

Sustainable Trade Challenge

Bringing sustainability to life in the classroom

EDUCATOR BRIEFING & HOW-TO GUIDE

HINRICH FOUNDATION

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Rationale for the Sustainable Trade Challenge

- The Sustainability Imperative
- The Importance of Sustainable Trade

Sustainability Imperative for Universities & Companies Globally

PROVEN SIMULATION TO HELP EDUCATORS BRING SUSTAINABILITY INTO THE CLASSROOM

URGENT NEED FOR SUSTAINABILITY EDUCATION

Universities globally are focused on including sustainability into their curricula so graduates have the skills that employers need.

Demand for graduates “with green skills is expected to significantly surpass supply in the next five years, it is estimated that as much as a 66% increase in green roles will be needed to progress the green and energy transitions by 2030.”*

SUSTAINABLE TRADE CHALLENGE SOLUTION

The student-led **Sustainable Trade Challenge** brings sustainability into the classroom in a manner that is:

- Relevant
- Flexible
- Engaging
- Innovative
- Open source
- Memorable

Participants must address **tough trade-offs** as they develop **applicable business, analytic and teamwork skills** amid tight deadlines as members of one of the ‘**world’s leading international sustainable trade consultancy firms**’.

TURN-KEY, FLEXIBLE STUDENT-LED SIMULATION

This Simulation is open-source and freely accessible for both educators and their students at the Sustainable Trade Challenge pages on the Hinrich Foundation website for [EDUCATORS](#) and for [STUDENTS](#).

*World Economic Forum: Putting Skills First: A Framework for Action, May 2023



hinrich foundation

advancing sustainable global trade

Trade Imperative for Poverty Alleviation & Prosperity

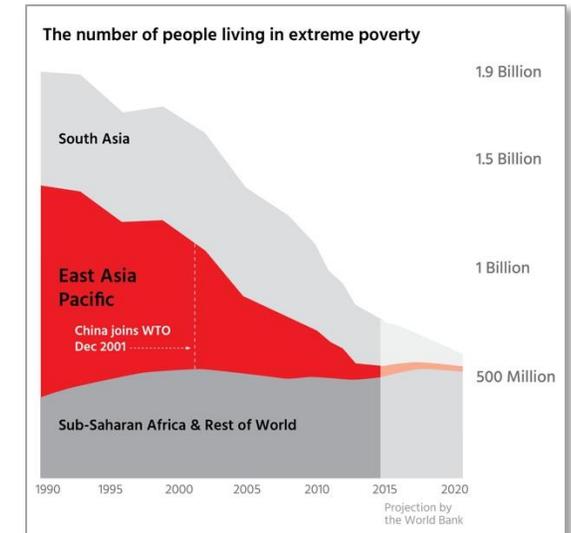
WHY FOCUS ON GLOBAL TRADE?

“The key desires that students today consider to be extremely or very important as they think about their career include having purpose and meaning in their work (72%)*...”

The STC is a simulation **rich with purpose and meaning.**

Students will appreciate that global trade has been shown to be a driver of **poverty alleviation, education attainment, increased life expectancy and international understanding.**

Trade helps address many of the UN SDGs challenges.



“Since 1990, more than **one billion people** have lifted themselves **out of poverty** owing to **growth that was underpinned by trade.**”

Source: World Economic Forum

* What Gen Z are looking for as they enter the world of work, Ashley Fell, McCrindle Research Pty Ltd



Sustainable Trade Challenge *Overview*

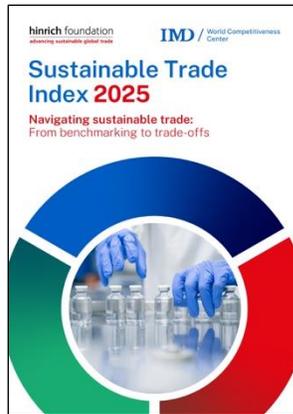
Sustainable Trade Challenge: *Preamble*

THE WHY

At the Hinrich Foundation, we believe global trade is an essential ingredient for economic growth.

But for trade to be sustainable, its economic, societal and environmental outcomes must be in balance.

The Hinrich-IMD Sustainable Trade Index (STI) is a framework for governments, businesses and communities to shape strategies and policies that integrate global trade capabilities in ways that promote the prosperity and sustainability of economies.



THE WHAT

The ***Sustainable Trade Challenge*** is an educator-directed, student-led immersive simulation plunging them into the competitive world of ‘international trade policy consultancy’ **as a member of a team from ‘one of the world’s leading international sustainable trade consultancy firms’.**

The ‘government ministers’ of the economies that you have assigned / selected have awarded the students’ firm the Analysis Phase of an economy’s program to improve its trade sustainability and rank among the 30 economies featured in the Hinrich-IMD Sustainable Trade Index (STI).

They invite the students ‘firms’ to **pitch for a contract** by putting forward **practical, specific policy recommendations that will enable the client’s economy to advance in the** STI as defined in the enclosed ***Sustainable Trade Policy Advisory Consulting Services Project Brief***.

In making your recommendations, the students must navigate the delicate balance between **economic growth, societal well-being** and **environmental stewardship** and confront difficult, real-world trade-offs. Each economy will have different resources, economic structures, social priorities and unique domestic, regional, global and geopolitical considerations which make advancing in sustainable trade the STI an extreme challenge. However: Moving up in the STI is a matter of national urgency.

THE STAKES

The client economy urgently needs implementable recommendations to improve its rank in the STI and has commissioned several ‘leading international sustainable trade consulting firms’ at the same time to present recommendations.

Each client economy has invited two teams of three to five ‘international sustainable trade consultants’ per team to pitch the ‘government ministers’ of that economy on policy recommendations to achieve the required results.

Competition will be intense for this **multi-year, multi-million-dollar prestigious consultancy**.

Winning this contract will push the students’ ‘firms’ **profit to record highs**. It will result in a **significant bonus and promotions** for all team members, plus, winning will boost recognition within the firm as well as amongst the sustainable trade consultancy sector worldwide.

Tell your students: **The stakes have never been higher**. There is no second place. Failure is not an option.

Sustainable Trade Challenge: *Outcomes*

SIMULATION ENABLES STUDENT LEARNING, APPLYING & UNDERSTANDING OF NATION-LEVEL SUSTAINABILITY

The Sustainable Trade Challenge is an educator-directed, student-led open-source **experiential learning** simulation **embedding sustainability education and intensity into your classroom.**

It offers educators a compelling way to engage students in self-directed learning to understand sustainability.

Students are engaged in solving **real-world challenges**, addressing **difficult trade-offs** in advancing national-level sustainability efforts. The Sustainable Trade Challenge develops **practical skills** in

- ✓ Applied research
- ✓ Conflict resolution
- ✓ Critical thinking
- ✓ Business pitching
- ✓ Student collaboration
- ✓ Presentation experience
- ✓ Intense negotiation
- ✓ Professionalism under pressure

The simulation is built around the open-source, rich resources of the [Hinrich-IMD Sustainable Trade Index](#).



The Sustainable Trade Challenge is offered by the [Hinrich Foundation](#), an Asia-based philanthropic organization that works to advance mutually beneficial and sustainable global trade through education and research.

Sustainable Trade Challenge: *Simulation Overview*

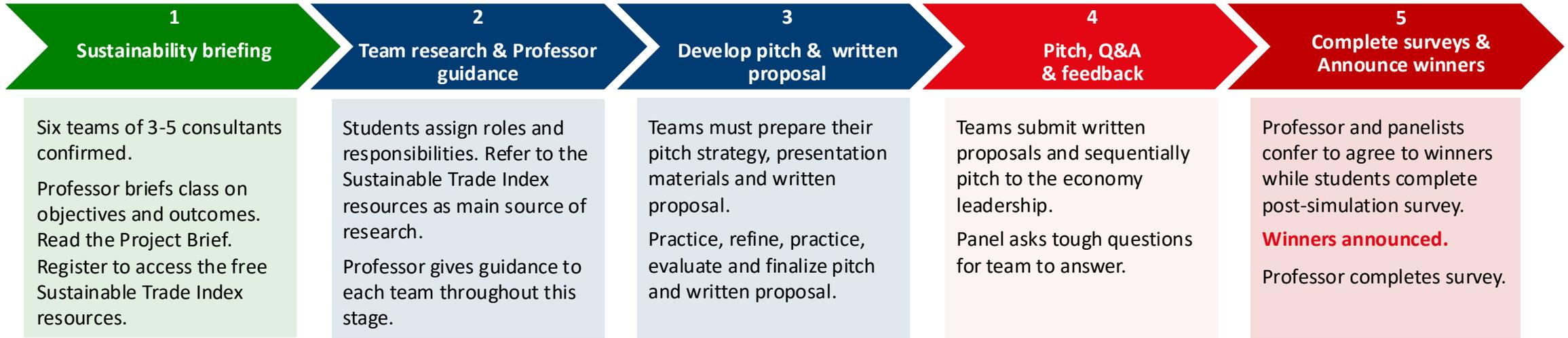
OVERCOMING REAL-WORLD TRADE-OFFS & TOUGH COMPETITION TO WIN THE CONTRACT

- Six student teams of 3 to 5 are the world's 'leading international sustainable trade consultants'.
- A panel of 'government ministers' from 3 economies in the Sustainable Trade Index invite 2 teams each of international sustainable trade consultants to pitch for a 'multi-year, multi-million-dollar contract'.
- The objective of each team's proposal is to win the contract for their company based on **practical**, **actionable** and **specific** policy recommendations to enable the economy to **move up in the Sustainable Trade Index (STI)**. This is a national imperative.
- **Extensive applied research** must be conducted using the resources of the STI and developed into specific, tight, professional **written recommendations** and an **oral pitch**.
- Each consultant team must pitch its policy recommendations to a panel 'government ministers' of the client economy – roles assumed by educators and invited guests.
- Every student consultant team member must contribute – there are no observers.
- Each team member must dress and present professionally: They will be presenting to a panel of 'government ministers' at the nation's capitol.
- They must use every minute wisely: Time limits must be strictly enforced. You will need to advise teams you will cut them off if they do not conclude their presentations within the allocated time.
- The 'government ministers' will ask **tough probing questions** to ensure teams have explored all alternatives. This is critical so they hire the best consultants, get the best ROI and improve their STI rank!
- The educator and panel will evaluate the pitches, review the written proposals (see Rubric), provide feedback and announce a winners for each country.
- Quick post-simulation educator and student surveys to be completed to help HF to enhance the program and elevate learning outcomes.



Sustainable Trade Challenge: Stages & Timing

Educators are urged to allow ample time for students to develop actionable sustainability policy recommendations.



FULL (RECOMMENDED): 6 HOURS OVER SEVERAL DAYS OR MORE

TIME: 0:20

TIME: 2:30*

TIME: 1:00*

TIME: 2:00**

TIME: 0:10

* Teams wishing to understand the challenges and make substantive recommendations in their proposals and pitches are welcome to spend more time in these areas.

** This allows for 20 minutes per team: 1 minute to transition from one team to the next, 15-minute presentation and 4 minutes Q&A.

ACCELERATED (IF REQUIRED): 3-HOUR SINGLE SESSION

TIME: 0:10

TIME: 1:30

TIME: 0:20

TIME: 0:55***

TIME: 0:05

*** This allows for 9 minutes per team: 1 minute to transition from one team to the next, 6 minutes presentation, 2 minutes Q&A.

To facilitate valuable inter-learning, all teams will observe the pitches except for each competing team during their adversary's pitch.

Competing Forces of Sustainable Trade

In order to address the competing forces of sustainability as they relate to trade and to the students' assigned target economy – domestically and internationally – students will need **creativity and insight to build synergy where there is inherent tension.**

There are no easy solutions to enhancing sustainable global trade: That's why the economies have engaged the 'leading consulting firms in the world' and are offering an extremely lucrative contract to receive actionable policy recommendations!

The **Sustainable Trade Index** provides a framework for students to shape strategies and policies that integrate global trade capabilities in ways that promote the prosperity and sustainability of economies.

Competing forces for students' consideration

	Environmental Stewardship	Societal Wellbeing	Economic Growth
Benefits	Responsible trade practices can protect biodiversity, conserve natural resources ensuring long-term resource availability and mitigate climate change.	Mutually beneficial trade promotes equitable trade relationships, empowers communities and reduces poverty.	Trade fuels economic development creates jobs, supports livelihoods, increases living standards and economic prosperity.
Challenges	Balancing resource utilization with conservation efforts, implementing sustainable practices and overcoming the costs of environmental protection.	Unfair labor practices and unequal distribution of benefits from trade can exacerbate social inequalities.	Using resources for economic growth can lead to environmental degradation. It can exacerbate vulnerability to external economic shocks. Sustainable practices can incur higher costs, potentially placing countries at a disadvantage in the competitive global market.

Environmental Economic

Social

SDG & The 3 Pillars of Sustainability

Social

Environmental Economic

Sustainable Trade Index: *Primary Resource*

WHITE PAPER, INFOGRAPHICS, ECONOMY REPORTS, VIDEOS & MORE...

The Sustainable Trade Index provides a robust framework and resources.

It analyzes **30 global economies** across **72 indicators** to evaluate their trade sustainability efforts in terms of:

- **Economic** growth
- **Societal** well-being
- **Environmental** stewardship

All materials are available to download free after registration.

The collage features the following elements:

- Cover Page:** "Sustainable Trade Index 2025" by Hinrich Foundation and IMD/World Competitiveness Center. Subtitle: "Navigating sustainable trade: From benchmarking to trade-offs".
- Overview Videos:** Two YouTube thumbnails titled "Overview of the STI 2025 findings" and "Navigating sustainable trade: From benchmarking to trade-offs".
- Table:** "Figure 8: STI 2025 rankings and scores".
- Infographics:** "Sustainable Trade Index" and "Economic pillar" charts.

1-year rank	STI 2025 rank	Economy	Overall STI score	1. Economic pillar	2. Societal pillar	3. Environmental pillar
1	1	United Kingdom	100.00	86.45	89.42	100.00
2	2	New Zealand	97.01	77.26	92.72	96.95
3	3	Australia	93.26	80.26	100	79.97
4	4	Singapore	90.05	99.51	86.63	66.56
5	5	South Korea	87.22	95.84	84.47	68.93
6	6	Hong Kong, SAR	83.79	100.00	65.49	72.78
7	7	Japan	83.48	67.81	78.54	91.21
8	8	Canada	80.45	74.40	96.75	59.38
9	9	United States	79.54	94.07	67.71	66.84
10	10	Taiwan	77.90	75.23	89.55	68.84
11	11	Chile	43.66	46.08	66.90	68.91
12	12	Malaysia	64.25	75.75	47.52	69.70
13	13	Philippines	61.68	62.68	37.34	86.90
14	14	Vietnam	58.43	74.24	38.49	66.74
15	15	Thailand	58.17	66.65	56.99	55.23
16	16	China	57.51	90.95	30.82	55.57
17	17	Indonesia	56.32	57.09	40.52	76.97
18	18	Mexico	53.70	46.62	38.15	67.90
19	19	Cambodia	50.75	66.65	29.39	65.74
20	20	Sri Lanka	41.09	29.64	39.25	70.37
21	21	Peru	39.65	45.20	42.63	48.09
22	22	Kazakhstan	34.66	34.19	44.33	57.45
23	23	India	34.19	34.19	23.44	37.38
24	24	Colombia	33.99	47.08	18.81	38.81
25	25	Costa Rica	32.86	32.86	62.59	62.59
26	26	Guatemala	25.21	25.21	50.64	50.64

Details about the full *Sustainable Trade Index resources* and a step-by-step guide on *How to Access them* is available in the *Sustainable Trade Index Explainer* section.





Sustainable Trade Challenge

Educator Briefing & Rubric

Educator Briefing: *Overall Structure*

This student-led simulation is based on the following approach. This has been successfully used in EMBA classes.

Professors are welcome to amend as best suits their needs.

1. 25-30 student participants

They may be from one class or drawn from several classes.

2. 6 teams of 3 to 5 students each

Having teams with a minimum of 3 to maximum of 5 students ensures the workload can be shared and all must participate actively.

In the interest of time, educator may wish to pre-assign teams, curating them based on strengths and dynamics, or, if time permits, the students can form teams, provided they each have a minimum 3 to maximum of 5.

3. 3 economies seeking consultancy services

Educator selects 3 economies. You may select any 3 represented from the 30 featured in the STI based on your / the classes' interest and focus.

You may wish to consider Singapore, India and Vietnam, for example.

Examining these 3 will offer a varied insight into sustainability due to their very different Rank in the Index, economy sizes, political structures, histories and levels of development.

This variety provides great inter-learning opportunity for all students as they can learn challenges and trade-offs from other economies as each team pitches for the business!

4. Educator coaching

During Research and Rehearsal stage, educator circulates, listens for progress, advises on where to focus and what to avoid. Typically, educator need to guide students away from several avenues of investigation, namely:

A. Developing overly generic recommendations, e.g. “stop polluting rivers” or “enforce labor standards laws” or “increase FDI”

B. Straying too far away from the main resources, the STI, and developing arguments on an economy's historic precedent or obscure interest group postings online

C. Exploring policy options that are not directly tied to moving up in the STI – that is what they are pitching and will be paid for!

5. **Appoint timekeeper:** Keep every team strictly within allocated time.

6. **2 teams pitching for the contract from one economy.** That is:

- Teams A & B pitch to Singapore (for example)

- Teams C & D pitch to India

- Teams E & F pitch to Vietnam

- All other teams are observers during the other team's pitches.

7. **Panel of 'government ministers' takes notes** for Q&A and to select winners.

8. **After final pitch**

A. Students complete survey.

B. Panel confers and members agree on winners.

C. Panel of 'government ministers' announces winners!

D. Educator completes survey. Simulation concluded.

Educator Briefing: *Pre-Simulation Preparation*

1. Familiarize yourself with the Consultant dossier & the STI resources.

2. **Decide which 3 economies from the 30 in the STI to include** & become familiar with these economies' standing in the STI.

3. Confirm panel of 'government ministers'

Educator needs to arrange for 'government ministers' panel members to participate. They need to be briefed in advance and asked to arrive at the appointed time for the pitches. These may be people from industry, embassies, consulting firms or other educators.

An *example* of potential panelists to form for India (but economy selection and composition is up to the professor):

Shri Narendra Modi Prime Minister

Shri Piyush Goyal Ministry of Commerce and Industry; Ministry of Consumer Affairs; Food and Public Distribution; Ministry of Textiles

Shri Bhupender Yadav Ministry of Environment, Forest and Climate Change;
Ministry of Labour and Employment

The panel will need to 'switch hats' as they assume parallel roles for each of the 3 economies represented.

In total, panelists will need to listen to, ask probing questions and evaluate 6 team pitches and award 1 winning team for each economy, 3 winning teams in total.

NOTE: All participants may refer to the sample considerations and recommendations for Singapore and India for insight into what to look for when evaluating proposals and pitches.

4. Advise students in advance they must dress professionally

They are not students anymore – but members of a 'leading sustainable trade consultancy', pitching to 'government ministers'.

5. Confirm prizes / acknowledgement (if desired) for 3 of the 6 teams

- 1 winning team per pair of teams pitching to each economy.
- Nature of prizes is at the discretion of the educator / institution.

6. Arrange facilities

A. Ensure stable internet connection at venue

To participate, each student will need to register at the Hinrich Foundation website to get unlimited free access to the STI resources at the QR code provided.

B. Secure working areas

Ensure an area for each team that is far enough away from one another so competitors cannot conduct corporate espionage.

C. Arrange pitch 'arena'

The 'government ministers' panelists at boardroom style table facing the pitching team sitting across the table. Or, panelists sitting behind a long desk with team sitting across at some distance in chairs facing panel.

Need to set seating surrounding and at some distance from the pitch table so other teams can observe.

Must include a room to isolate the one half of the team pair that is not pitching (so they are not advantaged by giving a better pitch based on hearing their competitor's pitch).

Educator Briefing: *Simulation Show Time!*

1. **Begin:** Distribute STC Dossier and QR code to access STI resources at the Hinrich Foundation website.
2. **Educator circulates during team research.**
3. **Teams practice pitches & finalize written reports.**
4. **'Government ministers' for economy 1 enter,** take their seats, state name and ministries represented (in role, not actual names and titles).
5. **ALL 6 teams submit** (email or printed – educator to specify) FINAL written proposals to educator. No late submission will be accepted.
6. **Pitching cycle**
 - A. Team A is seated Team B excused.
 - B. Team A pitches, followed by Q&A (common all).
 - C. Team B returns & pitches. (Professor can decide whether or not the team that has already pitched (A in this case) must be excused or may observe).
 - D. Panel states name of economy 2, names and ministries represented
 - E. Team D excused, Team C pitches.
 - F. Team D returns & pitches.
 - G. Panel states economy 3, names and ministries represented
 - H. Team F excused, Team E pitches.
 - I. Team F returns & pitches.
7. **Two concurrent activities**
 - A. **Educator & Panel confer**
Review pitch notes, Rubric scores, written proposals to agree on 3 winners – one for each economy.
 - B. **Survey: Students**
Students scan QR code and complete the **anonymous survey** for Hinrich Foundation feedback and program enhancement.
8. **Winners announced**
Once survey is completed, participants assemble. 'Government ministers' – with great solemnity – announce the winners. Prizes conferred. Each panelists given token of appreciation by educator or class representative as per custom.
9. **Survey: Educator**
Once educator completes their survey, HF will email the **anonymous students survey** results to the educator.

We appreciate that some educators may adapt this simulation to suit your specific needs and / or interests. We are eager to learn from your leadership and experience.

Thank you in advance for your interest and **feedback**.

Rubric: As it Relates to Improving Economy's Rank in the Sustainable Trade Index

Criteria	Excellent (5 points)	Good (4 points)	Satisfactory (3 points)	Fair (2 points)	Poor (1 point)
Economic Growth	Quantifies significant economic benefits (& environmental / societal impacts) from sustainable trade practices.	Proposes solutions with clear economic benefits and considers environmental / societal impacts.	Solutions offer potential economic benefits but lack quantification or consider impacts minimally.	Economic benefits unclear or limited, with minimal consideration of environmental / societal impacts.	Solutions lack economic rationale or disregard environmental / societal impacts.
Societal Well-being	Identifies specific vulnerable groups and industries, proposing targeted strategies to address trade-related challenges, and leverage trade for job growth, skills development and open trade practices.	Addresses potential negative impacts on specific groups/industries, outlining strategies to mitigate them and promote trade-driven social benefits.	Considers potential negative impacts and proposes general strategies for social well-being but lacks specificity or effectiveness.	Limited consideration of social impacts, with generic or ineffective strategies.	Ignores or dismisses potential negative social impacts of trade.
Environmental Sustainability	Proposes concrete actions to implement sustainable trade practices beyond quick wins, addressing specific environmental challenges like pollution, resource depletion and biodiversity loss.	Demonstrates awareness of environmental challenges and proposes solutions with potential for long-term sustainability.	Acknowledges environmental challenges but lacks concrete actions or proposes solutions with limited effectiveness.	Minimally addresses environmental concerns or proposes solutions with detrimental impacts.	Ignores or downplays environmental challenges and their connection to trade.
Quality of Analysis & Expected Outcomes	Emphasizes critical thinking, justifies recommendations with sound evidence, and demonstrates direct benefit to all three pillars (economic, social, environmental) of the STI framework and improve ranking. Recommendations are SMART.	Analyzes data effectively, provides justification for recommendations, and considers all three pillars of the STI. Recommendations are mostly SMART.	Analysis is adequate, but justification for recommendations is limited or lacks evidence. Some SMART criteria may be missing or poorly defined.	Analysis is weak or lacking, justification for recommendations is unclear or unconvincing. Few or no SMART criteria are met.	Analysis is absent or flawed, recommendations are unsupported, and SMART criteria are disregarded.
Communication Excellence	Presents recommendations with clear, concise, and persuasive written and oral communication tailored to high-level government leaders.	Delivers recommendations effectively, using clear and engaging language.	Communication is adequate, but may lack clarity or persuasion.	Communication is unclear, confusing, or unengaging.	Recommendations are poorly presented and difficult to understand.



Project Brief

Sustainable Trade Policy Advisory Consulting Services

Note to educators

This Project Brief is included here for your easy reference. The student version is in PDF format on the Hinrich Foundation website.

Project Brief: Sustainable Trade Policy Advisory Consulting Services

HIGHLY CONFIDENTIAL

From [Prime Minister's / President's] Office
[Economy name]

Sector National Trade Sustainability

Status **URGENT**

Note **Due to the urgent nature of this request, you will be presenting direct to a panel of government ministers who will evaluate your policy recommendations on the spot**

Date

Time

Reference Hinrich-IMD Sustainable Trade Index

Contents Section 1: Introduction
Section 2: Critical reference material
Section 3: Objective
Section 4: Scope of Work
Section 5: Project stages
Section 6: Deliverables
Section 7: Evaluation criteria
Section 8: Deadlines

Section 1: Introduction

The [Client Economy Name] is inviting proposals from leading international sustainable trade consulting firms to develop and implement a comprehensive strategy to significantly improve the [economy's] standing in the Hinrich-IMD Sustainable Trade Index (STI).

The government is committed to moving up in the STI and believes that a well-developed and implemented sustainable trade policy strategy will be essential to achieving this goal.

The policy recommendations must be specific and based on a thorough analysis of the country's current standing in the STI.

The Agency responsible for vetting Project Briefs and arranging in-person and written proposals has allocated the time noted in section 6 for this process for all invited international trade policy consultancy firms to research and present their findings.

Section 2: Critical reference material

The primary source of information for your proposal is to be drawn from the STI, the globally recognized sustainable trade benchmark. The STI evaluates 30 economies across three pillars (economic, societal and environmental) and 72 indicators on their commitment to, and performance in, advancing sustainable trade.

The STI and its related resources are available for consultants [here](#). [Economy] will be looking for direct reference to the STI, paying particular attention to specific recommendations that will result in measurable advancement of [economy's] standing in the STI.

Achieving a higher placement in the STI is of vital national pride and international importance to [economy].

Project Brief: Sustainable Trade Policy Advisory Consulting Services

Section 3: Objective

We seek a firm to

- Analyze [Economy Name]'s current STI position and identify key challenges and opportunities.
- Develop specific, bold, actionable and achievable policy recommendations to substantially improve our STI standing, considering difficult trade-offs needed to achieving our goal of a higher Rank in the STI.
- Present a compelling pitch and written proposal to the office of the [President / Prime minister] outlining the recommendations and specific outcomes expected.

Section 4: Scope of Work

- Rapidly assess [Country Name's] standing in the STI across three pillars and 72 indicators as appropriate.
- Analyze existing data and conduct applied research to understand current strengths, vulnerabilities and identify opportunities.
- Prepare a concise – yet specific – stand-alone written proposal supporting your in-person presentation specifying your clear, achievable and impactful policy recommendations that show specific outcomes as to how [economy's] performance in relevant indicators will translate to stronger representation across the three pillars, and ultimately will deliver a higher standing in the STI.
- Present strictly within the allocated time to the panel of government ministers, emphasizing trade-related economic growth, societal well-being and environmental sustainability advances policy recommendations that will lead to advancement in the STI.

Section 5: Project stages

- 1) Sustainability dossier (this Project Brief and STI resources)
- 2) Team research & In-process Review
- 3) Develop & practice pitch
- 4) Present, Q&A, feedback, Panel consultation & Consultant survey completion
- 5) Winning proposals announced

Section 6: Deliverables

- Concise written report summarizing key findings and policy recommendations not longer than 500 words
- High-quality oral presentation (Maximum time as per briefing)
- Expert Q&A session (Maximum time as per briefing)
- Consultant program feedback survey

Section 7: Evaluation criteria (See next page)

Project Brief, Cont'd ...

Section 7: Evaluation criteria

- 1) Economic Growth:** Propose solutions that leverage sustainable trade practices and long-term economic growth. Quantify the expected economic benefits together with environmental and societal impacts.
- 2) Societal Well-being:** Address the potential negative impacts of trade-led economic growth on specific industries or communities. Outline strategies to leverage trade policies to grow jobs, support vulnerable groups, and ensure open trade practices for skills development and transfer.
- 3) Environmental Sustainability:** Go beyond quick wins and demonstrate policy to support long-term environmental sustainability. Address specific environmental challenges like pollution, resource depletion and biodiversity loss, and propose concrete actions to implement sustainable trade practices.
- 4) Quality of Analysis & Expected Outcomes:** Emphasize critical thinking and sound justification for policy recommendations. Demonstrate direct benefit to the three-pillar framework (economic, social and environmental) and present well-researched data and evidence to support recommendations as they relate to the STI indicators.

Your policy recommendations must be SMART:

- Specific** What exactly will your proposal achieve? Be clear and concise. Avoid vague, ambiguous or general statements or policy recommendations.
- Measurable** How will we know if we have achieved our STI objective? Quantify goals, costs and trade-offs. Define metrics for success.

Section 7, continued ...

- Attainable** Are your policy recommendations achievable within economy's resources and capabilities? Set realistic goals that are challenging but achievable – and are defensible (The client will be asking tough questions).
- Relevant** Will your recommendation result in the client's advancement in the STI? Is your recommendation aligned with the country's overall goals and priorities?
- Time-bound** When will your recommendations achieve the stated objective? Set a specific timeframe.

- 5) Communication Excellence:** Ensure clear, concise and persuasive written and oral communication for these highest-level government leaders.

Section 8: Deadlines

Due to the time-sensitive nature of this project, proposals received after the deadline will not be considered. Presentations will be terminated at the time limit set forth in Section 5, Stage 1.

We look forward to receiving your proposals.

Sincerely,

[Name]

[Title]

[Economy]

NOTHING FOLLOWS



Sustainable Trade Index

Explainer

Note to educators

This explainer is to help educators and students to be familiar with the STI resources. Educators and students should access this individually for free on the Hinrich Foundation website at the QR code provided.

Sustainable Trade Index: *Resources Explainer*

OPEN-SOURCE, UNLIMITED ACCESS TO TOP-QUALITY INSIGHT, ANALYSIS & TOOLS

- A. Overview
- B. White paper
- C. Videos & PDF
- D. Economy Profiles
- E. Infographics
- F. Workbook
- G. How to access the free STI resources

HINRICH-IMD Sustainable Trade Index 2025

Navigating sustainable trade: From benchmarking to trade-offs

ACCESS RESOURCES

Deep dive reports and graphics

- STI 2025 white paper
- Interactive Index
- Infographics Part 1: Index Infographic Summary

Additional resources

- Press release

Economy Profiles

Australia	Indonesia	Philippines
Bangladesh	Japan	Russia
Brunei	Laos	Singapore
Cambodia	Malaysia	South Korea
Chile	Mexico	Sri Lanka
China	Myanmar	Taiwan
Ecuador	New Zealand	Thailand
Hong Kong, SAR	Pakistan	United Kingdom
India	Papua New Guinea	United States
	Peru	Vietnam

World Map STI Scores:

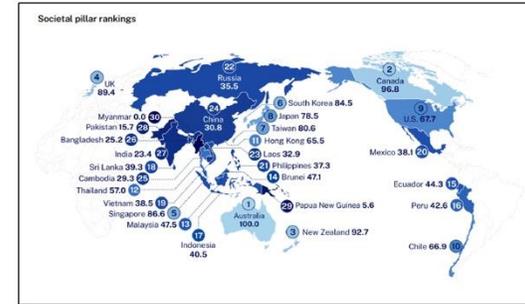
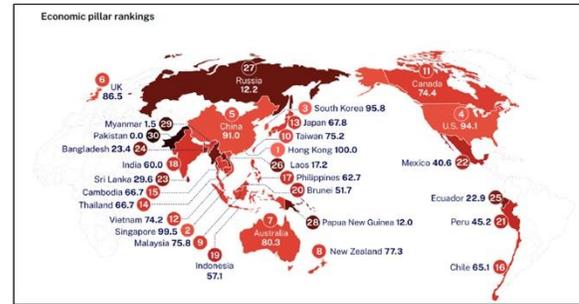
- UK: 88.4
- Russia: 35.6
- South Korea: 84.5
- Japan: 78.5
- Taiwan: 80.0
- Hong Kong: 65.5
- Laos: 32.9
- Philippines: 37.3
- Brunei: 47.1
- China: 30.8
- U.S.: 67.7
- Mexico: 38.1
- Ecuador: 44.3
- Peru: 42.6
- Vietnam: 38.5
- Australia: 100.0
- Papua New Guinea: 5.6
- Chile: 66.9
- Malaysia: 47.5
| Indonesia: 40.5 |

Societal Pillar

THE SOCIETAL PILLAR measures the development of human capital within an economy, including factors like access to education, development and life expectancy.

Sustainable Trade Index: Overview

WHAT DOES THE STI COVER?



The **Sustainable Trade Index 2025** assesses 30 member-economies and applicants of the Asia-Pacific Economic Cooperation (APEC), the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) and the Regional Comprehensive Economic Partnership (RCEP), plus Bangladesh, India, Pakistan and Sri Lanka.

The index uses 72 indicators grouped into economic, societal and environmental pillars.

The **economic pillar** measures the capacity of an economy to foster economic growth through international trade.

It includes measures that capture the quality of trade infrastructure, investment conditions, the ease of conducting business, trade barriers, trade diversification in bilateral trade partnerships and export goods concentration.

The **societal pillar** captures social factors that contribute to an economy's development of human capital that supports international trade, such as education levels and labor standards.

This pillar also captures factors that support a population's tolerance for trade expansion given the costs and benefits of economic growth. These include inequality, political stability, and exploitative practices such as child labor, forced labor and human trafficking used in an economy's imports and exports.

The **environmental pillar** measures the extent to which an economy uses natural resources and manages the externalities that arise from its economic growth and participation in the global trading system.

The STI measures the presence of "prudent stewardship" over natural resources and efforts to limit externalities in its overall environmental capital. The indicators to measure environmental capital include measures for air and water pollution, national environmental standards, carbon emissions and the share of natural resources in exports.

Sustainable Trade Index: *White Paper*

KEY RESOURCE FOR UNDERSTANDING TRADE SUSTAINABILITY

This 42-page White Paper is the main Sustainable Trade Index 2025 resource. It includes ranking of all economies, methodology and analysis measuring economies' readiness and capacity to participate in the global trading system.

Sections are:

1. Introduction
2. STI 2025 in context
3. Beyond the scoreboard
4. The strategic trade-offs shaping sustainable trade
5. Conclusion
6. Methodology



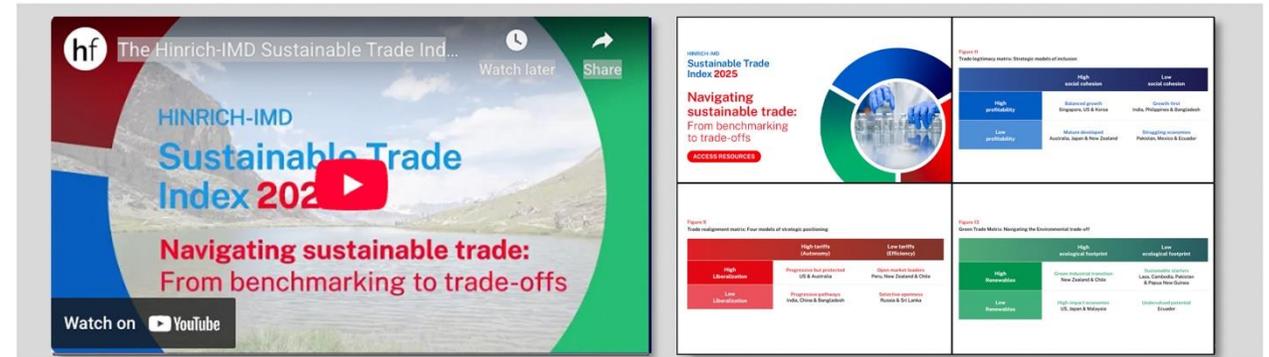
Sustainable Trade Index: Videos & Launch Presentation

OVERVIEW & PILLAR-SPECIFIC EXPLAINERS

Introduction Video & PDF

The video and launch presentation PDF introduce this fact-based approach to measure how economies can achieve more balanced trade outcomes regarding people, planet and profit.

Three pillar-specific videos provide more insight into these dimensions of sustainable trade.



Economic pillar

Measures an economy's ability to ensure and promote economic growth through international trade.

Societal pillar

Measures the human capital within an economy, including factors like education and labor standards.

Environmental pillar

Measures the extent to which an economy's trade supports sustainable resources.



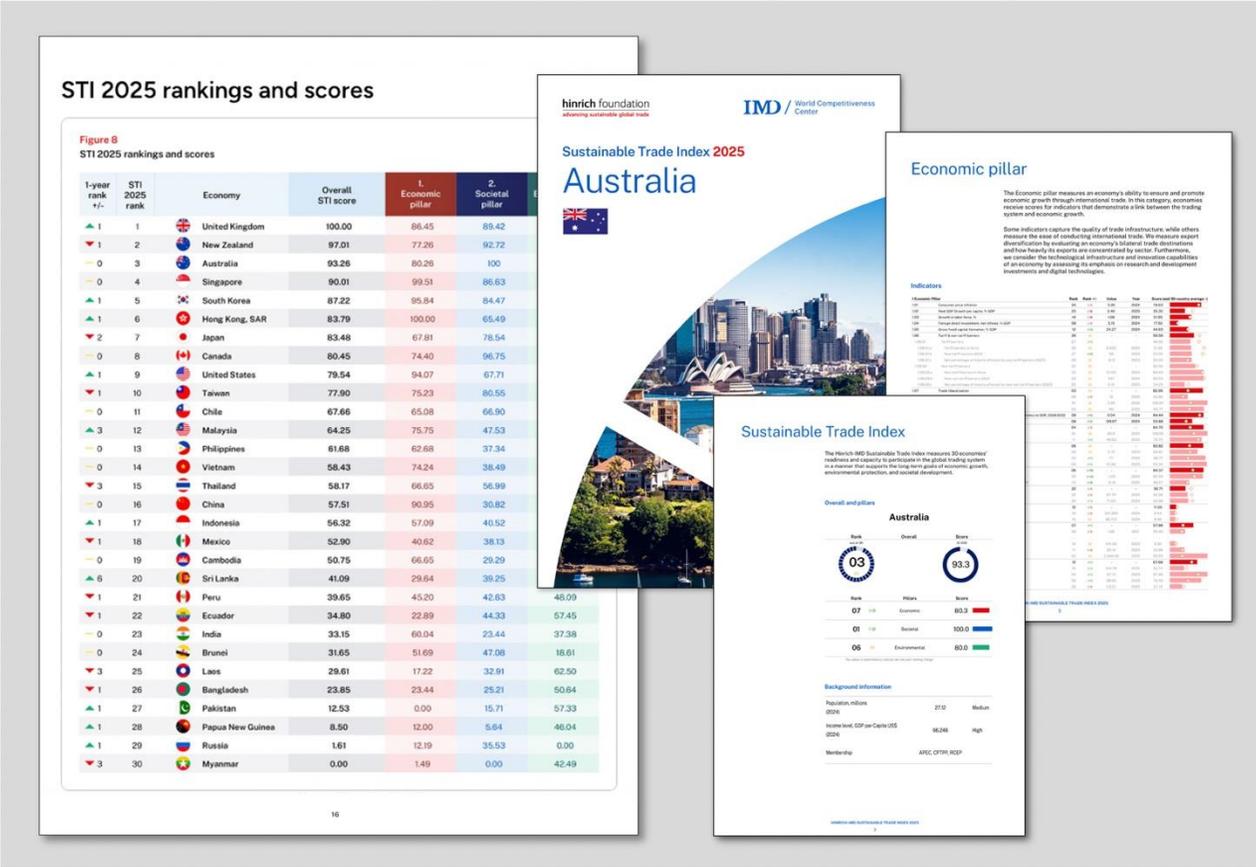
Sustainable Trade Index: *Economy Profiles*

COUNTRY SPECIFIC DATA & ANALYSIS

The economy specific reports include detailed results for the **30 economies** covered in the STI.

Each Economy Profile includes:

- Overall ranking and scores per pillar
- Background information about each economy
- Evaluations of indicators across the economic, societal and environmental pillars
- Economy specific infographics

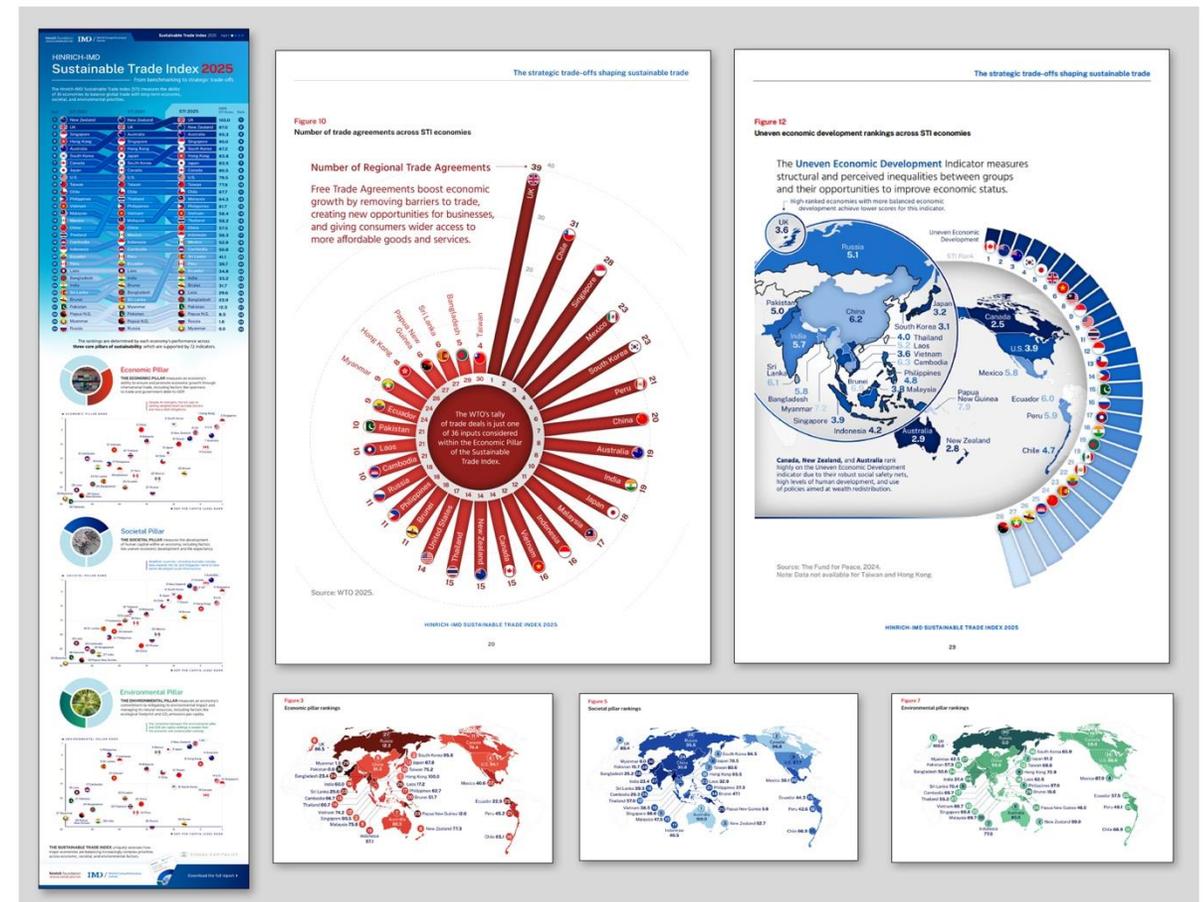


Sustainable Trade Index: *Infographics*

VISUALLY ENGAGING & INFORMATIVE DATA PRESENTATION

The infographics by **Visual Capitalist** are data-driven visuals that provide an overview of some of the key themes and findings of STI 2025, including:

- Overall ranking of 30 economies
- Pillar rankings of all countries
- Relationship between STI ranks & GDP per capita
- Relationship between each core pillar rankings & GDP per capita
- Education gap by per capita GDP
- Credit Ratings by Economy
- Resource dependency by economy



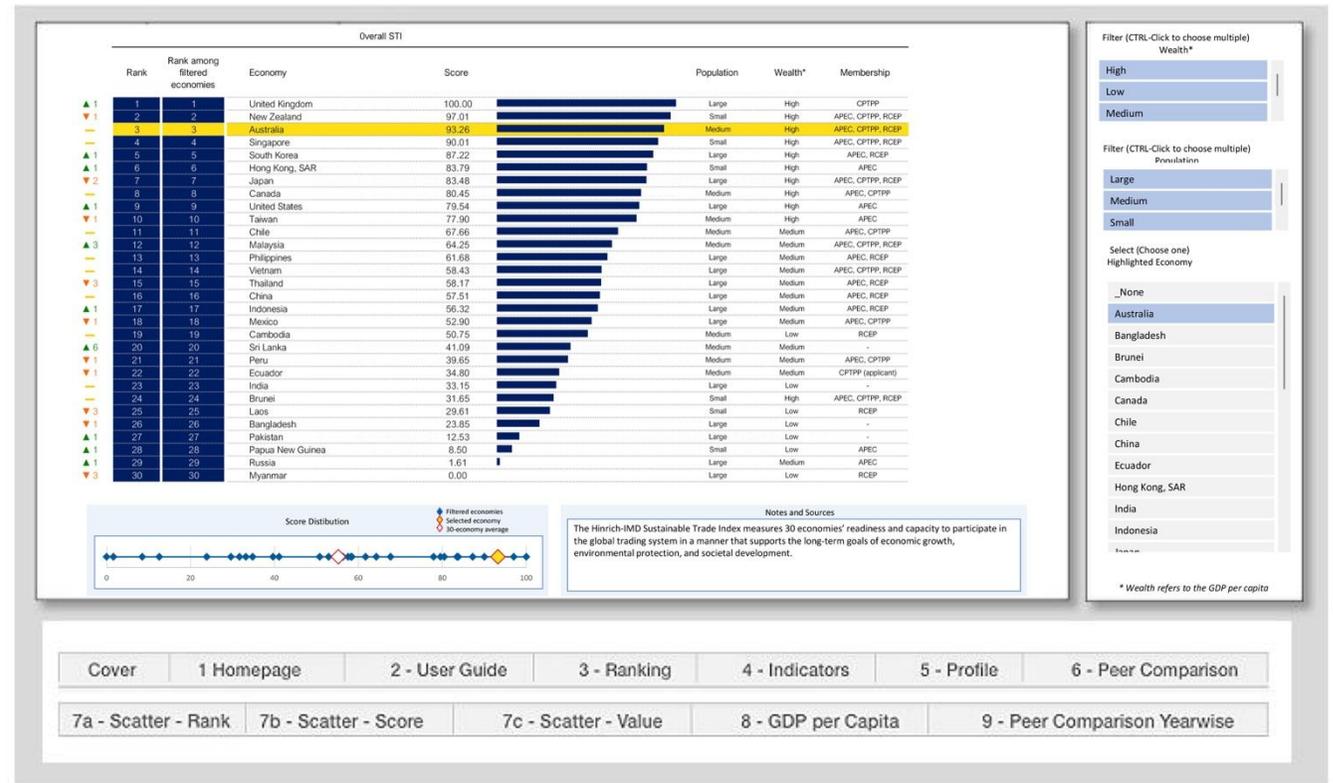
Sustainable Trade Index: *Workbook*

POWERFUL TOOL FOR RICH DATA ANALYTICS

This Excel workbook is a powerful analysis tool, complete with a detailed **user guide**. It enables users to delve deeply in an interactive manner into how an economy's rank was derived across all indicators.

It enables comparisons with other economies of similar income, region and other measures. The following tabs enable quick analysis of each economy and across economies:

- Ranking
- Indicators
- Profile
- Peer Comparison
- Scatter – rank
- Scatter – score
- Scatter – value
- GDP per capital
- Peer Comparison Yearwise
- Methodology
- Notes & Sources



Sustainable Trade Index: *How to Access All Resources – Free*

STEP 1

Scan this QR code



or visit the STI homepage [here](#) then click **DOWNLOAD RESOURCES**



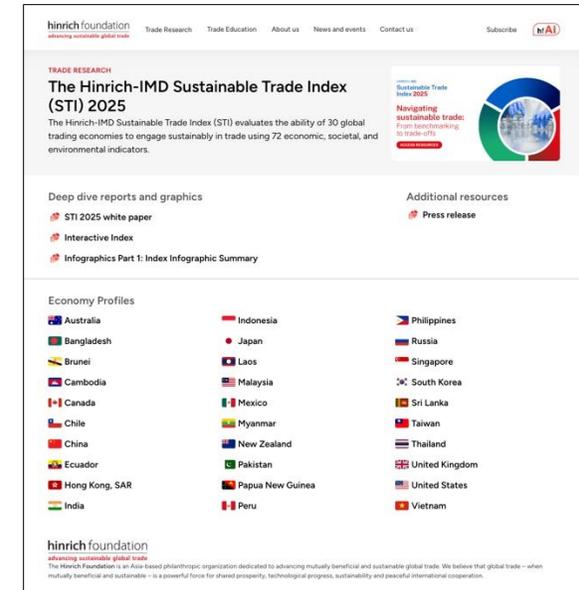
STEP 2

Fill in the simple form then click the **DOWNLOAD REPORT** button for free access to all STI resources

To receive our weekly *Hinrich Thought Leadership* newsletter, simply check the **Subscribe box**

STEP 3

To read and download the complete set of STI resources, click on any hyperlink





Additional Resources & About The Hinrich Foundation

Note to educators

These resources are intended to help you bring contemporary trade into your classroom. They are free to use for educators and students alike.

Free Study Materials from the Hinrich Foundation

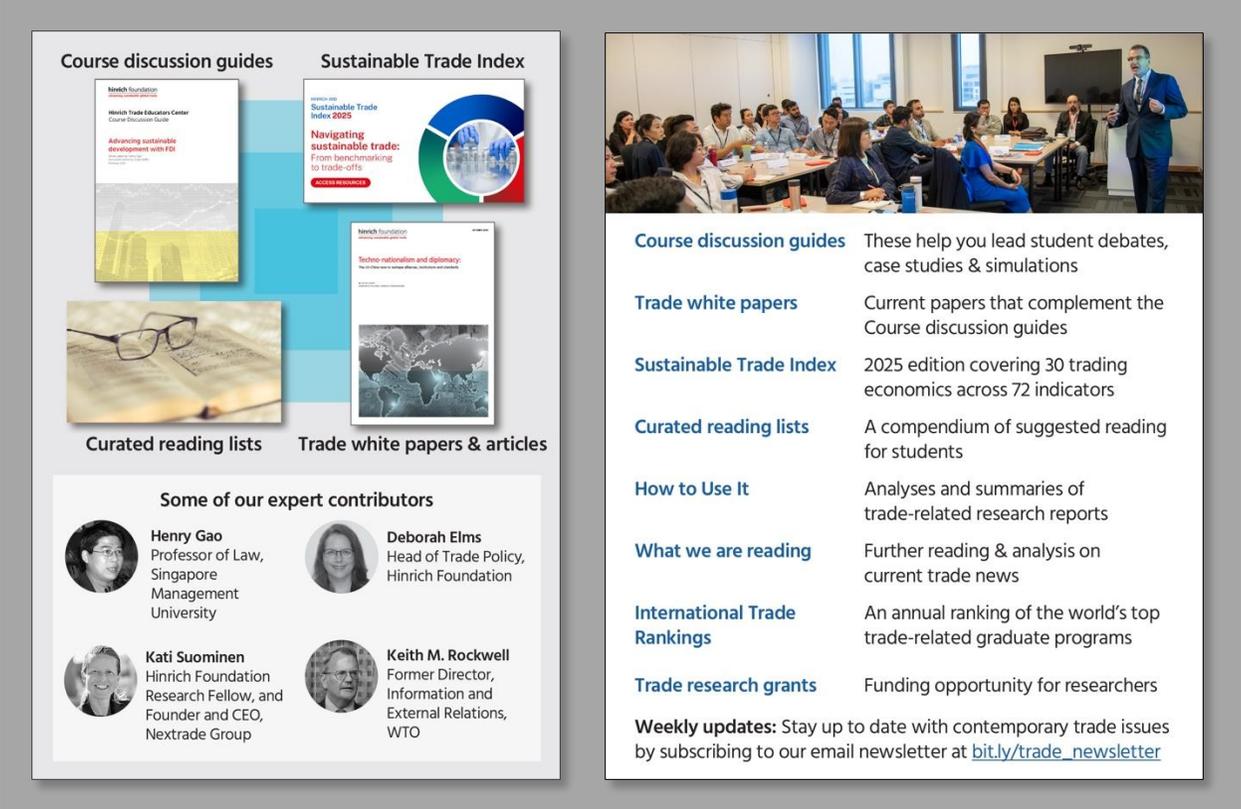
CONTEMPORARY INSIGHT INTO TODAY'S PRESSING TRADE TOPICS

Students, like you, are actively using Hinrich Foundation's contemporary international business and trade content including white papers, articles, infographics, videos and curated reading lists.

Written by global experts, this material is free to use, and covers:

- [Sustainable trade](#)
- [Trade and geopolitics](#)
- [Digital trade](#)
- [Foreign direct investment](#)
- [Trade distortion and protectionism](#)
- [US-China trade](#)
- [Trade policy](#)
- [WTO](#)
- [Trade and technology](#)
- [Free trade agreements](#)

Stay up-to-date and ahead in your class! Subscribing to our free weekly newsletter at <https://bit.ly/HFnewsletters>



The image is a collage of promotional materials for the Hinrich Foundation. It features several key elements:

- Course discussion guides:** A graphic showing a book cover titled "Advancing sustainable development with FDI".
- Sustainable Trade Index:** A graphic showing a book cover titled "Sustainable Trade Index 2025: Navigating sustainable trade: From benchmarking to trade-offs".
- Curated reading lists:** A graphic showing a book cover titled "Tech-nationalism and diplomacy: The role of trade policy in managing technological change".
- Trade white papers & articles:** A graphic showing a book cover titled "Tech-nationalism and diplomacy: The role of trade policy in managing technological change".
- Some of our expert contributors:** A section featuring four experts: Henry Gao (Professor of Law, Singapore Management University), Deborah Elms (Head of Trade Policy, Hinrich Foundation), Kati Suominen (Hinrich Foundation Research Fellow, and Founder and CEO, Nextrade Group), and Keith M. Rockwell (Former Director, Information and External Relations, WTO).
- Weekly updates:** A section encouraging students to stay up-to-date with contemporary trade issues by subscribing to the email newsletter at bit.ly/trade_newsletter.

Hinrich Foundation Guide & Global Trade Scholarships

HELPING BUILD TALENT TO ADVANCE SUSTAINABLE GLOBAL TRADE

Hinrich Foundation Guide

Master's Programs in International Business and Trade

The Hinrich Foundation Guide to Master's in International Business and Trade ([Hinrich Foundation Guide](#)) is a comprehensive resource to assist students and professionals to identify the right master's program to accelerate their careers in global trade.

Global Trade Leader Scholarships

We identify and support talented individuals who demonstrate genuine ability, passion and ambition to improve global trade policies and business practices to advance sustainable global trade.

In addition to tuition support for master's level study, graduates are invited to join the [Hinrich Foundation Alumni Association](#).

Learn more about Hinrich Foundation [Global Trade Leader Scholarships](#).

The image shows a screenshot of the Hinrich Foundation website. The left panel displays the 'Hinrich Foundation Guide to Master's Programs in International Business and Trade', which includes criteria for a great master's program and key questions for program fit. The right panel features 'Hinrich Global Trade Leader Scholarships', listing various leading programs from universities such as Cranfield University, Thunderbird School of Global Management, ESIC University, Hong Kong University of Science and Technology, Liverpool John Moores University, RMIT University, University of Colorado Denver, INSEAD, CEIBS, Harvard University, IMD, London School of Economics and Political Science, Tufts University, National University Singapore (NUS), Erasmus University Rotterdam, HEC Montréal at Université de Montréal, International Institute for Management Development (IMD), International Institute in Geneva, McGill University, University of Exeter, and University of Auckland. Each program listing includes the university name, the degree program, and a note on whether scholarships are available.

About the Hinrich Foundation

BUILDING GLOBAL TRADE LEADERSHIP THROUGH RESEARCH AND EDUCATION

The [Hinrich Foundation](#) is an Asia-based philanthropic organization dedicated to advancing mutually beneficial and sustainable global trade.

We believe that global trade – when mutually beneficial and sustainable – is a powerful force for shared prosperity, technological progress, sustainability and peaceful international cooperation.

Our work is grounded in independent, fact-based research and the development of innovative trade education programs. We invest in building a new generation of trade leaders, capable of navigating the complexities of global value chains and the evolving geopolitical and technological environment, by partnering with leading universities and corporations.

hinrich foundation
advancing sustainable global trade

Trade Research Trade Education



Building an
ecosystem of global trade leaders

Sustainable Trade Challenge

Thank you for helping to make the world a better place
through sustainable global trade!

