



# PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

Sharing Information on Progress Report  
2018-2022

# CONTENTS

Dean’s Remarks..... 3

Introduction ..... 4

    Land Acknowledgment ..... 4

    About Wilfrid Laurier University ..... 4

    About the Lazaridis School of Business & Economics ..... 6

Principle 1 – Purpose ..... 9

Principle 2 – Values ..... 14

Principle 3 – Method..... 17

Principle 4 – Research ..... 25

Principle 5 – Partnership ..... 31

Principle 6 – Dialogue ..... 36

Organizational Practices ..... 41

Future Goals..... 43

## DEAN'S REMARKS

I am delighted to share the latest report on the achievements that highlight the Principles of Responsible Management Education (PRME) at Wilfrid Laurier University's Lazaridis School of Business & Economics.

We strive to instill responsible management practices into every aspect of our culture: by inspiring students to transform creative ideas into trailblazing initiatives that positively impact our communities, and by providing access to resources and networks for faculty to produce relevant research to address the rising social, environmental and economic challenges.



Our dedication to PRME is steadfast and growing, with sustainability rooted in our very foundations — in the premises themselves. The state-of-the-art Lazaridis Hall is a gold LEED certified building, enhancing energy and water efficiency, reducing carbon emissions, and establishing a flourishing and organic environment to learn, work, and collaborate. With every innovative step, we endeavour to confront climate change with creative solutions.

We look forward to continuing the dialogue with our stakeholders and other PRME members to establish the Lazaridis School as a leader in responsibility, sustainability, and ethics.

A handwritten signature in black ink, appearing to read 'Kalyani Menon'. The signature is fluid and cursive, with a long horizontal line extending from the end.

Kalyani Menon, PhD  
Interim Dean, Lazaridis School of Business & Economics  
Wilfrid Laurier University

# INTRODUCTION

## Land Acknowledgment

We acknowledge that the Lazaridis School of Business & Economics, Wilfrid Laurier University and its campuses are located on the Haldimand tract, traditional territory of the Neutral, Anishinaabeg and Haudenosaunee peoples. This land is part of the Dish with One Spoon Treaty between the Haudenosaunee and Anishinaabeg peoples and symbolizes the agreement to share, protect our resources and not to engage in conflict.

## About Wilfrid Laurier University

Wilfrid Laurier University (Laurier) is proud to be designated a Changemaker Campus by Ashoka U for being a global leader in social entrepreneurship and social innovation education. Ashoka U is a global network that strives to foster a culture of social innovation in higher education and is part of Ashoka, a respected international association dedicated to the belief that individuals and organizations can create positive social change. Laurier first received the designation in March 2016 and was only the second university in Canada to hold the status at the time.

### Mission and Values

At Laurier, education is about building the whole person: mind, body and spirit. We believe that a university career must lead to more than just a job to be considered a success; Laurier creates engaged and aware citizens in a culture that inspires lives of leadership and purpose.

Our commitment is to justice and sustainability now and in the future, so we strive to ignite the minds, spirits and hearts of our communities through excellence in teaching and learning, in the discovery, scholarly exploration, and application of new ideas, and in instilling the courage to engage and challenge the world in all its complexity.

### Institutional Facts

**109** age of the institution

**20,000** students

**105,000+** alumni living in

**100+** countries around the world

**9** faculties

**6** campuses and locations

**23** research centres and institutes

## Applying Knowledge to Real-World Problems

In-class learning is only part of the educational equation. Putting knowledge to work in the world is a hallmark of the Laurier experience. Experiential learning opportunities are purposefully designed to help students relate what they learn in the classroom to what they experience outside of it. As a result, Laurier students graduate with both the theory and skills needed to succeed in the world that awaits them after university.

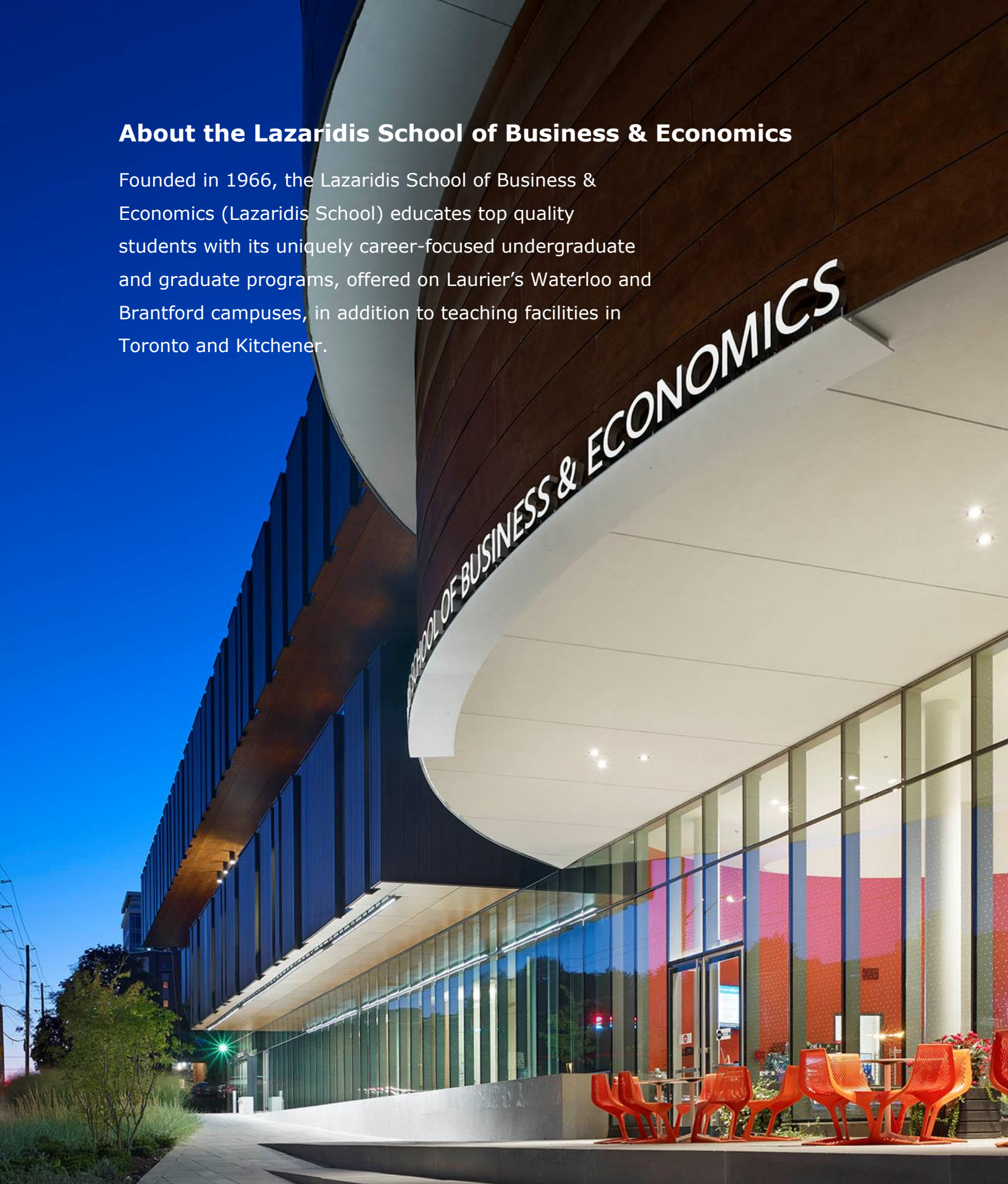
## Leaving Our Mark

We measure our success by the impact we make. Purposeful teaching, learning, research, and community experiences enable our students, alumni, staff and faculty to make a meaningful difference in their communities and the wider world. Together, we build knowledge that serves society.



## About the Lazaridis School of Business & Economics

Founded in 1966, the Lazaridis School of Business & Economics (Lazaridis School) educates top quality students with its uniquely career-focused undergraduate and graduate programs, offered on Laurier's Waterloo and Brantford campuses, in addition to teaching facilities in Toronto and Kitchener.



Lazaridis Hall, located on Laurier's Waterloo campus, is an award-winning Leadership in Energy and Environmental Design (LEED) Gold status building, representing sustainability excellence and green building leadership. Lazaridis Hall is home to the majority of academic programs and administrative staff units within the Lazaridis School.



In 2022 the Lazaridis School engaged in a new strategic planning phase, recognizing that the post COVID-19 pandemic environment presents new challenges and opportunities, to reflect on our call to action.

## Vision

Our vision is to rank among Canada's best through our pursuit of excellence in experiential education, impactful research, and community engagement.

## Mission

We strive to be leaders in our communities and help shape the future. We generate, disseminate, and implement knowledge about business and economics for the betterment of the world we live in. We use our impactful research and immersive approach to education to meet the dynamic needs of our local, national, and international stakeholders.

## By The Numbers

**6,378** students enrolled in  
Lazaridis School degree and diploma  
programs

**157** full-time faculty

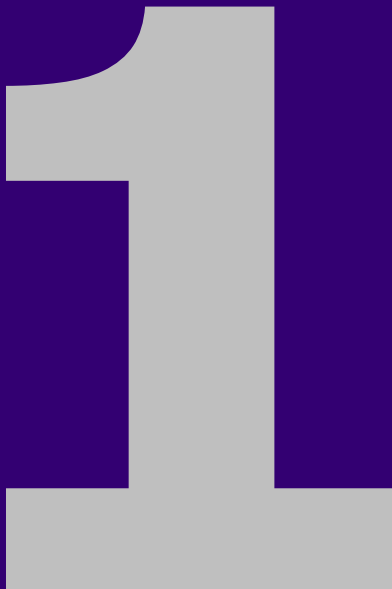
**114** part-time faculty

**59** full-time staff

**36,930** alumni



## **PRINCIPLE 1 – PURPOSE**

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

The Lazaridis School strives to empower students to tackle a world of ever-growing complexity through immersive learning and the development of critical skills including teamwork, communication, integrative thinking, ethical principles, along with an inclusive community focus.

From the start of their academic program, Lazaridis School students learn to work in teams and tackle real-world problems through curricular, co-curricular, and experiential learning activities. Societal impact thinking is deeply rooted in our university culture and community.

The Lazaridis School has been a PRME signatory since 2016 and has integrated sustainability and responsible management themes across numerous areas, aligned with its mission, which are highlighted during this reporting period. As an institution accredited by the Association to Advance the Collegiate Schools of Business (AACSB), these principles are also further sustained through an alignment with societal impact standards.

Our students are actively involved in championing purpose-driven change.



## StartUp Lab

The StartUp Lab, Laurier's incubator in the Lazaridis School, provides support, mentorship and resources to startups and social ventures founded by Laurier students, and alumni at the Waterloo campus.

**150+** startups were supported through the StartUp Lab between 2018 and 2022 with the dedicated mentorship of **75+** mentors

## Venture Spotlight

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**That Smile Company is looking for a way to reduce the waste from daily dental care.**

*"The idea was a shower 'Aha!' moment. We all care about sustainability and we were thinking of different ways that we can create an innovative solution to something that we - use in our everyday lives."*

When it comes to reducing the waste from everyday activities, "think global, act local" can be a powerful way to make an impact. Looking for a way to reduce the waste from daily dental care is the core of StartUp Lab venture That Smile Company. The venture is building a waste-free alternative to toothpaste packaging.

Founded by Laurier students Hanna Roglic, Spencer Lynn, Aditya Dhanasekharan, and Rohit Dabke, That Smile Company is currently working to bring its vision to reality.

"We're trying to innovate toothpaste packaging to make it more accessible, environmentally friendly, and safe in the sense of cleanliness. We're focusing on encapsulating the dentist recommended amount of toothpaste in a single-use compostable, squeezable capsule," Lynn said.

The founders met in the famed BU121 first-year course, where students create a business plan for a new business idea.

In 2019 they were chosen as the winning team at the BDO New Venture Competition, and continued their journey by bringing their venture to StartUp Lab.

That Smile Company is working to avoid consumer hesitancy by creating a toothpaste similar to what consumers are used to but in a waste-free package. They are working with a biotech team to develop their proprietary encapsulation technology for dental health care products.



## Enactus

Wilfrid Laurier University's Waterloo Enactus team, supported by faculty advisor and assistant professor of strategic management, Laura Allan earned the following top finishes at national and world cup expositions.

2022: Canadian National Top 4

CWB Financial Education National Challenge – 1st Place

Scotiabank Climate Action Regional Challenge – 1st Place

TD Entrepreneurship Regional Challenge – 1st Place

2021: Canadian National Champion and Global Runner-Up

TD Entrepreneurship National Challenge – 1st Place

CWB Financial Education Regional Challenge – 1st Place

Scotiabank Climate Action Regional Challenge – 1st Place

2020: Canadian National Champion and Global Runner-Up

Scotiabank Climate Action National Challenge – 1st Place

TD Entrepreneurship National Challenge – 1st Place

CWB Financial Education Regional Challenge – 1st Place

Scotiabank Climate Action - Best Project Idea

3M Canada Project Accelerator - Best Project

2019: Canadian National Top 4



Enterprises built by Enactus Laurier and presented at competitions:

**Last20** seeks innovative and sustainable ways to upcycle plastic waste. The company is working with researchers to develop a way to replace some of the bitumen, used as a binding agent in pavement, with waste plastic bags. The venture has completed two pilots to date – one in Southern Ontario and one in New York.



**Kuponya Innovations** is building sustainable and affordable tiny homes for Indigenous communities in the Northwest Territories. The venture has created a design concept, secured suppliers, and partnered with a remote community in Fort Good Hope for its first pilot. The homes will upcycle over 40K plastic bottles in its innovative structural insulated panels.



**Safi** has developed a manual pasteurization handle for East African farmers who, due to climate-induced droughts, have abandoned cows in favour of camels. Raw milk from these camels can carry a number of life-threatening diseases. The handle has a proprietary colour-coded thermometer that indicates when the conditions for pasteurization have been met.



**The RJ Project** is gamifying the learning of conflict resolution skills for young children in schools to reduce bullying. The focus is on preventing incidences from escalating vs. relying on punitive measures that have been shown to be ineffective. They are in the development stage but already have commitment from a local school board to use the platform in its grade 1-3 classrooms.



## **PRINCIPLE 2 – VALUES**

**2**

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

As part of a thriving academic community, we are guided by our values, which drive our work.

**Diversity of research, pedagogies, and opinions**

**Intellectual integrity**

**Environmental and social responsibility**

**Inclusive and respectful community**

## **Our commitment to the UN Sustainable Development Goals & PRME principles**

Aligned with our values, we acknowledge our role to help advance the United Nations Sustainable Development Goals (UN SDGs) through our research, scholarship, experiential education activities and community engagement. Our active contributions to the Principles for Responsible Management Education (PRME) and UN SDGs are highlighted within this report.



## Advancing Equity, Diversity, Inclusion

In support of our commitment to advancing equity, diversity, inclusion, Indigenization and the Truth and Reconciliation Commission's (TRC) Calls to Action, Lazaridis School staff and academic leaders have completed the Four Seasons of Reconciliation course and Intercultural Communications Certificate offered at Laurier.

### Four Seasons of Reconciliation

In collaboration with First Nations University of Canada, 4 Seasons of Reconciliation provides a professional development course that assists the workplace and education sector in meeting the 94-Calls to Action from the [Truth and Reconciliation Commission](#). The course provides foundational knowledge of reconciliation themes from Indigenous perspectives and worldviews which aim to deepen historical understanding and knowledge of contemporary realities. It explores the rich and vibrant cultures of Indigenous peoples as well as treaties, colonialism, residential schools, restitution and the 94 Calls to Action from the Truth and Reconciliation Commission of Canada.

### Intercultural Communications Certificate

The Intercultural Certificate supports the development of intercultural skills, knowledge, and attitudes that stimulate a commitment to lifelong learning and strengthen one's ability to support and understand a globally engaged university community. The certificate introduces terms and concepts that underpin intercultural competence, and explores self-reflection of one's own cultural identity, intercultural knowledge, skills and attitudes. The certificate opens up space for participants to explore their own culture, intercultural competence, and begin to chart a course to continue developing this competence.

### Keynote Spotlight

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In 2021 the Lazaridis School in partnership with Laurier's Office of Associate Vice President Equity, Diversity and Inclusion hosted a keynote presentation from Ken Bouyer, Diversity & Inclusion (D&I) Recruiting Leader, EY entitled "Diversity, Equity & Inclusion – The Journey". The presentation outlined EY's diversity and inclusion journey, lessons learned through the process, and observations of engaging with academia from an employer perspective.



## **PRINCIPLE 3 – METHOD**

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**We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.**

Sustainability and responsible leadership are integrated within the Lazaridis School curriculum in various ways, including through related courses and experiential learning programs.

## Sustainability Courses

The Lazaridis School offers a range of sustainability-focused and sustainability-related courses.

**Sustainability-Focused** refers to courses that are entirely dedicated to the concepts of sustainability, including economic, environmental and social dimensions, or take a sustainability-focused lens to the course subject.

**Sustainability-Related** refers to courses that incorporate sustainability as a distinct course component, module or concentrate on a single sustainability principle, within economic, environmental or social areas.

Level	Department	Course Name	Sustainability Focused	Sustainability Related
Undergraduate	Business	BU321: Social Entrepreneurship	✓	
	Business	BU411: Business Strategy for Sustainability	✓	
	Business	BU442: Marketing & Society	✓	
	Business	BU461: Ethics in Management and Strategic Decision Making	✓	
	Business	BU485: Environmental Management for Operations	✓	
	Economics	EC238: Environmental Economics	✓	
	Economics	EC318: Economics of Natural Resources	✓	
Graduate	Economics	EC410H: Environmental Economics	✓	
	Business	BU631: Social Entrepreneurship	✓	
	Business	BU650: Ethics and the Conduct of Business	✓	
	Business	BU698N: Not-for-Profit Management	✓	
	Business	BU701: Competitive Strategy for a Sustainable World	✓	
	Business	BU828: Diversity and Equality in Workplace	✓	
	Business	MF773: Foundation in Finance and Professional Ethics	✓	
Economics	EC610F: Environmental Economics	✓		

Level	Department	Course Name	Sustainability Focused	Sustainability Related
Undergraduate	Business	BU111: Introduction to Business Organization		✓
	Business	BU121: Functional Areas of the Organization		✓
	Business	BU354: Human Resources Management		✓
	Business	BU398: Organizational Behaviour		✓
	Business	BU405: Procurement and Supply Management		✓
	Business	BU414: Occupational Health and Safety		✓
	Business	BU432: Consumer Behaviour		✓
	Business	BU435: Supply Chain Management		✓
	Business	BU442: Marketing and Society		✓
	Business	BU448: Strategic Compensation in Canada		✓
	Business	BU451: Law and Entrepreneurship		✓
	Business	BU455: Transportation and Facilities Management		✓
	Business	BU462: Business-to-Business Marketing		✓
	Business	BU464: Labour Relations		✓
	Business	BU469: Global Marketing Management		✓
	Business	BU481: Business Policy I		✓
	Business	BU483: Life and Health Insurance		✓
	Business	BU489: International Organizational Behaviour		✓
	Business	BU491: International Strategy		✓
	Economics	EC207: Economic Development		✓
	Economics	EC236: Economics and Demography		✓
	Economics	EC239: Introduction to International Trade		✓
	Economics	EC246: Economics of Inequality		✓
	Economics	EC248: Economics of Health		✓
	Economics	EC301: Transportation Economics		✓
	Economics	EC316: Economics and Gender		✓
	Economics	EC328: Economics of Education		✓
	Economics	EC348: Health Economics		✓
Graduate	Business	BU601: Strategic Management		✓
	Business	BU604: Organizational Behaviour		✓
	Business	BU682: Business-to-Business Marketing		✓
	Business	BU842: Seminar in Consumer Behaviour		✓
	Business	BU852 Seminar in Services Marketing and Relationship Management		✓
	Economics	EC639: International Trade		✓
	Economics	EC649 International Finance		✓

## Course Development

### **BU461 Ethics in Management and Strategic Decision Making**

This is a new course that provides an in-depth look at pro-active, re-active, and crisis-induced retro-fitting of strategy in response to social, environmental and governance changes at the local, national and global level. Readings and case study frame analysis of ethics including the identification, development and implementation of decisions related to ethical lapses by leaders, toxic workplace culture, cross-culture conflicts, discrimination and harassment, profitability vs. sustainability, and questionable use of technology.

## **Experiential Learning Programs**

### MBA Not-For-Profit Practicum

Laurier's core mission to inspire lives of leadership and purpose reflects a long-standing commitment to community and philanthropic service. The Lazaridis Master of Business Administration (MBA) program is proud to continue this tradition and mission.

While MBA students often engage in volunteer activities on their own, the MBA program requires all candidates to participate in 40 hours of field-based community service at a not-for-profit organization of their choice. Based on students' personal interests and skills, the practicum could involve management consulting services, event planning, board governance, or volunteering to help the not-for-profit organization meet specific community needs.

**800+** students participated in the not-for-profit practicum

**32,000+** hours worked in the community

## MBA Consulting Project

As part of the BU610 Applied Business Research course, each year more than 150 MBA students provide research and consulting services to over 30 client organizations. Each MBA student devotes over 200 hours over a period of six months as part of this Consulting Project. Students are placed in teams of four to six members and tasked with solving a real problem for their assigned business or organization. Students conduct research and advise company stakeholders during this time and produce a final report, which outlines their recommendation to the company. Over 1,200 projects have been completed under the direct supervision of MBA professors.

Participating organizations represent a range of industries, from startups to large corporations, non-profit organizations, and government departments.

### **Project Spotlight**

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#### **Grand River Transit – Electric Buses**

Diesel buses are significant greenhouse gas contributors across Canada. Electric buses are an alternative to both improve transit and make a transition to low-carbon infrastructure. Grand River Transit, the public transport operator for the Regional Municipality of Waterloo, which operates daily bus services in the region, started an electric bus pilot in 2022. While that pilot work is on-going, there is a need to begin planning on electrifying the full fleet of 250 buses over the next 12 – 15 years.

The MBA consulting project focused on the development of a business strategy to meet the goal of full deployment of electric buses over the next 12-15 years, creating a clear plan and action that outlines how the business will be able to transition to electric buses while providing transit services, including financial and marketing considerations.

## Management Consulting Practicum

The Management Consulting Practicum, BU431, provides professional management consulting services for impact-focused enterprises. The success of this program unites multiple stakeholders to achieve impact:

Professional network of management consultants – A network of professional consultants from top consultancies dedicate time to work with students and impact-focused clients, pro-bono.

Top students doing real consulting for real clients – Students are chosen from a rigorous recruitment process to be trained in a practical real-life management consulting training program.

Giving back to impact-focused companies – The course has structured partnerships with a variety of impact investment firms that curate mandates for students. As a result, students' consulting work is directly supporting companies that are solving major societal problems, and typically would not be able to access professional consulting services.

The program is offered every spring to approximately 40 undergraduate students.

Examples of mandates supported:

- Telemedicine Strategy and Roll Out
- Due Diligence on Social Enterprise Investments
- Impact Investing in Financial Literacy
- AI Applications in Mental Health Arena
- Change Management for Social Enterprise Board of Directors
- Business Plans for Emerging Enterprises
- Value Creation Strategy for Family-Owned Businesses



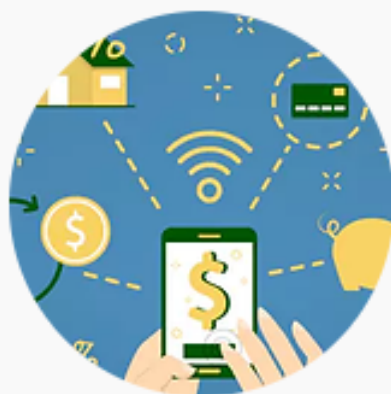
## Telemedicine Strategy and Roll Out

Assessed global telemedicine models to help a hospital create a strategy and implementation plan to roll-out telemedicine clinics across the Province - namely under-served rural regions



## Due Diligence on Social Enterprise Investments

Supported a Private Equity-style due diligence of children's brain and mental health organizations to assess their potential for investment, growth and ability to scale



## Impact Investing in Financial Literacy

Advised an asset management firm to develop impact investment models for financial literacy; namely tools and methodologies to address financial planning challenges households face



## AI Applications in the Mental Health Arena

A dedicated research initiative on how the children's brain and mental health field is using artificial intelligence to innovate and provide new service delivery models



## Change Mgmt. for Social Enterprise BoD

Conducted a series of change management workshops for the senior leader and board of a children & youth counselling services that needed to embrace modern tech-centric solutions



## Business Plans for Emerging Enterprises

Advised several newly-founded social enterprises on building business plans - including funding approach, refining service delivery model, and finding resources to help enterprises scale



## **PRINCIPLE 4 – RESEARCH**

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

We remain committed to advancing research that contributes to a more sustainable future.



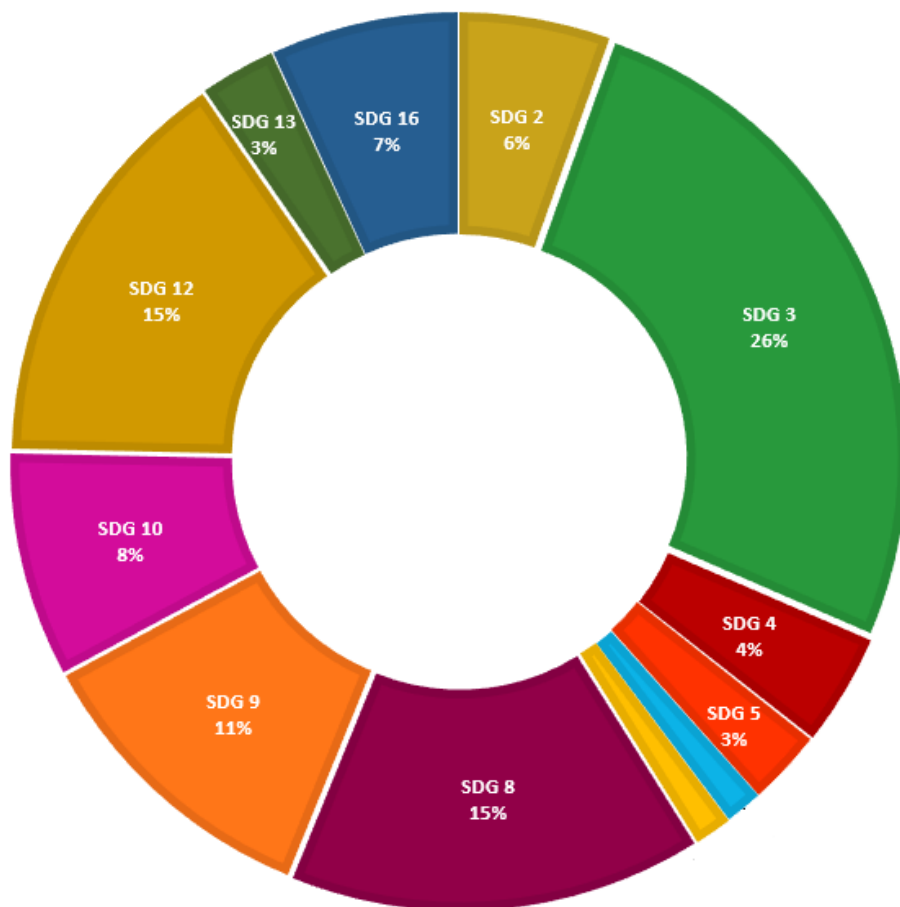
Our faculty members are actively involved in research and scholarship that supports the achievement of the UN Sustainable Development Goals (UN SDGs).

In 2022 the Lazaridis School began work on identifying scholarly activities mapped to the UN SDGs in order to measure outputs and progress in this area.

During the reporting period, 40 Lazaridis School faculty members were contributors on 73 journal articles contained in Scopus that furthered progress toward the targets of 12 SDGs. Of these articles, more than half contributed to the following SDGs: SDG 3-Good Health and Well-being (26%), SDG 8-Decent Work and Economic Growth (15%), or SDG 12-Responsible Consumption and Production (15%).

For reporting purposes, the data represents the Lazaridis School contributors, although many have co-authors and involved the collaborative efforts of multiple individuals internal and/or external to the institution.

## Lazaridis School Journal Articles by UN SDG (%)



- SDG 2 - Zero Hunger (6%)
- SDG 3 - Good Health and Well-Being (26%)
- SDG 4 - Quality Education (4%)
- SDG 5 - Gender Equality (3%)
- SDG 6 - Clean Water and Sanitation (1%)
- SDG 7 - Affordable and Clean Energy (1%)
- SDG 8 - Decent Work and Economic Growth (15%)
- SDG 9 - Industry, Innovation and Infrastructure (11%)
- SDG 10 - Reduced Inequalities (8%)
- SDG 12 - Responsible Consumption and Production (15%)
- SDG 13 - Climate Action (3%)
- SDG 16 - Peace, Justice and Strong Institutions (7%)

Note: \*\* Research publications and associated UN SDGs extracted from Scopus, accessed September 2022 by Laurier's Office of Research Services.

## DRiVE: Developing Regional Health Innovation Ecosystems

DRiVE: Developing Regional Health Innovation Ecosystems is an AGE-WELL funded research group led by Principal Investigators Dr. Josephine McMurray of the Lazaridis School and Dr. Heidi Sveistrup of University of Ottawa, which explores ways to build supportive ecosystems to develop, commercialize or adopt innovative health and age-related technologies. The initiative involves in-depth exploration of the processes of technological innovation, adoption, dissemination and commercialization in regional health innovation ecosystems that involve close university-industry-government-civil society linkages.

## Cog@Work

Cog@Work, a research program funded by AGE-WELL NCE with Dr. Josephine McMurray as Co-Principal Investigator, is exploring if and how employers are preparing to optimize the productivity of an aging workforce, and in particular workers diagnosed with mild early onset dementia (specifically MCI|EOD) who want to stay at work. Through case studies, systems and work analysis, requirements analysis, and policy reviews, the program works with organizations to develop insights into how progressive organizations can respond.

## Co-operators Centre for Business and Sustainability

The Co-operators Centre for Business and Sustainability supports new research conducted by faculty and graduate student research related to business and environmental sustainability. Within the reporting period, the centre funded five research assistantships (two undergraduate, one MBA, two PhD) for a total of 50 part-time weeks to support three ongoing research projects in which the centre is a partner:

- **Sustainability Design-Labs:** Examining the role of university-based 'design-labs' in advancing multi-sector collaboration for sustainability. PhD research assistant conducted on-site interviews (prior to March 2020) and contributed to conference papers.
- **The 21st century Learner and the SDGs:** Developmental Evaluation research of alternative secondary education models designed around the UN Sustainable Development Goals, and the potential for building transition bridges to post-secondary studies. Undergraduate research assistants

conducted online interviews with stakeholders in an experimental secondary curriculum model.

- **Catalyzing and Managing Sustainability Transitions:** Examining and Developing Systemic Intermediaries for Social-Ecological Innovation. The objective is to examine and describe a constructive role for civil society organizations to act as catalysts to multi-sector collaboration. An MBA research assistant conducted preliminary literature reviews to inform a SSHRC Insight Grant application that was submitted in October 2020.

## Centre for Supply Chain Management

The Centre for Supply Chain Management's primary function is facilitation and coordination of research in supply chain management. The centre provides graduate scholarships in Supply Chain Management for PhD candidates in Supply Chain, Operations and Technology Management program at Laurier. The research of scholarship recipients highlight a variety of relevant topics, including:

- Focus on applying operations and supply chain management concepts and techniques to healthcare.
- Developing an empirical study to analyze the effect of the COVID-19 pandemic on different aspects of freight transportation performance (including higher CO2 emissions).
- How logistics service providers can manage their operations sustainably to produce zero emissions.
- The sharing economy and the application of the Internet of Things (IoT) in sustainable business models.

Annually, the centre provides funding for Lazaridis research projects related to supply chain management, including:

- Dr. David Wheatley
  - NWT Northern Food Security: Retail Management in Smbaa K'e
  - Circular Economy: Reusable Containers and Customer Retention
- Dr. Hamid Noori
  - Exploring an Omnichannel Ecosystem for Ontario Health Care System Using Block-Chain Technology
- Dr. Ignacio Castillo and Dr. Jiejian Feng
  - Improving Suppliers' Corporate Social Responsibility
- Dr. Mojtaba Araghi and Dr. Salar Ghamat
  - Coordinating Mechanisms to Improve Access to In-home Dialysis

## Student Research Spotlight

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### **Operation and Organization of Trucking Freight Spot Markets: A Pilot Empirical Examination and Review with a Broader Social Sciences Lens**

PhD candidate Shervin Espahbod is conducting research on the development of innovative environmental public policies and market-level governance, specifically targeting the reduction of carbon emissions in the trucking industry with an emphasis on spot markets.

The spot market refers to a one-off or short-term shipping contract or order at current freight-market pricing. A spot market tends to be favourable in the trucking industry when there is a no need for a longer-term contract and when something needs to be shipped 'on the spot'.

Shervin's research has yielded multiple implications that are beneficial for both practitioners and policymakers beyond the trucking spot market. Here's a quick summary:

1. Proposing a hybrid solution incorporating sharing economy principles at both software and hardware levels to improve the environmental footprint of the trucking spot market;
2. Highlighting companies setting ambitious environmental goals ahead of government commitments, with a suggestion for further research to identify factors maximizing the benefits of policy implications for the trucking industry;
3. Exploring the debate over eliminating brokers in the trucking spot market due to automation, emphasizing the importance of understanding human behavior and market mechanisms in the industry, while noting that broker elimination could have a double-edged impact on the industry's carbon footprint;
4. Offering an incentivize-as-you-drive policy to smartly encourage commercial electric truck usage through ongoing green incentives instead of current fixed subsidies.

## **PRINCIPLE 5 – PARTNERSHIP**

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

We are committed to advancing responsible management initiatives and practices through purposeful partnerships.

## Lazaridis Institute ScaleUp Program

The Lazaridis Institute for the Management of Technology Enterprises (Lazaridis Institute) was created to support growth-oriented Canadian technology companies. The institute combines scholarly research, real-world market analysis, and industry best practices to identify obstacles to global competitiveness and optimize the management of high-growth technology companies.

### ScaleUp Program

Since its inception in 2016, the Lazaridis ScaleUp Program has worked with 73 Canadian companies from seven provinces.

In the first three years of the program the number of women founders or co-founders increased by 30 per cent. While these numbers far outpace the norm, in total, fewer than 20 per cent of the ScaleUp Program’s cohort company executive teams have been women.

To help address the gender gap, the ScaleUp Program launched a completely women-led technology cohort in 2019. The program was tailored to the specific challenges faced by the companies in the cohort as they scale their businesses, which included 10 of Canada’s most promising women-led technology companies.

### Overall program highlights across cohorts

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**726** Founders, CEOs and executive participants

**44%** of companies have founder(s) from an under-represented group

**12+** companies focus on sustainability

**54%** average annualized employee growth rate

**98%** average annualized revenue growth rate

**5,550** combined hours of 1:1 mentorship

**\$2.1B** capital accessed

**4,273** new jobs created



## Women Entrepreneurship Centre

The Women Entrepreneurship Centre (WEC) has been dedicated to empowering and supporting women's success through collaborative programs since its inception in May of 2020 with the support of a three-year government grant. WEC supports women entrepreneurs, focusing specifically on social and Indigenous women entrepreneurs, who are looking to start or grow their business.

In 2021, WEC launched the first cohort of the Indigenous Women's Entrepreneur Program (IWE), supporting entrepreneurs developing a business idea aligned with Indigenous culture and values. Participants in this inaugural IWE program included 29 Indigenous women entrepreneurs from southern Ontario, New Brunswick, Nova Scotia, Alberta and New York. Some of the businesses supported by the program include:



- Bibbidi Bobbidi Boo Home Care
- Bohemian Tamales
- Creative Resination
- Fluid Consulting & Events
- Highway 420 Canna
- Itzy Bitzy
- Life Sustainers
- LJ Turtle Aromatherapy & Accessories
- Mermaid Mountain Artistry
- Pre&Peri
- Sherry Berry Designs
- Shop Little Wolf
- The Spirit Within

**10,565+** women and non-binary entrepreneurs in Women Entrepreneurship Centre programs

**45%** of these entrepreneurs were from Waterloo Region

## IKEA Sustainability Challenge

Second-year Lazaridis School undergraduate students were invited once again in 2021 to compete in the IKEA Sustainability Challenge. IKEA Canada CEO and Chief Sustainability Officer, Michael Ward (BBA '86) asked students to propose solutions to the question, "How can IKEA Canada kickstart immediate and substantive climate action, driving impact through our own business activities, and empowering other businesses to become more sustainable?"

The challenge was initially developed in 2015 by IKEA's Michael Ward and Lazaridis School Assistant Professor Laura Allan with the goal of raising awareness about sustainability issues as an important principle of business practice.

The 2021 challenge was facilitated by Rima Khatib, Assistant Professor of Business Technology Management and Patricia McLaren, Associate Dean of Undergraduate Business Programs.



Twenty-three teams from the Bachelor of Business Administration (BBA), Bachelor of Economics (BA Economics), and Bachelor of Business Technology Management (BTM) programs entered the competition.

The expertise of Eric Meliton, Manager of the Sustainability Office at Wilfrid Laurier University; Rebecca Garlick, Program Manager at Sustainable Waterloo Region; and Carley Bringeland, Business Banking Associate at Vancity Community Investment were engaged in selecting finalist teams to present to a panel of IKEA executives and sustainability experts.

Five finalist teams presented the following initiatives to the IKEA judging panel:

- *1<sup>st</sup> Place:* **IKEA Green Parking** took a ground-level approach, recommending green parking lots for all IKEA stores. By repaving current lots with permeable pavement made from 100 per cent recycled plastic and building rain gardens around the perimeter, IKEA would be able to make their parking space both functional and environmentally friendly.
- *2<sup>nd</sup> Place:* **Carbon Zero Heroes** recommended IKEA implement a fleet of electric vehicles. By doing so, IKEA would be able to reduce their carbon footprint by removing air pollution related to their shipping and delivery services.
- *3<sup>rd</sup> Place:* **Jord Bin** tackled the problem of shipping waste by developing recycled aluminum packaging. A return program would then be created, whereby customers would have the option for their bin to be picked up directly from their homes and receive a credit to put toward future purchases.
- *Finalist:* **Creating Change One Step at a Time** suggested a partnership with Pavegen Systems, a people-powered, kinetic technology floor tile that creates clean electricity. Tiles would be installed in IKEA stores across Canada and be used to power elements including lights and LED screens.
- *Finalist:* **Mining for a Sustainable Future** shared their proposal of IKEA partnering with sustainable mining organizations and developing a buy-back program for their metal items. Their idea was to incentivize consumers and small businesses to sell their metal waste to IKEA, who would then process it back into useable materials.



## **PRINCIPLE 6 – DIALOGUE**

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**We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.**

Our dialogue encourages engagement through speaker series', seminars, roundtables, and conferences to discuss relevant topics and disseminate research findings.

## Co-operators Centre for Business and Sustainability

The Co-operators Centre for Business and Sustainability (Co-operators CBS) facilitates and coordinates research related to business and environmental sustainability. The centre ensures regular communication between researchers and practitioners, including strategic decision makers in the local sustainability community. Engagement activities during this reporting period include:

### **UN Sustainable Development Goals: The Road to Change**

With a focus on developing an understanding of the UN SDGs from a high level to a local level implementation, this event featured a range of panelists who are passionate about sustainability and implementing the changes needed to meet the UN SDGs. It featured a broad overview, an institutional-level view, and a business-level view from organizations who are certified BCorps.

### **Making the Transition: A Discussion on Sustainable Commuting**

This event featured an online discussion of experts in sustainable commuting on how communities and organizations can help employees change their transportation habits. Included in the conversation were BYCS, Consul General for the Netherlands in Toronto, City of Kitchener, and the University of Waterloo.

### **Presenting Sponsor of Sustainable Waterloo Region (SWR) Event Series**

The Co-operators CBS was a presenting sponsor for SWR's event series which included the following educational workshops and technical workshops:

- Deloitte — Integrating Green Buildings into Organizational Structure. Speaker: Debbie Baxter, Partner/Real Estate Advisor for Deloitte Real Estate.
- Solstice Sustainability Works — Talking to Your Senior Leadership About Climate Change. Speaker: Susan Todd, Solstice Sustainability Works Inc.
- Sustainability Advantage — The Business Case for Sustainability. Speaker: Bob Willard, Sustainability Advantage.

- Future Ancestors — Anti-Racism & Sustainability Learning Centre in Waterloo Region: A Facilitated Discussion. Speaker: Larissa Crawford, Future Ancestors Services Inc.
- Sustainability Learning Centre — Building your Green/Sustainability Team & Sustainability Culture Gap Assessment using the Embedding Project. Speaker: Kathryn Cooper, Sustainability Learning Centre.
- Future Ancestors — Anti-Racism & Sustainability in Waterloo Region: A Facilitated Discussion. Speaker: Larissa Crawford, Future Ancestors Services Inc.
- Change Management Series: Best Practices for Sustainability Professionals. Speaker: Roxana Bahrami.
- Exploring Sustainability with the Canadian National Railway. Speaker: Chantale Després, Director of Sustainability, CN.
- Waterloo Regional Sustainability Initiative (WRSI) Program Update Event. Speaker: Danielle Avila.

### **Sustainability in Business Club**

The Co-operators Centre for Business and Sustainability also provides financial and mentoring support for Laurier’s undergraduate student association, Sustainability in Business Laurier (SIB Laurier). The COVID-19 pandemic significantly disrupted the plans of SIB Laurier in 2020, but the group convened one live and two virtual events, along with a vigorous online presence through social media platforms. Events included:

- Careers in Sustainability — Representatives from four organizations participated in a live panel discussion in the Lazaridis Hall Atrium.
- Sustainability in Supply Chain — Six guest companies spoke about steps to greening their supply chain practices during this online event.
- Careers in Sustainability — Five local companies described career pathways in sustainability during this online event.

## Centre for Supply Chain Management

The Centre for Supply Chain Management jointly hosted its sixth Annual World Class Supply Chain Summit themed: "Creating a Sustainable Future" with CN (Canadian National Railway).

For the first time, the summit included a Student Forum segment for students to present material from their immersive experience with supply chain issues from two Canadian organizations.

All aspects of the Summit offered thought-provoking perspectives on creating a sustainable future. The panel discussion emphasized five key issues related to supply chain sustainability, the Student Forum addressed issues relevant to established and start-up manufacturers, and the keynote presentation focused on post-pandemic supply chains.

Additional activity highlights include:

### **Distinguished Speaker Series**

- Dr. Fabio Sgarbossa, Norwegian Institute of Science and Technology, Title: Renewable Hydrogen Supply Chains: A Planning Matrix and an Agenda for Future Research.
- Dr. Javad Nasiry, McGill University, Desautels Faculty of Management, Title: Sustainability in the Fast Fashion Industry (joint work with Xiaoyang Long).
- Dr. Chaithanya Bandi, National University of Singapore Business School, Title: Optimal Staffing and Online Scheduling in Data-Rich but Uncertain Environments: A Case Study at PGIMER hospital.
- Dr. Tava Olsen, University of Auckland Business School, Title: Modelling Contracts and Incentives in Agricultural Cooperative Supply Chains.
- Dr. Houyuan Jiang and Dr. Feryal Erhun, University of Cambridge, Judge Business School, Title: Supply Chain Thinking in Healthcare and an Application on COVID-19.
- Dr. Tolga Tezcan, London Business School, Title: Hospital Readmissions Reduction Program Does Not Provide the Right Incentives: Issues and Remedies.

## **Laurier Supply Chain Association Club**

The Centre for Supply Chain Management provides funding support for the Laurier Supply Chain Association (LSCA). The LSCA is Laurier's only supply chain club. Acting as a key resource to all budding supply chain professionals, the LSCA seeks to immerse students in the world of supply chain and connect them with tools and contacts to help them find their place in the industry.

The LSCA hosts events geared towards networking, skill development, and valuable real-life experiences in the field of Supply Chain. Activities range from supply chain plant/facility tours to workshops and case competitions for students to develop their skills and apply them in a competitive environment.

## **Nestle Case Competition**

The Nestle Case Competition was hosted by the LSCA in partnership with Nestle. The case was based on sustainability issues in the supply chain industry and teams were given three days to prepare presentations and present to judges.

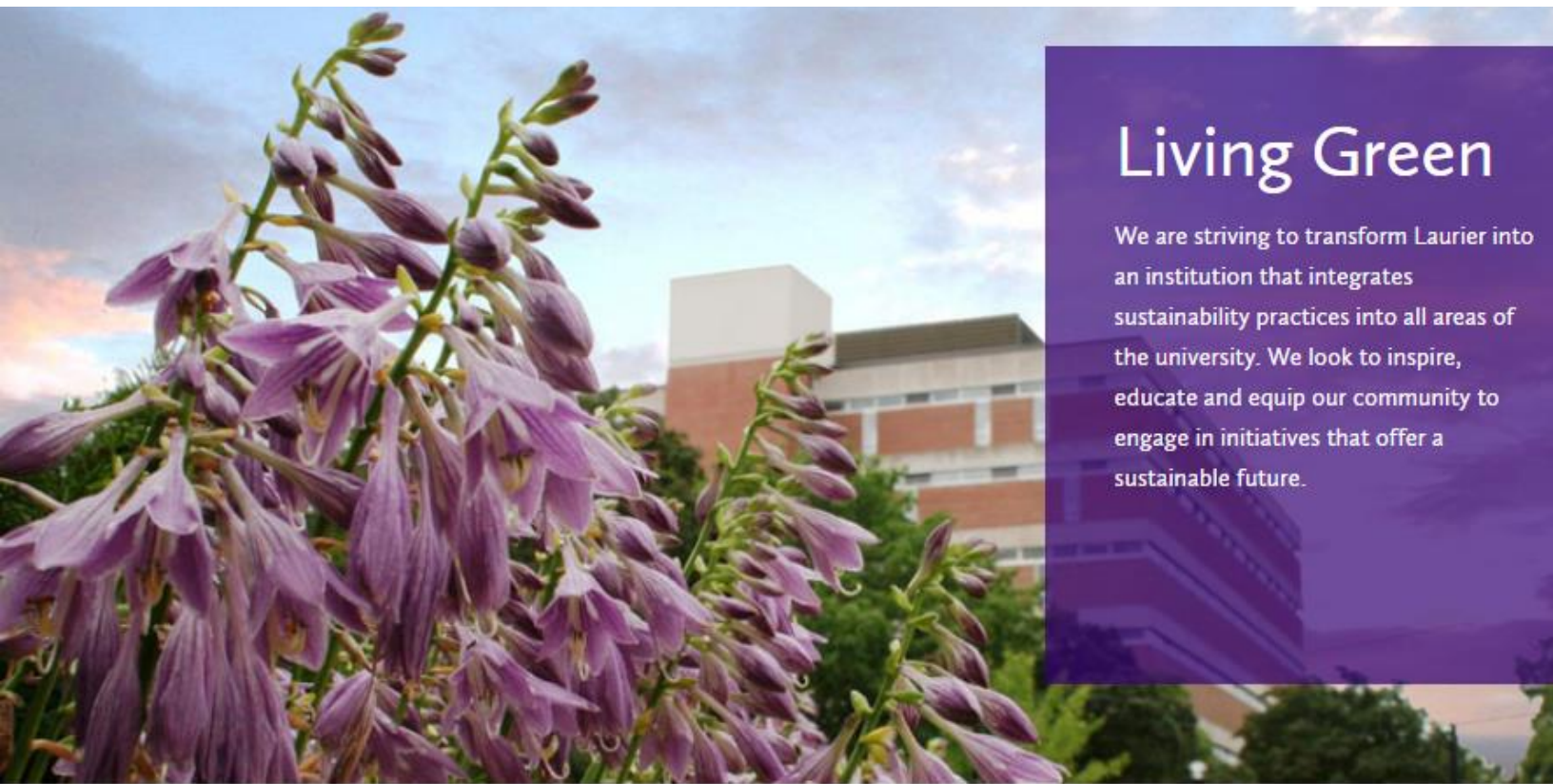
## **Sustainability in Supply Chain – a Cooperative Speaker Series event**

In partnership with Sustainability in Business Laurier club (SIB Laurier) and the LSCA, this event hosted company representatives from Diva International, Pathfinder, HP, Magna, Shared Value Solutions, and Encircled. Company representatives participated in a panel focusing on sustainability in supply chains, followed by break-out sessions.



## **ORGANIZATIONAL PRACTICES**

**We understand  
that our own  
organizational  
practices  
should serve as  
examples of  
the values and  
attitudes we  
convey to our  
students.**



## Living Green

We are striving to transform Laurier into an institution that integrates sustainability practices into all areas of the university. We look to inspire, educate and equip our community to engage in initiatives that offer a sustainable future.

The Lazaridis School and Laurier continue their commitment to sustainability, responsibility, and ethics initiatives.

Laurier is a member of the [Association for the Advancement of Sustainability in Higher Education](#), as well as a supporter and regional carbon initiative member of [Sustainable Waterloo Region](#).

### Awards and Achievements

We are proud to have received several sustainability awards and achievements over the years, including:

2022: [Wilfrid Laurier University named one of Canada's Greenest Employers for the fourth year in a row](#), recognizing our commitment to sustainability-focused programs and initiatives, progress in reducing our carbon footprint, and the degree to which sustainability has become a part of Laurier's workplace culture, spanning operations, academics and community partnerships.

2019: [STARS Gold rating in sustainability](#)

2018: Region of [Waterloo Water Efficiency Excellence Award](#)

## **FUTURE GOALS**

- 1** Advance a culture of research, scholarship and publication that advances sustainable development goals using UN SDG tagging.
- 2** Increase the number of curricular and co-curricular programs that incorporate sustainable development goals.
- 3** Develop new opportunities for student involvement in PRME-related research.
- 4** Develop partnerships that support sustainable development goals and links that foster innovation.

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