
London Business School

Sustainability Strategy 2025-30

Versions	Details of updates
V1.3	Published 01 August 2025.
V1.4	Executive Education updated strategy actions – published 11 December 2025.

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Foreword

Sustainability is central to London Business School's purpose to have a profound impact on the way the world does business and the way business impacts the world.

Our world is facing unprecedented challenges that demand bold, innovative solutions. From the crises in climate and nature, digital transformation and the rise of artificial intelligence, to geopolitical divides, global poverty and wealth disparity, workplace diversity and inequality, demographic transitions, and declining trust in corporate leaders and public institutions; these challenges are complex and interconnected.

In 2022, we included a sustainability initiative in our Five-Year Plan and launched the Sustainability Programme in October 2023 to bring this initiative to life. This document outlines our strategy to accelerate our sustainability impact over the next five years (2025-30).

The strategy was produced through a rigorous and inclusive process, engaging over 200 faculty, students, alumni and staff. It incorporates best practices outlined in the STARS framework, factors in benchmark research and aligns with the School's strategic narrative.

Our strategy focuses on activities in three core domains: (i) our academic impact, (ii) how we engage locally and globally, and (iii) how we operate as a sustainable and inclusive organisation. Collectively, these activities put us on a path to achieve our sustainability ambition: to strengthen our sustainability impact across our academic, engagement, and operational activities. Over the next five years, LBS aims to meet and exceed sector standards and, where possible, leverage our strengths to become a recognised leader in sustainability within business education.

Key deliverables outlined in the strategy include amplifying our academic activity focusing on all Sustainable Development Goals (SDGs), further integrating sustainability in programme and course development, enhancing our local community impact through a refreshed engagement strategy, obtaining UN PRME signatory status, developing and implementing our Net Zero transition plan, introducing environmental impact reduction measures and developing procurement policies aligned with sustainability principles.

The success of this strategy will be driven by the collective commitment and collaboration of the School community. As we enter the implementation phase, a unified, School-wide effort will be key to turning our ambition into tangible progress. To measure our progress, we will conduct an annual review—ensuring alignment with our goals, tracking our achievements, and refining our approach to remain agile, accountable, and focused on results.

As we enter our Second Sixty, this Sustainability Strategy marks an important step in shaping who we are and how we operate as a School. It gives us a clear direction, brings our efforts together, and helps ensure that sustainability is embedded in the decisions we make and the impact we aim to have on business and society.

Sergei Guriev, Professor of Economics and Dean, London Business School

Section 1: Background

1.1 Purpose of document

The document outlines LBS's sustainability strategy for the next five years, aiming to integrate sustainability into the School's academic, engagement, and operational activities while aligning with our key priorities.

It provides a structured approach to support sustainability initiatives within the annual School-wide planning process, including clear actions, responsibilities and objectives to ensure effective implementation and continuous improvement.

1.2 A strategy shaped by best practice and our community

Sustainability is a strategic imperative for LBS, as outlined in the Five-Year Plan in 2022 (initiative S145: Develop and implement LBS sustainability strategy).

The Sustainability Programme has coordinated and planned the development of this strategy. The approach was guided by three key principles:

- The strategy is to be collectively created and owned by the LBS community
- Sustainability is to be integrated into the School's activities, not established as a standalone work programme
- The strategy is to be designed to reflect the School's operational, resource and cultural context.

The foundations of this strategy, established in 2023-24, are built on established sustainability frameworks. We have adopted the United Nations' definition of sustainability:

"Meeting the needs of the present without compromising the ability of future generations to meet their own needs."

At LBS, the term *sustainability* is used in line with this broad definition. To give this definition practical scope and clarity, we refer to the UN Sustainable Development Goals (SDGs). These 17 goals break down the complex sustainability challenge into specific social, environmental, and economic goals. In essence, if all SDGs were achieved, the world would be effectively addressing the full breadth of the sustainability agenda. As such, the SDGs provide a relevant and widely recognised framework for understanding and acting on sustainability at the School.

Aligned with this definition and UN Sustainable Development Goals, the strategy draws on the STARS Framework for Higher Education Institutions. Additionally, the strategy is informed by competitor benchmarking.

The strategy was shaped through extensive collaboration during the Discovery Phase (November 2023 – November 2024) and the Strategy Build Phase (December 2024 – March

2025). Ideas and perspectives from over 200 faculty, students, alumni and staff across 30-plus events were captured and refined during this period to produce the final strategy.

Aligned with the School's strategic narrative published in February 2025, this strategy supports our broader purpose of delivering impactful change in challenging times. It is framed within the context of the School's Five-Year Plan and other key priorities.

Section 2: The strategy

2.1 The School's sustainability ambition and scope

Our sustainability ambition, set by Management Board in September 2024, is to strengthen our sustainability impact through our academic, engagement and operational activities. Our goal is to meet and exceed sector standards and, where possible, leverage our strengths to become a recognised leader in sustainability within business education.

We are uniquely positioned to make a profound impact on sustainability through research and teaching, our engagement with communities and the way we operate as an organisation.

The strategy's scope covers three School domains:



2.2 The strategy's focus areas

The Sustainability strategy outlines the School's ambitions and planned initiatives across these three domains, each with specific focus areas. A detailed action plan guides the implementation of these activities to achieve the strategy's goals. This action plan is an appendix to this document.

Academic impact

A. Sustainability impact through research

Ambition:

Continue to produce research that makes a positive impact on sustainability.

Initiatives:

- amplify the breadth and depth of LBS sustainability research by identifying and tagging research that aligns with UN Sustainable Development Goals
- continue the impactful work of our Research Institutes and develop a donor proposition to support sustainability research and establish an institute around sustainability.

Key actions include:

- a) develop, implement and maintain an SDG tagging system for faculty research in the LBS repository, integrating it into the workflow for newly added research (2025-26)
- b) LBS Research Institutes to continue to make a sustainability impact (2025-30)
- c) develop a sustainability donor proposition for research (2025-26).

B. Sustainability impact through teaching & learning and career guidance

Ambition:

Equip current and future business leaders with the knowledge, skills and mindset needed to address the pressing sustainability challenges facing business and society.

This ambition is realised through our comprehensive offering, including degree programmes, co-curricular activities, career services and guidance, as well as Executive Education, LBS Online programmes and our Forever Learning offering. This ambition is pursued within the context of a continuously evolving market.

Degree programmes**Initiatives:**

- maintain a sustained focus on embedding sustainability across our degree programmes to enhance student knowledge and skills essential for business. This involves integrating sustainability into core courses, experiential and elective portfolios, co-curricular activities and programme updates
- reduce the environmental impact of Global Experiences courses wherever feasible.

Key actions include:

- a) produce guidelines (an 'LBS Sustainability Position') that can help with deciding what to consider in future programme updates and programme reviews regarding sustainability (2025-26)
- b) consider introducing a programme element that provides basic sustainability knowledge for business school students (2025-26)
- c) continue to run an environmental impact reduction programme within Experiential Learning activities, aiming to minimise travel emissions and waste as much as is feasible (2025-30).

Career Centre**Initiative:**

- empower student and alumni career growth by embedding sustainability expertise, enhancing career experiential learning and providing actionable career insights through the LBS Career Centre offering.

Key actions include:

- a) train all career coaches (internal, external and alumni career coaches) in the evolving sustainability/ESG career landscape (2025-26)
- b) integrate social impact and sustainability-focused organisations into new employer partnership targets and strengthen relationships with sustainability teams within existing company partnerships (2025-26, and then annually)
- c) deliver an end to end, cross-Career Centre team project to produce sustainability function focused resources, content (including case studies and new technology), and digital pathways (2027-28).

Executive Education**Initiatives:**

- increase Executive Education's access and use of sustainability expertise as well as learning and teaching assets in our work with corporations and their people
- continuously evolve Executive Education operations to reduce the environmental impact of programmes, wherever feasible.

Key actions include:

- a) increase bench strength in guest speakers and subject matter experts in sustainability related topics (2025-30)
- b) increase the number of Discovery learning partners to showcase cutting edge practices in sustainability (2025-30)
- c) develop an Executive Education point of view on leadership development for sustainability, aligned to the School's approach, to guide how we engage with customers and develop programmes (2025-26)

- d) develop and implement sustainability guidelines to reduce the environmental impact of the delivery of Executive Education programmes, wherever feasible (2025-26)
- e) leverage the LBS Corporate 100 as a collaborative platform for members to tackle sustainability challenges (2026-27).

Digital Learning

Initiative:

- embed sustainability into the design of new digital products and the curation of knowledge resources, including LBS Online courses, teaching cases and library materials.

Key actions include:

- a) identify and implement opportunities (via the annual insight research process) to integrate sustainability into new and existing LBS Online courses using current market analysis processes. Implement these opportunities to enhance the sustainability focus of the LBS Online portfolio (annually, 2025-30)
- b) initiate a project to stimulate the increase of sustainability focused case production (annually, 2025-30).

Alumni Engagement (Forever Learning)

Initiative:

- integrate sustainability into the Forever Learning alumni offering.

Key actions include:

- a) integrate sustainability into Forever Learning curated academic content (annually, 2025-30)
- b) amplify faculty sustainability research amongst alumni (annually, 2025-30)
- c) showcase alumni companies supporting SDGs (annually, 2025-30).

Engagement for impact

C. Local engagement

Ambition:

Create a lasting positive social impact in the communities where LBS operates.

Initiatives:

- build on previous efforts and enhance the School's sustainability impact in our local London community over the next five years
- identify and develop opportunities to engage with the community in Dubai to make a local difference.

Key actions include:

- a) develop a five-year local community engagement strategy proposal, focusing on a flagship Youth Enrichment Programme that builds on existing initiatives (2025-26)
 - b) conduct an exploratory research project to identify local community engagement opportunities in Dubai that supports the School's wider work in this region (2026-27).
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D. Global engagement

Ambition:

Engage globally by amplifying and applying LBS research, harnessing the power of our community and developing partnerships to address global sustainability challenges in business and create a more sustainable future.

Initiatives:

- communicate LBS's contributions and ongoing sustainability efforts to highlight our impact
- forge partnerships and collaborations to address sustainability challenges effectively
- drive practical solutions through our thought leadership and research application
- utilise our convening power to tackle global sustainability challenges.

Key activities include:

- a) develop and execute an external sustainability communications strategy (2025-26, and then annually)
- b) propose LBS's participation as a UN PRME signatory. Upon approval, initiate the signatory process and ensure ongoing compliance with PRME requirements (2025-26)
- c) develop a sustainability proposition for the Forever Forward campaign, that enables donors to support LBS in global sustainability impact activity (2025-26)

- d) develop a proposal to create a platform (e.g. annual sustainability focused conference) to address global sustainability challenges. If proposal is approved, deliver this platform (proposal 2026-27; if approved, delivered by 2030).

A sustainable and inclusive organisation

E. Diversity, Inclusion, and Belonging and Wellbeing

Ambition:

Continue embedding Diversity, Inclusion, and Belonging and wellbeing into our organisational culture, fostering inclusive, equitable and impactful solutions for a sustainable future.

Initiatives:

- Continue to enhance Diversity, Inclusion, and Belonging at LBS, ensuring compliance with equality legislation
- Maintain a strong commitment to fostering good mental health and wellbeing within the School community through a strategic approach
- Make sustainability a key part of our culture through education and awareness activities
- Continue to advance Diversity, Inclusion and Belonging at LBS by focusing on improving access and opportunities for students from under-represented groups.

Key activities include:

- a) develop and implement our next Diversity, Inclusion and Belonging three-year strategy (2025-26)
- b) create continuous improvement plans informed by University Mental Health Charter framework (2025-26)
- c) develop a proposal that outlines the case and provides a range of options to introduce a baseline sustainability knowledge learning offering for LBS employees (2025-26)
- d) develop a socio-economic mobility framework with defined criteria to assess socio-economic need, supporting diversity in recruitment and admissions at LBS (2025-26).

F. Path to Net Zero

Ambition:

Demonstrate our commitment by developing and advancing a pathway towards Net Zero.

Initiative:

- Develop and advance the School's Net Zero Transition Plan.

Key actions include:

- a) produce and annually iterate a Net Zero Transition Plan to guide LBS decarbonisation activity (2025-26, and then annually)

- b) research renewable energy options, assessing costs and benefits of all options and produce a report with recommendations for the Sustainability Steering Board and Management Board (2025-26)
 - c) explore carbon offset schemes (2025-26).
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G. On-Campus environment

Ambition:

Continue to adopt sustainability best practices in LBS operations.

Initiatives:

- maintain the measurement and publication of environmental data against key metrics to drive continuous improvement in reducing environmental impact
- highlight and share positive stories of on-campus environmental practices to raise community awareness and foster broader behavioural change
- develop waste reduction strategies that will support waste management systems and address cultural/behavioural factors.

Key activities include

- a) introduce an Environment Management System to monitor and improve the School's environmental performance relative to best practice. This system will centralise data on environmental metrics including waste, water use, emissions and energy use (2025-26)
 - b) carry out a waste stream audit to identify opportunities and costs to continue to reduce waste and increase recycling/reuse across all waste streams (2025-26)
 - c) continue to increase the School community's awareness of sustainability credentials of on-campus catering provision (annually, 2025-26).
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H. Sustainable procurement

Ambition:

Build a supply chain that prioritises responsible sourcing and supports the School's broader sustainability objectives, reinforcing our commitment to sustainable business practices.

Initiative:

- align LBS procurement policies and processes to good practice sustainability principles

Key activities include:

- a) incorporate sustainability standards into high value purchasing activity
- b) incorporate the promotion of sustainable purchasing practices into procurement training, ensuring alignment with LBS procurement and sustainability policies.

SECTION 3: Sustainability Programme management

3.1 The Sustainability Programme's role

The Sustainability Programme is a centralised function that works across the School to drive and coordinate progress to achieve our sustainability ambition.

This requires the Sustainability Programme to carry out a range of activities that enable the strategy, as follows:

a. Implementation oversight and reporting

The Sustainability Programme will establish and manage a Delivery Board to monitor, coordinate and support the implementation of the Sustainability Strategy action plan.

The Sustainability Programme will report strategy implementation progress to the Sustainability Steering Board, Senior Management Team (SMT), Quarterly Business Reviews (QBRs), Management Board and Governing Body as required.

b. Compliance and risk monitoring

The sustainability legal and commercial landscape is changing rapidly.

The Sustainability Programme will monitor and report sustainability non-compliance and risk for LBS, and monitor and benchmark competitor activity.

c. Enhance LBS's sustainability credentials

Securing and showcasing key sustainability credentials is an essential way to convey our sustainability progress and impact.

The Sustainability Programme will:

- support income-generating activities by sharing sustainability insights and ensuring smooth information flow to the Forever Forward campaign and coordinating the EcoVadis ranking improvement action plan on behalf of the School
- support Degree Education in the preparation of *FT* rankings submissions
- coordinate engagement and reporting activity with UN PRME
- coordinate a formal STARS accreditation submission in Year 3 (2027-28).

d. Data management

A robust, centralised sustainability data framework is essential to support programme activity.

In 2025-26, the Sustainability Programme will develop and maintain a framework and process to enable smooth and timely data flow for monitoring and reporting of LBS sustainability activity.

e. Change management and stakeholder engagement

As this is the School's first sustainability strategy, a focus on change management is needed as the strategy becomes embedded in School activity.

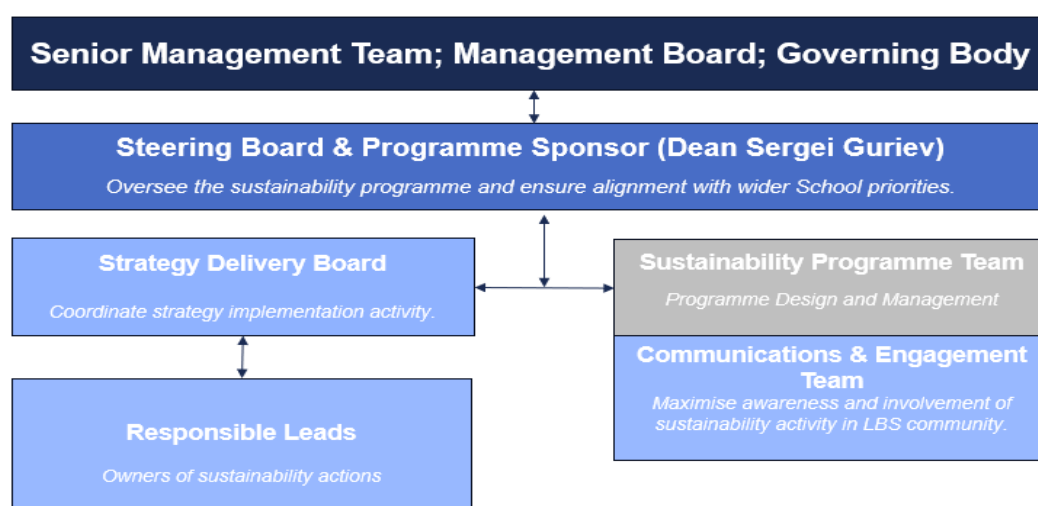
The Sustainability Programme will develop and implement an annual Sustainability Programme Strategic Communications and Engagement Plan to raise sustainability awareness, influence organisational culture and support change management as the strategy is delivered.

This work will run in parallel to, and support, strategy implementation and include action to:

- develop and maintain digital communications sustainability-focused channels
- showcase sustainability impact stories to internal and external audiences
- promote strategy implementation progress
- organise sustainability-focused events and campaigns to raise awareness and educate the LBS community
- produce the School's annual Sustainability Report.

3.2 Governance, leadership and accountability structures for implementation

The Sustainability Programme reports to the School's established governance structures. SMT will receive progress updates for review and comment. Strategic proposals and decisions will be referred to Management Board, with relevant strategic proposals sent on to Governing Body for final approval.



Key governance points:

- the strategy is underpinned by a detailed action plan (see appendix) which will be the basis for implementation monitoring and governance reporting
- the Sustainability Programme's role is to coordinate and support responsible leads to deliver on their actions, to report sustainability progress and risk, and to make evidence-based recommendations to Sustainability Programme governance
- implementing the strategy will necessitate identifying and addressing trade-offs between elements of this document and broader School priorities. The Sustainability Programme will pinpoint these trade-offs and present them to the Sustainability Steering Board in the first instance
- a representative Delivery Board will be formed to support the strategy implementation process. The exact role and function of this board will evolve during the three phases of strategy implementation
- proposed in-year changes to the strategy and action plan will be captured and reported to the Steering Board for approval through a change log
- the strategy and action plan will be reviewed and, if required, updated on an annual basis (November-February). Changes will be proposed to the Steering Board, who may refer on to Management Board and Governing Body as needed.

3.3 A phased approach to sustainability strategy implementation

This is the School's first Sustainability strategy; therefore, we will need to develop our sustainability maturity relative to other institutions. We will deliver the strategic actions while also focusing on developing organisational culture and enhancing sustainability knowledge and skills. This is in line with the 2025 KPMG audit which rated the School's maturity as 'basic'.

In this context, the implementation of the sustainability strategy will unfold in three phases over the next five years, ensuring delivery progress while accounting for resource limitations and sustainability maturity in the organisation.

Phase 1: Foundation (Years 1-2) – Agile execution and early delivery

In the first two years (2025-26 and 2026-27), the focus will be on embedding sustainability into core plans across departments, coordinating implementation, and developing sustainability maturity in the organisational culture. This will require an agile approach, with frequent adaptations expected to reflect early learning and resource constraints.

While flexibility is key, the aim is to ensure progress on delivery.

- **Resource and cultural context:** the reality is that there are minimal dedicated resources available for sustainability activity; sustainability maturity of the organisation is low. The School will also be undertaking a wider reorganisation which may impact the initial phases of implementation.
- **Sustainability Programme role:** the Sustainability Programme will lead and drive the implementation and coordination of the strategy in partnership with all responsible leads in the action plan. There will also be parallel ongoing change

management required by the Sustainability Programme as the organisation adapts to the strategy.

- **Reporting:** the Sustainability Programme will provide regular updates to the Steering Board and through the Quarterly Business Reviews (QBRs), with a risk register and change log to track progress and adaptations.

Phase 2: Acceleration (Years 3-4) – Scaling and driving actions

By Year 3, we will have increased our sustainability maturity. The Sustainability Programme will carry out another sustainability maturity audit at this point and make a formal submission for STARS accreditation.

The focus will shift from change management and centralised coordination of implementation, to facilitating acceleration and scaling of activity. Departments are expected to demonstrate more autonomy as sustainability principles become more naturally integrated into activities and culture.

- **Resource and cultural context:** resource context unknown. Organisation sustainability maturity increased.
- **Sustainability Programme role:** the Sustainability Programme will drive delivery, measure, and identify opportunities to accelerate or scale activity for greater impact.
- **Reporting:** the Sustainability Programme will provide regular progress reports to the Steering Board and Quarterly Business Reviews, with continued involvement from the Sustainability Programme to guide action and ensure alignment.

Phase 3: Maturity (Year 5) – Completion, impact reporting, and strategic reset

By Year 5, LBS will be expected to have a high level of sustainability maturity. The focus will be on completing remaining actions, measuring impact, and preparing for the next phase of the strategy.

- **Resource and cultural context:** resource context unknown; Organisational sustainability maturity high – strong evidence of sustainability integration across the strategy scope.
- **Sustainability Programme role:** the Sustainability Programme will measure impact and prepare the next strategy.
- **Reporting:** the Sustainability Programme will report on impact and progress to the Steering Board and Quarterly Business Reviews.

Appendix to LBS Sustainability Strategy

Strategic Action Plan 2025-30

This action plan was co-created with stakeholders across the School. Its purpose is to establish a work programme with responsible leads across the strategy's scope. These actions are integrated into relevant departmental corporate plans, with progress monitored and reported by the Sustainability Programme. The plan will be reviewed and updated annually before the LBS corporate planning round.

1	Academic impact			
1.1	Research Continue to produce research that makes a positive impact on sustainability			
ID	Action	Success indicator	Timeframe	Responsible Lead
26.1.1.001	Tag faculty research to Sustainable Development Goals (SDGs)	Faculty research tagged and used with donors	2025-28	Partnership: Sustainability Team, Digital Learning (Library)
26.1.1.002	LBS institutes to continue to make a sustainability impact	Institutes continue to deliver sustainability impact	2025-30	The Wheeler Institute for Business & Development Institute for Entrepreneurship & Private Capital
26.1.1.003	Develop a sustainability donor proposition for research, including aiming to establish an institute around sustainability	Sustainability donor proposition for research produced	2025-26	Partnership: Advancement and Deputy Dean (Faculty)
1.2	Teaching and learning Equip current and future business leaders with the knowledge, skills, and mindset needed to address the pressing sustainability challenges facing business and society			
ID	Action	Success indicator	Timeframe	Responsible lead
Degree programmes, curriculum and co-curricular offering				

26.1.2.004	Produce guidelines (an 'LBS Sustainability Position') that can help with deciding what to consider in future programme updates and programme reviews regarding sustainability	Integration of sustainability, influencing curriculum	2025-26	Sustainability Team (to coordinate this exercise)
26.1.2.005	Consider introducing a programme element that provides basic sustainability knowledge for business school students	Recommendation report and plan	2025-26	Degree Education (Programme Directors)
26.1.2.006	Introduce the 'LBS Sustainability Position' into the programme review process	Sustainability integrated and informs decisions	2025-26	Degree Education (Programme Directors)
1.2.007	Explore SDG tagging of core courses	SDG tags to core courses, all relevant platforms	2026-27	Sustainability Team
1.2.008	Explore ways to encourage sustainability integration in core courses	Further integration of sustainability into content	2025	Degree Education (Programme Directors)
1.2.009	Update programme learning outcomes to reflect sustainability	Outcomes include explicit sustainability objectives	2025-26	Degree Education (Executive Director, Degree Programmes and Student Experience)
1.2.010	Align sustainability-focused student conference needs with available faculty	Faculty and research aligned to student conferences	Annually, from 2027-28	Degree Education (Senior Manager, Student Engagement)
1.2.011	Integrate sustainability into Student Association Club President training	Club leaders demonstrating awareness and commitment	2025-26	Degree Education (Senior Manager, Student Engagement)
1.2.012	Develop a forum to engage and support faculty to integrate sustainability into courses	Faculty forum and Community of Practice	2026-27	Partnership: Sustainability Team to explore this with

				Degree Education (degree programmes)
1.2.013	Explore teaching sustainability through AI	Recommendations and steps for AI-driven methods to teach	2025-26	Dr. Ioannis Ioannou
Elective portfolio				
1.2.014	Explore implementation of SDG tagging of elective courses	SDG tagging system implemented for elective portfolio	2025-27	Sustainability Team (resource and process review) Governance: Elective Planning Group
Experiential Learning				
1.2.015	Implement SDG tagging of Experiential Learning courses	Implemented and consistently applied	2025-26	Experiential Learning
1.2.016	Ensure 50% of London consultancy projects contain ESG	50% contains ESG elements	Annually, from 2025-26	Experiential Learning
1.2.017	Initiate joint sustainability action between Experiential Learning and Career Centre	Experiential Learning and Career Centre partnership established	2025-26	Partnership: Experiential Learning, Career Centre
1.2.018	Develop a sustainability data and reporting framework (with specific KPIs) for Experiential Learning activity	Data and reporting framework, evaluate impact	Annually, from 2025-26	Experiential Learning
1.2.019	Increase sustainability content in Impact Report	Report content	Annually, from 2024-25	Experiential Learning
1.2.020	Set sustainability standards for destination management companies	Standards integrated into SLAs	2025-26	Experiential Learning
1.2.021	Continue to focus on reducing environmental impact of Global Experiences	Reductions in travel emissions and waste	Annually	Experiential Learning

Career Centre support				
1.2.022	Align Career Centre with LBS sustainability ambition	Sustainability/corporate ESG advisory and coaching expertise	2026-27	Career Centre
1.2.023	Expand advisory capacity		2026-27	Career Centre
1.2.024	Train coaches on sustainability		2025-26	Career Centre
1.2.025	Train Career Centre team on sustainability		2025-26	Career Centre
1.2.026	Influence and support experiential skills offer	Student clubs' opportunities offering	Annually, from 2025-26	Career Centre
1.2.027	Introduce new Lifelong Learning products on governance	Pilot completed	2025-26	Career Centre
1.2.028	Integrate sustainability into employer partnerships	Partner employers share credentials and opportunities	Annually, from 2025-26	Career Centre
		New relationships and enhanced existing relationships	2027-28	Career Centre
1.2.029	Develop funding pathways for sustainability career development	Students empowered to take on career development opportunities in sustainability	2026-27	Career Centre
1.2.030	Generate and share sustainability focused career insights	Resources, content and digital pathways	2027-28	Career Centre
1.2.031	Introduce a flagship sustainability careers showcase event	Flagship event delivered	Annually, from 2025-26	Career Centre
Digital Learning				
1.2.032	Introduce sustainable practice standards for Digital Learning work	Published and applied	2025-2026	Digital Learning (Director, Digital

				Learning; Head of Online Courses; Head of Curation)
1.2.033	Introduce SDG tagging system for LBS Online courses	SDG tags applied	Annually, from 2025-26	Digital Learning (Head of Operation Services and LBS Publishing; Head of Online Courses) Digital Learning (Head of Curation)
1.2.034	Identify opportunities to integrate sustainability into LBS Online courses	Integrated into new and updated courses	Annually, 2025-30	Digital Learning (Director Online Learning and Academic Services; Head of Online Courses)
1.2.035	Identify opportunities to integrate sustainability into digital product innovation	Growth of sustainability content in new digital solutions	Annually, from 2026-27	Digital Learning (Director, Digital Product Development)
1.2.036	Identify opportunities to stimulate sustainability focused case production	Acceleration of sustainability case production	Annually, 2025-30	Digital Learning (Head of Operations Services and LBS Publishing)
1.2.037	Implement SDG tagging for library services and knowledge curation	SDG tags applied	Annually, from 2025-26	Digital Learning (Head of Operations Services and LBS Publishing; Head of Curation; Head of Academic Services)
1.2.038	Conduct discovery project of sustainability data held by library	Proposal approved	2025-26	Digital Learning (Head of Academic Services)

Executive Education				
1.2.039	Strengthen Sustainability Expertise in Programmes – Increase the number of sustainability-focused guest speakers, Discovery learning partners, and immersive learning experiences.	Documented increase in sustainability-focused contributors and partners.	2025-26	Transformative Learning Team
1.2.040	Develop and Communicate an LBS Executive Education Point of View on Executive Development for Sustainability. Articulate the associated competencies, capabilities, mindsets, and skillsets, and integrate these into a compelling sustainability narrative for clients and embed into programme design where appropriate.	Point of View and narrative used in client proposals, customer communications, and marketing.	2025-26	Transformative Learning Team
1.2.041	Implement SDG Tagging Across Executive Education Open Portfolio	Open programmes tagged with relevant SDGs.	2025-26	Rowena Taylor (Exec Director Customer Experience & Delivery) & James Harrington (Head of Open Portfolio)
1.2.042	Drive Collaborative Solutions and corporate engagement in sustainability through the Corporate 100.	Active working groups and documented sustainability solutions and collaboration.	2025-26	Tim Landucci (Director, Corporate Community)
1.2.043	Evaluate and improve Programme Impact	Programmes meet quality standards in Audits	2025-26	Transformative Learning Team

		Programmes deliver desired impact evidenced through agreed impact metrics		
1.2.044	Adopt sustainable procurement standards and reduce waste.	Standards implemented and stock waste reduced.	2025-26	Rowena Taylor (Executive Director Customer Experience and Delivery)
1.2.045	Survey customers to understand sustainability priorities and use this data to inform our sustainability offering.	Survey completed with actionable insights.	2025-26	Transformative Learning Team & Client Team
Alumni Engagement (Forever Learning)				
1.3.055	Integrate sustainability into Forever Learning curated academic content	Content for Forever Learning includes sustainability	Annually, from 2025-2030	Advancement (Alumni Engagement)
1.3.056	Amplify faculty sustainability research amongst alumni	Sustainability research at flagship alumni events and comms	Annually, from 2025-2030	Advancement (Alumni Engagement)
1.3.057	Showcase Alumni companies supporting SDGs	Alumni-founded companies supporting SDGs at events and comms	Annually, from 2025-2030	Advancement (Alumni Engagement)
2	Engagement for impact			
2.1	Local engagement Create a lasting positive social impact in the communities where LBS operates			

ID	Action	Success indicator	Timeframe	Responsible lead
2.1.058	Form a Strategic Advisory Group for local community activity	Local Community Strategic Advisory Board established	2025-26	Community Engagement Manager
2.1.059	Produce a local community strategic proposal for LBS endorsement (with a focus on Youth Enrichment)	Strategic proposal developed	2025-30	Local Community Programme Strategic Advisory Group
2.1.060	Develop LBS's volunteering culture	Participation, toolkit and recognition award	2026-28	Community Engagement Manager
2.1.061	Establish a data and reporting framework for local community activity	Evidence of strengthened volunteer culture	2025-27	Local Community Programme Strategic Advisory Group
2.1.062	Explore local community engagement opportunities in Dubai	Completion of research project	2026-27	Local Community Programme Strategic Advisory Group
2.2	Global engagement Engage globally by amplifying and applying LBS research, harnessing the power of our community, and developing partnerships to address global sustainability challenges in business and create a more sustainable future			
ID	Action	Success indicator	Timeframe	Responsible lead
2.2.063	Determine global engagement activities that maximise sustainability impact.	Framework produced and endorsed	2025-30	Sustainability Team
Telling our Story				
2.2.064	Develop and execute our external sustainability communications strategy	Public facing narrative established, comms and content tracked	Annually, from 2025-26	Sustainability Team
Driving solutions				

2.2.065	Develop a sustainability proposition for donors	Sustainability proposition produced	2025-26	Advancement
2.2.066	Explore sustainability innovation opportunities	At least one concept approved	2025-26	Innovation and Transformation Office
Establish partnerships and associations				
2.2.067	Advance LBS's UN PRME signatory status	LBS is a UN PRME signatory	2025-26	Sustainability Team
2.2.068	Identify and pursue partnerships and associations	Portfolio of partnerships and associations	2026-30	Sustainability Team
Leveraging our convening power				
2.2.069	Develop a platform for addressing global sustainability challenges	Approved platform proposal to delivery	2026-30	Sustainability Team
3	A sustainable and inclusive organisation			
3.1	Diversity, Inclusion and Belonging and Wellbeing			
	Continue embedding Diversity, Inclusion and Belonging and wellbeing into LBS's organisational culture, fostering inclusive, equitable, and impactful solutions for a sustainable future			
ID	Action	Success indicator	Timeframe	Responsible lead
Diversity, Inclusion and Belonging				
3.1.070	Produce and implement new DIB strategy	Strategy developed and implemented	2025-29	Diversity, Inclusion and Belonging Advisory Board
3.1.071	Ensure compliance with new equality legislation	Required policies and processes implemented	2025-26	People Team

Mental health and wellbeing initiatives				
3.1.072	Enhance mental health and wellbeing initiatives	Increase Student Wellbeing Service engagement and reduce safeguarding cases, UMHC membership, Mental Health and Wellbeing Policy, faculty and staff development plan rolled out	2025-30	University Mental Health Charter (UMHC) Taskforce and DIB Advisory Board (sponsor)
3.1.073	Keep pace with emerging sector developments in mental health and wellbeing support	LBS aligned with emerging sector expectations in mental health and wellbeing support	2025-30	UMHC Taskforce and Wellbeing Strategy Group
Community engagement				
3.1.074	Explore options to increase baseline sustainability knowledge of employees	Proposal reviewed and next steps determined	2025-26	Partnership: People Team (Learning and Development), Sustainability Team
3.1.075	Conduct scheduled surveys of employees and students at LBS to assess community perspectives of sustainability	Key questions included in student and employee surveys	Annually, from 2025-26	Sustainability Team
3.1.076	Integrate sustainability into the LBS employee onboarding programme	Sustainability content incorporated into employee onboarding	2025-26	Sustainability Team

3.1.077	Explore opportunities for employee-led sustainability initiatives to enhance engagement and participation	Employee-led sustainability initiatives and champions identified	2026-27	Sustainability Team
Affordability and access				
3.1.078	Adopt a socio-economic mobility framework	Completed framework with measurable improvement	2025-26	Degree Education (Recruitment and Admissions)
3.1.079	Explore introduction of student living grants to address barriers to study	Feasibility study and proposition	2025-27	Advancement (Proposition Development)
3.1.080	Develop our talent pipeline from under-represented groups	Increased pipeline	2026-28	Degree Education (Recruitment and Admissions)
3.2	Our path to Net Zero Demonstrate our commitment by developing and advancing a pathway towards Net Zero			
ID	Action	Success indicator	Timeframe	Responsible lead
3.2.081	Produce and iterate a Net Zero Transition Plan to guide LBS decarbonisation activity	Net Zero Transition Plan produced	2025-26	Sustainability Team, Estates and Campus Services (Scope 1 and 2 Carbon Management Plan)
3.2.082	Determine renewable energy options to reduce Scope 2 emissions	Policy decision	2025-26	Sustainability Team
3.2.083	Explore carbon offset schemes	Report produced, possible scheme adoption	2025-30	Sustainability Team
3.3	On-campus environment Continue to adopt sustainability best practices in LBS operations			
ID	Action	Success indicator	Timeframe	Responsible lead

Environmental management				
3.3.084	Introduce an Environmental Management System (EMS) to improve LBS's environmental performance	Internal EMS introduced and third-party accreditation secured	2025-30	Sustainability Team
Biodiversity and ecological management				
3.3.085	Publish biodiversity and ecological management information	Published Crown Estates policies and practices	2025-26	Sustainability Team
Catering provision				
3.3.086	Continue to increase the School community's awareness of sustainability credentials of on-campus catering provision	Data on food offerings published. Evidence of increased community awareness of sustainability credentials of food provision	From 2025-26	Sustainability Team
3.3.087	Develop a detailed and accurate system for measuring post-event hospitality food waste as a distinctive waste stream	Report and improvement plan	2025-26	Sustainability Team
3.3.088	Determine how the Lexington CSR fund is to be used	Lexington CSR fund impact measured	By end of contract	Estates and Campus Services
Waste reduction				

3.3.089	Carry out a Waste Stream Audit to identify opportunities and costs to continue to reduce waste and increase recycling/reuse across all waste streams	Waste stream audit completed, recommendations and roadmap integrated into EMS	2025-26	Estates and Campus Services
3.3.090	Review policy for single use disposables and explore the feasibility of a trial in one retail outlet	Decrease in single use items	2025-26	Estates and Campus Services
3.3.091	Carry out waste reduction experiments	Experiment conducted and evaluated	Min. one annually	Partnership: Sustainability Team, Estates and Campus Services
3.3.092	Carry out ethical IT hardware recycling through the Turing Trust Partnership	IT hardware donated	Annually	Technology
3.4	Sustainable procurement Build a supply chain that prioritises responsible sourcing and supports LBS's broader sustainability objectives, reinforcing our commitment to sustainable business practices			
ID	Action	Success indicator	Timeframe	Responsible lead
3.4.093	Ensure alignment between the LBS procurement policy and the LBS sustainability policy	Procurement decisions reflect sustainability policy	2025-26	Partnership: Central Procurement Team, Sustainability Team
3.4.094	Incorporate sustainability standards into high value purchasing activity	Integration of UK Universities Purchasing Consortia (UKUPC) code of conduct, 10% sustainability scoring in procurement processes	2025-26	Central Procurement Team
3.4.095	Influence tail-end spend to reduce environmental impact	Evidence of change and reduction in impact	2025-30	Sustainability Team

3.4.096	Measure environmental impact of our supply chain	Annual Scope 3 London Universities Purchasing Consortia (LUPC) report in emissions inventory; exploration of supplier environmental indicator reporting completed.	Annually, from 2025-26	Partnership: Central Procurement Team, Sustainability Team
3.4.097	Enhance sustainability awareness in procurement practices through training	Increased compliance with procurement policy	2025-30	Central Procurement Team