Rotman School of Management
UNIVERSITY OF TORONTO

MICHAEL LEE-CHIN FAMILY INSTITUTE FOR CORPORATE CITIZENSHIP

PROGRESS REPORT

2016-2017

LEE CHIN INSTITUTE

Rotman

The Michael Lee-Chin Family Institute for Corporate Citizenship helps business leaders – both current and future – integrate sustainability into business strategy and practices by developing and disseminating research, tools and curricula.

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SEEKING POSITIVE IMPACT

LEE CHIN INSTITUTE
Rotman

More and more the conversation about the role of companies in society is shifting from managing risk to creating positive impact.

Since 2005, the Lee-Chin Institute has explored how companies can do more than succeed financially. Our research explores how companies can contribute to social and environmental progress.

To this end our work in sustainability strategy helps company leaders understand and make better choices that go beyond compliance and best practice to distinctive strategies that leverage their particular strengths and capabilities.

Our work in social enterprise explores an emerging organizational form that deliberately connects business acumen with the world's social and environmental challenges.

This year our particular emphasis has been impact investing – a new investment approach that seeks both financial returns and measurable societal benefits. We've done academic and applied research and started work to help this new market grow.

We call this seeking positive impact.

LEE-CHIN INSTITUTE 2016-2017

SUPPORTED RESEARCH TO DATE

82 PROJECTS

28 JOURNAL ARTICLES

218 PRODUCTS

EARNED AN "EXCELLENT" ASSESSMENT FROM ROTMAN'S CENTRES AND RESEARCH COMMITTEE

@Lee_Chin_Inst

LinkedIn bit.ly/290mZDx

SOCIAL MEDIA ENGAGEMENT

CONNECT WITH US!

LAUNCH OF OPENIMPACT.CA

Inventory of 160 Canadian Impact Investment Products

"The Sustainability major (at Rotman) has completely exceeded my expectations."

- Aqeela Nanji
Poets&Quants, 2017 MBAs To Watch (Rotman)

12 NEW ARTICLES

- THE PITFALLS OF SHORT-TERMISM
- DEVELOPING THE IMPACT INVESTMENT MARKET
- TEACHING SOCIAL ENTREPRENEURSHIP

73%
CURRICULUM

93%
EXTRA-CURRICULAR

100%
CAREER SUPPORT

IMPROVED STUDENT SATISFACTION ON SUSTAINABILITY at Rotman

BREAKTHROUGH WORK BY OUR FELLOWS

1 FORTHCOMING BOOK

4 STUDIES

OUR TEAM

ROGER MARTIN

ACADEMIC DIRECTOR

ROD LOHIN

EXECUTIVE DIRECTOR

ALISON KEMPER

SENIOR RESEARCH ASSOCIATE

JENNIFER PUSKAR

RESEARCH OFFICER

FELLOWS OF THE INSTITUTE

KATHERINE DECELLES

ASSOCIATE PROFESSOR OF ORGANIZATIONAL BEHAVIOUR & HUMAN RESOURCE MANAGEMENT

ALEXANDER DYCK

MANULIFE FINANCIAL CHAIR IN FINANCIAL SERVICES AND PROFESSOR OF FINANCE & BUSINESS ECONOMICS

ANDRÁS TILCSIK

ASSISTANT PROFESSOR, STRATEGIC MANAGEMENT

GRANT REVIEW PANEL MEMBERS

LAURENCE BOOTH

PROFESSOR OF FINANCE, CIT CHAIR IN STRUCTURED FINANCE

ALISON KEMPER

SENIOR RESEARCH ASSOCIATE

ROD LOHIN

EXECUTIVE DIRECTOR

REBECCA REUBER

PROFESSOR OF STRATEGIC MANAGEMENT

ANDRÁS TILCSIK

ASSISTANT PROFESSOR, STRATEGIC MANAGEMENT

ADVISORY GROUP

SHARI AUSTIN

PRINCIPAL, SHARI AUSTIN & COMPANY

TANIA CARNEGIE

LEADER, KPMG IMPACT VENTURES & NATIONAL EXECUTIVE DIRECTOR OF COMMUNITY LEADERSHIP

GEOFFREY LEONARDELLI

ASSOCIATE PROFESSOR OF ORGANIZATIONAL BEHAVIOUR & HUMAN RESOURCE MANAGEMENT

ROD LOHIN

EXECUTIVE DIRECTOR

ROGER MARTIN

ACADEMIC DIRECTOR

REBECCA REUBER

PROFESSOR OF STRATEGIC MANAGEMENT

OUR IMPACT

This is the annual report of the Michael Lee-Chin Family Institute for Corporate Citizenship for 2016-17.

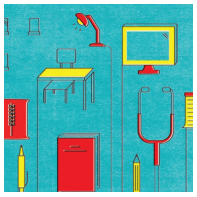
The report outlines our activities and achievements this year, and also highlights some ongoing sustainability-related initiatives at Rotman.

The Lee-Chin Institute helps current and future business leaders integrate sustainability into business strategy and practices by developing and disseminating research, tools and curricula.

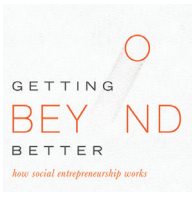
To do this, we:

- Conduct and publish dedicated research and insights on theories, models, strategies and actions for academic and business audiences.
- Support related academic research by Rotman faculty and PhD candidates.
- Disseminate our research and the leading thinking of others through events and the media.
- Enhance curricular and co-curricular activities relating to sustainability at Rotman.

The core Lee-Chin Institute team conducts research and shares perspectives about sustainability opportunities and challenges facing business leaders. This year, our team generated 12 new publications for business audiences, including:

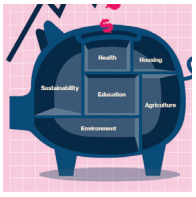


"Overhead Sounds Useless, So Stop Calling It That" by Roger Martin, Stanford Social Innovation Review, Summer 2016

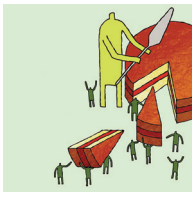


"Teaching the Thinking of Social Entrepreneurship: How We Designed the Getting Beyond Better Syllabus" based on Roger Martin and Sally Osberg's *Getting Beyond Better*, by Nogah Kornberg, Skoll Foundation, December 5, 2016

"A Growing Appetite for Impact Investing: What Wealth Advisors Need to Know" by Rod Lohin as part of a consulting project on Social Finance with RBC, July 2016



"Impact Investing: Tracking the Adoption of a Financial (and Social) Innovation" by Roger Martin and Rod Lohin, Rotman Management Magazine, Winter 2017 Issue



"The False Premise of the Shareholder Value Debate" by Roger Martin, Harvard Business Review, September 26, 2016

"Responsible Investing: Canadian Cleantech Investor Profiles" by Jason Visscher, Corporate Knights Magazine, Winter 2017 Issue

"Impact Investment Products" by Michael Lee-Chin Family Institute for Corporate Citizenship and Purpose Capital, RIA Canada's Canadian Impact Investment Trends Report, October 2016

"Impact Investing in Victorian England? The Case of Model Dwellings Companies" by Rod Lohin, Stanford Social Innovation Review, April 17, 2017

"Are Americans Enamored with the Wrong Kinds of Entrepreneurs?" by Roger Martin, Harvard Business Review, November 11, 2016

"Bold Bets for Social Change" by Roger Martin, Stanford Social Innovation Review, April 27, 2017

"Getting Beyond Better Syllabus: Being a Social Entrepreneur Is a Way of Seeing and Being in the World" by Roger Martin and Sally Osberg, Skoll Foundation, December 5, 2016

"What if Investors Who Held Their Shares Longer Got More Voting Power" by Roger Martin, Harvard Business Review, April 27, 2017

OUR WORK WITH PRACTITIONERS

The Lee-Chin Institute works with select companies to apply research and provide advice on sustainability challenges and opportunities – and learn from this application.

Corporate Sustainability Strategy
This year, members of the Lee-Chin Institute worked with the following on sustainability strategy:

- Meeting/briefing with LEGO senior sustainability executives, November 2016.
- Preliminary corporate sustainability research for First Service, April 2017.

Social Enterprise
Roger Martin and Sally Osberg reflected on one year since the release of *Getting Beyond Better: How Social Entrepreneurship Works*, and Nogah Kornberg developed the companion Syllabus (Harvard Business Press).

Impact Investing
In 2016-2017, the Lee-Chin Institute emphasised work on impact investing. In this emerging investment approach, investors seek to generate financial return alongside positive societal impact. Our projects included:

- RBC Impact Investing Project: The Lee-Chin Institute conducted research and provided advice to RBC on how to build on their leadership position in social finance. The project culminated in a confidential report on future directions and a session to help senior managers understand impact investing and better support interested clients, in May & July 2016.
- OpenImpact.ca: The Lee-Chin Institute partnered with Purpose Capital (a leading advisory services firm), to create a free resource of impact investment products in Canada. An early version of the inventory was published in Responsible Investment Association Canadian Impact Investment Trends Report (October 2016). OpenImpact.ca, a public online resource with more than 160 impact investment products, launched for investors and advisors in April 2017.

FELLOWS OF THE INSTITUTE

Each year, the Lee-Chin Institutes encourage, funds and helps faculty members and PhDs undertake research on corporate sustainability. Our program includes support for Fellows of the Institute, grants for faculty and PhDs, and creating and sharing research resources. Our program has supported projects that have generated over 200 research products.

Lee-Chin Institute Fellows are chosen to support and honour their work on corporate sustainability for a renewable one-year term. This year's fellows were:

Alexander Dyck
Manulife Financial Chair in Financial Services, and Professor of Finance and Business Economics

Alexander Dyck is a distinguished senior Rotman scholar and teacher, whose primary work for the Institute explores the causal role institutional ownership plays in driving firm adoption and increased environmental and social performance. A key piece of this work is the following working paper:

- "Do Institutional Investors Drive Corporate Social Responsibility? International Evidence," Dyck, I. J. Alexander, and Karl V. Lins, and Lukas Roth, and Hannes F. Wagner. (December 20, 2016). Available at SSRN: https://ssrn.com/abstract=2708589.

This work has been presented more than 18 times, including at the International Centre for Pension Management conference, Montreal (October 2016), and at the Ackerman Corporate Governance conference, Tel Aviv (December 2016).

FELLOWS OF THE INSTITUTE

András Tilcsik
Assistant Professor of Strategic Management

András Tilcsik is a rising scholar at Rotman whose work for the Institute includes identifying corporate practices and decision-making processes that reduce the risk and impact of catastrophic disasters, and providing practical advice on how organizations can ensure equal opportunity in their hiring. This year, his work included:

- "Institutional Equivalence: How Industry and Community Peers Influence Corporate Philanthropy," Marquis, C. and A. Tilcsik; Organization Science, October 3, 2016
- "When Experts Become Liabilities: Domain Experts on Boards and Organizational Failure," Almandoz, Juan, and András Tilcsik; Academy of Management Journal; Issue: 59(4); 2016; Pages: 1124-1149
  - "When Having Too Many Experts on the Board Backfires," Almandoz, Juan, and András Tilcsik, Harvard Business Review, August 29, 2016
  - "When Expertise Becomes A Liability," Almandoz, Juan, and András Tilcsik, Rotman Management Magazine, Winter 2017 Issue
- "Class Advantage, Commitment Penalty: The Gendered Effect of Social Class Signals in an Elite Labor Market," Rivera, Lauren and András Tilcsik; American Sociological Review; Issue 81(6); 2016; Pages: 1097-1131
  - "Research: How Subtle Class Cues Can Backfire on Your Resume," Rivera, Lauren, and András Tilcsik, Harvard Business Review, December 21, 2016
- MELTDOWN: Why Our Systems Fail and What We Can Do About It, Chris Clearfield and András Tilcsik; forthcoming, Penguin Random House, 2018

For 2017-18, we have renewed Alexander Dyck and András Tilcsik, and will welcome Katherine DeCelles (Associate Professor of Organizational Behaviour and Human Resource Management), exploring "buycotts" and political consumerism, as well as continuing work on inclusiveness and ethics.

SUPPORTED RESEARCH BY ROTMAN FACULTY & PHDS

The Lee-Chin Institute encourages and supports sustainability research by other Rotman faculty and PhDs across management disciplines. In November 2016, we held a research roundtable on Corporate Sustainability research to help build momentum and showcase the great work being done across the school in this area. We also provide access to research resources (such as Sustainalytics ESG data) for all faculty in collaboration with the University of Toronto Mississauga (UTM).

Each year, the Lee-Chin Institute offers grants to support Rotman faculty or PhD student research, curriculum development or professional development in the area of corporate sustainability. Proposals are typically due in early March of each year (see uoft.me/LCIGrants for more). Grant recipients are selected by a panel of Rotman academics and institute staff.

Since 2005, the Lee-Chin Institute has supported 82 research projects generating more than 218 products, including: 28 journal articles, 26 working papers, 9 trade publications, 1 book, and 129 presentations.

2017-18 Lee-Chin Institute grants supporting research in corporate sustainability include:

- Olivier Dessaint (Assistant Professor of Finance) and Andrey Golubov (Assistant Professor of Finance): "The Human Cost of Mergers and Acquisitions"
- Mitchell Hoffman (Assistant Professor of Strategic Management): "Corporate Citizenship and Hiring Through Employee Referrals"
- Daehyun Kim (Assistant Professor of Accounting): "Stock Manipulation: News Disclosure & CEO Stock Compensation"
- Chloe Kovacheff (PhD Candidate, OBHRM) and Matthew Feinberg (Assistant Professor of OBHRM): "Corporate Social Responsibility and Employee Outcomes"
- Gordon Richardson (KPMG Professor of Accounting and Professor of Accounting), Jingjing Wang (PhD Candidate, Accounting), et al: "Corporate Social Responsibility Deception in Management Discussion and Analysis"
- Christoph M. Schiller (PhD Candidate, Finance) and Craig Doidge (Professor of Finance, Area Coordinator, Finance and Professorship in Corporate Governance): "International Supply-Chain Networks & Corporate Social Responsibility"
- Yue Li, Associate (Associate Professor of Accounting, UTM/Rotman): "Corporate Social Responsibility and Financial Quarterly Reporting"

DISSEMINATING RESEARCH THROUGH EVENTS & MEDIA

This year, the Lee-Chin Institute participated in academic conferences and engaged the business community through a range of events at Rotman, in speaking engagements around the world, and in the media and on social media.

Events

The Institute (in partnership with the Rotman Events team) looks for opportunities to host some of the brightest minds in sustainable business to engage practitioners, academics, students and the general public. This year we hosted 8 events:

- "From Public Interest to Private Profit: The Changing Political and Social Legitimacy of International Business," Conference in partnership with University of Kent and Canadian Business History Association, May 5 & 6, 2016 (76 registrants)
- "The Role of Corporations in Serving Society through Business as well as Philanthropic Initiatives," with Kathleen McLaughlin, Wal-Mart Stores Inc. and Walmart Foundation, May 12, 2016 (89 registrants)
- "The Work of the Financial Stability Board Task Force on Climate-Related Financial Disclosures – A Discussion," with Jane Ambachtsheer & Julie Desjardins, July 15, 2016 (95 registrants)
- "The Vanishing American Corporation" with Jerry Davis, October 7, 2016 (15 registrants)
- "Sixteen Candles: Lessons from an Adolescent Social Enterprise," with Catherine Gill, Root Capital, December 5, 2016 (41 registrants)
- Corporate Sustainability Research Roundtable at Rotman, November 7, 2016 (25 participants)
- "Investing for Impact: The Movement for Financial and Social Returns," with Lars Boggild, Purpose Capital, December 13, 2016 (58 registrants)
- "Building a Culture of Innovation and Sustainability to Strategically Deploy Sustainability-Led Innovation," with: Marcelo Lu, CEO and President, BASF Canada; Ron Seftel, CEO, Bullfrog Power; and Annette Verschuren, Chair and CEO, NRStor Inc., moderated by Richard Blundell, Adjunct Professor, Rotman, April 5, 2017 (223 registrants)

For more, look for the Sustainability Speaker Series @RotmanEvents – www.uoft.me/Events.

Public Speaking Engagements

Members of the institute appeared at more than 25 speaking engagements. Highlights include:

Roger Martin

- Skoll World Forum, Oxford, April 5-7, 2017
- Creative Minds Public Lecture, Keller Center, Princeton University, March 29, 2017
- The Value of Entrepreneurship, Drucker Forum, Vienna, November 17, 2016
- Investing in the workforce of tomorrow, Coalition for Inclusive Capitalism conference, New York, October 10, 2016
- Tamarack Institute Conference, "Getting Beyond Better," Toronto, September 29, 2016
- Aristotle Speech, Mayo Clinic Transform conference, September 15, 2016
- Onstage Q&A with Zeynep Ton following her presentation on Good Job Strategy, September 12, 2016
- *Getting Beyond Better,* Forum on Social Entrepreneurship, Johannesburg, South Africa, August 31, 2016

Rod Lohin

- "The State of Sustainability: Challenges and Opportunities for Organizations and Emerging Sustainability Professionals," Master of Science in Sustainability Management, University of Toronto Mississauga (UTM MScSM), September 8, 2016
- Rotman Net Impact Kickoff Meeting, September 21, 2016
- Walmart Sustainability Series with Rotman Net Impact, September 23, 2016
- Guest Lecturer, Principles of Sustainability Management, UTM MScSM, October 20, 2016
- Panelist, Careers in Corporate Sustainability Fireside Chat, hosted by Rotman Net Impact, October 27, 2016
- Speaker, Sustainability Centres Workshop, Network for Business Sustainability & Insead Social Innovation Centre, November 16-19, Fontainebleau, France
- Keynote Speaker, Hult Prize at U of T, December 3, 2016
- Panelist, Before the Flood Official Screening & Panel Discussion, March 2, 2017

DISSEMINATING RESEARCH THROUGH EVENTS AND THE MEDIA

Alison Kemper
- "How Accounting Created Canada: The Alienation of Rupert's Land by the Hudson's Bay Company" at From Public Interest to Private Profit: The Changing Political and Social Legitimacy of International Business, Co-Presenters: Centre for the Political Economies of International Commerce (PEIC), University of Kent; Business History Group, Rotman School of Management, University of Toronto, Toronto, May 2016
- "The Overvaluation Trap," Science for Peace, University of Toronto, November 2016

Media Highlights

The work of the institute generated at least 65 media mentions this year, with diversity and inclusion, social innovation, and governance & incentives (short-termism, executive compensation, shareholder maximization) proving to be strong areas of interest. Selected mentions include:

- Anne-Marie Slaughter in "Social entrepreneurs can give the government a lift," recommends Roger Martin and Sally Osberg's *Getting Beyond Better: How Social Entrepreneurship Works*, for Financial Times, May 18, 2016. "A new book present[s] a model of social enterprise that directly engages government in a number of critical ways. They offer a helpful definition of social entrepreneurs, as distinct from direct social service providers and social advocates."
- "The Overvaluation Trap" by Alison Kemper and Roger Martin from the December 2015 issue of Harvard Business Review appeared in the May 22, 2016 issue of Business Today, a business magazine in India.
- TIME - "Maximizing Shareholder value May Have Gone Too Far," with reference to Roger Martin's *Fixing the Game*, June 3, 2016.
- Scott Tong in "How Shareholders Jumped To First In Line For Profits," referencing Roger Martin on shareholder value maximization, for Marketplace, June 14, 2016.
- Iman Sheikh in "Is Your Resumé 'White' Enough To Get The Job You Want?" referencing the study "Whitened Résumés: Race and Self-Presentation in the Labor Market," by Sonia K. Kang, Katherine A. DeCelles, András Tilcsik, Sora Jun, for TVO, July 14 2016.
- "Jason Haber's Top 10 Must Read Books for Social Entrepreneurs" for Entrepreneur.com, November 8, 2016, lists *Getting Beyond Better* by Roger Martin and Sally Osberg.
- Open Impact profiled on Impact Alpha, April 26,2017: Openimpact.ca profiles more than 150 Canadian impact investing products.

Social Media

We continue to engage a broader audience, including students, Rotman/UofT, other researchers and centres, leaders, and general public via social media, including:
- Twitter
  - Since May 1, 2016, the Lee-Chin Institute increased 450% in followership, a 400% increase in Tweets (to 1200) and a 335% increase in total engagement since May 2016.
  - Held TwitterChat with Roger Martin during the Skoll World Forum, reaching 51,930 Twitter accounts with 418,067 impressions.
- LinkedIn
  - External LinkedIn Rotman Showcase Page to engage students and business community on our work and other management research re: business & society.
  - Sustainability at Rotman Group - Internal Group for sustainability related discussion and activities at Rotman.

IMPACTING THE STUDENT EXPERIENCE

In 2016-17, the Lee-Chin Institute continued to work with students and student organizations to enhance curricular and co-curricular activities. This work helps to improve the experience of current students interested in corporate sustainability and increase the School's attractiveness to potential students.

This year, Rotman saw a strong upswing in students' perceptions of the School's sustainability performance according to the Net Impact Guide to Business Schools for Social and Environmental Impact (released December 2016).

Due to our work, as well as the efforts of student leaders, staff and key faculty members, Rotman improved dramatically in all three sustainability areas – curriculum, career help and extracurricular activities.

University of Toronto
Rotman School of Management | Toronto, ON

73% of students are satisfied with social & environmental themes

100% of students agree the program offers adequate career preparation resources for impact job seekers

93% of students are satisfied with extracurricular activities

"The Sustainability major (at Rotman) has completely exceeded my expectations."

- Aqeela Nanji
Rotman School of Management,
University of Toronto
Poets&Quants, 2017 MBAs To Watch

Curriculum

The Lee-Chin Institute helps faculty members engage students with up-to-date sustainability-related content. Efforts on these fronts included:

- The Rotman Sustainability Major marked its second year. Approximately 30 second year MBA students were eligible for the major this year (another strong year) with notable interest in a course on sustainable business models offered by Adjunct Professor Richard Blundell.
- In 2016-17, we supported two curriculum-related projects for 2017-18:
  - Richard C. Powers (Associate Professor, Teaching Stream) to upgrade the Ethics module in the MBA program core.
  - Nouman Ashraf (Assistant Professor, Teaching Stream) to develop cases on CSR and the stance of leaders for Leading Social Innovation, an MBA elective.
- The Lee-Chin Institute also supported and helped to coordinate the Student Curriculum Review Committee, involving 15 students, who developed their position over the course of early 2016 and presented to the Dean and senior staff in May and June 2016. The committee's input was also provided to the formal Rotman Curriculum Review process.

Co-Curricular & Career Support For Students

- Rod Lohin continued as a member of the Sustainability Operations Committee at Rotman, helped create #SustainableRotman Campaign, launched in May 2016.
- The LCI participated in Catalyst Fund Proposal with Rotman Career Centre - Careers for Impact Fund: Supporting Rotman's Ability to Help Inspire the Bold Thinking Needed to Solve the Most Pressing Problems of our Time.
- The LCI team helped and supported Net Impact events, including:
  - Net Impact Kick-off, September 21, 2016
  - Walmart Sustainability Series with Net Impact, September 23, 2016
  - Sustainability Innovations Case Competition, January 21, 2017
  - Before the Flood: Official Screening and Panel Discussion, March 2, 2017
- Hult Prize
  - Hult Prize Kickoff, October 11, 2016
  - Hult Prize at U of T, Workshop 1: Design Thinking, Oct 25, 2016
  - Hult Prize at U of T, Information & Team Building Session with Team Attollo, October 28, 2016
  - Hult Prize at U of T, Qualifier, December 3, 2016
  - Travel support for seven students (from the 2018 Full-time and 2019 Evening MBA classes) to compete in the Boston and Shanghai Regional Hult Prize Finals
- Careers
  - Careers in Corporate Sustainability Fireside Chat, hosted by Rotman Net Impact, October 27, 2016
  - Rod Lohin mentored 6 students on Social Entrepreneurship as part of the Net Impact Mentorship Program, Fall-Spring 2017
  - Sustainability & CSR Career Fair, hosted by Rotman Net Impact, February 27, 2017

THE YEAR AHEAD: 2016-2017

The role of business in society continues to evolve quickly. Issues like inequality, climate change, the transition to renewable energy – and more – have never been more present for companies. These are challenges to be faced, but they also offer potential opportunities.

The Lee-Chin Institute will continue to contribute to the conversation about managing these challenges. But we are most driven to explore how companies can contribute to positive change by helping them make strategic choices – about their business models, key issues and how they can bring their strengths and capabilities to bear.

We will also continue to explore and study new organizational forms that have been developed specifically to contribute to positive impact – social enterprises, B Corps and others.

For the coming year, we will expand our work on impact investing. Through our academic and applied research, we will help to describe this new investment approach, its growth and key characteristics. We will also work with practitioners to support the further development of this new market.

We will maintain our support for the work of our faculty and PhD candidates through our grants program, and by supporting the purchase of and access to corporate sustainability data.

We will continue to support the remarkable work being done by Fellows Alexander Dyck and András Tilcsik, who have been renewed for 2017-18. We are also excited to welcome Katherine DeCelles (Associate Professor of Organizational Behaviour and Human Resources Management) as a new Fellow. She will conduct new work on "buycotts" and political consumerism, as well as continuing work on inclusiveness and ethics.

We will continue to host events on related sustainability topics, and disseminate our perspectives and curated content through the media and social media.

We will also work to strengthen the curriculum and co-curricular activities for students, through our work with faculty and student organizations, notably Net Impact.

In sum, the Lee-Chin Institute will help Rotman build greater presence and a stronger position on corporate sustainability, and particularly on the potential for business to have a positive impact in our world.

Our ongoing thanks to Michael Lee-Chin (Chairman, Portland Holdings Inc.) and his family for their shared vision and generous support.

DID YOU KNOW?

St. George Campus has one of the **highest waste diversion rates** (70.6%) of any post-secondary institution in North America!

DID YOU KNOW?

Rotman School's South building collects rainwater in a cistern, which is then **used for ground and green roof irrigation.**

DID YOU KNOW?

In 2015 University of Toronto has been named one of **Canada's Greenest Employers!**

DID YOU KNOW?

The Rotman School now helps save over 188 tonnes of CO_2 emissions per year after retrofitting its existing lighting.

DID YOU KNOW?

The Rotman School will be saving about **$19,400** per year! That's because the North Building is moving to LED lighting!

DID YOU KNOW?

At the Exchange Cafe, the majority, if not all, of their disposable items are **compostable or recyclable!**

DID YOU KNOW?

In the summer, you can help the Rotman School **reduce energy costs** by simply pulling down the shades in your study room or your office!

DID YOU KNOW?

Rotman Net Impact advocates for incorporating sustainability into the MBA curriculum and was awarded the 2015 International Chapter of the Year.

DID YOU KNOW?

The Rotman School's South Building is **LEED Gold Certified*** – one of only 322 office buildings with Gold status in Canada!

LEE CHIN INSTITUTE

Rotman

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