



# The New Normal

Sustainable Practices  
Your Future Employees  
Will Demand



Network for  
Business Sustainability

Business. Thinking. Ahead.

Perspectives from 180  
student leaders on how  
organizations can be  
more sustainable

# executive summary

## How can organizations compete for top talent?

The evidence shows that recent graduates want to work for sustainable, responsible organizations. Research published in the Harvard Business Review in 2009 found that 75% of U.S. workforce entrants saw social responsibility and environmental commitment as important criteria in selecting employers. A 2003 study from Stanford University found that MBA graduates would sacrifice an average of \$13,700 in annual salary to work for a socially responsible company.<sup>1</sup>

But your future employees don't just value sustainability – they also have specific ideas about the steps organizations should take towards becoming sustainable.

In the fall of 2009, [180 student leaders](#) from across Canada (selected from nearly 1,000 applicants) assembled in Guelph, *Canada for Impact! The Co-operators Youth Conference for Sustainability Leadership*. Working under the guidance of [experts](#) from industry, government, and academia, these student leaders identified the sustainability practices they expect the business community to adopt.

Although the students studied a number of [sectors](#) – including insurance and financial services, manufacturing, retail, municipal services, food systems, energy production, information and communications technologies, and hospitality and tourism – six specific recommendations were common to all sectors:

- **Minimize waste through closed-loop business models:** Students wish to see new business models that engender environmental (and economic) efficiency through reduced waste.
- **Establish and enforce clear sectoral standards:** Students call for clear standards coupled with third-party checks and balances to ensure organizations are meeting their social license to operate and to enable benchmarking.
- **Increase transparency:** Students strongly believe that better information should be made available to the public regarding the social, financial and environmental factors that impact people's lives.

<sup>1</sup> Statistics compiled by Coro Strandberg ([www.corostrandberg.com/pdfs/Business\\_Case\\_for\\_Sustainability\\_21.pdf](http://www.corostrandberg.com/pdfs/Business_Case_for_Sustainability_21.pdf)) and Bob Willard ([www.sustainabilityadvantage.com](http://www.sustainabilityadvantage.com)).

- **Encourage carbon regulation:** Students called on government to regulate carbon emissions in all sectors.
- **Increase student involvement in business:** Students want to get more involved in business through networking, internships, course-based research, and jobs upon graduation.
- **Increase community engagement:** Students believe that engaging communities at the grassroots can lead to sustainable communities and organizations.

Representing the expectations young leaders have for prospective employers, the insights captured in this report can help you attract, retain, and engage top minds—as well as identify the public opinion issues on the horizon.



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# introduction

180 undergraduate students recognized for their leadership in sustainability gathered to define the sustainable practices organizations should adopt.



In its vision statement, The Co-operators Group Ltd. commits to becoming a catalyst for a more sustainable society. In pursuit of that vision, The Co-operators planned and hosted *Impact! The Co-operators Youth Conference for Sustainability Leadership* to connect students with demonstrated leadership in sustainability to academics and industry experts to challenge and inspire one another. This report presents the highlights from that event.

Despite fervent financial and in-kind support from The Co-operators, *Impact!* could not have happened without broad participation from many partners (see logos to the left): the [Network for Business Sustainability](#), the [University of Guelph](#), the [Social Sciences and Humanities Research Council of Canada](#), [AIESEC](#), the [David Suzuki Foundation](#), [The Natural Step Canada](#), [Wilfrid Laurier University](#), the [Centre for the Study of Co-operatives at the University of Saskatchewan](#) and the [Richard Ivey School of Business](#).

In September of 2009, 180 undergraduate students from across Canada assembled in Guelph, Canada (Appendix A lists participating students). They had spent 25 hours during the preceding summer researching the current sustainability practices in one organization of their choosing, as well as taking a sustainability e-learning course developed by The Natural Step. The purpose of their research was not to review comprehensively all companies' sustainability practices; rather, the students sought to uncover innovative ideas by selectively reviewing publicly available sources from a few dozen organizations. At the 2.5 day conference, the students discussed and critiqued current sustainability practices and developed new ideas to move organizations ahead under the guidance of experts from industry and academia (Appendix B lists the experts).

The conference also included time to begin planning how to put their ideas into practice, which many of the students continue to do today. The Co-operators established a \$50,000 [Impact Fund](#) to which the students later applied for ongoing support.

This report presents many of the students' ideas on issues from climate change and pollution, to employees, community and consumers and poverty and human rights. The report is organized by sector, including: insurance and financial services, manufacturing, retail, municipal services, food systems, energy production, information and communications technologies, and hospitality and tourism.

If the ideas in this report inspire or provoke you, we encourage you to reach out to the students and engage in dialogue. Opportunities for mentorship and networking are available. Please email [impact@cooperators.ca](mailto:impact@cooperators.ca) if you are interested.



# practices recurring across sectors

Several of the students' ideas regarding leading sustainability practices recurred across sectors and are highlighted here.

## MINIMIZE WASTE THROUGH CLOSED-LOOP BUSINESS MODELS

Students were very enthusiastic about new business models that minimize waste by closing the 'material loop.' They perceived economic opportunity in activities such as: reusing salvageable parts from products that would otherwise be destined for landfills; providing more services like repairs, rather than the discarding and re-purchasing new products; moving to pay-for-use models in businesses such as transportation, utilities, and publishing.

## ESTABLISH AND ENFORCE CLEAR SECTORAL STANDARDS AND ACCOUNTABILITY

Students called on sector leaders to establish clear sustainability standards that apply to all organizations within their sector, such as the "Eco Trust brand" in the retail sector. They recognized the need for a Sustainability Scorecard to benchmark against other companies within sectors, and neutral third-party verifiers and certifiers to apply rigorous checks and balances to the standards. To ensure accountability, organizations that don't meet the standards would face specific consequences.

## ENCOURAGE INCREASED TRANSPARENCY

Students strongly believed in the need for transparency to inform the consumer and public about the impacts of their decisions. They gravitated to the ideas of a barcode scanner at point of sale, green labelling of the most critical information, and other visual mechanisms to educate and inform consumers. It is clear that students felt that the public have a distinct right to knowledge and information, across all sectors, when it comes to social, financial and environmental factors that impact people's lives.

## INSTITUTE CARBON REGULATION

Students proposed government regulation of carbon emissions. If widespread carbon regulation is not possible, the students called for disincentives for the physical transport of goods.

#### INCREASE STUDENT INVOLVEMENT

Students encouraged business to harness the innovative thinking of Canada's youth, thereby generating new ideas and providing meaningful opportunities for young professionals. For example, within the energy sector, a sustainability internship fund can be created to accelerate the sustainable energy shift within Canada's economy. Through collaboration between universities and colleges and companies, educational institutions could provide companies with intern students to research ways they can improve their practices. Additionally, by utilizing interns from different educational strands, this allows for cross-disciplinary thinking.

#### INCREASE COMMUNITY ENGAGEMENT

Students believed that there are innumerable ways to engage the community to foster a more sustainability-oriented culture. Some of the specific ideas raised included: communal loan programs that enable entrepreneurship and sustainability in more remote towns; partial loan forgiveness for students who volunteer on a project that benefits community needs; businesses allotting a percentage of purchases to local goods; using the Neighbourhood Asset and Assessment Tool to help neighbourhoods plan and develop local strategies to initiate and increase sustainability initiatives; building communities to model those with impressive sustainability track records, such as the entirely fair trade community in Nova Scotia.



# practices by sector

The students identified current best practices and proposed additional sustainability practices for organizations in the following sectors:

**INSURANCE AND FINANCIAL SERVICES**

**ENERGY PRODUCTION**

**MANUFACTURING**

**RETAIL**

**MUNICIPAL PUBLIC SERVICES**

**FOOD SYSTEMS**

**HOSPITALITY AND TOURISM**

**INFORMATION AND COMMUNICATION TECHNOLOGIES**



## Current Best Practices

The following table presents the human resource and sustainability initiatives the students perceived as best practices in the Insurance and Financial Services sector. ([Appendix C](#) lists the organizations that were studied.)

The examples captured in the table do not reflect a comprehensive compilation of all practices at all organizations in the sector. Rather, they exemplify the sustainability leadership and innovation currently demonstrated by select organizations.

### PROTECTING AIR, MITIGATING AND ADAPTING TO CLIMATE CHANGE

- TD Bank Financial Group's objective is to be carbon neutral carbon by 2010. To accomplish this, TD intends to reduce CO2 emissions by 5% compared to 2006, and to purchase of green electricity near renewable sources.
- Aviva was the first insurer to reach carbon neutral status. It has incorporated international development into its carbon offset projects, achieving a more holistic form of sustainability.
- VanCity became carbon neutral in 2008 through public transportation initiatives and building retrofits. Branches were purposefully located near public transit stations, employees are offered discounted transit passes, student transit passes are subsidized through the UPASS program, it supports carpooling, etc. CIBC adheres to ISO 14001 environmental management system standard, has a Corporate Environmental Policy, and has been a respondent to the Carbon Disclosure Project since it started in 2003.
- Royal Bank of Canada (RBC) ranked 1st in Canada and tied for 2nd in North America for its work with clients on climate change and was named one of only 18 financial institutions worldwide named to the Carbon Disclosure Leadership Index 2008 based on work with AEO market.
- In 2005-2006 CIBC installed over 39,000 square meters of climate neutral carpet, offsetting over 1,200 tonnes of greenhouse gas emission.
- CIBC is one of the largest purchasers of Green Power among Canadian financial institutions, allowing for significant reductions in emissions.

### ENGAGING THE COMMUNITY AND CONTRIBUTING TO SOCIAL DEVELOPMENT

- The Co-operators has formed six Community Advisory Panels (CAPs) across Canada, which are consulted for a broad array of opinions on issues such as sustainability.
- TD has donated several \$100,000 awards for environmental projects organized by college and University students.
- Two organizations operate public education programs: CIBC's 'Learning for a Sustainable – Future,' and Desjardins's consumer education programs on responsible consumption, green office practices, green money management habits, and co-operatives.
- One company partners with international development organizations to provide services and offers internships in developing countries, going beyond financial donations.

### CARING FOR EMPLOYEES

- TD offers employee ownership.
- TD and Vancity offer programs to their employees to allow them to carpool.
- Aviva operates award-winning training programs focused on leadership and learning, and life balance, offers a flexible work program for mothers returning from maternity leave, and provides healthcare benefits to U.S. employees in lower income brackets.
- RBC's "MOSAIC" program provides newcomers to Canada and visible minorities at RBC with "mentoring and networking opportunities;" it has been recognized as one of Canada's Best Diversity Employers.
- The Co-operators offers employee education courses such as Insurance 101 and Sustainability 101. They invested nearly \$100,000 to encourage employees to pursue graduate studies in co-operative education.

### CARING FOR CONSUMERS

- Aviva operates an award-winning retirement website.
- Aviva offers reductions on insurance premiums according to the energy efficiency of the vehicles; Vancity offers a clean air auto loan, with preferential lending rates, for members who buy cars emitting little carbon dioxide.
- The Co-operators launched the award-winning "Insurance 101" course in 2006 to educate consumers about insurance policies.
- Desjardins reaches out to immigrants, offering services in 21 languages and a special investment program.

<b>PROTECTING WATER</b>	<ul style="list-style-type: none"> <li>• Aviva has a low water use policy and launched a water/energy efficiency rebate offer for all colleagues to encourage sustainable environmental practices and also installed low water urinals and flush interrupters, and also flow restrictors, resulting in a 20% reduction in 2008.</li> <li>• RBC committed \$50 million to “fresh water initiatives” through a granting program.</li> </ul>
<b>FIGHTING POVERTY</b>	<ul style="list-style-type: none"> <li>• The Co-operators and ScotiaBank both propose microcredit programs.</li> <li>• Aviva pledged \$480,000 to a downtown U.S. library to provide technology and educational opportunities to those who may otherwise not have the opportunity.</li> </ul>
<b>ADVANCING HUMAN RIGHTS</b>	<ul style="list-style-type: none"> <li>• Aviva was the only insurer named in the Stonewall Equality Index of Britain’s top 100 employers, based on key indicators including the largest ever survey of lesbian and gay employees.</li> <li>• Desjardins.com was named the best Canadian financial website for the visually impaired.</li> <li>• ScotiaBank exceeded government benchmarks for employment equity standards for percent of visible minority, women, women in senior management, and persons with disabilities.</li> </ul>
<b>ENSURING ORGANIZATION IS MANAGED PROPERLY</b>	<ul style="list-style-type: none"> <li>• TD integrated an environmental risk evaluation into its credit policy and loan practices.</li> <li>• CIBC’s Governance Metrics International (GMI) Score was better than 98% of global banking sector peers.</li> </ul>

## Proposed Practices

The following is a list of proposed practices the students would like to see more organizations in the Insurance and Financial Services sector adopt.

### MORE MICRO-FINANCING AND MICRO-INSURANCE IN CANADA AND ABROAD

- Financial services organizations should implement micro-finance strategies in at-risk northern and resource-dependent communities.
- This can include having individual bank branches offer micro-financing loans, or communal loan programs that foster collaboration and support within communities.
- Investing in rural community enterprises can help build resilience and prosperous, sustainable communities.

### RESPONSIBLE LENDING AND CONSIDERATION OF SOCIAL RETURN ON INVESTMENT

- Financial services organizations should measure traditionally external factors such as financed carbon emissions and social returns on investments, and incorporate them into lending practices.
- Considerations should be given to sustainability and reputational risk when setting lending rates in addition to repayment risk.
- This could translate into benefits for more sustainable companies such as reduced interest rates and reduced service fees for sustainable companies.
- Banks could require companies to provide them with carbon footprint disclosures.
- Investment funds should be more transparent so that investors can more easily determine exactly where their money is invested.

### MORE COMMUNITY (AND STUDENT) ENGAGEMENT

- Educate communities, thereby engaging and empowering them, by providing clear and concise information on your sustainability practices (e.g., community presentations and seminars). Use more

#### MORE COMMUNITY (AND STUDENT) ENGAGEMENT

- Educate communities, thereby engaging and empowering them, by providing clear and concise information on your sustainability practices (e.g., community presentations and seminars). Use more visual tools and reports.
- Supporting Village Savings and Loan groups can help build financial capacity in more rural or remote communities. VS&Ls see self-selected members of a community put funds into a communal pot, to distribute based on collective decisions.
- Engaging more students across disciplines can benefit the organization, the communities within which it operates, and the students. Co-operative or intern programs with university or college students could see students research local sustainability issues for course credit (and at no cost to the organization). Students are well positioned to promote multi-disciplinary communication and collaboration and to serve as bridges between the organization and academics in various areas of study on campuses.
- Government and financial institutions should consider partial loan forgiveness for students who volunteer or work on projects that benefit the community.



## Current Best Practices

The following table presents the human resource and sustainability initiatives the students perceived as best practices in the Energy Production sector. ([Appendix C](#) lists the organizations that were studied.)

The examples captured in the table do not reflect a comprehensive compilation of all practices at all organizations in the sector. Rather, they exemplify the sustainability leadership and innovation currently demonstrated by select organizations.

<b>PROTECTING AIR, MITIGATING AND ADAPTING TO CLIMATE CHANGE</b>	<ul style="list-style-type: none"><li>• TransAlta Wind has procured wind resource properties in wind basins across Canada. In 2003 TransAlta constructed Canada's single largest wind farm, becoming one of Canada's largest wind power producers.</li><li>• Bullfrog Power's business model is based on providing a supply of renewable energy that doesn't exacerbate climate change.</li><li>• Suncor invests in technologies aimed at conserving energy and reducing GHG emissions. These include proposals to use gasification technology to turn petroleum coke into synthetic gas and investigate the potential for harnessing deep geothermal energy.</li></ul>
<b>CARING FOR EMPLOYEES</b>	<ul style="list-style-type: none"><li>• Nexen offers support to aboriginal workers in the workforce through training sessions and a dedicated human resources employee who is responsible for overseeing Aboriginal recruitment goals.</li></ul>

<b>CARING FOR CONSUMERS</b>	<ul style="list-style-type: none"> <li>• HydroQuebec's 'Go with the Flow' campaign provides financial support for community projects proposed by municipalities in exchange for their help promoting the ENERGY WISE Home Diagnostic. 230 communities have participated since 2007.</li> <li>• Manitoba Hydro provides education and awareness programs to help consumers choose the best source of power for their needs. They have residential, commercial and industrial programs, including the Lower Income Energy Efficiency Program, which helps qualifying lower income households become more energy efficient.</li> <li>• BC Hydro has invested \$250 million to protect electrical wiring from natural disasters such as flooding, and in smart grids initiatives that lower consumption and increase efficiency during peak periods.</li> </ul>
<b>PROTECTING WATER</b>	<ul style="list-style-type: none"> <li>• Irving Oil was the first corporate entity to win an award for excellence in protecting water environments; the Canadian Federal Recreational Fisheries Award.</li> </ul>
<b>FIGHTING POVERTY</b>	<ul style="list-style-type: none"> <li>• Suncor entered a partnership with the Fort McKay First Nation to establish a business "incubator" to promote economic development and entrepreneurship.</li> <li>• Nexen is involved in capacity building on an international scale, including programs to encourage education in Yemen, where they have operations.</li> </ul>
<b>ADVANCING HUMAN RIGHTS</b>	<ul style="list-style-type: none"> <li>• Ontario Power Generation puts money towards Aboriginal events to bolster Aboriginal sovereignty and support indigenous cultural ventures; as well as funding education for Aboriginal peoples.</li> </ul>
<b>ENSURING ORGANIZATION IS MANAGED PROPERLY</b>	<ul style="list-style-type: none"> <li>• Bullfrog Power accountants use a double bottom line that considers both profitability and the environment.</li> </ul>

## Proposed Practices

The following is a list of proposed practices the students would like to see organizations in the Energy Production sector adopt.

### ESTABLISH AN ENERGY SECTOR SUSTAINABILITY INTERNSHIP FUND

- Canada's youth have vision, ideas and energy. Energy companies should harness those characteristics to accelerate the shift to sustainable energy in Canada's economy.
- An internship program could serve as a training ground for recruiting top talent; result in technological innovation in fuels, other projects, and processes; and create meaningful opportunities for students and young professionals.

### COMMIT MORE STEADFASTLY TO RENEWABLE ENERGY PRODUCTION

- The production of electricity and heat in Canada accounts for a significant percentage of our greenhouse gas emissions. A shift from fossil fuels to renewable energy sources will greatly reduce this impact and aid Canada in reaching targets set by the international community.
- Students believe a paradigm shift is needed to develop renewable sources of energy with fewer environmental impacts. They are eager to get involved in that shift and would like organizations to commit to taking that journey with them.

### INCREASE MICRO-GENERATION

- Small scale energy production is showing increasing promise as an alternative to the current model of energy production and distribution. Sources of renewable energy are widely distributed and can be thus harvested.

## MANUFACTURING

### Current Best Practices

The following table presents the human resource and sustainability initiatives the students perceived as best practices in the Manufacturing sector. ([Appendix C](#) lists the organizations that were studied.)

The examples captured in the table do not reflect a comprehensive compilation of all practices at all organizations in the sector. Rather, they exemplify the sustainability leadership and innovation currently demonstrated by select organizations.

#### PROTECTING AIR, MITIGATING AND ADAPTING TO CLIMATE CHANGE

- Toyota demonstrated a vehicle recovery rate of 90% in 2000, and is now conducting efforts geared toward demonstrating a potential rate of 95%.
- Westport Innovations uses the energy produced by the engines they are testing to power the machines used to test them.
- Teknion diverted 85% of its waste, exceeding an Ontario target of 60%.
- Cascades paper generation carbon emission volumes are 85-94% lower than the average of recycled and virgin uncoated fine papers in North America.
- Cascades is the only North American paper company whose staff include a pool of experts working to promote energy efficiency.
- Tembec, Westport Innovations: New revenue stream was generated by selling waste product that previously contributed to CO2 emission.
- Toyota is developing afforestation technologies for use in absorbing CO2 emissions.

#### ENGAGING THE COMMUNITY AND CONTRIBUTING TO SOCIAL DEVELOPMENT

- Honda established the School of Dreams program, which is linked with the UK National Curriculum. It promotes creative thinking through a 2 day workshop in a school close to Honda's installations.
- Tembec supplements up to five days' paid leave per year for volunteer activities in nonprofit organizations.
- Toyota established an "Eco-point System" which awards points to employees for such contributions as offering ideas that help conserve energy.

<b>CARING FOR EMPLOYEES</b>	<ul style="list-style-type: none"> <li>• Toyota does not lay off employees in recessions. It asks them to keep busy with training programs, filling in at assembly lines elsewhere, and helping out in local communities.</li> <li>• Teknion implemented the GreenWorks Staff Programme to involve employees in environmental initiatives and holds an annual staff environmental week to promote awareness.</li> <li>• Cascades created a sustainable development information bank to educate employees about green initiatives undertaken at Cascades.</li> </ul>
<b>CARING FOR CONSUMERS</b>	<ul style="list-style-type: none"> <li>• Irving Oil was the first corporate entity to win an award for excellence in protecting water environments; the Canadian Federal Recreational Fisheries Award.</li> </ul>
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<b>FIGHTING POVERTY</b>	<ul style="list-style-type: none"> <li>• Suncor entered a partnership with the Fort McKay First Nation to establish a business “incubator” to promote economic development and entrepreneurship.</li> <li>• Nexen is involved in capacity building on an international scale, including programs to encourage education in Yemen, where they have operations.</li> </ul>
<b>ADVANCING HUMAN RIGHTS</b>	<ul style="list-style-type: none"> <li>• Ontario Power Generation puts money towards Aboriginal events to bolster Aboriginal sovereignty and support indigenous cultural ventures; as well as funding education for Aboriginal peoples.</li> </ul>
<b>ENSURING ORGANIZATION IS MANAGED PROPERLY</b>	<ul style="list-style-type: none"> <li>• Bullfrog accountants use a double bottom line that considers both profitability and the environment.</li> </ul>

## Proposed Practices

The following is a list of proposed practices the students would like to see organizations in the Manufacturing sector adopt.

### DESIGN PRODUCTS USING LIFE-CYCLE ANALYSIS

- Products should be designed using a life-cycle analysis approach, which considers the impacts of the product over its entire life (including disposal).

### MORE GREEN LABELLING

- Eco-labelling schemes help consumers make decisions about the products they buy and whether they are environmentally friendly. They typically involve some form of analysis based on the environmental consequences of their manufacture, use and disposal.

### SUSTAINABILITY CERTIFICATION

- Establish a certification scheme similar to LEED for green buildings (Leadership in Energy and Environmental Design) to obtain transparency and standardization for sustainability performance across all organizations within any sector.



## RETAIL

### Current Best Practices

The following table presents the human resource and sustainability initiatives the students perceived as best practices in the Retail sector. ([Appendix C](#) lists the organizations that were studied.)

The examples captured in the table do not reflect a comprehensive compilation of all practices at all organizations in the sector. Rather, they exemplify the sustainability leadership and innovation currently demonstrated by select organizations.

#### PROTECTING AIR, MITIGATING AND ADAPTING TO CLIMATE CHANGE

- Ikea has targeted to increase the percentage of their consumers who use public transit from 9% to 15%. It has partnered with World Wildlife Foundation (WWF) to develop sustainable transit solutions for customers and employees. It offers preferential parking for customers using hybrid vehicles.
- Ikea, Home Depot and Mountain Equipment Co-op (MEC) practice some closed-loop retail practices where they actively try to reduce, recycle or help the environment regenerate materials they sell.
- Home Depot was the first retailer to join the Forest Stewardship Council.
- Canadian Tire's new lighting policy cuts energy consumption for lighting by up to 40%.
- Ikea has developed and employs an innovative "e-wheel" approach to the design of their products that helps evaluate environmental impacts. This approach looks at 5 areas of the life a product: raw material, manufacturing, distribution, usage and end of life.

#### ENGAGING THE COMMUNITY AND CONTRIBUTING TO SOCIAL DEVELOPMENT

- Ikea has sponsored 23 students since 2007 to study sustainable forest management in Sweden and has contributed to health research in Sweden, Vietnam, India, Pakistan, and Bangladesh.
- Canadian Tire has donated more than \$30 million since 1999 to help Canadian families.

#### ADVANCING HUMAN RIGHTS

- Ikea and MEC audit all suppliers regularly to make sure that working conditions are maintained to their standards. This consists of wages, working hours, and many other aspects of the working environment that may be of concern. MEC has remediation plans for non-compliant suppliers.
- Home Depot launched a carpooling program in Georgia, available to approximately 3000 employees.
- MEC offers benefits to both full and part- time employees.

#### CARING FOR CONSUMERS

- Home Depot offers free CFL recycling.
- Canadian Tire advocates for proper vehicle maintenance which decreases emissions, stimulates business, and increases the lifespan of the vehicles thus reducing waste.
- Home Depot's consumer friendly Eco options products not only offer their customers environmental choices but conveniently guide them at the same time about how to make environmentally sound choices in their daily lives.
- MEC offers elaborate advice and information (which constitutes 75% of their marketing budget) to support a money back guarantee on any product that does not meet consumer expectations.

#### PROTECTING WATER

- Ikea's manufacturing and production standards comply with REACH and ROHS, two pieces of European Union (E.U.) legislation regarding environmentally dangerous chemicals to be avoided and the safety of materials use in electronic equipment.
- MEC co-founded Big Wild, an environmental interest group targeting to protect at least half of Canada's wild spaces and wetlands.

#### FIGHTING POVERTY

- The Home Depot Foundation was created to build affordable homes for working families in the US that are healthy to live in and affordable to own.
- Hemlock Printers instigated training programs for unemployed, improvement of health conditions, promotion of education, inclusion of minorities, assuring access to food and food security for disadvantaged people.

#### ADVANCING HUMAN RIGHTS

- Home Depot has switched product lines and suppliers that didn't share their environmental values.
- Canadian Tire and associate Mark's Work Warehouse are members of responsible trade committees, and MEC is a member of the Fair Labour Association.

#### ENSURING ORGANIZATION IS MANAGED PROPERLY

- Home Depot has established a permanent Environmental Council, with specific taskforces pushing for best practices in areas of timber extraction, waste management, store construction and alternative products.
- Home Depot and MEC publish separate sustainability reports to their stakeholders and the public.
- Visioning exercises with members of MEC are undertaken to reshape the company's mission in face of today's sustainability challenges.
- Aveda considers products from the perspective of cradle to cradle (C2C) and was the first beauty company to be certified C2C Gold.

## Proposed Practices

The following is a list of proposed practices the students would like to see organizations in the Retail sector adopt.

### STANDARDIZE ECO-LABELING

- Consumers require better product information on sustainability issues and impacts. Various certification and labeling schemes exist, but it is difficult to compare them. Standardization is necessary to ensure responsible consumer decisions.

### REDUCE CARBON FOOTPRINT THROUGH MORE EFFICIENT TRANSPORTATION

- The retail industry is dependent on fossil fuels to transport its goods. Presently, the environmental costs related to that activity are mostly internalized.
- Organizations that foresee future legislation will be positioned to out-compete others.
- Organizations can: invest in alternative forms of transport such as wind power for ocean transport; limit the geographical reach of shopping areas and promote online shopping, and ultimately, encourage a carbon tax for physical transport of goods.

### INCREASE GREEN BUILDINGS AND INFRASTRUCTURE

- Much of the current retail infrastructure does not meet environmental standards. Retrofits should be considered and new buildings should be environmentally friendly (e.g., LEED-certified).
- Leaders should collaborate with government to pass legislation that require new infrastructure pass quality hurdles on sustainability issues.

#### **BUY AND SELL LOCALLY**

- Organizations should persuade consumers to buy local goods, which will sustain local small businesses.
- This can be achieved through the promotion of local business: distributing vendor bios, information about the product and services offered, and relevant sustainability information such as responsible transportation methods.

#### **DEVELOP NEW, CLOSED-LOOP BUSINESS MODELS**

- Closed-loop business models create no waste. Rather, they make efficient and cost-effective use of by-products from other industrial processes. This may include reusing working parts from products that need to be repaired. Closing the loop requires simplifying product design.
- Examples of such businesses include rental programs that allow consumers to rent electronics and return them after the contract period expires. This will prove more sustainable as companies can increase capital utilization and develop lasting relationships with consumers.

## Current Best Practices

The following table presents the human resource and sustainability initiatives the students perceived as best practices in the Municipal Public Services sector. ([Appendix C](#) lists the organizations that were studied.)

The examples captured in the table do not reflect a comprehensive compilation of all practices at all organizations in the sector. Rather, they exemplify the sustainability leadership and innovation currently demonstrated by select organizations.

<b>PROTECTING AIR, MITIGATING AND ADAPTING TO CLIMATE CHANGE</b>	<ul style="list-style-type: none"><li>• Guelph has a transportation demand management coordinator – a new position for most regions.</li><li>• Ottawa has a monitoring and reporting system for air quality.</li><li>• Canmore is tackling air issues through a multi-stakeholder approach as air is a shared resource.</li><li>• Halifax was also the first major city in Canada to pass a bylaw regulating the use of chemical pesticides on residential and municipal properties.</li><li>• Halifax has a world-class waste management system, including garbage, recycling, organic waste, and hazardous waste disposal.</li></ul>
<b>ENGAGING THE COMMUNITY AND CONTRIBUTING TO SOCIAL DEVELOPMENT</b>	<ul style="list-style-type: none"><li>• Yellowknife has made social development a priority. City council has six major goals: increase effective communication between the city and citizens; build a more sustainable, self-sufficient community; become more ‘financially healthy,’ meet citizens’ infrastructure needs, and develop safe and healthy community and work conditions.</li><li>• Canmore’s Municipal Development Plan was re-written with the help of residents and renamed “Community Sustainability Plan.”</li><li>• The ‘Buy Smart’ Program of the The Vancouver Olympic Committee (VANOC) provides more employment and access to training for disadvantaged populations; encourages the growth of responsible businesses that involve inner-city, Aboriginal, disabled, youth and minority residents; and promotes innovation, trade, and investment in BC’s sustainability sector.</li><li>• By participating in Halifax’s waste diversion programs, residents are keeping approximately 54% of their waste out of the landfill.</li></ul>

<b>CARING FOR EMPLOYEES</b>	<ul style="list-style-type: none"> <li>• Halifax has a “Sustainability Transition Team” to promote awareness of sustainable practices and provide sustainability training to employees.</li> <li>• Halifax has a car-sharing program for work purposes.</li> </ul>
<b>CARING FOR CONSUMERS</b>	<ul style="list-style-type: none"> <li>• Canmore demands new proposed projects to present a Sustainability Screening Report to City Council outlining the net environmental, social, and economic benefits of their project. The public is involved in the process and the Council must approve the application before the project moves forward.</li> </ul>
<b>PROTECTING WATER</b>	<ul style="list-style-type: none"> <li>• Many communities are trying to reduce or even eliminate the use of bottled water by promoting tap water as a free, safe, and more sustainable alternative.</li> <li>• Many cities have reduced infrastructural losses of water and consumer use of water through incentives and educational programs.</li> <li>• Some communities have experimented with “constructed wetlands” to simulate natural processes in filtering wastewater.</li> </ul>
<b>FIGHTING POVERTY</b>	<ul style="list-style-type: none"> <li>• Halifax is actively doing research into how to tackle homelessness through community responses to housing instability.</li> </ul>
<b>ADVANCING HUMAN RIGHTS</b>	<ul style="list-style-type: none"> <li>• Halifax is providing resources to immigrants, hosting festivals, and actively promoting diversity awareness and appreciation.</li> <li>• VANOC worked very closely with aboriginal groups to involve them in aspects of the games, including cultural components, infrastructure planning, and purchasing policies.</li> </ul>

## Proposed Practices

The following is a list of proposed practices the students would like to see organizations in the Municipal Public Services sector adopt

### NEIGHBOURHOOD ASSET AND ASSESSMENT TOOL (NAAT)

- NAAT can help neighbourhoods plan and develop local strategies to initiate and increase sustainability initiatives. [Here](#) (PDF) is an example from the City of Toronto.
- Through workshops and training sessions for community members, citizens can focus on their communities and discuss their vision for their neighbourhoods and recognize the strengths of their neighbourhoods.
- Community members can both develop mutually beneficial relationships and recognize their strength and potential in areas of climate action and environmental protection.

### PUBLIC EDUCATION AND CONSCIOUSNESS OF SUSTAINABILITY

- There is a great deal of room for municipal leadership in sustainability education even within jurisdictional constraints.
- This leadership could take the form of facilitating local university-based or other environmental groups in organizing community activities or organizing representation of such a group at fairs or other municipally sponsored events. Municipalities could utilize resources like the Neighbourhood Asset and Assessment Tool, which helps neighbourhoods plan and develop local strategies to initiate and increase sustainability initiatives.
- Through workshops and trainings for community members, citizens can focus on their communities and discuss their visions for their neighbourhoods within the contextual framework of climate action and environmental protection.

#### PROGRAM DELIVERY THROUGH MUNICIPAL PARTNERSHIPS

- Partnerships with other community groups, non-profit organizations, or local businesses can alleviate resource stress while continuing to offer high quality service delivery at the municipal level.
- By working with other community groups in advancing a particular issue, municipal resource output can be minimized while maximizing program delivery services. That is, the municipal government can act as a facilitator, rather than a direct provider of services.

#### APPROPRIATE VALUATION OF UTILITY USE

- A pay-for-use scheme for utility services is central to promoting municipal sustainability. The implementation of a revenue-neutral fee system for such municipal services as water use and waste treatment communicate effectively the impact of individuals on the environment and provide a real opportunity for monetary savings derived from sustainable behaviour.



## Current Best Practices

The following table presents the human resource and sustainability initiatives the students perceived as best practices in the Food Systems sector. ([Appendix C](#) lists the organizations that were studied.)

The examples captured in the table do not reflect a comprehensive compilation of all practices at all organizations in the sector. Rather, they exemplify the sustainability leadership and innovation currently demonstrated by select organizations.

<b>PROTECTING AIR, MITIGATING AND ADAPTING TO CLIMATE CHANGE</b>	<ul style="list-style-type: none"><li>• Loblaw's has installed the first wind turbine at a Canadian grocery store. The turbine will supply around 250,000 kilowatt hours of power a year or about one quarter of the store's energy needs.</li><li>• Whole Foods Market is one of the first American companies to participate in the Marine Stewardship Council. Also, it builds new stores with Forest Stewardship Council approved materials.</li><li>• Whole Foods Market made their first landmark purchase of renewable energy credits from wind farms to offset 100% of the electricity used in all of its stores and facilities in the U.S. &amp; Canada.</li><li>• Nature's Path acknowledged as one of Canada's top 30 greenest employers in 2009 by Maclean's.</li></ul>
<b>ENGAGING THE COMMUNITY AND CONTRIBUTING TO SOCIAL DEVELOPMENT</b>	<ul style="list-style-type: none"><li>• Ontario Natural Food Co-op commits \$20,000/year to natural and organic food organizations.</li><li>• Whole Foods Market provides \$10M/year in loans to small, local farmers.</li></ul>
<b>CARING FOR EMPLOYEES</b>	<ul style="list-style-type: none"><li>• 2008, Loblaw's stores and distribution centres were given \$5,000 to \$10,000 each to make positive changes for employees as well as training and activities.</li><li>• Nature's Path provides a \$1000 subsidy for employees who purchase hybrid vehicles.</li></ul>

<b>PROTECTING WATER</b>	<ul style="list-style-type: none"> <li>• SunOpta Ingredients Group was recognized with the Industrial Environmental Achievement Award from the Minnesota Central Water Environment Association.</li> </ul>
<b>FIGHTING POVERTY</b>	<ul style="list-style-type: none"> <li>• Whole Foods Market donates 1% of all sales in a category to anti-poverty initiatives.</li> </ul>
<b>ADVANCING HUMAN RIGHTS</b>	<ul style="list-style-type: none"> <li>• Loblaws participates in the Equitek outreach program, which helps companies attract candidates who are less likely to be contacted through traditional recruitment methods. Loblaws also post jobs to diversitycareers.ca, which attracts four to six million candidates' hits per month of candidates of visible minorities, women, aboriginals, mature workers, and lesbian, gay, bisexual and transgendered people.</li> <li>• Sunopta is a member of the Food Trade Sustainability Leadership Association (FTSLA).</li> </ul>
<b>ENSURING ORGANIZATION IS MANAGED PROPERLY</b>	<ul style="list-style-type: none"> <li>• Nature's Path has an outreach and educational program sponsored by Rodale Institute that helps conventional farmers connect and switch to organic growing.</li> <li>• Nature's Path was among one of the first companies to sign the newly developed Declaration of Sustainability, which lists 11 guiding principals of sustainability.</li> </ul>

## Proposed Practices

The following is a list of proposed practices the students would like to see organizations in the Food Systems sector adopt.

### EDUCATE AND EMPOWER THE PUBLIC THROUGH BETTER LABELLING

- NAAT can help neighbourhoods plan and develop local strategies to initiate and increase sustainability initiatives. [Here](#) (PDF) is an example from the City of Toronto.
- Through workshops and training sessions for community members, citizens can focus on their communities and discuss their vision for their neighbourhoods and recognize the strengths of their neighbourhoods.
- Community members can both develop mutually beneficial relationships and recognize their strength and potential in areas of climate action and environmental protection.

### INCREASE BIOSPHERE CONSERVATION

- There is a great deal of room for municipal leadership in sustainability education even within jurisdictional constraints.
- This leadership could take the form of facilitating local university-based or other environmental groups in organizing community activities or organizing representation of such a group at fairs or other municipally sponsored events. Municipalities could utilize resources like the Neighbourhood Asset and Assessment Tool, which helps neighbourhoods plan and develop local strategies to initiate and increase sustainability initiatives.
- Through workshops and trainings for community members, citizens can focus in on their communities and discuss their vision for their neighbourhoods within the contextual framework of climate action and environmental protection.

#### DEVELOP STRONGER LOCAL FOOD SYSTEMS

- Partnerships with other community groups, non-profit organizations, or local businesses can alleviate resource stress while continuing to offer high quality service delivery at the municipal level.
- By working with other community groups in advancing a particular issue, municipal resource output can be minimized while maximizing program delivery services. That is, the municipal government can act as a facilitator, rather than a direct provider of services.

#### CALCULATE AND TRANSMIT THE REAL COST OF FOOD

- Students recommended that food costs more accurately reflect their full economic, environmental, and social impacts. This would result in carbon emissions being internalized and fair prices being given to farmers.
- Government support would assist the poor through the difficult period of transition.



## HOSPITALITY AND TOURISM

### Current Best Practices

The following table presents the human resource and sustainability initiatives the students perceived as best practices in the Hospitality and Tourism sector. ([Appendix C](#) lists the organizations that were studied.)

The examples captured in the table do not reflect a comprehensive compilation of all practices at all organizations in the sector. Rather, they exemplify the sustainability leadership and innovation currently demonstrated by select organizations.

<b>PROTECTING AIR, MITIGATING AND ADAPTING TO CLIMATE CHANGE</b>	<ul style="list-style-type: none"><li>• SunOpta is at the leading edge of cellulosic ethanol production; this viable technology would lead to a reduction of demand for grains from the biofuel industry.</li><li>• Zip Trek pursues the goal of zero impact on air quality, recent developments including the purchase of hybrid cars to eventually replace all standard gas cars within the company's employ.</li></ul>
<b>ENGAGING THE COMMUNITY AND CONTRIBUTING TO SOCIAL DEVELOPMENT</b>	<ul style="list-style-type: none"><li>• Gap Adventures funds international community based projects focusing on education, health, environmental conservation, and employment skills training.</li></ul>
<b>CARING FOR EMPLOYEES</b>	<ul style="list-style-type: none"><li>• Canada offers training in soft skills (PowerPoint, excel, languages, etc) for no cost to employees who wish to learn, improve, or perfect these skills.</li></ul>
<b>WATER</b>	<ul style="list-style-type: none"><li>• Carnival Cruise Lines has formed an alliance with the International SeaKeepers Society to monitor ocean water quality.</li><li>• Aramark's waste water reduction is approx. 40% below industry average in water usage.</li></ul>

<b>FIGHTING POVERTY</b>	<ul style="list-style-type: none"> <li>• Carnival Cruise Lines donates used goods (e.g. mattresses) to underprivileged citizens in areas along their cruising routes.</li> </ul>
<b>ADVANCING HUMAN RIGHTS</b>	<ul style="list-style-type: none"> <li>• Parks Canada actively addresses and supports issues surrounding Aboriginal heritage, rights and culture in Canada.</li> <li>• Aramark is Partnered with One Water (Britain) which uses about 20 cents from each bottle sold to finance clean water projects in Africa.</li> <li>• Everdale farm is based on the philosophy of the right to free education, and thus provides all classes free of charge.</li> </ul>
<b>ENSURING ORGANIZATION IS MANAGED PROPERLY</b>	<ul style="list-style-type: none"> <li>• Fairmont allows employees to submit confidential assessments of managers and superiors, regulating management issues at early stages.</li> <li>• WestJet gives all employees stock in the company, ensuring employees take active interest in the actions of their upper management.</li> <li>• Carnival Cruise Lines has four interlinked Committee Charters which cooperate and assess each other.</li> <li>• Zip Trek received recognition from The Natural Step as a leading Canadian business and a positive example of sustainability practices in action.</li> </ul>



## Proposed Practices

The following is a list of proposed practices the students would like to see organizations in the Hospitality and Tourism sector adopt.

### DEVELOP A REWARD PLAN BASED ON THE “MYPLANET” REWARD CONCEPT

- The plan would include redeeming rewards for eco-friendly tourist options (e.g. green hotels), donating “Air Miles” to environmentally friendly non-government organizations, and receiving more miles for visiting eco-friendly tourism and hospitality sites.
- In addition to incentivizing consumers to be more sustainable, the plan would encourage companies in the hospitality and tourism sector to improve sustainability practices.

### STANDARDIZE AUDITS TO ENCOURAGE TRANSPARENCY AND SUSTAINABILITY IN HOTEL MANAGEMENT

- Hotels could collaborate with NGO’s such as The Natural Step and Green Key, as well as third party auditing programs (including students) to systemize and promote sustainable practices within the hospitality and tourism sector. Hotels wanting the status of Green Key membership would have to submit to this audit system.
- Once hotels acquire the status of a Green Key holder, audits would provide visible promotion of their sustainable efforts. This could be shown on hotel signs and websites, as well as local media. As the sustainable wave of tourism takes effect, more hotels will become Green Key holders leading and revolutionizing the hospitality sector with more sustainable practices.

### PROMOTE BACKYARD TOURISM

- Promoting local travel can help support local businesses, contribute to the local economy, decrease environmental footprint by reducing travel, and help create a sense of identity for the community.
- Organizations could collaborate with multiple stakeholders (e.g., governments, business operators and the community) to create initiatives that widely promote the notion of exploring local destinations.

## INFORMATION AND COMMUNICATION TECHNOLOGIES

### Current Best Practices

The following table presents the human resource and sustainability initiatives the students perceived as best practices in the Information and Communication Technologies sector. ([Appendix C](#) lists the organizations that were studied.)

The examples captured in the table do not reflect a comprehensive compilation of all practices at all organizations in the sector. Rather, they exemplify the sustainability leadership and innovation currently demonstrated by select organizations.

<b>PROTECTING AIR, MITIGATING AND ADAPTING TO CLIMATE CHANGE</b>	<ul style="list-style-type: none"><li>• Between 2008 and 2009, Dell reduced total carbon emissions by 6% and business air travel emissions by 30%. Dell headquarters runs on 100% green energy.</li><li>• IBM created “smart” grids to monitor and control the flow of energy from power plant to plug.</li><li>• Hewlett-Packard (HP) uses a carbon footprint calculator to assess printer energy and paper use. HP signed a Corporate Leaders Group communiqué on target emissions reductions by 2050.</li><li>• HP is working toward a “low carbon economy” including reducing the carbon footprints of products and services.</li><li>• In 2008 HP reduced its own emissions by 4% through teleconferencing, reduced travel, increased use of technology, reduced office space and sustainable building design.</li><li>• HP won Wal-mart’s environmental design challenge by reducing packaging on Pavilion notebook by 97%.</li></ul>
<b>ENGAGING THE COMMUNITY AND CONTRIBUTING TO SOCIAL DEVELOPMENT</b>	<ul style="list-style-type: none"><li>• Through Dell’s recycling program, a person can donate old computers to those in need.</li><li>• Since 2000, Telus has given \$137 million to non-profits and volunteered 2.6 million hours of time.</li></ul>

## CARING FOR EMPLOYEES

- Dell launched Employee Storm, an informal employee generation idea tool, engaging more than 25% of worldwide employees in first six months.
- Dell engages employees in global sustainability activities through Green Teams.
- Dell held more than 40 Ethics Day events in more than 20 countries last year.
- Research In Motion (RIM) offers tuition subsidies to employees taking courses at two nearby Universities.
- HP gives courses on topics such as anti-corruption, and circulates quarterly ethics bulletins.
- HP offers health assessments with follow-up by personal health advisor, and rewards participation, where 82% of employees took part.
- Apple has health programs not only for employees but for their families.

## CARING FOR CONSUMERS

- HP's Accessibility Program office offers training and a toolkit for accessible product design.
- IBM has partnered with Google and Continual Health Alliance to allow individuals to create personal health profiles allowing users to share records from hospitals, labs and pharmacies.
- Dell accepts all computers for recycling and HP's Expanded trade program offers consumers cash for reusable technology equipment.
- HP offers a variety of take back options including asset recovery, donation, leasing returns, remarketing, trade-in, and recycling.

## PROTECTING WATER

- IBM partnered with organizations to conduct research aimed at preserving and protecting clean water such as the Beacon Institute for Rivers and Estuaries.
- IBM has opened two Centers of Excellence in Water Management. For example, project Smart Bay in Ireland collects real-time data on water quality, tidal movement, etc. which will assist local fishermen to manage shellfish crops sustainably.
- HP set goal to reduce water use to 5% below 2007 levels by 2010. It has innovative ways to reduce water use such as a Mexican facility using rain water in their bathrooms, which saved 3000 litres a day.

### **FIGHTING POVERTY**

- Dell fights HIV/Aids through employee education and community programs.
- IBM promotes a smarter food system by tracing supply chain of meat, and tracking rice with the hopes of producing larger and more nutritious yields in the context of the world food crisis.
- HP and Dell provide education and resources to ensure that countries maintain the human capital necessary to pull themselves out of poverty.
- HP partnered with UNESCO to initiate a project to reverse 'brain drain' from African countries by providing technology and money to African universities and scholars.

### **ADVANCING HUMAN RIGHTS**

- HP has policies ensuring diversity and the protection of human rights as well as a Social and Environmental Responsibility Supplier Code of Conduct for workers' rights and the environment.
- HP was instrumental in development of the Electronics Industry Code of Conduct in 2004 with labour, human rights, environment, and safety standards.
- IBM plays a key role in Business Leaders Initiative with Human Rights Group.

### **ENSURING ORGANIZATION IS MANAGED PROPERLY**

- HP publishes GHG emissions of facilities and supply chain facilities yearly and carries out audits, where non-conformances are routinely resolved (70%).
- HP's Design for Environment program places environmental stewards on each design team.
- HP's Audit Committee guides ethics, and there are two ethics-focused senior positions.

## Proposed Practices

The following is a list of proposed practices the students would like to see organizations in the Information and Communication Technologies sector adopt.

### PROVIDE STANDARDIZED PRODUCT INFORMATION

- Producers across all sectors need to provide standardized product information (including supply chain and life-cycle analyses) to an independent, impartial, credible central body. This will require extensive, complex information systems, which the ICT sector can help develop and deliver.
- If designed properly, such systems could provide a web of supply and waste chain information enabling producers to compare progress and identify opportunities for collaboration and synergies.

### DEVELOP BETTER PRODUCT SCANNING TECHNOLOGY

- Consumers need access to better information on the sustainability of products. Improved label scanning technology could provide customers with instant in-store (or online) information about a product's life-cycle and supply chain impacts. Information can be filtered and ranked according to consumer preferences.

### PROVIDE PAPERLESS EDUCATIONAL RESOURCES

- Publishers should make their materials (e.g., textbooks) available in paperless format to reduce waste and minimize their carbon footprint.

# appendix A

## Student Participants

The 180 students who participated in the conference were chosen from universities across Canada based on their demonstrated leadership in sustainability.

Michael Algra	Isabelle Curau	Megan Gignac
Keleigh Annau	Dallaire Catlan	Jonathan Glencross
Laétitia Anselmi	Sabrina D'Ambra	Jared Gonet
Bahar Bahrani	Avila De Sousa	Thomas Goyette-Levac
Kristen Barnes	Reuben DeBoer	Brianna Graham
Marc Beaudin	Richard DeLisle	Sara Graves
Amélie Beaupré-Moreau	Katrina Demers	Cameron Gray
David Biggar	Andrey Demin	David Gray-Donald
Chelsea Boaler	Brigette DePape	Simon Guan
Melanie Bouchard	Julie Desmarais	Alla Guelber
Graeme Bousada	Gabriel Didiano	Daniel Hammond
Marena Brinkhurst	Karissa Donkin	Mary Hanratty
Laura Brown	Jillian Doucette	Nathan Harrington
Émilie Burelle	Tania Dube	Kathleen Hilsden
Joren Burton	Mélina Dubois Verret	Sarah Hines
Samantha Cacnio	Marie Dumont	Lauren Isabelle
Ryan Calder	Kathryn Dupuis	Nazia Jeelani
Adrian Camara	Benjamin Dutheil	Eva Jenkins
Michael Campbell	Cassandra Eberhardt	Amin Jivraj
Erin Carlson	Amber Ellis	Sophia Kaméni
Isabelle Caron	Wasseem Emam	Melissa Kendzierski
Andres Castro	Dave Espeseth	Sarah Kimball
Robin Chang	Iris Estrada	Maggie Knight
Stephanie Chartrand	Sina Fakhrabady	Kim Krueckl
Yichao Chen	Stephanie Fehr	Pauline Kwong
Lia Chiasson	Jacqollyne Fitznor	Aliya Lalani
Matthew Church	Erin Flanagan	Charlotte Lambert
Elisa Cooper	Katryna Forsch	Émanuèle Lapierre-Fortin
Paloma Corrin	Elizabeth Fraser	Nicole LeBlanc
Robert Courteau	Troy Frost	Joanne Lee
Brandon Chrichton	Ian Froude	Jacqueline Loke
Christina Crowley	Christopher Fry	Margaret MacAulay

Jason Mader	Robert Pankhurst	Maxime Thériault
Anthony Maher	Troy Parenteau	Shannon Thibault
Janet Man	Brian Park	Valérie Thomas
Amélie Marsolais-Ricard	Bardley Peppinck	Kristine Triandafilou
Kasey Martin	Laurent Petithuguenin	Amélie Trottier-Picard
Bethany Mayne	Thomas Piggott	Judith Tshimbu-
Alison McDonald	Elisabeth Poirier-Garneau	Nkongolo
Caytlyn McFadden	Amy Pollard	Monica Van Schaik
Emily McGill	Megan Poss	Darcy Vermeulen
Stephen McGlenn	Ellen Quigley	Jennifer-Anne Vlasiu
Meghan McGrattan	Ijaz Rahim	Derek Waghray
John McIntyre	Grant Rayner	Emily Wale
Kaylene McTavish	Stephanie Robinson	Scott Walton
Rohit Mehta	Carolyn Ruhland	Yang Wang
Gaspard Misoffe	Benedict San Juan	Eliese Watson
Morgan Moffitt	Jamila Satani	Patrick Whalen
Philippe Murphy	David Savoie	Trevor Wheatley
Marco Mwenda	Darlene Seto	Zaren White
Colleen Myers	Sameer Shah	Michael Whitehead
Suba Naganathan	Farhana Siddiquee	Sara Wicks
Andrea Nelson	Jane Simmons	Justin Wies
Emil Noordeh	Elyse Snow	Devon Willis
Katelynn Northam	Ryan Stack	Tammy Wong
Angeleen Olson	James Stephens	Corey Wood
Kim Olson	Nicole Stewardson	Robert Woodrich
Manon Otto	Gladwin Sun	Shane Yates
Seychelle Pagatpatan	Ian Sutcliffe	Lawrence Yeh
Trevor Page	Marie Sydney	

# appendix B

## Experts Who Guided the Students

SECTOR	INDUSTRY EXPERT	ACADEMIC EXPERT
Insurance and Financial Services	Kathy Bardswick, President and CEO The Co-operators Group Ltd.	Rumina Dhalla, University of Guelph
Assurance et services financiers	Martin-Eric Tremblay, Sr. VP and President Quebec Operations, The Co-operators Group Ltd.	Andrée de Serres, Université du Québec à Montréal
Energy Production	Peter MacConachie, Manager Environmental Strategy, Suncor Energy Inc.	Ian Rowlands, University of Waterloo
Manufacturing	Scott Richardson, Plant Manager McNeil Consumer Healthcare	Robert Klassen, Richard Ivey School of Business, University of Western Ontario
Retail	Esther Speck, Director Sustainability and Community Mountain Equipment Co-op	Elizabeth Evans, Ryerson University
Municipal Public Services	Karen Farbridge, Mayor, City of Guelph	Amelia Clarke, University of Waterloo
Food Systems	Roger Eacock, President, SunOpta Inc.	Alison Blay-Palmer, Wilfrid Laurier University
Hospitality & Tourism	Neil Labatte, CEO, Global Dimensions Capital	Stephen Lynch, University of Guelph
Information and Communication Technologies	Frances Edmonds, Director Environmental Programs, Hewlett-Packard (Canada) Co.	Elizabeth Kurucz, University of Guelph

# appendix C

## Organizations Researched by the Students

### **INSURANCE AND FINANCIAL SERVICES**

Aviva  
Bank of Montreal  
Canadian Imperial Bank  
of Commerce  
Desjardins  
Royal Bank of Canada  
ScotiaBank  
The Co-operators  
TD Bank Financial Group  
Vancity

### **ENERGY PRODUCTION**

BC Hydro  
Bullfrog Power  
Exxon Mobil  
Hydro-Québec  
Irving Oil  
Manitoba Hydro  
Nexen  
Ontario Power Generation  
Suncor Energy  
TransAlta

### **MANUFACTURING**

Canadian Springs  
Cascades  
Domtar  
Honda  
Interface  
Teknion  
Tembec  
Toyota Canada  
Westport Innovations

### **RETAIL**

Aveda  
Canadian Tire  
Hudson's Bay Company  
Hemlock Printers  
Home Depot of Canada  
IKEA  
Mountain Equipment Co-op  
Van Houtte  
Wal-Mart CanadaMunicipal

### **MUNICIPAL PUBLIC SERVICES**

Antigonish  
Canmore  
Federation of Canadian  
Municipalities  
Guelph  
Halifax  
Ottawa  
Vancouver  
Vancouver Olympic Committee  
Yellowknife

#### FOOD SYSTEMS

Harvest Moon Society  
Loblaw  
Ontario Natural Food Co-op  
Nature's Path Foods  
Planet Bean Coffee  
SunOpta  
Utopia Products  
Whole Foods Market

#### INFORMATION AND COMMUNICATION TECHNOLOGIES

Apple  
Dell  
Ericsson  
Hewlett-Packard (Canada)  
IBM  
Research In Motion  
TELUS  
Transcontinental

#### HOSPITALITY AND TOURISM

Air Canada  
ARAMARK Carnival Cruise Lines  
Everdale Farms  
Fairmont Hotels & Resorts  
GAP Adventures  
Parks Canada  
WestJet  
Ziptrek Ecotours



# about the network for business sustainability

Business sustainability is about resilient businesses creating economic value, healthy ecosystems and strong communities. To make businesses sustainable, we must move beyond disciplinary, industry and professional silos. We must innovate to deliver new models that are relevant to both business and society. We believe rigorous knowledge is the tool that can bridge these silos and unlock a sustainable future.

The Network for Business Sustainability is comprised of over 300 researchers and reaches over 1000 practitioners from different sectors in English- and French-speaking Canada and beyond.

## The Network aims to realize three objectives:

### **BUILD COMMUNITY**

We facilitate relationships between researchers, managers, policy-makers and students:

- Our Leadership Council's [Knowledge Priorities](#) build a common research agenda
- Our [People database](#) includes all the researchers in our [Community](#) and their expertise
- Our [Events](#) bring together researchers and leading sustainability managers to build relationships and learn

### **EXCHANGE KNOWLEDGE**

Different people bring different perspectives. We attempt to share diverse perspectives and knowledge through:

- Our [Knowledge database](#) of industry reports and [Research Insights](#) provides rigorous knowledge in accessible formats
- Our [Knowledge Projects](#) (systematic reviews) reveal what we know and what we don't know based on the best evidence available

### **SPUR INNOVATION**

Collaboration will lead to more innovations. We spur innovation by:

- [Identifying collaborations](#) between researchers and managers
- Recruiting the [brightest students](#) in Canada to share their [visions for sustainability](#) in different sectors

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