

Executive Summary



INSEAD is the Business School for the World and a world leader in management education, and the first with campuses on three continents. The school's community is diverse, our reach is unrivalled, and the school is known for innovation in teaching and research. Our world-class faculty of business and economics thought leaders and more than 60,000 alumni give INSEAD an unparalleled global footprint and ability to mobilize today's leaders to confront global challenges. Our doctoral programme and five master's degrees, including the MBA programme, graduate more than 1,000 students each year, educating a new generation to lead.

We strive to lead by example and inspire our diverse and global community to point their talent, time and energy towards our common challenges. The pandemic brought these challenges into focus, reminding us of new and unexpected risks. We see the power of working together to overcome such challenges, and nurture future leaders who understand the value of sustainability and are poised to turn challenges into opportunity and usher in a new era of wealth creation that does not come at the expense of people and the planet.

Education and research on environmental and social responsibility issues is part of the DNA of INSEAD. The UN SDGs adopted in 2015 provide a global framework to pursue universally agreed sustainability goals. Around this time, INSEAD began to integrate sustainability reporting into school-wide operations and share the results more widely. In 2017, the MBA curriculum was reviewed to include business and society. In 2018, the Hoffmann Global Institute for Business and Society was established to bring coherence to all the activity happening around the school on sustainability and social impact.

Over the last few years, the strategy of measuring and reporting impact with an aim to improve engagement has produced results. At the time of publication, our most recent EcoVadis evaluation scored 63 of 100, up from a score of 38 out of 100 in 2014. This INSEAD Sustainability report is submitted and compliant with the Global Reporting Initiative (GRI), the world's most widely used sustainability reporting standards.

This year's report covers two years, academic year 2018/2019 to academic year 2019/2020 and is organised around the four strategic pillars of the Hoffmann Institute – Knowledge, Learning, Engagement and how we Walk the Talk on sustainability.

Knowledge

Creating knowledge is a crucial part of our sustainability work. Research holds powerful potential as a transformative force and promotes sustainable business principles and practices. During the reporting period, INSEAD focused on three aims:

- High academic impact – publish and present work in leading academic outlets to spark innovative ideas and challenge established thinking
- High real-world impact – inform our INSEAD community and public and private sector leaders through rigorous and relevant research
- Vibrant research community – foster an intellectual environment that leads to breakthrough ideas in both research and teaching

During the reporting period, the school's 168 faculty members conducted research in nine academic areas covering all aspects of business.

Much of this research was featured on INSEAD Knowledge, which publishes approximately 200 articles each year with ten percent related to sustainability. With more than five million annual page views and worldwide media reach, INSEAD Knowledge is a valuable resource for business leaders.

INSEAD will continue to advance the frontiers of business knowledge and explore practices and principles that underpin positive long-term progress for companies, organisations, governments, and society.

Goals through 2023 include developing 40% of our total volume of academic output related to sustainability, producing an additional 35 case studies related to sustainability, allocating a budget to support faculty representation and participation at major sustainability related conferences as well as a budget to support faculty in organizing INSEAD seminars and other academic research gatherings with sustainability components whether in-person or virtual.

Learning

One of the most diverse business schools, INSEAD graduated over 2,000 students from over 80 nationalities during the reporting period. Our MBA, Executive MBA, Executive Master in Change and Executive Master in Finance participants, along with our doctoral candidates, are presented with sustainability issues during their learning journey. This is in line with our mission to develop responsible leaders.

By 2020, 12 of 15 core courses and 19 of 75 elective courses of the MBA curriculum included sustainability components. The MBA Master Strategist Day brought sustainability front and centre in strategy by focusing on real-life impact organisations with strong connections to the SDGs and social good.

INSEAD is a global leader in executive education, reaching more than 12,000 participants from 150 countries in the academic year 2018/2019. Even with the pandemic, the school taught over 10,000 participants the following year. Seven Open Programmes with business responsibility and sustainability components were attended by over 700 participants during the reporting period.

Goals through 2023 are numerous and look to educate all students about the SDGs. Furthermore, as part of these goals, INSEAD will be conducting a curriculum review of the MBA programme with a particular focus on sustainability. Executive education goals focus on asserting INSEAD as a trusted partner for diversity and inclusion and sustainability topics.

Engagement

The Hoffmann Institute ramped up engagement by partnering on the first ChangeNOW Summit, holding the Force for Good conference, and eventually partnering with the SDG Tent at Davos.

Since then, the Hoffmann Institute has been a driving force in sustainability on all INSEAD campuses and leads external engagement on business as force for good. As part of a coherent and coordinated schoolwide sustainability strategy, the Institute publishes this report and uses the results to guide future action.

In academic year 2018/2019, the Campaign for INSEAD: A Force for Good was also launched. The Campaign's three themes of Values, Vision and Ventures offer opportunities for donors to make an impact on strategic areas of the school. These include research on global challenges, faculty Chairs and Fellowships related to business and society, scholarships for students from diverse backgrounds, and state-of-the-art green facilities for future learning.

On campus, the school strengthened scholarship offering both in award recipients and award amounts to ensure the inclusion of under-represented groups and the school's diversity. Student clubs, community projects, career counselling and scholarships provide avenues for the INSEAD student body to engage around issues of sustainability. Each new student intake also participates in team-building exercises that benefit local communities.

Events that focus on the SDGs are held often, giving the on-campus community multiple opportunities to learn more about sustainability. Sustainability was featured at the launch of the San Francisco Hub for Business Innovation, the first INSEAD facility in North America. Business as a force for good was in focus at alumni events.

Engaging the alumni community has proven to be an invaluable way to bring business leaders into the sustainability conversation and prompt action. Many alumni are decision makers in business and government. Alumni engagement includes:

- Alumni Reunions engaged over 5,500 alumni in the reporting period, with sustainability sessions delivered in-person and online
- Alumni Forum Europe 2019 engaged more than 400 alumni and external participants to discuss leadership with purpose
- Alumni initiatives for people and planet brought alumni together for a Community Impact Challenge to reduce plastic waste and Project Green for Impact delivered COVID-19 supplies to communities in need
- Lifelong Learning launched in academic year 2018/2019 and reached new heights the next year delivering 60 webinars with sustainability as a major theme

The Hoffmann Institute pursues partnerships and affiliations to expand the reach and impact of sustainability-related engagement. These partnerships encompass diverse themes from leading the transformation of business education to sponsoring awards for women social entrepreneurs and bringing INSEAD knowledge to major conferences.

Walk the Talk

INSEAD strives to lead by example across all our campuses. We recognise the powerful ripple effect that the school can have when we work towards sustainable operations and personnel practices with our stakeholders and suppliers. The school looks at our sustainability action into two categories – operations and people.

On-campus sustainability action looks to reduce carbon footprint, increase renewable energy, optimise energy efficiency and raw material use, conserve water, replace toxic products with non-toxic ones and much more. Our three campuses each adopt their own approach to manage sustainability initiatives and measure carbon footprint.

Carbon footprint analyses, environmental stewardship, ethical supply chain standards and more sustainable procurement practices all serve to meet sustainability goals. Robust IT connectivity, usability, and efficiency are responsible practices and integral in rapid response to the health crisis. This report details actions and activities by INSEAD to improve our global sustainability.

INSEAD actively promotes a healthy workplace on all campuses. We host a social worker, occupational nurse and occupational health physician on the Europe Campus, psychological and meditation sessions in Europe and Asia, and First Aid training. The Asia Campus Well-Being at Work programme encourages staff health and a Wellness Week and Wellness Days on the Europe Campus promote wellness and self-care.

Staff are kept informed with regular staff meetings and internal communication. The Works Council in France gives the staff a voice in decision making. A Committee on Health, Safety and Working Conditions improves working conditions and conducts surveys to track progress of workplace improvement initiatives. A Code of Ethical Conduct, a Global Anti-Harassment Policy and a Use of Computer Resources Charter protect faculty, students and staff, as well as the school

A Forward Look

The future of business is changing, and INSEAD strives to remain at the cutting-edge of business education. Even amidst the global health crisis, INSEAD is pursuing ambitious sustainability goals across all departments and campuses. This report shows progress toward those goals, and also serves as a guide as INSEAD continues to act on sustainability. We encourage our community and the world to join us on this journey of transforming business education.