

The INSEAD logo is a white circle containing the word "INSEAD" in a dark green, serif font. A thin green line is positioned below the text, with a small upward-pointing curve in the center.

INSEAD

The title "Alumni Impact Report" is centered within a large, semi-transparent green circle. The background of the entire page is a blurred photograph of a person's hands holding a wooden sculpture of a person's legs.

Alumni Impact Report

A report on how INSEAD alumni have
experienced the pandemic and advanced
business as a force for good

July 2022



**A mission that
stands the test
of time**

From our Dean and Academic Director

In the aftermath of World War II, Georges Doriot saw business as a critical tool for peace and prosperity. Business, he believed, was key to driving economic growth, restoring global cooperation and uniting people of all cultures and backgrounds. He founded INSEAD in 1957 to shape the next generation of business leaders and champion business as a force for good.

Today, that mission remains core to our school and relevant for our world. In the last two and a half years, the Covid-19 pandemic, geopolitical conflicts and climate change have caused grief and disruption for billions around the globe. The disruption has also caused setbacks for critical social issues such as gender equity. Even within our educated and influential alumni community, for example, nearly twice as many women lost their jobs during the pandemic as men. It is our role as management education innovators to ensure business leaders understand the negative impact of the pandemic on gender balance in the workplace and shape their strategies accordingly.

At INSEAD, we recognise the role of business in addressing these crises, and continue to direct our research, teaching and outreach towards pressing issues at the intersection of business and society.

Many INSEAD alumni have amplified this effort through their day jobs, volunteer efforts and advocacy work. As you'll read in this report, which captures results from our recent survey of 6,000+ graduates, INSEAD alumni are leading efforts to reduce poverty, address climate change, develop underrepresented talent, support employee health and wellbeing, promote diversity, equity and inclusion, and more.

Given that our alumni community now exceeds 60,000 people worldwide, the impact of this work is significant. Together, we are transforming business and society for the benefit of all. This is the mission that Doriot set, and the legacy we will sustain.



Zoe Kinias
*Academic Director,
INSEAD Gender Initiative*



Ilian Mihov
INSEAD Dean

This report is brought to you by the generous donors of the INSEAD Gender Initiative.

PART 1

How the pandemic has impacted INSEAD alumni

The Covid-19 pandemic has disrupted the lives and livelihoods of people across the globe. INSEAD working age alumni* have felt these effects acutely, according to our February–April 2022 survey.

Workloads have increased and fluctuated.

52.3%

of alumni have experienced an increase in their workload or increased fluctuations to their workload due to the pandemic.

Caretaking demands increased.

43%

of alumni have lived with family members requiring increased need for care.

Careers have taken new and different directions.

11%

of alumni have created or expanded entrepreneurial ventures.

29%

of alumni have needed support to manage additional demands at home while working.

11%

of alumni have changed careers after reconsidering their priorities.

*Why focus on working-age alumni?

Because this section examines work experiences, it focuses on typical working-age alumni (i.e., younger than 65). This helped focus the results and examine gender differences, given that, among INSEAD alumni, few women are above retirement age.

Working-age alumni represent approximately 84% of our total survey sample, or 5,093 alumni.

Different experiences by gender?

Some – though not all – pandemic-related challenges have affected women more, according to our survey. Gender differences were prominent with respect to caregiving duties, employer layoffs and career changes. Differences were also apparent in leadership responsibilities.

Caregiving duties

Long before Covid-19 emerged, social norms set the expectation for women to perform more domestic labour than men. Our results suggest this pressure has intensified for women during the pandemic.

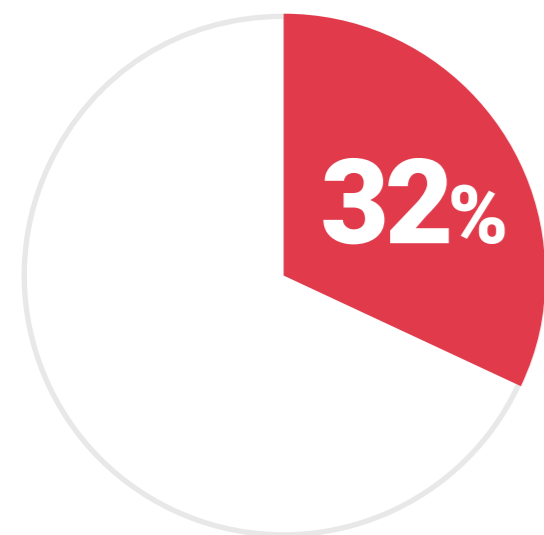
Women have performed more care-giving duties than men. During the pandemic, women who live with people needing care – especially children – had greater increases in caring duties than men with the same household profile.

Women have spent more time on domestic labour than men. Even when controlling for age and employment status, women’s time spent on domestic labour increased more than men’s during the pandemic.

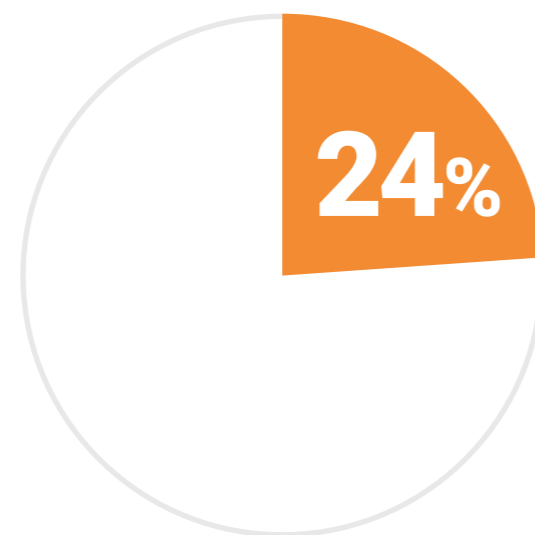
Women have required more support to manage increased demands at home. Compared to women, men have relied much more on their domestic partners, spouses and other family members for support. Compared to men, women have relied much more on paid support.

Women have required more paid support to manage increased demands at home.

Women



Men



Employer layoffs

During the pandemic, nearly twice as many women have lost their jobs as men. Labour segregation and caretaking responsibilities are two factors contributing to this imbalance.

Women are more likely than men to have experienced layoffs due to budget cuts.

Women

5.3%

Men

3.6%

The gender difference in layoffs was partly explained by women occupying less-senior roles on average than men – what economists call “vertical labour segregation.”

Domestic responsibilities have played a role in layoffs.

For alumni living with family requiring care, women were more likely to be laid off compared to men.

Women

6.3%

Men

3.3%

We found the layoff gap trend was strongest amongst women who reporting caretaking responsibilities.

Men and women not living with anyone requiring care were laid off at a rate of:

4%

“

I have to thank INSEAD for greatly raising the level of awareness in attempting to behave in a fair, non-discriminatory way at work; nudging me into volunteer work to build a community (I volunteer for my local National Alumni Association) and in inspiring me to keep learning, reading, and studying more on the subject of equal opportunities across genders.

Alumnus from the MBA programme
Millennial, based in Europe

Career changes

Women have been more likely to scale back or leave their careers.

Women

6.7%

Men

3.9%

Changing priorities have triggered more career changes for women than men.

Women

15.3%

Men

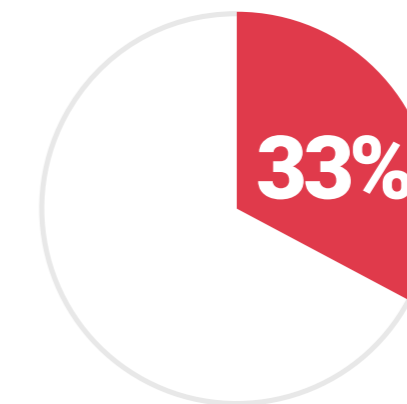
9.4%

Leadership responsibilities

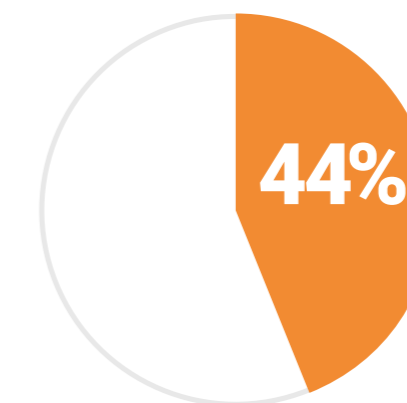
In our survey, men and women reported equal levels of increased work demands during the pandemic. However, the types of leadership and management responsibilities alumni were called upon to deliver have differed across genders.

Nearly half of men with increased work demands were asked by their employers to provide more direct crisis management, compared to one-third of women:

Women



Men



The assignment of more crisis management responsibilities to men more than women suggests mental models of heroic leadership and masculinity have either persisted or worsened during the pandemic. Women were also more likely to be called upon to do the less glamorous, yet critically important, work of disruption management and leadership. This suggests that organisations will benefit from celebrating more diverse leadership profiles – beyond those focused on heroism – going forward.

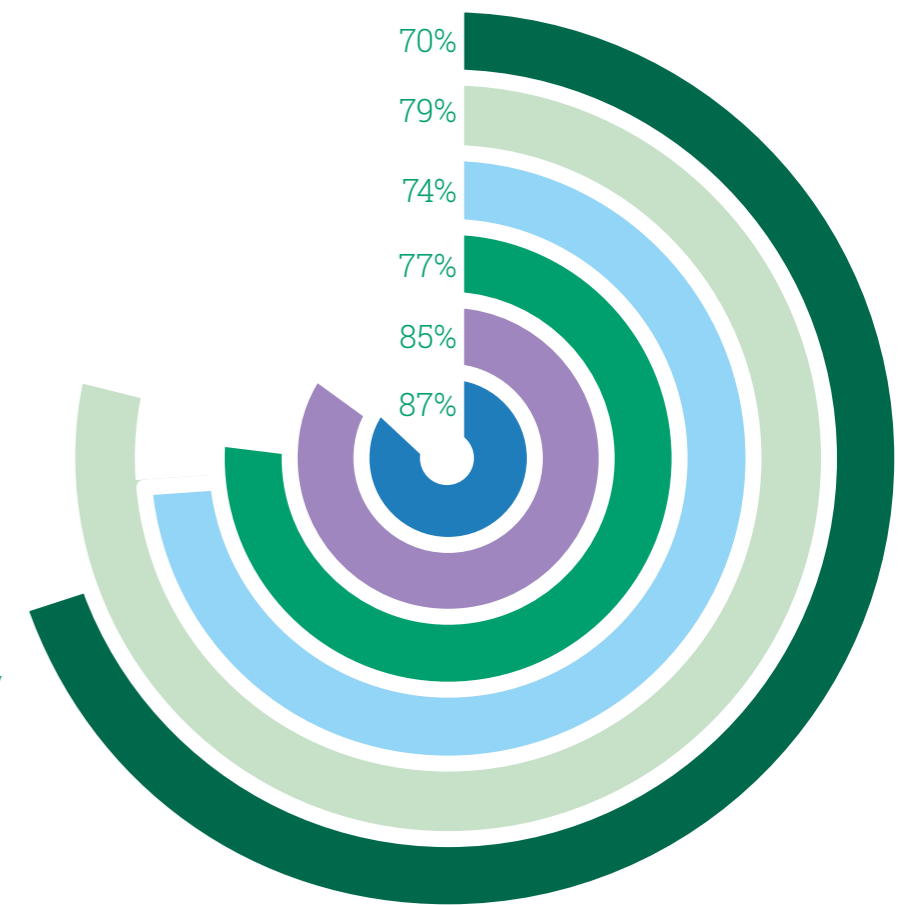


PART 2

How alumni are impacting business and society

Nearly all alumni are engaged in critical issues for business and society. The overwhelming majority of INSEAD alumni are working to solve social, economic and environmental issues. Alumni are especially active in these causes:

- Poverty reduction
- Corporate diversity and inclusion taskforce
- Employee health/wellbeing programmes
- Reducing climate change
- Developing female talent for leadership
- Collaborating to build tech/future products



Considering the impact and contributions of alumni within four generations

Generations defined

How we grouped alumni by generation for our analysis:

Millennials: ages 24-41
(born between 1981-1998)

Gen X: ages 42-57
(born between 1965-1980)

Baby Boomer: ages 58-76
(born between 1946-1964)

Post-War: ages 77+
(born 1945 or earlier)

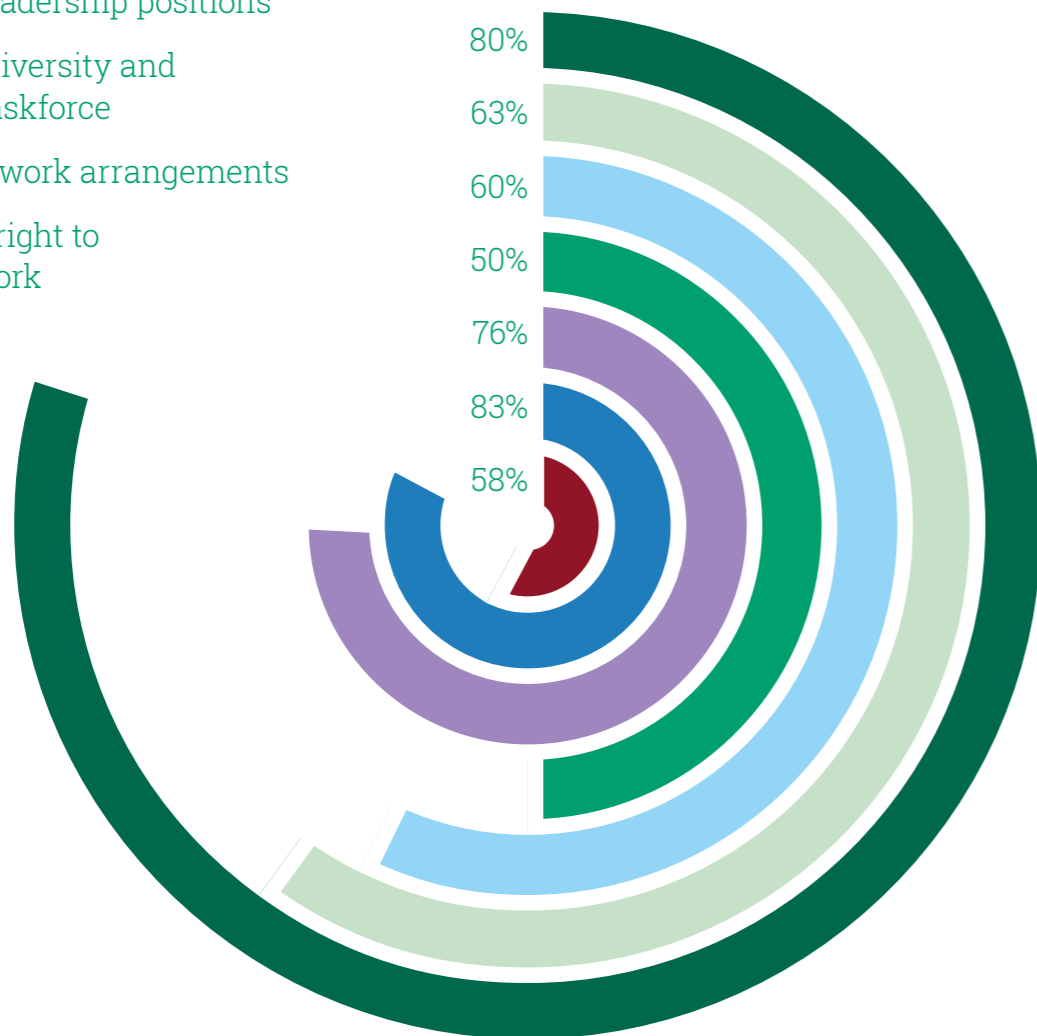


My experience at INSEAD reinforced a view that business can and should lie at the heart of lifting economic prosperity and creating a harmonious and fair society.

Alumna from Executive Education programme
Baby Boomer, based in Asia Pacific

Young alumni are committed to making a difference. Contributing to business as a force for good starts early. Millennials are active in promoting social benefits, diversity-enhancing practices, health and wellness benefits, environmental benefits, and underrepresented talent. Most notably, they contribute to:

- Collaborating to build tech/future products
- Identifying talent for leadership in underrepresented groups
- Reducing pollution
- Creating diversity, equity and inclusion leadership positions
- Corporate diversity and inclusion taskforce
- Supportive work arrangements
- Promoting right to dignified work



Businesses play a crucial role to support people, the environment and society. My organisation refers to this understanding via a goal of becoming a 'purpose-driven organisation,' where the 'purpose' is an elevated understanding of social and environmental impact.

Alumnus from the EMBA programme
Gen X, based in the Americas

Many Baby Boomer and Post-War alumni serve on non-profit boards. Across all generations, alumni report serving on non-profit boards. However, alumni from the Baby Boomer Generation and Post-War Generation are especially active with non-profits.

Serving on non-profit boards

Baby Boomers

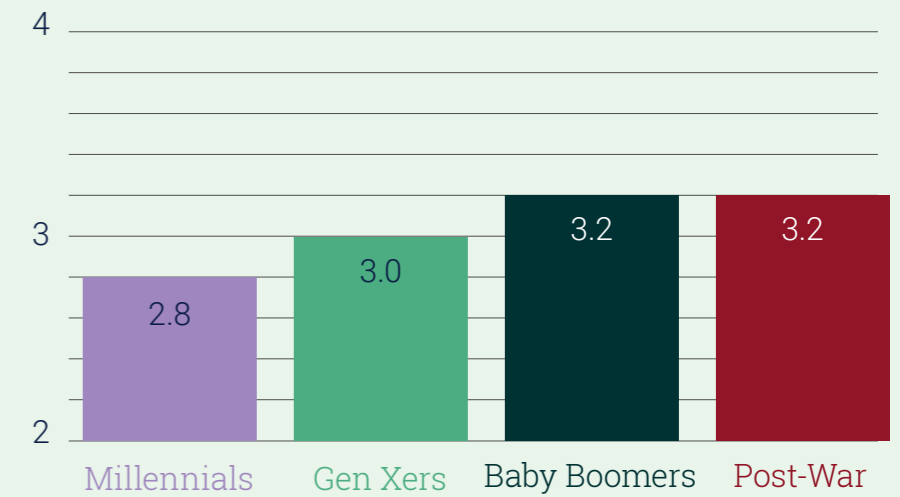
36.1%

Post-War

29.2%

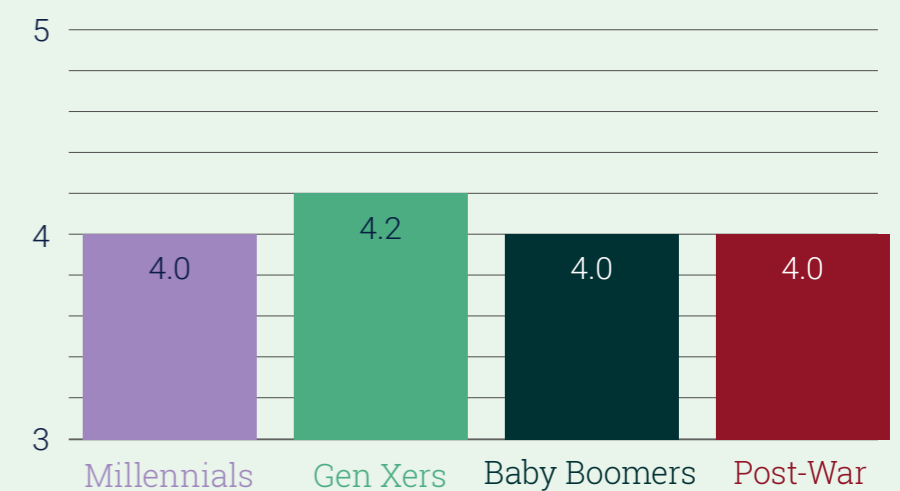
Social impact leadership increases with age. Alumni increasingly identify with social impact leadership through their lives, leadership identity scale ranged from 1 = strongly disagree to 5 = strongly agree.

'I see myself as a social impact leader'



Business leadership remains consistent across generations. This suggests a relatively stable and high connection to business leadership in contrast to alumni's developing social impact leadership identity over time.

'I see myself as a business leader'



METHODOLOGY

The INSEAD Alumni Survey

Completed alumni surveys

6,032

Survey respondents by gender:

Women

23%

Men

77%

The INSEAD Alumni Survey was designed and conducted by INSEAD with its partner Abt Associates, a leading survey research firm. There are 63,229 living alumni from INSEAD's degree and open programmes. The alumni community has 11,967 women and 51,234 men (the gender of the remaining 33 is non-binary or unknown).

All alumni received an invitation by email from Dean Ilian Mihov inviting them to take the survey online. Non-respondents received follow-up emails with further invitations to take the survey online.

The survey opened on February 2, 2022 and closed on April 17, 2022.

Completed surveys were received from 6,032 alumni. The response rate was 9.5% for alumni from all programmes, and 14% for alumni from the MBA programme.

Survey respondents by location:

Americas, Africa & Australia

28%

Europe

55%

Asia

17%

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