



# Annual Sustainability Report 2021/22

# Contents

---





# Foreword

---

*'We are facing a global environmental emergency. It is the greatest challenge of our time and represents an existential threat to all life on our planet. As a global business school, a part of our job is to create future generations of leaders who have the understanding, tools and commitment to help tackle this crisis through business. But our role in creating a sustainable world does not end in the classroom, it is crucial for us to show we are what we teach.'*

*With that in mind I am proud to introduce Saïd Business School's first Annual Sustainability Report, which sets out how we are promoting environmental sustainability across our entire School community, from our world leading research, through to the food we cook for our students and how we deal with recycling and waste. This report sets out our roadmap to becoming both net zero carbon and achieving biodiversity net gain by 2035. The action we are now taking means we are well on our way to achieving this. We recently hired Jack Stone, our first Environmental Manager, who is already doing a fantastic job leading on improving sustainability across our School, have just published our first Environmental Policy and achieved certification for the highest international standard in environmental management systems (ISO 14001) for our Egrove Park site in September 2022. It won't be easy, and there will be challenges along the way, but I am resolute in my belief that we will achieve our goals.'*

*I would like to personally thank all students, colleagues and school community members for contributing to this vital work. All your efforts help safeguard the future of our School and our planet, while expanding our local and global influence as a responsible and respectful organisation. Thank you.'*



**Professor Soumitra Dutta**  
Peter Moores Dean

# Sustainability snapshot

## 32%



Reduction in Scope 1 and 2 emissions – fuels, electricity consumption and land use – since 2018/19

## 100%



Electricity supplied by REGO-backed UK wind farms

## 8th



Ranked in the world for Environmental Social Governance teaching hours

## Gold



Our Green Impact team won a Gold award for the second year in a row

## 4



Acres of wildflower meadows on our estate

## <1%



Percentage of waste which is landfilled

## 45%



Decrease in water consumption since 2015/16

## 700kg



Amount of IT equipment donated to 1900 students in the UK and Malawi

## 90%



Reduction in disposable cup usage across catering since 2018/19



This report is aligned with the UN Sustainable Development Goals, to reflect how Saïd Business School impacts these important topics.

# Curriculum



## Embed environmental sustainability in our educational programmes

We achieved a fantastic result in the Financial Times Global MBA rankings in 2022, placing 8th in the world for the provision of Environmental, Social and Governance-related teaching hours.

A key component of our ESG curriculum is the GOTO (Global Opportunities Threats Oxford) programme for MBA and EMBA students, which addresses complex world issues. The programme features four tracks that cover different aspects of the ESG agenda.

1. The Economic Reset Track offers the opportunity to study how economies can be more sustainable, inclusive and equal as the world emerges from the pandemic.
2. The Climate Reset Track explores the importance of crisis restructuring our economic, energy, transport and food systems to avert irreversible and catastrophic consequences as a result of climate change.
3. The Social Reset Track is an opportunity for students to think about what it takes to create a society that is fair, dignified, equitable and unbreakably resilient via a deep social reset.
4. The Health Reset Track teaches how all societal pillars (public sector, private sector, communities) must come together to build the resilience of our populations and systems in the face of recent systemic shocks such as the COVID-19 pandemic.

## Open Executive Education (OEE)

Impact Finance, Sustainability, Environmental, and Social & Governance (ESG) considerations, alongside the 17 United Nations Sustainable Development Goals (SDGs) are the foundation and core focus of the Open Executive Education Portfolio.

OEE launched the first global Impact Investing Programme for executives in 2013 and it has expanded our social impact footprint to a series of four programmes which have welcomed more than 1,000 aspirational impact-orientated practitioners. By-products of this engaged alumni community and faculty expertise have been the creation of the [Oxford Impact Finance Initiative](#) and [Sustainable Investing workshops with a global bank](#).

For more than ten years, OEE has actively addressed issues of gender representation in the workplace, including the creation of a flagship on-campus [Women Transforming Leadership Programme](#) in 2013, further amplifying its impact through the creation of a complementary online [Women's Leadership Development Programme](#) in 2019. This powerful community of coaches, mentees, mentors and peers has grown to nearly 4,000 female professionals from across the globe.

Sustainability and ESG are covered in depth across the entire portfolio ranging from work in scenarios planning to negotiation, real estate and private markets, to leadership and private asset offerings. This is also prevalent in research and educational partnerships with [Women of the Future](#), [WeAreTheCity](#), [GlobeScan](#), the [Women's World Banking Institute](#) and the [Chief of Staff Association](#).

Open enrolment programmes have become very attractive to corporates, for example [Leading Sustainable Corporations](#) and [Climate Emergency Programmes](#) are supporting a global beverage conglomerate and a global mining company with the embedding of their strategic societal and environmental goals and aspirations at scale across the organisation, as well as shaping their future organisation culture, purpose and vision.

## Custom Executive Education

Channelling the convening power of the University of Oxford, we develop and deliver customised programmes that give business leaders the critical insights they need to increase their positive social impact. We work closely with companies to tailor programmes to address the specific ESG concerns and opportunities facing their organisations.

For example, we educate businesses on the importance of embedding sustainability in financial and investment decisions to help tackle societal and environmental challenges. By employing our collective knowledge and expertise, together we can create the future we envisage.

These bespoke programmes are completely customisable. They can be shaped to include research and micro-scenarios that focus on the service sectors most applicable to each business. Our experienced programme designers have built an extensive collection of case studies containing targeted analysis that will resonate with your participants. Created by esteemed researchers and practitioners across disciplines, our programme delivers unparalleled context and insight to address the ESG factors most relevant to your organisation.

In 2021/22 we delivered our [ESG Sustainability Programme](#) to several professional services firms, equipping participants with the new skills and knowledge they require to positively contribute to their organisations and society.





# Research



## Embed environmental sustainability in our research

As a world-class business school embedded in one of the world's greatest and oldest universities, research is at the very heart of our work at Oxford Saïd. Our School research strategy outlines our research mission which is to produce research of the highest quality that is rigorous, imaginative and meaningfully relevant to – and enhances – business practice.

The School recognises that one of its strengths in research is social impact, responsible business, sustainable development and the environment. This includes issues aligned with the United Nations SDGs and how companies transform and align their decision making, assets and activities with respect to these goals, including new business and investment models focused on impact and sustainability.

During 2021/22, members of faculty and the research community published some significant research publications focused on sustainability, including:

- Dr Abrar Chaudhury, British Academy Postdoctoral Fellow, explored food security and the financing of food system transformation in a paper for the [Journal of the British Academy](#)
- Dr Amir Amel-Zadeh, Associate Professor of Accounting, published a [working paper](#) which examines the effect of sustainability ratings on investors' asset allocation decisions documenting that significantly larger investment flows into assets with high sustainability ratings compared to those with low ratings
- Dr Aoife Haney, Departmental Research Lecturer in Innovation and Enterprise, explored how climate policies can translate to tangible change using evidence from eleven low- and lower-middle-income countries in a paper published in the [Journal of Cleaner Production](#)



- Dr Aoife Haney also published a paper in Research Policy which explored off-grid energy for sustainable development in sub-Saharan Africa and how policy mix can create conditions for business model innovation (BMI) by developing a theoretical model which explains how policy strategies and instruments shape the conditions for BMI
- Dr Felipe Thomaz, Associate Professor of Marketing, and Dr Ewan Macdonald, Postdoctoral Research Fellow in Marketing, published research which has raised questions about whether the trade in donkey skins is being used as a cover for smuggling illegal wildlife products. The research, published in Conservation Science and Practice, was carried out by an interdisciplinary team from the School alongside the Wildlife Conservation Research Unit (WildCRU), and suggests that these two trades operate in parallel, creating new avenues and transportation pathways for wildlife trade
- Marya Besharov and Eero Vaara, both Professors of Organisations and Impact, and Rajiv Joshi, one of our Executives in Residence, published a report commissioned by the international climate change campaign Mission 2020 which maps the full ecosystem of global climate change organisations for the first time. It also suggests how these organisations can best work together to overcome fragmentation across business, civil society and government and achieve meaningful change. It identifies seven critical roles that climate action organisations fulfil, which together form what the report calls the Decisive Seven: Shakers, Analysts, Playmakers, Weavers, Frameworkers, Pioneers and First Aiders

The School continues to support and welcomes external contributions to the Oxford Initiative on Rethinking Performance which aims to develop a framework for the measurement and operationalisation of corporate purpose. This will enable sustainable and long-term focused business behaviour to thrive for the benefit of the economy, investors, planet and society. Born out of the Mutuality in Business project, the initiative seeks to establish a global centre of bold discussions, contemporary thought and innovative ideas around the operationalisation of purpose through holistic performance measurement and valuation.



Dr Felipe Thomaz



Dr Marya Besharov



# Engagement

17 PARTNERSHIPS  
FOR THE GOALS



## Embed environmental sustainability in our School networks

Oxford Saïd has a passionate network of Green Impact volunteers. The group includes staff, faculty, and students and provides a platform to meet and engage with one another on environmental issues, inspire meaningful conversations and translate this into on-the-ground innovations and action.

The team has played a key role in many environmental projects including organising sustainable catering events and reducing single-use plastics in our merchandise provision.

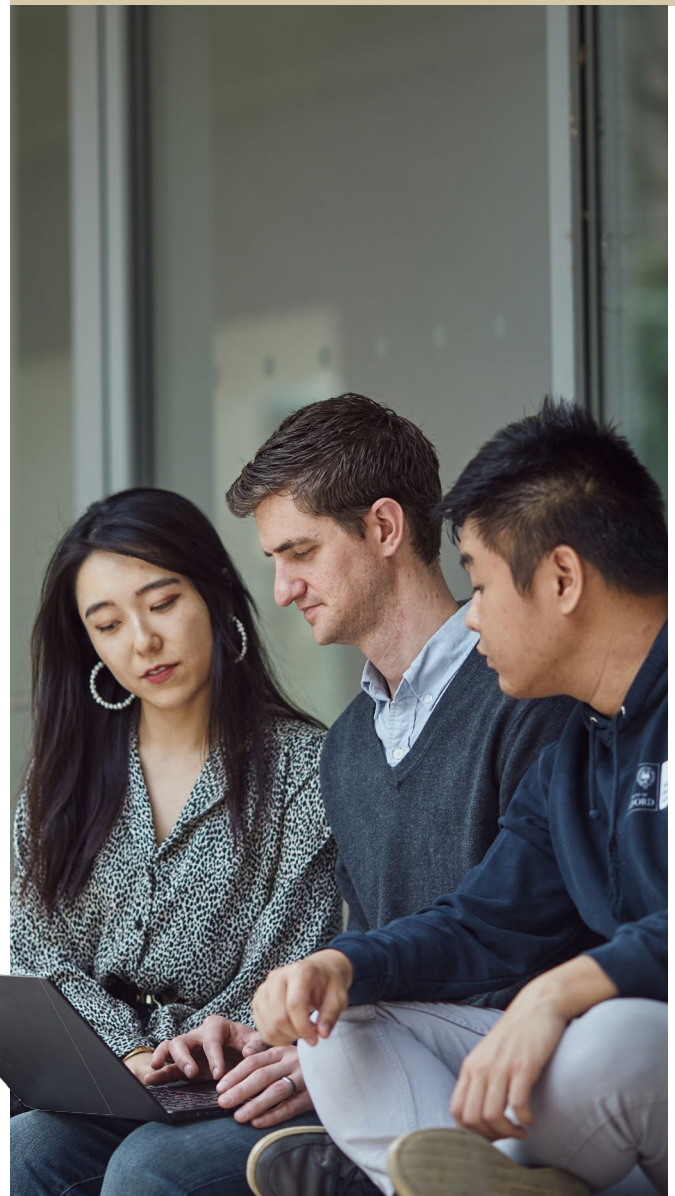
Our team has also won Gold in the annual Green Impact awards for two consecutive years following a rigorous audit conducted by trained students. This is a fantastic result that reflects the hard work and dedication of our members.

The Climate Oxford Business Network is a group of nearly 100 Saïd Business School students and alumni who coordinate events related to climate, energy and environmental sustainability. These events include forums, speaker sessions, skills workshops and networking opportunities. The network is student-led and aims to bring together individuals interested in these themes to share knowledge, learn from each other and drive positive change.

Oxford Saïd is one of the founding members of the [Business Schools for Climate Leadership \(BS4CL\)](#) initiative. We have joined forces with seven other leading European schools to collaborate to support business leaders who will act to address the climate emergency. Since its inception last year, BS4CL has published a practical toolkit for business leaders and produced a cutting-edge webinar series documenting the urgency of the climate emergency.

## Key targets

- Include sustainability in all staff inductions
- Maintain Gold standard in the Green Impact awards
- Publish Sustainable Events Guidelines



# Carbon and energy



## Reduce our greenhouse gas emissions to help tackle the climate emergency

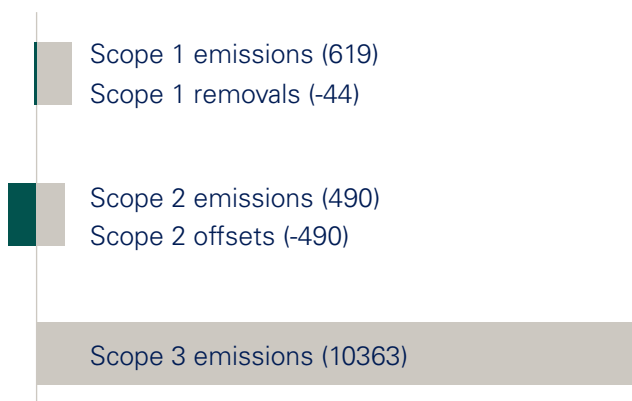
This report presents the first comprehensive assessment of Oxford Saïd's carbon footprint, which was calculated using Oxford University's Emissions Accounting Report methodology.

We have already made significant progress towards our 2035 net zero carbon target:

- Achieved a 32% reduction in Scope 1 and 2 emissions since 2018/19. This decrease is partly due to reduced site occupancy as a result of COVID-19 pandemic-related changes to working arrangements.
- 100% of our electricity is now supplied by UK wind farms that are backed by Renewable Energy Guarantees of Origin (REGO)
- Our upcoming Global Leadership Centre will operate as a zero-carbon building

The majority of our carbon footprint comes from Scope 3 emissions, which include our supply chain, business travel, employee commuting and student interterm commuting. To address this, we will establish a Carbon Emissions Working Group to improve the quality of our Scope 3 data and implement projects to reduce emissions.

### Saïd Business School emissions for academic year 2021/22 (tonnes)



## Key targets

- Achieve net zero carbon by 2035
- Improve the data quality of our Scope 3 emissions
- Update our Building Management System to improve estate efficiency
- Establish working groups for energy consumption and carbon emissions





# Biodiversity



## Encourage biodiversity across our estate

During the past year, we have dedicated more space to wildflowers at our 37-acre Egrove Park site, with over 4 acres now being managed for these plants.

We have also built upon our 'dead hedge' by using woody material that would normally be chipped or burned. These dead hedges provide excellent habitats for small animals and birds, as well as a variety of invertebrates.

In partnership with the Oxfordshire Badger Group, we have successfully vaccinated three adult badgers and two cubs against bovine tuberculosis to help prevent the spread of the disease. As a result, the badger population at the site has thrived this year.

To improve soil quality, we now use mulching mowers rather than collecting mowers, which allows the cut vegetation to be returned to the ground. Additionally, we have installed beehives and log piles on our property to encourage the presence of insects and small mammals.

## Key targets

- Launch the Egrove Nature Club, a staff network focused on biodiversity projects
- Create a new wildflower area and expand existing wildlife habitats
- Plant 100 additional trees and install new birdboxes
- Achieve biodiversity net gain by 2035





# Waste



## Further embed the waste hierarchy on site

This year we have taken steps to improve our recycling rate and how we responsibly manage waste:

- New procedures have been introduced to safely deal with hazardous waste
- Bin signage has been standardised with consistent messaging and infographics
- A full review of our waste contractors was completed, to ensure they are correctly transporting and disposing of waste

### Spotlight on The Turing Trust

- In 2021/22, Saïd Business School donated over 700kg of old IT equipment to 1900 students in the UK and Malawi, via The Turing Trust
- This equipment allows the students to learn vital IT skills
- The embodied energy savings of this donation could power seven UK homes for one year!

## Waste streams 2021/22

We are committed to disposing of our waste in an environmentally responsible manner. The majority of our waste is recycled or processed through anaerobic digestion, a process that converts organic material into fertiliser for farmers and generates electricity for local homes. Only a small portion of our waste, less than 1%, is classified as hazardous and sent to landfill. We strive to minimise the amount of hazardous waste we generate and ensure that it is properly disposed of.



### Waste streams 2021/22

Energy from waste	54.0%
Recycling	24.6%
Anaerobic digestion	20.4%
Landfill	1.0%

## Key targets

- Achieve a 75% recycling rate by 2025
- Complete a full waste audit in 2022/23

# Water



## Manage water consumption and resources responsibly and efficiently

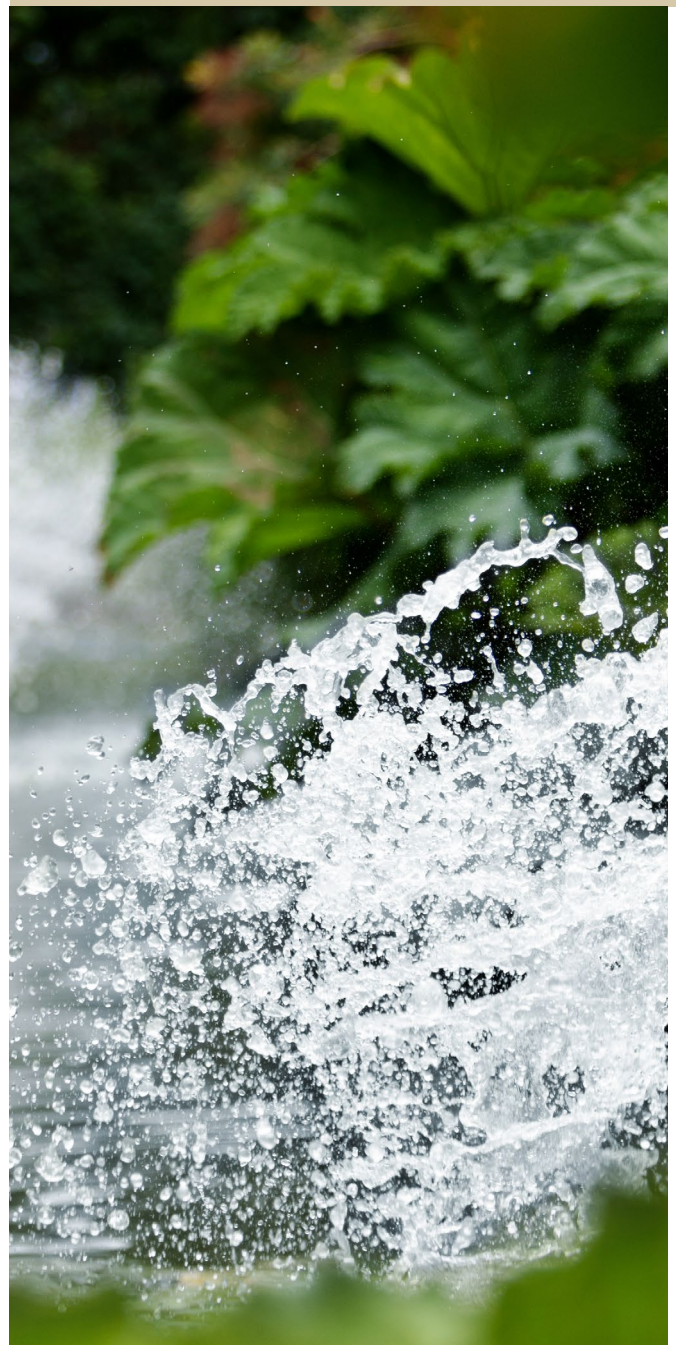
To protect against water pollution on our sites, we have implemented several measures including improving our chemical storage facilities, implementing a specialised emergency response procedure, and providing additional spill response training for our staff.

We operate a greywater collection and reuse system at our Park End Street site, and periodically complete pipe repairs to stop water leaks.

In addition, we regularly replace high-flow water outlets with more efficient, low-flow fittings to reduce water consumption. Our efforts have been successful, and in 2021/22, our total water consumption was 45% lower than it was in 2015/16, the peak year for water use. This decrease is partly due to reduced site occupancy as a result of COVID-19 pandemic-related changes to working arrangements.

## Key targets

- Install water loggers across our estate to improve data quality



# Travel



## Promote sustainable travel options

We strongly encourage walking and cycling for local travel. Oxford University provides free cycle training for staff and students, a bike loan scheme and bike repair workshops. For those who are travelling longer distances, the University also offers discounted bus and rail passes interest-free season ticket loans.

Saïd Business School played a key role in developing and testing the Oxford University's new [Travel Policy](#).

The policy introduces a sustainable travel hierarchy and places restrictions on permissible flight destinations. A carbon levy will also be established for all flights to raise money for the Oxford Sustainability Fund, which will be re-invested in environmental sustainability initiatives.

We look forward to the launch of the Travel Policy in 2022/23.

## Key targets

- Communicate and engage with the new Travel Policy
- Explore options for electrification of the estate vehicle fleet and EV charging





# Catering



## Provide healthy and sustainable food through our catering provision

Our in-house chefs and catering contractor, BaxterStorey, work hard to embed sustainability throughout their supply chains and catering operations.

- We support Fairtrade by serving Fairtrade tea and coffee and holding an annual event for Fairtrade Fortnight. Saïd Business School contributed greatly to the University of Oxford's latest Fairtrade University certification in 2021/22
- Local suppliers and seasonal products are used wherever possible
- All single-use plastic bottles have been removed from our retail outlets and disposable cup usage has been reduced by 90%. A 50p charge is applied for each disposable cup used
- All food waste is recycled into fertiliser and energy via anaerobic digestion, and waste oil is sent for recycling into biofuel
- BaxterStorey has removed red meat, the most carbon-intensive meat, from their retail menus. They have also achieved Bronze in the Soil Association Food for Life awards
- We grow salad leaves, fruit and vegetables at Egrove Park, for our in-house chefs to use in the restaurant

### Key targets

- Achieve Silver in the Soil Association Food for Life awards
- Explore carbon footprinting for our menus
- Further reduce the use of disposable service ware





Saïd Business School at the University of Oxford blends the best of new and old. We are a vibrant and innovative business school, but yet deeply embedded in an 800-year-old world-class university. We create programmes and ideas that have global impact. We educate people for successful business careers, and as a community seek to tackle world-scale problems. We deliver cutting-edge programmes and ground-breaking research that transform individuals, organisations, business practice, and society. We seek to be a world-class business school community, embedded in a world-class university, tackling world-scale problems.

---

For further information on this Annual Sustainability Report or to discuss sustainability at Saïd Business School, contact our Environmental Manager:

Email: [sustainability@sbs.ox.ac.uk](mailto:sustainability@sbs.ox.ac.uk)

Website: [www.sbs.ox.ac.uk/about-us/school/climate-emergency](http://www.sbs.ox.ac.uk/about-us/school/climate-emergency)

---

For information on the University of Oxford's Environmental Sustainability Strategy, contact the Environmental Sustainability team:

Email: [sustainability@admin.ox.ac.uk](mailto:sustainability@admin.ox.ac.uk)

Website: <https://sustainability.admin.ox.ac.uk>

Social: @OxfordEnvSust

Saïd Business School  
University of Oxford  
Park End Street  
Oxford, OX1 1HP  
United Kingdom

February 2023

All information is correct at the time of going to press. Please check our website for the most up-to-date information.

[www.sbs.oxford.edu](http://www.sbs.oxford.edu)

© 2023 Saïd Business School