



Ideas into Action

MIT Sloan Sustainability Initiative
2024 IMPACT REPORT



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The Sustainability Initiative Ecosystem

We created the Sustainability Initiative to empower forward-thinking people to turn their sustainability ideas into action. Together with you—our students, alumni, researchers, donors, and partners—we have built a powerful ecosystem that is fueling action nationally and globally. This report features just a few stories of how that ecosystem empowered members of our community to make an impact last year.

As we look back on our accomplishments, we also look forward to exciting new possibilities for sustainability collaborations across MIT. In 2023, as you might know, MIT President Sally Kornbluth announced the launch of the MIT Climate Project. The goal of this Institute-wide effort is to rapidly make MIT one of the world's most prolific and collaborative sources of technological, behavioral, and policy solutions for the global climate challenge.

More recently, MIT named its first-ever Associate Dean for Climate and Sustainability, [Christopher Knittel](#), George P. Shultz Professor of applied economics. As faculty director of the newly created [MIT Climate Policy Center \(CPC\)](#), Chris joins our own Bethany Patten, CPC executive director, and John Sterman, Jay W. Forrester Professor of Management and CPC affiliated faculty member, to bring the work we and others across the institute began with policymakers to the next level. Going forward, all of these developments serve to create a broader network of support for our ecosystem and our ongoing efforts to turn substantive ideas into meaningful action.



Turn Your Ideas into Action in 2025

You are already a part of the Sustainability Initiative ecosystem. Take the next step to get informed, get involved, and be part of transformative change.

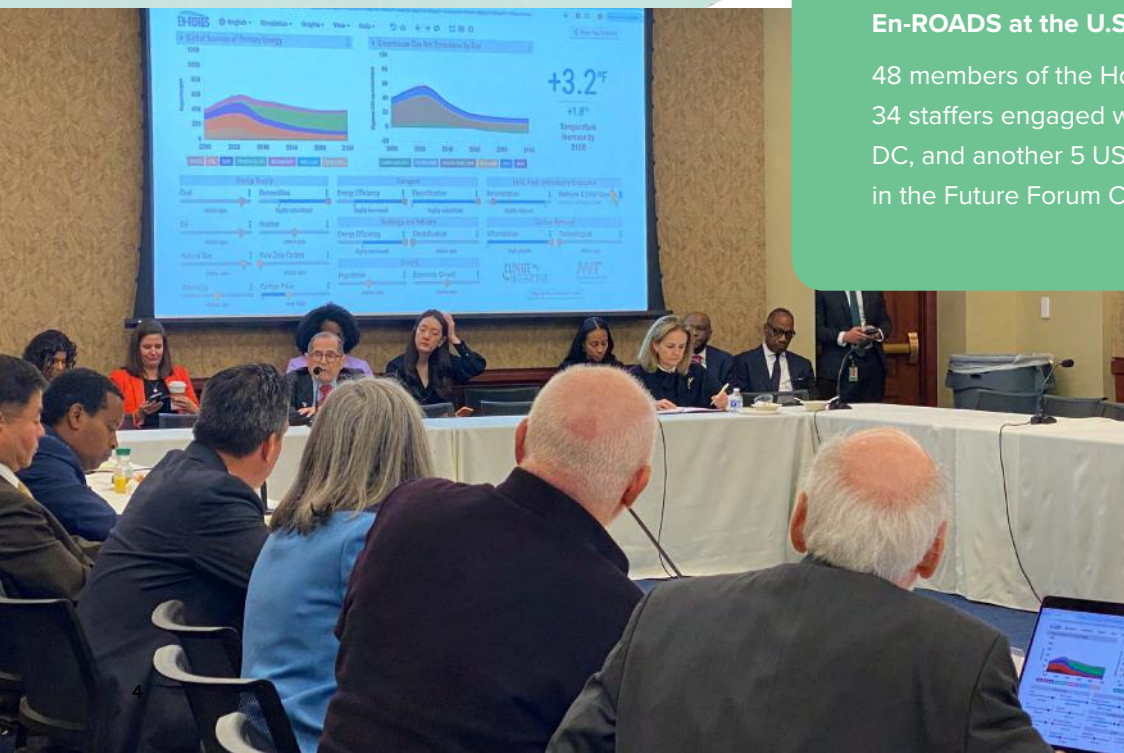
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The MIT Climate Pathways Project

In 2019 we launched the MIT Climate Pathways Project (CPP). In the five years since, using the interactive simulations En-ROADS and C-ROADS, developed in collaboration with the non-profit think tank [Climate Interactive](#), the CPP has reached over 18,000 key decision-makers and influencers in government, business, academia, and civil society. Among them are members of the US Congress and executive branch, US governors and mayors, and their global counterparts.



En-ROADS at the U.S. House Democratic Caucus

48 members of the House Democratic Caucus and 34 staffers engaged with En-ROADS in Washington, DC, and another 5 US House members and 12 staffers in the Future Forum Caucus.

“En-ROADS is a tremendously valuable tool for testing the connection between policy and emissions. It’s great to have such a transparent and credible source.”

—Bob Inglis, Executive Director, republicEn.org, Former Member of the US House of Representatives,
South Carolina: 4th District

We are thrilled to announce that the CPP has recently expanded to become a joint venture among the Sustainability Initiative, Climate Interactive, and the new [MIT Climate Policy Center](#). The Sustainability Initiative will lead key CPP efforts, such as engagement with investors and students, making sure every MIT Sloan student has the opportunity to interact with En-ROADS. Our close collaboration with the new Climate Policy Center will also expand and amplify our ability to bring these interactive tools to even more policymakers and leaders in the US and abroad.

Looking ahead, Senior Associate Director **Krystal Noiseux** will continue to lead the CPP project, which is sure to inform and inspire even more leaders around the world to advance the adoption of evidence-based climate policy. In fact, the Paris Peace Forum has already selected the CPP as one of 10 projects that will receive customized advisory support in the coming year from the Forum’s Scale-up Program.

By the Numbers

18,230

leaders engaged
with En-ROADS

5,425

Leaders in
Government

10,059

Leaders in Business
and Finance

2,746

Leaders in NGOs
and Academia

“En-ROADS is among the most important tools we have for understanding how to plot a workable future.”

—Bill McKibben, Co-Founder, 350.org, Founder, Third Act



Sustainability Initiative

Education

Enrollment in our courses and certificate program remained strong last year. A total of 160 students enrolled in our courses, and 28 students completed internships through both our [Sustainability Internship Program](#) and [Sloan Social Impact Fund](#)—the highest number to date! We could not offer so many invaluable opportunities without the dedication and generosity of our donors. Thank you!

Intern Appointments

Below are a few of the places our students made an impact last summer. [Read a full report on all our 2024 sustainability interns.](#)

- ▶ AMGEN
- ▶ Canada Infrastructure Bank
- ▶ Bikes Not Bombs/REDF
- ▶ Supply Change Capital
- ▶ Engie Energy Access (Kenya & Uganda)
- ▶ GovTech (Bhutan)
- ▶ Kukula Capital (Zambia)
- ▶ US National Park Service
- ▶ New York City Housing Development Corporation
- ▶ Start-Up Chile

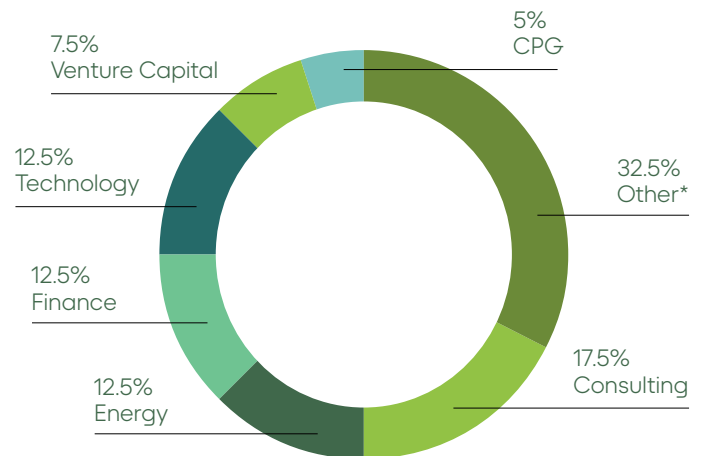


Sustainability Certificate Job Outcomes

Our Sustainability Certificate program equips students with the skills, network, and knowledge to thrive in sustainability-focused roles across industries. Of the Class of 2024 cohort, **88% had secured full-time roles** by December 2024. Among those we surveyed, the most cited reasons for accepting their jobs were “commitment to sustainability” (31%) and “growth potential” (31%).

*healthcare, food&bev, entertainment, etc.

Here's a snapshot of where they work.



Impact Story S-Lab, Staples, and Sustainability

At Staples, Mike Sauchuk learned a lot by hosting S-Lab teams over the past two years and made impressive sustainability progress at the company. This past year, Staples promoted him to senior director of merchandising and sustainability.

[Read more about his S-Lab experiences](#) →



Workshop on En-ROADS

Last fall, for the first time ever, MIT undergraduate orientation included a workshop on En-ROADS. Led by John Sterman, hundreds of students took a deep dive into the climate simulator.



Profiles of Impact

Merging Finance and Systems Innovation for Decarbonization



Saman Baghestani

MBA '24
Co-founder, S3 Markets



Michael Raynor

Co-founder, S3 Markets

The production of concrete, cement, steel, and ammonia-based products relies on high-carbon-intensity, high-emitting processes that collectively generate more than 90% of US industrial emissions. Cleaner versions of these products are available, but they typically cost too much to drive large-scale adoption.

However, if Saman Baghestani, MBA '24, and Michael Raynor are successful in their systemic approach to the problem, the cleaner versions will see their costs fall and their scale increase, eventually transforming industrial production to create a net-zero economy. The platform they've created to drive this transformation is [S3 Markets](#)—a startup born in the Sustainability Initiative ecosystem.

Saman was in the final year of his MBA, deep into planning the MIT Sustainability Summit and looking for keynote speakers. Jason Jay recommended Michael, a 25-year veteran of Deloitte, since his work in

sustainability focused on applying his innovation research to the challenges of sustainability. The ensuing collaboration led Saman and Michael to launch S3 Markets.

Companies setting net-zero targets often find it not only expensive, but also practically impossible to effectively address their supply chain or “upstream scope 3” emissions. Michael notes that even giants like Microsoft, who have invested heavily in their net-zero strategy, find themselves offside with major standard setters. S3 Markets provides a way for not only climate leaders, but every company, to address their scope 3 liabilities, even as they catalyze the global transformation of carbon-intensive industries.

Through the S3 Markets book-and-claim platform, companies aiming to reduce their supply chain emissions can provide revenue subsidies to upstream

2024 Sustainability Summit

In April 2024, the student-run [MIT Sustainability Summit](#), *Systems Change: Accelerating Critical Solutions for Planetary Wellbeing*, brought together leaders from around the globe to hasten action on climate issues. Led by Saman Baghestani, MBA '24, and Javad Mushtaq, SFMBA '24, and building on the work being done in our Owning Impact Project, the event featured keynote speakers Sandrine Dixon-Declève, former president of the Club of Rome, and Michael Raynor, former managing director at Deloitte.



“Renewable energy credits have been around for years. We aim to replicate key features of that market while avoiding its pitfalls. We believe that aggregating no more than a few billion dollars in voluntary subsidies can mobilize trillions of dollars in private capital.”

—Michael Raynor, Co-founder, S3 Markets

producers of cleaner industrial commodities. This funding allows innovative producers to come down their learning curves, while those providing the subsidies receive carbon credits that address their net-zero targets. This is not a carbon offset, Saman explains; it's an inset, because the credit is closely tied to the value chain of the purchasing company.

“We’re building a market infrastructure where buyers and sellers of carbon commodities can connect,” he says. “We aim to disrupt the voluntary carbon market in order to transform those industries that must be decarbonized, rapidly and at scale, if we are going to meet our collective global net-zero target.”

According to Michael—who has a doctorate from Harvard Business School and was recently named an associate professor at Ivey Business School at Western University in Ontario, Canada—like many innovations, the S3 Markets insight is not a fundamental breakthrough, but a novel combination of existing solutions.

“We already have all the tools,” he says. “We just need the will and the courage to use them in new ways.”

He points to the energy sector as a key example.

“Renewable energy credits have been around for years. We aim to replicate key features of that market while avoiding its pitfalls. We believe that aggregating no more than a few billion dollars in voluntary subsidies can mobilize trillions of dollars in private capital.”

As S3 Markets grows, the Sustainability Initiative ecosystem will no doubt continue to be a valuable resource. “The Initiative gave me connections to people, like Michael, who wouldn’t even have been in my orbit otherwise,” says Saman. “And exposure to the system dynamics approach was pivotal. The whole experience massively expanded my knowledge, transforming my passion and interest in sustainability into real-world action.”

Michael is co-author of *The Innovator’s Solution*, a widely read book on disruptive innovation. Read his recent article in Ivey Business Journal, “[Net Zero is Dead. Long Live Net Zero.](#)” ■

Profiles of Impact

The Mentorship Connection



Tristan Jackson

MBA '15
CEO, Nikutik LP



Joan Barcelona

MBA '25

Tristan Jackson, MBA '15, came to MIT Sloan specifically because of the Sustainability Initiative ecosystem.

Shortly after he enrolled, he worked as an RA and TA, helping Jason Jay launch a new course, now titled Innovating for Impact. “Since then,” Tristan says, “Jason has been one of the people who have had the most impact in my career and life.”

Years later, Tristan had the opportunity to be that person for sustainability student Joan Barcelona, MBA '25.

Joan was looking for a Sloan Social Impact Fund internship in impact investing. Tristan, now CEO of Nikutik LP, a sovereign wealth fund for Mi'kmaq First Nations in New Brunswick, Canada, offered to host her. The two have been working together ever since.

When the fund launched last year, Joan helped create communication materials for investors who were not familiar with Indigenous-led sustainable investing for systemic change. She also kept Tristan and his team up to date on the latest thinking, theory, and terminology coming out of Jason's investing for systemic change working groups.

“Joan wove together the work we're doing with the language of impact investing from Sloan and created communication tools to help us attract investment to our fund,” Tristan says. “Most importantly, she became a member of our community and an ambassador of our project, helping to build the link between our work in Canada and MIT.”

“I want to see a balance of profit and quality of life in the world. These principles helped me define how I see sustainability for all.” —Joan Barcelona, MBA '25

For Joan, Tristan's mentorship has been incredibly beneficial, professionally and personally. “He lets me ask lots of questions, and he not only gives me work advice, but also advice about my future career and my life.”

“I absolutely love the energy, enthusiasm, and brilliance of Sloan MBAs,” Tristan says. “One of the best parts of mentoring them is getting to know young professionals with a huge future ahead of them and building a connection that will be revisited for years to come.”

One of the most important takeaways for Joan was learning about tribal stewardship principles, which she has since adopted as her own. They are: Waste nothing. Take only what you need. Use the wisdom from seven generations past to ensure the things we do today will

have a positive impact and cause no harm for seven generations in the future. Will you leave them what they need? Draw on the teachings and lessons from seven generations back. What can you learn from them about living in balance with natural systems?

“I want to see a balance of profit and quality of life in the world,” she says. “These principles helped me define how I see sustainability for all.”

Tristan invites anyone, including students, interested in Indigenous-led sustainable investing for systemic change in Canada to get in touch. And to stay connected to the Sustainability Initiative. “The Initiative has kept me informed of key developments in the field, introduced me to investors and peers, and is one of the best networks I'm involved in.” ■

Sustainability Lunch Series

Is climate action compatible with capitalism? Bloomberg climate reporter Akshat Rathi thinks so. In spring 2024, Rathi joined MIT Sloan Sustainability Initiative Director Jason Jay for a Lunch Series event to discuss his new book, *Climate Capitalism: Winning the Race to Zero Emissions and Solving the Crisis of Our Age*.

17 Lunch Series events

111 Participants per event

1,893 Registrations for all events



“Reforming capitalism might be the only practical way to get to zero emissions quickly.”

—Akshat Rathi, Bloomberg Climate Reporter

Sustainability Initiative



Research

Our researchers strengthened our ecosystem last year. They shared significant findings and ideas on ESG, finance, climate action, and impact investing with leaders and organizations around the world—all the while bringing new people excited about our work into the fold.

Owning Impact Project

The Owning Impact Project (OIP), led by Jason Jay, reached new audiences and investors last year, as it continued to examine the role and potential of systemic investing for transformative change toward sustainability. The project published its first-ever [empirical study of investing for systems change](#), the master's thesis of Sustainability Initiative Research Affiliate **Alban Yau, SDM '23**. And the OIP team grew by seven, with new student research associates, affiliates, and scientist Idongesit Sampson.



Hibah Khan, MBA '25, joined the Owning Impact Project last year as a researcher, leading a student working group on systemic investing for social change.

“Our students are inventing the tools and putting them to work as helpers for investors.”

—Jason Jay, Director, MIT Sloan Sustainability Initiative



Accelerate Your Impact Workshop

Investors and philanthropists seeking to fund meaningful change gathered at MIT Sloan and the Sustainability Initiative to attend a pioneering new program called Accelerate Your Impact. The training was presented by the Center for Sustainable Finance and Private Wealth (CSP) North America. Speakers included our own Jason Jay, Alban Yau, and Bethany Patten.

Investing with a TWIST

TWIST (Together We Invest for Systems Transformation) is a collective of investors, practitioners, and facilitators from around the world who are deploying capital for positive systems change. Working together with the Sustainability Initiative and steering committee member Jason Jay, the organization is furthering research in the field of impact investing. Last year, [TWIST published its first whitepaper](#) and more than 40 case studies based on their members' investing experiences. **Hanson Gong, MBA '17**, managing partner at Oogway Capital, is also a TWIST steering committee member.



Profiles of Impact

A Net-positive Force in the World



Hanson Gong

MBA '17
Principal,
Oogway Capital

According to Hanson Gong, MBA '17, he takes his father's VC penchant for risk and applies it to net-positive investments.

After earning his [Sustainability Certificate](#), Hanson wanted to apply what he learned to investing in systems change. But how? One of his first steps was to reconnect with Jason Jay and the Sustainability Initiative ecosystem. When Jason introduced him to the Center for Sustainable Finance & Private Wealth (CSP) community, Hanson's ideas about impact investing manifested into action.

In 2020, Hanson launched Oogway Capital and began to deploy capital from a family office carve-out focused on early-stage private equity impact investing. It focuses on catalytic opportunities through private capital deployment in the areas of climate change, equity and inclusion, and workforce development. Hanson says his primary thesis was based on learnings from System

Dynamics, taught by John Sterman. "It was like getting glasses for the first time and seeing clearly, and it informs everything I do now."

Hanson also heads a private family foundation, which allows him to use a blended finance approach and leverage catalytic capital. "I am an incredibly privileged individual," Hanson says. "As I wrestled with privilege, I came out the other end simply concluding that 'privilege equals responsibility.'"

Interested in pushing the frontiers of impact investing (and finance more broadly), Hanson is looking beyond traditional financial measures. Quoting English economist Kate Raworth: "Right now, all financial services are in service of finance. We need finance to be in service of people and the environment."

Impact Investing for the Next Generation (IING)

To celebrate the 10th anniversary of Impact Investing for the Next Generation (IING), Jason Jay traveled to Zurich, Switzerland, where he presented a program with CSP Managing Director and OIP Research Affiliate [Falko Paetzold](#), focused on how the next generation could engage their communities in their own impact journeys. The anniversary event also celebrated [Temple Fennell](#), SFMBA '14, co-founder and managing partner at Clean Energy Ventures, who helped grow the impact investing field. Later that spring, the OIP hosted its first ever training program on Investing for Systems Change in Oslo with CSP, TransCap Initiative, and other partners.



“I am an incredibly privileged individual. As I wrestled with privilege, I came out the other end simply concluding that privilege equals responsibility.”

—Hanson Gong, MBA '17, Principal, Oogway Capital

The way I see it, capital is capital and it comes with different wrappers and expectations. So we need to use all forms of capital, and it needs to be embedded within a broad set of non-capital interventions to have the greatest potential impact.”

Hanson joined the CSP North America board and the steering committee of TWIST (Together We Invest for Systems Transformation), a collective of investors, practitioners, and facilitators from around the world deploying capital, and/or facilitating processes for positive systems change. Hanson was also an early funder of the TransCap Initiative and joined as a co-founder of One Earth Alliance, which is a multisectoral collaboration platform. Before that, he worked on sustainability supply chain strategy at Deloitte and, with Linda Cheung, MBA '17, co-founded Before It's Too Late, a creative nonprofit that uses art and technology to inspire the public to take action on climate change.

Through it all, Hanson continues to engage with MIT, investing in the pioneering research of the Owning Impact Project and En-ROADS. “MIT has a strong brand value in finance and expertise in systems change. That combination is powerful. Giving back to an organization that has given me so much and aligns with my passions and desires is a no brainer.”

Hanson and his wife have two daughters, one who is 3 years old and one who is less than six months old. These days, he views everything through the lens of their future. “I would like to leave this world a better place than when I found it,” he says. “For them, I want to be a net-positive force in the world.” ■

Aggregate Confusion Project

The reach of the [Aggregate Confusion Project](#) (ACP) is vast and continued to expand last year. According to Co-founder Florian Berg, ACP academic papers have been downloaded more than 140,000 times, cited by nearly 3,000 scholars, and mentioned in 150 media articles. In 2024 alone, their **research was cited 1,009 times!** To keep pace, the ACP team grew from four researchers to 12 last year. Led by Roberto Rigobon, Jason Jay, and Florian Berg, the new crew is sure to make even more progress in 2025, charting a new course towards more rigorous and coherent methods for ESG integration.

140,000
Downloads

3,000
Citations

150
Media article mentions



Drew Story and Florian Berg at the European Central Bank in Frankfurt, Germany

Research into Action

The ACP was selected as one of the [Financial Times' Responsible Business Education Award](#) winners in the category of 'Research making a real difference.' This recognition highlights ACP's impact in driving action and influencing key industry stakeholders. For example, policymakers, including France's Financial Markets Authority, have cited ACP's findings when crafting rules to increase transparency in ESG ratings. Rating agencies have used the research to refine how they evaluate companies' sustainability. Pension funds, such as Massachusetts PRIM, used the insights to study the impact of ESG factors on portfolios.

Climate Pathways Project

The En-ROADS model was significantly updated and expanded last year. The simulation now includes new policy options, such as subsidies for carbon capture and sequestration and additional interactive maps and graphs that show how drought, extreme heat, flooding, and other factors impact climate change. What's more, new research from an interdisciplinary team led by University of Massachusetts, Lowell Professor Juliette Rooney-Varga shows that participation in En-ROADS workshops and role-play simulations lead participants to feel a greater desire to learn more and take action.

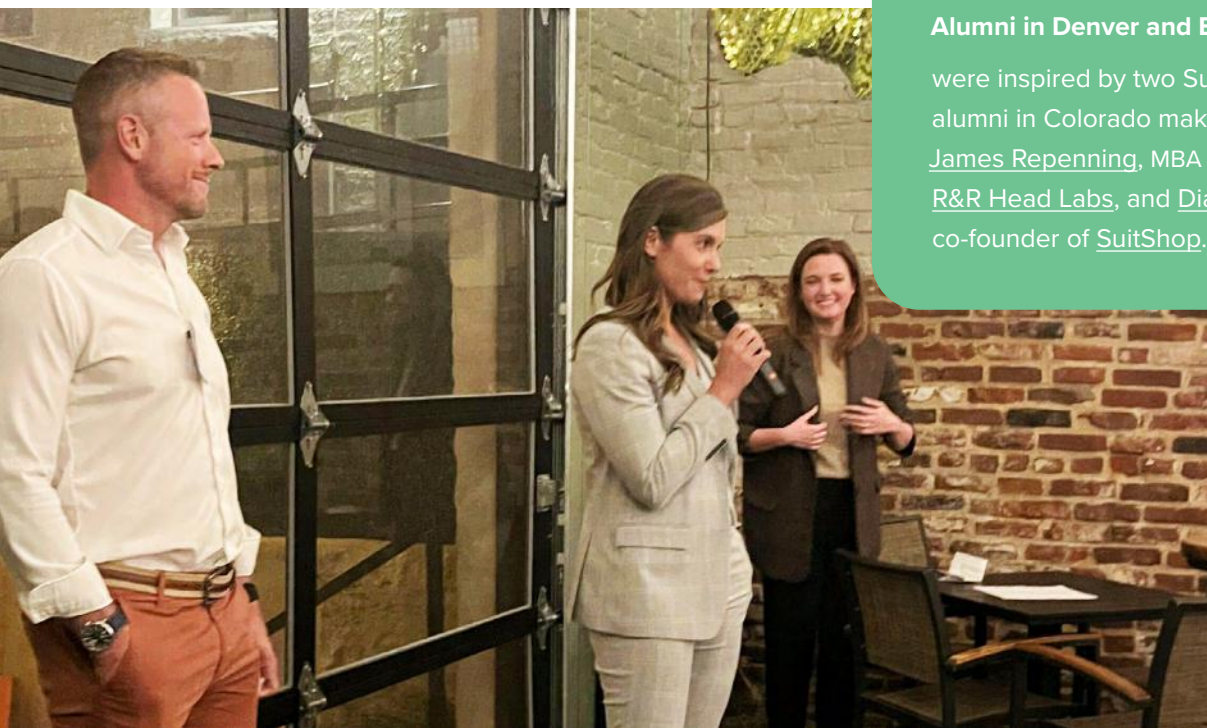


Alumni in Our Ecosystem

MIT Sloan graduates and Sustainability Certificate holders are at the heart of our powerful ecosystem. Their ideas and passion inspired us last year and fueled our impact— as always.

MIT Sloan Reunion 2024

The climate crisis took center stage at this year's reunion, where alumni and faculty from across MIT gathered to discuss pioneering solutions evolving on campus and beyond. Alumni including [Diana Ganz](#), EMBA '14, [Alex Borschow](#), MBA '14, [Mike Even](#), SM '84, [Julián Ortiz](#), MBA '19, and [Stewart Peña Feliz](#), MBA '23, joined the reunion to share how they're embedding sustainability and climate innovation into their industries and communities.



Alumni in Denver and Boulder

were inspired by two Sustainability Initiative alumni in Colorado making a social impact. [James Repenning](#), MBA '02, CEO of [R&R Head Labs](#), and [Diana Ganz](#), EMBA '14, co-founder of [SuitShop](#).

Profiles of Impact

From a Career to a Calling



Jeff Sun
MBA '14

As a self-described “deep generalist,” Jeff Sun, MBA '14, has lived and worked across the globe on four continents. He's been a CEO, scaled two venture-backed companies, and worked in numerous industries across climate, hospitality, on-demand delivery, and international development. This journey has led him to a new career—a career that's more like a calling.

After graduating as a Siebel Scholar, Jeff helped build the quick-delivery service Prime Now at Amazon. Next, he took the operations helm at a hospitality venture Sonder and scaled it from a 50-person Series B startup to 1,400-person late-stage company. With these successes under his belt, Jeff took a break to decide what to do next, searching for what mattered most to him. That break—which involved a year of meditation, ceramic arts, and deep conversations—led to the realization that he wanted to orient his work around

the dual purposes of people and planet. In line with his new goals, Jeff earned an executive coaching certification and, with Lindsay Stradley, MBA '11, co-founded Circular Impact, a carbon removal company working in organic waste management.

Jeff has since transitioned to coaching full-time and today, he has coached executive officers, solopreneurs, start-up founders, doctors, lawyers, creative directors,

“Climate is an existential issue for people. I help leaders get altitude and perspective on the context of the world and their own lives, so they feel resourced in the work they do.” —Jeff Sun, MBA '14

non-profit directors, college professors, retirees, and venture capitalists. He says his personal journey has allowed him to develop a deep appreciation, respect, and empathy for his clients—many of whom are leaders in the climate space.

Leaders drawn to work in climate often do so because of a deep emotional and purpose-driven connection to the topic. “Climate is an existential issue for people,” Jeff says. “I help leaders get altitude and perspective on the context of the world and their own lives, so they feel resourced in the work they do.”

Jeff notes that high-achieving individuals often put an inordinately high bar on what it means to lead an impactful life. “I often remind people that no matter how important we may feel, we are just one drop in the

ocean of history; collectively is where difference is made. So all we can do is wake up each morning and ask ourselves how we will live well, today.”

It’s also important to join communities, like the Sustainability Initiative ecosystem, where they can connect with others to build the resilience needed to continue this important work. Jeff’s advice to himself perhaps applies to all of us, regardless of our status or profession. “All humans are the same. We all struggle regardless of title, money, and power. We all have fears, worries, goals. Every person I serve is just like me.” ■

MIT Sloan alumni

MIT Sloan alumni interested in climate tech, clean energy, and sustainable business forged relationships with like-minded MBA grads from other top-tier business schools at the Yale Club in New York City last summer.





“It’s about more than just sustainability. Sustainability alone will not make everyone open their wallet. We must meet a consumer need and make the product in a more sustainable way.”

—Neha Thatte Mallik, MBA '16, Director of Product Management, Keurig Dr Pepper, Inc.

Impact Story Brewing Disruption at Keurig

Few people spend as much time thinking about coffee as Neha Thatte Mallik, MBA '16. As director of product management at Keurig Dr Pepper, Inc., Neha is disrupting the single-serve coffee industry. Read how she's working to prove that sustainability and profitability don't need to be mutually exclusive.

[Read more here](#) →



Alumni Ideas in Action

Shiv Bhakta, MS/MBA '24, and Richard Swartwout, PhD '21, won the MIT \$100K Entrepreneurship Competition for their climate tech startup Active Surfaces, which is pioneering an MIT-patented, ultra-thin film flexible solar technology.

“After winning the \$100K, we’ve gotten a lot of inbound contact from MIT alumni. I think that’s my favorite part about the MIT community—people stay connected. They’ve been congratulating us, asking to chat, looking to partner, deploy, and invest.”

—Shiv Bhakta, MS/MBA '24

Connecting with Our Community

Whether it was through news articles, our email newsletters or our social media engagement, in 2024, we connected with more people interested in sustainability than ever!

In the News

AP News quoted John Sterman in an article about the Intergovernmental Panel on Climate Change's latest report, which noted that 3 degrees of warming would trigger severe and irreversible damage.

Financial Times Newsletter highlighted a study by Florian Berg, Roberto Rigobon, the Society of Sloan Fellows Professor of Management and a professor of applied economics, and MIT Postdoctoral Researcher Jaime Oliver Huidobro about carbon accounting and the Science Based Targets initiative.

The Financial Times featured the ESG study co-authored by Florian Berg, Roberto Rigobon, and former MIT Sloan Research Affiliate Julian Kölbel, citing it as an impactful paper in the field of finance.

The New York Times featured John Sterman in an article that questioned the usefulness of buying carbon offsets.

AP News quoted John Sterman in an article examining what policies have worked to fight climate change.

Harvard Business Review published an article by Jason Jay, Senior Lecturer Kate Isaacs, and Frankfurt University of Applied Sciences Lecturer, Hong Linh Nguyen that introduces a framework leaders can use to better focus their sustainability strategies. Neha Thatte Mallik, MBA '16, director of product management at Keurig Dr Pepper, Inc., is also mentioned in the piece.

Social Impact Online

We only launched our YouTube channel last year, and we're already attracting lots of views, bringing even more people into the Sustainability Initiative ecosystem. Make sure to check us out in 2025!

Check out our channel here →

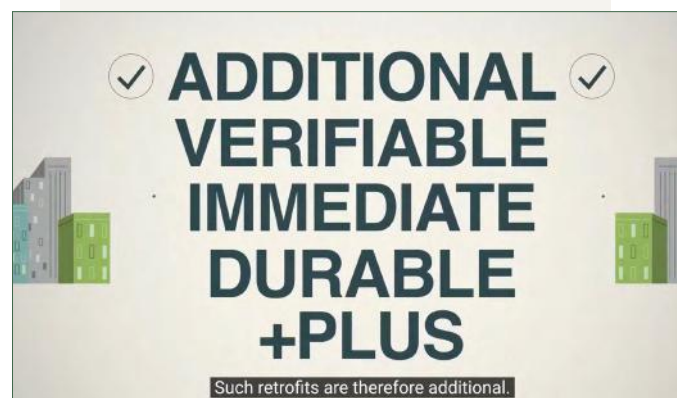
YouTube Stats

1,752 Views in 2024

95.6h Watch time

106 Subscribers

(gained +64 last year)



A Better Way / AVID+ / MIT Sloan Sustainability Initiative

Sustainability Initiative

Around the Globe

Where did the Sustainability Initiative make an impact in 2024? Virtually and in person, our team had a strong global presence. We gave workshops, presented at conferences, contributed to panel discussions, and delivered trainings to leaders and policymakers around the world.

Canada

Jason Jay delivered custom executive education at Deloitte Canada in Vancouver, Toronto, and Montreal.

New York

Florian Berg was a panelist at a discussion hosted by the MSCI Sustainability Institute that covered current challenges and opportunities in the ESG and finance field.

Portugal

At the European Financial Management Association 33rd annual meeting in Lisbon, Florian Berg served on an ESG and finance panel for supervisors at the European Central Bank.

Peru

Florian Berg gave a presentation about how European ESG regulation would impact Latin America to the MIT Latin American Board at Universidad del Pacifico in Lima

Germany

At the Sustainability Transformations Monitor conference in Berlin, Florian Berg presented “The Original Sin of ESG.”



ESG Presentation in Peru



En-ROADS in Paris

France

Florian Kapmeier, a MIT Sloan Research Affiliate and member of the MIT Climate Pathways Project, led an En-ROADS workshop at the ChangeNOW Summit in Paris.

Japan

John Sterman and Bethany Patten led 18 interactive En-ROADS briefings over four days with members of the Diet, the national legislature of Japan, government ministers, senior advisors to the Prime Minister, business leaders, universities, and the [Asia Society](#).

China

Attendees of the [Annual Meeting of the New Champions at the World Economic Forum](#) in Dalian, China, learned first-hand about the powerful capabilities of [En-ROADS](#) thanks to [Andrew Jones](#), CPP team member and executive director and co-founder of Climate Interactive.

Switzerland

Jason Jay attended events during the 54th Annual Meeting of the [World Economic Forum](#) in Davos, where he served on a panel discussion centered on systemic investing at the SDG tent.

Thailand

Florian Berg gave the keynote address to the SET Thailand Capital Markets Research Forum, “Decoding ESG Ratings: Unraveling Aggregate Confusion and Advancing Sustainable Investment Practices.”

Italy

Florian Berg also served on a roundtable on ESG ratings at the 2nd Conference on Sustainable Banking & Finance held at the University of Napoli Parthenope.

Norway

At the 2024 Katapult Future Fest in Oslo, Jason Jay and the Owning Impact Project’s Research Affiliate Alban Yau, MS/SDM ’24, presented a training program on [Investing for Systems Change](#) with CSP, TransCap Initiative, and other partners. In Oslo, Jason Jay also delivered a presentation on impact investing at IING.



SDG Tent During World Economic Forum in Davos



En-ROADS workshop Japan

Profiles of Impact

Supply Chain Sustainability



Marine Graham

MBA '13
Head of Global Supply Chain, Decathlon

Marine Graham, MBA '13, is transforming the way the largest sporting goods retailer in the world makes sport affordable, accessible, and good for the planet.

As head of global supply chain for Decathlon, Marine is focused on setting up a new global supply chain vision, strategy, and operating model to increase collaboration and integration across the thousands of supply chain teammates in the company. In doing so, she's relying on key lessons learned at MIT Sloan and the Sustainability Initiative.

At Sloan, Marine took a broad range of courses across operations, sustainability, and finance. "My most memorable covered system dynamics and service operations, which highlighted the interconnectedness of our business decisions and our sustainable future," she says. "Thanks to those courses, I understand how complex these subjects are and how critical it is to simplify that complexity to bring people along to drive change."

Before MIT, Marine worked in international development in Africa, where she quickly realized that donor projects, while helpful in the short term, were not the most sustainable solution for long-term economic

development. As an MBA student, she did a supply chain internship at NIKE, Inc., which gave her a glimpse of a different career trajectory—and even led to a job at the brand.

"I came out of the MBA program with a strong interest in leveraging the power of the private sector to make a positive impact on people, communities, and the planet," she says, "showing that companies can do well by doing good."

For over a decade at NIKE, Marine held various leadership roles across the end-to-end supply chain, including vice president of responsible supply chain. In that capacity, she drove innovation, collaboration, and impact at scale with suppliers, industry partners, and other brands to accelerate systemic change.

For just over a year now, Marine has been leading systemic change at France-based Decathlon, named to TIME's list of the World's Most Sustainable Companies of 2024.



“One of the things that drew me to Decathlon was its strong sustainability mindset, with sustainability and team engagement KPIs on par with economic performance.”

—Marine Graham, MBA '13, Head of Global Supply Chain, Decathlon

“One of the things that drew me to Decathlon was its strong sustainability mindset, with sustainability and team engagement KPIs on par with economic performance,” she says. “Now, we’ve embedded sustainability in our new 10-year supply chain vision, so that our strategies better serve our consumers, teammates, and planet in the long term.” For example, the supply chain team plays a key role in advancing the company’s circularity strategy, providing a buy-back system for used products, product rental services, and product repair services.

Coming full circle in 2023, Marine reunited with the Sustainability Initiative ecosystem, as a member of

the Advisory Board. She says it’s been meaningful to give back to the MIT community, which contributed so much to her. “I’m excited to be immersed in this innovative, problem-solving community again, and to share my insights from working at the intersection of sustainability and operations at a high level.”

“But we can’t make progress alone,” Marine adds. “MIT Sloan and the Sustainability Initiative are uniquely positioned at the confluence of business, academia, and policy, all of which are critical actors in driving systemic change. I look forward to joining others in shaping the future of the Initiative —making it as impactful as possible.” ■

Sustainability Initiative Advisory Board 2024

Our esteemed Advisory Board members play a key role in strengthening the Sustainability Initiative ecosystem. We are grateful for their keen insights and guidance on matters of strategy, fundraising, and execution, drawing on their extensive expertise and that of their personal and professional networks.

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Senior Associate Director, Sustainability Initiative



Roberto Rigobon
Co-faculty Director, Sustainability Initiative, Society of Sloan Fellows Professor of Management



John Sterman
Co-faculty Director, Sustainability Initiative, Jay W. Forrester Professor of Management

Hello and Congratulations!

Congratulations to **Jennifer Graham** on her promotion to senior associate director for the MIT Sloan Sustainability Initiative. In her new role, Jen is overseeing all operations, serving as managing director, and continuing to lead our community engagement strategy. If you haven't already, say hello to **Emma Kantola**, who joined our team in September 2024 as communications coordinator. Emma is overseeing marketing and communications strategy, and supporting student engagement, program and curriculum management, research project promotion, and event planning. Welcome, Emma!



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Communications Coordinator

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Sr. Associate Director, MIT Climate Pathways Project

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We'd love to hear from you!

If you have an impact story to share, please email us at:

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