



Annual Sustainability Report 2023/24

Saïd Business School, University of Oxford

Contents

Foreword

I am proud to introduce Saïd Business School's third Annual Sustainability Report, showcasing the progress we have achieved in embedding sustainability across our curriculum, research, and operations.

In a year marked by accelerating climate crisis and global uncertainty, the urgency to act has never been clearer. We've seen record-breaking temperatures and unprecedented climate events that challenge not only the resilience of communities worldwide but also our resolve as institutions committed to driving meaningful change. At Oxford Saïd we remain steadfast in our mission to lead by example, advancing solutions that respond to these global challenges with both innovation and impact.

This past year, we've been honoured to receive significant recognition for our efforts. Our focus on driving positive change has resonated within both academic and business communities. Notably, we were proud to win in both the overall 'Best Schools' and the 'Academic Research' categories of the [Financial Times' Responsible Business Education Awards](#), affirming our leadership and progress in embedding sustainability into everything we do. Our progress is built on collaboration and collective

effort. Notably, we expanded our partnerships and outreach, engaging with diverse stakeholders to tackle complex environmental issues. Initiatives like the [global Oxford Saïd-Burjeel Holdings Climate Change Challenge](#), which this year engaged students from more than 50 countries, underscore our School's ability to inspire and mobilise the next generation of changemakers.

We have also taken tangible steps to enhance our operations, maintaining high standards of environmental stewardship. From installing air source heat pumps, sourcing food locally and travelling more sustainably, driving continuous improvement in responsible practices remains a cornerstone of our business strategy.

As we look ahead, I am filled with optimism and gratitude. Thank you to our colleagues across the School, our students, and partners, for your passion and commitment to this shared mission. Together, we will continue to push boundaries, foster innovation, and amplify Oxford Saïd's global impact.

Professor Soumitra Dutta

Peter Moores Dean



Sustainability snapshot

**Global
winner**



'Best School' and 'Academic Research' in the Financial Times Responsible Business Education Awards

**1,008
entries**



and 58 countries represented in our Climate Change Challenge competition

40%



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

£1.6m



The value of our cutting-edge air source heat pump installation project

2,880



students in the UK and Malawi supported by IT equipment donations

29



pieces of sustainability research published by faculty

**512
events**



provided with our bespoke sustainable conferencing and events guide

98%



compliance rate with the University of Oxford Travel Policy

**Beyond
Gold**



standard achieved by our Green Impact volunteer team



This report aligns with the UN Sustainable Development Goals (SDGs), showcasing Saïd Business School's impact on these critical global challenges

Curriculum



Embed environmental sustainability in our educational programmes

Our MBA programme epitomises the comprehensive integration of sustainability throughout our curriculum, achieving an excellent result in the [Financial Times Global MBA rankings in 2024](#) where we placed fifth in the world for the provision of environmental, social and governance (ESG) and net zero related teaching hours.

A cornerstone of our ESG curriculum is the 'Global Opportunities and Threats Oxford' programme, GO:TO, designed for MBA and Executive MBA (EMBA) students to tackle complex global challenges. There are four focused tracks for the MBA programme, each delivered in partnership with an international organisation or company, addressing distinct aspects of the ESG agenda.

1. The GE Vernova case examines the role of energy companies in delivering a just energy transition and how they can help ASEAN countries meet their net zero targets.
2. The UN Development Programme case investigates how institutional funders can build a market for blended finance and enhance climate resiliency at a local level.
3. The Cerro de Pasco Resources case explores corporate responsibility in the mining industry, including challenges and opportunities across human health, environmental impact and bureaucracy.
4. The FarMart case examines redesigning food systems to be more sustainable, equitable and profitable for all stakeholders.

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 via Formula E and Big Issue Invest.

The EMBA GO:TO programme also covered the UN Development Programme as well as a fascinating case exploring how to create a green investment portfolio, in partnership with Pi Labs.

Our undergraduate Economics and Management degree includes a course in 'Sustainability Accounting,' providing students with early insight into critical sustainability challenges faced by businesses and the vital role of accounting in addressing them.



Open Executive Education

Open-enrolment programmes help executives from corporate and large organisations to shape their future vision for the organisation and enable them to make strategy and business decisions to meet their financial and sustainability goals.

Sustainability is the focus of several key programmes, with two new launches this year.

The Oxford Sustainable Business Programme is a new five-day on-campus programme created in partnership with the University's Smith School of Enterprise and the Environment. Together, we've developed an innovative programme that combines the University's cutting-edge research in sustainability, business and policy, while drawing on the world-leading expertise of Oxford Net Zero. This executive-level programme is for the senior leaders charged with delivering on climate related business targets. It offers a highly relevant and expert learning experience, empowering these leaders to drive impactful change.

We launched the ESG and Sustainable Financial Strategy Programme in collaboration with the AICPA and CIMA in November 2023. This online programme assists Chief Financial Officers and senior finance professionals to formulate and implement sustainability strategies. It covers aspects such as compensation mechanisms to align boards with ESG objectives, directors' fiduciary duties, sustainability regulations and corporate reputation management.

These programmes join our existing online offerings;

- The Oxford Leading Sustainable Corporations programme has enabled thousands of participants to integrate sustainability into their business practice, with a key focus on demonstrating the value of sustainability for the business.
- 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.

'Today's business leaders need confidence in the science, policy, and strategic change their industries demand. The Oxford Sustainable Business Programme brings together the expertise of the Smith School of Enterprise and the Environment and Saïd Business School to create a programme that is truly inter-disciplinary and meets the needs of leaders – today and tomorrow.'

Professor Mette Morsing

Director of the Smith School of Enterprise and the Environment



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.

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 2023/2024 we continued to deliver our ESG expertise to several organisations. One of those ongoing assignments was with a global provider of accountancy and advisory services. We have worked with the firm to design and deliver three cohorts of 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
- 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.

As part of one of our clients' high growth small business programme, we work with participants to develop their own personalised ESG strategy. We encourage them to think about and adopt this as a fundamental part of their business growth plan. Building business for positive impact is enabled by understanding employer responsibilities and adopting better management practices.

Future Climate Innovators Summer School

Our comprehensive commitment to sustainability is exemplified by the Future Climate Innovators Summer School, an initiative designed to equip the next generation of leaders with the knowledge, skills and mindset to address critical climate challenges. Aimed at students aged 16–18, the programme blends academic rigour with hands-on, solution-driven activities to inspire action and innovation in tackling global sustainability issues.

Delivered by renowned academics and climate experts from across the University, the summer school focuses on:

- air pollution
- water scarcity
- food security
- biodiversity
- the impact of extreme weather

Participants actively engage with sustainability issues through workshops on water activism, the role of businesses in a climate crisis and debates on pressing climate justice topics. These sessions are complemented by field visits to museums and botanical gardens, where students gain firsthand insights into human impacts on ecosystems and potential solutions.

Collaboration is a cornerstone of the programme. Students from around the globe work together in teams, guided by experts, to develop actionable climate solutions through group projects. Activities such as the Model COP conference simulation and pitching solutions to industry mentors ensure that students apply their learning in impactful, real-world contexts. Beyond the classroom, the programme offers an immersive Oxford experience, including formal dinners, engaging in traditional debates and a celebratory graduation ceremony.

By fostering leadership, creative thinking and problem-solving skills in an inspirational environment, the Future Climate Innovators Summer School reflects our dedication to embedding sustainability into all our educational programmes. Through this initiative, we aim to empower the changemakers of tomorrow to build a more sustainable and equitable future.

Research



Embed environmental sustainability in our research

At Oxford Saïd, research is the cornerstone of our mission, reflecting our unwavering commitment to producing world-class, innovative, and rigorous studies that address critical challenges in today's business environment. Our aim is to raise global standards of business excellence, and as a leading business school within one of the world's most prestigious universities, we are driven by this vision.

Our research strengths lie in fostering social impact, promoting responsible business practices, and advancing sustainable development. Aligned with the United Nations SDGs, we help organisations transform their strategies, resources, and operations to achieve meaningful change. We are also pioneering new business and investment models that place impact and sustainability at the forefront. Our [Research Strategy](#) confirms sustainable development and societal issues emerging from macro-factors such as climate change as priority areas for future research.

Faculty Director for Sustainability and Professor of Management Studies, Juliane Reinecke, leads and convenes our work on sustainability. Together with 19 faculty members across all academic areas, nine associate fellows as well as visiting researchers, and executives in residence, Oxford Saïd commands a broad and deep range of research expertise. We have also made a number of joint appointments to foster further collaboration between the Oxford University's world-leading departments, such as Dr Aoife Brophy with the Smith School of Enterprise and the Environment and Professor Paulo Savaget with the Department of Engineering.

Centres and initiatives

[The Skoll Centre](#) equips entrepreneurial leaders to catalyse social impact within and beyond business. It brings researchers and practitioners together to generate insights on how to lead, organise, finance, measure, and scale impact, and it incorporates these insights into learning programmes for entrepreneurial leaders at Oxford and worldwide.

This year, in partnership with [Ashoka](#), The Skoll Centre published the groundbreaking [Climate Changemaker Playbook](#). Co-authors Marya Besharov, Professor of Organisations and Impact and the Academic Director of The Skoll Centre, and Pip Wheaton, Skoll Centre Visiting Fellow, present three actionable strategies for enabling more people to play an active role in the systemic shifts needed to tackle climate change and biodiversity loss.

'People care about climate change, although research shows they consistently underestimate how much other people around them care. We wanted to know what practical strategies were effective in activating people to build solutions. When everyone is a changemaker, then we start to see that energy being used where they work, where they live, and in how they show up as citizens.'

Pip Wheaton,
Visiting Fellow, The Skoll Centre

The School's faculty continues to play an integral role in driving responsible business-focused research across our various initiatives. The [Oxford Initiative on Rethinking Performance](#) remains a vital component of our research, striving to become a global hub for bold conversations and innovative thinking on how to operationalise purpose. This initiative collaborates extensively with industry partners to create, explore, and test frameworks that enable organisations to put purpose at the core of their operations, drawing insights from a diverse network of thought leaders and institutions.

Similarly, the [Enacting Purpose Initiative](#), a collaborative effort between the Oxford University, University of California Berkeley, BCG BrightHouse, EOS at Federated Hermes, and the British Academy,

continues its work on developing best practices for purpose-driven governance. Engaging with prominent businesses and investors, this partnership has made significant contributions to the British Academy's 'Future of the Corporation' project, offering key insights into the evolving role of corporations in society.

The [Oxford Ministry for the Future](#) (OMF) is a network of academics, policy makers and sustainability leaders with a mission to share climate action research and positively influence the climate discourse. Based out of Hertford College, it allows wide-ranging and science-based discussion of the possibility of innovations (in technology, business models, accounting, and legal frameworks) that may guide us towards a sustainable political economy. In June 2024 Anette Mikes, Associate Professor of Accounting at Oxford Saïd and a Fellow at Hertford College, moderated OMF's inaugural discussion on 'Inventing a Sustainable Political Economy for the Climate Crisis'.

World-class research

During 2023/24, members of the faculty and the research community published 29 cutting-edge peer-reviewed articles, chapters and working papers focused on sustainability and ESG, including:

- Dr Aoife Brophy, Departmental Research Lecturer in Innovation and Enterprise, published an [article](#) that revealed the importance of mandated demand in encouraging the development and uptake of large-scale greenhouse gas removal schemes.
- Dr Amir Amel-Zadeh, Associate Professor of Accounting, published an [article](#) explaining how the increasing prevalence in voluntary net zero targets presents an opportunity to establish mandatory 'ground rules', and elucidating the potential benefits of such regulations.
- Professor Juliane Reinecke, Faculty Director for Sustainability and Professor of Management Studies published two articles demonstrating how multi-stakeholder partnerships can overcome challenges in achieving commitment and frame alignment. Focusing on the German Partnership for Sustainable Textiles, the [research](#) presents how ongoing negotiations across different arenas prevented collapse and deepened collaboration, offering insights into multi-party negotiation dynamics.
- Professor Richard Barker, Professor of Accounting and Board Member of the International Sustainability Standards Board, published an [article](#) usefully converging the best practices corporations should follow to improve their sustainability reporting based on current requirements and future market and regulatory trends.
- Dr Bige Kahraman Alper, Associate Professor of Finance, published an [article](#) presenting how higher support in failed environmental and social (ES) proposals predicts subsequent ES incidents, the effects of these incidents on shareholder value, and firms' overall stock returns. Examining the detailed records of fund votes, the article found that agency frictions amongst a group of shareholders contribute to proposal failure.
- Dr Timothy Galpin, Senior Lecturer in Strategy and Innovation, published an [article](#) explaining how firms can integrate ESG factors into the M&A process, from pre-deal analysis to post-transaction integration. The article highlights that incorporating ESG can enhance value, while neglecting it risks costly mistakes, and offers practical advice for M&A practitioners.
- Dr Mary Johnstone-Louis, Senior Fellow in Management Practice and Board Chair of B Lab UK, authored the introduction to the prestigious 'ESG: The Insights You Need from Harvard Business Review'. Robert Eccles, Visiting Professor of Management Practice, also co-authored a chapter. The [book](#) emphasises the significance of integrating ESG goals into business strategies. It offers practical guidance on linking ESG to financial performance and adapting governance practices, helping organisations navigate a rapidly changing business landscape.



Partnerships

17 PARTNERSHIPS
FOR THE GOALS



Embed environmental sustainability in our networks

Oxford Saïd recognises that building robust partnerships is essential for achieving a sustainable future. By leveraging our combined knowledge and shared passions, we can create a more significant impact on global challenges than we could alone.

The Oxford Saïd-Burjeel Holdings Climate Change Challenge

Drawing upon our collective expertise and resources, we forged a partnership with Burjeel Holdings grounded in the belief that education and innovation are paramount in tackling the one of the most pressing challenges of our time – climate change. The [competition](#) invites students to showcase their innovative solutions and encourages teachers to create impactful lesson plans, fostering environmental awareness and sustainability.

Burjeel Holdings hosted the 2023 finalists in the United Arab Emirates in December at the United Nations Climate Conference, COP28. The three winning student teams attended a bespoke two-week Future Climate Innovators Summer School at Oxford University in August 2024. The winner in the teacher's category attended an Executive Education course at Oxford, while the runners-up were awarded a comprehensive six-week online Oxford Climate Emergency Programme.

The Climate Change Challenge 2024 was launched on the back of the successful inaugural competition. We were delighted to receive over 1,000 inspiring entries that our panel of expert judges worked through. We announced the finalists in October 2024 and they were invited to join us at COP29, with all expenses covered by Saïd Business School and Burjeel Holdings.

Business Schools for Climate Leadership

Oxford Saïd is proud to be a founding member of the Business Schools for Climate Leadership (BS4CL) initiative. In collaboration with seven other leading European business schools, we are committed to empowering business leaders to take decisive action in addressing the climate crisis. This year BS4CL launched three open-access doctoral courses which generated more than 1000 registrations and hosted our second annual forum featuring leading alumni from our eight partner schools in a unique conference to explore how to accelerate the financing of the climate transition. BS4CL also continued its progressive expansion with the formation of BS4CL Middle East, featuring eight leading Middle Eastern business schools that will join our mission to build a collaborative framework for climate action, and our new alumni champions community.

Oxford Seed Fund

The Oxford Saïd Entrepreneurship Centre provides experiential learning, local and global networks, and thought leadership to equip students and the wider University with the skills and mindset needed to think and act entrepreneurially in the modern economy. The Oxford Seed Fund is a student-and-alumni led venture capital fund run by the Centre that invests pre-seed capital into high-potential startups with an affiliation to Oxford University. Last year, 25% of investments were in climate and cleantech startups, demonstrating the Centre's commitment to fostering innovation that addresses global challenges whilst aligning with the growing demand for climate-conscious solutions in the venture capital landscape.

Engagement

17 PARTNERSHIPS
FOR THE GOALS



Embed environmental sustainability in our networks

At Oxford Saïd, we believe that meaningful progress in sustainability requires active collaboration and engagement both within our community and beyond. Through a variety of initiatives, we bring together students, staff, faculty, and external partners to foster innovation, share knowledge, and inspire action toward a more sustainable future.

Internal

The Climate Oxford Business Network is a thriving community of over 100 Saïd Business School students dedicated to advancing climate, energy, and environmental sustainability. As a student-led initiative, the network fosters collaboration and knowledge sharing among like-minded individuals passionate about driving meaningful change. Over the past year, the network hosted numerous events, including visits to cutting-edge renewable energy sites, expert speaker sessions on the deforestation and international climate policy, plus multiple networking opportunities aimed at supporting students pursuing careers in the ESG sector.

Oxford Saïd has a long-established group of dedicated Green Impact volunteers. The group brings together staff, faculty, and students with a shared passion for environmental issues. Together we 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:

- **Sharing research expertise:** created an innovative [podcast series](#) featuring faculty with sustainability expertise, to highlight the incredible research being conducted at Oxford Saïd.
- **Film screenings:** organised a successful evening showing the excellent 'Eating Our Way to Extinction' film, highlighting the environmental and health impacts of unsustainable agriculture.
- **Promoting plant-based food:** worked with our catering team, BaxterStorey to introduce a vegan cookie offer once a week to promote the uptake of plant-based meals.

This year we are delighted to share that our team has won the Beyond Gold National Union of Students Green Impact award for the first time. This is the highest award available and celebrates all the hard work being done across the school. The award highlights our commitment to environmental sustainability and making our School a greener place.



Key targets

- Maintain 'Beyond Gold' standard in the Green Impact awards
- Provide certified Carbon Literacy Training for key staff



External

We are immensely proud that The Financial Times has named Saïd Business School a double winner in their first global Responsible Business Education Awards. The School won in both the overall 'Best Schools' and the 'Academic Research' categories. The overall award celebrated ESG-minded business schools with sustainability-focused curricula and low-carbon campuses that show a willingness to address the pressing needs of society and the environment. Oxford Saïd was one of five winners, and the only UK school to feature, selected by a panel of international judges drawn from business, academia and non-profit organisations.

Oxford Saïd was ably represented at COP28 by a number of our faculty, students and alumni including Professor Juliane Reinecke, Research Fellow Abrar Chaudhury and MBA Laidlaw Scholar Patrícia Gonçalves. While the Climate Change Challenge finalists were making their pitches to the judges, our School team was making their own pitches to the leaders at COP28 for strategic, just, positive, innovative and visionary leadership.

Sustainable Conferencing and Events guide

We have produced a bespoke guide for individuals, groups and organisations hosting events on site at Oxford Saïd. It offers practical advice to help reduce the environmental impact of the event, engage with the local community and meet the sustainability standards expected at Oxford Saïd. The guide was supplied to 512 events in its first year.



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 Greenhouse Gas Protocol guidelines.

In 2023/24, Oxford Saïd made significant progress towards achieving our 2035 net zero carbon target:

- Installed six air source heat pumps, in a £1.6m state-of-the-art project, to replace the gas boilers and decarbonise our Thatcher Business Education Centre.
- Combined with further optimisation of our Building Management System, we have achieved a notable 40% reduction in Scope 1 and Scope 2 emissions since 2018/19.
- We also transitioned to the 'Zero Carbon for Business' EDF electricity tariff; a 100% nuclear tariff with zero carbon emissions at the point of generation. Photovoltaic panels produce a portion of our electricity on-site.

Scope 3 emissions, primarily driven by student and staff travel as well as purchased goods and services, remain the most significant contributors to our overall carbon footprint. A key challenge lies in enhancing the quality of our supply chain data by transitioning from spend-based to activity-based emissions reporting. This shift will enable us to target our emission reduction strategies with greater precision and impact.

In accordance with our world-leading teaching and research, Oxford Saïd is committed to prioritising decarbonisation across our operations, rather than relying on offsetting schemes. We believe this approach will deliver a more transparent and sustainable version of net zero carbon, with the added benefit of being more cost-effective in the long term.

Key targets

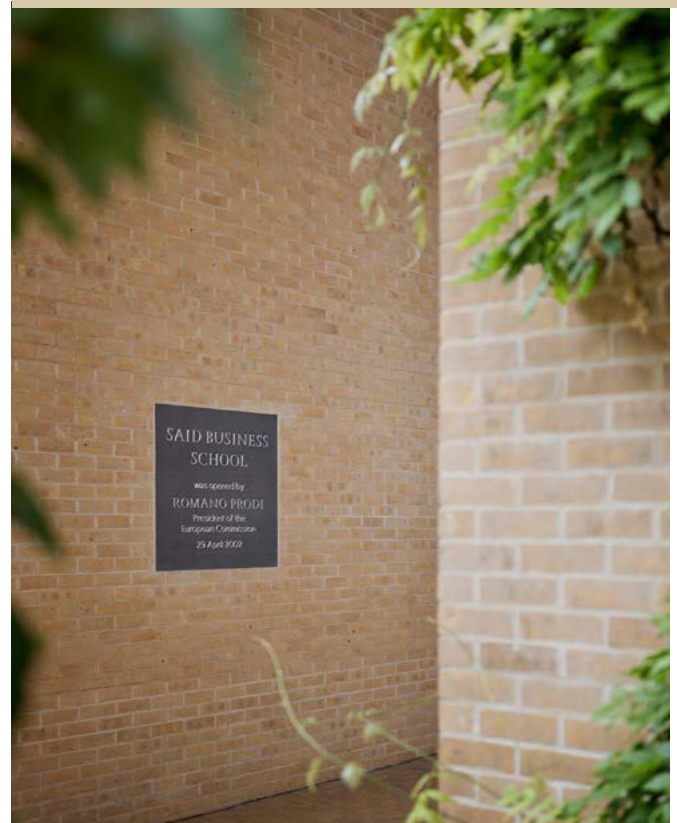
- Achieve net zero carbon by 2035
- Further optimisation of our Building Management System

Saïd Business School emissions for academic year 2023/24 (tonnes)

Scope 1 emissions (551)
Scope 1 removals (-44)

Scope 2 emissions (586)
Scope 2 offsets (-483)

Scope 3 emissions (24700)



Biodiversity



Become a nature-positive organisation

At Oxford Saïd, we recognise the urgent and profound impact of the global ecological crisis, and our commitment to addressing it begins with sustainable practices in our own operations.

This commitment is most demonstrable at our Egrove Park site, where we have made the following enhancements in the past year alone:

- Installed sparrow terrace nest boxes
- Created a new wildflower area through Oxford University's Good Gardener campaign
- Introduced additional yellow rattle seeds, to suppress the growth of grasses and promote other wildflowers, and planted more than 150 naturalised daffodil bulbs to improve existing wildflower meadows
- Installed a new bee house
- Crafted log habitat piles to act as shelter for insects and small mammals
- All the woodland path upgrades were completed using our own bark chippings from tree work done on site

We completed the first stage in establishing a biodiversity baseline, via a comprehensive survey of our Park End Street site. After determining the quantity and quality of the existing biodiversity, we established key recommendations including expanding climbing plant coverage, introducing bird and bat boxes, and creating a water feature. These improvements will have a positive impact on both local biodiversity and the mental wellbeing of our staff and students.

The Egrove Nature Club, a staff volunteering group that meets to learn about, discuss and improve biodiversity during Oxford Saïd's Wellbeing Wednesday sessions, continued their good work in 2023/24. The Club has successfully planted over one hundred trees, created new wildflower areas and hosted multiple workshops in partnership with local conservation experts.

Oxford Saïd has made a subtle yet important alteration to our overriding biodiversity target. Instead of aiming for 'biodiversity net gain' by 2035, we now intend to become 'nature positive' by 2035. We believe this change better reflects the latest scientific understanding of the holistic nature of the global ecological crisis and reduces confusion with the UK's Biodiversity Net Gain law, which addresses a separate biodiversity related issue.



Key targets

- Become Nature Positive by 2035
- Implement biodiversity improvements at Park End Street
- Expand the orchard and understorey planting at Egrove Park

Catering



Provide healthy and sustainable food through our catering services

Together with our catering supplier, the BaxterStorey hospitality and food service team, we are deeply committed to sustainability in every aspect of our catering operations. We believe that responsible sourcing, minimising waste and supporting local producers are essential to creating a positive impact on the environment and our communities. Our goal is to offer nutritious, delicious meals that are not only good for our customers but also for the planet.

Sourcing and assurance

- We continue to contribute to and support the University of Oxford's Fairtrade certification and each year host engaging Fairtrade Fortnight events. Our tea and coffee are proudly Fairtrade, ensuring that the farmers and workers behind these products receive fair wages and work in safe conditions.
- Our 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 2023/24 this equated to a significant saving of 56 tonnes of CO₂e.
- 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 and local Cotswold Flour are now used for all the freshly home-baked bread at Oxford Saïd.
- BaxterStorey successfully retained our Food for Life Bronze certification in 2023/24, confirming that the food we serve is fresh, healthy, local and sustainable.

Communication and engagement

- In addition to Fairtrade Fortnight, we host annual events raising awareness for important causes such as the Switch Up Your Lunch where participants pledge to eat a vegetarian or vegan lunch and the 31-day 'Veganuary' challenge.
- In 2023/24 we launched a new 'Vegan Wednesday' initiative that offered a free vegan cookie to all staff and students that purchased a vegan meal.

Resource efficiency

- We have reduced catering disposables to record low levels, and we encourage the use of reusable cups and water bottles for all staff and students. We add a 65p charge to disposable cups if customers have forgotten their reusable ones.
- All glass and aluminium cans have been removed, instead opting for recyclable plastic bottles which have a high RPET level. Free drinking water is always available in the main catering areas which also encourages the use of reusable water bottles.
- All food waste is recycled into fertiliser and energy via anaerobic digestion, and waste oil is recycled into biofuel.

Key targets

- Produce a bespoke sustainable catering policy
- Continue to reduce unnecessary packaging and disposable items

Waste



Manage resources responsibly and efficiently

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.

We are proud that 2023/24 was our second consecutive year of sending zero waste to landfill. We are ahead of Oxford University's recycling target of 40% by 2025, with a total recycling rate of 43.4%, however we are determined to push forward with new initiatives to meet our target of 50% in 2025.

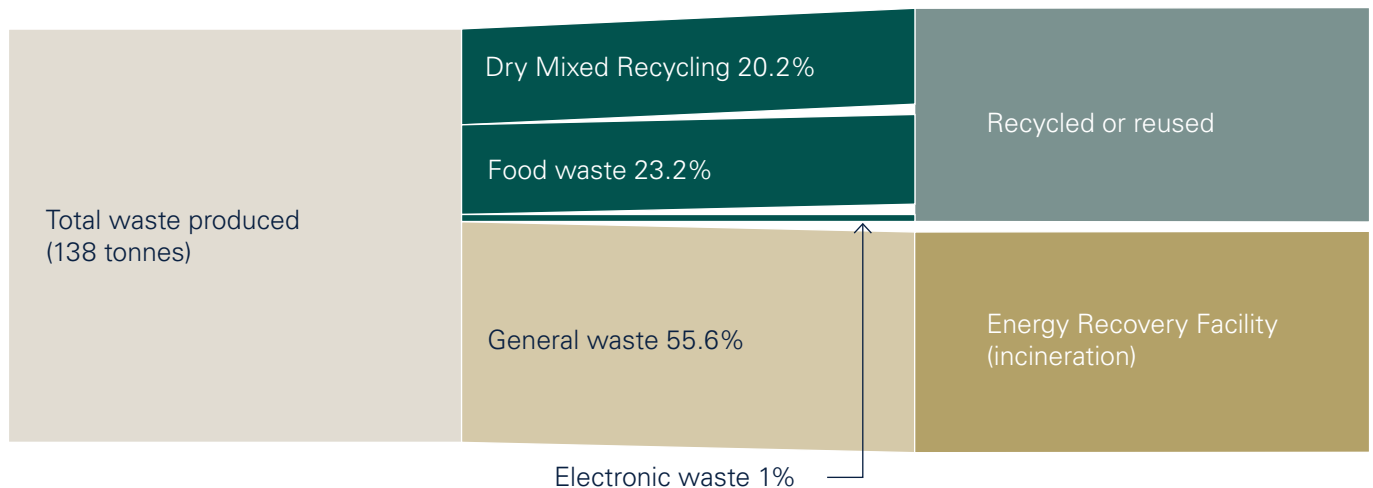
Demonstrating our commitment to sustainable development and social responsibility, Oxford Saïd has contributed sixteen boxes of books to Kumi University in Uganda. We are pleased to continue supporting their community-driven educational initiatives with a new shipment of business management books in 2025.

Key target

- Achieve a 50% recycling rate in 2025.

Spotlight on The Turing Trust

We are proud contributors to [The Turing Trust](#), whose charitable work has enabled 252,000 students in Malawi and the UK to have access to and learn vital IT skills. Last year Oxford Saïd donated 42 PCs, 115 laptops and other assorted IT equipment that will directly support 2,880 students. The embodied energy savings of our donation are enough to power 11 UK homes for an entire year.



Environmental Management



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

In 2023/24 we achieved a re-certification of our bespoke UKAS-certified ISO 14001 Environmental Management System for Egrove Park, the only one 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. The certification is maintained and verified via a comprehensive internal and external auditing process.

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.

Following the successful implementation of ISO 14001 at Egrove Park, we have been supporting the Oxford University's Estates Services establish its own environmental management system. This would be a significant achievement for the university, with positive implications for environmental protection across the historic city of Oxford.

We will expand the scope of the Environmental Management System to cover the entire Oxford Saïd estate in 2024/25. Combined with our existing ISO 27001 Information Security Management System, and our forthcoming ISO 45001 Occupational Health and Safety Management System, we take a truly holistic approach to the protection of people and the environment.



Travel



Promote sustainable travel options

The Oxford University's Travel Policy is designed to limit the environmental impact of necessary travel. Whilst Oxford Saïd is wholly committed to sustainability, we also understand that a certain level of business travel is vital for research, conferences and collaboration.

The Travel Policy strongly encourages staff 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 98% of flights were compliant with the Travel Policy in 2023/24, a 1% improvement on the previous year.

The Travel Policy also implements a pioneering carbon levy on all flights. This additional internal charge encourages staff to consider more sustainable modes of transport, plus raises funds for decarbonisation projects across Oxford University. In 2023/24 Oxford Saïd raised £49,000 via the carbon levy.

The Oxford Saïd maintenance team play their part by using bikes for inter-site travel, rather than relying on vans. This reduces carbon emissions and journey times and provides a well-being boost to the team.

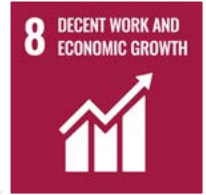
We are adamantly supportive of sustainable local travel. Staff and students are provided with free cycle training, a bike loan scheme and bike repair workshops. For those who are travelling longer distances, there are discounted bus and rail passes and interest-free season ticket loans. This year we revamped bicycle storage at Park End Street upon completion of the air source heat pump project.

Key targets

- Reduce emissions from flights by 35% by 2035, against our 2018/19 baseline
- Purchase an electric cargo bike to transfer goods between sites



Equality, Diversity and Inclusion (EDI)



An inclusive culture is at the core of Oxford Saïd's EDI Strategy and reflected in the four principles of reciprocal understanding, standpoint plurality, mutual enablement, and trust and integrity. Goals are defined and set in the context of a strengths-based approach that understands diversity as a gift, not a shortcoming. Responsible and inclusive leadership also form an integral pillar of the school's strategy.

Vision

To thrive as a community of learners, scholars and professionals by capitalising on the collective strengths gained from a diversity of backgrounds, expertise and experience, and become a culturally and academically competent organisation characterised by collaboration, psychological safety and accountability.

At Oxford Saïd, EDI means:

- Comfort, enabling people to express themselves freely, be who they really are, without being judged
- Fostering a culture of acceptance, the desire to learn about someone with a different experience
- Creating an environment which encourages expression of diversity of thought, opinion, experience and points of view, which may differ, but may still be correct

Oxford Saïd is committed to the Athena Swan charter principles and will submit its bronze renewal application in November 2024. The Athena Swan Charter is a framework used across the globe to support and transform gender equality within higher education and research.

Our efforts in building a gender balanced community have ensured that we are at 74% female professional

staff and 27% female faculty, which has risen from 19.7% in 2018. Our 2023-2024 MBA class had a 51% female representation. We continue to drive inclusion of women from challenging socio-economic backgrounds through women-specific scholarships.

Our 2023/24 EDI initiatives:

- The creation of an access fund for staff attendance of critical professional development opportunities outside of standard work hours
- Dedicated intranet location for information on caring responsibilities
- Baby loss awareness and sensitisation for HR and managers
- New parent buddy group to offer voluntary support
- A campaign to raise awareness about shared parental leave benefits
- Ensure mandatory 'return from maternity leave' manager meetings
- The creation of a baby feeding and pumping room
- Feminine hygiene products for emergency purposes in women's restrooms
- Improve the diversity of the curriculum to drive continuous improvement of the learner experience

We are keen to nurture a culture of respect for difference, and to that end we have curated unique events to celebrate the sentiment that each one of us deserve to be where we are and are respected for what we bring to the seat of learning of which we are all proud. These include Lunar New Year, Nowruz, International Women's Day, Easter, Christmas, Diwali, Ramadan and Eid.

Additionally, our Deputy Dean for EDI, Sue Dopson and Gloria Berlanga, our programme participant in a leadership role in the US army hosted a fascinating and useful 'Safety during travel' event. Plus, our COO Manos Kapterian and BT Professor and Chair of Major Programme Management Daniel Armanios led a panel on menstrual and fertility health also featuring our programme participant whose story about egg-freezing followed by unfair dismissal as an employee had been featured on Good Morning America.

We strive to ensure that all panels, committees and discussions have significant female representation.

Key targets

- Develop a new inclusive leadership development programme aimed at senior leadership across the collegiate University
- Publish new Terms of Reference for employee resource groups at Oxford Saïd.

Global Leadership Centre



Incorporate environmental sustainability considerations in the design, refurbishment and use of buildings

Just a short walk from our main campus, the historic Osney Power Station is undergoing a remarkable transformation into the Global Leadership Centre – an inspirational hub for leadership development. This unique facility will serve as a state-of-the-art teaching and residential centre, connecting global leaders from business, government, and civil society with the University's foremost academics and brightest minds.

The Global Leadership Centre will foster a space for leaders to re-evaluate their purpose and approaches, providing expert insights and cutting-edge perspectives to challenge existing systems. Through this, leaders can become powerful forces in addressing environmental, social, and governance challenges, ultimately benefiting society as a whole.

Originally opened in 1892 as Oxford's first electrical power plant, the Osney Power Station is a symbol of the city's industrial heritage. Its reinvention as a centre for future leadership is a fitting continuation of its legacy. The project's design draws upon the latest thinking in sustainable development, incorporating a range of energy-efficient and health-optimising principles.

The building integrates Passivhaus principles to ensure high energy efficiency and adopts the WELL standard to enhance health and well-being. It will be an all-electric facility powered by air-source heat pumps and photovoltaic (PV) panels, operating as a zero-carbon building.

Biodiversity plays a pivotal role in the development of the Global Leadership Centre. New habitats will be created through the installation of bird boxes and bat roosts, while green roofs will support local flora and fauna, as well as help manage urban flood risk.

The Global Leadership Centre's location, adjacent to Oxford's train station and bus hub, ensures ease of access through sustainable public transportation for staff and visitors. The Centre will also operate a fleet of electric vehicles to further reduce emissions and air pollution.

Our principal contractor, certified under the ISO 14001 Environmental Management System, continues to carry out construction in line with the highest environmental standards, ensuring that the project protects and benefits the local environment and community.





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: oxsbs.link/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

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impact from within

January 2025

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

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