

IVEY CENTRE FOR BUILDING SUSTAINABLE VALUE ANNUAL REPORT 2019



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DIRECTOR'S MESSAGE



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

On June 30, 2020, I will be stepping down as the Director of the Centre for Building Sustainable Value to return to being a regular faculty member. After founding the Centre 15 years ago and directing it ever since, I am very excited about trying something new.

And, there is much to celebrate over the last 15 years, which has put Ivey at the forefront of business schools in sustainability teaching, research, and impact on practice.

In teaching, we have introduced groundbreaking, award-winning interdisciplinary curriculum in all Ivey programs. As far as I know, Ivey is among the very few business schools worldwide to offer sustainability-related content in all its core professional programs. And, since 2003, all Ivey students have embodied Ivey's mission to "contribute to the societies in which we operate" by contributing more than 100,000 hours in volunteer time.

In research, more than one third of our faculty research sustainability-related issues. Sustainability is at the core of our research community, not just on the periphery, with researchers who are among the world's best.

And, in terms of impact on practice, the Network for Business Sustainability continues to thrive, as it translates some of the most important research into practice. We also pivoted in recent years to tackling critical systems issues in sustainable

finance, innovation, and the circular economy. I can already start to see important movements in these areas.

People have asked me why I'm stepping down. I have helped Ivey to reach a significant peak in this mountain range of which I am proud. But as the magnitude of sustainability issues grows and becomes increasingly urgent, I want to tackle the issues with greater agility, speed, and flexibility than I have now. In the next few years, I will try to find my own public voice through books, blogs, and social media. I hope to advance systems thinking in businesses and business schools, which I believe will help businesses advance sustainable development to create value for themselves and society.

Ivey is among the leaders in business schools, pushing the frontiers of sustainability research, teaching, and impact on practice. Ivey is firmly positioned to help businesses and business schools create value not just for business, but for the prosperity for all, today and tomorrow. I am excited about supporting the new Director, when s/he is announced.

Tima Bansal
Director, Centre for Building Sustainable Value

ABOUT US

The Ivey Centre for Building Sustainable Value was founded in 2005 under the leadership of Tima Bansal. It seeks to advance sustainable development through high quality thought leadership and teaching.

The sustainability agenda is shaping the future of business. What was once considered on the margins of business thinking is now central. Organizations need to understand and act upon the principles of sustainable development in order to thrive.

To learn more about our approach, please visit go.ivey.ca/bsvaboutus.

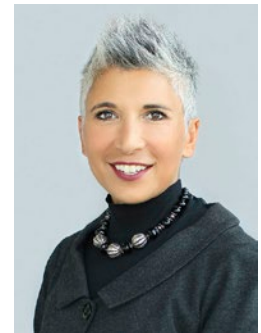
FACULTY



Bob Andersen
Professor and Associate Dean,
Faculty Development



Diane-Laure Arjaliès
Assistant Professor of Managerial
Accounting and Control



Tima Bansal
Professor of General Management



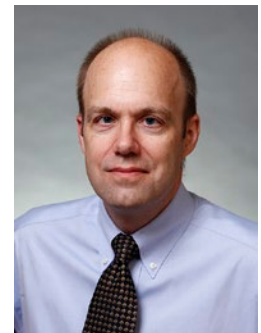
Oana Branzei
Professor of Strategy



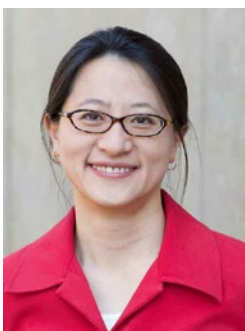
Nadine de Gannes
Assistant Professor of Managerial
Accounting and Control



Jury Gualandris
Assistant Professor of Operations
Management & Sustainability



Rob Klassen
Professor of Operations
Management



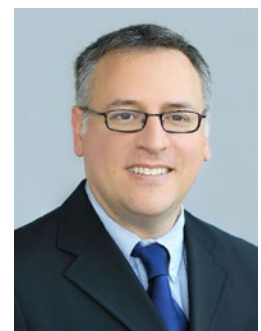
Deishin Lee
Associate Professor of Operations
Management & Sustainability



Wren Montgomery
Assistant Professor of Sustainability
& General Management



Nouri Najjar
Assistant Professor, Business,
Economics, and Public Policy



Gal Raz
Associate Professor of Operations
Management

STAFF



Julia Bevacqua
Centre Coordinator

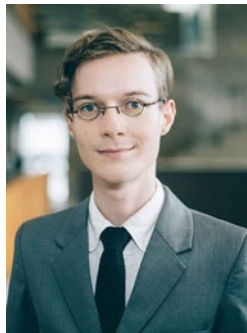


Chelsea Hicks-Webster
Operations Manager



Matthew Lynch
Director of Strategic Partnerships

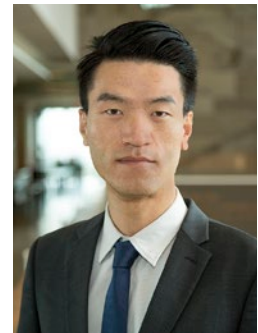
DOCTORAL STUDENTS



Julian Barg



Nahyun Kim



Haitao Yu

POST-DOCTORAL FELLOWS



Sylvia Grewatsch



Juyoung Lee

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

IVEY SUSTAINABILITY ADVISORY COUNCIL

The Advisory Council provides advice and inspiration to the Centre's Executive Director and faculty with 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 alumni.

In 2019, the Advisory Council formed sub-groups for each of the Centre's priority areas to provide additional guidance on program development and scaling impact.

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

STRATEGIC PRIORITIES

The Centre for Building Sustainable Value has identified three areas of thought leadership that will catalyze transformational systems change in Canada and beyond: sustainable finance, innovation, and the circular economy.

This report highlights the Centre's work in these areas in 2019.

For sustainable development, financial markets must drive business innovation for a circular economy

SUSTAINABLE FINANCE



Assistant Professor Diane-Laure Arjaliès is working with a consortium of diverse partners to develop an innovative financial tool to help conserve southern Ontario's natural environment.

The Thames Conservation Impact Bond, the first instrument of its kind in Canada, will incent investments in high-quality natural infrastructure. The initiative involves a unique group of partners, including Carolinian Canada, Chippewas of the Thames First Nation, Thames Talbot Land Trust, and VERGE Capital.

Arjaliès played a leading role in the design of the bond and the development of its impact assessment framework.

A conservation impact bond brings together three key partner groups. The first comprises habitat partners (e.g., environmental NGOs) that develop a vision of a healthy ecological landscape. The second group comprises community outcome partners (e.g., governments) that agree to pay a set amount, with no expectation of monetary returns, over time for the development of the healthy ecological landscape. The third group is impact investors that agree to pay up front for the delivery of the healthy landscape portfolio, with the expectation of a return on capital if the outcomes are achieved.

Once the funds from the impact investors are received, the habitat partners start to build a healthy landscape. As progress continues, a third-party evaluator assesses the outcomes to

determine the funds that community outcome partners will contribute toward the returns made to impact investors.

The result is a financial infrastructure that supports the natural infrastructure and ecosystem health, aligning the interests of a diverse community of actors aiming to work for a better planet.

In the Canadian context, the conservation impact bond model has significant potential to attract limited public and non-profit resources through blended finance mechanisms to scale up investment in conservation and natural resource solutions. This model is particularly exciting as it also catalyzes partnerships and aligns interests among local community members, including the Indigenous communities who rely on the land.

Arjaliès is now evaluating the efficacy and impact of the bond, working with Ivey students as well as community-based research to understand how the bond can reconcile Indigenous and non-Indigenous communities' perceptions of value and ecosystems. This work can help identify other opportunities for the conservation impact bond to protect local ecosystems in Canada and beyond.

LEARN MORE: go.ivey.ca/conservationtool

THE EXPERT PANEL ON SUSTAINABLE FINANCE



Andy Chisholm, MBA '85, Chair of the Ivey Advisory Board and member of the Ivey Sustainability Advisory Council, participated in the four-member Expert Panel on Sustainable Finance, which published its final report in June 2019.

Convened by Canada's Minister of Environment and Climate Change and Minister of Finance, the panel was tasked to consult with Canada's financial market participants and other stakeholders on the opportunities and challenges

related to sustainable finance, including climate-related disclosures. The other members of the panel were Tiff Macklem (Chair), Kim Thomassin, and Barbara Zvan.

The Expert Panel's final report, *Mobilizing Finance for Sustainable Growth*, presents a package of practical, concrete recommendations focused on spurring the essential market activities, behaviours, and structures needed to bring sustainable finance into the mainstream in Canada.

The report highlights that Canada has a strong, diversified, and resource-rich economy; a world-leading financial sector; and excellent capacity for innovation. By harnessing these advantages, Canada can be among the leaders in the global transition to a sustainable future as a trusted source of solutions, expertise, and investment.

IVEY FACULTY MEMBER APPOINTED TO THE UN GLOBAL COMPACT EXPERT NETWORK

In 2019, Assistant Professor Diane-Laure Arjaliès was appointed to the United Nations (UN) Global Compact Expert Network, an international advisory group comprised of approximately 70 cross-sectoral experts.

The UN Global Compact is a global initiative aimed at helping corporations achieve the UN Sustainable Development Goals (SDGs). The Expert Network advises on business sustainability trends and challenges. The group's input directly shapes the Global Compact programs and activities.

Arjaliès will bring her expertise in accounting for sustainable development to help build an oversight program that will measure corporate commitments to the SDGs. This work builds on previous research conducted with Delphine Gibassier (University of Birmingham), who was also recently appointed to the Expert Network.

LEARN MORE: go.ivey.ca/unglobalcompact

IVEY COURSE WINS "IDEAS WORTH TEACHING" AWARD

Assessing the Broader Impact of Business, a course developed and delivered to HBA students by Assistant Professor Diane-Laure Arjaliès, was recognized with a 2019 Ideas Worth Teaching Award.

This innovative course combines theoretical frameworks with significant fieldwork to enable students to evaluate the social, environmental, and economic impacts of an organization or project on society.

The award was offered by the Aspen Institute Business and Society Program, which highlighted the course as one of 10 academic initiatives selected from around the globe that prepare future business leaders to tackle society's largest challenges and create a more inclusive version of capitalism.

Beyond simply measuring profitability and driving revenue, many organizations today want quantifiable metrics of their effect on the world around them. These are increasingly important measures for investors, customers, and potential employees. Unfortunately, the tools and practices to help leaders understand their organization's impact are not fully developed.

Assessing the Broader Impact of Business equips HBA students with the latest skills and insights to conduct their own impact assessments in both the for-profit and not-for-profit sectors. To date, Arjaliès' students have gained impact assessment experience through work with local farms, Syrian refugee programs, social enterprises, investment funds, and Indigenous reserves.

LEARN MORE: go.ivey.ca/impactassessmentaspenaward

INNOVATION



IVEY INNOVATION LEARNING LAB

In October 2019, the Centre for Building Sustainable Value launched the Ivey Innovation Learning Lab. The Lab is a major new initiative convening leading organizations from the private and public sectors in Canada to “innovate the innovation process.”

The Lab consortium recognizes that the world is facing profound disruption. The knowledge and tools of the past will not necessarily help humanity navigate the future, or solve the urgent and complex challenges facing organizations and societies. To chart a way forward, the Lab therefore deploys a cutting-edge approach to executive education, joining senior leaders and academics to co-create ideas at the frontier of knowledge.

The first session was held in October and featured Peter Senge, a world-renowned management academic and author. Senge led discussions on how organizations can use systems thinking to reframe approaches to learning and innovation.

The Lab will run for five years, 2019-2024. The consortium will meet quarterly over that time, building insights on the previous sessions. Each session is animated by a world-class thought

leader and includes discussion on the latest best practices and research, leveraging Ivey’s own work on innovation and disruption.

The Lab currently has 19 organizations enrolled from diverse sectors: 3M; Ashoka Canada; Bell Canada; Co-operators Insurance; CPA Canada; Georgian Partners; Interac; Innovation, Science and Economic Development Canada; Maple Leaf Foods; Mattamy Homes; McConnell Foundation; National Research Council Canada; NGen; Ontario Teachers’ Pension Fund; Royal Bank of Canada; SAP Canada; Suncor; Triovest; and Walmart Canada.

Ivey delivers the Lab in partnership with MaRS Discovery District.

LEARN MORE: go.ivey.ca/learninglab



SUSTAINABILITY SALON

In June 2019, the Centre for Building Sustainable Value launched a virtual Sustainability Salon. This meeting place brings together sustainability researchers from around the world every quarter to discuss cutting-edge research.

By assembling the community virtually, researchers save travel time, travel costs, and carbon emissions. At the same time, researchers are learning the process of engaging a virtual community to facilitate rich conversations mediated through technology. In this way, Ivey is “walking the talk” by innovating for sustainability.

More than 80 participants from six continents took part in the two salons held in 2019. These first sessions focused on the study of sustainable innovation at various systems levels and public-private collaborations for innovation.

LEARN MORE: go.ivey.ca/thesustainabilitysalon



INNOVATION PROJECT RECOGNIZED BY PRESTIGIOUS AWARD

The SSHRC Innovation Project (see next page) was “Highly Commended” at the 2019 International Green Gown Awards. Endorsed by UN Environment, the Green Gown Awards recognize exceptional sustainability initiatives at universities and colleges across the globe.

The honour was announced at a ceremony in New York City on July 10, 2019. The category, Benefiting Society, recognizes the powerful and innovative ways educational institutions are realizing their purpose in today’s society to benefit the lives of individuals, communities, and wider society.

LEARN MORE: go.ivey.ca/greengowns

SOCIAL SCIENCES AND HUMANITIES RESEARCH COUNCIL (SSHRC) INNOVATION PROJECT

Professor Tima Bansal, Director of the Centre for Building Sustainable Value, is leading a large SSHRC-funded research project* to develop research and instruments that stimulate sustainability-oriented business innovation. The project seeks to shift Canada's innovation agenda, so that innovation investments create shared value – that is, simultaneous value for business and society.

The project applies engaged scholarship, whereby the research team works collaboratively with managers in partner organizations to develop a deep understanding of the innovation process. Rather than standing on the side, observing managers, the research team engages deeply with managers in the innovation process.

Two examples of this collaborative engagement with partners in 2019 are showcased at the right.

LEARN MORE: go.ivey.ca/innovatingforsustainability

* Core research partners include Joel Gehman (University of Alberta), Marie-France Turcotte (Université du Québec à Montréal), Sylvia Grewatsch (Brock University), and Garima Sharma (University of New Mexico).



INNOVATING FOR SUSTAINABILITY THROUGH A SYSTEMS LENS

Finding solutions to the grand challenges of the 21st century is not easy. Challenges such as climate change and inequality are complex and organizations are calling for a more holistic way to address them. Systems thinking simply means understanding the wider context in which a problem is embedded. Instead of treating problems in isolation, systems thinking recognizes the interactive and dynamic relationships that connect people to one another and to the natural environment.

Led by former postdoctoral fellow Sylvia Grewatsch, the research team worked closely with MaRS Solutions Lab in Toronto to understand how and when to use systems thinking to foster more sustainable innovations.



RETHINKING THE NEW PRODUCT INNOVATION PROCESS

The traditional stage-gate new product innovation process does not support sustainable development because it narrows a company's focus to short-term sales.

For innovation to advance sustainable development, companies need to spend more time understanding the problems they are seeking to solve as well as the environmental and social contexts in which they occur; this includes, for instance, considering how megatrends like climate change or resource scarcity may shape a new product and will, in return, be shaped by the product.

Led by Professor Tima Bansal, the research team studied the application of the stage-gate new product innovation process at a leading global manufacturing company. The team identified aspects of the innovation process that inhibit innovation for sustainability and recommended improvements to the process.

CIRCULAR ECONOMY

INFORMING NATIONAL POLICY ON THE CIRCULAR ECONOMY

In March 2019, Assistant Professor Jury Gualandris was invited to the Circular Economy Experts Roundtable, convened by the federal government in Ottawa.

In attendance was a select group of Canadian academics, experts, and policy-makers. The purpose of the meeting was to inform Canadian policy-makers about transitioning toward a circular economy and to establish research priorities to guide government decision-making. The two-day meeting included discussions on topics like natural resources and the circular economy, measuring circularity, and the role of innovation throughout these processes.

Gualandris provided opening remarks during a session on Canada's unique position in transitioning to the circular economy. He outlined some of the barriers that Canada faces in advancing sustainable supply chains. For example, Canada's abundance of natural resources makes the cost of source materials lower than the cost of recycling. Therefore, he explained, for Canada to take advantage of the circular economy, there must be more transparency within and across supply chains to identify opportunities for trade of waste material and investment in waste reduction.



LEARNING FROM IKEA'S AMBITIOUS CIRCULAR ECONOMY AGENDA

In March, Professor Rob Klassen, Assistant Professor Jury Gualandris, and PhD candidate William Diebel met with IKEA Canada senior managers as part of a select group invited for a candid exchange on the company's circular economy initiatives. IKEA, seen as one of the global corporate leaders on the circular economy agenda, has established a bold ambition to become fully circular by 2030.

During the session, representatives from IKEA Canada shared lessons from their circular economy journey and discussed current programs, such as the Sell-Back Service, that are helping to make the circular economy a reality.

The event was organized by the Circular Economy Leadership Coalition, a non-profit organization that promotes Canada's role as a frontrunner in adopting sustainable solutions for a circular economy. The coalition is made up of diverse leaders from the corporate, non-profit, academic, and government sectors.

LEARN MORE: go.ivey.ca/ikeacirculareconomy



IVEY LAUNCHES NEW PROGRAM TO HELP REDUCE FOOD AND PLASTICS WASTE

In 2019, Assistant Professor Jury Gualandris launched a major research program that will partner with industry to help reduce food and plastics waste in the Canadian agri-food sector.

Nearly 60 per cent of food produced in Canada is wasted annually, equating to a loss of \$49 billion a year. Moreover, food packaging significantly contributes to the 3.84 million tonnes of plastics generated every year in Canada, of which only 12 per cent is currently recycled. Despite growing efforts by both private and public organizations in tackling waste, the transition toward more circular supply chains that capably reduce waste – or “close the loop” – remains remarkably slow.

By partnering with leading firms, including Walmart Canada and Maple Leaf Foods, small and medium enterprises, and circularity brokers like Centre de transfert technologique en écologie industrielle (CTTÉI) and Enviro-Stewards, this project examines how firms can better identify economic opportunities in waste and build agile, enduring processes that extract and capture economic value from waste. The program seeks to leverage Ivey’s unique research expertise in sustainable supply chains and its convening power to support new innovations and promote systems solutions.

PUTTING THE “NETWORK” IN SUPPLY NETWORK

In August 2019, Assistant Professor Jury Gualandris presented at a key session on the future agenda for supply chain research at the Academy of Management conference, the world’s largest annual gathering of management researchers.



Gualandris’ presentation focused on innovative techniques to map and measure the complex, extended structures of modern supplier networks. These new approaches can provide key insights into sustainability and innovation performance and understanding the opportunities for transitions toward circularity.

Other presenters included top supply chain researchers from around the world: Steve Borgatti (University of Kentucky), Tom Choi (Arizona State University), Marat Davletshin (University of Arkansas), Kevin Dooley (Arizona State University), Jon Johnson (Arizona State University), Annachiara Longoni (ESADE Ramon Llull University), and Davide Luzzini (EADA Business School).

IN THE MEDIA

OUR ADDICTION TO “STUFF”

In an article published by *The Conversation*, Professor Tima Bansal and Assistant Professor Jury Gualandris reflect on the amount of “stuff” that gets consumed in North America throughout the year, but especially during the holiday season. They argue that, as with drug dealers, there is no incentive for retailers to stop “pushing” their stuff. Unfortunately, what is good for these retailers is ultimately bad for consumers – and the planet.

The circular economy represents an important path to a more sustainable future, which requires suppliers to produce stuff that lasts longer, biodegrades faster, and/or can be repurposed more efficiently. But transitioning into a more circular economy may not always be economically valuable for retailers.

Consumers can help by demanding that retailers consider their upstream supply chains, and their downstream waste. Retailers must be held responsible for ensuring the products they sell are reintroduced into the supply chain and not just disposed of in landfills. Retailers like IKEA and Patagonia are already leading initiatives of this kind, but more need to follow.

LEARN MORE: go.ivey.ca/addictiontostuff



HOW SUSTAINABLE AND CIRCULAR PROCUREMENT CAN TAKE OFF

This podcast from the Network for Business Sustainability features a conversation between Assistant Professor Jury Gualandris; Frances Edmonds, Head of Sustainable Impact at HP Canada;

and Monica Da Ponte, founder of boutique consultancy Shift & Build. These three champions of sustainable and circular procurement discuss what these terms mean and paint a picture of how they can change the world.

“Let’s use the capitalist system to make the invisible hand of the market work for us in the space. If procurement had sustainability requirements, pretty quickly, businesses in Canada would respond. Business is really good at responding to what our customers ask us to do.” – Frances Edmonds

LEARN MORE: go.ivey.ca/sustainableprocurement

RESEARCH & OUTREACH

RESEARCH

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

TRANSFORMING HEALTH EDUCATION TO ACHIEVE GLOBAL SUSTAINABLE DEVELOPMENT



The Sustainable Development Goals (SDGs) are universal targets that United Nations members agreed to meet by 2030. The 17 goals are intended to encourage sustainable development by fulfilling present demands while simultaneously improving future outcomes for people and the planet.

The SDGs set ambitious goals for improving health and education outcomes

globally. Associate Professor Nicole Haggerty, along with Western University co-author, PhD student Shannon L. Sibbald, highlights the need to look critically at health-care education delivery in the *Journal of Education for Sustainable Development*. Society needs to produce health-care professionals who can help deliver the SDG targets, and also lead the systems transformation that these goals will require.

Haggerty argues that case-based learning – the teaching method used at Ivey – should play a critical role in the future of medical education. Case-based learning fosters critical thinking and develops lifelong learning skills. It requires students to accept responsibility for their own learning while providing the vehicle to confront complex and practical situations. It is through students' analysis and evaluation of cases that experiential learning captures the complexity and systemic issues involved in decision-making.

Haggerty concludes that health-care pedagogy should embrace case-based learning techniques to realize sustainable development and the healthy planetary goals.

ARE CORPORATIONS HIDING THEIR POLLUTING ACTIVITIES IN SUBSIDIARIES?



Ivey researchers are focusing the spotlight on an organizational phenomenon that has important managerial and public policy implications – one that has also escaped the attention of most managers and researchers to date. Firms are becoming more multilayered, so that parent companies own subsidiaries, which own other subsidiaries, resulting in a cascading pyramid of ownership.

The researchers are able to show that many such companies are hiding their pollution-intensive activities in distant subsidiaries, thereby keeping the reputation of the parent company “clean.” For example, Dow Chemicals may appear to produce relatively few emissions, but an analyst should consider the environmental emissions of its subsidiaries across the entire chain of ownership.

Postdoctoral fellow Juyoung Lee and Professor Tima Bansal are studying the environmental implications of this so-called multilayered subsidiary form (MLSF). Their findings indicate that parent companies create liability firewalls between parents and subsidiaries, relieving parent companies of the responsibility for their subsidiaries' ecological footprint. These researchers also found that greater policy stringency in either the parent company's or the subsidiary's jurisdiction will lead parents to push their pollution further down the corporate hierarchy.

This research is focusing the spotlight on an organizational phenomenon that has important managerial and public policy implications for sustainability.

2019 PUBLICATIONS

Agrawal, V.; Lee, D.	The Effect of Sourcing Policies on Suppliers' Sustainable Practices, <i>Production and Operations Management</i>
Arjaliès, D-L.	We Shouldn't Just Be Insuring Buildings, We Need to Insure Our Wetlands, <i>The Hill Times</i>
Arjaliès, D-L. ; Durand, R.	Product Categories as Judgment Devices: The Moral Awakening of the Investment Industry, <i>Organization Science</i>
Bansal, P.	Sustainable Development in an Age of Disruption, <i>Academy of Management Discoveries</i>
Beamish, P. W. ; Peng, G.; Nkongolo-Bakenda, J. M.	Ethical Issues in Japanese Foreign Direct Investment in Developing and Developed Countries, in Leonidou L., Katsikeas C., Samiee S., Leonidou C., <i>Socially responsible international business: Critical issues and the ways forward</i> , September edition, Edward Elgar Publishing (chapter)
Col, B.; Patel, S.	Going to Haven? Corporate Social Responsibility and Tax Avoidance, <i>Journal of Business Ethics</i>
Critchley, G. ; Zaric, G. S.	The Impact of Pharmaceutical Marketing on Market Access, Treatment Coverage, Pricing, and Social Welfare, <i>Health Economics</i>
DesJardine, M.; Bansal, P.	One Step Forward, Two Steps Back: How External Evaluations Can Shorten Organizational Time Horizons, <i>Organization Science</i>
DesJardine, M.; Bansal, P. ; Yang, Y.	Bouncing Back: Building Resilience Through Social and Environmental Practices in the Context of the 2008 Global Financial Crisis, <i>Journal of Management</i>
Heyes, A.; Rivers, N.; Schaufele, B.	Pollution and Politician Productivity: The Effect of PM on MPs, <i>Land Economics</i>
Jarrodi, H.; Byrne, J. ; Bureau, S.	A Political Ideology Lens on Social Entrepreneurship Motivations, <i>Entrepreneurship and Regional Development</i>
Jeffrey, J.; Thomson, M.	Integrating Negative Social Cues in Tobacco Packaging: A Novel Approach to Discouraging Smokers, <i>Journal of Consumer Affairs</i>
Kim, A.; Bansal, P. ; Haugh, H.	No Time Like the Present: How a Present Time Perspective Can Foster Sustainable Development, <i>Academy of Management Journal</i>
Lee, D. ; Tongarlak, M. H.	Upcycling Fresh Food Items in Retail Operations, in <i>Reference module in materials science and materials engineering</i> , Elsevier (chapter)
Ortiz-de-Mandojana, N.; Bansal, P. ; Aragon-Correa, J. A.	Older and Wiser: How CEOs' Time Perspective Influences Long-Term Investments in Environmentally Responsible Technologies, <i>British Journal of Management</i>
Parker, S. C. ; Gamble, E.; Moroz, P. W.; Branzei, O.	The Impact of B Lab Certification on Firm Growth, <i>Academy of Management Discoveries</i>
Poldner, K.; Branzei, O. ; Steyaert, C.	Fashioning Ethical Subjectivity: The Embodied Ethics of Entrepreneurial Self-Formation, <i>Organization, Organization</i>
Rivers, N.; Saberian, S.; Schaufele, B.	The Effect of Public Transit on Air Pollution: Evidence from Canadian Transit Strikes, <i>Canadian Journal of Economics</i>
Seijts, G. H.	Schools Need to Value Good Character, Not Just Intelligence, <i>Globe and Mail</i>
Seijts, G. H. ; Byrne, A.; Crossan, M. M. ; Gandz, J.	Leader Character in Board Governance, <i>Journal of Management and Governance</i>
Shafiq, A. ; Johnson, P. F. ; Awaysheh, A.	Emerging Economy Sourcing: Exploring the Use of Purchasing Teams and Enforcement of Supplier Social Practices, <i>International Journal of Production Economics</i>
Sibbald, S. L.; Haggerty, N.	Integrating Business and Medical Pedagogy to Accomplish the Sustainable Development Goals, <i>Journal of Education for Sustainable Development</i>
Whelan, J.; Hingston, T.; Thomson, M.	Does Growing up Rich and Insecure Make Objects Seem More Human? Childhood Material and Social Environments Interact to Predict Anthropomorphism, <i>Personality and Individual Differences</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 8,000 researchers and managers committed to advancing sustainable development in business. Businesses need access to rigorous, relevant research to support their decisions and actions, and researchers need to understand real-world business challenges in order to ask relevant questions. NBS aims to shape management practice and research with the resources it produces and the dialogue it facilitates. In 2019, 84 sustainability leaders shared their insights through NBS, including 60 researchers and 24 business leaders. NBS's contributors are diverse, from senior managers of major companies like HP and Danone to change makers in smaller social enterprises, such as Digital Divide Data.

NBS BY THE NUMBERS



Launched in
2006



155,000
Website visits in 2019



8,000
Newsletter subscribers



24,000
Social media followers



NBS PODCASTS

NBS is increasingly using podcasts as a communications tool for sharing new insights and engaging the network. These podcasts can feature experts with complementary views on a topic, or alternatively, speakers with very different views, catalyzing debate and building on different perspectives to advance creative thinking.

The following podcasts were two of NBS's most popular from 2019:



IS CORPORATE SUSTAINABILITY BROKEN?

This podcast tackles the question of whether corporate social and environmental actions are meaningful developments or just empty gestures. It features Brad Zarnett, founder of the Toronto Sustainability Speaker Series, who calls corporate sustainability activities, "a small fix from within a broken system." He is joined by Andy Hoffman, a professor at the University of Michigan's Ross School

of Business, who sees companies moving in a more genuinely positive direction. Throughout the conversation, Zarnett and Hoffman discuss how financial markets are stressing the planet and the role of the government in weaker markets.

LISTEN TO THE PODCAST: go.ivey.ca/iscorporatesustainabilitybroken

ADVANCE SUPPLY CHAIN SUSTAINABILITY THROUGH SUPPLIER DEVELOPMENT

This podcast features a conversation between Assistant Professor Jury Gualandris; Annukka Dickens, Director of Human Rights and Supply Chain Sustainability at HP; and Marco Baren, Senior Head of Supplier Development, Supplier Sustainability and Operational Excellence at Philips. The three discuss how "supplier development" – a practice where companies don't just audit their suppliers, but work with them to improve – can accelerate supply chain sustainability. Dickens and Baren also explain how HP and Philips are implementing supplier development and what it will take to adopt this approach more broadly.

LISTEN TO THE PODCAST: go.ivey.ca/supplierdevelopment



NBS THOUGHT LEADERSHIP

NBS is committed to showcasing ideas from top thought leaders that push readers' thinking and spark meaningful conversations about important business sustainability questions. A prime example of this type of content is *From Tima's Desk*. Launched in 2019, this series of articles by NBS Executive Director Tima Bansal features commentary about articles she has read, observations, and conversations that have piqued her interest and provoked her thinking. To the right are some recent articles in this series.

FROM TIMA'S DESK:

WHY I NO LONGER BELIEVE IN THE STAKEHOLDER PERSPECTIVE (NOVEMBER 2019)

A stakeholder perspective often forces companies to choose favourites. A systems perspective is better for everyone.

SOME REASONS FOR OPTIMISM (SEPTEMBER 2019)

As governments fail to speak up on sustainability, new voices are filling the void.

IS THE EXPERIENCE ECONOMY THE ANSWER? (JULY 2019)

Consuming "stuff" is unsustainable. Will consuming "experiences" get us to sustainable development?

DOES CONTINUOUS GROWTH MEAN ULTIMATE COLLAPSE? (MAY 2019)

Business growth may be the problem, but attacking growth is not the solution.

LEARN MORE: go.ivey.ca/fromtimasdesk



SCALING IMPACT COMMITTEE

NBS is focused on making a global impact through research and practice. To further support this ambitious agenda, NBS has constituted the Scaling Impact Committee, a group of 10 sustainability leaders from industry, academia, and the NGO sector. The committee will provide frequent feedback on how NBS can make its content and activities more impactful.

10 LEADERS

CONFERENCES & AWARDS

2019 AWARDS AND RECOGNITIONS

DIANE-LAURE ARJALIÈS

- Aspen Ideas Worth Teaching Award for the course, *Assessing the Broader Impact of Business*;
- Community Engaged Learning Award for the course, *Assessing the Broader Impact of Business*; and,
- Mary Parker Follett Award – Highly Commended for the paper, “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.”

TIMA BANSAL

- Best Reviewer Award, *Academy of Management Perspectives*;
- Best Article Award, *California Management Review*, CSR Needs CPR: Corporate Sustainability and Politics; and,
- SO! WHAT award for the best SO!apbox essay, *Strategic Organization*, “Business Sustainability: It Is About Time.”

WREN MONTGOMERY

- Member of the Board, iWATER Technologies (Irvine, California).

PhD SUSTAINABILITY ACADEMY



LEARN MORE: go.ivey.ca/phdacademy2019

The 12th annual PhD Sustainability Academy, co-hosted by the Ivey Business School and the Alliance for Research on Corporate Sustainability (ARCS), convenes promising PhD students and senior researchers championing path-breaking research on sustainability across disciplines using diverse theoretical and methodological approaches. The students received intensive feedback on their research projects. The Academy is organized and hosted by Professor Oana Branzei.

This year's Academy was held in November and featured a global panel of leading researchers, including Sophie Bacq (Indiana University), Caroline Flammer (Boston University), Joep Cornelissen (Erasmus University Rotterdam), Anita McGahan (University of Toronto), and Jeffrey York (University of Colorado Boulder). These researchers provided valuable advice to 16 high-calibre PhD students representing universities from six different countries.



2019 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 toward sustainable development. At a time when intellectual discourse can be divisive, the conference builds safe, stimulating arenas in which the scientific community can engage and grow intellectually. This year's conference centred on the role of artists in transforming practices toward sustainable development, and how academics can learn from such practices.

Held in December, the conference included presentations from Daniel Beunza (Cass Business School), Kevin Dooley (Arizona State University), Wendy Espeland (Northwestern University), and Klaus Weber (Northwestern University). The conference also featured artwork and presentations from Samuel Compain-Eglin, Laura Dirk, Mark Stebbins, and Patrick Mahon.

LEARN MORE: go.ivey.ca/sustainabilityconference2019



STUDENT PROGRAMS & ACTIVITIES

HBA SUSTAINABILITY CERTIFICATE



In September 2019, the HBA Sustainability Certificate welcomed a new cohort of certificate students. The HBA Sustainability Certificate is an RBC-funded set of events and academic requirements led by Professor Oana Branzei.

The theme of this year's program was "truth and reconciliation." In addition to taking sustainability-oriented courses, students were led by Indigenous women leaders and knowledge-keepers in traditional ceremonies, such as smudging, drumming, and a sweat lodge followed by a feast.

LEARN MORE: go.ivey.ca/hbasustainabilitycertificate

IVEY SOCIAL IMPACT CONFERENCE

Ivey's second annual student-led Social Impact Conference took place in February and provided students with a comprehensive toolkit to jumpstart their careers in the impact space. Conference topics included social finance, corporate social responsibility, environmental sustainability, and moral leadership.

The conference was made up of various keynote speeches, panels, workshops, and networking opportunities. The first keynote was delivered by James Temple, Chief Corporate Responsibility Officer at PricewaterhouseCoopers, who spoke about the necessity of a collective effort balancing responsibility and strategy. The second address was given by Narinder Dhami, the Managing Director of the LEAP Pecaut Centre for Social Impact, who explained the social finance spectrum and highlighted LEAP's work in scaling up projects related to health, education, and employment.

During a panel session hosted by Assistant Professor Diane-Laure Arjaliès, speakers from the World Bank, the Rumie Initiative, and the Upside Foundation spoke candidly about challenges within the impact space, and the increasing influence of technology in addressing social problems.

The conference also included two skill-building workshops led by CoPower and Wealthsimple where students explored topics like green finance and the democratization of wealth through hands-on activities.

LEARN MORE: go.ivey.ca/sic2019



PHD STUDENT PROFILE: HAITAO YU



As a member of an ethnic minority from the Tibetan Plateau, Haitao feels a strong sense of belonging to the place where he originated. But he also regards himself as a global citizen after 10 years of studying and working in the field of business and sustainable development on three continents. His doctorate research reflects this dualistic sense of identity, investigating the question of how organizations contribute to sustainable development between local and global efforts.

Yu is conducting ethnographic research with two organizations embedded in two communities – one on the Tibetan Plateau and one in an Indigenous community in Canada. The organizations have developed unique strategies to foster economic prosperity while preserving their local natural and cultural heritage in relation to globalization.

Through his research, Yu aspires to offer organizations insights for achieving sustainable development in an increasingly globalizing world.

PHD STUDENT PROFILE: JULIAN BARG



Julian Barg researches the organizational behaviour of firms with regard to their environmental impacts – namely, how firms improve their environmental footprints, and why they might fail to do so.

Barg is currently studying pipeline operators and oil spills. His work poses the question of why oil spills are taken for granted as part of pipeline operations. If organizations are capable of great things – such as learning how to send objects

into space in a few years' time – why have pipeline operators not learned how to operate pipelines without leaking oil?

Barg is exploring two key areas: pipeline operators' improvements of their environmental footprint over time; and the general acceptance (or "taken-for-grantedness") of oil spills, and how this attitude might be changed. He applies a diverse array of quantitative methods to explore these questions, such as web scraping, natural language processing, geographic information systems, and interactive dashboards.

SOCIAL VENTURE CASE COMPETITION

In January, more than 30 students participated in the inaugural Social Venture Case Competition, hosted by Ivey Connects and the HBA Social Impact Club and funded by RBC. Of the 20 cross-disciplinary teams that applied for the competition, seven were selected to participate.

Students were asked to think big. They were challenged to come up with a business model that would help Canada get to net-zero emissions. Students had two days to prepare their pitches before presenting them to judges from RBC, the Atmospheric Fund, Mastercard Advisors, Pillar Nonprofit Network, and the London Environmental Network.

The first-place idea was an app that uses an incentive program to encourage urban commuters to take public transit instead of driving. The runner-up was a device that helps buildings track utilities usage through wall plugins to encourage reductions in energy usage and financial savings.

LEARN MORE: go.ivey.ca/socialventurecase



FUNDERS RECOGNITION

Funders & Partners Recognition:

Foundations & Not-for-Profits

Ashoka Canada

Beryl M. Ivey Fund for Corporate Social Responsibility

CPA Canada

MaRS Discovery District

McConnell Foundation

RBC Foundation

Individuals:

Andy Chisholm, MBA '85

Robert L. Kerr

Government:

ISED Canada

Mitacs

National Research

Council of Canada

Natural Resources Canada

Social Sciences and Humanities Research Council

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