

# Executive Summary



INSEAD is a world leader in management education, the only truly global business school with unmatched diversity, unrivalled reach and world-class teaching and research. With a faculty composed of thought leaders in business and economics and an alumni community of almost 60,000 members, INSEAD is well positioned to convene today's leaders to discuss global challenges. Graduating more than 1,000 students each year from our five master degrees and doctoral programme, the school is teaching the next generation to lead business and society.

As the Business School for the World, INSEAD seeks to forge responsible and analytical leaders that create value for their organisations and society. The school strives to create knowledge with high real-world impact and mobilise alumni, key decision makers and the public at large around key issues.

One crucial problem facing the world today is how to make our global impact more sustainable. As global challenges mount and the population grows, leaders with a deep knowledge of sustainability issues are poised to deliver better outcomes for business and society. INSEAD has long-recognised the need to teach and research around environmental and social responsibility. Following the adoption of the UN Sustainable Development Goals (SDGs) in 2015, INSEAD decided to publish a report that details action around the school related to sustainability.

In 2018, INSEAD established the Hoffmann Global Institute for Business and Society. The Institute aims to build on a strong history of sustainability at the school and take INSEAD's positive social impact to the next level.

This year's report covers three years, academic year 2015/2016 to academic year 2017/2018. The report is organised around the four pillars of the Hoffmann Institute – Knowledge, Teaching, Engagement and how we Walk the Talk.

## Knowledge

INSEAD is a management education research leader with a vibrant research community producing knowledge with high academic and real-world impact. Much of this knowledge is sustainability-related. At the end of academic year 2017/2018, INSEAD had 155 faculty members in nine academic areas that cover all aspects of business. The research they produce has propelled us into the top 10 of the University Texas at Dallas research rankings since 2011. The knowledge created informs and influences businesses to address increasingly complex environmental and societal challenges.

During the reporting period covered in this Sustainability Report, INSEAD has published cutting-edge on the following topics:

- Environmental Sustainability – Research to understand and promote sustainable production and consumption
- Ethics – Research at the intersection of business, society, ethics, corporate social responsibility and sustainability
- Gender Diversity – Research on the experiences and impact of women in business and society
- Health – Research on healthcare management, delivery, marketing, strategy, business model innovation and operations
- Humanitarian Research Group – Research on the science of development and relief operations
- Performance and Progress – Research that integrates markets and society, humans and nature, and the present and future
- Social Impact – Research that contributes to the advancement of social entrepreneurship and social Impact
- Tech for Good – Research that explores how technology can deliver prosperity while addressing pressing social and environmental challenges
- Wealth Inequality – Research to gain a deeper understanding of the dynamics, causes and consequences of income and wealth inequality

INSEAD will continue to expand research, with goals for 2019 to 2023 including raising the proportion of publications relating to sustainability to 30%, developing an additional 20 case studies in sustainability, create ten impact narratives on sustainability/SDGs and appoint a sustainability academic champion.

## Learning

INSEAD maintains one of the most diverse student bodies in the world and during the reporting period, more than 4,000 students graduated. All degree programs include sustainability components, ensuring that graduates from our MBA, Executive MBA and Executive Master in Consulting and Coaching for Change, as well as our doctoral candidates, are equipped with an understanding of sustainability. This prepares these leaders to act responsibly and transform business and society. By 2018 the MBA curriculum offered sustainability topics in seven core courses out of 14 and 19 elective courses of 75.

INSEAD also offers executive education for business executives around the world. Executive education programmes reached 12,175 participants from 138 countries in academic year 2017/2018 alone, 28% growth over the reporting period. Nine Open Programmes have a business responsibility component, which represents significant influence in decisions that steer the global economy.

Goals through 2023 are numerous. For MBA students, we want to develop more sustainability electives and achieve a 40% female student body. Our goal across all degrees is to teach students about the SDGs. INSEAD will also seek to appoint a sustainability champion for executive education.

## Engagement

During the reporting period, INSEAD engaged with more than 28,000 stakeholders all over the world on issues related to sustainability, social impact and the SDGs.

Faculty and academic engagement translates to students that exercise leadership to secure a sustainable and prosperous future. 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 a SPLASH Project, a team-building exercise with social purpose that benefits local communities.

For students who want to carry these lessons into their careers, the Career Development Centre provides guidance to ensure our graduates can pursue a career with positive impact.

Engaging the alumni community is key to proliferating sustainability in principle and practice, as many steer global growth as leaders in business and government. Alumni engagement takes many forms:

- Alumni Reunions engaged over 5,000 alumni in the reporting period, often featuring sustainability-related sessions.;
- Alumni Forums during the reporting period engaged over 2,900 alumni with sessions on current topics that often focus on sustainability.
- Alumni clubs working in more than 150 countries encourage leaders to use business as a force for good by considering social impact and environmental concerns.
- Other events sponsored by INSEAD engage the school community and wider business and academic communities around sustainability, social impact and business as a force for good.

INSEAD strives to expand the reach and impact of sustainability-related engagement through partnerships and affiliations. These partnerships pursue a robust portfolio of activities from awards for women social entrepreneurs to research on corporate responsibility and how business can contribute to sustainable development. In line with the core academic mission, INSEAD also strives to follow accepted principles of responsible management education.

### Walk the Talk

INSEAD understands the power of leading by example and undertakes numerous measures to achieve operational sustainability. INSEAD also fosters a healthy workplace, going beyond regulatory guidelines, prioritising physical and mental health of the workforce and promoting equality in the workplace.

This report details actions and activities undertaken by INSEAD on the sustainability of day-to-day operations per campus as well as several global cross-campus initiatives to improve the sustainability of global operations. These initiatives include carbon footprint analyses, the implementation of environmental protection and ethical standards throughout the supply chain to promote sustainable procurement of goods and services. Improved IT connectivity, usability, and efficiency reduces the need for on-campus infrastructure, improves energy efficiency and contributes to energy-efficient printing and a paper-free future. These initiatives reduce environmental impact and take us closer to our sustainability goals.

INSEAD takes action to promote a healthy workplace on all campuses. The following efforts prioritise the physical and mental health of faculty and staff and help make INSEAD a great place to work:

- Health resources are available, including a social worker, occupational nurse and occupational health physician on the Europe Campus, free psychological counselling and meditation sessions in Europe and Asia, and First Aid training with 160 staff taking part annually.
- INSEAD runs a Well-Being at Work programme on the Asia Campus to encourage staff to take better care of their health and hosts a Wellness Week and Wellness Days on the Europe Campus to promote health, wellness and self-care.
- A Works Council in France gives the staff a voice in decision making.
- A Committee on Health, Safety and Working Conditions improves working conditions by monitoring physical, social and psychological hazards.
- A biannual working conditions survey monitors results of workplace improvement initiatives.
- INSEAD also introduced policies and procedures to protect faculty, students and staff.
- The Code of Ethical Conduct enacted in 2016 includes principles of fairness and lack of conflicts of interest, respect for INSEAD resources, non-discrimination and respect for people and laws.
- A Global Anti-Harassment Policy introduced in 2018 protects against discrimination, sexual harassment and abusive and offensive behaviour.
- A Use of Computer Resources Charter outlines responsibilities to maintain proper use of computer and internet services with rules of courtesy, confidentiality and respect for others and the INSEAD brand.

### Moving Forward

INSEAD has set ambitious sustainability goals across all department and campuses. This report will be used to monitor progress toward those goals. As INSEAD continues to act on sustainability and educate and empower others to do the same, we will regularly report our action and update our goals.