McGill University’s Desautels Faculty of Management is recognized internationally for its excellence in sustainability and values-based research, as well as for its teaching and outreach activities. Over the last reporting period, we have continued to work across educational, business, governmental and non-governmental organizations to contribute to a vibrant network of collaborators motivated by knowledge creation, mobilization and action in sustainability.

In 2018, Desautels received a gold standing in its EQUIS reaccreditation process with sustainability, ethics and responsible management identified as institutional strengths. In the same year, the Corporate Knights Better World MBA Ranking placed Desautels 16th in the world for its integration of sustainability into its program curricula.

These Faculty achievements dovetail with core elements of McGill University’s overarching mission. McGill has a robust sustainability strategy, Vision 2020, which outlines concrete targets that are both ambitious and realistic. The University is also accredited as a gold member of the AASHE Sustainability Tracking, Assessment and Rating System (STARS). In September 2019, McGill joined the University Global Compact (UGC) group as a founding member. UGC is committed to contributing to “a collaborative platform of globally engaged universities and higher education associations working in partnership with the United Nations and other stakeholders to create a more sustainable future for all.” We are especially proud that the United Nations Environment recognized McGill in 2019 as the International Green Gowns Sustainability Institution of the Year for its commitments to reducing greenhouse gas emissions, consistent monitoring and community engagement.

While we recognize these achievements as significant, we are aware that there is still much headway that can be made. In particular, we are committed to further aligning Desautels programming and student/stakeholder experiences with sustainability issues, as well as supporting faculty research and outreach on such topics.

We are committed to considering closely what our students and society needs, along with how we can further support faculty and staff to become effective agents of change.

In doing so, a meaningful step for Desautels was to become a signatory and member in good standing of the United Nations Principles for Responsible Management (UN PRME) in 2017. At that time, we committed to:

- Develop enhanced programming and tools to help students cultivate a personal sense of purpose and the ability to think critically about complex management challenges and design solutions;
• Provide additional support and resources to faculty who are interested in integrating concepts of responsible management and sustainability within their course offering;

• Continue scaling the Managing for Sustainability programs at the undergraduate level while supporting students who wish to explore sustainability careers;

• Enhance mechanisms for engaging students at all levels in research and knowledge development with partner organizations and businesses;

• Improve communications and public awareness of Desautels contributions to responsible management;

• Further engage the vast network of alumni to increase awareness of sustainability initiatives at Desautels and encourage them to get involved.

Being a signatory to PRME is an important part of Desautels’ commitment to sustainable and responsible management. We are grateful to learn from and proud to participate within the global network of universities. This report describes our success in achieving these objectives for the next two years at McGill Desautels. It also details our priorities for the next reporting period.

Isabelle Bajeux-Besnainou
Professor of Finance
Dean, Desautels Faculty of Management
McGill University
**Principle 1: Purpose**

*We develop the capabilities of students to be future generators of sustainable value for business and society at large and work for an inclusive and sustainable global economy*

McGill Desautels is dedicated to fostering the sustainability- and solution-oriented leaders that the world needs. From awareness-building to profound learning experiences, we aim to provide learning environments and opportunities that cultivate responsible and future-ready managers. We are impressed by our students’ intelligence and ambition, as well as the impact they make through their studies and self-led initiatives. In this section, we celebrate and shine a light on student leadership and highlight select accomplishments of student-run organizations. This generation of students – regardless of their disciplinary focus or level of study – see sustainability action as personal and professional imperatives. Desautels students self-organize and create impressive venues for knowledge exchange, experimentation and solution making. This activity drives a culture for change within the university and beyond as they graduate and take on careers in all sectors in Montreal, Canada and globally.

**Desautels Sustainability Network**

The Desautels Sustainability Network (DSN) connects BCom students across clubs, groups and institutions to promote a culture of sustainable action within the McGill University and Montreal communities. DSN is a group of passionate students driven by sustainability challenges. They see sustainability as a crucial and profitable opportunity for businesses and aim to build a community that inspires strategic change through entrepreneurial initiatives.

**Net Impact (Desautels Chapter)**

Net Impact is a network of more than 11,000 new-generation leaders committed to using the power of business to improve the world. It is also one of the most innovative and influential networks of MBAs, graduate students and young professionals in existence today. Net Impact McGill Chapter offers an opportunity for members to broaden their business education and exposure to socially responsible organizations, refine their leadership skills through participation in socially responsible activities that give back to the community and, of course, build their network.

**Enactus McGill**

Enactus McGill is a group of talented and motivated students from McGill University striving to make a difference in their community and improve the quality of life through entrepreneurial action. This organisation is composed of students representing all faculties within McGill
University. Enactus strives to create a long-term impact on their communities and partner businesses. Whether it be by providing education to Syrian refugees, empowering young students to become entrepreneurs or improving the lives of the homeless through their recycling business, Enactus projects reach a diverse community both locally and nationally. Enactus McGill is proud to have recently initiated several unique entrepreneurial projects to benefit the Montreal community that address sustainability challenges like tutoring and mentorship for underprivileged youth, food waste in cafeterias and restaurants, as well as career and advising.

**MyVision McGill**

MyVision McGill educates undergraduate students about social innovation, provides consulting services to social entrepreneurs and runs a social enterprise called Learning is For Everyone. MyVision, which was initially launched at Desautels, has created chapters at several other Canadian universities and connects youth with professionals in the social impact space around the world.

**Desautels Women in Business and McGill MBA Women's Association**

Desautels Women in Business (DWIB) provides a platform for BCom students to explore the opportunities and careers available to them. They continuously expand upon their network of women interested in and already pursuing management careers; their network includes professionals, current students, professors and McGill Desautels alumni. Together, they aim to educate and inspire students to achieve their goals with confidence as they begin to shape their future careers.

The McGill MBA Women’s Association’s (MMWA) mission is to maximize the professional development of female students and alumni of the McGill MBA program through strategic engagement with the McGill community and broader Montreal networks. They enable networking opportunities, celebrate successful women in business and facilitate interactions with influential people.

**Recent successes:**

- The DSN is most known for its annual Desautels Business Conference on Sustainability (more in Section 6). More recently, DSN is working with faculty to mainstream sustainability principles throughout the BCom curriculum so any management student can learn to apply them. As a testament to their hard work alongside Desautels faculty members, the McGill Office of Sustainability awarded DSN the 2019 Catalyst Award for Connectivity, Governance & Administration—the highest recognition at McGill for leadership in sustainability.
• DWIB presents smaller events throughout the academic year that culminate in a major conference and networking event for students to gain exposure to and learn from women with advanced careers and accomplishments. DWIB was recognised by the Management Undergraduate Society in 2017 as a recipient of its Best Club Award.

• In September 2019, the Montreal Social Value Fund (MSVF) is launching the first student-led impact investment organization mentored by professional impact investors in Quebec. BCom students from Desautels, in partnership with students from other Montreal-based universities, led the charge to seek out professional advisors, as well as design and identify financial backing for the fund. The Montreal initiative comprises a larger student-led social impact investment movement, originating from the Sauder School of Business at the University of British Columbia.

Future objectives:

• We will include students in course and curriculum redesign as a means for harnessing their insight, perspective, and person power to advise on education and co-curricular activities related to sustainability.

• We will continue to support and partner with students on initiatives that raise awareness, deepen expertise and encourage their pursuit of sustainability-engaged practices and careers.

• We will support and encourage Desautels faculty and staff participation in student-led initiatives such as the Desautels Business Sustainability Conference, sustainability-awareness building activities like bootcamps and problem-solving endeavours like case competitions and hackathons led by students

Principle 2: Values

We incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

McGill Desautels offers specialized Managing for Sustainability programs at the BCom level, while environmental, social and governance learning spans Desautels programs. To put this into perspective, at least 47 BCom and 22 MBA courses at Desautels are entirely dedicated to sustainability topics or include significant sustainability learning.
BCom Program

At the BCom level, all students take core courses such as the Social Context of Business (MCGR 360), an introduction to business and the concepts of corporate social responsibility. Specialized courses available to BCom students across disciplinary programs include, for example, Technology and Innovation for Sustainability (INSY 455), Intro to Social Entrepreneurship and Social Innovation (MGPO 438) and Strategies for Sustainability (MGPO 440).

Desautels embeds sustainability, ethics and responsible management education within all our academic programs. Specialist programs like the Managing for Sustainability (MSUS) Major and Concentration at the BCom level are growing. They are among the largest sustainability-focused undergraduate management programs in Canada and are among a few specialist programs in the world. Access to this option is a differentiator when students choose Desautels for their studies. MSUS majors have access to experiential learning opportunities such as Sustainability Consulting (MSUS 401), Independent Study in Sustainability (MSUS 400), Systems Thinking (MUS 402) and Topics in Sustainability (MSUS 434). Majors also complete courses in the McGill School of Environment and the Department of Geography, which provide deeper exposure to the science and social scientific challenges that underpin sustainability.

MBA and Specialized Masters Programs

McGill Desautels MBA programs include several courses that enable sustainability awareness-building and learning. Examples include Cross-Cultural Management (ORGB 685) and Strategies for Sustainable Development (MGPO 640). Students in specialized Masters programs, such as the Global Manufacturing and Supply Chain Management (GMSCM) program, have CSR learning opportunities through electives such as Cross-cultural Management, Manufacturing and Environment and Managing Organizational Change.

McGill Desautels has launched several specialized Masters programs over the last five years. In the Masters of Management in Finance (MMF) program, courses include substantial references to ethical and responsible conduct in the finance and accounting realms. In Corporate Finance Theory (FINE 679), students are exposed to the conflict of interest between shareholders and debt-holders with regard to financing options; in Financial Statements (ACCT 604), students understand how financial reporting can affect financing and investment decisions.

PhD Program

At the PhD level, students have access to supervisors and elective courses in corporate social responsibility and sustainability that are not only offered at Desautels, but also at three Montreal-based universities that comprise the joint-PhD program. This also enables flexibility to bridge
formal supervision and informal mentorship on complex sustainability management topics across faculty experts. Currently, 67 students are registered in the PhD program.

**Executive Education**

The McGill-HEC Montréal Executive MBA offers issue-driven learning for seasoned executives that builds on their managerial experience. An integrated, multidisciplinary approach to leadership and management, the EMBA features a specialized module called the Sustainability Challenge, which is a formal deep dive into sustainability imperatives and the opportunities that arise from using sustainability as a lens for management practice.

The International Masters for Health Leadership (IMHL) brings together in an ongoing forum the best of practicing managers from all aspects of health and from all regions of the world. The International Masters Program for Managers (IMPM) is a dynamic work-connected program focusing on the mindsets that managers need in order to lead global organizations, including global non-profits and foundations. Both the IMHL and IMPM were designed under the leadership of Henry Mintzberg, Cleghorn Professor of Management Studies and Professor of Strategy and Organization, who has turned his influence as a strategic management scholar toward timely issues like rebalancing society for a more just and sustainable future. These topics, and many others, are woven throughout the IMHL and IMPM programs.

**Recent successes:**

- BCom student interest and enrolment continues to grow within the MSUS programs. In Fall 2019, 55 students are registered in the Major and 65 are registered in the Concentration.

- As an example of the innovative sustainability-focused courses offered at McGill Desautels, Professor Dror Etzion’s Sustainability & Environmental Accounting course at the BCom level won a 2017 Aspen Institute Business & Society Program Ideas Worth Teaching Award. The course incorporates existing multidisciplinary knowledge in corporate sustainability accounting to respond to the growing need among organizations to develop and implement management systems for social responsibility. Through a combination of lectures and experiential learning, students think critically about corporate cases that pertain to sustainability, and have an opportunity to analyze and interpret data, such as McGill University’s Greenhouse Gas emissions.

- Desautels offers experiential and community-based learning opportunities for students at all levels, many of which produce sustainability awareness and social impact outcomes. The new Masters of Management in Analytics (MMA) program, launched in Summer 2018, is an example of a rigorous new program that has successfully integrated
two experiential modules into the curriculum, one of which is with a local non-profit organization.

- Other consultancy-based experiential learning opportunities at Desautels include: Sustainability Consulting (MSUS 401), Not-for-Profit Consulting (MGPO 430 and BUSA 690), Leadership Practicum in the Social Sector (ORGB 401).

- Desautels Capital Management (DCM), Canada’s first student-run registered investment management firm, manages four funds valued at $8.5M total as part of a course-based opportunity for BCom students in the Honours in Investment Management Program. In 2018, DCM initiated a $2M socially-responsible investment (SRI) fund. The newly introduced SRI fund enables students to consider environmental, social, and governance criteria in the investment process more profoundly while underlining the centrality of corporate social responsibility (CSR) in industry.

Future objectives:

- University education through top degree programs attract the brightest students from Canada and internationally. As part of the McGill Bicentennial and BCom 100 fundraising plans that launched in September 2019, Desautels is committed to seeking out new funds from donors for need-based bursaries, in addition to performance-based scholarships and awards, to further improve accessibility to our programs and to reward excellence.

- We are committed to further exploring ways to integrate sustainability education into the BCom, MBA and specialized Masters programs through both specialized courses, and core classes that all students must complete prior to graduation. Desautels has begun a redesign of the MBA program that includes shifting sustainability education from a specialized pillar within the program to a more robust and mainstream transversal theme.

- We will conduct a program review to ease student completion of the MSUS Major and update course offerings to even better address industry needs while drawing upon student interests and faculty expertise. This program review and renewal was delayed following the departure of the previous MSUS faculty mentor. A new faculty recruitment has resulted in fresh leadership for the MSUS programs by Prof. Anna Kim, Assistant Professor, Strategy and Organization.

- The Bensadoun School of Retail Management (established in 2018) is seeking government approval for a new specialized Masters in Management Retailing (non-thesis). This program will provide students with the tools necessary to respond to and thrive in the rapidly changing and increasingly complex global business environment. With an international scope, the program aims to integrate diverse disciplines and provide experiential learning opportunities to shape the future of the sector, while promoting sustainability and healthier societies.
Principle 3: Methods
We create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Social- and sustainability-focused enterprise creation
The McGill Dobson Centre for Entrepreneurship is the hub of entrepreneurial activity at McGill University. Its mission is to find, teach and develop world-class entrepreneurs at McGill. Students, faculty and alumni are supported through tailored education, applied entrepreneurial frameworks and iterative mentorship. McGill founders create their enterprises to respond to specific needs, where gaps are to be found. Many establish social enterprises and others respond to sustainability challenges through their core mandate. Since 2008, 153 startups have been launched, resulting in 1,350 created jobs. Since 2018, C$200M has been raised by Dobson-founded startups. Dobson offers three core programs: the McGill Lean Startup Program, the Dobson Cup Startup Competition, the McGill X1 Accelerator, and the McGill Startup Tour. The Dobson Cup has four main tracks (social enterprise, innovation-driven enterprise, health science and small & medium enterprise) that act as a feeder to the other three, more selective, programs. Participants receive guidance and compete for C$150,000 in prize money. In 2017/18 UBI Global ranked the McGill Dobson Centre for Entrepreneurship 8th in the category of World Top Business Incubator - Managed by a University.

Internships
Desautels’ Career Services Center helps students find and review applications to external, paid internships. Several long-standing partnerships with organizations like the Emzingo Group and the UN International Labour Organization provide meaningful placement opportunities for students to gain real-world exposure and practice sustainable management. Another special internship program run by the Marcel Desautels Institute for Integrated Management enables BCom students to test their management knowledge within local and international social enterprise for a 10-week mentored placement. Over six cohorts comprising 70 BCom students have been placed in 40 organizations ranging from non-profits, foundations and benefit corporations that respond to environmental and social challenges.

BCom students are encouraged to study abroad and many do. In most BCom programs, students can receive three 400-level credits (the equivalent of one standard semester-long course) for completing an internship hosted by an external organization. A final report is submitted by the student to a Desautels-based faculty supervisor who evaluates the experience and assigns a grade with formal feedback from the internship supervisor at the host organization. In recent years, students have interned in Montreal and globally, often working on projects or within organizations with strong sustainability mandates.
As part of their degree, MBA students are required to participate in an international exchange or complete an internship or a practicum that is supervised by faculty. As with BCom students, this experience has broadened MBA student experience and exposure to the working world in various local and international contexts.

**Case competitions**

Desautels students compete and often place in case competitions, many of which involve problem-solving around sustainability challenges. Coached by Desautels faculty and staff, students also receive financial support from donors and the Office of the Dean of Management. Examples of sustainability-related competitions where Desautels regularly fields teams include the Hult Prize and the Corporate Knights-Schulich Business For A Better World Case Competition.

McGill Desautels runs several international case competitions each year including the following student-run competitions: the Desautels Microfinance Competition, McGill International Portfolio Challenge (since 2017), and the McGill Food Analytics Hackathon (since 2018). The newly established Bensadoun School of Retail Management launched its (R)Tech Global Retail Challenge in partnership with the Retail Industry Leaders Association (RILA) in 2018.

**Recent successes:**

- Desautels student achievement in international-level case competitions hosted by other institutions is undeniable. Increasingly, they are participating and placing in competitions that require sustainability-forward solutions. For example, in 2017 a team of Desautels MBA students placed 2nd in the Business for a Better World Case Competition, which took place at World Economic Forum in Davos, Switzerland. This was a transformative experience for the team including Yen Nguyen, Shubhangi Shahi, Fang Yang and Sandra Chang Urbina. Their winning proposal was to create Higher Education Right (HER) Bonds that would provide low cost loans, making it possible for low- and middle-income young women in India to access higher education.

- TeamMTL, a collaboration between students and faculty from McGill University and Concordia University, competed to construct the best solar-powered house for a competition called SOLAR DECATHLON CHINA 2018. Setting a winning record, the team won first prize in three categories, including Market Appeal, which was led by BCom students Roman Celac and Jiawei Lin.

- The McGill International Portfolio Challenge (MIPC) was launched in 2017. This student-run competition brings the world’s brightest students to Montreal to help solve the retirement-saving shortfall. Each year a complex, real-world case is developed by students in a course facilitated by Prof. Sebastien Betermier of the Finance Area. MIPC
has grown into the largest buy-side competition in the world. Professional investors, actuaries and academics have brought students to the table to help solve global problems where buy-side finance plays a critical role. The 2019 competition will focus on investments related to long-term sustainability. Eighty-seven teams from around the world are participating this year including from prestigious North American and international business/management schools (e.g. Wharton, Yale, Chicago, ESSEC, National University of Singapore, Lagos Business School). The portfolio challenge, presented in partnership with the Canada Pension Plan Investment Board (CPPIB) and many other premier global institutional investors, awards C$50,000 in annual cash prizes, and hosts parallel mentorship, recruitment and thought leadership sessions for students and the public.

- Officially launched in Winter 2018, MDIIM’s Integrated Management Student Fellows program connects Desautels faculty members with motivated BCom and MBA students to assist with research and partnership development projects. In addition to their work with faculty, students participate in seminars that allow them to connect with their peers, learn about management research, reflect on their personal sense of purpose and approach their studies with a newfound awareness and intention. Feedback from both faculty and students who participated in the inaugural cohort has been overwhelmingly positive. In four semesters, 41 Desautels faculty members have collaborated with 113 students (92 BCom and 21 MBA).

**Future objectives:**

- While many, but not all, case competitions and other experiential learning opportunities are run by students, they are guided and often supported by Desautels faculty who lend their academic expertise and serve as the glue that enables these activities to occur year over year and to thrive. McGill Desautels will enhance support to faculty members and students who create these important learning, idea generation and exchange opportunities. This support will come initially in the form of communication and partnership management assistance, dedicated project manager assistance and fundraising to ensure that every Desautels student and many others can participate in these enhanced learning opportunities.

- In Fall 2019, MDIIM is piloting a credit-based option of the Integrated Management Fellows Program for BCom students, which will enable larger and more diverse cohorts of students to participate. Dr. Anita Nowak is co-developing and piloting a year-long course in Fall 2019 and Winter 2020 with a group of 13 students who, in addition to working on faculty projects, will design and implement their own initiatives that address United Nations Sustainable Development Goals in Montreal. This academic year, at least 70 Desautels student will benefit from fellowship experiences. MDIIM aims to scale the
fellowship program to a credited experience for up to 100 BCom students per year in Fall 2020. A smaller number of MBA students (10-15/year) will continue to be paid since their course load is too heavy to include a course-based option. MDIIM has received interest from other McGill Faculties and will continue to identify projects in other McGill Faculties (Medicine, Law, Arts, Science, Engineering, Education, Religious Studies, Music) to accommodate the increase in student fellows.

- Renovations are currently underway for new research, teaching and partnership development spaces for the Dobson Center for Entrepreneurship and a retail innovation lab run by the Bensadoun School of Retail Management. These bright, functional spaces, on the main floor of the Bronfman Building — the historic heart and soul of McGill Desautels — have been designed from the ground up to enable project- and partnership-driven activity, spark curiosity and draw people — from students, to faculty, industry partners and mentors — in. Due to the nature of our Faculty, as a management school with scholars and students who are deeply interested in understanding nagging grand challenges, these repurposed spaces will no doubt become dedicated space for sustainability-focused solution-making. It is an ambitious objective to have these spaces ready for use in Fall 2020/Winter 2021, which is achievable only through the commitment made by the Desautels senior academic leadership team, our generous donors and Desautels staff who work tirelessly and meticulously to get the job done.

**Principle 4: Research**

*We engage in conceptual and empirical research that advances our understanding about the role, dynamics and impact of corporations in the creation of sustainable social, environmental and economic value.*

Desautels is home of some of the most respected management scholars, such as Henry Mintzberg, who is widely considered one of the most influential management thinkers in the world. Desautels prides itself on being a research-intensive management faculty that brings together scholars with a broad range of expertise, including mathematics, economics, psychology, sociology and technology. Together, they address in their work issues of great importance to not only the business community, but also to society.

**A selection of sustainability and CSR publications during the reporting period**


**Book chapters:**


**Research centers and institutes**

The Marcel Desautels Institute for Integrated Management (MDIIM) is home to the Faculty’s Social Economy Initiative and Sustainability Initiative, which brings together students, scholars and external partners to learn together, do research and provide outreach events around complex social and environmental challenges. During the reporting period, MDIIM’s research-support has emphasized small seed funding, grant development, project management and funding and administering student research opportunities through the Integrated Management Student Fellows Program.

The McGill Centre for the Convergence of Health and Economics (MCCHE) is a world-leading centre in promoting integrative and interdisciplinary solutions to diet-and lifestyle-related global health challenges. This approach seeks to control and prevent health problems in ways that
stimulate economic growth, by enabling innovation and transformation in diet and lifestyle, as well as in agriculture, food and health value chains, markets and systems. Led by Prof. Laurette Dubé, James McGill Chair and Professor of Marketing, faculty from Desautels, the Faculty of Medicine, the Faculty of Science and the Faculty of Agricultural and Environmental Sciences collaborate to explain and test a concept called convergent innovation (CI). CI is an approach that develops novel connections between business and other members of society to design an actionable understanding of what drives human behaviour. More specifically, CI provides more effective, affordable, sustainable and resilient solutions for impoverished and vulnerable individuals, households and communities.

Desautels is home to several general management- and area- (department) focused research centers that assemble faculty and students around nagging management questions. The Business & Management Research Centre (B&MRC) is an interdisciplinary research incubator that develops and funds several research initiatives like providing PhD students with seed and travel grants and hosting brownbag seminars. Other Desautels research centers are: Center for Strategy Studies in Organizations, Desmarais Global Finance Research Center, Management Science Research Center, McGill Dobson Center for Entrepreneurship and the McGill Institute for Marketing.

**Student research**

BCom and graduate students pursue research on sustainability and responsible management topics as part of their academic studies. Many programs include research or independent study courses that enable students to delve into a research topic over one semester. The Integrated Management Fellows Program (see above) further provides undergraduate and MBA students with research experience and mentorship on faculty-led projects. Graduate students are eligible for travel bursaries to participate in academic conferences. Examples of sustainability-focused thesis topics include: bioplastics policy, sustainable innovation, stimulation of socially-oriented markets and systematic impacts, and sustainability strategy in the water-energy nexus.

**Manulife Prize**

Since 2016 Manulife Prize for Promotion of Active Health, valued at $50,000 CAD, has been offered each year by McGill University through the stewardship of MCCHE to a Canadian academic whose research has contributed to understanding how factors such as physical activity, nutrition, fitness or psychosocial context can influence personal health and well-being (with research taking place within the last five years).
Recent successes:

- Over the past two years of the reporting period, ten new tenured and tenure-track faculty members with expertise related to sustainability, responsible management and ethics were hired at Desautels. Most of the new hires were done through regular area (i.e. department) recruitment processes, although some were specifically tied to management for sustainability, retail management, analytics and entrepreneurship recruitment processes. This demonstrates that bolstering sustainability-related expertise at Desautels is prioritized by the senior leadership and faculty members.

- Desautels professor Dror Etzion and his co-leads, professors Catherine Potvin (Science) and Jaye Ellis (Law), teamed up with the National Film Board of Canada and a Montreal-based production company to develop a platform that shares stories about the steps SMEs are taking on the path to environmental sustainability. For small and medium enterprises, acting sustainably means monitoring everything from where they source their furniture to the labour practices of their suppliers. The team is not limiting sustainable operations to reducing a business’s carbon footprint. They will instead use the UN Sustainable Development Goals (SDGs) as a framework; one that recognizes that ending poverty and stimulating economic development in underdeveloped regions goes hand in hand with preserving the world’s forests and oceans. This is the latest project to emerge out of the McGill Sustainability Systems Initiative (MSSI), which enables cross-disciplinary research and partnership activity across the University.

- Internal funds were awarded to early-stage sustainability-focused research activity and grant development production. Recipients over the last two years include: Dror Etzion (on sustainability within SMEs), Patricia Hewlin (on integration of minority and women-owned businesses into corporate supply chains), Suzanne Gagnon (on leadership development, social/diversity inclusion and organizational change) and Laurette Dubé (convergent innovation through AI and food systems).

- Through the generosity of donors, McGill and Desautels grant research chairs and scholars awards to faculty members to recognize and boost their research activity. These programs include, for example, endowed named chairs, James McGill Chairs, William Dawson Scholars, Desautels Faculty Fellows, Desautels Faculty Scholars, Bensadoun Scholars, and Desmarais Scholars. Eleven out of 18 awards to Desautels faculty members were held by researchers who are sustainability, CSR, ethics and responsibility experts in the 2019-20 academic year. Desautels awards eight graduate student fellowships each year. The Edith and Norman Strauss Fellowship in Professional Ethics in Business is specifically dedicated to students working toward leadership in responsible management.
Future objectives:

- Desautels research faculty continue to publish scholarly sustainability and values-based research in top-tier management journals.
- Desautels is committed to supporting interdisciplinary and sustainability-focused researchers throughout their careers.
- Desautels will continue to seek donor gifts for faculty research scholarships and academic chairs.
- Desautels will continue to actively recruit junior- and senior-level faculty members to grow its complement of tenure. Desautels aims to hire at least one more sustainability-focused scholar in the 2019-20 academic year through the Management for Sustainability recruitment in the Strategy and Organization Area.
- Desautels students will continue to have important research opportunities both through their coursework, thesis preparation, RAships and experiences like the Integrated Management Fellowship Program. Long-term financial sustainability of the fellowship program is a priority for the Faculty and will be necessary as the program scales and stabilizes.

Principle 5: Partnership

*We interact with business leaders to extend our knowledge of their challenges in meeting social and environmental responsibilities and to jointly explore effective approaches to meeting these challenges.*

Desautels engages in deliberate outreach and co-creation activities that aim to raise awareness, translate and better utilize knowledge, as well as effectuate positive social, economic and environmental action. The Faculty is committed to linking research to real-world issues and collaborating on traditional corporate initiatives while researching and developing best practices in areas where management is required to improve sustainability outcomes and the general betterment of society at international, national and local levels. Through its various centres, institutes, student services and partnerships with the corporate community, Desautels has built significant local and global connections. The Faculty's long-standing relationships with top global executives and employers, in addition to global and local social enterprises, provides students with in-class learning opportunities and practical experience. Desautels professors serve on the Board of Trade, as well as health sector, real estate and accounting boards. They also comprise advisory groups and boards of social sector organizations.
Examples of faculty-led partnerships

- Faculty researchers are actively involved with the practitioner and organization-based communities in which they operate. For instance, MCCHE's Convergent Innovation Platforms are premised on the link between research and corporate involvement. Through MCCHE, Parmalat Canada participated in a live case with Tata Consulting Services (TCS), ABB, and Sightline as corporate partners supporting the digital backbone that is critical to accelerating the innovation process within companies like Parmalat. A partnership between McGill University, the Inter-American Development Bank (IADB) and Google shared knowledge with public and private sector leaders from Latin America. The focus of the partnership was to increase collaboration between governments, companies and non-governmental organizations to promote international development. As well, the initiative sought to foster more cross-sector collaboration in Latin America, increase resources for development and amplify the scale of social impact. Professor Paola Perez-Aleman was a primary contributor to the design of the program entitled "Real Development, a Good Business Strategy? Closing the Gap." The McGill Executive Institute and EMBA invites members of the business community to participate in short-term management seminars, executive training programs and customized in-house courses, providing the opportunity for academic members to apply their theoretical knowledge and receive insight into current business practice.

- The Bensadoun School of Retail Management (BSRM) leverages the expertise of the faculty and its broad network, which includes global partners from industry as well as policy-makers, to position retailing as a transformative sector with bearing on modern grand challenges. Retailing, as a multifaceted field, presents an ideal context for innovations and policies across disciplines to be tested, as well as for the successes to eventually be implemented in both industry and society more broadly. BSRM programs not only include the business side of retailing, but also societal concerns such as sustainability, health and wellness.

- Mentorship programs like the CEO Speaker series and the Desautels Global Experts - alumni who are industry experts and enhance the curriculum by sharing their expertise - provide students with the opportunity to learn from business leaders using the most recent management practices.

Examples of student-led partnerships

- Students design and work as consultants on live cases, mount hackathons and other methods of working with industry partners on real issues that face their organization. They also gain further exposure through executive education, industry (including business, government and non-profit) consulting, and applied research.
PennyDrops is a registered non-profit organization dedicated to the advancement of financial education in Canada. Desautels BCom students run a chapter that works to increase the level of financial literacy among local school children in partnership with teachers, individual schools and school boards.

Recent successes:

- As part of C2 Montreal, the 2018 Montreal Summit on Innovation (MSI) showcased the McGill project Food: Locally Embedded, Globally Engaged (FLEdGE). Run by students at the MCCHE and the Faculty of Agricultural and Environmental Science (FAES), FLEdGE investigated how consumer behaviours could be impacted by student initiatives such as Share the Warmth, which piloted pay-what-you-can fruit and vegetable markets.

- Dean Isabelle Bajeux-Besnainou has been Co-Chair World Economic Forum’s Global Future Council on Consumption since 2018. This group of world leaders from all sectors explores how game-changing technologies, such as voice technology, can enhance retail models and human well being more generally. She is also part of the Future of Consumption System Initiative Board of Stewards, which promotes responsible consumption for the benefit of humanity.

Future objectives:

- As a strategic priority, Desautels aims to engage alumni in all corporate initiatives.

- We will consolidate and better communicate experiential learning opportunities for students through an online hub coordinated by a project and outreach coordinator who will be hired in Fall 2019. Pilot software is being developed to ease administration, as well as track and invite more partnerships with practitioners and their organizations.

- We will continue to grow mentorship and paid internship programs for students offered through Desautels Career Services and units like the Marcel Desautels Institute for Integrated Management, which places students in paid summer internships in local social enterprises.

**Principle 6: Dialogue**

*We facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.*
McGill Desautels hosts a multitude of panels, conferences, symposiums, hackathons and live cases that encourage dialogue among students, faculty and management practitioners on critical issues related to global social responsibility and sustainability. These engagements occur through student clubs, individual faculty research projects, research centres, and dedicated series such as the Integrated Management Symposium Series.

In 2018, Desautels launched a digital Sustainability Hub to enable students to access academic programs, courses, clubs, activities and events. This is part of a larger faculty strategy that arose out of concern raised by students and faculty that it was difficult to know what was happening across the many groups that provide opportunities for students to learn about, be mentored, share ideas and take action against climate and on sustainability-related issues practice.

**Integrated Management Symposium Series**

The Integrated Management Symposium Series invites members of the McGill and Montreal community to explore management through intimate conversations between prominent Desautels experts and world leaders in their fields. The series encourages participants to broaden their perspective and encourages action on significant ecological, social and economic challenges facing today’s societies. The series, established in 2016, includes 14 symposiums. Highlights in recent years include a discussion with Prof. Yann LeCun (Director of AI Research at Facebook, Silver Professor and Founding Director of the Center for Data Science at New York University) with Prof. Matissa Hollister (Assistant Professor, Organizational Behaviour) on AI disruption in the workplace; Mary Anderson (then President of WBE Canada), Tracy Joshua (Vice-President of KNA Procurement at Kellogg’s), and Prof. Patricia Hewlin (Associate Professor, Organizational Behaviour) on supply chain diversity through cross-sector collaboration; Dr. Mehmood Khan (CEO, Life BioSciences) and Prof. Laurette Dube (Professor of Marketing and Director of the McGill Center for Convergence of Health and Economics) on lifelong wellness through product innovation and multi sector collaboration.

**Recent successes:**

- Many student-led organizations and clubs at Desautels facilitate and lead dialogue on sustainability and climate action topics. We would like to shine a light on the success of the Desautels Sustainability Network (DNS). In addition to taking on seven projects and smaller events throughout the year in 2019, they reintroduced its Desautels Business Conference on Sustainability (DBCS) to 250 students and 30 industry leaders – making it the largest student-run conference on business sustainability in Montreal. Created in 2003, DBCS gathers experts and Montreal students to discuss the benefits of sustainability in multidisciplinary forums and various business fields. The mission of DBCS is to equip this generation of leaders with the knowledge and network to tackle social and
environmental problems throughout their careers. Highlights included a keynote delivered by Mike Gerbis, CEO of the Delphi Group, as well as speaking and mentorship engagements with representatives from IBM, CN Rail, Bell and Canadian social enterprises like the McConnell Foundation, *Le Chantier de l’économie sociale* and the City of Montreal.

- Founded in 2019, *Delve* is the official thought leadership publication of McGill University’s Desautels Faculty of Management. Under the direction of Professor Saku Mantere, inaugural Editor-in-Chief, *Delve* will initially draw on faculty research insights to feature the latest in management thinking that stretches perspectives, sparks new ideas and brings clarity to decision-makers at all levels and across sectors. Readers, viewers and listeners can access expert analysis into today’s most important management challenges through articles and curated exchanges between Desautels and industry leaders.

- On October 7, 2019, McGill’s Faculty of Arts and the Desautels Faculty of Management hosted students, government officials and friends of the University for a speech delivered by Mr. David Malpass, President of the World Bank Group, entitled *Securing Good Development Outcomes: Global Growth Challenges and Opportunities*. Every year, the World Bank President presents this important policy-signalling address from a leading academic institution ahead of its general assembly of international ministers of finance and delegates in Washington, D.C. This was the first time to their knowledge that the speech was given at a Canadian university. McGill and Desautels were honoured to provide a forum for this prestigious event, which was broadcast live in French and English. Following the address from President Malpass, a Q&A with McGill students was moderated by Dean Bajeux-Besnainou. As part of his visit to campus, President Malpass met with a select group of undergraduate and graduate students for a private Q&A and mentorship session. This special visit allowed the McGill Desautels community to actively participate in public discourse and learn how important policy decisions are made within the World Bank Group, a critical international organization dedicated to the eradication of global poverty and climate action.

- The prestigious Laurent Picard Lecture is an endowed research seminar that enables Desautels to host an eminent academic to share their expertise and ideas with faculty colleagues and students. Nobel Laureate in Economics Robert F. Engle (Michael Armellino Professor of Management and Financial Services and Director of the Volatility Institute at New York University’s Stern School of Business) has been chosen to give the Picard Lecture in 2019 and will speak on financial approaches to climate risk.
Future Objectives

- We will cultivate a following and increase the quantity and types of content featured on the new Delve thought leadership platform. To do so, we will regularly feature content that shares insights and sparks ideas around sustainability and responsible management will be possible.

- We will continue to support, enable and participate in dialogue with leading management academics, practitioners and partners across sectors.

- Sustainability action, though robust at McGill, it still occurs at the individual or program level at Desautels. As part of our Faculty’s strategic refreshing exercise, we will come together as a community of faculty members, students, staff and leading practitioners to explore how sustainability teaching, research, outreach and operations at Desautels could better occur at the faculty level.
**About McGill Desautels**

Founded in 1906, the Desautels Faculty of Management at McGill University is ranked as one of the world’s top international business schools by BusinessWeek, Canadian Business, Forbes and The Economist. The Faculty’s innovative programs and historic reputation for excellence continue to attract the finest students and the most prominent professors from around the globe, as well as the most demanding recruiters from the world’s top employers.

Desautels houses numerous research centres and academic programs at the undergraduate, masters, executive, and PhD levels. The curriculum is built on an integrated, interdisciplinary model that combines research, practice and teaching. This holistic approach prepares students to successfully manage and lead in today’s increasingly interconnected world.

**Contacts**

**Sustainability at Desautels**

Prof. Anna Kim, Assistant Professor, Strategy and Organization Area

anna.kim@mcgill.ca

Ms. Anna Birnie-Lefcovitch, Managing Director, Marcel Desautels Institute for Integrated Management

anna.birnie-lefcovitch@mcgill.ca

**McGill Desautels**

Ms. Rita McAdam, Director of Communications

rita.mcadam@mcgill.ca