Imprint

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As the Hoffmann Global Institute for Business and Society turns three, we reflect on the 2020-2021 academic year to share our progress in aligning INSEAD with the UN Sustainable Development Goals (SDGs). As the world attempts to move forward with the COVID-19 pandemic – with some striving for an endemic while others work towards elimination, the push for pivoting towards greener policies and efforts appears to have accelerated. Businesses, governments and communities are becoming increasingly aware and considering their options in integrating sustainability. During this period, the Hoffmann Institute remained adaptable in disseminating knowledge and engaging with its community.
Our 2020-21 Highlights

As the school celebrated the #1 MBA ranking, the academic year also witnessed our second (but first online) SDG Week with 2,500 registrants from 70 countries. Co-organized with 7 student clubs, this 3-day event discussed various topics under the umbrella of sustainability – Diversity Equity Inclusion, navigating careers in sustainability, and impact investing; even launching its first student Impact Investing Club.

As the year progressed, we scaled our partnership Le Club Les Echos Engagement Responsable, and strategically engaged with UN Principles for Responsible Management Education (PRME) with Dean Ilian Mihov elected as Chairman of the PRME Board. The Hoffmann Institute also played a key role taking part in the Sharing Information on Progress (SIP) reporting committee of PRME. We remained the major official academic partner for ChangeNOW’s annual international impact summit, which this year attracted over 55,000 participants. This partnership served to catalyze our research and we notably revealed a business biodiversity study in collaboration with BCG that aims to accelerate biodiversity integration into the strategies of large organisations.

Given that research shapes curricula, informs practitioners and real-world decisions, we continued to support and promote research on sustainability while engaging with over 32% of faculty across all 9 academic areas. We deepened and broadened our approach in producing and financing research that supports our mission. The Hoffmann Institute produced a short video with highlights from the 2020-2021 academic year.

Our Mission

Our mission is to transform business education to ensure that leaders and organisations benefit society and the environment. Our aim is to equip them to make decisions that deliver positive outcomes for business, communities, people and our planet in line with globally agreed sustainability goals. INSEAD offers a unique value proposition for delivering on this mission – our global reach, academic assets, integrated approach, and engaged community enable us to forge leaders who seek prosperity for companies, communities and the environment. We nurture diversity and cross-discipline thinking to tap into transformative potential.

To transform business education, we aim to integrate sustainability into everything that the school does. This applies to everything from its knowledge creation efforts through to its day-to-day operations. Our strategy rests on the following four pillars.

**IMPACT**
Businesses creating value and social and environmental progress

**KNOWLEDGE**
New theories, insights, and business models driving organisational profit, and social and environmental progress

**LEARNING**
Inspired, diverse and analytical leaders creating value for their organisations, and for society and the environment

**ENGAGEMENT**
Real-world impact through leaders and organisations implementing new business practices that benefit society and the environment

**WALK-THE-TALK**
A model school integrating impact in its operations and contributing to local and global social and environmental progress
KNOWLEDGE
As a management education research leader, INSEAD’s vibrant research community produces knowledge with high academic and real-world impact. By integrating business and society concerns in this research, the Institute helps inform the business world, and addresses overarching topics of sustainable models, inclusion and well-being. Eventually, this also helps us understand how to foster change within people, organisations, systems and the status-quo.

LEARNING
By providing a transformational learning experience to one of the largest and most diverse student bodies in the world, INSEAD equips future leaders to act responsibly, and drive sustainability in the business world. We ensure this by including sustainability components across all degree programmes. This integration is deepened in the MBA curriculum by engaging participants in local community impact projects, focusing a large part of their content on sustainability, and offering electives that connect to the SDGs.

ENGAGEMENT
With over 62,000 alumni across 177 countries, INSEAD is able to engage its community to generate real world impact. In order to cultivate this, engagement for impact starts within students’ clubs, community projects, in the classrooms, and eventually carries through their alumni journey, with Life Long Learning, reunions, forums and alumni associations. Alumni engagement is key to proliferating sustainability in principle and practice, as many steer global growth as leaders in business and government.

WALK THE TALK
Adding action to our words is essential in leading business education that contributes to the SDGs. We strive to do this through the integration of sustainability in every INSEAD campus, department, activity and role. Such integration translates into our commitment to lower our carbon footprint, positively contributing to local communities, and by encouraging the INSEAD community to adopt sustainable habits that align with the SDGs.
We execute our strategy through a range of activities and events – from seed-funded research projects, speaker series, SDG bootcamps, engaging webinars, student-led initiatives and various other events and avenues that serve to drive the Institute’s efforts to integrate sustainability into INSEAD.
Knowledge

During the course of the 2020-2021 Academic Year, the Hoffmann Institute:

- Engaged with and supported 1/3 of all full time INSEAD faculty members from all 9 Academic Areas
- Supported research and faculty in the publishing of 15 cases and 50 articles on sustainability
- Catalysed the disbursement of €467,000 on business and society research
- Inaugurated the Robb Case Fund for Business and Society and the Andrew Land Fund for embedding the SDGs into business education
- Inaugurated 2 Hoffmann Fellowships for Circular Economy Adoption and Food Systems and Data in partnership with the World Economic Forum (WEF)
- Increased the dissemination of Business and Society research to our 15,500 online followers

INSEAD is a leader in producing academic knowledge. At the Hoffmann Institute, a large part of the efforts consists of leveraging upon this research to inform business world efforts and address three main clusters of SDGs:

**Sustainable Models**  
Research to understand and promote sustainable production and consumption, closed loop supply chains, hybrid organisations, ethics in business, the science of humanitarian operations, sustainable finance and integrated reporting.  
Humanitarian Research Group, Ethics Initiatives

**Inclusion**  
Research to understand and promote gender balance in business; social entrepreneurship and impact enterprises; and business contributions to equity, financial inclusion and social mobility.  
Gender Initiative, Stone Centre for the Study of Wealth Inequality

**Well-being**  
Research to understand and promote business’ role in alleviating poverty; increasing access to essential needs and services such as nutritional food, medicines, birth control, and quality education; and improving health systems.  
Healthcare Management Initiative, Humanitarian Research Group
RESEARCH OUTPUTS

During the 2020-21 academic year, the Hoffmann Institute funded new research through a dedicated €467,000 allocation to the INSEAD Research and Development Committee.

In total, the Hoffmann Institute financed 16 different projects for 14 faculty via the HGIBS R&D Business & Society fund. HGIBS further supported sustainability research streams via 6 other research funds, as well as via 5 chairs and fellowships that were created after the Hoffmann Institute was inaugurated.

To build on the knowledge of sustainability and best practices, we support business and society research conducted by our faculty. A total of 65 new cases and articles addressing various topics under sustainability reached completion during the course of the 2020-2021 academic year. For details read our two stories covering sustainability cases and academic articles.

- **Projects funded in the 2020-2021 academic year by the Research and Development Committee on funding made available by the Hoffmann Institute research fund for Business and Society for a total of €467,000. This includes funding for Research Assistants and Post-doctoral Researchers:**
  - Luk Van Wassenhove. Research Assistants and Post-doctoral Researcher. The INSEAD’s Humanitarian Research Group (HRG), conduct research on different projects closely linked to multiple SDGs such as the usage of new technology in humanitarian logistics and health supply chains, fleet management, commodity supply chains, family planning, and access to essential medicines.
  - Alexandra Roulet, Dimitrije Ruzic. Outsourcing Production: Impact on Earnings Inequality and Productivity
  - Amit Bhattacharjee. Consumer Reactions to Low-Wage Labor: Can Concern for the Disadvantaged Increase Disadvantage?
  - Paulo Ibuquerke. Case Study on bol.com
  - Karel Cool. Case study on Michelin 2021
  - Amitava Chattopadhyay. CXsphere: Aligning Customer Expectation and Experience with Brands
  - Guoli Chen. Corporate Socio-political Activism
  - Ziv Carmon. The Under-Recognized Importance of Frictions
  - Nadav Klein. Causes and Consequences of People’s Misperceptions of how much Information they use when Making Judgments
  - Hilke Plassmann. Post-doctoral researcher
  - Ziv Carmon. Research assistants
  - Ella Miron-Spektor. Miracle Feet: Treating clubfoot in the community
  - Bala Vissa. Co-Founder Selection: Evidence from Mixed-Race Entrepreneurial Team Formation Attempts
  - Amit Bhattacharjee. When and Why does Self-Control Signal Moral Character? Willpower as a moral ability
  - Ella Miron-Spektor. Maio Biodiversity Foundation (FMB) at Maio Island

- **Under the umbrella of, and catalysed by the Hoffmann Institute, the following 6 funds (created after the Institute was founded) are either directly funded through the Hoffmann Institute or support delivering research on business and society:**
— **The Andrew Land Fund**, to support embedding SDGs into business education.

— **The Robb Case Fund for Business and Society** to support the writing of cases on business and society with a particular focus on diversity and inclusion, sustainable models and social impact.

— **Janssen Family Fund for research on impact investing, sustainable finance and accounting**: Pierre Hillion for developing research on the offshore British wind market.

— **The Jacques Garaialde Research Fund for Decreasing Wealth Inequality**, supports the work of the James M. and Cathleen D. Stone Centre for the Study of Wealth Inequality.

— **The Dirk Luyten Research Fund on Gender**, supports the work of the INSEAD Gender Initiative.

— **The Mirjam Staub-Bisang Research Fund**. This fund will support research streams that fall under the Hoffmann Institute’s umbrella.

- **The following 5 Chairs and Fellowships are funded from business and society funds and were created after the Institute was founded.**

  — **Hoffmann Fellowships for Circular Economy Adoption and the Fourth Industrial Revolution** – Mel Hua working with Spencer Harrison (in partnership with the World Economic Forum)
    This fellowship will investigate how the adoption of “Dirty Innovations” can facilitate the transition to a more circular economy.

  — **The Hoffmann Fellow on Food Systems and Data** – Felipe Vizzoto working with Dan Iancu (in partnership with the World Economic Forum)
    This fellowship will explore how to best leverage data analytics and technology to accelerate incentives for net-zero, nature-positive food systems.

  — **The Patrick and Valentine Firmenich Fellowship for Business and Society** – Andre Calmon
    This fellowship examines how operational excellence and innovative business models can help organisations generate positive social and environmental impact while still being profitable.

  — **The Goltz Fellowship in Business and Society** – Maria Guadalupe.
    This fellowship recognises and supports exceptional young academics working in the areas of business and society.

  — **The Bianca and James Pitt Chair in Environmental Sustainability** – Atalay Atasu. This Chair supports knowledge creation targeted at sustainable operations management, the circular economy, and extended producer responsibility.

For each of these Funds and Chairs, journal articles, completed cases, and other INSEAD working papers produced during the course of the academic year are available for consultation via the annual reports produced by the Chair and Fellowship holders.

**EXTERNAL RECOGNITION**

Felipe Monteiro, Strategy Professor, won the Ethics and Social Responsibility category award at the annual Case Centre’s Awards and Competitions 2021, for his case **Enel’s Innovability®: Global Open Innovation and Sustainability** alongside José Miguel García Benavente, INSEAD Alumnus, he explored Enel’s developments in their dual goals of sustainability and innovation.

Gianpiero Petriglieri, Associate Professor of Organisational Behaviour, won an award at the 2020 Ideas Worth Teaching Award Winner for his course entitled **Ethics: Value-based leadership for cosmopolitans**. Ideas Worth Teaching is an initiative developed by the Business & Society Program within the Aspen Institute designed to draw attention to important new ideas about the role of business in creating a sustainable and inclusive society.
Learning

The Hoffmann Institute worked to further embed sustainability across all learning with the following key results:

- 31% of core course content (ie 200 teaching hours) with a sustainability focus
- Ranked #10 in the CSR component of the 2021 Global FT MBA ranking
- Supported 3 impact organisations for Master Strategist Day
- Co-organised conversations with student clubs and Life Long Learning on diversity and inclusion, climate crisis, ethics, social entrepreneurship and more
- Launched the INSEAD-Cartier Women’s Initiative Impact programme
The MBA curriculum

While many courses are fully dedicated to business and society, the Hoffmann Institute provided specific support to the following courses:

- **October 2020 & February 2021.** The Master Strategist Day (MSD) is part of the core strategy class and was held twice during the course of the last academic year. Watch the video presentation of the MSD and Practicum. Students were presented with two cases:
  - Almouneer Diabetic Eye Care, MENA's first specialised digital service that aims to prevent and treat avoidable blindness from diabetes. Read our blogpost Business Education with a Vision
  - MiracleFeet, a US-based non-profit founded in 2010 whose mission is to eliminate clubfoot disease. Read our blogpost Supporting Children's Mobility with MiracleFeet

Teams then presented their findings in front of a panel of judges, which comprised of professors from different academic areas and the organisations’ CEOs. The Hoffmann Institute supports the case development for the MSD. See this recent case publication: Sustaining the Mission: Strategic Options to Scale Unjani Clinics NPC by 2030. The Institute also contributed to securing financial support to MSD through the creation of the Hugo van Berckel Award.

- **Business as a Force for Good Practicum:** As a follow-up to the Master Strategist Day, MBA students are given the opportunity to register for the, "Business as a Force for Good Practicum", elective in P2. Students taking this elective are asked to prepare a marketing and operations plan in support of the organizations studied in the context of the Master Strategist Day, as part of their core marketing and operations classes. Field trips are organised with the students, where they are asked to deliver their findings and strategic planning to the organisation's personnel. The Hoffmann Institute financially sponsors these field trips, however due to Covid-19 the two practicums got cancelled in 2021.

- For the second year running, INSEAD offered an SDG Bootcamp elective. Due to Covid-19, this elective was offered as an online course to students on both campuses. The ‘SDG Bootcamp’ is an intensive two-day experiential course providing students with skills and tools to find entrepreneurial and intrapreneurial solutions to the SDGs. With a focus on purpose, students work in teams to outline SDG-related problem and design solutions to address that challenge. More details here.

Other student learning opportunities

- **Business and Society Summer Tour (SSUP!):** The Hoffmann Institute co-financed, alongside INSEAD’s Digital@INSEAD, two student-led initiatives (Tech Couture and Team Foodies) to explore ways in which the entire business ecosystem addresses the SDGs through innovation, policy, strategic programs, and operational excellence. We recently published a blogpost, presenting team Tech Couture and their journey exploring the sustainable fashion industry available here.

- **Social Enterprise Consulting Experience (SECE):** The Hoffmann Institute supports this hands-on consulting experience started by 19Js that has helped social enterprises in the INSEAD network generate value, and amplify impact through short-term consulting projects. Read the blogpost here as 5 MBAs share their summer project takeaways.

- **INSEAD Venture Competition (IVC):** The Hoffmann Institute also sponsored the social impact prize for 42nd INSEAD Venture Competition (IVC) held by the Rudolf and Valeria Maag INSEAD Centre for Entrepreneurship. The INSEAD Venture Competition (IVC) is the flagship entrepreneurship experience for all current degree programme participants. Running twice a year, this event represents a natural and exciting step in the development of INSEAD entrepreneurial students’ ventures, allowing them to pitch their start-up concept and business model. This year, the Hoffmann Institute supported team Lulu as they sought to develop an
artificial intelligence that can be integrated into assistive technology to empower people with communication disabilities. Read the story here.

- **Facilitating Student Internships**: The Institute actively collaborates with the Career Development Centre to support the recruitment of our MBA graduates for full-time job opportunities and summer internships in impact organizations which generate positive societal and environmental impact.

**Executive Learning**

**INSEAD Social Entrepreneurship Programme (ISEP)**: Now under the umbrella of the Hoffmann Institute and led by Academic Director Jasjit Singh, the 14-year-old programme counts a network of 800 graduates in more than 80 countries. During the 2020-2021 academic year, this *six-day programme* which was scheduled to take place on our Europe and Asia campuses was forced to be cancelled due to the Covid-19 crisis. It will be running again as an online programme in the Fall 2021.

**Cartier Women’s Initiative / INSEAD Women Impact Entrepreneurship Programme**: This program is a multi-month learning journey tailored for the Cartier Women’s Initiative fellows - all female socio-entrepreneurs. It combines online classes focusing on impact in action, enable women thriving and circularity with virtual coaching sessions and ISEP. The programme is designed to equip Cartier Women Initiative Fellows with the insights and tools they need to successfully grow their business and build their leadership capacities with maximum contributions to the UN Sustainable Development Goals (SDGs).

**Lifelong Learning**

The Hoffmann Institute continued to play an active role in INSEAD’s Lifelong Learning initiatives. Videos are available to our alumni community via INSEAD account here.

The Hoffmann Institute organised 4 conversations in collaboration with the Lifelong Learning team in addition to our other online events listed in the Engagement Chapter of this report:

- **Mission above Strategy**: The Essilor Story 'Business & Society, with Hubert Sagnières (MBA86J), Vice President, Directeur Général Délégué, Essilor moderated by Katell Le Goulven
- **Our Financial Values in the Face of the Climate Crisis: A Conversation with Mark Carney**, moderated by Katell Le Goulven and in collaboration with the INDEVOR Club, Environment and Business Club, The INSEAD Student Impact Fund
- **Ambition Net Zero** - The complexity of carbon neutrality, with Jane Stevensen MBA’88D, founding director, JS Global, moderated by Vinika Rao
- **Learning How to be an Ally for Black Colleagues**, with Stephanie Creary, Assistant Professor of Management, Wharton, moderated by Zoe Kinias
Engagement

To engage its community and beyond, the Hoffmann Institute ran 36 online events engaging with over 13,000 participants during the 2020-2021 academic year

- Launched our Mission to Change podcast series
- Held the second SDG Week with 2,500+ sign-ups from 70 countries
- Co-organized the Les Conferences de l’INSEAD series
- Supported INSEAD’s second Community Impact Challenge engaging over 5000 participants from 100 countries
- Held online conversations in partnership with the WEF and the ChangeNow Summit
- Produced 26 blog posts and registered a significant increase of our social media followers
During the academic year 2020/2021, the Hoffmann Institute launched the Mission to Change podcast series and ramped up our online content production and presence. We consolidated existing partnerships, organized the second edition of SDG Week and joined ChangeNow for a series of high profile discussions on Business and Society topics, and we continued to support the very successful Community Impact Challenge.

**Mission to Change podcast series**

To uncover the stories and personal journeys of people behind business as a force for good, we launched our podcast series – Mission to Change! In our first season we met changemakers who transformed business for good from the top, from within, and from the outside of companies as well as entrepreneurs. They operated in the Americas, Europe, Asia, and the Middle East. They worked in eyecare, healthcare, fashion, and the publishing industry. They showed us that one can make a difference in all industries, any region, and from whichever position one has. Mission to Change is hosted by Katell Le Goulven and these 5 episodes are available for listening [here](#).

**Fostering and Scaling Existing Partnerships:**

- **5-7 October 2020:** The Hoffmann Institute participated in the [European Investment Bank Institute's Social Innovation Tournament](#). INSEAD has been a partner in both the training and capacity building activities, as well as the selection of the finalists and those who are awarded the prize are welcomed into the INSEAD Social Entrepreneurship Programme.

- **20 January 2021:** For the third year in a row, INSEAD partnered with SDG Tent alongside the [World Economic Forum](#), this time - virtually. Partners of the SDG Tent convened leaders for discussions that encourage business and society to explore sustainable solutions in line with the UN SDGs. The online SDG Tent launched with a panel "No SDG left behind: driving bold business action for a fair and sustainable world" featuring partners Geraldine Matchett, Co-CEO, Royal DSM, Katell Le Goulven, Executive Director, INSEAD Hoffmann Institute, André Hoffmann, Chairman of InTent and Vice-Chairman of Roche, Svein Tore Holsether, President and CEO, Yara International and Damon Jones, Chief Communications Officer, P&G.

- **28 April 2021:** INSEAD hosted a panel discussion "Access to medicines in emerging markets; how executives and investors can help" in partnership with InTent to discuss the progress so far in ensuring access to health products for under-served populations worldwide. Joining the conversation were André Hoffmann, Co-Founder of InTent and Vice-Chairman of Roche, Jayasree K. Iyer, Executive Director, Access to Medicine Foundation, Karianne Lancee, Director, Sustainable and Impact Investing, UBS Asset Management moderated by Prashant Yadav, Affiliate Professor of Technology and Operations Management from INSEAD. Read our story [here](#).

- **27-29 May 2021:** As the major Academic Partner at the [ChangeNOW Summit](#) for the third year in a row, the Hoffmann Institute convened a distinguished group of speakers for a total of five sessions over three days, including two keynote addresses by Mark Carney, UN Special Envoy on Climate Action and Finance (27 May), and Inger Andersen, Under-Secretary-General of the United Nations and Executive Director of the UN Environment Programme (28 May). The 2021 edition of the ChangeNow Summit was attended by 55,000 visitors from 167 countries.

- The Hoffmann Institute together with BCG also revealed a business [biodiversity study](#) that aims to accelerate biodiversity integration into the strategies of large organisations.

- Other sessions included:
  - "Why Women are Powerful Agents of Change" with INSEAD Professor Zoe Kinias and Head of Cartier Women's Initiative, Wingee Sampaio.
  - "Climate Budget Session" moderated by Executive Director of the INSEAD Gender Initiative, Vinika Rao, with a keynote address by Chad Frischmann, Coalition-builder and Systems Strategist for Project Drawdown, and a fireside chat with Ambroise Fayolle, Vice President of the European Investment Bank.
— “Creating New Coalitions” moderated by Hoffmann Institute’s Executive Director, Katell Le Goulven featuring two panel discussions. Monica de Virgiliis, Chapter Zero France; Gilles Vermot Desroches, Senior VP, Corporate Citizenship & Institutional Affairs, Schneider Electric; Augustin Boulot, Executive Director at B Lab France on “Accelerating the Momentum toward Climate Governance” moderated by Sonia Tatar, Executive Director INSEAD Corporate Governance Centre and Family Business; along with Abul Kalam Azad, Special Envoy of the Climate Vulnerable Forum (CVF), and Andrew Higham, CEO of Mission 2020.

— “Product Lifecycle and Circular Design” panel featuring INSEAD Professor Spencer Harrison. Read our wrap up story here.

* The Hoffmann Institute partnered with the *Tommy Hilfiger Fashion Frontier Challenge (THFFC). The mission of the THFFC is to bring the innovation and creativity of early-stage entrepreneurs, together with the company to address some of the most persistent challenges facing the fashion industry from equitable and sustainable sourcing, and healthcare for those who work in the industry, to inclusive design and marketing. Held virtually this year, the THFFC, in collaboration with INSEAD faculty Adrian Johnson and a panel of judges comprised of Tommy Hilfiger, ISEP graduates and INSEAD MBA alumni, used Hans Wahl’s pioneering 7 filter process to select from approximately 50 projects with a social and environmental dimension.

* 26 May 2021: Cartier announced the names of the eight Laureates of the 2021 edition of the *Cartier Women’s Initiative Awards* which concluded three days of virtual gathering on the theme of “the ripple effect”. For this 2021 edition, the Cartier Women's Initiative program aimed to explore how to create and sustain the ripple effect ignited by these women changemakers, thus paving the way for a better world for future generations. The 8 laureates were selected by an independent international jury committee amongst 876 applicants from over 142 countries. The winners of the 2021 edition all share an unwavering commitment to generating positive change in the world by answering to the UN Sustainable Development Goals of promoting good health & well-being, reducing inequalities and encouraging climate actions as well as responsible consumption and production. Now in its 15th year, the Cartier-INSEAD partnership is at the core of this unique award programme, and we further developed our partnership with Cartier to offer a human capital journey to all Cartier Women’s Initiative fellows by kick starting the INSEAD-CWI impact programme.

* 3-5 November 2020: The second edition of *SDG Week* was a three-day event, organised by the Hoffmann Institute, and brought leaders working on the SDGs together with INSEAD students, staff and faculty. The week featured 7 online conversations in this student-led event discussing sustainable impact investment, climate action, diversity and inclusion, and impact entrepreneurship. Read our full story, and watch the recorded sessions. Covering the school’s Europe and Asia campus, these online interactive sessions attracted over 2,500 registrants.

* The Hoffmann Institute renewed its partnership with Les Echos, one of the most credible financial publications, and kicked off a new series of discussions as part of the Club on Responsible Engagement. The *Club Les Echos Engagement Responsable* was inaugurated with the Hoffmann Institute as a key partner along with Olivier Wyman and Favart in January 2020. This second season was marked by three online conversations with some of the most engaged CEOs in Europe:

  
  
Hoffmann Institute, through this partnership, provided complementary subscriptions for the magazine to INSEAD staff and faculty.

- **In April 2020**, INSEAD with the support of the Hoffmann Institute became a member institution of the United Nations Academic Impact (UNAI). UNAI is a network of 1,400 academic institutions, think tanks, students, researchers and educational partners working with the United Nations to promote sustainable development. This partnership provides students with more information about job opportunities in the UN, and helps join forces across academic institutions through information sharing both on the website and via newsletters.

**Les Conferences de l’INSEAD:**

The Hoffmann Institute co-hosted Les Conferences de l’INSEAD online. This series was created by Professor Henri-Claude de Bettignies 34 years ago. The conferences are normally held in person on our Europe campus, but had to be moved online because of Covid-19 sanitary restrictions. Open to our local community and conducted in French, the 5 conferences, led by Professor Henri-Claude de Bettignies, offered a diversity of views on complex subjects from climate change to the future of the labour market after COVID-19. Explore the conferences and watch the recordings [here](#).

**Session details:**

- 7 January, 2021. **Energie et climat pour demain, relance et finitude : quels scénarios après les crises ?**
  - Jean Mark Jancovici
- 21 January, 2021. **Pandémies, signaux d’alerte pour l’environnement : la nature se venge t’elle ?**
  - Frédérique Keck
  - Bertrand Badré
- 11 February, 2021. **La montée des Titans technologiques et géopolitiques : quelles conséquences pour le monde d’aujourd’hui et de demain ?**
  - Charles Edouard Bouée
- 4 March, 2021. **Marché du travail bouleversé et inquiétudes : comment penser l’emploi de demain ?**
  - Alexandra Roulet

**Other Speaking Engagements**

The Hoffmann Institute ensured a strong online presence throughout the academic year taking part in the following events:

- 5 October, 2020. **Climate Change: How to Create a Changemaker Mindset from the Top and the Bottom** featuring Laurence Tubiana (CEO of European Climate Foundation) in collaboration with ChangeNow
- 4 February, 2021. **Women in the Digital Economy (WIDE)** - organised by Social Builder ‘Reinventing for Good’ with the participation of Katell Le Goulven
— 11 February, 2021. ‘**BB4BS - Behavioral and Brain Research for Society and Business**’, Inaugural 3-part faculty research seminar series directed by Hilke Plassmann in collaboration with the Hoffmann Institute. Details available [here](#).

— 31 March, 2021. ‘Prix “Ethics & Trust in Finance for a Sustainable Future” Webinar, session details [here](#)

— 14 April, 2021. Social Intrapreneurship from theory to practice in partnership with Yunus Social Business featuring Professor Jasjit Singh, moderated by Katell Le Goulven

**Alumni Engagement**

**INSEAD Community Impact Challenge (CIC)**: In 2019, the Hoffmann Institute successfully incubated alongside a team of alumni, the first CIC, which aimed to mobilise our global community as a transformative force for societal progress, by tackling the issue of plastic pollution. Following the success of this first edition, the Hoffmann Institute partnered with the CIC in 2020 for the Sustainable Foods Habits Challenge, engaging over 5000 members of the INSEAD community from 100 different countries. Learn more [here](#).

**INSEAD Alumni Life Long Learning (LLL)** As mentioned in the Learning section of this annual report, the Hoffmann Institute partnered with INSEAD Alumni Life Long Learning (LLL) to help curate impactful online learning experiences for alumni throughout the year on the topics related to business and society.

**23-24 April, 2021.** INSEAD Alumni forum Katell Le Goulven joined Pavan Sukhdev for a Fireside chat on From Profit Accounting to Impact Accounting. Katell Le Goulven also took part in a “You Ask, We Answer” session alongside our Dean of Degree Programs, and Associate Dean of Advancement.

**May 5, Hoffmann Institute Donors event.** Deputy Academic Director Mark Stabile, and Executive Director Katell Le Goulven, met donors to provide updates on the work of the Hoffmann Institute as it brings INSEAD closer to its mission to champion business as a force for good.

**12-14 July 2021.** HGIBS took part in the NBS Sustainability Centres Community Workshop, an event bringing together leaders of sustainability and responsibility centres from business schools and universities around the world to discuss shared challenges and opportunities.

**External Communication**

**Video Newsletters.** To continue monitoring and reporting on its activities, the Hoffmann Institute continued to run its series of quarterly updates in a compact and engaging manner with the INSEAD community through a video newsletter, with Katell Le Goulven counting down the quarter’s progress in 60 seconds. Watch our wrap up video with [highlights from the 2020-2021 academic year](#).

— **10 December 2020:** As 2020 drew to an end, we looked forward to a healthier and hopeful 2021 and shared our [updates](#) for the first quarter.

— **11 March 2021:** From Les Conferences de l’INSEAD to our UN PRME report, explore the [updates](#) of the second quarter.

— **16 June 2021:** Before we began to slow down for the summer break, we looked at the [developments](#) from the third quarter.

— **22 September 2021:** The last quarter of the academic year, we reflected on the [progress](#) from the fourth quarter.

**Sustainability Stories.** During the 2020-2021 Academic year, the Hoffmann Global Institute for Business and Society published 26 stories with an average of two stories per month documenting INSEAD’s progress on sustainability.

— **9 September 2020:** *Discussing Business and Society at INSEAD’s Summer Learning Festival.* Over 2,000
live participants for a total of 7 sessions, with the Hoffmann Institute curating the business and society sessions.

— **13 September 2020:** *INSEAD at UN Global Compact 20th Anniversary Leaders' Summit and Virtual PRME Global Forum.* INSEAD’s involvement in driving responsible business education in line with the opening of the 75th UN General Assembly session.

— **7 Oct 2020:** *Business Education with a Vision.* 2019 Master Strategist Day where over 500 MBA students supported Almouneer in preserving the vision of diabetic patients in the MENA region.

— **12 Oct 2020:** *A Boost in Realistic Hope: Optimism in the Age of COVID-19.* Takeaways from speaking to Laurence Tubiana on the benefits of creating positive loops of action on climate change in politics and business and society.

— **21 Oct 2020:** *Hands-On Consulting for Social Enterprises.* 5 MBAs from the Social Enterprise Consulting Experience team share their summer project takeaways.

— **27 Oct 2020:** *A Summer of Impact Assessment.* 7 MBA students look back at their involvement in impact assessment over the summer.

— **11 Nov 2020:** *Harnessing Solar Energy in Rwanda.* INSEAD Alumni Force for Good Award 2020 winner, Bart Hartman (MBA’87), shares his entrepreneurial journey of solar energy in Africa.

— **18 Nov 2020:** *Driving Global Goals Online with SDG Week 2020.* A recap of the second (but first virtual!) SDG Week.

— **2 Dec 2020:** *Lighting Up Children’s Future with INSEAD’s Project Shine On.* Combining social impact with sustainable energy in the Philippines.

— **13 Dec 2020:** *Cooking Up Sustainable Food Habits at INSEAD.* How INSEAD and its catering partner have encouraged sustainable food habits on campus.

— **20 Jan 2021:** *Maximising Social Impact Amidst the COVID-19 Pandemic.* Master Strategist Day where 21J’s supported Banlieues Santé in their work.

— **10 February 2021:** *Social Impact at INSEAD.* A brief look at INSEAD’s journey with sustainability, social impact and milestones over the years.

— **2 Mar 2021:** *Sustainable Conservation in the Wild.* Exploring the engagement between Peace Parks Foundation and INSEAD’s 20D MBA students for World Wildlife Day.

— **23 March 2021:** *INSEAD Conferences Revisited.* The history, success, and recap of the first fully online lectures of the conferences.

— **6 April 2021:** *Supporting Children’s Mobility with MiracleFeet.* On World Health Day, a reflection of how over 600 students supported MiracleFeet’s mission to eliminate clubfoot disease.

— **21 April 2021:** *Revitalising Our Earth One Community Challenge at a Time.* Ebru Carter from the Community Impact Challenge team shares her thoughts for Earth Day.

— **26 April 2021:** *Ethics in the Age of Digital Finance.* Virgile Perret from Observatoire de la Finance discusses ethical opportunities and challenges in the digitalisation of finance.

— **11 May 2021:** *The Impact of INSEAD’s Impact Investing Club.* Reflecting on the achievements of the school’s first student impact investing club.

— **2 June 2021:** *Access to Medicines in Emerging Markets.* How executives and investors can ensure underserved populations have access to health products in emerging markets.
— **9 June 2021:** *From Profit Accounting to Impact Accounting.* Katell Le Goulven and Pavan Sukhdev explore which sustainability reporting standards, frameworks and networks should be adopted.

— **21 June 2021:** *Three Days of Collaborative Action at the ChangeNOW Summit 2021.* A snapshot of the ChangeNOW Summit, where INSEAD was the major academic partner.

— **30 June 2021:** *Harnessing AI for Healthcare in Rwanda.* INSEAD Alumni clubs exploring the scalability and sustainability of digital healthcare in emerging markets.

- **Social Media.** The Hoffmann Institute's online efforts resulted in an online community of over 15,500 followers on social media (LinkedIn: 4,475 followers, Twitter: 4,228 followers, Facebook: 6,856 followers)

- **YouTube.** The videos of our events, partnerships and collaborations discussing business and society topics received over 55,000 views.

- **Newsletter.** To stay updated on our progress and developments, over 1,200 subscribers have chosen to receive our quarterly newsletter during the 2020-2021 academic year.
Walk the Talk

To drive and monitor the integration of sustainability into the school's operations, the Hoffmann Institute:

- Published the INSEAD UN PRME report and Sustainability report
- Earned an EcoVadis silver medal and scored 63/100 (an increase from 38/100 in 2014)
- Integrated sustainability into INSEAD’s first Procurement Policy

In order to drive long-term, sustainable efforts that contribute to the SDGs, we need to integrate them into our own operations. During the 2020-2021 academic year, we published our UN Principles for Responsible Management Education (PRME) report, allowing us to assess our sustainability achievements against the UN PRME principles.

- **Published the INSEAD UN PRME report and joined their committee to review reporting business school impact.** PRME is a voluntary initiative with over 800 signatories worldwide, and is a PRME is a United Nations-supported initiative that aims to raise the profile of sustainability in business schools around the world and equip today's business students with the understanding and ability to deliver change tomorrow. Read our report, the interview, and more about the PRME SIP Impact Sub-Committee. Ilian Mihov, Dean of INSEAD and Academic Director of the Hoffmann Institute is currently serving as the Chairman of the UN PRME Board with Katell Le Goulven actively engaged in the PRME SIP Committee.
• **INSEAD’s EcoVadis 2020 ratings:** EcoVadis is a business sustainability rating agency. Since 2014, the school has participated in the EcoVadis sustainability assessment. The Hoffmann Institute has now taken the lead to compile the data for this assessment on behalf of the school. The assessment provides guidance on specific areas and practices the school should prioritise in order to improve the sustainability score. The school scored 63/100 in the 2020 EcoVadis assessment, in the top ten percent of all ranked organisations. The school will be reassessed in the coming months and will communicate its score.

• **INSEAD Sustainability Report:** The Hoffmann Institute is finalizing the “INSEAD Sustainability Report: Academic Years 2018/2019 through 2019/2020”. This report will be published and will detail the initiatives and contributions to all aspects of sustainability. As for previous reports we will be submitting the report for certification by the Global Reporting Initiative (GRI), the world’s most widely adopted global sustainability reporting standards. The report will notably include SDG mapping against these standards, highlighting the alignment with the SDGs and the potential to point INSEAD business education toward positive social and environmental impact.

  The report is organised around the Institute’s pillars – Knowledge, Learning, Engagement and Walk the Talk. We use this structure to build strategies, set objectives and change the way we conduct business. The reporting process integrates multiple stakeholder views from all departments across the school and highlights our impacts as they align with the reporting standards. The production of the report is overseen by a steering committee that consists of the heads of all relevant departments, including the deans and senior leadership. The methodology used for this reporting process is designed to integrate internal stakeholder views from all departments. Faculty and staff also have the GRI standards available to them for sustainability reporting. Making the sustainability journey at INSEAD a success is a team effort built on the GRI standards.

• **Regular Cross-departmental meetings:** the Hoffmann Institute aspires to operate in a fully integrated manner with all departments. For the past two years, the Hoffmann Institute chose to host cross-departmental meetings opened to and attended by other departments (Research, Advancement/Alumni relations, Degree Programs, Executive Education, and Communication departments) to foster information sharing, catalyse collaboration and enhance integration. The Covid-19 crisis disrupted these meetings before they moved online.
Our eight Advisory Board members play an important role in shaping the strategic positioning of the Institute, and have accepted regular invitations to participate in our Advisory Board meetings, and as guest speakers at various on-campus events, webinars, and more.

Advisory Board meetings were held on the following dates throughout the 2020-2021 academic year:

- **October 28, 2020**, via Teleconference
- **June 24, 2021**, via Teleconference
Throughout the 2020-2021 academic year, and as part of our long-term mission and strategy to transform business education, the Hoffmann Institute is focusing its efforts on leveraging research to inform the business world about taking action to address three main clusters of SDGs (Sustainable Models, Inclusion, Wellbeing): Five INSEAD research Centres and Initiatives are actively collaborating with the Hoffmann Institute to address this agenda. The following highlights for the 2020-2021 academic year were provided by these five research centers and initiatives.

James M. and Cathleen D. Stone Centre for the Study of Wealth Inequality

The James M. and Cathleen D. Stone Centre for the Study of Wealth Inequality was founded in 2017, to serve as a venue for the research and teaching of income and wealth inequality issues in a business school environment. By convening an interdisciplinary team of scholars from across INSEAD, the Centre aims to generate new insights about inequality and harness the power of business to solve them. Its stated goal is to connect the lab with the classroom to ignite new ideas; spur discourse and debate; shape business education; and inspire leaders to take action. This is done through research, and the support of fellows who conduct research at the forefront of knowledge creation in the area of wealth inequality.

The Centre is directed by Mark Stabile (also the Deputy Academic Director of the Hoffmann Institute), Professor of Economics and Stone Chaired Professor in Wealth Inequality. During the course of the 2020-2021 academic year, the Stone Centre supported two postdoctoral and one pre-doctoral fellows. Their research focused on income and wealth distribution, income and wealth inequality and economic development in east and south Asia, as well as inequality and mental health. The Centre hosted a series of brown bag seminars for fellows to share their ongoing research projects and solicit feedback from area colleagues.

Courses with inequality content continue to garner significant interest from MBA students. Business and Society: Business and Public Policy is a core course focused on the role of public policy and how it affects business and society, as well as how business can and should act with care for the greater societal well-being, with one extended session dedicated to wealth and income inequality. Wealth and Income Inequality and the Future of Business is an elective course that aims to understand the causes, consequences, and solutions to rising inequality worldwide over the past 20 years. Given the current COVID-19 crisis, the course has been postponed to May 2022. A new module on inequality in China is currently under development and will be incorporated into the elective. In addition, issues of poverty and inequality are being integrated into other core courses through focused project work. For example, the Centre supported the development of case studies on the impact of the U.S. Affordable Care Act on health inequalities, role of tax policy in the context of growing power of global technology companies, antitrust tactics of tech giants and competition policy, and environmental conservation and community development.

Mark Stabile was invited to give lectures at Friends of Europe Young leaders (who will be hardest hit by COVID-19 and how economic crisis affect inequalities), Les Rencontres Economiques (growth across various dimensions of inequalities including income and wealth and their consequences), The Century Foundation, University of Toronto, Hospital for Sick Children Toronto, Grand Rounds, and Child Poverty Action Group.
Several projects are currently underway by Stone faculty and postdoctoral fellows, including: Evolution of income and wealth inequality in Hong Kong between 1981 and 2020 using national accounts, household surveys, fiscal data, wealth rankings and election polls; income inequality trends in Chile between 1964 and 2017; studying the relationship between land inequality and environmental degradation by combining multiple datasets in order to document land inequality, modes of agricultural production and land degradation over the last several decades along with the impact of land inequality on environmental degradation; exploring attitudes towards inequality among the rich to inform policy aimed at increasing the level of redistribution in society; understanding human consequences of automation and globalization: disintegrating social cohesion resulting from inequalities in job opportunities and income, and evaluating how to support those who are "left behind", including policy solutions such as basic income; understanding the role of firms in the gender wage gap over time; and examining implications of investor gender for success of female entrepreneurs.

**Humanitarian Research Group (HRG)**

INSEAD’s Humanitarian Research Group (HRG) promotes the science of development and relief operations through impactful practice-based research in line with the UN Sustainable Development Goals. The group is directed by Professor Luk Van Wassenhove. Professor Prashant Yadav joined HRG’s core team in the academic year 2019-2020.

HRG’s core team consists of about 8-10 researchers, including visiting PhDs and faculty/scholars, working on a large number of research projects with multiple organizations. The group works closely with organizations like the World Food Program, UNICEF, Médecins Sans Frontières, Fleet Forum, Marie Stopes International, J&J, and many research groups around the world. Part of HRG’s work is financed by funds from the Hoffmann Institute, the rest by external funding.

The group works closely with faculty and PhD students in the Technology and Operations Management (TOM) area. HRG’s wider research team includes six INSEAD PhD students, and 4-6 faculty participate in projects on average. Current collaboration includes research on health supply chains and usage of new technology, commodity supply chains, and funding in humanitarian operations.

HRG strives to consistently create high-quality output with practical relevance. Output over the period 2020-2021 has led to the development of numerous high-quality cases, papers submitted to top journals, and other types of deliverables. All publications can be found on the group’s website (https://www.insead.edu/centres/humanitarian-research-group).

Furthermore, HRG has written numerous articles on the Covid-19 pandemic, which were published in different high-quality outlets (see https://www.insead.edu/centres/humanitarian-research-group/covid-19-insights) and maintains a series of vignettes on humanitarian logistics, aimed to reflect upon the complex nature of humanitarian problems.

HRG has also been active in organizing international conferences including the Humanitarian and Health Logistics Conference (with MIT and Georgia Tech) and the Fleet Forum Conference. It has presented its work at all important academic conferences and organized streams and sessions on the subject. Details on HRG’s output and activities can be provided upon request to complement this short activity report.

**INSEAD Gender Initiative**

Developing gender balance, along with all other elements of Equity, Diversity and Inclusion, is priority at INSEAD. Under the directorship of Zoe Kinias, Associate Professor of Organisational Behaviour & Academic Director of the INSEAD Gender Initiative (IGI), and Vinika Rao, Executive Director IGI, the initiative works internally at INSEAD and with external partners and stakeholders. IGI involves women and men in the drive towards empowering women and building gender balance to allow organizations and nations to benefit from the social progress and
economic development that will follow. The initiative works closely with INSEAD faculty to integrate gender-balance across all programmes to foster a more inclusive environment. It maximises reach and awareness by working closely with students and executives while they are on campus and into their alumni journey, providing them with practical knowledge to become effective champions for gender diversity and inclusion.

IGI has partnered with the Hoffmann Institute in general, held joint events involving INSEAD faculty, academic partners, senior alumni and corporate leaders, and collaborated on specific initiatives to understand the negative impact of the Covid-19 pandemic on gender balance.

Working closely with INSEAD faculty to integrate gender-balance issues across all programmes, IGI fosters a more inclusive environment, and maximises reach and awareness by working closely with students and executives while they are on campus, and into their alumni journey, providing them with practical knowledge to become effective champions for gender diversity and inclusion. Three runs of the INSEAD Gender Diversity online programme (IGDP) attracted senior global corporate participants and was successfully customized for a company specific programme. An elective on 'Diversity, Equity & Inclusion' for MBAs and MIMs was taught by Professor Zoe Kinias.

The IGI participated in multiple conferences and conversation to discuss and highlight the latest research, ideas and innovative projects that shed light on policies and practices that can inform and shape organizational culture in a gender-positive manner. From discussing how to develop Diversity, Equity and Inclusion as part of SDG Week 2020, speaking about motivating women's empowerment at the 2021 ChangeNow Summit, to engaging with INSEAD Women in Business clubs, the initiative has taken steps to continue to maximise awareness for IGI and its mission.

To continue sharing the knowledge and research, five articles were written and published on INSEAD Knowledge on the importance of developing gender balance, and ways to achieve this.

For further details on publications and events visit Gender Initiative | INSEAD

Healthcare Management Initiative

The Healthcare Management Initiative (HMI) inspires current and future leaders to tackle healthcare challenges through innovative approaches with to make health systems more efficient and sustainable around the world. The Centre is directed by Stephen E. Chick, Professor of Technology and Operations Management and the Novartis Chaired Professor of Healthcare Management.

HMI faculty teach several MBA elective courses: 'Creating Value in Health,' explores the complexity of healthcare delivery, including possible challenges, implications and solutions for the health care value chain; 'Pharmaceutical Marketing' provides context of the pharmaceutical industry, decision-making during different phases of the product cycle, and ways to ensure effective marketing in the industry; and 'Healthcare Markets and Policy' explores the role of government policy in health care, and how these policies affect the relationship between health care costs and business competitiveness. In addition, the Centre supported the third run of the Business as a Force for Good Practicum elective, which was offered through a remote collaboration with Unjani Clinics NPC. Unjani is a chain of primary clinics providing affordable and accessible healthcare in South Africa. This year's students helped Unjani explore a funding model recommended by INSEAD students during INSEAD's previous engagement with the organization. Unjani is in the process of implementing a "blended funding" strategy that will serve as the core financing engine allowing the organization to scale its network to 1,000 clinics over the coming decade.

The Centre engaged with alumni and external stakeholders on a number of webinars throughout the year on topics such as role of analytics in medical diagnostics, interpretability of analytics in healthcare operations, reimbursement schemes and incentives for hospitals, and cultivating optimism to address healthcare challenges.
Faculty research is multi-disciplinary and organized around three primary themes addressing the evolution of the healthcare landscape: business science (e.g. process and supply chain design and business model innovation); social policy (e.g. exploring role of socioeconomic factors on public health outcomes); and consumer decision-making (e.g. evaluating impact of marketing on consumer health choices).

This past year's work includes research on adaptive designs to improve the design and operation of clinical trials with the aim of making the health technology adoption process more value-based, development and implementation of health care simulation software to inform health care policy decisions for infectious diseases and vaccination program models, economies of scale and scope of general hospitals and implications for growth strategies, accuracy of gatekeeping decisions in emergency departments and choices for patient discharge or admission to the hospital, barriers to access to childhood cancer medicines, inventory management practices in private healthcare facilities in Nairobi, obesity and responsiveness to food marketing before and after bariatric surgery, and effects of snack portion size on hunger, eating, enjoyment, and perceived healthiness among children. Research on COVID-19 focused on urgent needs for low- and middle-income countries for COVID-19 vaccines and therapeutics; corrective COVID-19 misinformation, and the need for global coordination of pharmacovigilance for COVID-19 vaccine deployment.

HMI faculty participated in several events and seminars throughout the year at INFORMS Healthcare 2021, Royal Statistical Society 2021 International Conference, Global Syncup to Compat Epidemic, Winter Simulation Conference 2020, Naval Postgraduate School, SMU Cost School of Business, and University of Michigan.

Several other pedagogical material such as case studies were published on a range of topics including the treatment of clubfoot disease with the use of technology in children in low-income countries, U.S. affordable care act and path to universal health coverage, universal health coverage in Kenya, applications of data intelligence in medical diagnostics in Europe, and use of digital health in outpatient care delivery in India.

**INSEAD Sustainable Operations Initiative**

The INSEAD Sustainable Operations Initiative is a Technology and Operations Management (TOM) area initiative focused on sustainable operations research in line with the UN Sustainable Development Goals. Started in 2019 with the Hoffmann Institute’s support budget to TOM faculty members working on sustainability, the initiative includes Professors Atalay Atasu, Dan Iancu, Andre Calmon, Sameer Hasija, Enver Yucesan, and Luk Van Wassenhove. It also works closely with researchers and PhD students in the TOM department.

Consistently striving for high-quality output with practical relevance, the initiative’s members actively engage with practice. Its current activities include five projects, research papers and non-academic articles, and four published teaching cases:


- **“Cocoa Sustainable Production and Consumption”** (Andre Calmon, Dan Iancu, Luk Van Wassenhove, and Postdoc Andreas Gernert) – sustainable solutions to tackle problems plaguing the cocoa value chain. A paper is in preparation and several cases have been written.

- **“Photo-Voltaic Panel Recycling”** (Atalay Atasu, Luk Van Wassenhove, and PhD student Clara Carera) – the fast technological development of solar panels leading to premature replacement. A research paper is close to completion, and an article was published for HBR.

- **“Circular Economy”** (Atalay Atasu, Luk Van Wassenhove, and PhD students Ece Gulersiller and Clara Carera) – linking conceptual ideas of the circular economy to the realities of research outcomes. An HBR article to be published soon, and numerous cases on the circular economy have been developed for teaching.
• **Partnership with ICRC (Red Cross) and their Climate Change Group** (*Atalay Atasu and Luk Van Wassenhove, with other colleagues*) – development of a long-term alliance with ICRC/IPCC for research, guest lectures, joint workshops and other collaborations.

• **Teaching cases** (*Atalay Atasu, Andre Calmon, and Luk Van Wassenhove*) – series of cases in the process of completion, covering work with EcoVadis, EMMA, a Turkish blue jeans manufacturer, and a beverage firm.

There are various other developments taking place involving several faculty members, research personnel and PhD students, on which more information can be provided upon request.
In August 2018, INSEAD announced a landmark gift from André Hoffmann MBA’90D and his wife Rosalie that established the Hoffmann Global Institute for Business and Society. INSEAD decided to refer to them in the name of the Institute to acknowledge the support by the Hoffmann family.

On the occasion of the formal signing, Mr. Hoffmann said, "Transformational change towards true sustainability will not take place without a new generation of leaders who are willing and able to change the status quo. This Institute is poised to help future leaders understand the importance of societal and environmental returns alongside the traditional financial approach, creating shareholder value while lifting up people and protecting our planet."

Established to bring fresh perspectives and innovative solutions to the most intractable global issues that threaten our sustainable future, the Institute will pursue initiatives on INSEAD campuses in Europe, Asia and the Middle East, and help INSEAD lead transformation of business education. A key principle of the Institute is to work in an integrated manner with all aspects of the school to infuse sustainability into its operations, while highlighting INSEAD’s efforts in these areas.

**Sustainability has a long history at INSEAD.** For 60 years, INSEAD has played an important role in developing responsible business leaders. In 1968, INSEAD was one of the first business schools to graduate women from our programme. The roots of INSEAD research on environmental resources management, business ethics and humanitarian initiatives go back to the late 1980s.

In 1989, INSEAD established the Centre for the Management of Environmental and Social Responsibility (CMER). One of the first formal mechanisms in the school to examine social responsibility, the CMER existed until 2005.

As the school grew and developed, so did our research and teaching in sustainability-related areas. **Our Humanitarian Research Group was established in 2002** to identify best practices in disaster preparedness and response coordination.

**The INSEAD Social Innovation Centre (ISIC), created in September 2007.** ISIC was established to bring together different experts and research streams, communicate our expertise and become a resource for business leaders and students, and mainstream these issues into INSEAD education to reflect the changing business environment.

The school established a **Gender Initiative in 2008** and features centres and initiatives that research topics such as wealth inequality, healthcare management, family enterprise and social entrepreneurship. Since the concept of sustainability emerged, research and teaching on related topics were managed in a decentralised way, anchored in operations and decision-making processes of school departments.