



Annual Sustainability Report 2022/23

Saïd Business School, University of Oxford

Contents

Foreword

'I am delighted to present Saïd Business School's second Annual Sustainability Report, showcasing our ongoing commitment to sustainability within our curriculum, research and operations.'

Last year was officially the hottest year ever recorded across the world. The recent extreme weather events and global environmental challenges we have all witnessed remind us just how vital it is that we keep reducing our impact on the planet. Our efforts have pleasingly been recognised this year in the Financial Times' Responsible Business Education Awards, which saw us win in both the Best Overall Schools, and Academic Research categories.

Building on this strong foundation, we've continued to forge ahead with new initiatives and optimise our sustainable operations, including achieving the international gold standard for environmental management systems for our Egrove Park site through ISO 14001 certification.

We have also launched some impactful partnerships to collaborate on important environmental issues, among them our global Climate Change Challenge Competition for high school students, which saw applications from students across 46 countries.

I extend my sincere thanks to every colleague, student, and member of the School community for their invaluable contributions to this mission. Your dedication helps secure the School's future in these challenging times. It also amplifies our impact as a leading institution that practices what it teaches, operating with responsibility and integrity on a local, national and global stage.'



Professor Soumitra Dutta
Peter Moores Dean

Sustainability snapshot

£1.5m 

invested in The Ownership Project 2.0, to help private capital owners support the UN Sustainable Development Goals

51% 

percentage of MBA core teaching hours that contain Environmental Social Governance-related content

37% 

reduction in Scope 1 & 2 emissions vs 2018/19 baseline

Zero 

waste sent to landfill

£30k 

raised for decarbonisation projects via a carbon levy on flights

41 

pieces of sustainability research published by faculty

12k 

trees managed by our grounds team

Bronze 

Food for Life certification achieved by our catering team

14 

members of the Business Schools for Climate Leadership international network, which Oxford Saïd co-founded



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

Curriculum



Embed environmental sustainability in our educational programmes

Our MBA programme exemplifies the systematic incorporation of sustainability across our teaching provision. 51% of our core teaching hours contain ESG-related content, resulting in a superb result in the Financial Times Global MBA rankings in 2023, where we placed 8th in the world for the provision of ESG-related teaching hours. Furthermore, our MBA Core 1 integrated module (bringing together Technology and Operations Management, Organisational Behaviour and Accounting frameworks) addresses ESG issues in multiple ways. Last academic year, we examined students based on complex, sustainability-related cases (The Big Issue and UK Infrastructure Bank), with similar cases being set this year (Formula E and The Big Issue Invest).

A key component of our ESG curriculum is the '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 Macro Stewardship Project offers the opportunity to explore how organisations actively seek to change the incentives in the financial system to harness the profit motive and drive more sustainable outcomes. It addresses issues that are material to the delivery of the UN Sustainable Development Goals and long-term economic growth.
2. The Parametric Insurance Project looks at the development of forecast-based financing, which takes an anticipatory approach to humanitarian aid and funding, relieving the burden on humanitarian aid organisations so they can focus on disaster response.
3. The Green Investment Project explores the building of robust green investment portfolios in sectors that are projected to be growth markets due to EU Taxonomy regulations.
4. The Blended Finance Project investigates a critical question facing the development and

climate finance industries, namely how to attract commercial capital towards projects that contribute to sustainable development, while providing financial returns to investors.

Our undergraduate Economics and Management degree offers a course in 'Sustainability Accounting', giving students early exposure to the importance of sustainability issues facing businesses, and the varied roles accounting plays in addressing them.



Open Executive Education

Open enrolment programmes help enable senior leaders from corporates to shape their future organisation vision and embed their strategic societal and environmental goals at scale.

Sustainability and ESG are covered in depth across a range of programmes. Our online Leading Sustainable Corporations programme takes participants beyond traditional views of measuring and reporting on performance, to integrating ESG into business practice and increasing focus on sustainable development. The Oxford Climate Emergency programme, developed jointly with the Smith School of Enterprise and the Environment, helps innovators and change leaders within businesses to catalyse change to reduce carbon emissions and achieve climate goals.

We have introduced the ESG and Sustainable Financial Strategy program in collaboration with the AICPA and CIMA. This initiative assists CFOs and senior professionals in shaping their strategies and integrating sustainable leadership practices. It covers various aspects, including the role of compensation mechanisms in aligning boards with ESG objectives, directors' fiduciary duties, sustainability regulations, and corporate reputation management.

In the classroom, we challenge business leaders to incorporate sustainability in our flagship Advanced Management and Leadership programme. We have lively debate about ESG investing in our Private Equity programme and show the financial effect of investing with social parameters in our Valuation of Private Assets programme. The Bank Governance programme addresses regulatory, strategic, and financial implications of climate change and the transition to a lower carbon economy. The Corporate Affairs Academy programme address the communication and implementation of climate statements. Real Estate programme participants develop proposals for investment that must incorporate sustainable criteria. Our Social Finance programme explores how to combine sources of capital to finance large scale systematic change, with live cases on sustainability. Our Impact Investing, Impact Measurement and Impact Finance Innovations programmes help investors and entrepreneurs finance and build businesses with a measured positive social impact.

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 and their clients. For example, we educate businesses on the importance of embedding sustainability in financial and investment decisions to help tackle some of the most pressing societal and environmental challenges.

These bespoke programmes are completely customisable. Our experienced programme designers have built an extensive collection of case studies containing targeted analysis that will resonate with client and participants. Created by esteemed researchers and practitioners across disciplines, our programmes deliver unparalleled context and insight to address the ESG factors most relevant to organisations.

In 2022/2023 we delivered our ESG expertise to several professional service firms. One of those assignments was with a global provider of accountancy and advisory services. We have worked with the firm to design and deliver their 'ESG Leaders' Academy' covering topics including ESG regulations and policies, climate change, achieving net zero, corporate purpose and sustainable business, ESG in supply chains, sustainable finance and investing, measuring climate risk, sustainability reporting and social sustainability. We then offered some online deep dive sessions to explore certain topics in greater depth such as ESG regulations, sustainable finance, managing ESG risks and opportunities, and sustainability in capital markets.

Our ESG programmes offer the latest thinking and research in the field and are delivered face-to-face, online or a blend of both online and in-person. Our expert faculty and programme designers provide the latest ESG knowledge in an accessible and engaging way with a genuine commitment to making a tangible positive contribution to society and the environment in which we live.

Research



Embed environmental sustainability in our research

Research forms the nucleus of our mission at Oxford Saïd, embodying our dedication to crafting top-tier, innovative and meticulously conducted studies that bear significant relevance to contemporary business practices. We aspire to elevate global business standards, and as an exceptional business school embedded in one of the world's most distinguished universities, our resolute commitment propels us towards achieving this objective.

At the School, we acknowledge that our research strength lies in social impact, responsible business practices and sustainable development. We focus on issues that align with the United Nations Sustainable Development Goals, and help companies transform their decision-making, assets and activities to achieve these goals. We also explore new business and investment models that prioritise impact and sustainability.

Our work in sustainability is led and coordinated by Professor of Management Studies Juliane Reinecke, who works with 19 faculty members across all academic areas, nine associate fellows as well as visiting researchers, and executives in residence.

Our Skoll Centre for Social Entrepreneurship catalyses research on how individuals, organisations and movements create systemic change, and applies this research directly in its work with Oxford University's educational programmes and a diverse global community of academics, practitioners, and students. Academics regularly receive accolades for their research into responsible business; in 2023, for example Akshay Mangla, Associate Professor and Fellow of the Skoll Centre, received four prestigious awards for his recent book, and Professor Thomas Lawrence has recently been named Winner of the Award for Social Responsibility in Management.

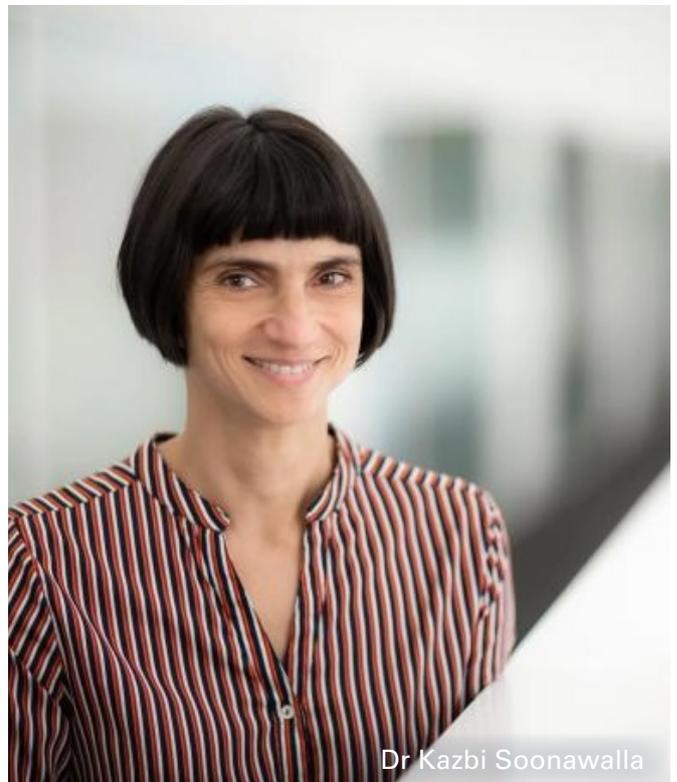
Resulting from the Skoll Centre's work, 2023 has seen £1.5 million invested in the School's new initiative, The Ownership Project 2.0, which will develop actionable, research-based insights into how private capital owners can leverage their wealth to address the UN Sustainable Development Goals. This project has significant potential for catalysing positive change at scale through research.

The School's faculty is highly involved in our many responsible business-oriented research structures. The Oxford Initiative on Rethinking Performance is the School's initiative seeking to establish a global centre of bold discussions and innovative ideas around the operationalisation of purpose. This research engages with numerous partners in industry to develop, discuss, and test frameworks for the operationalisation of purpose with a wide network of organisations and thought leaders.

Similarly, the Enacting Purpose Initiative is a multi-institution partnership between the University of Oxford, the University of California Berkeley, BCG BrightHouse, EOS at Federated Hermes and the British Academy, aiming to establish best practice purpose governance, by engaging leading businesses and investors. The output of this initiative has also contributed to the British Academy's 'Future of the Corporation' work, forming a critical part of its insight agenda.

During 2022/23, members of the faculty and the research community published 41 working papers, articles and chapters focused on sustainability and ESG, including:

- Dr Amir Amel-Zadeh, Associate Professor of Accounting, published a working paper on the materiality of climate risk for financial reporting and investors' demand for greater awareness of climate risk and more transparent disclosures.
- Juliane Reinecke, Professor of Management Studies, published an article on the intersection of private transnational governance and labour rights in international supply chains. The article examines the developments in this field since the Rana Plaza disaster and the limitations of existing frameworks and economic models.
- Dr Marya Besharov, Professor of Organisations and Impact, published an article on the limitations of existing ESG frameworks and Impact Investing, highlighting how they focus too much on internal operations and external issues, respectively.
- Dr Kazbi Soonawalla, Senior Research Fellow in Accounting, published an article on the prevalence of corporate sustainability greenwashing, emphasising the need for assurance processes to be more rigorous and transparent.
- Daniel Armanios, BT Professor of Major Programme Management, published an article analysing poor participation in low-income energy efficiency programmes. By re-designing websites following a new framework, Daniel and his fellow researchers were able to demonstrably increase uptake in the energy efficiency programmes by low-income households.



Partnerships

17 PARTNERSHIPS
FOR THE GOALS



Embed environmental sustainability in our networks

Oxford Saïd understands that forging strong partnerships is vital for securing a sustainable future. By utilising shared knowledge and common passions, we can have a greater impact on world issues than we could by ourselves.

Business Schools for Climate Leadership

Oxford Saïd is one of the founding members of the Business Schools for Climate Leadership (BS4CL) initiative. Along with seven other leading European schools, we have come together to collaborate and support business leaders in taking action to address the climate emergency. Since its inception, BS4CL has published a practical toolkit for business leaders and produced two cutting-edge webinar series that highlight the urgency of the climate emergency. This year included an exciting development with the launch of BS4CL Africa, featuring six leading African business schools that will join our mission to build a collaborative framework for climate action. Also, Oxford Saïd was ably represented by faculty members Juliane Reinecke and Richard Barker, plus Dean Soumitra Dutta at the inaugural BS4CL climate leadership research conference at IESE Business School. The event provided a platform for academic researchers in climate leadership and industry experts to collaborate and exchange ideas.

The Burjeel Holdings Oxford Saïd Climate Change Challenge

We are proud to have launched a global competition for high school students and teachers, inviting them to propose solutions to the greatest and most complex threat to humanity: the climate crisis.

The finalists presented their ideas to a distinguished audience in Dubai, during COP28, and the winners were awarded a unique opportunity to take part in a tailored climate change programme at Oxford Saïd, directed by world-leading academics. For finalists and winners, all expenses were covered by Burjeel Holdings and Oxford Saïd. They also gain access to a vibrant community of influential entrepreneurs and thought leaders in innovation and social impact from around the globe.

International Sustainability Standards Board

Oxford Saïd is delighted to be represented by faculty member Professor Richard Barker on the International Sustainability Standards Board (ISSB).

Professor Barker said 'I feel privileged to be joining the ISSB at such an exciting and pivotal time, helping to shape both the board itself and the standards it produces. This work is important for the global transition to sustainable business models, a mission Oxford Saïd has long been aligned with.'

The ISSB was originally announced at COP26 and in June 2023 released its first two sustainability disclosure standards, to be used by listed companies globally. The new standards represent a watershed moment, and will help streamline the sustainability reporting process and maintain accountability and transparency.

Engagement

17 PARTNERSHIPS
FOR THE GOALS



Embed environmental sustainability in our networks

As part of our commitment to sustainability, Oxford Saïd has a long-established group of dedicated Green Impact volunteers, bringing together staff, faculty, and students with a shared passion for environmental issues. Through this platform, we strive to promote meaningful conversations, inspire innovation, and take concrete action towards a more sustainable future.

The team has played a key role in many sustainability projects including organising sustainable catering workshops and university-wide networking events to inspire colleagues. Our team has won Gold in the annual Green Impact awards for three years in a row, having reached that standard again in 2022/23. This is an excellent result that reflects the effort and commitment of our members.

At Oxford Saïd, sustainability is at the core of everything we do. We take pride in our efforts towards sustainability and ensure all new staff members are educated about it during their induction. They are provided with details about our past achievements, current projects and ways they can contribute to this important work through their roles.

The Climate Oxford Business Network is a group of nearly 100 Saïd Business School students who coordinate events related to climate, energy and environmental sustainability. 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. Highlights from the past year include visits to renewable energy sites, expert speaker sessions on the clean energy transition and many networking opportunities for students aiming to bolster their careers in the ESG sector.

Key targets

- Provide certified Carbon Literacy training for staff and students.
- Achieve 'Beyond Gold' standard in the Green Impact awards.



Carbon and energy

7 AFFORDABLE AND CLEAN ENERGY



Reduce greenhouse gas emissions to help tackle the climate emergency

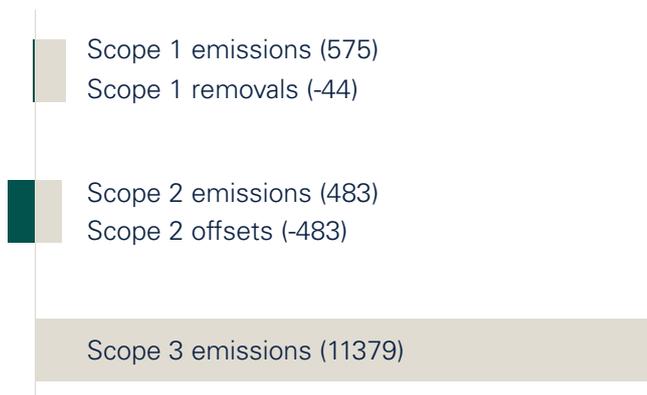
We continue to follow best reporting practices by utilising Oxford University's Emissions Accounting Report methodology, which complies with the GHG Protocol guidelines.

In 2022/23, Oxford Saïd made notable progress towards achieving our 2035 net zero carbon target:

- Investment in state-of-the-art Building Management System optimisation software delivered £70k savings in energy bills.
- This, combined with reducing lighting and equipment operating hours, has resulted in a significant 37% reduction in Scope 1 & 2 emissions since 2018/19.
- 100% of our electricity was supplied by UK wind farms that are backed by Renewable Energy Guarantees of Origin (REGO) or produced on-site via photovoltaic panels.

Reducing our dependence on fossil fuels is a key component of our decarbonisation pathway. We are replacing our gas boilers at Park End Street with air-source heat pumps, which will save an estimated 144 tonnes of CO₂ per year. Our future Global Leadership Centre will also be powered by air-source heat pumps and photovoltaic panels, meaning it will operate as a zero-carbon building.

Saïd Business School emissions for academic year 2022/23 (tonnes)



Scope 3 emissions, particularly student inter-term commuting and purchased goods and services, remain our biggest source of greenhouse gas emissions. Unlike some organisations, we will not use offsetting schemes until the international offsetting market has matured enough for us to be confident in the accuracy and validity of the specific schemes. In the meantime, we will prioritise decarbonisation and are currently investigating frameworks for tracking Scope 3 emissions more precisely.

Key targets

- Achieve net zero carbon by 2035
- Air-source heat pump installation at our Park End Street site
- Further optimisation of our Building Management System



Biodiversity



Encourage biodiversity across our estate

Saïd Business School understands the scale and severity of the global ecological crisis, and tackling the issue starts with our own estate.

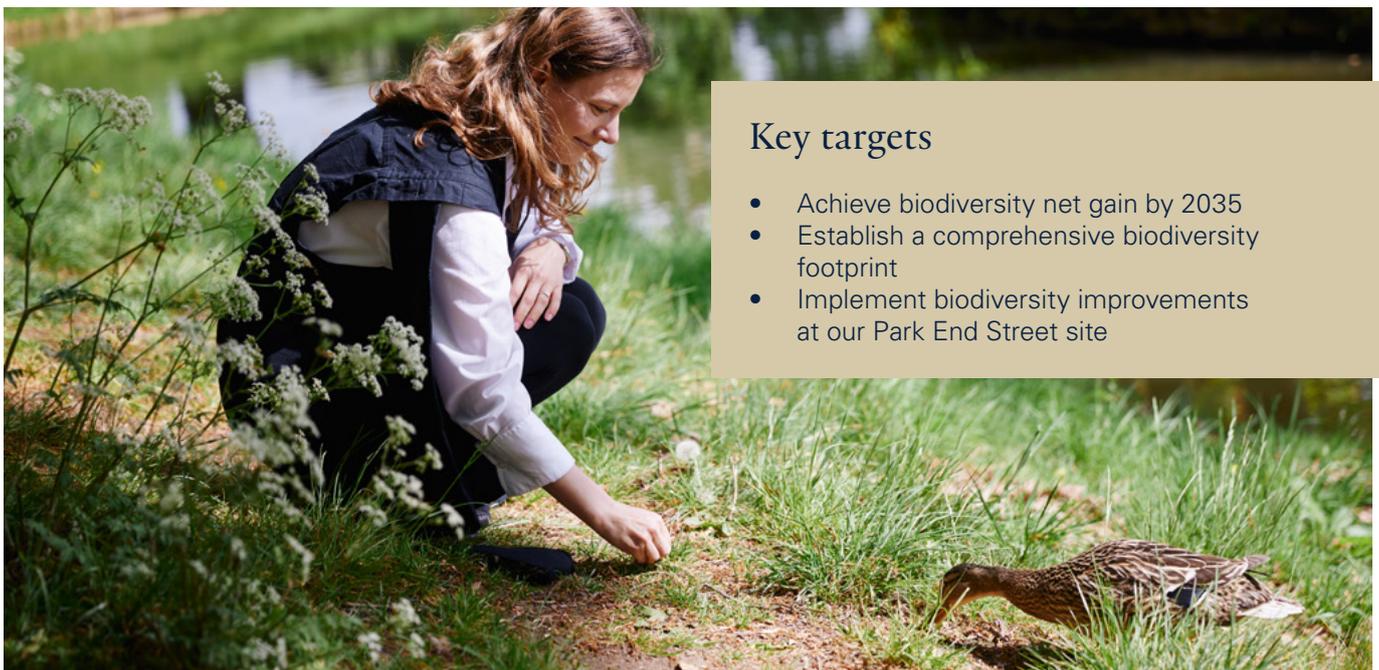
The biggest achievement has been the launch of The Egrove Nature Club, a staff volunteering group that meets to learn about, discuss and improve biodiversity during Oxford Saïd's Wellbeing Wednesday sessions. The Club has successfully planted over one hundred trees, created a new wildflower area as part of Oxford University's good gardener campaign and hosted multiple workshops in partnership with local conservation experts.

Other engagement projects included a traditional scything course, where attendees were taught to mow the meadows with a scythe instead of petrol-powered lawnmowers. Scything is better for biodiversity and the environment as it emits no greenhouse gases and avoids harming wildlife living in the meadows. The course was hugely successful, and we hope to have more courses run here next season.

At our 37-acre Egrove Park site we have installed new bird and bat boxes, plus expanded our dead hedge to improve habitats for small mammals and invertebrates. We have swapped to Aspen fuels, which are 99% cleaner than regular fuel in terms of VOCs and other hazardous hydrocarbons, for the few remaining petrol gardening machines whilst we go through the process of electrifying our machinery.

To improve data quality and plan future improvements to biodiversity on our estate, a Preliminary Ecological Assessment has been completed for Egrove Park. Oxford Saïd was also proud to host students from Oxford University at our Park End Street site, where they conducted a thorough biodiversity survey. Their findings have allowed us to plan improvements that will transform the site into a biodiversity hotspot in Oxford's historic city centre.

The next phase in our journey to achieve biodiversity net gain is to holistically assess the ecological impact of our supply chain, waste management and travel. The combined impact of these far outweighs how biodiverse our own estate is. However, this presents an opportunity to engage with suppliers and adapt our operations to have a lasting positive effect on global biodiversity.



Key targets

- Achieve biodiversity net gain by 2035
- Establish a comprehensive biodiversity footprint
- Implement biodiversity improvements at our Park End Street site

Catering



Provide healthy and sustainable food through our catering provision

The BaxterStorey hospitality and food service team at Park End Street and our Egrove Park catering team are proud to consistently deliver healthy, nutritious, and sustainably sourced food and beverages to students, staff, and visitors across the school. Our goal is to continuously enhance our services whilst reducing our environmental impact and developing solutions to support nature and the communities in which we work.

Sourcing and assurance

- We continue to contribute to and support the University of Oxford's Fairtrade certification and each year host very successful Fairtrade Fortnight events.
- BaxterStorey's decentralised, local, seasonal and fresh supply chain delivers on average 88% fewer road miles and emissions from the supply chain than a more centralised approach. In 2022/23 this equated to a saving of over 70 tonnes of CO₂e from Oxford Saïd.
- We work closely with farmers and producers who embrace regenerative practices, this means restoring nature and soil integrity to nurture biodiversity whilst increasing resilience against events where the likelihood and intensity of such events are exacerbated by our changing climate. Wildfarmed flour is now used for all the freshly home-baked bread at Oxford Saïd.
- The team at Egrove Park grows a significant quantity of food on-site, meaning maximum freshness and zero associated food miles. Vegetable production has been expanded in the polytunnel and we have a salad trough where we grow fresh salad leaves. Fruit is grown in the orchard, and we have a herb box in the staff room garden for rosemary, oregano and more.
- BaxterStorey has been successful in restoring Food for Life Bronze certification post-pandemic and we are excited to continue the journey to the next level.

Resource Efficiency

- Every student receives a reusable Rcup and water bottle at enrolment to reduce the use of single-use cups and bottles.
- BaxterStorey employs an accurate weighing and reporting system, which reduces food waste by 40% and saved over 3 tonnes of CO₂e last year.
- We have achieved a remarkable 75% reduction in salad waste via careful planning and real-time monitoring at Egrove Park.
- All food waste is recycled into fertiliser and energy via anaerobic digestion, and waste oil is sent for recycling into biofuel.



Key targets

- Develop and embed a Sustainable Catering Policy
- Implement menu carbon labelling and analytics to engage our customers and teams to enable and drive informed choices
- Enhance our bronze Food for Life certification



Waste



Further embed the waste hierarchy on site

Following the waste hierarchy remains our top priority. We reuse and repair equipment, furniture and stationery wherever possible. We are proud contributors to The Turing Trust, whose charitable work has enabled 169,000 students in Malawi and the UK to have access to and learn vital IT skills. Oxford Saïd has donated more than 1250 pieces of old IT equipment to the Trust since 2019.

As an organisation with a large supply chain and complex operations, we produce 24 different waste streams, ranging from municipal general waste to more specialised types such as asbestos and clinical waste. We employ dedicated contractors to dispose of each waste stream in the most environmentally responsible and legally compliant manner possible. We conduct regular audits of our waste contractors as part of our ISO 14001 Environmental Management System.

The flow diagram below illustrates the categorised disposal methods of our waste. We are thrilled to announce we have completed our first year without sending any waste to landfill, as no asbestos waste was produced in 2022/23. We are comfortably ahead of Oxford University’s recycling target of 40% by 2025, with a total recycling rate of 46.6%, however we are determined to push forward with new initiatives to meet our ambitious target of 75% by 2025.

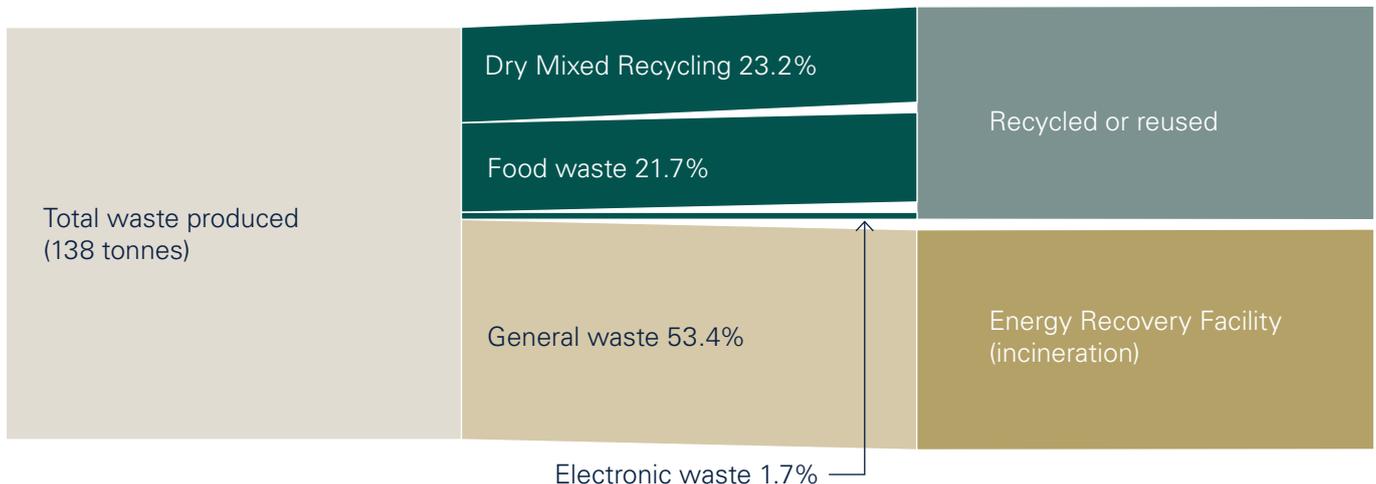
Key target

- Achieve a 75% recycling rate by 2025.

Spotlight on printing

Thanks to Oxford Saïd’s flexible working, digital working and sustainability initiatives, combined with the Covid-19 pandemic, we have seen our print volumes significantly reduce by over 95% (over 2,000,000 prints a year to less than 100,000) over the past two years. As a result of these changes, and as part of our print management contract renewal, we reduced our physical print estate by 41%.

We look forward to sharing details on the material savings for printing, toner and paper in addition to the £57,000 annual savings in printer hardware lease costs, all delivered without compromising on the excellence of our printing provision across the School estate.



Water

6 CLEAN WATER AND SANITATION



Manage water consumption and resources responsibly and efficiently

Oxford Saïd is committed to protecting local water quality. This is a highly topical issue, particularly in the historic city of Oxford given our proximity to the River Thames. We have implemented multiple measures to reduce the risk of water pollution including improving our chemical and fuel storage facilities, commissioning a bespoke emergency response procedure and providing additional spill response training for our staff.

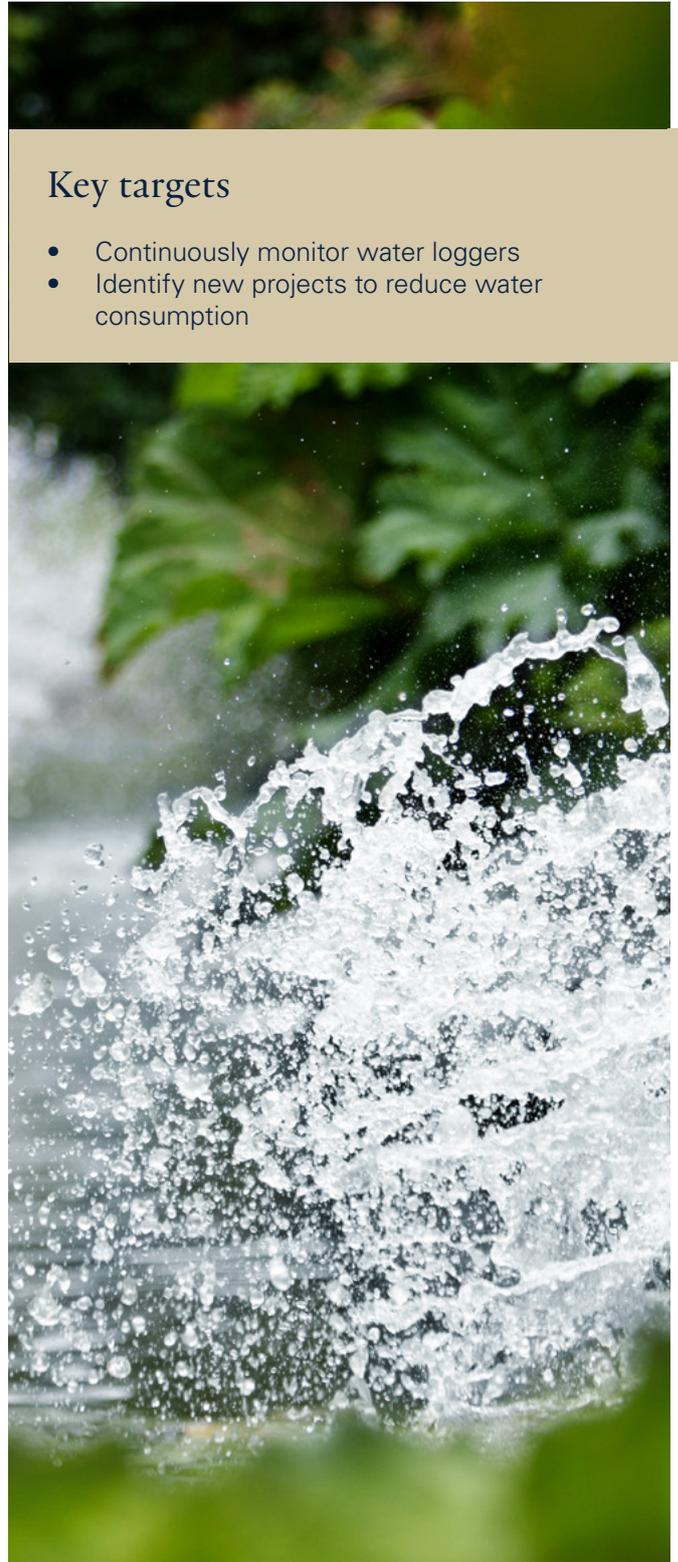
This year we installed water loggers to monitor consumption in real-time. As alarmed devices, the loggers immediately notify us if leaks are detected or if daily consumption is higher than predicted. This gives us confidence that there are no hidden leaks on our site, thus saving money and contributing to the long-term health of the buildings. We periodically complete pipe repairs to reduce the risk of leaks further.

In 2022/23 we experienced a 142% increase in water consumption compared to 2021/22. However this was expected as staff and students returned to site following the end of Oxford Saïd's Covid-19 working and teaching arrangements.

We operate a greywater collection and reuse system at our Park End Street site. We regularly replace high-flow water outlets with more efficient, low-flow fittings to reduce water consumption.

Key targets

- Continuously monitor water loggers
- Identify new projects to reduce water consumption



Environmental Management

9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



Maintain an ISO 14001 Environmental Management System and continually improve it to enhance our environmental sustainability performance

Oxford Saïd broke new ground in 2022/23 by attaining a bespoke UKAS-certified ISO 14001 Environmental Management System for Egrove Park, the first of its kind at Oxford University. ISO 14001 is recognised as the international gold standard framework for managing environmental risk, ensuring environmental compliance and improving sustainability performance.

Our ISO 14001 Environmental Management System resulted in an overhaul of our hazardous waste and chemical storage procedures, new spill response measures and significant improvements to our tracking of compliance with applicable environmental legislation.

The certification is maintained and verified via a comprehensive internal and external auditing process. We achieved a superb result with a further re-certification of the standard at the end of 2022/23, featuring zero Non-Conformances.

Jack Stone, Head of Sustainability at Saïd Business School, said of the result: 'Our ISO 14001 certification is a testament to the hard work of my colleagues who embed sustainable best practices in all aspects of their daily work. As an organisation dedicated to the research and teaching of responsible business, we must walk the talk and lead by example both within the university and wider higher education sector. Achieving ISO 14001 gives us the confidence that we are operating sustainably and have suitable plans to take our performance to the next level.'

We plan to extend the scope of our Environmental Management System to cover the entirety of the Oxford Saïd estate in 2023/24.



Travel

11 SUSTAINABLE CITIES AND COMMUNITIES



Promote sustainable travel options

The University of Oxford launched its new Travel Policy in 2022/23. Oxford Saïd played a key role in developing and testing the policy.

We understand that a certain level of business travel is vital for research, conferences and networking, all of which result in greenhouse gas emissions. The Travel Policy is designed to limit the environmental impact of this necessary travel.

Staff are strongly encouraged to follow the sustainable travel hierarchy by prioritising active transport options such as walking or cycling over public transport and especially cars or taxis. Flights are permitted if unavoidable. Sensible restrictions have been placed on flights:

- No domestic flights are permitted
- Eurostar should be used for all journeys to Paris and Brussels
- First class flights are not permitted
- Premium economy and business class flights require pre-approval

We are proud that 96% of flights were compliant with the Travel Policy, but will strive to further improve the adoption of the Policy in 2023/24.

The Travel Policy also implements an innovative carbon levy on all flights. This additional internal charge encourages staff to consider cheaper, more sustainable modes of transport and raises funds for decarbonisation projects across Oxford University. In 2022/23 Oxford Saïd raised £30,000 via the carbon levy.

We are adamantly supportive of sustainable local travel. Staff and students are provided with free cycle training, a bike loan scheme and bike repair workshops. For those who are travelling longer distances, there are discounted bus and rail passes and interest-free season ticket loans. This year we expanded bicycle storage options and will do so again upon completion of the Air Source Heat Pump project.

The Oxford Saïd maintenance team played their part by purchasing bikes for inter-site travel, rather than relying on vans. This has the dual benefit of reducing carbon emissions and journey times, plus providing a well-being boost to the team.



Key targets

- Conduct a Staff Travel Survey
- Reduce emissions from flights by 20% by 2024/25, against our 2018/19 baseline
- A further 10% reduction by 2030/31
- A further 5% reduction by 2034/35

Global Leadership Centre



Incorporate environmental sustainability considerations in building design, refurbishment and use

Just a few minutes' walk from our main campus lies the former Osney Power Station. We are developing this much-loved building to be an inspirational Global Leadership Centre.

The teaching and residential facility will provide global leaders of business, government and civil society access to the University's leading academics and brightest minds to help them reconsider their purpose as well as their operations. Expert insights and perspectives will enable them to challenge existing systems and become a positive force to address environmental, social and governance issues and benefit society.

The power station, originally opened in 1892, was Oxford's first electrical power plant. An important part of Oxford's industrial heritage, it is fitting that it will power new models of leadership for the future. The work to transform the Victorian building will capitalise upon leading-edge thinking on sustainable development.

The scheme adopts many of the Passivhaus principles for energy efficiency, as well as those from the WELL standard to optimise health and well-being. The all-electric building will be powered by air-source heat pumps and PV panels, therefore operating as a zero-carbon building.

Biodiversity is a key driver for the Global Leadership Centre. Bird boxes and bat roosts will be installed to create new homes for these species. Green roofs will enhance local flora and fauna plus help mitigate urban flood risk.

Its location next to the Oxford train station and bus hub will facilitate the use of sustainable public transportation for staff and visitors. The Global Leadership Centre will be serviced by a fleet of electric vehicles and bicycles, to further reduce emissions.

Our principal contractor holds an ISO 14001 Environmental Management System and conducts all construction work in accordance with the standard, to protect and benefit the local environment and community.



Key targets

- Produce a bespoke Travel Plan to encourage sustainable travel
- Expand the scope of our ISO 14001 Environmental Management System to cover the Global Leadership Centre



Saïd Business School at the University of Oxford is a vibrant and innovative business school, embedded within a 900-year-old world leading university. We create programmes and ideas that have global impact and reach. We educate leaders, change makers and innovators across every industry and sector. Our groundbreaking research and exceptional teaching transforms individuals, who transform businesses, which transforms the world. We create impact from within.

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

Email: sustainability@sbs.ox.ac.uk

Website: www.sbs.ox.ac.uk/about-us/school/sustainability

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

Email: sustainability@admin.ox.ac.uk

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

Social: @OxfordEnvSust

Reporting period: Aug 2022 – July 2023

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www.sbs.oxford.edu

impact from within

March 2024

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

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