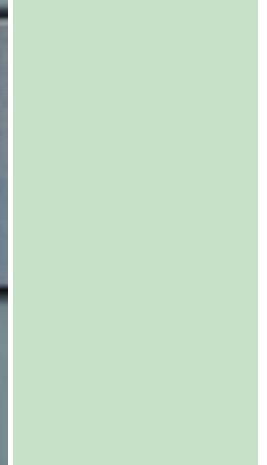




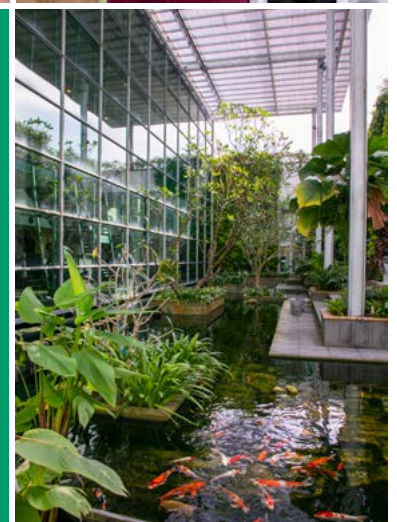
Hoffmann

Global Institute for
Business & Society



Annual Report

Academic Year 2022-23



Imprint

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Francisco Veloso was named Dean of INSEAD on 1 September 2023. This report will refer to Ilian Mihov as Dean of INSEAD to reflect his title during the reporting period.

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Foreword



The Hoffmann Global Institute for Business and Society is pleased to present our activities and results during the 2022-23 academic year. Not only did we celebrate our 5th anniversary, we also enhanced engagement with INSEAD faculty, staff, alumni, students and partners to continue our journey of embedding sustainability in all of the school's activities.

This Annual Report 2022-23 highlights activities and results

under the four pillars of our strategy. Once again, conversations on the global stage pointed to climate change, social inequalities, globalisation recession and the rise of conflicts. All these topics put increasing pressure on businesses to re-examine their role in society and act responsibly. The Hoffmann Institute's mission to transform business education accordingly is more relevant than ever.

Our 2022-23 Highlights



Funded

23

sustainability research projects and supported faculty across all 9 academic areas



Launched the 1st Business Schools for Climate Leadership Conference with 7 leading European business schools



Launched the Hans Wahl Impact Entrepreneurship Programme



Engaged more than 450 attendees at the 2023 INSEAD Business & Society Summit

changeNOW

Convened 80 INSEAD impact entrepreneurs at the ChangeNOW Summit to kick-off an impact community engagement strategy

Took stock of

5

years of progress on sustainability at INSEAD



Co-organized

3

cross-campus impact weeks and 2 events alongside WEF in Davos



Contributed to INSEAD's Climate Journey task force to reduce greenhouse gas emissions



Supported the MBA curriculum review to integrate sustainability across all courses



Sponsored 25 MBA students via the Hoffmann Institute Internship Impact Stipend



Our Mission: Integrate sustainability into everything the school does

Our mission is to transform business education to ensure that leaders and organisations benefit society and the environment. We aim to equip them to make thoughtful decisions that deliver positive outcomes for businesses, communities, people and the planet in line with globally agreed sustainability goals.

INSEAD is positioned to deliver on this mission. With global reach, academic excellence, an integrated approach and an engaged and diverse community, the school can

forge leaders who deliver value to companies, communities and the environment. We nurture diversity and cross-discipline thinking to tap into the transformative potential of sustainability-focused business education.

As stated by Dean Ilian Mihov at the closing of the Business & Society Summit in June 2023, the Hoffmann Institute has successfully delivered on its mission by contributing to the deep integration of sustainability into the school's activities.

Our Strategy

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



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 organisations and society



ENGAGEMENT

Engage the alumni community, public and private sector, and all stakeholders, to create real-world impact



WALK-THE-TALK

Lead by example, green our operations, and contribute to local and global progress and prosperity

Our Priorities for AY 2023-24

At the time of publication of this report, the Hoffmann Institute is designing its long-term strategy for the next five years in alignment with new INSEAD leadership under Dean Francisco Veloso, building on discussions with our leadership, faculty and staff, as well as guidance from our Advisory Board.

The concept and practice of sustainability are under constant evolution, and so are the activities of INSEAD on business and society. We aim to support the school in writing the next chapter of the sustainability story with enthusiasm and optimism for a better future.

Our first five years of action

Looking back at the initial plan

Since 2018, the Institute has followed a five-year strategic action plan based on the pillars of experimentation, consolidation and acceleration. Our activities and ideas were challenged, improved and strengthened, thanks to the support of stakeholders across INSEAD and our partners.

YEAR 4-5

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

YEAR 2-3

- 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

YEAR 1

- 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

After an external review of our work and stocktaking covering this five-year period, we now aim to collectively design a new strategic plan for the next five years. This exercise coincides with the leadership transition that is also taking place at the head of the school (at the time of publication of this report). We look forward to working hand-in-hand with the new Dean Francisco Veloso and to further enhancing INSEAD's global positioning as a leader in responsible management education.



The Hoffmann Institute hosted the Business and Society Summit on 17 June 2023 on the INSEAD Europe Campus to commemorate its fifth anniversary. Inaugurated by our Executive and Academic Directors, and with the participation of Institute Patron André Hoffmann MBA'90D and his wife Rosalie, the Summit reviewed progress and explored current trends in the integration of social and environmental challenges into business practices.

The summit kicked off with a keynote address by **Johan Rockström**, Director of the Potsdam Institute for Climate Impact Research, titled "Understanding the science of planetary boundaries for a safe and just future". Rockström highlighted the urgent need for a transformation to address the transgression of the Earth's system boundaries and the potentially irreversible consequences if timely action is not taken. He emphasised

the importance of adopting science-based targets to tackle global crises such as climate change, biodiversity loss and air pollution.

The Summit featured the following sessions:

- Three breakout sessions:
 - Addressing the Climate Crisis, with Professor Jasjit Singh

- Transforming Health Systems and a Virtual Reality Experience, with Professor Steve Chick
- Social Impact - Shared Ownership Implemented by Private Equity, with Professor Claudia Zeisberger

- A panel focused on sustainability reporting, with the participation of Professor Peter Joos

- A conversation with **Paul Polman**

- A final panel on systems change and the role of stakeholders, with the participation of visiting professor Lite Nartey



Business & Society Summit

Outputs



Knowledge

During Academic Year 2022-23, the Hoffmann Institute:

Appointed Marcos Prado Troyjo and Beatrice Weder di Mauro as distinguished fellows

Provided financial support for the development of 23 projects involving 23 Faculty members from nine Academic Areas, and for recruitment of research assistants and postdoctoral researchers, for a total of over €470,000

Supported publication of twelve papers in the “Crossroads: Business and Society” series on INSEAD Knowledge

Showcased the work of academic areas integrating sustainability in the “Lessons in Sustainability” blog series

Co-sponsored the 2023 Responsible Research in Business Management (RRBM) Summit with the Wharton Business School of the University of Pennsylvania

Published five inspiring stories of social entrepreneurship for season three of Mission to Change Podcast Series



As a management education research leader, INSEAD’s vibrant research community produces knowledge with high academic and real-world impact.

By integrating business and society in research, the Institute informs the business world, and addresses overarching topics of sustainable models, inclusion and well-being. Eventually, this helps us understand how to foster change within people, organisations, systems and the status-quo.

Research Outputs

During the 2022-23 academic year, the Institute funded new research through dedicated business and society research funds overseen by the INSEAD Research and Development Committee.

In total, the Hoffmann Institute financed with the Business and Society R&D Fund 23 projects involving 23 Faculty members from nine Academic Areas,

and recruitment of research assistants and postdoctoral researchers, for a total of over €470,000. We supported sustainability research via 8 other funds and supported 8 chairs and fellowships created after our inauguration.

The following funds are either directly funded through the Hoffmann Institute or via external sources of funding to support business and society research streams.

- **Michael A. Butt Fund for Business & Society by AXIS Capital** – Support for research streams that fall under the Institute
- **Andrew Land Fund** – Support for embedding the UN Sustainable Development Goals into business education
- **Robb Case Fund for Business and Society** – Support for writing cases on business and society, with a focus

on diversity and inclusion, sustainable models and social impact

- **Jacques Garaïalde Research Fund for Decreasing Wealth Inequality** – Support for research work at the James M. and Cathleen D. Stone Centre for the Study of Wealth Inequality
- **Dirk Luyten Research Fund on Gender** – Support the work of the INSEAD Gender Initiative
- **Mirjam Staub-Bisang Research Fund in Sustainable Finance** – Support for research in sustainable finance, in particular Environment, Social and Governance (ESG)
- **Cyril de Bournet Fund for Gender Diversity in Faculty** – Support for work by female faculty at INSEAD, including research and teaching
- **Mark Pathy MBA'98D Research Fund** – Support for research at the INSEAD Sustainable Business Initiative

The following Chairs, Fellowships and Professorships are supported by business and society funds catalysed by the Hoffmann Institute.

- **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.

- **Patrick and Valentine Firmenich Fellowship for Business and Society** – Professor Dan Iancu
This fellowship examines how operational excellence and innovative business models can help organisations generate positive social and environmental impact while still being profitable.
- **Goltz Fellowship in Business and Society** – Professor Maria Guadalupe
This fellowship recognises and supports exceptional young academics working at the intersection of business and society.
- **Hoffmann-World Economic Forum Fellowship for Circular Economy Adoption and the Fourth Industrial Revolution** – Mel Hua working with Professor Spencer Harrison
This two-year fellowship investigates how the adoption of “Dirty Innovations” can facilitate the transition to a more circular economy.
- **Hoffmann-World Economic Forum Fellowship on Food Systems and Data** – Felipe Vizzoto working with Professor

Dan Iancu

This two-year fellowship explores how to best leverage data analytics and technology to accelerate incentives for net-zero and nature-positive food systems.

- **Barons Janssen Endowed Professorship** – Professor Peter Joos
This professorship supports research on sustainable finance and accounting.

Each year, holders of these Chairs and Fellowships report their activities and contributions. These are available for consultation upon request.

These funds support the Hoffmann Institute activities and Master Strategist Day event:

- **The Hugo van Berckel Award** – Awards a cash prize to the winning social impact-oriented team in the Master Strategist Day case competition
- **Master Strategist Day Fund** – Funds Master Strategist Day student activities and teaching materials
- **Dutch Alumni Force for Good Fund** – Provides general support for Hoffmann Institute activities



Marcos Prado Troyjo

Appointment of Distinguished Fellows

This academic year, the Hoffmann Institute and the Research department jointly appointed two distinguished fellows, **Marcos Prado Troyjo** and **Beatrice Weder di Mauro**.

Mr. Prado Troyjo is a Brazilian political economist, diplomat, and writer. He has held several high-level positions in government, business, and academia, including President of the New Development Bank (NDB) and Deputy Minister of the Economy of Brazil. He is an expert in globalization and economic development and has authored several books and articles on these topics.

Dr. Weder di Mauro is a Visiting Research Professor in our Europe Campus, and a professor of economics holding the Chair of Economic Policy and International

Macroeconomics at the University of Mainz in Germany. She has provided high-level policy advice to governments, international organizations, and central banks in Europe and the rest of the world. Her research focuses on international macroeconomics, and she has published extensively in leading academic journals and authored op-eds that contribute to the public policy debate.

Both fellows have been engaging in activities supporting INSEAD's degree programmes. We look forward to welcoming them in future events and activities in the upcoming academic year.

Crossroads: Business and Society Series

Eleven different faculty contributed to the publication of 12 papers as part of our Crossroads: Business and Society series on INSEAD Knowledge.¹

“The Pandemic Has Dealt a Blow to Gender Balance” by Zoe Kinias (INSEAD Associate Professor of Organisational Behaviour; Founding Director, INSEAD Gender Initiative)

“A Perfect (Macroeconomic) Storm” by Antonio Fatas (INSEAD Professor of Economics)

“GHG Emissions Reduction: Scientific Rigour and Stakeholder Engagement” by Atalay Atasu (INSEAD Professor of Technology and Operations Management; the Bianca and James Pitt Chair in Environmental Sustainability) and Attila Cselotei (INSEAD Chief Operating Officer)

“Confronting Climate Change in Africa” by Prashant Yadav (INSEAD Affiliate Professor of Technology and Operations Management; Academic Director, INSEAD Africa Initiative) and Vinika D. Rao (Executive Director, INSEAD Emerging Markets Institute, Gender Initiative and Africa Initiative; Asia Director, HGIBS)



Beatrice Weder Di Mauro

¹ Author's titles as featured on INSEAD Knowledge at the article's publication.

“Five Global Trends in Business and Society in 2023”

by Mark Stabile (INSEAD Professor of Economics, the Stone Chaired Professor in Wealth Inequality; Academic Director, James M. and Cathleen D. Stone Centre for the Study of Wealth Inequality; Academic Director, Hoffmann Institute), Katell Le Goulven (Executive Director, Hoffmann Institute), and Ilian Mihov (Dean, INSEAD)

“How Organisation Design Can Rescue the SDGs” by Phanish Puranam (Roland Berger Chaired Professor of Strategy and Organisation Design, INSEAD)

“Transformative Change Starts With Responsible Research” by Ilian Mihov (Dean, INSEAD), and Erika H. James (Dean, The Wharton School of the University of Pennsylvania).

“We Need to Talk About the Carbon Budget” by Beatrice Weder di Mauro (Visiting Professor and Distinguished Research Fellow, Hoffmann Institute)

“Without Shared Values and Goals, Tech Regulations Won’t Work” by Theodoros Evgeniou (INSEAD Professor of Decision Sciences and Technology Management) and Ludo Van

der Heyden (INSEAD Chaired Professor of Corporate Governance and Emeritus Professor of Technology and Operations Management)

“When Shareholders Share, the Business Benefits” by Claudia Zeisberger (INSEAD Senior Affiliate Professor of Entrepreneurship & Family Enterprise)



Professor Luk N. Van Wassenhove



Professor Prashant Yadav

“From Super-Sized to Superior Gratification: A New Path for the Food Industry” by Pierre Chandon (L’Oréal Chaired Professor of Marketing – Innovation and Creativity, INSEAD; Director, INSEAD-Sorbonne Université Behavioural Lab)

“Frameworks and Focus Are Essential for Change” by Ilian Mihov (Dean, INSEAD)



Professor Atalay Atasu



Professor Claudia Zeisberger

Lessons in Sustainability Series

To showcase how INSEAD’s nine academic areas are integrating sustainability, we sat down with the Area Chairs from each academic area to produce an ongoing series called ‘Lessons in Sustainability’.

This academic year, we released five of these interviews focusing on the following areas:

- **Economics and Political Science** with Professor Pushan Dutt
- **Strategy** with Professor Andrew Shipilov
- **Entrepreneurship and Family Enterprise** with Professor Xiaowei Rose Luo
- **Technology and Operations Management** with Professor Manuel Sosa
- **Decision Sciences** with Professor Enrico Diecidue

Events

2023 Responsible Research in Business Management (RRBM) Summit

Hosted by INSEAD Faculty and Research departments on the Europe Campus from 15 to 17 June 2023, under a joint sponsorship with the Wharton School of the University of Pennsylvania, the RRBM Summit engaged members of the business and management research ecosystem who are interested in pushing and promoting an agenda of credible and socially-impactful responsible research.

The event, also co-sponsored by the Hoffmann Institute, featured presentations on experimental business models for sustainability research, and inclusivity as a guiding principle for credible and useful science. The Summit also hosted panel discussions on sustainability reporting, journal impact metrics around the SDGs and impactful research. Networking sessions and a professional development workshop for PhD students were also held.

For more on RRBM Summit activities and key insights, explore this story published on our website.

Other Knowledge Activities

• **Faculty Luncheons**

- Three faculty luncheons were held during the academic year, focusing on gender and inclusion, the insecurity trap, and climate and debt.

- Featured speakers were **Iliia Tsetlin** (Professor of Decision Sciences), **Kaisa Snellman** (Professor of Decision Sciences; Academic Director, INSEAD Gender Initiative) and **Beatrice Weder di Mauro** (INSEAD Visiting Professor; Distinguished Research Fellow, HGIBS)

• **Faculty Learning Trek to Rwanda and Kenya**

- Our associated INSEAD Africa Initiative, in collaboration with the Deans of Faculty and Research, designed a field learning experience for 14 faculty members to gain on-the-ground knowledge about how business, government and social sector ecosystems are evolving in the region.

- The trip included meetings with business and government leaders, conversations with INSEAD alumni and site visits to businesses and academic institutions.



RRBM Summit

Mission to Change Podcast Series

In its third season, this podcast series continued to showcase the stories of inspiring figures transforming businesses and initiatives driving positive change. Season three focused on social entrepreneurs, their impact and the partnerships they forge to scale impact.

As of the end of the 2022-23 academic year, the podcast series featured:

- **Bill Drayton**, Founder of Ashoka, on [what it means to be a social entrepreneur](#).

- **Filipe Santos**, Visiting Professor of Social Entrepreneurship at INSEAD and Dean of Católica Lisbon School of Business and Economics, and Alexandra Machado, CEO of Girl MOVE Academy, on the [four stages in the lifecycle of a social enterprise](#).

- **Mila Lukic**, Co-Founder of Bridges Outcomes Partnerships and INSEAD alumna, on [how outcomes-based contracts work in public sector](#).

- **Felipe Monteiro**, Professor

at INSEAD, and **Fabio Tentori**, Head of Innovation and Sustainability at Enel X, on [how corporations and impact enterprises partner for good](#).

- **Cynthia Rayner**, INSEAD alumna, and **Jerroo Billimoria**, serial social entrepreneur, on [social enterprises changing and impacting at a systemic level](#).

All episodes from past two seasons are available on the [Mission for Change](#) page on the web.



Learning

In Academic Year 2022-23, the Hoffmann Institute:

Project-led the INSEAD MBA curriculum review process to embed key sustainability learning in all core courses, as well as the creation of a new sustainability capstone course

Sponsored extra-curricular learning opportunities for MBA students pursuing summer internships with social or environmental impact organizations, exploring global start-up ecosystems or developing impact-based business models and strategies

Connected with faculty, students, alumni and staff at institutional events such as INSEAD SDG Week, Health Week and Earth Week

Developed and launched the INSEAD Hans H. Wahl Impact Entrepreneurship Programme

Created the “Business Action for a Nature-Positive World” community on the INSEAD Learning Hub

By providing a transformational learning journey to one of the largest and most diverse student bodies in the world, INSEAD equips future leaders to act responsibly and drive sustainable, meaningful change in business.

In this academic year, the Hoffmann Institute supported efforts by faculty to include sustainability components in degree programmes. In addition to the curriculum components, our students engaged in impact projects, led events on sustainable development issues and connected with practitioners on the topic.

Renewed MBA Curriculum

This academic year, the Institute supported the INSEAD MBA curriculum review process. This collective effort was led by a committee led by Professor Urs Peyer, with Atalay Atasu, Antonio Fatas, Peter Joos, and Jasjit Singh as members from Faculty, and Kim Wilkinson from the Hoffmann Institute as project manager.

In May 2023, the Committee announced a renewed MBA

Programme embedding clear learning objectives on sustainability into all 14 core courses and introduced a new mandatory capstone to challenge students to integrate sustainability learning across all management areas. Students can further tailor their MBA Programme to their individual interests by choosing to take electives from a selection of 19 sustainability focused courses.

The renewed curriculum aims to equip students with the knowledge and tools so that they can make the right choices and have their own positive impact during their careers. When they make decisions and create solutions for a business, they will take into account the social and environmental impact. *Professor Urs Peyer, INSEAD Dean of Degree Programmes*



Health Week

The second edition of [INSEAD Health Week](#), held on Europe and Asia Campuses from 31 January to 2 February 2023, gathered speakers and specialists in sessions on stress management, the importance of rest and recovery, and the balance between mental, emotional and



physical health. Organised by the Hoffmann Institute in collaboration with students from the Master in Management programme and the school's Student Life department, the Week's events were coupled with physical health checks, massages, mindfulness and yoga sessions. On both campuses, a special food and beverages menu was offered.



Earth Week

The second cross-campus edition of [INSEAD Earth Week](#) was held from 17 to 21 April 2023. Organised by the Institute in collaboration with INSEAD Operations and Campus Services, Human Resources, the Career Development Center and with the contribution of student clubs, this five-day event included on-campus activities and conversations to share knowledge and action on topics related to our planet.

Students, faculty and staff were actively involved in conversations, panels and workshops at the intersection of climate change and financial markets, rethinking the economic and institutional model to create a more just and sustainable future, and INSEAD's

actions to reduce energy consumption and increase energy production.

Students and recent graduates also engaged in the Alumni Impact Career Panel, featuring four alumni working in sustainability-related organizations. Climate Fresk Workshops were also offered on both campuses as well as a webinar involving faculty and sustainability/climate centres as part of the Business Schools for Climate Leadership coalition.



SDG Week

For the fourth consecutive year, the Institute collaborated with INSEAD student clubs to organise SDG Week, an event aimed at raising awareness about how businesses can drive progress towards achieving the United Nations Sustainable Development Goals, or SDGs. From 2 to 4 November 2022, students, staff, faculty, and the INSEAD community engaged in 10 interactive sessions featuring 40 speakers, covering a range of topics on sustainability and action on different global challenges we face as humanity.

INSEAD Dean Ilian Mihov opened the event with Co-Founder of EcoVadis Pierre-

Francois Thaler MBA'99D. Topics discussed included the impact of climate change in Africa, new business models for a sustainable economy, investing in inclusion, and the impact of EdTech in underserved communities.

Sessions of SDG Week 2022 are available to watch on the [INSEAD YouTube channel](#).

Hoffmann Institute Internship Impact Stipend

This stipend programme provides financial support for INSEAD MBA students pursuing a summer internship in the public, not-for-profit sectors, for-profit impact ventures and impact investment firms with a clearly defined social or environmental purpose. It also aims to guarantee that students undertaking unpaid summer internships in eligible organisations receive a baseline compensation.

This academic year, 25 stipends were allocated which represents a 107% increase compared to the previous academic year, showing the growing importance of this stipend for students interested in exploring this impact space.

Companies welcoming INSEAD students included the Capitals Coalition, Civitem, GIST Impact, Group AID, World Rugby, Jumanji Studio, the Climate Tech

Bootcamp and the SAJIDA Foundation. Read their stories in the [section “My Summer Internship Journey”](#) on the INSEAD In the Know platform.

INSEAD Summer Start-up Tour (‘SSUP)

For the fifth consecutive edition, the Hoffmann Institute supported students in their sustainability journeys as part of the [INSEAD Summer Start-up Tour, ‘SSUP’](#).

Our support enabled three teams of MBA students to explore business ecosystems: [“Génies d’Éclair”](#) (Wade

Newville and Zoe Toulouse), [“KenyaCap”](#) (Vanshika Singh, Simmi Das, Alistair Hall, Boulos Hraoui, and Charles Fakhry) and [“EMS”](#) (Eric Tsai, Misal Rob and Soham Banerjee). These teams explored entrepreneurship on food and agriculture, climate, health and tech in different geographies of Europe, Middle East and Africa.

Student teams shared what they learned on social media after journeys exploring global start-up ecosystems with an impact and sustainability perspective.

Other student learning opportunities

INSEAD Venture Competition (IVC) – The Hoffmann Institute sponsored the social impact prize for the 45th and 46th editions of this competition, held by the Rudolf and Valeria Maag INSEAD Centre for Entrepreneurship. The IVC is the flagship entrepreneurship experience for all current degree programme participants. Running twice a year, this event represents an exciting step in the development of entrepreneurial student ventures, allowing them to pitch their start-up concept and business model.

- 45th edition winner – Team **Baobab**, a platform to provide Kenyans with affordable access to a diverse range of investment opportunities and a strong community focused on sharing and learning. *Paul Mburu, Fabio Kenji Nishikawa & Ekpeme Inyang – MBA’22D Class*

- 46th edition winner – Team **Capbrane**, a start-up aiming to decarbonise the maritime industry by providing a post-combustion technology that separates CO2 from exhaust gas using a semi-permeable membrane. *Iris Zhao, Feb Hillman and Marion Becker – MBA’23J Class*

Master Strategist Day (MSD) – Part of the core strategy class, this event was held in October 2022 and February 2023. On each MSD, students were presented with social impact cases, developed strategies to achieve business goals and competed as teams to pitch their strategies.

- **Nabta Health** – *A femtech start-up launched in 2017 with a hybrid healthcare model to offer care to women in the Middle East, with the aim of scaling to low-income countries.* The October 2022 MSD supported Nabta with strategic options to maximise their impact.
- **Château de Fontainebleau** – *A historical landmark and World Heritage site, this castle includes buildings and gardens with a remarkable cultural patrimony that makes the community surrounding our Europe Campus proud.* The February 2023 MSD supported the Château in preserving and raising awareness of its cultural heritage, while maintaining a profitable and sustainable business model.

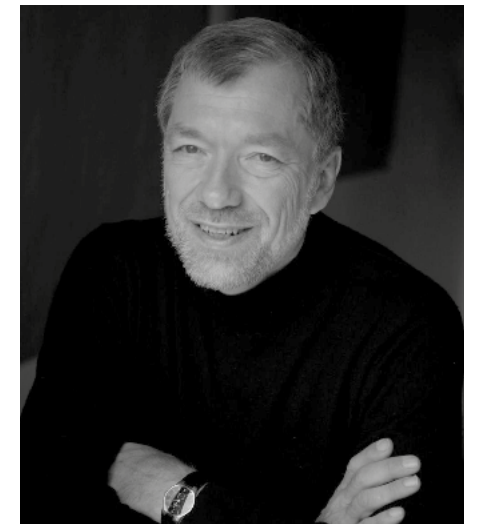
The Hoffmann Institute provides financial support for the **Master Strategist Day**.

Competitions – The Hoffmann Institute supported and sponsored participation of INSEAD students in the following internal and external competitions:

- [INSEAD x Accenture 360° Strategy Competition](#): A competition about re-evaluating business and operating models holistically to create value on finance, sustainability, resilience, talent, and inclusion and diversity using a real-world business problem. **Team Peak** (Berwin Jayapurna, Maya Fukui, CFA, Moulik Shrivastava, Prabhanshu Pavecha) from INSEAD won the competition’s award.
- [CleanTech Challenge at London Business School](#): For the challenge, **Team ClaraC** (Nico Hutton, Tiphaine Delepine, Grace Mathis, Carolina Rodriguez-Bustelo) of INSEAD developed an innovative platform that digitises environmental data for food producers, enabling them to make their supply chain more sustainable. Their proposal won the Audience Choice Award for best pitch at the competition.

INSEAD Hans H. Wahl Impact Entrepreneurship Programme (formerly ISEP)

Developed and launched in cooperation with INSEAD Executive Education, the



Hans H. Wahl

[INSEAD Hans H. Wahl Impact Entrepreneurship Programme](#) is a partner programme geared towards helping impact venture leaders develop leadership and management skills to support growing social enterprises or impact ventures.

The Programme creates an opportunity to focus on the business skills and frameworks that make it possible for entrepreneurs and intrapreneurs to expand their reach and impact. Directed by Hoffmann Institute Executive Director, **Katell Le Goulven**, with content developed by INSEAD faculty, this programme provides a platform to analyse the uniquely complex issues and challenges facing impact business leaders.

The Programme launched in May 2023 with 15 participants



Students at the February 2023 edition of Master Strategist Day



Class of 2023 of the INSEAD Hans H. Wahl Impact Entrepreneurship Programme

from the United States, France, Bangladesh, India, Netherlands, Spain, Switzerland, Germany, Canada and Italy. It was sponsored by partner organisations – Cartier Women’s Initiative, European Investment Bank, Tommy Hilfiger Fashion Frontier Challenge, and Innovate 4 Nature. Participants also received coaching support from NEO Leaders.

This programme is named after **Hans H. Wahl (1950 - 2022)**, to continue the work that he started and championed for many years in our school. In addition to his remarkable career of more than 35 years in education, management, economic and political development, Hans led the INSEAD Social Entrepreneurship Programme (ISEP), which ran for 15 years with

28 sessions on our Europe and Asia Campuses.



Nature-Positive World at INSEAD Learning Hub

In partnership with the Capitals Coalition, World Economic Forum, Systemiq and rePLANET, the Hoffmann Institute created the **“Business Action for a Nature-Positive World”** community on the INSEAD Learning Hub platform.

Featuring the latest and most relevant insights, research and thought leadership on how businesses can contribute to a nature-positive world, this community increased access to knowledge on what nature-positive means in material terms for business and finance. The platform features short articles, podcasts, reports and videos focused on specific topics such as regenerative business, nature and climate change, nature-based solutions, nature and livelihoods, nature finance and nature-positive governance.

Learning Hub resources are available for free on the [INSEAD Learning Hub app](#) for mobile devices.



Engagement

During Academic Year 2022-23, the Hoffmann Institute:

Empowered female and social entrepreneurs, thanks to our partnerships with Cartier Women’s Initiative and ChangeNOW Summit

Continued to engage with United Nations initiatives such as the UN Academic Impact (UNAI), the Principles for Responsible Management Education (UN PRME) and UN Women #HeForShe Alliance

Held conversations with French business leaders at the *Les Echos* Club on Responsible Engagement

Engaged business leaders in Europe at the World Economic Forum Annual Meeting and in Asia with the Stewardship Asia Centre

Partnered to launch the first Business Schools for Climate Leadership Conference with participation by deans, researchers and alumni from eight member schools

Expanded our online community to more than 19,400 followers on social media

With over 67,000 alumni across 179 countries, INSEAD engages its community to generate real world impact. Engagement for impact starts within students' clubs, community projects, and eventually carries through to the Lifelong Learning (LLL) alumni journey, reunions, forums and alumni associations. 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 realize impact beyond the boundaries of our campuses by mobilizing and sharing knowledge, expertise and other resources to advance the SDGs. The Hoffmann Institute develops partnerships with academic institutions, non-profits and businesses to share knowledge and expertise to achieve the SDGs. As an academic institution, we bring expertise in cutting-edge research, capacity-building, project development, and our established relationships with peer institutions and the community.

Fostering and Scaling Existing Partnerships



United Nations Academic Impact (UNAI) – INSEAD is a UNAI member institution. UNAI is a network of 1,600 academic institutions, think tanks, students, researchers and educational partners in more than 150 countries, working with the United Nations to promote sustainable development.

This academic year, the Institute reported INSEAD activities to UNAI through our Sustainability Report. Our partnership with the Tommy Hilfiger Fashion Frontier Challenge was featured on the [UNAI website](#) as part of a

series on how UNAI members are taking action towards the Sustainable Development Goals.



Cartier Women's Initiative – INSEAD is the founding academic partner of the Cartier Women's Initiative. The school is proud to contribute its expertise in entrepreneurship, innovation, leadership and impact-driven business in support of women entrepreneurs worldwide. This academic year, our school designed the INSEAD-Cartier Female Impact Entrepreneurship Programme. Hosted on our Europe Campus, this three-day programme mentored more than 30 female entrepreneurs to scale their businesses and their impact.



Le Club Les Echos Débats: Engagement Responsable – For a fourth consecutive year, INSEAD partnered with the [Les Echos Club on Responsible Engagement](#). Four discussions with leaders from the public and private sector were held with participation by INSEAD students.



Global Business School Network (GBSN) – We continued engagement with this international coalition of business schools to improve access to quality, locally-relevant management education for the developing world.



2023 UN PRME Global Forum

This academic year, our school's Africa Initiative joined forces with the GBSN to offer the [GBSN-INSEAD Africa Faculty Fellowship](#). The Fellowship is designed for African educators committed to advancing the quality of learning and teaching with resources developed by our institution. More information on the outcomes of this fellowship can be found in the Centres and Initiatives section of this report.

United Nations Principles for Responsible Management Education (UN PRME) – Since 2008, INSEAD has been a [member of UN PRME](#). With the support of the

Hoffmann Institute, our school's participation and engagement have been very active this academic year:

- INSEAD Dean Ilian Mihov served as Chair of the UN PRME Board from 2020 to 2023. Under his leadership, the initiative undertook various initiatives to update its framework of action and consolidate its role of promoting responsible management education worldwide.
- INSEAD sponsored and participated in the [2023 UN PRME Global Forum](#), with a programme focused on how

business education can help advance the sustainable development agenda worldwide.

- We also supported the [Forum's SIP Recognition Awards](#) for best practices in reporting by PRME members.



- We participated in the Annual Meeting of the **UN PRME France and Benelux Chapter**, hosted by Rotterdam School of Management, Erasmus University on 13 and 14 October 2022.



UN Women #HeForShe

Alliance – In September 2021, our school joined the Alliance with commitments to achieve gender balance on the Board of Directors and continue promoting gender equity at all school levels. This academic year, Hoffmann Institute Asia Director Vinika Rao participated by co-chairing the Allyship Committee of this initiative.



Stewardship Asia Centre – The Hoffmann Institute partnered with this Centre to launch and curate the Steward Leadership Summit 2023, a one-day event with experts and global business leaders to share insights and experiences on the practice of stewardship. We also partnered on a new edition of the Steward Leadership 25 (SL25), an annual listing of the 25 best projects of steward leadership excellence in the Asia-Pacific region. The SL25 list will be revealed during a Summit in November 2023.

Business Schools for Climate Leadership (BS4CL)

The BS4CL is a partnership of eight leading business schools in Europe working together to acknowledge the climate crisis and raise awareness of issues,

challenges and actions needed to help business tackle climate change.

With support of the Hoffmann Institute, INSEAD launched this initiative as a founding member in 2021. Other participating schools include Cambridge Judge Business School, HEC Paris, IE Business School, IESE Business School, the International Institute for Management Development (IMD), London Business School and Saïd Business School of the University of Oxford.

This academic year, BS4CL was active on two fronts:

- **BS4CL Africa** – Six leading African business schools and the UN PRME Africa Chapter launched this new chapter of

the coalition at COP27, around the challenge of collaborating for climate action to transform business education curricula in alignment with the realities of the African continent.

- Participating schools are the School of Business at the American University in Cairo, Egypt; ESCA Ecole de Management in Morocco; Gordon Institute of Business Science in South Africa; Lagos Business School in Nigeria; School of Tourism and Hospitality at Strathmore University in Kenya; and Stellenbosch Business School in South Africa.

- Other organizations supporting the initiative include the Association of



Participants of the Impact Entrepreneurship Reunion at ChangeNOW 2023



Participants at the first BS4CL Conference – IESE Campus, Barcelona

- African Business Schools (AABS), the United Nations Framework Convention on Climate Change (UNFCCC), UN PRME and the UN PRME Africa Chapter.

- **First BS4CL Conference** – On 1 and 2 June 2023, deans, researchers and alumni from the eight member schools got together at IESE's campus in Barcelona to collaborate around collective impact and ambition to combat climate change. The two main features of this conference were the Climate Leadership Research Conference on 1 June, and the Forum: Leading Decarbonization on 2 June. Explore the highlights of the event here.

Additionally, BS4CL held the

following online events:

- **Online Brown Bag Seminar** – As part of INSEAD Earth Week, BS4CL hosted a session to present the BS4CL Toolkit, which was created to help business leaders pose key questions and assess their readiness to act effectively to tackle the climate emergency.
- **COP15 Biodiversity: Challenges and Opportunities in Mobilising the Private Sector** – In preparation for the UN Biodiversity Conference COP15 in Montreal in December 2022, BS4CL hosted a webinar on the interlinkages between climate change and biodiversity and the private sector's role in halting and reversing nature loss.



ChangeNOW Summit

For the fifth consecutive year, the Hoffmann Institute led INSEAD's participation as major academic partner of the ChangeNOW Summit, the world's largest gathering of solutions for the planet. The 2023 edition of ChangeNOW was held from 25 to 27 May at the *Grand Palais Éphémère* in Paris and focused on fostering coalitions and partnership-building, as well as supporting biodiversity and impact entrepreneurship. It gathered 35,000 participants from all over the world including indigenous and business leaders, government officials, civil society and academics.

Peter Zemsky, at the time INSEAD's Deputy Dean and Dean of Innovation, moderated the panel on "Reducing Carbon Emissions". Hoffmann Institute Executive Director Katell Le Goulven moderated a session titled "Nature-Based Solutions: Regenerating Ecosystems".

Building on the strong connection established since the launch of the Cartier Women's Initiative, INSEAD and Cartier joined forces to host an **Impact Entrepreneurship Reunion** at the ChangeNOW Summit in 2023. More than 80 graduates of the

INSEAD Social Entrepreneurship Programme (ISEP) connected for three days to follow a learning and networking expedition. Joining them was the first cohort of participants from the Hans Wahl Impact Entrepreneurship Programme (HWIEP).

The Hoffmann Institute together with the Cartier Women's Initiative sponsored the participation of nine top ventures who were provided with booths at the ChangeNOW Summit to present their businesses: [Tierra de Monte](#), [Natakallam](#), [Saathi](#), [CloQ](#), [Bare Necessities](#), [Sehat Kahani](#), [hiveonline](#), [Green Bamboo Cambodia](#) and [Social Founder](#). The Impact Entrepreneurship reunion featured INSEAD Professor Jasjit Singh who gave a keynote presentation on "Why Impact Entrepreneurs matter in a world of ESG." Read more about the reunion in this [LinkedIn article](#).



INSEAD x Davos

For the fourth year, INSEAD again partnered with [InTent](#) to host conversations about responsible business leadership in the **SDG Tent** alongside the World Economic Forum Annual Meeting 2023 in Davos.



Session 'Achieving the Goal of Universal Health Coverage by 2030: Successes and Challenges from Emerging Market Countries' at the SDG Tent

On 18 and 19 January, the Hoffmann Institute convened INSEAD faculty, leading speakers and experts for two sessions aligned with the Forum theme of "cooperation in a fragmented world".

The first session featured a panel discussion organised in collaboration with INSEAD Healthcare Management Initiative (HMI) and moderated by INSEAD Professor Mark Stabile on "Achieving the Goal of Universal Health Coverage by 2030: Successes and Challenges from Emerging Market Countries". This practical session on health policy was, complemented by

a masterclass by INSEAD Professor Subi Rangan on "Integrating Income and Impact: Three Secrets".

A summary of all sessions can be found [here](#), and relevant content is also available on our [YouTube channel](#).

Les Conférences de l'INSEAD

INSEAD Professor Henri-Claude de Bettignies started *Les Conférences de l'INSEAD* in 1987 to host discussions and debates with prominent scholars on topics of current societal interest. The 2022-2023 season of *Les Conférences*

de l'INSEAD attracted more than 1,600 participants from Fontainebleau and nearby towns and covered the following topics:

- [Quels scénarios pour la nouvelle civilisation du poisson rouge ?](#) with Bruno Patino, President of the television channel Arte and professor at Sciences Po Paris.
- [Le bien-être au travail : que faire pour le créer et le développer ?](#) with Claudia Senik, professor at Sorbonne Université and the Paris School of Economics.
- [Quelles vont-être les relations entre les Etats-Unis, l'Europe et la Chine après la guerre d'Ukraine ?](#) with Thomas Gomart, director of the French Institute of International Relations (IFRI).
- [La croissance verte : est-elle vraiment 'pour' la nature ?](#) with Hélène Tordjman, lecturer at the Université Sorbonne Paris Nord.

All sessions were conducted in French and are [available to watch online](#), along with a selection of conferences from previous seasons.

Other Engagements

- The Hoffmann Institute partnered with **TiE** to host the **Southeast Asia Women's Global**

Pitch Competition for start-up female founders. Culminating in an exciting event on our Asia Campus, the competition winner was WeGrow Education, a start-up providing sex education for school children in Vietnam.

- At the first **Societal Impact Conference of the Association to Advance Collegiate Schools of Business**, we presented the work of the Hoffmann Institute on societal impact, sharing our experiences across business schools working to integrate sustainability into their activities. A write-up of the conference is available [here](#).

- At the **Building Bridges Conference** in Geneva, Executive Director Katell Le Goulven participated in the session "Leading Sustainability from the Boardroom".

- Our Asia Director, Vinika Rao, conducted a session on "Developing inclusive organizations for sustainable growth" at the **Tanglin Trust School in Singapore**.

Alumni Engagement

- The Hoffmann Institute supported the Alumni-led [Community Impact Challenge \(CIC\)](#) initiative to launch StartNOW, a four-week learning challenge with access to resources and a community

of passionate sustainability experts helping individuals and organizations to achieve the next level on their journey to reduce emissions.

- To integrate sustainability in all alumni gatherings, Executive Director Katell Le Goulven led and facilitated conversations on sustainability at the following events:

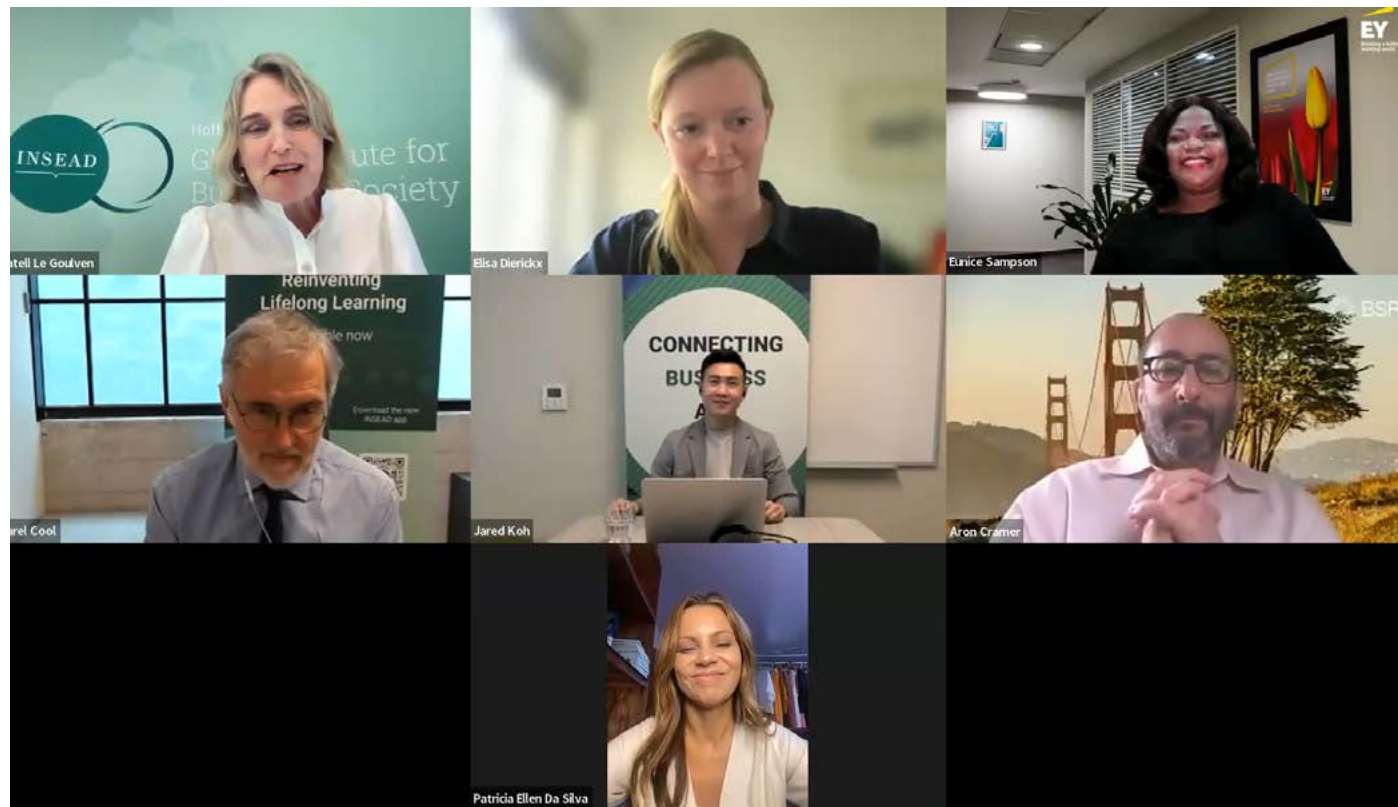
- **Alumni Forum Europe** – 23 to 25 March 2023 on 'Social Entrepreneurship: Engaging with a Growing Movement'

- **Webinar "Fuelling our Future: Rethinking Food and Energy"** – 23 March 2023, in alliance with INDEVOR, Alumni Club Energy and the Community Impact Challenge

- **Webinar "Using Tech to Eradicate Poverty: The 3D (Dignity, Development& Digital) Approach That's Working in Brazil's Favelas"** – 6 July 2023, in alliance with INDEVOR and Alumni Association Brazil

INSEAD Business Sustainability Series

Together with INSEAD Lifelong Learning (LLL), Digital@INSEAD and the Sustainable Business Initiative, the Institute supported the launch of the [INSEAD Business Sustainability Series](#).



Webinar "Sustainability around the World: Trends, Impact, and Opportunities"

This series of discussions on aligning sustainability and business objectives showcases the commitment to sustainability by INSEAD alumni through innovative projects and leadership roles in various industries and sectors.

Under the leadership of professors **Karel Cool** (Professor of Strategic Management, The BP Chaired Professor of European Competitiveness) and **Atalay Atasu** (Professor of Technology and Operations Management, The Bianca and James Pitt Chair in Environmental Sustainability; Academic Director, INSEAD Sustainable Business Initiative), this series featured five interactive events between April and November 2023, two of which took place this academic

year: Sustainability as a Strategic Opportunity (26 April) and Sustainability around the World: Trends, Impact, and Opportunities (8 June).

External Communication

Sustainability Stories: During this academic year, we published 31 stories with an average of three stories per month documenting INSEAD's progress on sustainability:

• **Calendar Year 2022**

- INSEAD's Inaugural Climate Summit
- Research that Drives Sustainability: Case Studies 2021/2022
- 'SSUP 2022: EdTech in Focus
- CAMP4: Master Strategist Day
- 'SSUP 2022: EdTech in Focus Part 2

- MBAs Making a Real-World Difference
- Pop Quiz: What is Sustainability?
- Three Takeaways with Magali Anderson: Internal Activism
- Hoffmann Institute Annual Report 2021-2022
- SDG Week 2022: Every Action Counts
- EIB Institute Crowns Social Innovation Champions
- Q1 2022-2023 activity update
- Three Takeaways with Simon Zadek: Making Nature Count

• **Calendar Year 2023**

- Business Action for a Nature-Positive World: Welcome to the Future
- An Adventurous Legacy of Altruism – Hans Wahl
- Lessons in Sustainability: Economics and Political

Science

- INSEAD Alumni Embody Business as a Force for Good
- INSEAD Climate Run: Join the Race To Net-Zero Emissions
- INSEAD in Davos: Cooperation in a Fragmented World
- Lessons in Sustainability: Strategy
- INSEAD Sustainability Report AY 20-21
- INSEAD at the HeForShe Summit: Representation of Women in Leadership
- Q2 2022-2023 Activity Update
- Force for Good Alumni Award: Partnering for Public Health
- Lessons in Sustainability: Entrepreneurship and Family Enterprise
- Lessons in Sustainability: Technology and Operations Management
- Q3 2022-2023 Activity Update
- Our First Five Years
- Highlights from the Business and Society Summit
- Earth Week 2023: Promoting Prosperity that Protects the Planet
- Tapping into Palestine's Potential

• **60-Second Quarterly Updates**

- Four video updates on our quarterly activities were produced: Quarter1, Quarter 2, Quarter 3 and Quarter 4.

- **Social Media** – We continued to improve engagement on our social media accounts and

expanded our reach. Our online community now totals more than 19,400 followers:

- 8,200 followers on LinkedIn, a 31% increase over last year
- 4,422 followers on Twitter, a 1.2% increase over last year

The Institute also started a year-long social media series focused on multi-stakeholder partnerships. This series served as a tribute to our collaborators from various fields and provided insights into our methodologies and strategies for establishing

and nurturing partnerships in alignment with the UN SDGs vision, thereby advancing the mission of our Institute.

- **YouTube** – Video summaries of Hoffmann Institute events, partnerships and collaborations discussing business and society topics received over X,000 views.

- **Newsletter** – To stay updated on Institute progress and developments, more than 1,300 subscribers receive our quarterly newsletter throughout the academic year.





Walk the Talk

In Academic Year 2022-23, the Hoffmann Institute supported the following changes in our school's operations:

Consolidated the process to analyse our greenhouse gas emissions to define potential actions to reduce emissions

Improved INSEAD sustainability reporting by consolidating our reporting against different international frameworks (GRI, UN SDGs, PRME and Academic Impact)

Used INSEAD's annual EcoVadis assessment to identify areas for improvement



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 every INSEAD campus, department, activity and role. Such integration reflects our commitment to acknowledge the impact of school operations and use our knowledge and resources to maximise our positive potential.

INSEAD Climate Journey

After announcing its commitment to reduce its Scope 1 and 2 greenhouse emissions by 67% in 2035, this academic year INSEAD started a broad process of analysis and consultation to examine Scope 3 emissions and their inherent risks, impacts and opportunities.

The INSEAD Climate Journey task force was created to define levers and potential actions to

reduce operational emissions. With the participation of Hoffmann Institute Sustainability and Climate Initiatives Manager, **Maria Fedorova**, other members of this task force included staff, faculty, students, and members of our alumni community.

The Hoffmann Institute also supported the development of a unified methodology to estimate the greenhouse gas emissions of activities across all four locations. Sustainability

Reporting Officer **Adrian Tamariz Flores** helped define a set of principles for data collection and processing and selected the carbon management SaaS platform **Traace** as a tool for measurement under national and international methodologies.

Explore the results of the [Carbon Footprint Assessment for Academic Year 2021/2022](#).

Leading the way in Sustainability Reporting for Business Schools

For the first time, the INSEAD Sustainability Report was written to align with four different frameworks: the [Global Reporting Initiative \(GRI\) Standards](#), the [United Nations Sustainable Development Goals](#), the principles and pillars of action of the [United Nations Academic Impact](#) and [UN Principles for Responsible Management Education \(PRME\)](#). Such alignment is a pioneering practice in sustainability reporting by business schools.

Data and insights contained in this report, drafted with the support of our Institute, help

the school account for progress on sustainability and highlight the strengths and opportunities across departments and locations. Explore the report [INSEAD Sustainability Report here](#).

Moreover, as part of an ongoing effort to improve our sustainability reporting, INSEAD joined the [Global Reporting Initiative \(GRI\) Community](#), a network of organizations around the world connecting to share their expertise on reporting. As one of the only business schools in the GRI Community, it offers an interesting platform to highlight INSEAD sustainability practices and knowledge to a broader audience.

Assessing our operations with EcoVadis

The Hoffmann Institute led INSEAD’s annual EcoVadis assessment, the world’s leading and most trusted provider of business sustainability evaluations. This academic year, our school scored **68 out of 100 points**.

The Hoffmann Institute will support action on the improvement areas signalled by EcoVadis, engaging and working in close collaboration with our Operations and Campus Services, Procurement, Risks and Legal, and Human Resources departments.



Governance

Hoffmann Global Institute for Business and Society Institute Governance oversees strategic decision making and allocation of the Institute expenditures.



Ilian Mihov
Dean



Lily Fang
Dean of Research



Javier Gimeno
Dean of Faculty



Katell Le Goulven
Executive Director



Mark Stabile
Deputy Academic Director

Team



Katell Le Goulven
Executive Director



Kim Wilkinson
Associate Director



Maria Fedorova
Partnership Manager, Sustainability
and Climate Initiatives Manager



Ana De Sa
Events Manager



Tabitha Dominey
Centre Coordinator



Sonu Daryanani
Centre Coordinator



Vinika Rao
Asia Director



Isabel Stark
Special Projects Officer



Adrian Tamariz Flores
Sustainability Reporting Officer



Tiffany Marc
Student Apprentice

Advisory Board

Our Advisory Board met this academic year on 17 June 2023. As the meeting was part of the Institute's first five years celebrations, our progress and key achievements were reviewed and guidance on the steps for the next five years was provided.



Chair: André Hoffmann MBA'90D
Vice Chairman of the Board of
Directors, Roche Holding Ltd



Mark Carney
UN Special Envoy for Climate
Action and Finance;
Finance Adviser to the Prime
Minister for COP26



Edouard Janssen
Group Chief Financial Officer,
D'Ieteren Group



Paul Polman
Co-CEO, Imagine



Jean Rogers
Founder and Former Chief
Executive Officer and Chair,
Sustainability Accounting
Standards Board (SASB)



Pavan Sukhdev
Chief Executive Officer,
GIST Advisory



Tidjane Thiam
Executive Chairman, Freedom
Acquisition 1 Corporation



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

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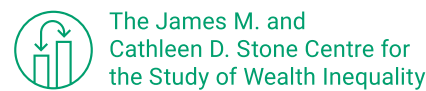


[X \(formerly Twitter\)](#)

Associated Centres & Initiatives



The following eight INSEAD research Centres Initiatives and Labs collaborated with the Hoffmann Institute throughout the 2022-23 Academic Year and or benefitted from direct funding or funding anchored in the Hoffmann Institute:



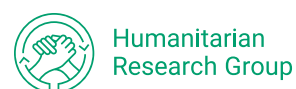
Established in 2017 to research and teach income and wealth inequality in a business school setting, the Stone Centre under the academic direction of Professor **Mark Stabile** is committed to generating new insights about income and wealth inequality problems, and

is focused on mobilising the next generation of business leaders to solve them. This academic year, the centre supported researchers, visiting faculty and experts, as well as ran several campus seminars on inequality-related topics. The centre also organized a joint workshop with the Stone Centre of the University College London (UCL) focused on understanding issues related to inequality within firms.



The Healthcare Management Initiative is directed by Professor **Stephen E. Chick** and is committed to advancing scientific knowledge and innovative approaches to improve healthcare systems worldwide. It leverages expertise to understand the social, economic, and behavioral

factors affecting health and the role of business in addressing innovation and access challenges in the sector. This academic year, the initiative organised events and promoted research on business science, social policy and consumer decision-making related to the evolution of the healthcare landscape.



The Humanitarian Research Group is directed by Professor **Luk Van Wassenhove** and focuses on promoting the science of development and relief operations through impactful practice-based research in line with the SDGs. The development of numerous high-quality cases, papers submitted to and published in top journals, are among its main outputs over this academic year. Examples of articles published: the localization of humanitarian efforts; collaboration and competition during the COVID-19 pandemic; drug shortages. The initiative also continued to publish multiple articles on current challenges in the humanitarian sector.



The Africa Initiative is led by Professor **Prashant Yadav** and aims to enhance learning about Africa, its people, the



environment, and business and innovation opportunities on the African continent.. This academic year, in collaboration with the Deans of Faculty and Research, the initiative organized a Faculty Learning Trek to East Africa (Rwanda and Kenya), including meetings with business and government leaders, alumni and site visits to businesses and academic institutions. The initiative also recruited an Academic Fellow, **Dr. David Mathuva**, currently a Senior Lecturer at Strathmore University Business School, under the GBSN-INSEAD Africa

Faculty Fellowship programme. The Initiative also took part in a number of events and engaged with various stakeholders during the academic year.



This open and international platform dedicated to bringing together scholars and practitioners to collaborate on research and education on negotiation and conflict management was formally launched during the course of this academic year under the leadership of its Academic

Director, Professor **Roderick Swaab**. The five main levers for impact are to equip individuals and organisations with evidence-based negotiation and conflict management insights; to reduce social and economic inequality through negotiation and conflict management empowerment; to foster theoretically innovative and practically useful interdisciplinary collaborations; to offer a global perspective on negotiation and conflict management dynamics; and to connect a global community motivated to advance win-win and sustainable methods of negotiation and conflict management. This initiative recently launched the Negotiation for the World programme which will offer people around the world access to a repository of case materials on negotiation and conflict management education. The initiative is getting ready to host the International Association for Conflict Management (IACM) conference on the Singapore campus in 2024.



The Hoffmann Institute provided funding in support of the Economics of Innovation Lab, led by Professor **Philippe Aghion**. Professor Aghion has developed research on innovation, firm dynamics, and growth, with ten published articles in peer-reviewed journals during

the course of this academic year. Professor Aghion was invited to give lectures at Northwestern University and the University of Pennsylvania, and attended multiple seminars and conferences, and collaborated with other researchers to develop working papers and projects on Green innovation, climate change and emissions.



Directed by Professor **Kaisa Snellman**, the Gender Initiative's mission is to create and disseminate knowledge that advances women leaders and optimises their contributions within and beyond their organisations. Built on INSEAD's core organisational value of diversity and decades of gender diversity efforts, the Gender Initiative integrates research, business, and pedagogy to engage the full potential of both women and men. The community of gender researchers includes psychologists, sociologists,

economists, and management and finance scholars who conduct cutting-edge research on the experiences and impact of women in business and society. The Gender Initiative builds relationships with organisations to enhance their commitment to gender balance and to empower women leaders to positively impact business and society.



Founded in September 2022, the three main objectives of this Initiative as spelled out by its founding Academic Director **Atalay Atasu** and Collaborator **Luk Van Wassenhove** are to strive to do applied research that is inspired by practice and partner with companies interested in building new and boundary stretching knowledge; to bring such research into our degree programmes and executive education; and to train and support early career researchers to be productive around the first two objectives.





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