

IVEY CENTRE FOR BUILDING SUSTAINABLE VALUE



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DIRECTOR'S MESSAGE



TIMA BANSAL, Canada Research Chair in Business Sustainability, Director | Centre for Building Sustainable Value

I am so very proud of the advances made by the Centre for Building Sustainable Value in the last 12 years. We are home to some of the world's top researchers, with specific strengths in management, supply chains, and strategy. I am confident Ivey produces more high-quality research than almost any other business school worldwide. Further, almost every Ivey student is exposed in some way to sustainability, and we are shaping business conversations through the Network for Business Sustainability.

But this is not the time to bask in the glow of past accomplishments, as sustainability is more urgent and important than ever. It is now almost a cliché: sustainability is the issue of our generation. But, despite its importance, business still does not have the tools to address sustainability challenges, such as climate change, biodiversity, and systemic poverty. These issues not only threaten the health and prosperity of future generations, they will also ultimately undermine business performance.

Business schools still teach and research business as usual, even though society and the planet are becoming increasingly unusual. The Ivey Business School needs to play its part in shaping a new way of thinking and doing business.

To that end, the Centre for Building Sustainable Value is putting itself more into the public domain. This report is our first in recent years and will continue to be an annual occurrence. We have focused our knowledge strategy in the three areas that are critical to changing business systems towards sustainability: finance, innovation, and supply chains. We have also formed an advisory council of both Ivey alumni and outsiders, who can guide us to help shift mindsets and change conversations.

I hope you will join us on our journey.

STRATEGIC PRIORITIES

The Centre for Building Sustainable Value focuses on three strategic priorities: sustainable finance, innovation and supply chains. These priorities are necessary to transform systems in Canada and globally.

SUSTAINABLE FINANCE



SUSTAINABILITY CFO: THE CFO OF THE FUTURE?

In a new report for the Institute of Management Accountants, Ivey Assistant Professor Diane-Laure Arjaliès, along with her co-authors*, explored an emerging role within leading businesses: the Sustainability Chief Financial Officer (CFO).

The sustainability CFO is a senior executive responsible exclusively for monitoring and reporting on a company's non-financial performance. Companies that appoint sustainability CFOs want to be at the forefront of integrating social and environmental concerns into organizational practices. These companies typically have a well-established sustainability strategy, a chief sustainability officer, and a desire to lead the sustainability accounting movement. Through their accounting background, sustainability CFOs are expected to connect the discipline of accounting to the needs of sustainable development.

Sustainability CFOs remain rare, but the creation of this new position is of particular interest for the profession. This report addresses this question by exploring who sustainability CFOs are, what they do, the main challenges they face, and what the future could hold for both them and their fellow CFOs.

READ MORE: [GO.IVEY.CA/SUSTAINABILITYCFO](https://go.ivey.ca/sustainabilitycfo)

* Co-authors: Delphine Gibassier (Toulouse Business School) and Claire Garnier (HEC Montréal)



CHAINS OF FINANCE: HOW INVESTMENT MANAGEMENT IS SHAPED

A new book co-authored by Ivey Assistant Professor Diane-Laure Arjaliès, *Chains of Finance: How Investment Management is Shaped**, uncovers the intricacies of the global investment management industry.

Investment management firms control assets totalling \$100 trillion, equivalent to about one year of total global economic output, and that power has a massive impact on the economy and society. The authors show that investing today is no longer about individuals directly buying shares or bonds to build a nest egg. Instead, their money flows through a long chain of intermediaries who influence how it is spent and take a share of the profits, but may have little understanding of the ultimate destination.

The authors call for reforms to investment management similar to those implemented in the banking industry after the 2008-09 financial crisis. Sustainable development requires a financial industry that cares about the long-term success of its investment decisions, which means investment practices that bring in returns for the beneficiaries through channeling money toward the development of a sustainable real economy.

READ MORE: GO.IVEY.CA/CHAINSOFFINANCE

* Co-authors: Philip Grant (University of Edinburgh), Donald MacKenzie (University of Edinburgh), and Ekaterina Svetlova (University of Leicester)

IVEY PROFESSOR WINS THE PAGE PRIZE FOR SUSTAINABILITY TEACHING



Ivey Assistant Professor Diane-Laure Arjaliès was recognized with a Page Prize teaching award for her course, *Assessing the Broader Impact of Business*.

The Page Prize, awarded by the Darla Moore School of Business at the University of South Carolina, recognizes educators with well-designed, innovative courses on sustainability topics. Arjaliès, who is one of two grand-prize winners, created a course that demonstrates sustainable and responsible business practices through hands-on learning, using fieldwork and case studies. To date, her students have gained impact assessment experience through work with farmers, Syrian refugee programs, social enterprises, investment funds, and Indigenous reserves.

READ MORE: GO.IVEY.CA/ARJALIESPAGEPRIZE

INNOVATION

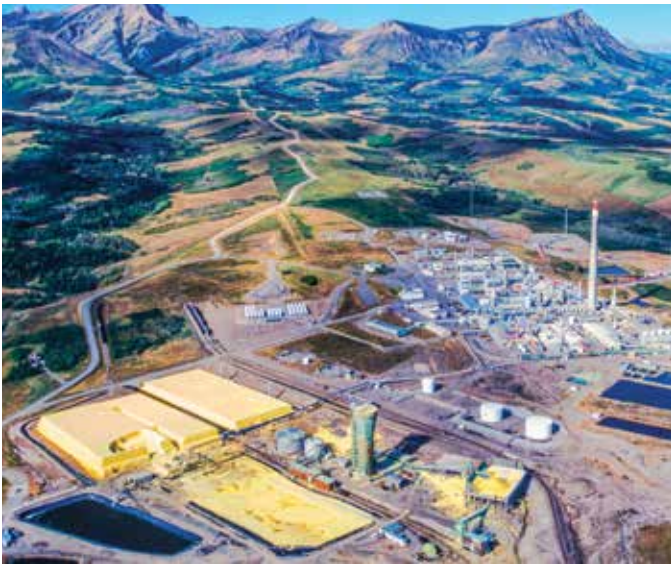


SOCIAL SCIENCES AND HUMANITIES RESEARCH COUNCIL (SSHRC) INNOVATION PROJECT

Tima Bansal, Director of the Centre for Building Sustainable Value, is leading a large SSHRC-funded research project* to understand what supports or limits sustainability-oriented business innovation. In Canada, \$36.3 billion is spent annually on research and development. The project seeks to shift Canada's innovation agenda, so that innovation investments create shared value — simultaneous value for business and society.

The project focuses on engaged scholarship, whereby the research team works collaboratively with managers in partner organizations to develop a deep understanding of the innovation process. Two examples of this collaborative engagement with partners in 2018 are showcased below.

To encourage the use of this high-impact approach to research, the core research team partnered with researchers in the U.S., the Netherlands, Austria, Finland, and India to share methods and findings internationally. The public outputs from this project are reaching more than 27,000 managers, researchers, and students globally through the Network for Business Sustainability and its francophone office, Réseau entreprise et développement durable.



INNOVATION IN THE ALBERTA OIL SANDS

Innovation is key to a robust future for Alberta's oil sands.

Declining oil prices and heightened concerns for the oil sands' environmental footprint have motivated operators and governments to look for new ways to lower economic costs, mitigate environmental impacts, and enhance contributions to social outcomes, such as community employment and economic diversification.

The Innovation Project research team investigated the innovation processes within the oil sands, partnering with private operators (Cenovus, Suncor, Canadian Natural Resources Limited), Canada's Oil Sands Innovation Alliance, Alberta Innovates, and Natural Resources Canada. The research built a detailed understanding of how the industry approaches innovation and identifies barriers to adopting new technologies and more radical innovations for sustainability. The analysis suggested industry associations and government agencies play key roles in accelerating collaboration and overcoming barriers by building an innovation ecosystem and changing mindsets.



ENHANCING THE FUZZY FRONT END OF THE INNOVATION PROCESS

Engaging clients is important in defining problems, planning projects, and seeding innovation.

This part of an innovation process is often called the fuzzy front end, and is arguably the most important aspect. By engaging clients effectively in the fuzzy front end, organizations can see problems in new ways, leading to new opportunities and more impactful solutions.

In collaboration with the National Research Council Canada (NRC), Ivey researchers explored how 10 of the best organizational innovators – including 3M, Fraunhofer, IBM, MaRS, SRI International, and Xerox – engaged their clients at the start of the innovation process to reach systemic solutions for sustainable development. The research identified 10 best practices. Organizations leading innovation can incorporate these best practices when working with clients to define problems and co-create sustainability solutions. Engaging clients for collaborative innovation created shared value – value for the contracted organization, the client, and society.

* Core research partners: Principal Investigator: Tima Bansal (Ivey Business School). Co-Investigators: Joel Gehman (University of Alberta), Marie-France Turcotte (Université du Québec à Montréal), Sylvia Grewatsch (Ivey Business School), and Garima Sharma (University of New Mexico)



CANADIAN BUSINESS FRONTIERS CONFERENCE

How can we ensure disruptive technologies, such as electric vehicles, robotic financial advisors, and artificial intelligence applications in health care, have a positive impact on Canadians?

This topic was discussed by 150 cross-sectoral business, government, and non-profit leaders at Ivey's Canadian Business Frontiers event on November 9 in Toronto.

The event convened more than 20 influential speakers from Canada's energy, health care, data, and finance sectors. Attendees heard about the state of technology in each field, resulting in a cross-sector learning experience. The group then broke into sector-specific discussions on how to shape the future of technology in their industry.

Keynote speakers David Blood, Co-founder and Senior Partner of Generation Investment Management; Iain Stewart, President of the National Research Council of Canada; and the Honourable Elizabeth Dowdeswell, Lieutenant Governor of Ontario, grounded these conversations by reinforcing the importance of considering long-term sustainability and valuing input from affected stakeholders.

READ MORE: GO.IVEY.CA/FRONTIERS



LEADING THROUGH DISRUPTIONS

As leaders struggle to understand the disruptive changes occurring, Ivey researchers are helping to frame the conversations about the effects of disruption on people, organizations, and society.

For the past year, Professor Tima Bansal, Director of the Centre for Building Sustainable Value; along with Professor Eric Morse, Executive Director of the Pierre L. Morrissette Institute for Entrepreneurship; and Professor Gerard Seijts, Executive Director of the Ian

O. Ihnatowycz Institute for Leadership, conducted intensive interviews with 150 global leaders. The goal was to gauge the impact of disruption on the public, private, and not-for-profit sectors.

At the Future of Business Education Evening at the Shangri-La Hotel in Toronto on November 8, the researchers shared their findings on the implications for organizations and business schools, before an alumni audience.

READ MORE: GO.IVEY.CA/DISRUPTIONROUNDTABLES

SUPPLY CHAINS

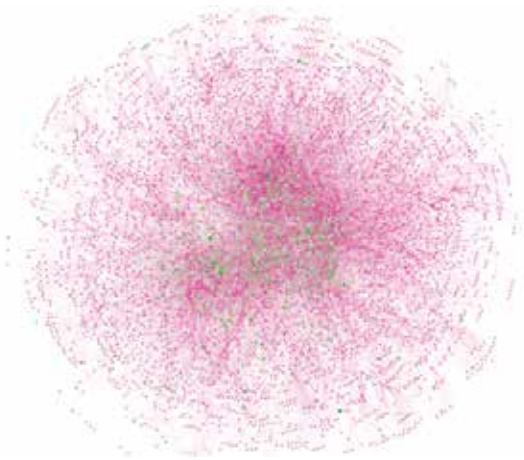


IVEY IDEA FORUM: SUPPLY CHAIN 2030

Supply chains in the year 2030 will look very little like those of the year 2000. Already, multinationals are making sweeping changes to the way they design, create, and move products, in response to competitive, environmental, and societal pressures. However, much work remains. Supply chains remain stuck in a linear mode, which is wasteful for the economy and harmful to the environment.

The Supply Chain 2030 Ivey Idea Forum, led by Assistant Professor Jury Gualandris in November, looked at the challenges and opportunities of moving towards a more circular economy, where materials are more readily recovered and reused along the supply chain. The event convened senior representatives from major businesses (Unilever, Interface) and not-for-profit organizations (The Natural Step, Smart Prosperity) who shared their insights into driving change in supply chains. The discussions showcased the launch of the Canadian Circular Economy Leadership Coalition initiative, exploring how new models of inter- and intra-organizational collaboration can enable transformation.

READ MORE: [GO.IVEY.CA/SUPPLYCHAIN2030](https://go.ivey.ca/supplychain2030)



COLLECTIVE ESG DISCLOSURE IN 189 SUPPLY CHAINS

Under increased pressure for supply chain transparency, suppliers are making different choices in terms of publicly disclosing their environmental, social, and governance (ESG) practices and performance.

Assistant Professor Jury Gualandris examined this effect through an extensive mapping of global supply chains, in research presented in November at the Institute for Operations Research and the Management Sciences Annual Conference. The analysis identifies ESG disclosure patterns across 189 supply chains, involving 3,114 suppliers and 20,504 supply relationships.

Gualandris and his co-authors* found that when suppliers in the chain operate in close clusters (for example, in the electronics industries), they experience competitive tensions that limit ESG disclosure. 'Co-opetition' within and between clusters increases the threats of competence spill-overs and competitors' imitation, limiting suppliers' willingness to share with the public relevant information about ESG practices and performance. Similarly, it is more difficult to develop shared norms and expectations around ESG disclosure in supply chains that comprise firms from different industrial sectors. Insights from his analysis reveal how to structure and regulate complex multi-tier supply chains to support transparency.

* Co-authors: Annachiara Longoni (ESADE Business School) and Davide Luzzini (EADA Business School)

DELIVERING TRANSFORMATIONAL CHANGE: ALIGNING SUPPLY CHAINS AND STAKEHOLDERS IN NGOS

Work on how supply chains affect sustainable development often centres on the actions of multinational corporations. However, innovative new research by Professor Robert Klassen and Assistant Professor Jury Gualandris uses a supply chain perspective to examine how non-governmental organizations (NGOs) deliver on their mission to drive sustainability and social change. The paper in the *Journal of Supply Chain Management* examines how major international NGOs assemble and manage complex supply chains of local NGOs and for-profit firms to provide the necessary resources and skills to achieve their objectives. The paper highlights real-world cases, including Oxfam's Behind the Brands, and Women.Food.Climate initiatives. The research shows how NGOs can enhance the alignment in their supply chains and improve their impact.



THOUGHT LEADERSHIP & OUTREACH

THOUGHT LEADERSHIP

Examples of how Centre for Building Sustainable Value faculty are leading global thinking on business and sustainable development.

BROWNWASHING: WHY ARE SOME FIRMS HIDING THEIR SUSTAINABLE PRACTICES?



Business is often accused of greenwashing (i.e. exaggerating environmental performance). But why are some companies engaging in the opposite practice — brownwashing — and understating their environmentally-friendly practices and achievements? Ivey Assistant Professor Wren Montgomery is a co-investigator* in two SSHRC-funded research

projects to explain how and why firms engage in brownwashing and the impact on consumers, employees, and managers. The research studies the wine industry in Ontario and California. Initial findings suggest diverse reasons for brownwashing. It could be that sustainable practices are taken for granted because they are part of quality production. Or firms might worry people think organic labels indicate poor quality. This research is relevant for business leaders and policy-makers seeking to improve sustainability performance through enhanced public disclosure.

* Co-investigators: Jennifer Robertson (Western University) and Tom Lyon (University of Michigan)

DRIVING SUSTAINABILITY THROUGH PURPOSE



Associate Professor Oana Branzei is leading global thinking on why organizations can benefit from having a sense of purpose. Branzei's research reveals why it's important to consider others. Engaging with others helps organizations find purpose, stay true to it, and collaborate across previously insurmountable divisions to discover shared purpose. The research was showcased in a recent double issue of *Journal*

of *Business Venturing*, the top entrepreneurship journal, which Branzei co-edited.

Much of Branzei's work focuses on certified B Corporations, a global movement of more than 2,500 businesses that are externally verified to meet high standards of social and environmental performance, public transparency, and legal accountability. While certifications have some limitations, she finds both entrepreneurial and established firms can benefit from making our world better. B Corporations create more inclusive opportunities and add social and civic performance to traditional economic metrics. These findings* were recently showcased in the *Academy of Management Discoveries*.

Branzei has convened major events, for both academic and practitioner audiences, on purposeful organizations. She also features B Corporation cases in her EMBA and HBA classes and through her leadership of the Ivey Sustainability Certificate.

* Co-editors: Simon Parker (Ivey), Ed Gamble (Montana State University), and Peter Moroz (University of Regina)

2018 PUBLICATIONS

Arjaliès, D-L.; Bansal, P.	"Beyond numbers: How investment managers accommodate societal issues in financial decisions", <i>Organization Studies</i> .
Bansal, P. ; Kim, A. K.; Wood, M. O.	"Hidden in Plain Sight: The Importance of Scale on Organizational Attention to Issues", <i>Academy of Management Review</i> .
Bowen, F.; Bansal, P. ; Slawinski, N.	"Scale Matters: The Scale of Environmental Issues in Corporate Collective Actions", <i>Strategic Management Journal</i> .
Branzei, O.; Parker, S. C. ; Moroz, P. W.; Gamble, E.	"Going pro-social: Extending the individual-venture nexus to the collective level", <i>Journal of Business Venturing</i> .
Cui, V.; Vertinsky, I.; Robinson, S.; Branzei, O.	"Trust in the Workplace: The Role of Social Interaction Diversity in the Community and in the Workplace", <i>Business and Society</i> .
Gibassier, D.; Rodrigue, M.; Arjaliès, D-L.	"Integrated Reporting Is Like God: No One Has Met Him, but Everybody Talks About Him.' The Power of Myths in the Adoption of Management Innovations", <i>Accounting, Auditing and Accountability Journal</i> .
Golini, R.; Gualandris, J.	"An empirical examination of the relationship between globalization, integration and sustainable innovation within manufacturing networks", <i>International Journal of Operations and Production Management</i> .
Gu, Y.; Liu, M.; Naoum-Sawaya, J. ; Crisostomi, E.; Russo, G.; Shorten, R.	"Pedestrian-Aware Engine Management Strategies for Plug-In Hybrid Electric Vehicles", <i>IEEE Transactions on Intelligent Transportation Systems</i> .
Gualandris, J.; Klassen, R. D.	"Delivering transformational change: aligning supply chains and stakeholders in non-profit organizations", <i>Journal of Supply Chain Management</i> .
Hartmann, J.; Vachon, S.	"Linking Environmental Management to Environmental Performance: The Interactive Role of Industry Context", <i>Business Strategy and the Environment</i> .
Koerber, R.; Rouse, M. J. ; Stanyar, K.; Pelletier, M.	"Building Resilience in the Workforce", <i>Organizational Dynamics</i> .
Konrad, A. M.	"Denial of racism and the Trump Presidency", <i>Equality, Diversity and Inclusion: An International Journal</i> .
Lyon, T.; Delmas, M.; Maxwell, J.; Bansal, P. ; al., E.	"CSR Needs CPR: Corporate Sustainability and Politics", <i>California Management Review</i> .
Moroz, P. W.; Branzei, O.; Parker, S. C. ; Gamble, E.	"Imprinting with purpose: new pro-social opportunities and B Corp certification", <i>Journal of Business Venturing</i> .
Raz, G. ; Souza, G.	"Recycling as a Strategic Supply Source", <i>Production and Operations Management</i> .
Schad, J.; Bansal, P.	"Seeing the Forest and The Trees: How a Systems Perspective Informs Paradox Research", <i>Journal of Management Studies</i> .
Taylor, K.; Vachon, S.	"Empirical research on sustainable supply chains: IJPR's contribution and research avenues", <i>International Journal of Production Research</i> .
Vergne, J-P. ; Wernicke, G. W.; Brenner, S. H. B.	"Signal incongruence and its consequences: A study of media disapproval and CEO overcompensation", <i>Organization Science</i> .

Highlighted names are Ivey faculty and students

NETWORK FOR BUSINESS SUSTAINABILITY

Overview: The Network for Business Sustainability (NBS), founded within the Centre for Building Sustainable Value, is a growing network of more than 7,000 researchers and managers committed to advancing sustainable business. Businesses need access to rigorous, relevant research to support their decisions and actions, and researchers need to understand real-world business challenges to ask relevant questions. NBS aims to shape management practice and research with the resources it produces and the dialogue it facilitates.

IVEY CENTRE FOR BUILDING SUSTAINABLE VALUE

NBS BY THE NUMBERS



Launched in
2006



160,000
Website visits in 2018



7,000
Newsletter subscribers



22,000
Social media followers

CLEAN50 AWARD: COMPETITOR COLLABORATION

In December, the Network for Business Sustainability won a Clean50 Top Project Award for its work on competitor collaboration. The Clean50 Awards recognize individuals and projects for their contributions to sustainable development or clean capitalism in Canada. Awardees come from numerous industries, academia, government, and advocacy groups. The award convener is consultancy Delta Management Group.

NBS won for its Collaborating with Competitors project. These online tools show businesses how to work with competitors to create sustainability solutions. It can be difficult for companies to build trust and share intellectual property. NBS guidance shows companies how to protect individual interests while working for the common good.

READ ABOUT THE PROJECT: GO.IVEY.CA/COMPETITORCOLLABORATION

NBS SUSTAINABILITY CENTRES COMMUNITY WORKSHOP AT CORNELL'S NYC CAMPUS



In June, leaders of sustainability centres from business schools around the world gathered for the NBS Sustainability Centres Community workshop in New York City.

The NBS Sustainability Centres Community was launched in 2012 in response to the need for greater centre collaboration in research, teaching, and engaging with business to drive more sustainable business models and practices. More than 150 sustainability centres from around the world are now Community members.

The biannual workshop, held in 2018 at Cornell Tech in New York City, convened 80 centre leaders from six continents and discussed shared challenges and opportunities related to centre management, teaching, research, and outreach.

CONFERENCES & AWARDS

2018 AWARDS

Professor Tima Bansal named a Fellow of the Royal Society of Canada (RSC)

Founded in 1882, the RSC comprises the Academies of Arts, Humanities, and Sciences of Canada. There are more than 2,000 Canadian scholars, artists, and scientists, elected by their peers in recognition of outstanding scholarly, scientific, and artistic achievement. Election to the RSC's academies is the highest honour a scholar can achieve in the arts, humanities, and sciences. Bansal was formally inducted in a ceremony in Halifax, N.S. in November.

Professor Tima Bansal wins teaching innovation award

Bansal was also recognized by the Aspen Institute Business & Society Program for her innovative teaching in the area of sustainability. The **Ideas Worth Teaching Awards** honour extraordinary teaching in business education across the globe. Bansal was chosen for her work integrating sustainability teaching throughout the MBA program. The award was presented at an event called Working Towards Shared Prosperity: An Academic-Executive Dialogue, held in Ann Arbor, Mich. in October.

OTHER AWARDS OF NOTE:

DIANE-LAURE ARJALIÈS:

- NFP Symposium Best Paper Award ("Can Accounting Save Nature(s)? The Case of Endangered Species") – Ryerson University (July 2018);
- Best Paper Award, Established Scholar Category ("Can Accounting Save Nature(s)? The Case of Endangered Species") – CSEAR North America (June 2018); and,
- 2017 Page Prize (Teaching) (*Assessing the Broader Impact of Business course*) – Darla Moore School of Business, University of South Carolina (June 2018).

OANA BRANZEI:

- Outstanding Reviewer Award – *Academy of Management Review* (August 2018); and,
- Routledge Best Paper Award in Social Partnerships – International Cross Sector Social Interactions Symposium (June 2018).

TIMA BANSAL:

- Responsible Research in Management Award ("Short on Time: Intertemporal Tensions in Business Sustainability") – RRBM and IACMR (March 2018).

JURY GUALANDRIS:

- Outstanding contribution in reviewing by *Journal of Operations Management* (2018).



2018 IVEY SUSTAINABILITY CONFERENCE

The purpose of the Ivey Sustainability Conference, co-ordinated by Assistant Professor Diane-Laure Arjaliès, is to create an inclusive community of scholars who are eager to push the frontiers of knowledge towards sustainable development. Researchers from all disciplines and career stages participate in the conference. At a time when intellectual discourse can be divisive, the conference builds safe, stimulating arenas for the scientific community to engage and grow intellectually. Held in December, the conference included presentations from Jerry Davis (Michigan), Andreas Hoepner (University College Dublin), Janelle Knox-Hayes (MIT), and Dirk Matten (York).

STUDENT PROGRAMS & ACTIVITIES

HBA SUSTAINABILITY CERTIFICATE

“As business students, we’re often taught to evaluate organizations based on their financial success and ability to turn a profit. While these are undeniably important, maximizing profit doesn’t always need to be an organization’s primary motivation. Putting social and environmental needs at the forefront of one’s pursuit can be just as important.”

– Eliana Viner, 2020 HBA candidate and member of the HBA Sustainability Certificate



In September, the HBA Sustainability Certificate welcomed its 10th cohort of certificate students. The HBA Sustainability Certificate is an RBC-funded set of events and academic requirements led by Associate Professor Oana Branzei.

The theme of this year’s program was Indigenous Knowledge. In addition to taking sustainability-oriented courses, students heard from Indigenous leaders; experienced traditional ceremonies, such as smudging and a sweat lodge; and ate Indigenous cuisine.

Throughout the program, the students learned about the Seven Grandfather Teachings: Wisdom, Love, Respect, Bravery, Honesty, Humility, and Truth, and how these principles can and should guide their experiences as future business leaders.

READ ABOUT THE CERTIFICATE: [GO.IVEY.CA/HBASUSTAINABILITYCERTIFICATE](https://go.ivey.ca/hbasustainabilitycertificate)

IVEY STUDENTS GO TO THE UNITED NATIONS



Ivey students Emma Hogeterp and Sanket Mehta don't just want to learn about social development issues, they want to solve them.

Hogeterp, HBA/Huron Global Studies '19 candidate; and Mehta, MBA '18 candidate, attended the 2018 Winter Youth Assembly at the United Nations (UN) headquarters in New York City. The three-day conference brought together around 1,000 youth volunteers from more than 100 countries to discuss the importance of innovation, civic engagement, and collaborative partnerships. The 21st session of the annual event focused on Innovation and Collaboration for a Sustainable World, and looked in depth at the UN 2030 Agenda for Sustainable Development.

Both Mehta and Hogeterp have extensive social development experience and emphasize that their Ivey education helped prepare them for this opportunity. Mehta previously worked with non-profit organizations in India, is the former president of the MBA Program's Ivey Social Impact Club, and is looking to start his own social enterprise. He led the MBA Ivey Impact Day in August 2017. Hogeterp is an HBA Sustainability Certificate student and organized the inaugural Social Impact Conference. She also participated in a ME to WE trip to Kenya while in high school and a trip to Ghana through Ivey's *Ubuntu Management Education Initiative*. While in Ghana, she wrote a business case on iSpace, a startup hub that provides funding and support to entrepreneurs.

IVEY SOCIAL IMPACT CONFERENCE



Ivey's sold-out inaugural Social Impact Conference in January helped students find ways to combine their business skills and passion for making a social impact. Ivey Connects, Ivey Not-For-Profit Club, and Ivey Sustainability Club teamed up to provide students with a full day of interactive learning about career opportunities with a purpose.

RBC sponsored the event and opened it by discussing the opportunities it offers to students interested in social enterprise. London Brewing Co-op hosted the Social Co-operative Workshop, which challenged students to use their critical thinking skills to explore ideas around democracy in the workplace.

Students explored a variety of fields, such as impact investing, social finance, and not-for-profit entrepreneurship. The conference culminated with a pitch competition where teams presented solutions to a real-life, real-time, social business problem. Local industry sponsors provided impact-based prizes for the student competitions.

PHD SUSTAINABILITY ACADEMY



The PhD Sustainability Academy, co-hosted by the Ivey Business School and Alliance for Research on Corporate Sustainability (ARCS), convenes 15 promising PhD students and senior researchers championing path-breaking research on sustainability across disciplines using diverse theoretical and methodological approaches. The students receive intensive feedback on their research projects. The Academy is convened and hosted by Associate Professor Oana Branzei.

The 11th PhD Academy was held in October and featured a global panel of leading researchers, including Marya Besharov (Cornell), Tobias Hahn (ESADE), Paul Tracey (Cambridge), Maxim Voronov (York), and Charlene Zietsma (Penn State).

IVEY SUSTAINABILITY ADVISORY COUNCIL

The Advisory Council provides advice and inspiration to the Centre's Executive Director and faculty in the aim of deepening and expanding the Centre's impact and reach. It is composed of forward-thinking leaders from business, government, and not-for-profit organizations. A number of the Advisory Council members are Ivey alumni.

RICHARD DICERNI, CHAIR EXECUTIVE-IN-RESIDENCE, IVEY

MARIA AUBREY VP BUSINESS AND PROFESSIONAL SERVICES, NRC

JOHN BAYLISS, HBA '99 SENIOR VP LOGISTICS, WALMART CANADA

ANDY CHISHOLM, MBA '85 BOARD DIRECTOR, ROYAL BANK OF CANADA, AND CHAIR, IVEY ADVISORY BOARD

SARAH EVANS, HBA '81 FOUNDER, OXFORD YOUTH LAB

KIRSTEN FELDMAN, MBA '84 TRUSTEE, ENVIRONMENTAL DEFENSE FUND

MICHAEL JANTZI CEO, SUSTAINALYTICS

JOS SCHMITT DIRECTOR, NEO EXCHANGE

READ MORE: [GO.IVEY.CA/BSVADVISORYCOUNCIL](https://go.ivey.ca/bsvadvisorycouncil)

IVEY LEADERSHIP ON SUSTAINABILITY

First major Canadian business school to include sustainability in its core MBA curriculum in 2003

Founded the Network for Business Sustainability in 2006

Founded the Centre for Building Sustainable Value in 2007

Hosted the PhD Sustainability Academy since 2007

Subscribed to the Principles of Responsible Management Education since 2011

Only Canadian business school with a Canada Research Chair in Business Sustainability since 2012

FUNDERS RECOGNITION

Corporate/individual:

Beryl M. Ivey Fund for Corporate Social Responsibility
Bob Britney Lecture Fund
CIFAR
RBC Foundation
Robert L. Kerr

Government:

Mitacs
National Research Council of Canada
Social Sciences and Humanities Research Council

PARTNERS RECOGNITION

Corporate/individual:

3M Canada Company
Canada's Oil Sands Innovation Alliance
Canadian Natural Resources Limited
Cenovus Energy
Suncor Energy Foundation

Government:

Alberta Innovates
Natural Resources Canada

Academic:

L'Université du Québec à Montréal
University of Alberta

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