



## Fourth UCB-SBSEM Business & Society Symposium

# Time to make complex choices: How to balance purpose, profit and societal value

Brussels, 27 May 2025 pm

## Programme

**12.15 Registrations** – *Solvay Brussels School Atrium*

**13.00 Welcome** – *Pierre Drion Auditorium (R42.5.503)*

UCB, Jean-Christophe **Tellier**, CEO of UCB and Prof. Catherine **Dehon**, Dean, Solvay Brussels School of Economics and Management

**13.10 Introduction: Key Concepts for the day & Case Methodology**

Prof. Estelle **Cantillon**, Academic Director of the Sustainable Development Initiative at SBSEM will introduce the four case studies as well as the key concepts and areas of tension that will be used throughout the day. This will set a solid common ground for our work.

**13.40 Case discussion in multistakeholder groups** - *Several rooms*

Cases from BEL Industries, Syensqo, Triodos Bank, UCB (and more to come) will be used to experiment with a decision-making framework in the context of a difficult decision these organisations had to take.

**15.00 Food for thought – Time to get inspired** – *Pierre Drion Auditorium (R42.5.503)*

Challenging & crisp interventions illustrating how complex choices are made at different levels:

- Prof. Axel **Cleeremans**, Center for Research in Cognition & Neurosciences (ULB) – *individual level*
- Jochanan **Eynikel**, Business Philosopher at Etion – *organisation level*
- Cécile **Renouard**, co-founder and president of Campus de la Transition (Paris) – *systemic level*

**15.45 Inspired Break** - *Solvay Brussels School Atrium*

**16.15 Case discussions in multistakeholder groups - continued** - *Rooms TBA*

Continuing the work based on the case studies, the groups will now focus on the strengths and weaknesses of the approach used in each case, reflect about how to integrate in participants' environment and share participants' cases.

**17.30 Concluding Debate: Can we afford to build consensus?** - *Pierre Drion Auditorium (R42.5.503)*

Delving into the tensions and dilemmas involved in decision-making, the Concluding Symposium Debate, curated by Debatable, will explore whether we can afford to wait for consensus on sustainability, or if we need to empower decision-makers to act quickly and correct course, trusting in a sustainable future as the right goal to work towards.

**18.30 Wrap up and start of reception** - *Solvay Brussels School Atrium*

**19.15 Dinner** - *Solvay Brussels School Atrium*

**21.00 End**

## Location

Solvay Brussels School building  
42, Avenue FD Roosevelt  
B-1050 Brussels

<https://www.ulb.be/en/solbosch/directions>