

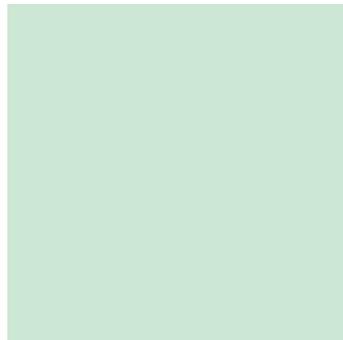


Hoffmann

Global Institute for Business & Society



Annual Report



Academic Year 2018/2019

Imprint

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Foreword



On April 9, 2019, the Hoffmann Global Institute for Business and Society inaugurated its new premises in the INSEAD Plessis Mornay Executive Building, in the presence of patron André Hoffmann, MBA'90D, Dean Ilian Mihov, staff from across departments as well as the team from campus services who contributed towards physically building the space.

Speaking at the inauguration, Hoffmann mentioned, “Establishing this Institute has been a dream come true for me.” The Institute’s intention is to align INSEAD more closely with the *United Nations Sustainable Development Goals* (SDGs), as they provide a cohesive and centralised framework for discussing a new development model that is beneficial for all people and the planet.

The Institute will encourage action through providing clarity on what the SDGs mean for strategies, operations and business models, an area where INSEAD makes a difference by shaping the discussion and promoting action. This first annual report provides a detailed overview of the activities and outputs achieved by the Hoffmann Institute in the 2018-2019 academic year.

Background



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.

History

In August 2018, INSEAD announced a landmark gift from André Hoffmann MBA'90D and his wife Rosalie, establish the Hoffmann Global Institute for Business and Society.

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 and help the school 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.

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 research and teaching in sustainability-related areas. Our Humanitarian Research Group (HRG) was established in 2002 to identify best practices in disaster preparedness and response coordination.

The CMER was a forerunner of 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.

In subsequent years, the school established centres and initiatives to study topics such as gender equality, wealth inequality, healthcare management, family enterprise and social entrepreneurship. Since the concept of sustainability emerged, research and teaching on related topics was managed in a decentralised way, integrated into operations and decision-making processes of the school's departments.

Following agreement of the UN Sustainable Development Goals (SDGs) in 2015, sustainability is increasingly becoming mainstream in business. Recognising the growing need for a more integrated, cohesive and centralised approach to sustainability across our organisation and our community, INSEAD established the Hoffmann Global Institute for Business and Society in October 2018. The Institute builds upon the foundations laid by previous initiatives and aims to take our positive social impact to the next level.

Our Approach

We thrive to equip leaders to be smart about the SDGs, with the Hoffmann Institute driving the integration of sustainability across all our activities, while mobilising all our stakeholders to create positive impact. The Institute has organised its strategic positioning around the following four pillars:



Through research, we produce knowledge for a well-managed transition to sustainable economic development. Through our programmes, we offer transformational learning experiences that open mindsets to ideate and explore creative solutions. Through our global community, we function as an international agent of change engaged and prepared for direct world impact. Through our school, we lead by example and walk the talk by integrating sustainability across our global operations.

We have devised an initial strategy to guide us for the first five years in order to develop and build the Institute. For the years that follow, we plan to accelerate into full swing.

For the first year, a large part of the efforts of the Institute have been in finalising the strategy, consolidating the right team, raising awareness across INSEAD, developing external partnerships in the academic and corporate field, and establishing a robust plan of action to engage with our audiences.

Outputs



We execute our strategy through a range of activities and events that serve to drive the Institute's efforts to integrate sustainability into INSEAD.

Knowledge

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:



During our first year, we have roughly mapped INSEAD research against the SDGs, facilitated a number of cross-departmental conversations, and started to disseminate knowledge about INSEAD sustainability-related work. In addition to utilising and promoting existing knowledge, the Institute also supported the creation of new knowledge by funding research efforts and activating the development of new funds to cover a variety of areas directly and indirectly related to sustainability.

FACULTY LUNCHEONS

Chaired by Academic Director Ilian Mihov, 5 faculty luncheons were organised by the Hoffmann Institute across the two campuses to strengthen faculty engagement on cross-disciplinary topics, and inform institutional positioning. Over 80 faculty members attended at least one of the following luncheons:

- In Fontainebleau, 3 faculty luncheons were held on the following topics:
 - 12 February 2019** - Africa Initiative
 - 20 March 2019** - SDGs @ INSEAD: Why should we care?
 - 9 April 2019** - Business and Society (with André Hoffmann),
- In Singapore, 2 faculty luncheons were held on the following topics:
 - 21 February 2019** - Africa Initiative
 - 18 March 2019** - SDGs@ INSEAD: Why should we care?

BUSINESS & SOCIETY BLOG SERIES

The Hoffmann Global Institute for Business and Society published 14 blogposts for a total of over 2.300 views during the academic year.

- *André Hoffmann, MBA'90D, Establishes New Global Institute at INSEAD*, 21 August 2018
Blog reveals how the largest individual donation in INSEAD history is set to positively impact business and society.
- *Hoffmann Global Institute for Business and Society Partners for Immediate Impact*, 30 September 2018
Our partnership with the ChangeNOW International Summit for Change holds powerful potential to drive transformation.
- *Our First Force for Good Conference*, 17 October 2018
Introducing the INSEAD Hoffmann Global Institute for Business and Society to the world.
- *Hoffmann Institute Supports New Look for Master Strategist Day*, 13 January 2019
Using strategic frameworks for social good – INSEAD students help South African healthcare clinics develop a strategy for growth.
- *Sponsoring the SDG Tent at the 2019 World Economic Forum*, 17 January 2019
The Hoffmann Institute is a partner of the SDG Tent – a place to put the Davos conversation into the context of global sustainability goals.
- *SDGs and Business: Our Sustainable Future*, 3 March 2019
The Hoffmann Institute is raising awareness of the SDGs at INSEAD and beyond.
- *Davos 2019: INSEAD at the World Economic Forum*, 27 March 2019
Convening leaders to discuss the role of business in a world marked by new challenges.
- *Technology for Good Workshop Showcases INSEAD Alumni in Action*, 27 March 2019
The February workshop in Munich, organised by the National Alumni Association of Germany's Business and Society Club, points to the powerful potential of our INSEAD community to have positive impact in the world.

- *Familiar Challenges, Innovative Solutions*, 8 May 2019
SDG Bootcamp puts MBA students at the intersection of profit and purpose.
- *Single-Use Plastic Water Bottles on Campus: Our Progress so far*, 26 May 2019
How staff-led efforts lead to the significant reduction of single use plastic water bottles on our campuses.
- *Global Impact Survey Shows Transformative Potential of INSEAD Community*, 12 June 2019
Agents for change: Inaugural survey tracks graduates' contribution across continents.
- *Cartier Women's Initiative Recognises Top Social Entrepreneurs*, 13 June 2019
Through partnership with Cartier, INSEAD raises the profile of women entrepreneurs and supports their successful ventures by providing them with coaching and mentoring.
- *Purpose and Profit – A balancing act or a complementary one?*, 21 July 2019
Hoffmann Institute met with Unilever Sustainable Business Director to discuss their innovative and inclusive business model.
- *GEMBA Students Launch Run4Change to Support Girls Worldwide*, 20 August 2019
The 20,000km challenge connects the four INSEAD locations, benefits the Girl Rising global campaign and opens an avenue to act on the SDGs.

In addition to publishing on the Institute's [website](#), (over 7,000 views since September 2018) we promote these blogposts on both the Hoffmann Institute social media and INSEAD's institutional social media channels.

By end of August 2019, the Hoffmann Institute social media was being followed by:

- *Facebook*: 6,588 Followers
- *Twitter*: 3,437 Followers
- *LinkedIn Group*: 1,007 Members

FACULTY & RESEARCH BROWN BAGS

Two Research Brown bag seminars were held on the Europe Campus during the 2018-2019 academic year focusing on the following topics:

- **Impact Investment 2.0**, 28 March 2019,
Arthur Wood, Founding Partner, Total Impact Capital;
- **Sustainable Practices and Wine Quality: Is there value in Certification?**, 18 June 2019,
Magali Delmas, Professor of Management, UCLA Anderson School of Management, co-organised with the Department of Strategy.

ACADEMIC CONFERENCE

On April 8 and 9 2019, the INSEAD Corporate Governance Centre (ICGC), the Hoffmann Institute, and the World Business Council for Sustainable Development (WBCSD) collaborated to jointly host an inaugural high impact, two-day conference entitled, "*Towards Sustainability: A New Curriculum for Boards*". This event addressed sustainability from a multi-level perspective.

Well attended with over 100 participants, the conference included both macro and micro approaches with a particular focus on boards' responsibilities and on validating what a curriculum for board members committed to such responsibility might look like.

As part of the key conference outcomes, two new executive modules on sustainability at board level have been added to the following two INSEAD programs:

- *Aspiring Directors Program (ADP)*
- *International Directors Program (IDP)*

Following the conference, Craig Smith, INSEAD Chaired Professor of Ethics and Social Responsibility, and Ron Sooneus, INSEAD Executive-in-Residence and Managing Partner at Camunico, published two INSEAD Knowledge articles: *What's Stopping Boards from Taking Action on Sustainability?* (April 29, 2019) and *Sustainability and the Five Archetypes of Boardroom Behaviour* (June 7, 2019). The latter featured in the 5 best articles of INSEAD Knowledge for 2019.

HOFFMANN INSTITUTE FUNDED PROJECTS

Creating knowledge through research is a crucial part of our mission to develop responsible leaders who transform business and society. To this end, the Hoffmann Institute funds new research through INSEAD's R&D Committee every academic year. Below are some of these projects:

- Calmon, Andre & Jang, Sujin, "Teams that Change the World: Social Networks Dynamics in a Sustainability Hackathon"
- Luk Van Wassenhove, "Gender Based Violence in Emergency Situations"
- David Dubois, "Marketing in the digital age"
- Lucie Tepla, "Does Sustainability Pay? Barry Callebaut's Sustainability Improvement Loans"
- Pierre Chandon, "On S'y Met (Collaboration for Healthier Lives)"

Under the umbrella of, and catalysed by the Hoffmann Institute, the following funds deliver business and society research:

- **The Janssen Family fund for research on impact investing, sustainable finance and accounting**
- **The Unilever Endowed Fund for Research in Leadership and Diversity**
- **The Kurt Björklund MBA'96J Research Fund for Entrepreneurship and Society**
- **The Desmarais Fund for Research in AI**
- **The Harborne Blockchain Fund**
- **The James M. and Cathleen D. Stone Chair for the Study of Wealth Inequality – *Mark Stabile***
- **Novartis Chair of Healthcare Management – *Stephen Chick***
- **The Ethics and Social Responsibility Chair – *Craig Smith***

Two research funds are also attached to this chair:

- > **The Dreyfus Sons & Co Ltd, Banquiers, Endowed Research Fund for Corporate Social Responsibility**
- > **The Yves Burrus Endowed Research Fund in Ethics**
- **The Paul Dubrulle Chair in Sustainable Development – *Jasjit Singh***
- **The Shell Fellowship in Business and the Environment – *Sameer Hasija***

- **The Abu Dhabi Crown Prince's Diwan Chair in Societal Progress** – *Subramanian Rangan*
- **The Abu Dhabi Commercial Bank Chair in International Management** – *Enver Yücesan*

The following Fellowships are funded from business and society funds:

- **The Patrick and Valentine Firmenich Fellowship for Business and Society** – *Andre Calmon*
- **The Goltz Fellowship in Business and Society** – *Maria Guadalupe*

Learning

With one of the most diverse student bodies in the world, we strive to provide a transformational learning experience that encourages sustainability and alignment with the SDGs. The Master Strategist Day, the Business as a Force for Good practicum, the SDG Bootcamp, webinars and interactive sessions are but a few innovations piloted last year, to contribute towards developing future leaders that utilise business as a force for good.

MBA Curriculum

- **October 2018** – The Master Strategist Day (MSD) is part of the core strategy class in P1. The MBA Class of '19J (500 students) were presented with a real not-for-profit organisation, *Unjani Clinics* based in South Africa, and were asked to analyse the organization and suggest strategic options allowing it to achieve its strategic goals. The Hoffmann Institute supported the case development for this course.
- **February 2019** – The Master Strategist Day (MSD) was repeated to the MBA Class of '19D. This time the students were presented with the case of *Almouneer*, Egypt's first specialised diabetic eye care clinic, whose mission is to effectively preserve the vision of diabetic patients and to be the leader for all diabetic eye care services in the MENA region.
- **Feb-Mar 2019** – As a follow-up to the Master Strategist Day, 20 MBA students were given the opportunity to register for the "Business as a force for good practicum" elective in P2. These students were asked to prepare a marketing plan and an operations plan for Unjani Clinics. Then in between P3 & P4, a field trip to South Africa was organised with the students where they were asked to deliver their findings and strategic planning to the organisation's personnel. The Hoffmann Institute financially sponsored this field trip. We produced a *video blog post* highlighting how this actively engages students in business as a force for good through activities that contribute to social enterprises around the world.
- **10 April 2019** – The Hoffmann Institute MBA Webinar "Beyond Academics" raised awareness about the school's work with SDGs and the role of businesses in being a force for positive social and environmental impact.
- **28 May 2019** – The Hoffmann Institute MBA Webinar, raising awareness about the Institute and the SDGs with students interested in applying to INSEAD.
- **June 2019** – For the first time ever, INSEAD offered an SDG Bootcamp elective to 74 MBA students on both campuses. The 'SDG Bootcamp' is an intensive two-day experiential course aimed at students who are interested in the intersection of profit and purpose, providing them with skills and tools to find entrepreneurial and intrapreneurial solutions to the SDGs.

With a focus on purpose, students worked in teams to choose one specific SDG that they felt passionately about, outline a problem related to it and design solutions to address that challenge. The Hoffmann Institute published a *blog post on the SDG Bootcamp*.

- **20 June 2019** – Professors Andre Calmon and Jackie Stenson were named Grand Prize Winners of the **Page Prize for Excellence in Sustainable Business Education** for their submission entitled "Building

a Sustainable Future: Business Model Innovation as a Force for Good". The submission contained material developed for two INSEAD courses, **Business Sustainability** and the **SDG Bootcamp**, which are supported by the Hoffmann Institute. [Read the press release.](#)

- **Summer 2019** – Business and Society Summer Tour: the Hoffmann Institute co-financed in collaboration with INSEAD's Digital@INSEAD, an MBA'19D led initiative, to explore ways in which the entire business ecosystem addresses the SDGs through innovation, policy, strategic programs, and operational excellence. [Blog link](#)

The same group of students who participated in the Summer Tour then went on to win the 39th INSEAD Venture Competition organised by the [Rudolf Valeria Maag INSEAD Centre for Entrepreneurship](#) for "[WaterFUL](#)" a carbon negative trademarked ingredient centered around Spirulina.

Global Executive MBA and Executive Education

- **5 October 2018** – Paul Polman (Hoffmann Institute Advisory Board member) joined EMCCC Wave 25 participants for a debate on Transformation.
- **Nov-Dec 2018** – INSEAD's six-day flagship Social Entrepreneurship Programme attracted 59 participants (31 in Fontainebleau and 28 in Singapore) from 32 countries. 55% were founders and/or CEOs and 37% were senior executives.
- **25-27 April 2019** – [Integrating performance and progress](#). This 3-day executive program took place in San Francisco. Directed by Professor Subramanian Rangan, the program focuses on how to improve the way economic performance and societal progress are integrated within their organisations.
- **9 July 2019** – the Hoffmann Institute invited Gib Bulloch (Founder and former head Accenture Development Partnerships) to share his "intrapreneurial" journey for Professor Jasjit Singh's popular GEMBA elective titled, "Strategy and Impact". Gib Bulloch's presentation was entitled "The Intrapreneur: Confessions of a Corporate Insurgent". [Read the blogpost published by the Hoffmann Institute](#)
- **10 July 2019** – David Nabarro, Professor of Global Health at Imperial College, and special advisor to the United Nations Secretary-General on the 2030 Agenda for Sustainable Development was invited by the Hoffmann Institute as a guest speaker for an executive program, and was video interviewed by Katell Le Goulven addressing thought-provoking questions on trade-offs between sustainability and profitability. [Watch the video interview.](#)

Engagement

With 60,000 alumni in more than 170 countries, the INSEAD community has the transformative potential to generate real world impact. In order to drive this impact, we keep the community engaged and informed through involvement and partnerships in global summits, leading gender initiative sessions, panel sessions and international conferences that bring together influential leaders.

Fostering and scaling existing partnerships

- **2 May 2019** – Cartier announced the seven Laureates of the 2019 edition of the [Cartier Women's Initiative Awards](#) at their annual ceremony held on May 2nd. This is the 13th year of the Cartier-INSEAD partnership in this initiative; the Hoffmann Institute organised the pre-selection of the finalists and was responsible for the finalists' coaching which this year involved 28 coaches (21 of whom were INSEAD alumni).
- **January 2019** – [Tommy Hilfiger Fashion Frontier Challenge](#): Tommy Hilfiger's mission is to be one of the leading sustainable designer lifestyle companies through how it creates its product, manages its operations, and connects its communities and stakeholders. After a successful first year, the company is

excited to continue to work with INSEAD on identifying opportunities that support the advancement of the fashion industry. The global program aims to support entrepreneurial start-up and scale-up stage businesses developing solutions that promote inclusive and positive change in fashion.

Kick-starting new partnerships

- **28-29 September 2018** – The ChangeNOW International Summit for Change, founded by INSEAD alumni, was held at STATION F in Paris. The Hoffmann Institute was the academic partner of the summit, which convened leaders to explore concrete actions and innovations that lead to solutions to some of the urgent global issues. INSEAD student projects were in focus as part of 400 groundbreaking solutions from 80 countries. [Read our blogpost](#)
- **21-25 January 2019** – The Hoffmann Global Institute for Business and Society organised the first INSEAD-led events in Davos at the UN Sustainable Development Goals tent co-sponsored by the patron of the Institute, André Hoffmann. [Read the full story.](#)

The tent was first established in Davos in 2004 by the World Food Programme and TNT. In 2019, a new group of founding partners, including the Hoffmann Institute, partnered to give the Tent a new brand by creating the SDG Tent. All the presentations focused on one or more of the SDGs. The Hoffmann Institute organised three sessions on business education, new business models in Africa and the future of leadership.

External speaking engagements

- **19 March 2019** – *The Impact of Technology on Business and Society: Global Visionary Conference Summit*. The event was highly interactive and provided a unique opportunity to exchange ideas on digital transformation, artificial intelligence and other disrupters with our world-class faculty and the school's Leadership team.
- **5 April 2019** – André Hoffmann hosted the *Business and Society: Partnering for a Better Future* conference at the Roche Forum facilities in Buonas, Switzerland, where approximately 100 participants and guest speakers convened representing a broad cross-section of industry sectors from pharmaceuticals to banking and environmental agencies. The conference also attracted several representatives from various educational institutions. The Hoffmann Institute co-organised this event that notably included two panel sessions.

The first, entitled Corporate Partnerships for a Sustainable Future focused on identifying the challenges in transitioning to a more sustainable business model, and shared views on the importance of leadership to reconcile business and society. The second entitled Partnering with Educational Institutions focused on ways to integrate business and society in the classroom and explored potential partnerships between educational institutions.

- **15 May 2019** – Katell Le Goulven gave the opening keynote at the 32ème rencontres de Relations Entreprises de la CGE of the "Conference des Grandes Ecoles" at La Rochelle. Her presentation focused on emerging trends and CSR.
- **25 May 2019** – Katell Le Goulven and André Hoffmann spoke at a session on "governance and interdependence" during the [Luma Days](#) in Arles.

Other engagement activities

- **29 October 2018** – Katell Le Goulven participated in a Business School Rankings Roundtable in London which led to a [report on the same topic](#), launched in Davos in January 2019.
- **March 2019** – the Hoffmann Institute co-organised with the INSEAD Gender Initiative around the International Women's day a seminar entitled "Shaping the 21st Century workplace", as well as a

conference on “Ambition Has No Gender”.

- **18 March 2019** – The SDGs Speaker Series, supported by INSEAD and the Hoffmann Institute, creates awareness of the SDGs by providing a platform for students to connect with inspiring role models who are conscious and deliberate about positively impacting society. This series was inaugurated on our Asia campus, with Paul Polman, Member of the Hoffmann Institute Advisory Board, who gave a presentation entitled “The SDGs, what’s in it for business?”
- **28 March 2019** – Katell Le Goulven and Tim Van Zandt gave a Global Business School Network (GBSN) webinar entitled, “Cross-Border Coffee Break: Transforming Business Education”. This webinar discussed how business schools can forge future leaders to deliver positive social and environmental contributions to the world.

Alumni engagement events and promotion of Business & Society

- **5 October 2018** – INSEAD hosted The Force for Good Conference. The event attracted over 600 attendees and featured a keynote speech by former Unilever CEO and a Hoffmann Institute Advisory Board member, Paul Polman. The conference concluded with the inauguration of the Hoffmann Institute. [Read more about the conference here.](#)
- **14-15 June 2019** – In addition to a keynote speech by Dean Ilian Mihov, the Hoffmann Institute was represented by Katell Le Goulven at the Alumni Europe Forum in Geneva as both panelist and moderator in three separate sessions.
- **17 May 2019** – During the Alumni Volunteer Meeting, Katell Le Goulven organised a session to present the Hoffmann Institute and brainstorm about how to engage our alumni community for greater impact. As one of the major outcomes from this meeting, the Hoffmann Institute went on to organise in collaboration with a team of alumni, the first [INSEAD Community Impact Challenge](#) to reduce single-use plastics.

INSEAD engagement events increasingly focus on topics related to sustainability, social impact and the UN Sustainable Development Goals.

During the course of the 2018-2019 academic year, 21 events were held in 11 countries around the world to increase awareness and raise funds to support the school’s impact in the field of Business & Society spearheaded by the Hoffmann Institute.

Media Outreach

Throughout the year the Hoffmann Institute continuously sought to report its actions and output via numerous media channels. During the 2018-2019 academic year, the Institute was mentioned in 60 institutional press releases. In addition to the several Hoffmann Institute social media accounts, the Institute also receives support from INSEAD social media channels, with the school using institutional media outlets to amplify the Hoffmann Institute activities.

August 2019 – To showcase the holistic story and impact of the Institute, a documentary film was produced thanks to Andre Hoffmann’s sponsorship and in partnership with the Business Debate division of Reuters. The film entitled [SDG smart: business education in the 21st Century](#) features INSEAD faculty interviews, hands-on work by students at healthcare clinics in South Africa, transformative action by alumni and the event where it all started, the 2018 Force for Good Conference. The film has now been published on various platforms including the Hoffmann Institute website.

Walk the Talk

In order to drive long-term, sustainable efforts that contribute to the SDGs, we need to integrate them into our own operations. We monitor our own progress through the sustainability report and have introduced school-wide sustainability efforts. By exploring sustainability suggestions by staff, we ensure that we act on our vision, and walk the talk.

INSEAD Sustainability Report

The Hoffmann Institute has produced a comprehensive *Sustainability report* for INSEAD detailing initiatives and contributions to all aspects of sustainability. The last report received certification marks by the *Global Reporting Initiative* (GRI), the world's most widely adopted global sustainability reporting standards. The report notably includes 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.

Core Team



Ilian Mihov
Academic Director
Dean of INSEAD, Professor of Economics, The Rausing Chaired Professor of Economic and Business Transformation



Mark Stabile
Deputy Academic Director
Professor of Economics, Stone Chaired Professor in Wealth Inequality



Katell Le Goulven
Executive Director



Kim Wilkinson
Operations Manager



Aurore Paccou
Administrative Assistant



Ana De Sa
Events Manager



Miranda Helmes
Project Manager



Maria Fedorova
Partnership Manager



Shubh Kaur
Writer



Sheila Loxham
Senior Coordinator



Vinika Rao
Asia Director



Luke Donaghy
Communications Manager



Neha Thakkar
Associate Director Asia, Social Impact Initiative;
Associate Director, Gender Initiative



Hans H. Wahl
Director, INSEAD's Social Entrepreneurship Programme

Advisory board



Our nine 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 etc.

Advisory Board meetings were held on the following dates throughout the 2018-2019 academic year:

- 5 October 2018, INSEAD Fontainebleau
- 19 February 2019, Teleconference from INSEAD Fontainebleau
- 5 April 2019, Teleconference from Buonas, Switzerland
- 28 June 2019, Teleconference from INSEAD Fontainebleau



Mark Carney,
Governor of the Bank
of England



André Hoffmann,
Vice Chairman of
Roche Holdings
(Chair)



Jean Rogers,
Sustainability
Accounting Standards
Board Founder



Cheryl Carolus,
Chairman, Peotana
Group Holdings



Edouard Janssen,
Senior VP and GM,
Solvay



Pavan Sukhdev,
WWF President



Wiebe Draijer,
CEO of Rabobank



Paul Polman,
Former CEO, Unilever



Caroline Barlerin,
Global Head of
Innovation Eventbrite

Associated Centres & Initiatives

Five of INSEAD's Centres and Initiatives are actively collaborating with the Hoffmann Institute to address the Business and Society agenda.

INSEAD Social Impact Initiative (ISII) & INSEAD Social Entrepreneurship Programme (ISEP)

The INSEAD Social Impact Initiative combines INSEAD's world-class teaching and research to create one of the leading centres for thought and learning in the field of social impact. The initiative is directed by Jasjit Singh, Professor of Strategy.

One of the unique aspects of Social Impact Initiative is the commitment to promote innovation, life-long learning and insight among those who have participated and INSEAD alumni. We annually partner with local educational and social impact institutions to convene discussions on some of the most important challenges facing society and its social entrepreneurs.

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 problems 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.

Humanitarian Research Group

INSEAD's Humanitarian Research Group (HRG), directed by Professor Luk Van Wassenhove, encourages the science of development and relief operations through impactful practice-based research in line with the UN Sustainable Development Goals.

Last year HRG initiated a variety of projects aimed at improving the efficiency and impact of health care delivery (e.g.: family planning) using novel data sets and data science technology.

INSEAD Gender Initiative

The case for empowering women has never been stronger at INSEAD, not just because it is the right thing to do, but because it is the smart thing to do, and it encourages economic growth and benefits society more broadly. Under the directorship of Zoe Kinias, Associate Professor of Organisational Behaviour, the INSEAD Gender Initiative (IGI) is working towards gender balance within our own organisation, leveraging academic insights and investigating best practices across diverse cultures. IGI works closely with INSEAD faculty to integrate gender-balance issues across all programmes to foster a more inclusive environment. IGI also engages with our alumni to maximise our reach by raising awareness and providing practical knowledge that enables INSEAD alumni to become effective champions for gender diversity and inclusion.

Healthcare Management Initiative

The Healthcare Management Initiative (HMI) aims to inspire current and future leaders to tackle healthcare challenges through scientific and innovative approaches that ultimately have the potential to make health systems more efficient and sustainable around the world. Academic Director Stephen E. Chick is Professor of Technology and Operations Management and the Novartis Chaired Professor of Healthcare Management. HMI collaborated with the Hoffmann Institute on a number of projects including the development of the Unjani case for the Master Strategist Day.

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