:

- certification in responsible management of organizations (60 hours);
- sustainable transportation management (6 hours);
- incorporating sustainable development within organizations: practical tools (7 hours).

The Collège des administrateurs de sociétés (CAS), which is part of FSA ULaval, educates its students to be socially responsible and ethical corporate directors. It offers the only university-level corporate governance certification program in Québec. The program extensively covers concepts related to EDI, CSR and SD.

Other initiatives

MOOC in responsible management

This 21-hour massive open online course is intended for both individuals and businesses with a desire to be involved in creating more harmonious work environments and communities that are more peaceful and humane. It advances a vision of responsible management relevant to the day-to-day management of corporations as well as to making decisions that have an impact on the future of the planet.

Videoclips on ergonomics

A survey carried out at the height of the COVID-19 pandemic revealed that many students were taking their distance courses in sub-optimal conditions. In collaboration with a kinesiology student, the director of the Department of Management produced a series of four videoclips on how to set up an efficient workspace at home. These videoclips were shared on social media and course websites.

Guide for victims or witnesses of disrespectful behaviour

The School has created a guide for the teaching staff to help them deal with disrespectful behaviour (incivility, undue pressure, attack on personal dignity or integrity). The guide promotes a proactive and preventive approach, in particular to prevent certain situations from escalating.

Resources for academic accommodations

The number of students with disabilities admitted to Université Laval is growing quickly. In recent years, the demand for special accommodations has exploded. Given its commitment to inclusion, FSA ULaval has made considerable investments in the resources it needed to meet these needs. For example, the School has added several rooms for exam accommodations and purchased computer equipment for students who need specialized software.

RESEARCH

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental, and economic value.



Photo: FSA ULaval

- 48 -

A number of research chairs, centres and laboratories headed by FSA ULaval faculty members do work on PRME-related topics.

Canada Research Chair in Internationalization of Sustainability Practices and Organizational Accountability

Launched in 2016, the Canada Research Chair in Internationalization of Sustainability Practices and Organizational Accountability's mission is to analyze the integration of SD in organizations, the transparency of disclosed information, and the accountability of leaders in this field.

Educational Leadership Chair (CLE) in Social Engagement

The objective of the CLE in social engagement is to promote a culture of social engagement at Université Laval, particularly among students. It aims to create a collective and mobilizing force to generate significant and meaningful social engagement across the university.

Research and Co-Creation Centre for Innovation and Sustainable Advancement of Indigenous Affairs

The main objective of this new centre is to provide a space to facilitate co-creation and respectful collaboration between Indigenous and non-Indigenous peoples, in order to foster economic and social development in Indigenous communities.

University Centre for Expertise in Corporate Governance

This new centre conducts research on issues related to corporate governance in order to enrich the development and dissemination of knowledge in this field and to contribute to the improvement of practices. These issues include CSR, SD and EDI.

Centre for Innovation in Sustainable Logistics and Supply Chains (CILCAD)

The CILCAD aims to stimulate and support innovation in sustainable logistics and supply chains. The goal is to reduce GHG emissions associated with road transportation and freight handling through research activities and projects that involve various stakeholders.

Centre for Research in Accounting and Sustainable Development (CerCeDD)

The CerCeDD's mission is to develop research, education and knowledge transfer activities on issues related to SD accounting in order to expand knowledge in this field and to contribute to the improvement of practices within organizations.

Centre for Expertise in Occupational Health and Safety Management (CGSST)

The CGSST aims to develop skills, knowledge and tools to facilitate the implementation of effective physical and mental health and safety solutions. It supports businesses and individuals in their improvement efforts to create healthy workplaces.

Laboratory for Interdisciplinary Research on the Social Responsibility of Organizations (LIRSE)

The LIRSE's mission is to study the mechanisms of CSR, i.e., those by which an organization exposes itself to sanctions other than state penalties when it fails to satisfy society's expectations. Among other things, it helps build initiatives that foster the implementation of market infrastructures—in addition to legal structures—that maximize social and environmental benefits for businesses and markets: management tools, CSR indicators, responsible business models, social innovation, the cooperative movement, the collaborative economy, responsible management tools and strengthening of consumercratic capabilities.

EDI² Institute

Founded in 2020, the EDI2 Institute (Equity, Diversity, Inclusion, Intersectionality) is an interdisciplinary hub that brings together research groups, student associations, faculty members and students interested in EDI issues from an intersectional perspective. The Institute also establishes partnerships with various local, national and international organizations in order to foster the transfer of knowledge and the sharing of expertise.

- 50 -

Funding for research projects

Faculty members who wish to receive funds from the School to finance a research project can participate in the research support program (SAR). The application package has recently added the following required elements:

- a student integration plan that fosters EDI
- an internal disciplinary plan and an external practical and/or societal dissemination plan to demonstrate the impact of the research project.

In its analysis of the funding applications, the School gives priority to projects that align with its strategic priorities, namely EDI and social engagement.

Faculty members can also rely on the support of many granting agencies. These agencies are already committed to a number of United Nations SDGs, making them partners of choice in the implementation of the Principles. Among other things, these include organizations that fund projects related to sustainable health care, the environment, women's issues, climate change and EDI. The research community and granting agencies work hand in hand to foster the transfer of knowledge to civil society.



Photo: FSA ULaval

- 52 -

Scientific articles

Over 120 peer-reviewed articles published by FSA ULaval researchers since the beginning of 2021 fall under the distinctive EDI, DD ERS expertise of the School's researchers. A few recent examples are presented below. Some articles were written in collaboration with colleagues from other universities.

Reducing Career Inequalities
in Canadian International
Cooperation Organizations:
Towards a Collective Approach for
Equitable and Inclusive Practices

Isabelle Auclair, Sophie Brière, Jade St-Georges and Stéphanie Maltais (2022) Canadian Journal of Development Studies, 43(3), 393-417 This article presents the results of a qualitative study that documents practices that foster career retention and management practices in Canadian international cooperation organizations (ICOs). Using an intersectional feminist and inclusive approach and a design-based research methodology, 161 individuals representing 19 organizations were interviewed. Analyzing four dimensions related to job retention (psychological demands; working conditions/career support; personal/work life harmonization; and work climate), this article identifies successful practices and proposes a collaborative model that specifies the roles and responsibilities of the various stakeholders (donors, ICOs, associations, universities, etc.).

The Domino Effect of Perceived Stakeholder Pressures on Eco-controls

Jean-François Henri, Marc Journeault and Michelle Rodrigue (2021) Accounting and the Public Interest, 21(1), 105-136

We examine how managers orchestrate their eco-control package in reaction to different perceived environmental stakeholder pressures. Using survey data from Canadian manufacturing firms, our results show that environmental pressures perceived from societal stakeholders have a greater influence on the integration of environmental objectives into strategic planning than pressures perceived from business stakeholders. This suggests that business stakeholders act as a force that mostly maintains the scope of strategic environmental orientations, while societal stakeholders act as a force that mostly expands the scope of strategic orientations by stimulating further consideration of environmental issues as strategic objectives. The integration of environmental objectives in strategic planning stimulates a domino effect within the eco-control package, where the adaptation of strategic objectives leads to greater mobilization of other eco-controls. This domino effect represents successive effects among components of the eco-control package, revealing how stakeholder pressures play a role in stimulating multi-layered changes in eco-control mobilization.

Sustainability management and social license to operate in the extractive industry:
The cross-cultural gap with Indigenous communities
Olivier Boiral,

Inakari Heras-Saizarbitoria and Marie-Christine Brotherton (2022) Sustainable Development, 31(1), 125-137 This study aims to analyze the role of cross-cultural differences between Indigenous communities and extractive organizations with regard to the sustainability measures these organizations employ. Although Indigenous communities are important stakeholders, especially in remote areas where extractive organizations are mainly located, these organizations' relationships with Indigenous communities have been overlooked in the literature on sustainability management. Drawing on a qualitative study based on 25 semistructured interviews with Canadian respondents, the findings show how cross-cultural issues tend to create misunderstandings that can seriously undermine organizations' social license to operate and their initiatives for sustainability. Those issues – which include cultural differences in terms of connectedness with nature, spiritual and historical attachment to a specific territory, reliance on written documents, and conception of time – are analyzed through the lenses of practitioners with significant experience in the relationships between extractive organizations and Indigenous communities. This paper proposes measures to better manage this cross-cultural gap. The study contributes to the literature on corporate sustainability by going back to the roots of this concept and by shedding more light on the importance of a specific category of stakeholders that tends to be overlooked in the managerial literature.

Principles for Responsible Management Education: An Axiological Approach

Luc Audebrand and Matthias Pepin (2022)

Journal of Management Education, 46(5)

In this article, we rely on the development of a Massive Open Online Course (MOOC) to show the relevance of a values-based approach to responsible management. To clarify the notion of values, we draw on Heinich's axiological sociology, which presents values as principles of judgment and action. Building on this approach, we interviewed 35 management scholars to understand the values they attribute to responsible management. Our analysis led to the identification of seven actionable values that can be used to circumscribe responsible management. We also show how three interrelated levels of analysis—namely, individual (micro), organizational (meso), and societal (macro)—allowed us to further organize the interview data to produce rich content for the MOOC. Our contribution is twofold: first, our values-based approach helps overcome the axiological ambiguity of the Principles for Responsible Management Education (PRME), which invoke the importance of incorporating "the values of global social responsibility" (Principle 2), but fail to define and operationalize these values. Second, we provide a rationale and guidance for implementing values-based responsible management education in Business Schools.

PARTNERSHIPS

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Connect FSA, one of the strategic plan's flagship projects, symbolizes proactiveness towards the external community. It brings together a range of initiatives including relationship management, education, and research with the local, national and international communities.

Following are examples of partnerships and initiatives that have a direct impact on the community.

- 56 -



Desjardins Experiential Learning Centre

Created in 2023, the Desjardins Experiential Learning
Centre (in French only) reflects FSA ULaval's vision
and mission to promote close collaboration among
organizations, alumni and members of the teaching staff.
The Centre contributes to the development of various
educational activities, rooted in the reality of the organizational community, by facilitating the emergence of
sustainable and solid connections with external partners
(SMEs, large corporations, NPOs, cooperatives, entrepreneurs, etc.) The Centre is funded in large part by
the Desjardins Group, one of the oldest financial
institutions in Québec and the leading financial
cooperative in North America.⁶

Participation in the economic forum of the Chambre de commerce et d'industrie de Québec

In 2023, to provide assistance to regional businesses, the Chambre de commerce et d'industrie de Québec (CCIQ) held an economic forum to find long-term employment solutions. The CCIQ called upon several members of FSA ULaval's teaching staff to serve on panels. Among other topics, these panels addressed the issues of integrating immigrants into the workplace, artificial intelligence in Québec City's business sectors, wellness and hybrid work.

Trade Missions

The Université Laval Trade Missions, a non-profit organization, provides professional international prospecting services to Québec companies. Training is provided throughout the year to students from the University, including FSA ULaval, to prepare them to undertake a three-week mission abroad.

Managers Without Borders

With the Managers Without Borders internship program, students enrolled in the MSc in International Development and Humanitarian Action can participate in international cooperation and humanitarian projects in developing countries. These three-month internships are an opportunity for them to put into practice the knowledge they have acquired in their studies.

Association with the Prince's Trust Canada

Prince's Operation Entrepreneur is a seven-day Business Bootcamp for recently retired or transitioning Canadian Armed Forces members. The goal of this intensive week is to prepare them to realize their entrepreneurial project. For the last eight years, FSA ULaval has been the only partner to offer the training in French.

Program for the Mission laïque française (MLF)

In 2020, FSA ULaval entered into an agreement with the MLF to offer a customized program for MLF network managers who have no management background, allowing them to benefit from the School's expertise. The eight-month program is available online to the management teams of French schools established outside of France.

Conference on integrating persons with Autism Spectrum Disorders (ASD)

In collaboration with La Capitale Insurance and Financial Services, FSA ULaval organized two conferences on integrating persons with ASD into the workplace. Students and members of the business community thus had an opportunity to learn more about the realities of these individuals in organizations and the added value they bring to the labour force.

Seminar on the challenges of SDGs in international development

In 2021, FSA ULaval was involved in organizing this seminar, in collaboration with the Association Québécoise des organismes de coopération internationale (AQOCI) and the Université de Montréal. Under the theme of "SDGs in light of decolonization and systemic racism," the event showcased the contribution of international solidarity organizations and their partners in Southern countries.



Statue d'Hermès , façade est du pavillon Palasis-Prince Photo: FSA ULaval

- 60 -

DIALOGUE

We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Over the last two years, FSA ULaval staff members have participated in discussions, conferences, webinars and other activities to reflect on EDI, SD and CSR. On the following pages, you'll find a few examples of this involvement.

- 62 -

Climate action barometer

A large-scale survey conducted every year since 2019 and led by Valérie Champagne St-Arnaud, professor at the Department of Marketing, in collaboration with Unpointcing, a digital information platform funded by the Québec government

This is the first survey to measure the attitudes of Quebecers towards climate challenges. The survey is used to draw a psychographic profile of the population with regard to their feelings and attitudes towards climate challenges. The results are broadly disseminated in the media and on various platforms, thereby encouraging collective thought and discussion on these important issues.

Integrating sustainable development from the very first steps of creating a business model [translation]

A virtual activity presented in 2022 by Matthias Pepin and Maripier Tremblay, professors at the Department of Management This activity aimed to tangibly experiment with the Responsible Business Model Canvas (RBMC), a business modeling tool developed by a team from FSA ULaval. The RBMC incorporates in-depth thinking about the imperatives of SD. It is the reference for anyone wishing to plan the creation of a business, or more generally a project, while respecting current economic, social and environmental requirements.

Placing marketing communications at the service of climate, 2021 edition [translation]

A webinar presented in 2021 by Valériane Champagne St-Arnaud, professor at the Department of Marketing, and Clémence Lalloz, co-director of Unpointcing This webinar presented the highlights of the 2021 edition of the Climate Action Barometer and addressed effective marketing communications strategies to engage Quebecers in the fight against climate change.

FSA ULaval Diversity Days

Event organized in 2022 by Alessandro Ghio, professor at the School of Accounting

The first edition of FSA ULaval's "Diversity Days" dealt with the following questions: How can we promote diversity and equity in the business world? How can we include diversity and equity in business education and in our classrooms? What can we do to improve social justice?

Contribution to the UNEP report "Sustainable Public Procurement: 2022 Global Review"

The LIRSE drafted the chapter on global responsible procurement

The Sustainable Procurement Barometer is an assessment tool that aims to improve the sustainability of procurement in Canada. It was developed by the Espace de concertation sur les pratiques d'approvisionnement responsable (ECPAR). The LIRSE was the scientific partner for the 2020 edition of the Barometer. It was also responsible for producing the private sector component of the United Nations Environment Programme's (UNEP) sustainable procurement panorama 2021. UNEP stakeholders then invited the LIRSE to contribute to the organization's report on global sustainable procurement. It should be noted that media coverage of this collaboration helped disseminate knowledge on this subject.

The Biodiversity Collage

A workshop organized in 2023 by the LIRSE, the Chair on Social Engagement and the Institute for the Environment, Development and Society This workshop was an opportunity for participants to discover the systemic aspect of biodiversity erosion, gain a better understanding of the impact of our actions on the ecosystem and collectively reflect on the actions to be implemented.

Where does EDI fit into the AI that guides your professional decisions [translation]?

Webinar presented in 2022 by Gaëlle Cachat-Rosset, professor at the Department of Management The purpose of this webinar was to discuss the consideration of risks of discrimination in AI systems (AIS) and the practices used by organizations to address them. Barriers and blind spots in transitioning from principles to practice were also addressed, as well as new levers available through the development of responsible AIS.

- 64 -

Organizational analysis and architecture (OAA): artificial intelligence, ethics and social responsibility of organizations [translation]

An event organized in 2022 by CeRTIA, in collaboration with the International Institute of Business Analysis (IIBA) Experts from the world of practice and academia shared their experiences and thoughts on Al. Among other topics, they addressed the following questions: How can the nature of work be adapted to Al? How do we deal with the ethical and governance issues of Al data?

Ethics and diversity: What are the challenges for organizations? [translation]

Panel discussion held in 2022 and moderated by Alessandro Ghio, professor at the School of Accounting The panel, composed of experts from the financial sector, government and social movements in Canada and around the world, discussed the issue of diversity within organizations. Among other things, participants discussed the ethical challenges businesses face when they address issues of diversity.

Innovative practices to create inclusive workplaces: comparative experiences [translation]

A symposium presented in 2022 by the EDI2 Institute as part of the 89th Acfas conference, in collaboration with the Réseau interuniversitaire québécois EDI and the Fonds de recherche du Québec This symposium brought together academic experts and practitioners to discuss innovative initiatives and promising tools for change in EDI in various sectors (educational, community, municipal, private, etc.).





As a signatory since 2018, FSA ULaval is proud to pursue its ongoing commitment to PRME, in particular through the implementation of the School's strategic plan (2021-2025). In terms of its own practices, FSA ULaval promotes, recognizes and supports the social engagement of its members. In addition, it has completed an EDI diagnosis of the School's workplace and activities, with the goal of targeting the right actions to undertake. Further, it has created several advisory committees and hired a new team member dedicated to EDI and to facilitating the development of a culture and practices that support EDI.

To assert its position as a socially responsible business school, FSA ULaval offers dozens of courses related to CSR, EDI and SD, in addition to specialized majors and programs that address these topics. In the last two years, three programs were created to further enhance the academic offering in these key areas. Also noteworthy is the recently created Desjardins Experiential Learning Centre. This initiative aligns perfectly with FSA ULaval's vision and mission by promoting close collaboration among organizations, alumni and the teaching staff.

FSA ULaval places a high value on research that greatly contributes to the transformation of businesses and the evolution of society. The School relies on the innovation of a dozen chairs and centres that specialize in PRME-related issues, including two new centres. From 2021 to 2023, faculty members contributed to more than 120 peer-reviewed publications in connection with social and environmental responsibility. They have also remained active within the local and international community in order to stimulate collective reflection on PRME-related issues and fostered the transfer of knowledge to maximize the benefits of its research. With the addition of criteria in funding applications, the School intends to continue to increase the number of partnerships and publications on PRME-related topics.

These are just a few examples that illustrate the many actions undertaken by the School over the last two years.

In the near future, and in connection with the Principles, FSA ULaval has targeted the following goals:

- Create a PRME committee with a mandate to raise awareness among the FSA ULaval community and take concrete actions.
- More broadly disseminate the various faculty initiatives among the various stakeholders.
- Continue developing educational activities.
- Enter into new partnerships with the external community.
- Conduct knowledge sharing activities with new groups within the local and international community.
- Seek greater student involvement in knowledge sharing activities.

A number of stakeholders have contributed to the production of this report. This exercise was the perfect opportunity to consolidate information on all the School's initiatives, in order to have a complete portrait of where the School stands, in terms of CSR, SD and EDI. This report will be broadly disseminated among the internal and external community in order to highlight the actions taken in connection with the Principles.

NOTES DE FIN

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