



Hoffmann

Global Institute for
Business & Society



Our First Five Years
(2018-2023)

Contact

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Dean's message

INSEAD has been at the forefront of innovative business thinking for more than 60 years. Today, that means building a sustainable future where everyone has the opportunity to prosper and thrive on a healthy planet. Business has a central role to play in the transformation to a stable, secure and sustainable future.

The Hoffmann Global Institute for Business and Society ensures that INSEAD graduates are equipped with the knowledge and skills to navigate today's changing markets and identify opportunities to deliver maximum value to business and society.

In its first five years, the Institute has changed business education at INSEAD. We embedded sustainability into the MBA curriculum and enabled students to put sustainability strategy into practice on the ground. We increased responsible research and thought leadership. We engaged broadly with leaders and brought sustainability to our campuses. We moved towards sustainable operations to show what it means to lead by example and inspire others to do the same.

The transformation sparked by the Hoffmann Institute here at INSEAD, and the overwhelming positive response, has implications for the future of business education. Facing immense challenge, we must rethink the fundamentals of global growth and innovate in line with global goals on sustainability. The Institute has shown us it is possible if we all work together with purpose.

I want to recognise everyone who engaged with the Institute over our first five years. Everything the Hoffmann Institute has accomplished is due to the enthusiasm and energy of our students, faculty, staff, alumni and partners. I look forward to seeing how the Institute harnesses this powerful momentum for the next five years.

Ilian Mihov
Dean of INSEAD





Patron's message

Back in 2018, we launched the incredible Hoffmann Global Institute for Business and Society with a mission to tackle a simple yet profound question: How can business be part of the solution? We were riding a wave of global momentum as nations around the world had just agreed upon ambitious sustainability goals and frameworks for critical issues like climate change, disaster risk, and finance. It was an exciting time because we finally had the tools and structures in place to drive real change. All we needed was courageous leadership from the business world.

But let me tell you, leaders who understand the value of a stable environment and a thriving population have something extraordinary on their side – a competitive advantage! We are at a pivotal moment in history where sticking to the same old business practices will only harm the very planet we depend on. It's time for businesses to prioritize long-term growth over short-term profitability.

We firmly believe that embracing sustainable business models is not just an evolution; it's a total game-changer. And to make that game-changing shift a reality, we need transformative leadership on a global scale. That's where the Hoffmann Institute comes in.

Through our Institute, we're funding cutting-edge research that will shape the future. We're spreading the gospel of sustainability by teaching its incredible value. We're rubbing shoulders with influential leaders at prestigious events like the World Economic Forum and INSEAD Alumni Forums. And we're igniting a cultural revolution that spans across campuses, continents, and entire value chains. We're on a mission to show the world how business can be a powerful force for good!

Let me tell you, my friends, business leaders can and must take the lead in tackling today's global challenges head-on. And you know what? People are no longer questioning why businesses need to step up; they're eagerly asking how they can join in! It's a wave of enthusiasm that fills me with pure joy, and the Hoffmann Institute is right there in the thick of it, making a difference every step of the way.

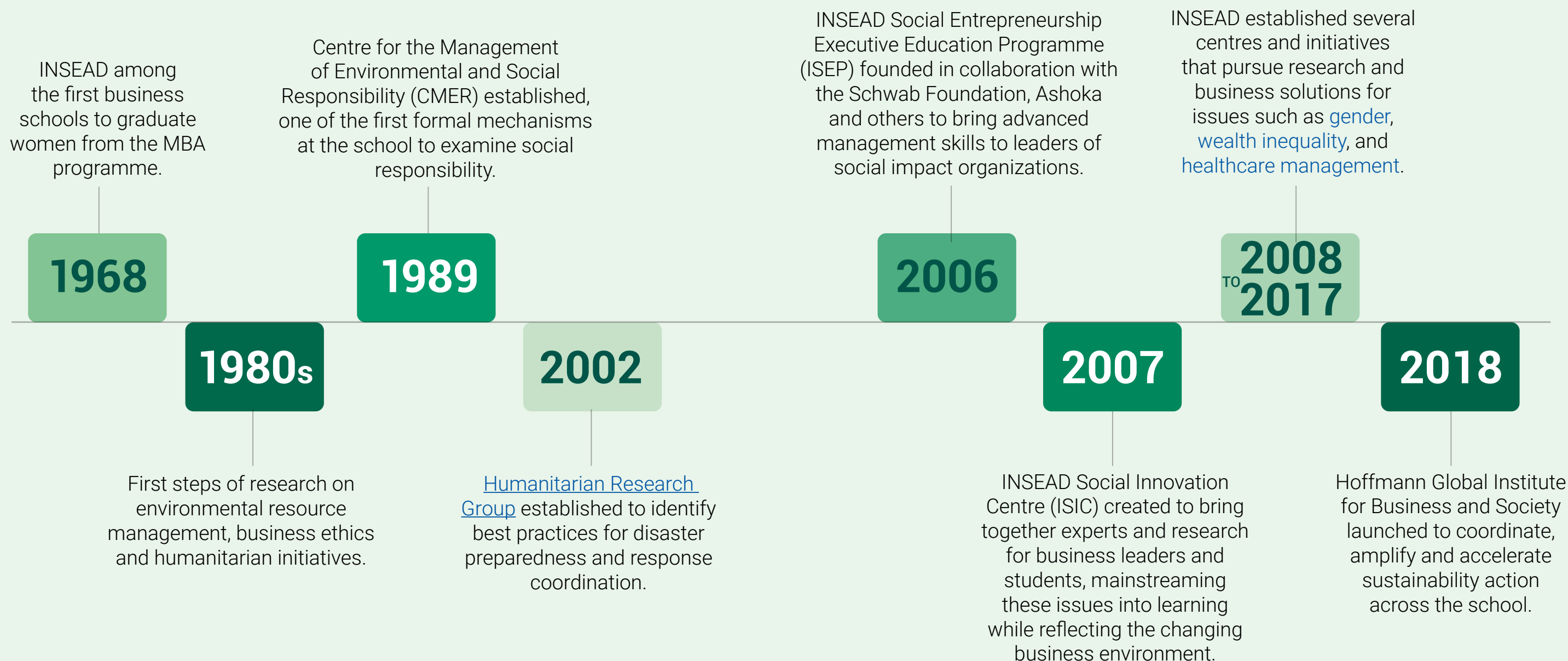
So, buckle up and get ready, because the next five years are going to be a wild ride of innovative solutions and unprecedented positive change. Together, we're shaping a future where business and sustainability go hand in hand, and I couldn't be more excited to be part of this incredible journey. Let's do this!

André Hoffmann

Vice Chairman of Roche Holding,
Chairman of the Hoffmann Institute Advisory Board

Our Sustainability Story

For more than 60 years, INSEAD has strived to develop responsible business leaders, reflecting the link between business, environment and society. The school embraced diversity from the outset and encouraged business solutions to societal challenges. Here are some milestone moments from our sustainability story.



The Hoffmann Institute is the latest chapter in the INSEAD sustainability story, connecting different centres and initiatives with partners and participants including with two of our newest research initiatives, the Africa Initiative (launched in June 2021) and the Sustainable Business Initiative (launched in September 2022).

As the concept of sustainability evolved, research and teaching activities evolved with it under the leadership of various school departments. The Institute seeks to be an enabling force for action across the school as we write the next chapter of INSEAD history together.



Academic Director's message

The world is a far different place than it was just five years ago. Technology has accelerated, new risks have emerged, and the fundamentals of value creation are being challenged. There is greater consensus among politicians, the business community and citizens that we will need to adapt our behaviour in order to build successful societies. Business leaders with sustainability solutions and an innovation mindset are needed to navigate the 21st century economy.

This transformation of global business landscape and the need for bold leaders has changed business education over the last five years. At INSEAD, it has changed what we teach and what we write about. It has changed our research and the conversations we have with colleagues and our community. The learning environment has changed as INSEAD faculty, staff and students rethink prosperity and inclusive growth.

As Academic Director of the Hoffmann Institute, I will strive to continue this change and accelerate it into the future. We hope to create an enabling environment and encourage even more innovative ideas and sustainability solutions in teaching and research.

Revolutionary rethinking requires an evolution of education. The Hoffmann Institute aims to serve as an enabling force for change that moves the INSEAD community forward together.

Mark Stabile

Academic Director, Hoffmann Global Institute for Business & Society

Executive Director's message

When I joined INSEAD in 2018, I was apprehensive and excited. Apprehensive because the school and the world of management education were completely new to me. Excited because in my two decades of work on sustainable development for governments and the UN, I saw business increasingly engaged on societal issues. I also saw the powerful potential for INSEAD to accelerate positive change. After five years, there are three things I am most proud of.

First – infusing the Sustainable Development Goals (SDGs) across the school as the reference framework for societal progress. The SDG agenda is today's execution plan for sustainable development as defined by Brundtland in 1987. It is an integrated package, not a selection of issues. It is focused on impact, not just risk management. It is a journey, not a destination.

Second – designing a strategy that covers all areas of INSEAD activities. Working on all fronts at the same time and engaging all stakeholders – faculty, students, alumni and staff – successfully embedded sustainability across the school. Progress in some areas has been faster than others, but we are set to scale in an integrated manner.

Third – building a team working across departments inside the school and designing partnerships to grow our engagement outside the school. Sustainability is team sport. It takes more time than going alone, but it is also how we achieve impact at scale.

The Institute is now positioned to transform INSEAD, to change business education and shape the future of global business. In the next 5 years, we need to redouble of efforts to spark change in business through our community. Count on me to be part of it.

Katell Le Goulven

Executive Director, Hoffmann Global Institute for Business & Society



An Auspicious Start

On 5 May 2023, *Poets&Quants* ran an article titled **INSEAD Revamps Its MBA Curriculum, Putting A Heavy Focus On Sustainability**, which details the school's move to embed sustainability into all 14 core MBA courses. In 2023, sustainability is a hot commodity for MBA students. But it was not always this way. In fact, many business schools still do not fully embrace sustainability, putting INSEAD once again at the forefront of a global business education movement.

The school has long been a pioneer at the forefront of business trends. In the 1960s, INSEAD was among the first to welcome women to the MBA programme. In the 1970s and 1980s, the school went global, connecting continents and cultures to open opportunity. This century has seen campuses established on four continents and the launch of programmes and practices that deliver value beyond the bottom line.

Then in August 2018, INSEAD went all in on sustainability with a landmark gift by André Hoffmann MBA'90D and his wife Rosalie to establish the **Hoffmann Global Institute for Business and Society**.



Hoffmann

Global Institute for
Business & Society

Mr. Hoffmann is the Vice Chairman of Roche Holdings, Switzerland, a highly innovative pharmaceutical company established by his great grandfather in 1896. Roche has been a sustainability leader for more than 30 years.



An Ambitious Vision

Businesses intentionally delivering profit & societal progress

On the founding of the Hoffmann Institute, André 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.”

INSEAD has one such leader in Dean Ilian Mihov. Dean Mihov had a vision of business as a force for good, where business leaders rise to meet the twenty-first century challenges we face by integrating sustainability, responsibility and social impact directly into decision-making. From climate change to gender equality and community health, from resource management to protecting people, businesses have a role to play in finding solutions and transforming growth and development.

This was the central focus of the October 2018 INSEAD Force for Good Conference, which convened more than 620 business leaders and prominent academics to share views, experiences and strategies on how business can prosper and produce positive outcomes for society.



In 2015, governments agreed 17 Sustainable Development Goals, or SDGs, that can transform our world by protecting people and the planet while encouraging responsible growth.

A Value-Driven Mission

Integrate sustainability into everything the school does

INSEAD has always been a pioneer in value-driven management education. When the school opened its doors in 1957, it did so guided by founding values that still hold firm today:

- Diversity as a source of learning and enrichment
- Independence as a governance principle
- Rigour and relevance in teaching and research
- Closeness to the international business community
- Entrepreneurial spirit

In 2023, these values have taken on new meanings. Diversity is a source of strength for companies, and an approach that can open new markets. Rigor and relevance means considering new dimensions in decisions, including climate science, resource scarcity and public health. The international business community aligns more and more with the UN SDGs agreed in 2015, and the school remains close to that. More and more entrepreneurs are launching impact enterprises that address global challenges. As an independent school, INSEAD is positioned to meet the needs of today's leaders.

The Hoffmann Institute is leading the effort to integrate sustainability schoolwide in line with our founding values.



WE BRING TOGETHER
PEOPLE,
CULTURES
AND IDEAS TO
DEVELOP RESPONSIBLE
LEADERS
WHO TRANSFORM
BUSINESS
AND SOCIETY.

Since our founding, the INSEAD mission has propelled the school to the forefront of inclusive business education that considers impacts to people and planet.

Our Strategy

Established with an aim to equip business leaders and decision makers with tools and frameworks that deliver positive outcomes for business, communities, people and our planet, the Institute works across four impact areas.



KNOWLEDGE

Research new theories, insights, and business models to drive private sector prosperity and societal progress.



LEARNING

Inspire and educate diverse and analytical leaders who create value for their organizations and society.



ENGAGEMENT

Engage alumni community, public/private sector, and other stakeholders to create real-world impact.



WALK THE TALK

Lead by example, contributing to local and global progress and prosperity.

This strategy guided action and decisions by Hoffmann Institute leadership for the first five years of our operations. With high degrees of transparency, it is clear to see that this strategy has resulted in a host of milestones that position INSEAD as a leader in future-focused management education.



Our 5-year action plan



ACCELERATE

- Business & Society in full curriculum
- Researched-based solutions for businesses
- More faculty working on Business & Society
- Business & Society in all coms, materials and events
- Business & Society articles in mainstream business press
- Growing impact of alumni
- INSEAD accelerates progress to carbon neutrality



CONSOLIDATE

- Launch symposium
- Train on Business & Society best practices
- Conduct more Business & Society research
- Streamline Business & Society in 2-3 big programmes
- Design platform to engage alumni
- Launch Africa Initiative
- Integrate sustainability in annual report
- Design and launch website
- Launch plan to reduce carbon footprint



FOUND & EXPERIMENT

- Finalize strategy, baseline, targets
- Build awareness across INSEAD
- Hire and build team
- Test cases across 4 pillars
- Kick start external partnerships
- Measure and track alumni impact



Our Governance

Our programme of activities focused on transformation in knowledge, learning, engagement and how the school walks the talk on sustainability and responsibility. Such a deep transformation would only be possible if the imperative to change came from the highest level.

During the first four years of the Institute, Dean Ilian Mihov served as Academic Director to provide high-level push for the Institute*. Moving forward, the Academic Director will report to the Dean, as will the Executive Director. Katell Le Goulven has served in that role since the Institute launched in 2018. The Dean of Research and Dean of Faculty are also included in strategy and funding decisions. The three Deans meet twice a year with the Academic Director and the Executive Director to set the strategic direction of the Institute.

An Advisory Board provides external guidance to the Institute. While not a formal decision-making body, the Board is made up of leaders who share their perspectives and inform decision. The Board meets twice a year, virtually in the Fall and once in-person in June. Members are appointed for a three-year term that can be renewed once by the Chair, currently André Hoffmann.

** Mark Stabile replaced Ilian Mihov as Academic Director in Sept 2022.*



Dean Ilian Mihov
Dean of INSEAD



Mark Stabile
Academic Director



Lily Fang
Dean of Research



Katell Le Goulven
Executive Director



Javier Gimeno
Dean of Faculty

Our Advisory Board 2018-2023



Jean Rogers
Global Head of ESG, Blackstone
Founder and Former CEO, SASB



Tidjane Thiam
Executive Chairman,
Freedom Acquisition



André Hoffmann
Vice Chairman of Roche Holding
Chairman of the HGIBS
Advisory Board



Katell Le Goulven
Executive Director, Hoffmann Global
Institute for Business & Society



Mark Stabile
Academic Director,
Hoffmann Global Institute for
Business & Society



Ngaire Woods
Dean, Blavatnik School of Government,
University of Oxford



Mark Carney
UN Special Envoy for Climate
Action and Finance



Dean Ilian Mihov
Dean of INSEAD



Pavan Sukhdev
Founder-CEO, GIST Advisory



*** Cheryl Carolus**
Chairman, Founder, Peotana
Group Holdings Pty. Ltd.



Edouard Janssen
Board Member and Business Executive,
Solvay



Paul Polman
CEO Imagine



*** Caroline Barlerin**
Former Global Head of
Innovation Eventbrite



*** Wiebe Draijer**
Chairman of the Managing
Board (CEO), Rabobank

* Past members

Our Team



Ana De Sa
Events Manager



Kim Wilkinson
Associate Director



Tabitha Dominey
Hoffmann Institute Centre
Coordinator



Adrian Tamariz Flores
Sustainability Reporting Officer



Maria Fedorova
Partnership Manager
Manager Sustainability & Climate Initiatives



Isabel Stark
Special Projects Officer



Tiffany Marc
Student Apprentice



Vinika Rao
Asia Director



Knowledge

By integrating business and society in research, the Institute aims to help the business world understand how to foster change within people, organisations, systems and the status-quo for positive societal impact.

In this report, we are pleased to share the achievements from our first five years that represent progress towards more responsible research.



Over the past five years, we...

Integrated business and society outcomes into research. The Institute provided funding for research projects and catalysed the creation of eight specialized knowledge funds from donor gifts. This research must have a sustainability component that can be mapped against the UN SDGs.

Grew sustainability research output and number of scholars

€1,850,000

funding R&D committee for 76 research projects by 44 faculty across all nine academic areas

€175,000

disbursed directly to ad hoc research projects with sustainability components

€150,000

for two WEF-Hoffmann Fellowships to support sustainability research

"The Institute is a cornerstone of funding for faculty research on sustainability."

Lily Fang

Dean of Research, INSEAD

Created specialized knowledge funds

- **Michael A. Butt Fund for Business & Society by AXIS Capital** – Business and society research
- **Andrew Land Fund** – Embedding the UN SDGs into business education
- **Robb Case Fund for Business and Society** – Writing cases on business and society
- **Jacques Garaïalde Research Fund for Decreasing Wealth Inequality** – Support for the Stone Centre
- **Dirk Luyten Research Fund on Gender** – INSEAD Gender Initiative support
- **Mirjam Staub-Bisang Research Fund in Sustainable Finance** – ESG finance research
- **Cyril de Bournet Fund for Gender Diversity in Faculty** – INSEAD female faculty research
- **Mark Pathy MBA'98D Research Fund** – INSEAD Sustainable Business Initiative





Created a new sustainability chair

The Bianca and James Pitt Chair in Environmental Sustainability,

Professor Atalay Atasu

This Chair supports knowledge creation targeted at sustainable operations management, the circular economy and extended producer responsibility.

Created four new fellowships

The Patrick and Valentine Firmenich Fellowship for Business and Society, *Professor Dan Iancu*

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, *Professor Maria Guadalupe*

Recognises and supports exceptional young academics working in the areas of business and society.

The Hoffmann Fellowship for Circular Economy Adoption and the Fourth Industrial Revolution, *Mel Hua working with Professor Spencer Harrison in partnership with the World Economic Forum*

Investigates how adoption of “Dirty Innovations” can enable transition to a circular economy.

The Hoffmann Fellowship on Food Systems and Data, *Professor Dan Iancu working with Felipe Vizzoto in partnership with the World Economic Forum*

Explores how to best leverage data analytics and technology to accelerate incentives for net-zero, nature-positive food systems.

Created on new professorship

The Barons Janssen Endowed Professorship, *Professor Peter Joos*

This professorship supports research on sustainable finance and accounting.

Provided seed-funding for specialized initiatives

€50,000

INSEAD Gender Initiative created in 2017

€180,000

INSEAD Africa Initiative created in 2021

€50,000

R. Swaab Conflict Resolution and Negotiation Initiative created in 2022

Sponsored conferences and fostered cross-discipline exchanges

- Partnered with Wharton to lead 2022 and 2023 Responsible Research in Business Management summits
- Organized research exchanges – 10 luncheons with 138 faculty across two campuses
- Published [INSEAD Crossroads Series](#) – 21 opinion papers on current societal issues by 12 faculty

Mapped INSEAD sustainability research against the SDGs

- Inventoried sustainability content produced by each academic area (via an ongoing blog series)
- Collated the school’s sustainability research for the INSEAD sustainability report
- Initiated the tagging of INSEAD research against the SDGs



How HGIBS Drove Change

Initiating and incubating new initiatives

“Business has tremendous potential to be a force for good in Africa. Management education and scholarship can be the engine for creating responsible leaders and creating a vibrant community for interaction & learning, supported by our reputed faculty, highly engaged alumni, and our partners.”

Vinika Rao

Executive Director, INSEAD Africa Initiative & Hoffmann Global Institute for Business & Society Asia

Prashant Yadav

Affiliate Professor of Technology and Operations Management
Academic Director, INSEAD Africa Initiative



The case of INSEAD Africa Initiative

In June 2021, INSEAD launched the Africa Initiative with the dual objective to enhance learning about Africa at INSEAD and enhance the school's contribution to business education in Africa. The Hoffmann Institute was integral to the establishment of this initiative.

- January 2019 – The Institute held a working lunch in the SDG tent in Davos alongside the WEF. Business, policy and academic leaders joined to explore innovative business models in Africa and opportunities for INSEAD engagement on the continent.
- February 2019 – The Institute convened faculty luncheons on the Europe and Asia Campuses to discuss opportunities in Africa. Over 30 faculty members joined the conversation and expressed interest in engaging with an Africa Initiative.
- September 2020 – The Hoffmann Institute provided seed funding and staff support to develop the strategy for a new initiative.

Today, the Institute provides ongoing support. In April 2023, we funded the first INSEAD Africa faculty trek supporting 14 faculty members to explore research, teaching and partnership opportunities on the continent. This is part of our commitment to grow the reach and impact of the INSEAD Africa Initiative.

4 Pillars of INSEAD Africa Initiative



African Fellows program



Africa focused pedagogical and teaching material



Annual events to disseminate research and scholarly outputs



Enabling Stronger Student Recruiting from Africa & Enriching Student Career Opportunities in Africa



How HGIBS Drove Change

Increasing focus on sustainability

“We are delighted to support INSEAD and the Hoffmann Institute for Business and Society by establishing this Chair. We believe that INSEAD is uniquely placed to work with and educate business leaders to address the unprecedented environmental challenges of our time.”

Bianca and James Pitt MBA'94D



The Bianca and James Pitt Chair on Environmental Sustainability

In May 2019, the Hoffmann Institute worked closely with INSEAD Advancement to create The Bianca and James Pitt Chair in Environmental Sustainability thanks to a generous gift from Bianca and James Pitt MBA'94D. The Chair was the first at INSEAD to support knowledge creation targeted at sustainable operations management, the circular economy and extended producer responsibility. Professor Atalay Atasu was named to the Chair when he joined INSEAD.

Sustainable Business Initiative

The school further secured a significant donation from Mark Pathy MBA'98D to establish a research fund for the INSEAD Sustainable Business Initiative (SBI) in September 2022. As with several other specialized knowledge funds this fund is anchored in the Hoffmann Institute.

The three objectives of the SBI as spelled out by its founding academic director Atalay Atasu and collaborator Luk Van Wassenhove are:

- Strive to do applied research that is inspired by practice and partner with companies interested in building new and boundary stretching knowledge
- Bring such research into our degree programmes and executive education
- Train and support early career researchers to be productive around the first two objectives



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.

Over our first five years, the Institute has focused on engaging students and executive participants on sustainability in coursework and on campus.

“Support for research and pedagogical materials around sustainability forms the basis for a future-oriented curriculum.”

Urs Peyer
Dean of Degree Programmes, INSEAD



Over the past five years, we...

Supported The MBA Curriculum review and sustainability course content

- Supported integration of impact organizations into Master Strategist Day
- Launched the classroom SDG mapping tool in collaboration with the TOM area and the SBI
- Provided background research and project management to the curriculum review process
- Supported faculty developing sustainability electives such as Sustainable Finance, Sustainability Accounting and the SDG Bootcamp

Launched school-wide events on sustainability issues and practices

- 4 editions of INSEAD SDG Week with 7 student clubs – 41 sessions and 4200 participants
- 2 editions of INSEAD Health Week with MiM students – 11 sessions and 700 participants
- 2 editions of INSEAD Earth Week with Campus Services – 12 sessions and 500 participants

Enabled sustainability learning and practical experience

- Funded the first INSEAD Business as a Force for Good Practicum in South Africa
- Launched the MBA Hoffmann internship impact stipend of €50,000
- Supported the launch of the Social Enterprise Consulting Experience and the [INSEAD Student Impact Fund](#)
- Sponsored impact-oriented teams for the annual Summer Start Up Tour
- Sponsored the annual INSEAD Venture Competition Impact Prize
- Sponsored the student-led 2020 COVID Innovation Competition

Supported more sustainability in open programmes and customized executive education

- Funded development of new content for the new INSEAD Business Sustainability Programme
- Launched the INSEAD-Cartier Female Impact Entrepreneurship Programme in 2022
- Launched the [Hans Wahl Impact Entrepreneurship Programme](#) in 2023

Integrated sustainability into INSEAD alumni lifelong learning

- Initiated the “Navigating the turbulence of Covid-19” webinar series
- Co-designed the INSEAD LifeLong Learning business and society track – 11 events and 13,000 participants
- Produced 3 Seasons of [Mission to Change](#) podcast series – 11 episodes in three podcast series with 20 guest speakers including faculty and alumni and have listeners in 82 countries. Season 1 focused on the Intrapreneur, Season 2 on Biodiversity and Season 3 on Social Entrepreneurship.
- Launched a Nature Positive content section on the INSEAD Learning Hub. Collated and curated content provided by WEF Nature Action Agenda, Systemiq, Capitals Coalition and rePLANET and from key INSEAD events such as the SDG Tent at Davos and ChangeNOW.





How HGIBS Drove Change

Integrating sustainability in core courses

“Master Strategist Day offers a unique opportunity to infuse social impact into the MBA curriculum. Twice per year we immerse 500 MBA students into an intense, fun, and rewarding 24-hour experience to address a critical business challenge facing social impact organizations. This is followed by field-based practicums and internships to help organizations explore and implement strategies recommended during MSD.”

Ridhima Aggarwal

Director of the James M. and Cathleen D. Stone Centre for the Study of Wealth Inequality and the Healthcare Management Initiative, INSEAD

Itzhai Stern

Associate Professor of Strategy, The Akzo Nobel Fellow of Strategic Management

The case of the Master Strategist Day

Created in 2014, the Master Strategist Day (MSD) is part of the core strategy course in the INSEAD MBA programme. It challenges students to practice strategy with a real organisation and encourages them to apply frameworks learned in class in a real-world situation. The Day features a friendly competition among student teams to devise a winning strategy.



- Fall 2018 – The Hoffmann Institute supported the integration of the first impact organisation in MSD, Unjani Clinics in South Africa
- February 2019 – The Institute funded the first MBA Business as a Force for Good Practicum (BFG), a field-based elective course that allows students to work directly with the Unjani staff and nurses managing the clinics.

The Hoffmann Institute continued to fund case development for MSD until early 2020. Since then, family and friends of Hugo van Berckel (MBA'89D) and the Moondance Foundation have been generous supporters of MSD and BFG, along with continued financial support from the Hoffmann Institute. We also welcome ongoing collaboration with the INSEAD Healthcare Management Initiative, Stone Centre for the Study of Wealth Inequality and others.





How HGIBS Drove Change

Creating new Executive Education

“INSEAD Executive Education has a key role to play to support organisations and companies being a “force for good”. Together with the Hoffmann Institute, the decision to launch a new impact entrepreneurship partner programme fulfils this mission.

This programme targeted towards organisations -which aims to honor the memory of Hans Wahl, one of the biggest champions of social entrepreneurship at INSEAD- combines on-campus teaching with practitioners’ engagement at the ChangeNOW Summit.”

Véronique Singer

Senior Director, Corporate Partnerships,
Executive Education, INSEAD

Sameer Hasija

Dean of Executive Education, INSEAD

The case of the Hans Wahl Impact Entrepreneurship Programme

Hans Wahl co-directed the [INSEAD Social Entrepreneurship Programme](#) (ISEP), which ran for 15 years on the Europe and Asia campuses and delivered 28 sessions. The Institute supported the programme in 2019 and 2020. COVID-19 brought the programme to an end in 2020.

In February 2022, the Hoffmann Institute initiated conversations with the school senior management and Executive Education to design a new programme embedded in the INSEAD executive education department offering with a partner-programme format more resilient to external shocks on the market. The Hoffmann Institute directed the design of the new programme named to honour [Hans’ legacy](#).

In January 2023 INSEAD officially launched the [INSEAD Hans H. Wahl Impact Entrepreneurship Programme](#).





How HGIBS Drove Change

Integrating sustainability in Lifelong Learning

“Thanks to the Institute, knowledge and awareness of sustainability have grown a great deal. When you mobilize a community like INSEAD’s for impact, you can achieve incredible things.”

Austin Tomlinson

Senior Director, Alumni Relations, Advancement, INSEAD



The case of webinar series for alumni

COVID was labelled a pandemic by WHO on 11 March 2020 and INSEAD locked down one week later. Early in March, the Hoffmann Institute worked with INSEAD Alumni Relations Lifelong Learning (LLL) to launch a new webinar series on “Navigating the turbulence of COVID-19”. The webinars shared faculty insights related to the crisis. The Hoffmann Institute and LLL organized five sessions with what resulted in 60 webinars with 50,000 sign-ups and 20,000 live participants, the largest LLL engagement in school history.

As lockdowns continued, the Hoffmann Institute worked with the LLL team to launch INSEAD’s first Summer Learning Festival in July 2020. The sessions engaged 1,400 live participants from our community of alumni, students, staff, faculty, clients and beyond. Following these experiences and the successful uptake from the series, INSEAD LLL integrated a dedicated business and society track in their webinar series offering.

In 2023, reflecting the growing integration in school programmes, faculty members developed their own sustainability series in collaboration with different school departments, including the Hoffmann Institute.



How HGIBS Drove Change

Showcasing sustainability practices on campus



The case of three dedicated sustainability weeks

To engage students, faculty, staff, alumni and local communities, the Institute put sustainability front and centre on campus during a series of institutional level events with activities and exhibits showcasing the latest in sustainability innovations and practices. Over the three weeks, 64 sessions were organized and engaged more than 5,000 participants.

In 2019, the Hoffmann Institute launched the first INSEAD SDG Week to raise awareness on how business can drive progress towards the UN SDGs.

In 2022, INSEAD Campus Services and the Hoffmann Institute launched INSEAD Earth Week to share knowledge on our planet and to showcase action by INSEAD to walk the talk on sustainability.

In 2022, the MIM students with the Hoffmann Institute launched Health Week focusing on the science of stress, coaching strategies on balancing mental, emotional and physical health.



Engagement

Student and alumni engagement is key to proliferating sustainability in principle and practice, as many steer global growth as leaders in business and government. Partnerships with diverse organisations around the world help us push our impact beyond the boundaries of our campuses.

The first five years of the Hoffmann Institute were marked by increased engagement on sustainability and societal issues by INSEAD thought leaders.

“For pressing matters, an early and bold start is required to get timely results. 5 years later, as we look at what has been accomplished, the impact of the Hoffmann Institute can be measured on many fronts, from supporting the integration of sustainability in all core courses of the MBA curriculum, to the conversations it has held on the global stage, but especially with how the institute has federated a global alumni community to embrace sustainability, one of the most important collaborations between alumni and the school. Thank you André and Rosalie!”

Frans Blom MBA'90D
President of the INSEAD Alumni Association



Over the past five years, we...

Grew INSEAD sustainability thought leadership from local to global levels

- Initiated INSEAD's presence in Davos alongside the World Economic Forum in 2019 and organized a total of 13 faculty-led sessions in the SDG Tent in collaboration with Intent
- Joined the inaugural ChangeNow Summit as academic partner and contributed to five editions with faculty-led discussion sessions and showcasing student-led impact ventures
- Co-organized the annual *Les Conférences de l'INSEAD* series for the Fontainebleau community and created institutional [website](#) to showcase the series launched in 1987 by Professor Henri-Claude de Bettignies

"The Hoffmann Institute has provided opportunities to showcase faculty research on the global stage at events such as the ChangeNow Summit in Paris and the SDG Tent at the World Economic Forum in Davos."

Atalay Atasu

Professor of Technology and Operations Management,
The Bianca and James Pitt Chair
in Environmental Sustainability



Partnered to promote sustainability in business education

- Co-founded [Business Schools for Climate Leadership](#) with 7 other leading European business schools, launched the initiative at COP26 and supported the launch of Business Schools for Climate Leadership Africa at COP27
- Partnered with UNPRME, UNAI, GBSN, and as well as with the UN #HeForShe Alliance through the DEI Executive Director's Office: to promote sustainability and gender equality in management education

Engaged our alumni community for change at scale

- Co-created the INSEAD Community Impact Challenge (CIC) to engage our alumni community and promote sustainability action at home and at work, today reaching a total of more than 15.000 community members with three annual challenges
- Supported integration of sustainability into Alumni Forums and Reunions
- Engaged top donors to secure support for sustainability across the school

Increased INSEAD visibility on sustainability

- Grew our social media presence from 0 to 12,000 followers on LinkedIn and Twitter
- Produced 14 quarterly newsletters and 60-second videos to share updates on our activities
- Published 131 stories online showcasing how INSEAD integrates sustainability across the school



How HGIBS Drove Change

Engaging INSEAD Alumni for action

“Since 2019, the Community Impact Challenge has shown the growing determination of INSEAD Alumni to be agents of change. Together, we remain committed to creating a sustainable future.”

Paolo Senes, MBA'01D

Board Director, Advisor and Investor
in ecologically-concerned SMEs and
non-profits



The case of the Community Impact Challenge

The case for the [Community Impact Challenge](#) (CIC) was made at an Alumni Volunteer Event in May 2019 based on the results of the first alumni impact survey conducted the year before. Alumni suggested focusing on one issue and engaging the maximum number of INSEAD alumni in taking action.

- December 2019 – The first CIC launched with focus on reducing use of single-use plastic. Over 2,340 INSEAD community members from more than 90 countries took part. Together, they reduced annual consumption of plastics across the network by 4,500kg per year, or 3.7kg per person.
- October 2020 – The second CIC focused on adopting sustainable food habits. Over 5,000 alumni from more than 100 countries were engaged to make more informed food choices, optimise consumption especially of meat and dairy and enhance their diet for healthier living.
- In 2021, CIC challenged members of the INSEAD alumni community to join the race to zero ahead of COP26. Over 7,500 individuals and 50 companies joined the race and committed to reduce carbon emissions.

In 2022, discussions started to make the CIC the operating arm of INSEAD global alumni impact club INDEVOR. The Hoffmann Institute remains committed to support the CIC moving forward.

In June 2023, the CIC launched StartNOW, a 4-week climate impact challenge to Learn, Act, and Connect through tools, resources and hands-on facilitation that deepen participants' understanding of climate change and to take action to reduce the carbon footprint at home and workplace.



How HGIBS Drove Change

Partnering with peers for greater impact

“Climate change is the defining challenge of our time, and it feels necessary - and right - that we have formed Business Schools for Climate Leadership. HGIBS has played a major role in getting this partnership off to a good start.”

Knut Haanaes

Professor of Strategy at IMD



The case of the Business Schools for Climate Leadership Initiative

Business must be active in climate solutions and that starts with business education. With contributions from the Hoffmann Institute, Business Schools for Climate Leadership (BS4CL) launched with a digital toolkit to help business leaders pose key questions and assess their readiness to tackle climate change effectively.

- December 2020 – INSEAD nominated the Hoffmann Institute to join a group of eight European business school to explore how the schools can work together on climate change.
- October 2021 – BS4CL launched at COP26 in Glasgow with the Hoffmann Institute as one of the organizations partnering on the initiative.
- October 2022 – BS4CL-Africa, modelled after the BS4CL in Europe, launched at COP27 with the active contribution of the Hoffmann Institute.
- In January 2023, a BS4CL coordinator co-funded by the eight business schools was hired and is hosted by the Hoffmann Institute.
- In June 2023, BS4CL will host its first Climate Leadership Research Conference and Forum in Barcelona.

The Institute looks forward to encouraging more business schools and business leaders to integrate climate change in their academics and operations.



How HGIBS Drove Change

Increasing visibility on sustainability

“Thanks to the Hoffmann Institute’s support, INSEAD faculty have significantly increased their presence in global media on research topics related to the SDGs. INSEAD’s share of voice in global news on the topic has risen by 130% since 2018 placing the school in the top 3 business schools globally.”

Aileen Huang

Media Relations & Communications,
INSEAD

The case of INSEAD’s share of voice on the SDGs

Since its inception mid-2018, the Hoffmann Institute has used and promoted the UN Sustainable Development Goals as the reference framework for INSEAD’s work on sustainability. To raise awareness on the SDGs within its community and to connect work at the school to the global agenda, the Institute branded activities around the SDGs as early as 2018 – SDG Week, SDGSmart Campaign, SDG Tent in Davos.

Over the years, the Hoffmann Institute boosted social media presence on the SDGs and create several communication tools and channels to share INSEAD research, learning and operational activities in connection to the SDGs.

As a result, INSEAD’s share of voice on sustainability grew from 265 media mentions in 2018 to 2,600 in 2022.





How HGIBS Drove Change

Positioning INSEAD as a global thought leader

“Davos has the reputation of being a leading platform for collaboration between academia, business and politics. The aim of the Hoffmann institute working with Intent in Davos is to influence the agenda for the future of the planet by creating sustainable inclusive prosperity.”

André Hoffmann

Vice Chairman of Roche Holding,
Chairman of the HGIBS
Advisory Board



The case of Davos and the SDG Tent

In 2018, the Hoffmann Institute joined InTent and a group of founding partners to rebrand the World Food Programme Tent featured alongside the World Economic Forum in Davos and create the SDG Tent.

- January 2019 – The Institute organised the first ever INSEAD-led events in the SDG Tent in partnership with Intent. The first three sessions focused on business education, new business models in Africa and the future of leadership with the participation of INSEAD deans, alumni, faculty and Hoffmann Institute Advisory Board members.
- Since 2019 – The Institute has organized 10 faculty led sessions. We partnered with other INSEAD centers such as the Wendel International Centre for Family Enterprise and the Healthcare Management Initiative to bring recent and relevant research to the SDG Tent.

The partnership with InTent has solidly anchored the school as a sustainability thought leader alongside the WEF in Davos. We look forward to building on this foundation in the years to come.





Walk the Talk

Adding action to our words is essential in leading business education that contributes to the UN SDGs. We strive to accomplish this by integrating sustainability into INSEAD's ways of working across all our campuses.

In the initial five-year workplan of the Institute, we aimed to understand the school's sustainability action and use that knowledge to lead by example.





Over the past five years, we...

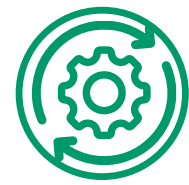
Supported carbon reduction and DEI strategies

- Contributed to and managed the INSEAD carbon journey leading to [a commitment to reduce 67% of scope 1 and 2 greenhouse gas emissions by 2035](#) and options to reduce scope 3 emissions
- Provided support on carbon accounting, setting the founding pillars for school-wide methodology
- Established the INSEAD DEI Taskforce leading to the school's first DEI strategy and the hiring of the first DEI Executive Director
- Contributed to INSEAD's first sustainable procurement policy

Produced all INSEAD reporting on sustainability

- Produced INSEAD sustainability reports and, in the 2020-2021 report, integrated several reporting frameworks such as the Global Reporting Initiative (GRI) Standards, the UN SDGs the UN Academic Impact (UNAI) and UN Principles for Responsible Management Education (PRME).
- Produced ECOVADIS reports and mobilised internal stakeholders which resulted in a scoring increase from 52/100 in 2018 to 69/100 in 2022 and achieved Gold Medal status





How HGIBS Drove Change

Embedding sustainability in global operations

“Across all sectors, it is essential that we prioritize the reduction of GHG emissions within our organizations and adopt a transparent approach to reporting them. With the help of the Hoffmann Institute, the school has attained great results and it is imperative that we keep up the pace.”

Maria Fedorova
Partnership Manager,
Manager Sustainability & Climate
Initiatives, HGIBS

Attila Cselotei
Chief Operating Officer, INSEAD



The case of INSEAD's carbon reduction journey

The INSEAD carbon emission reduction journey began when the school performed its first emissions audit. Today, the school has committed to reduce carbon emissions by 67% in direct emissions and in purchased energy emissions. This strong commitment was only possible with the leadership of INSEAD COO Attila Cselotei and close collaboration with the Hoffmann Institute. Some milestones from this journey include:

- October 2019 – The Hoffmann Institute brought leading sustainability expert for Paris2024, Georgina Grenon MBA'99J, to present its carbon reduction strategies to the INSEAD global operations team.
- January 2020 – The Hoffmann Institute and INSEAD COO brought the case of an INSEAD carbon reduction commitment before the INSEAD Executive Committee. Due to COVID, the case was put on hold.
- February 2021 – A carbon committee was created to steer the process, measure and account for all greenhouse gas emissions due to activities at INSEAD.
- February 2022 – A sustainability reporting officer was hired to centralize and consolidate INSEAD sustainability reporting.
- February 2022 – INSEAD committed to a 67% cut of its Scope 1 and Scope 2 greenhouse gas emissions by 2035 from 2019 levels, with the goal of reaching net-zero emissions by 2050 in line with the UNFCCC 1.5-degree target.
- September 2022 – A new committee of stakeholders convened to develop and build consensus around risk, impact and opportunity of scope 3 emissions across the INSEAD value chain. The committee will recommend possible reduction measures with Institute reporting support and funding for an external evaluation of scope 3 emissions.

The Hoffmann Institute remains committed to enable business as a force for good in addressing climate change.



How HGIBS Drove Change

Promoting DEI throughout the school

“It has been a privilege to serve as INSEAD’s inaugural Executive Director of Diversity, Equity and Inclusion (DEI), and to help advance Dean Mihov’s commitment to DEI throughout the INSEAD community. HGIBS has been a key partner in this work, not only did the HGIBS team lay the foundation for INSEAD’s DEI agenda, HGIBS has been an enthusiastic supporter of our major inclusive initiatives. From programming for alumni, students, and staff, to community outreach, to amplifying INSEAD’s foundational diversity values, HGIBS has been an invaluable collaborator.”

Sharon C. Brooks

Executive Director, Diversity, Equity and Inclusion, INSEAD

The case of INSEAD’s DEI Task Force

Following the murder of George Floyd in June 2020, the Dean of INSEAD asked the Hoffmann Institute to convene a Task Force to develop an action plan on Diversity, Equity and Inclusion (DEI) for the school. That month, the task force convened stakeholders to collect voices of faculty, staff, students and alumni. Community engagement focused on potential actions at the institutional level and action across our representation, education and thought leadership.

- July 2020 – Based on initial inputs from the INSEAD DEI Task Force, the Dean of INSEAD issued a statement to our alumni community sharing initial actions by the school to ensure high levels of DEI.
- September 2020 – Management of the Task Force passed from the Hoffmann Institute to stakeholder representatives in the school. The Hoffmann Institute remained involved as a member of the Task Force.
- January 2022 – INSEAD announced the appointment of its first DEI Executive Director in the Dean’s Office and part of the senior management team, formally integrating DEI in the school’s activities and decision-making.

Moving forward, the Hoffmann Institute will support the work of the DEI Executive Director and efforts around the school to ensure diversity, equity and inclusion are embedded deep in our community values.





Hoffmann

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Business & Society

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