

**Corporate Social Responsibility,
Sustainability and Ethics Education
at Ryerson University's
Ted Rogers School of Management**

**"Principles for Responsible Management
Education"
Report for the period 2014 – 2016**

Table of Contents

Message from the Dean.....	3
About the Ted Rogers School of Management.....	3
Principle 1 & 2 Purpose & Values	4
Undergraduate Courses	4
Graduate Courses	9
Principle 3 Method.....	10
TRSM-based CSR/Sustainability/Ethics Related Student Events	10
Canadian-based CSR/Sustainability/Ethics Related MBA Student Competitions	11
Principle 4 Research	12
Research Centres/Institutes/Programs	12
TRSM Peer Reviewed Academic Publications, 2014 - 2016	14
TRSM Presentations, 2014 - 2016	20
Principle 5 & 6 Partnership & Dialogue	25
Events	25
Centre for Labour Management Relations (CLMR).....	25
Global Diversity Exchange.....	26
Institute for the Study of Corporate Social Responsibility (CSR).....	26
Privacy and Big Data Institute	27
Ted Rogers Leadership Centre	27
Future Outlook.....	28

Message from the Dean

The idea that sustainability is a journey, rather than a destination is increasingly well known in the business community, and indeed, it accurately captures the continuing activities of the Ted Rogers School of Management, in its efforts to reflect the Principles for Responsible Management Education in TRSM education, research and thought leadership. Reflecting on our progress since our first PRME report covering the 2012-2013 period, I see developing here at TRSM a robust form of eco-system supporting sustainability activities, with the teaching being supplemented and supported by the research of our professors, and the work of our Institutes and Centres creating important venues to bring together disparate sustainability expertise, to test research ideas and create opportunities to explore sustainability thought leadership. I'm excited by the depth and diversity of sustainability "ideas and action" being reflected in TRSM courses, research and knowledge mobilization activities. At the same time, the challenges faced by businesses, governments and civil society remain daunting. Reviewing the sustainability-related activities underway here at TRSM, I think you will agree with me that we've come a long way and made good progress, and we are keen to take the next steps, with faculty, students, partners, and PRME colleagues working together toward a common cause.



Dr. Steven Murphy
Professor and Dean
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About the Ted Rogers School of Management

The Ted Rogers School of Management (TRSM) is one of the top business schools in Canada. TRSM has a long history of providing top-quality business education in Toronto. Starting in 1948, as the Faculty of Business at the Ryerson Institute of Technology, TRSM has grown to develop its own distinct identity with six schools of management, and three innovative graduate degrees, including two MBA degrees and one research-focused master's degree. After achieving accreditation from the Association to Advance Collegiate Schools of Business (AACSB) in 2011, TRSM has shown even more remarkable growth and progress as a business school. Almost 40 new faculty have been hired, the MBA programs have more than doubled their student intake, and undergraduate enrollment has increased 32%. TRSM also includes 14 research centres, institutes and labs, which promote and disseminate relevant interdisciplinary research that faculty and students contribute to.

Principle 1 & 2 | Purpose & Values

Principle 1 - "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."

Principle 2 - "We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact."

Undergraduate Courses

The following courses contain significant CSR/sustainability/ethics dimensions in the undergraduate curriculum at the Ted Rogers School of Management:

- **AFA 511 [Ethics in Accounting]**: This course will introduce students to the ethical standards for accountants and auditors at all levels. The professional code of conduct required by the governing body for accountants as well and the nature and scope of ethics standards required in business and the world in general. Cases and speakers from industry and the profession, along with the CPA Professional Code of Conduct will be used to enhance the understanding and importance of ethical standards.
- **AFF 604 [Ethics in Finance]**: This course introduces students to the practices and codes of conduct involved in the finance function. The course covers ethical issues and the roles of the corporate financial manager, other stakeholders and other participants in the investment industry. Readings and regulations from both academia and practice will be used to illustrate theory. Cases and speakers will be employed to bring a real world perspective to the classroom.
- **BUS 223 [Ethics in Commerce]**: Ethical issues are everywhere in the world of business. Ethics - consideration of right and wrong - applies at three overlapping levels: the managerial, the organizational, and the level of entire markets. This course provides a broad understanding of ethical issues at all three levels. It emphasizes teaching students a method for thinking about and expressing a view on particular cases of ethical dispute or uncertainty. Students will also explore the relationship between ethics and legal requirements.
- **BUS 800 [Strategic Management]**: Strategic Management is a challenging and exciting course. It serves the function of a capstone course, integrating much of the knowledge gained in other business courses. It is a truly different kind of course. Other courses are concerned with a narrower, more specialized body of knowledge, and as a result are highly structured. Some provide quantitative techniques while others relate to specific skills. The problems and issues of strategy management cover the whole spectrum of business. Weighing the pros and cons of strategy requires a total enterprise perspective and a talent for judging how all of the relevant facts add up. To keep the discussions down to

earth, each week real companies will be examined. In addition, the course uses some experiential exercises which may include a simulation. There is a CSR sub-component to this course.

- **GMS 530 [Managing Sustainably Internationally]**: This course explores what it is to be a sustainable company and the challenges of managing in a sustainable manner in an international context. Firms are globalizing in a world facing issues such as climate change, growing mega-cities, and rapidly changing technology. As paradigms change to meet these challenges, managers require new frameworks and tools to support sustainable development. This is a senior case course incorporating challenging readings and discussions that combine theory with practice.
- **GMS 802 [Ethics and Regulation of Intn'l Bus]**: This course examines the vital role that ethics plays at all leadership levels within a company. Students will discover the importance of instilling ethical values as a key to long-term success. Exposure to thought-provoking cases and literature will heighten student awareness of the need to develop strong ethical leadership in dealing with customers, the community, and employees. Students will also be exposed to the critical role of governments in regulating international business behaviour.
- **HTT 510 [Sustainable Tourism: the Golden Goose?]**: An average hotel consumes as much water in a day as some villages do in a year. This course examines social responsibility and sustainability issues at both the micro and macro levels of the industry and examines both the impacts and solutions to both local and global issues. Case study analysis is an integral component of the course and the major focus will be to discuss and debate solutions and strategies for ethically optimizing business while minimizing adverse effects.
- **ITM 407 [Info Tech, Ethics, and Society]**: This course provides an overview of some of the social implications of new information technologies for society and the global community. Topics will include: (1) ICT Global trade, the internet and disintegration of production and global redistribution of labour; (2) Cyber crime and identity theft; (3) Cyber addiction e.g., pornography and gambling (4) Political movements and Cyber terrorism, the internet, democracy, free speech and free access; (5) ICT and global social and economic development.
- **LAW 122 [Business Law]**: This is an introductory course, prerequisite to further studies in law. The course begins with a discussion of the nature and sources of law and an examination of the court system in Canada, the Charter of Rights and Freedoms, and a survey of the more important aspects of the law of torts. The course then concentrates on the legal requirements for the formation of a valid contract. Other major contract law topics include interpretation, privity, discharge, breach, and special types of contracts. Selected cases will be examined.

- **LAW 525 [Law of the Marketplace]:** An examination of the law concerning the marketplace in Canada. Common law precedents and federal and provincial statutes which govern business practices and define legal rights and remedies in the commercial environment are analyzed. Major topics include product liability, consumer warranties, misleading advertising, regulation of competition, hazardous products, packaging and labelling, consumer credit transactions, and privacy and freedom of information legislation. Relevant statutes and selected cases are examined.
- **LAW 533 [Corporate Social Responsibility and the Law]:** This course concentrates on an examination of the legal aspects of corporate social responsibility (CSR). Topics discussed include the relationship between the law and CSR, ethics, and risk management, distinctive legal aspects of sectoral approaches to CSR, legal dimensions of CSR (contractual, torts, regulatory, international law), novel CSR legal approaches (certification, reporting, supply chain), and NGO-stakeholder aspects. Selected cases are examined.
- **LAW 535 [Environmental Law and Business]:** This course introduces students to the regulatory policies governing the environment in Canada, with a focus on the implications for business operations. The discourse of sustainable development aims to reconceptualize the business-environment-society relationship at both the national and global levels of governance. The course critically examines the principles that the sustainability discourse has generated: the internalization of environmental costs through the use of economic instruments; the principle of environmental justice, and the precautionary principle. Students choosing this course should be in their graduating year.
- **LAW 602 [White Collar and Cyber Crime]:** This course examines criminal and regulatory offences committed by corporations and executives that are typically described as "white collar crime" as well as criminal and regulatory offences committed online and typically described as "cyber crime". The relevant portions of the Criminal Code and other statutes such as the Competition Act and Canada's Anti-Spam legislation are discussed in light of selected cases and regulatory decisions.
- **LAW 605 [Securities Law]:** This course focuses on the regulation of securities in Canada, with a particular focus on Ontario. In addition to studying the policy rationales for securities regulation and core concepts such as the idea of a "security", students will learn about the obligations placed on persons involved in the issuance and trade of securities. Students will also examine the framework for securities regulation in Ontario, including consideration of the role and authority of the securities regulator and liability and enforcement issues.

- **MHR 600 [Diversity and Inclusion in the Workplace]:** The Canadian workforce has become more diverse in recent decades and is projected to be more so in the coming years. For example, women now account for almost half of the Canadian labour force. The aging of the Canadian population and the abolition of mandatory retirement means that a number of generations will be working side by side with each other. With globalization and the greater mobility of workers around the world, racial/ethnic minorities will soon account for one in three working Canadians in the not-too-distant future. A number of organizations have already realized the importance of all Canadians irrespective of gender, age, race/ethnicity, sexual orientation, religion and other dimensions of diversity in order to remain competitive on the global stage. This course will explore the opportunities and challenges of working in and managing diverse and inclusive workplaces.
- **MHR 670 [Special Topics in Organizational Behaviour and HR Management]:** This course provides students with the opportunity to pursue advanced studies on issues and themes of immediate and current significance in the fields of Organizational Behaviour and Human Resources Management. It allows students to access leading-edge research and to explore new and emerging models of practice. The particular theme, topic, and structure of the course will vary in response to changes and trends in the field, availability of specialists, and student interest.
- **MHR 700 [Cross-Cultural Dimensions of Organizational Behaviour]:** This course addresses the opportunities and dilemmas that managers face when working in multicultural and global environments. The course is designed to increase managers' effectiveness in identifying, understanding, and managing the cultural components of management, recognizing cultural differences in managerial style, communicating across cultures, creating cultural synergy, managing globally competent people, entry/re-entry, managing ethically across cultures, and understanding, managing, and valuing diversity. Teaching methods include lectures, experiential exercises, group discussions, and audio/video presentations and cases.
- **MHR 841 [Organization Theory and Design]:** At some stage along one's career path the entrepreneur or manager will have to confront issues such as the changing global environment, mergers and acquisitions, technological advances and innovations, organizational politics, and conflict resolution. Organizations must change to accommodate these new internal and external contingencies. This course aims to provide students with an in-depth understanding of organizational structure and design in relationship to these issues. Topics include: organization environment, organic and mechanistic structures, the open system concept, impact of technology, global organization structures and contemporary approaches, management of innovation and change, organizational culture and ethical values, and organizational politics.

- **PHL 444 [Ethics in Health Services Management]**: This course translates the principles, theories and practices of ethical decision making into information and applications which will be relevant to healthcare administration. The course builds on the recognition of the influences and factors that impact on health care managers' ethical decision making. Topics and issues which will be addressed in the course include: the role of market forces, integrated medicine, technology, and their impact on quality assurance programs.
- **REM 420 [Sustainability in Real Estate]**: This course will introduce students to real estate in the context of global pressures to reduce our collective impact on the planet. Topics covered will include energy, carbon, water, materials and biodiversity footprints of buildings and communities, social handprints, responses to those pressures from governments, NGOs and industry itself, best practices, and leading innovations in real estate. Green building systems will be considered, as well as hard metrics, and the future will be debated.
- **RMG434 [Intro to Logistics and Supply Chain Management]**: This course serves as an introduction to the fundamentals of global supply and distribution networks management (traditionally known as Supply Chain and Distribution Channel). The course is primarily focused on the planning, implementation, monitor and control of global, regional and local distribution networks in support of retail business operations. The course covers fundamentals of supply and distribution networks, the link between distribution networks and marketing strategies, and the link between supplier networks and inventory management. Supply and distribution networks include aligning supply networks with corporate strategies, implementation of corporate sustainability and social responsibility related policies, global transportation, and supporting information technology. Throughout the course, analytical tools and methods are utilized to support decision-making and manage supply and distribution networks uncertainty.
- **RMG908 [Issues and Innovations in Retailing II]**: This course examines the current retail environment for important trends and issues that retail organizations must strategically address. The focus is predominately Canadian with context in an increasingly global industry. The role of innovation in retailing is studied both in theory and in practice. Critical thinking on the current issues in retail are developed both in class and through a major research paper.
- **RMG 912 [Corporate Responsibility]**: This course examines the three pillars of business sustainability - financial, environmental and social responsibility - in the context of the retail sector. The best practices of retailers particularly in the area of greening retail are a primary focus of study. Students engage in an industry based project as this is an emerging topic within the retail sector.

Graduate Courses

The following courses contain significant CSR/sustainability/ethics dimensions in the graduate curriculum at the Ted Rogers School of Management:

- **MB8106 [Managing in a Diverse World]:** This course develops competencies in managing a global workforce. Specific topics include the behavioural impact of cultural differences, alternative approaches to organizational structure, cross cultural communication challenges, management of diverse groups, leadership and employee motivation techniques for global managers, conflict resolution across cultures, approaches to ethics and social responsibility in different cultures, global recruitment, selection and employee repatriation issues.
- **MB8205 [Global Issues]:** This course addresses the complex contexts of international organizations including private companies, government agencies and non-governmental organizations. Issues examined include trade, conflict, human rights, foreign aid, social investment, international debt, technology transfer, poverty, environment, social development and sustainable development, the roles of international and regional organizations, government policy and domestic and foreign corporations. These themes will be considered in regions of interest.
- **MB8702 [Ethics in Finance]:** This course introduces students to the practices and codes of conduct involved in finance. The course covers ethical issues and the roles of the corporate financial manager, stakeholders and other participants in the investment industry. Readings and regulations from both academia and practice will be used to illustrate theory. Cases and speakers will be employed to bring a real world perspective to the classroom.
- **MB8706 [Ethical Leadership]:** This course examines the vital role that ethics plays at all leadership levels within a company. Students will discover the importance of instilling ethical values as a key to long-term success. Exposure to thought provoking cases and literature will heighten student awareness of the need to develop strong ethical leadership in dealing with customers, the community, employees, peers and the government.
- **MB8806 [Sustainability]:** This course provides students with the opportunity to pursue advanced studies on issues and themes of emerging and current significance in the field of Sustainability/Social Responsibility. It allows students to access leading edge research and to explore new and emerging theories and models of practice. The particular theme, topic, and structure of the course vary in response to changes and trends in the field, availability of specialists, and student interest.
- **MT8108 [Regulatory Governance and Social Responsibility Management]:** This course focuses on corporate social responsibility and ethical management from a legal perspective. Students learn the importance of law as a facilitator in

developing successful business strategies and explore the mutuality reinforcing relationship between law and corporate social responsibility in areas such as corporate governance, environmental protection, privacy, corruption, and free trade agreements. Through an examination of these themes, the course provides students with analytical tools for identifying ethical problems and a framework for managing ethical conduct in organizations.

- **MT8321 [Personal Data Privacy]**: The purpose of this course is to identify personal data privacy issues involved in information technology management and examine a full spectrum of possible as well as feasible solutions (technological and business) to safeguard personal data privacy. This course will explore the principles of data privacy, the threats to privacy, international and national policy, particularly privacy enhancing technologies as they apply to the management of information systems and eBusiness.
- **MT8914 [Law, Compliance, Audit and Certification, Computer Crime]**: This course provides students with broad exposure to topics which affect the management of corporate information security and privacy, but are not directly part of it. It also provides them with the ability to extrapolate requirements and risks, based on an understanding of the underlying legal, social and compliance drivers.

Principle 3 | Method

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

TRSM-based CSR/Sustainability/Ethics Related Student Events

TRSM is home to a vibrant community of undergraduate students who are keen on organizing and supporting a diverse range of CSR-related events.

- CSRSA (Corporate Social Responsibility Students’ Association)
 - The CSRSA successfully spearheaded the “CSR Pledge & Oath” initiative for TRSM students. [[March 27, 2015](#)]
- DECA Ryerson
 - Food Can Drive for the Daily Food Bank (over 550 non-perishable food items collected). [[October 3, 2016](#)]
- DECA Ryerson and HRSA (Human Resources Students’ Association)
 - “World Vision 30 Hour Famine” [[March 2014](#)]
- Enactus Ryerson
 - “Project Growing North” – an initiative to provide fresh, locally grown produce to families in northern Canada. [[September 2014](#)]
- Hospitality and Tourism Management (HTM)
 - Over 40 HTM students participated as volunteers for the Terry Fox Run for the Terry Fox Cancer Foundation.
- RBSA (Ryerson Business and Sports Association)

- “*Can Fund Auction*” – Several members of volunteered to help sell merchandise for the Can Fund auction to support Canadian amateur athletes. Over \$300 was raised. [August 16 & 18, 2016]
- RER (Real Estate Ryerson)
 - 4 members participated in the JDRF (Juvenile Diabetes Research Foundation) Bike Ride and raised \$250. [September 30, 2016]
 - “*Photos for Food*” [November 2016]
- RGMG (Ryerson Global Management Group)
 - “*Out of The Cold Program*” – students held a pop-up soup kitchen outside of TRSM that raised \$750 for the homeless.
- RSA (Retail Students’ Association)
 - “*Eva’s Initiative*” – clothing drive for Eva’s Initiative – a homeless youth shelter in Downtown Toronto. [November 2014]
 - “*Journey for Jacob*” – raise awareness and money for children diagnosed with Wilms Tumour. [November 2015]
- Ryerson SAGE (Students for the Advancement of Global Entrepreneurship)
 - Educational workshops to provide mentorship to high school students for launching and operating their own businesses. [September 2014]

Canadian-based CSR/Sustainability/Ethics Related MBA Student Competitions

Case competitions provide business students with an opportunity apply their theoretical knowledge in an environment that challenges them to be analytical, creative, nimble, decisive and expressive. Our MBA students participated in the following CSR-related case competitions:

- **Ethics in Action Case Competition [2014, 2015, 2016]:** The goal of this annual event is to equip tomorrow’s business leaders with the tools to make complex decisions while adhering to ethical principles. Ethics in Action has four components: a case competition for undergraduate and graduate business students, a video/essay contest on ethical leadership, the presentation of the Scotiabank Ethical Leadership Award to a Canadian business leader, and a one day conference that is open to the public. Ted Rogers MBA students won first place in 2014 and third place in 2015.
- **MBA Games [2014, 2015, 2016]:** An annual case competition where students from participating schools compete in three areas: academic cases, athletics and sport competitions. Ted Rogers MBA students won first place in the sustainability case competition in 2014.
- **Rotman Net Impact CSR Case Competition [2014, 2015, 2016]:** Challenges MBA teams from participating schools to create innovative and practical solutions for cases that involve corporate strategy and social responsibility. Ryerson MBA students won first and third place in 2014, won all top three spots in 2015 and won second place in 2016.

- **HEC Montreal Sustainability Challenge Case Competition [2015]:** This annual competition provides students from MBA programs around the world with an opportunity to apply analytical skills to solve a current sustainability issue. Ted Rogers MBA students won first place in 2015.

Principle 4 | Research

“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.”

Research Centres/Institutes/Programs

Centre for Labour Management Relations (CLMR) - <http://www.ryerson.ca/clmr/>

The Ted Rogers School of Management's Centre for Labour Management Relations at Ryerson University promotes collaborative, ethical, innovative, proactive and sustainable best practices for labour and management to work better together in a way that results in greater productivity and profitability for businesses, improved job and income security for workers, and decreased inequality and injustice for all of society. [See pg. 25 for events]

Diversity Institute - <http://www.ryerson.ca/diversity/>

The aim of the Diversity Institute is to undertake research on diversity in the workplace to improve practices in organizations. The Institute works with organizations to develop customized strategies, programming, and resources to promote new, interdisciplinary knowledge and practice about diversity with respect to gender, race/ethnicity, Aboriginal peoples, abilities, and sexual orientation.

It also collaborates with industry, government, not-for-profits, and academics to:

- research existing practices and evaluate programs;
- explore barriers to full participation in the workplace;
- develop fact-based policies and programs to help organizations attract, motivate and develop, underrepresented groups; and
- provide customized training to support the development of diversity strategies.

Using an ecological model of change, the Diversity Institute is driving social innovation across sectors. Its action-oriented, evidence-based approach is advancing knowledge of the complex barriers faced by underrepresented groups, leading practices to effect change, and producing concrete results.

Global Diversity Exchange - <http://www.globaldiversityexchange.ca/>

The Global Diversity Exchange (GDX) is a think-and-do tank, based at the Ted Rogers School of Management at Ryerson University and funded by Maytree. Its focus is on the diversity that is a result of global migration. With more than 214 million people on the move in the world, from one place to another for reasons

ranging from education, to work, to freedom, to family, to love, this diversity of race, religion, lifestyle and culture is inevitable.

Under the leadership of founding Executive Director Ratna Omidvar, the GDX team identifies and amplifies the links between diversity, migration and prosperity, and anchors these in policy, research and practice. GDX also brings together a group of international advisors from academia, policy, business, politics and civil society to further its vision globally. [See pg. 26 for events]

Institute for Hospitality and Tourism Research - <http://www.htmresearch.ca/>

The mission of the Institute for Hospitality and Tourism Research is to facilitate and conduct research of scholarly value and significance to the tourism and hospitality field, and to mobilize knowledge through traditional and nontraditional channels to reach academic, student, and professional audiences, which enhance the research reputation and impact of Ryerson University, particularly in the tourism and hospitality field.

Institute for the Study of Corporate Social Responsibility (CSR) - <http://www.ryerson.ca/csrinstitute/>

The goal of the CSR Institute is to explore issues and increase understanding of the linkages between business ethics, Corporate Social Responsibility and Sustainable Development. In pursuit of its research and publication agenda, the Institute will:

- establish close ties with the private sector, government, civil society, and other academic/professional centres of excellence to create improved understanding, research and practical solutions to business ethics, CSR and SD;
- explore the role of government, inter-governmental bodies, business groups, civil society groups, labour organizations, and consumers vis-a-vis business ethics, CSR and SD;
- promote collaborative teaching and learning in business ethics, CSR and SD among colleagues at Ryerson University; and
- develop training for undergraduate and graduate students on CSR and SD issues.

[See pg. 26 for events]

Privacy and Big Data Institute - <http://www.ryerson.ca/pbdi/>

The Privacy and Big Data Institute (PBDI) at Ryerson University is an academic-industry partnership that pursues and promotes research, innovation, and commercialization in the fields of privacy, security, and data analytics. Its mission includes exploring and developing policy and technical solutions to challenges in areas such as Privacy by Design, the Internet of Things, Big Data, Encryption, Biometrics, Surveillance, Cybersecurity and Cybercrime. [See pg. 27 for events]

Ted Rogers Leadership Centre - <http://www.ryerson.ca/tedrogersschool/trlc/>

The Ted Rogers Leadership Centre offers a setting for scholars, students and business leaders to research, identify, publish and otherwise communicate best approaches to ethical business decision-making and leadership.

The student-oriented mission of The Ted Rogers Leadership Centre (TRLIC) is to help a substantial number of students develop the core competencies that ethical leaders need to excel in the businesses of today and tomorrow. The goal is to provide students with opportunities that allow them to intentionally decide to become leaders and to understand how they need to change and grow to become successful, ethical leaders. [\[See pg. 27 for events\]](#)

TRSM Peer Reviewed Academic Publications, 2014 - 2016

Aall, C., **Dodds, R.**, Sælensminde, I. & Brendehaug, B., (2015), "Introducing the Concept of Environmental Policy Integration into the Discourse on Sustainable Tourism: A Way to Improve Policymaking?", *Journal of Sustainable Tourism*, doi: 10.1080/09669582.2015

Alon-Shenker, P., (2014), "Ending Mandatory Retirement: Reassessment", *Windsor Review of Legal and Social Issues*, 35, 22-53

Alon-Shenker, P., (2014), "Nonhiring and Dismissal of Senior Workers: Is it all about the Money?", *Comparative Labor Law and Policy Journal*, 35(2), 159-190

Alon-Shenker, P. & Davidov, G., (2016), "Organizing: Should the Employer have a Say?", *Theoretical Inquiries in Law*, 17:1

Asadolahniajami, A. & **Walsh, P.**, (2014), "Enhancing the Role of Public Participation in Identifying Stakeholder Synergies in Wind Power Project Development: the Case Study of Ontario, Canada", *Renewable Energy Journal*, Vol. 68, 194-202

Asadolahniajami, A. & **Walsh, P.**, (2016), "Wind Power Deployment: The Role of Public Participation in the Decision-Making Process in Ontario, Canada", *Sustainability*, 8(8), 713-731

Banerjee, R. & Phan, M., (2014), "Licensing Requirements and Occupational Mobility Among Highly Skilled New Immigrants in Canada", *Relations Industrielles/Industrial Relations*, 69(2), 290-315

Banerjee, R. & Lee, B.Y., (2015), "Decreasing the Recent Immigrant Earnings Gap: The Impact of Canadian Credential Attainment." *International Migration*, 53(2), 205-218

Banerjee, R. & Phan, M., (2015). "Do 'Tied-Movers' Get Tied Down? The Occupational Displacement of Dependent Applicant Immigrants in Canada", *Journal of International Migration and Integration*, 16(2), 333-353

Bartkiw, T., (2014), "Labour Law and Triangular Employment Growth: A Theory of Regulatory Differentials", *International Journal of Comparative Labour Law and Industrial Relations*, 30(4)

Bartkiw, T., (2015), "Regulatory Differentials and Triangular Employment Growth in the U.S. and Canada", *Employee Rights and Employment Policy Journal*, 19(1)

Branje, C. & **Fels, D.**, (2014), "Playing vibrotactile music: A comparison between the Vibrochord and a piano keyboard", *International Journal of Human-Computer Studies*, Vol. 72, 431-439

Branje, C. & **Fels, D.**, (2014), "The Vibrochord: Validating a theoretical framework for the evaluation of musical input devices", *International Journal of Human-Computer Studies*, Vol. 72, 431-439

Branje, C.J., Nespoli, G., Russo, F. & **Fels, D.**, (2014), "The effect of vibrotactile stimulation on the emotional response to horror films", *ACM Computers and Entertainment*, 11(1), 5-18

Cadsby, C. B., Du, N., **Song, F.**, & Yao, L., (2015), "Promise keeping, relational closeness, and identifiability: An experimental investigation in China", *Journal of Behavioral and Experimental Economics*, 57, 120-133.

Chuang, Y.T., **Church, R.**, & Hu, C., (2016), "Effects of movements and opportunities on the adoption of same-sex partner health benefits by corporations", *Journal of Management*

Cidro, J., **Adekunle, B.**, Peters, E., & Martens, T., (2015), "Beyond food security: understanding access to cultural food for urban indigenous people in Winnipeg as indigenous food sovereignty", *Canadian Journal of Urban Research*, 24(1), 24

Csonka-Pereen, J., (2016), "Business valuation of social enterprise: exploring current understandings and alternatives", *Journal of Business Valuation*

de Lange, D., Armanios, D., Delgado-Ceballos, J. & Sandhu, S., (2015), "From foe to friend: Complex mutual adaptation of MNCs and international civil society organizations", *Business & Society*

Dunn, P., **Farrar, J.** & Hausserman, C., (2016), "The Influence of Guilt Cognitions on Taxpayers' Voluntary Disclosures", *Journal of Business Ethics*, doi:10.1007/s10551-016-3031-

Graben, S., (2014), "Lessons for Indigenous Land Reform: From Membership to Ownership on Nisga'a Lands", *University of British Columbia Law Review*, 47(2), 399-442

Graben, S., (2014), "Resourceful Impacts: Harm and Institutional Valuation of the Sacred", *University of Toronto Law Journal*, 64(1), 64-105

Grant, C.T. & Grant, K., (2016), "Improving Moral Behaviour in the Business Use of ICT – the Potential of Positive Psychology", *International Journal of Cyber Ethics in Education*

Griffin, T., (2014), "A paradigmatic discussion for the study of immigrant hosts", *Current Issues in Tourism*, 17(6), 487-498

Ha-Redeye, O., (2014), "Corporate Social Responsibility as a Driver for Addressing Global Pharmaceutical Inequalities", *Global Citizenship Digest*, 3(2)

Helms, W. & **Webb, K.**, (2014), "Perceived voluntary code legitimacy: Towards a theoretical framework and research agenda", *Journal of Management & Organization*, Vol. 20, 287-312

Hibbard, E. & **Fels, D.**, (2014), "Answering a PhD qualifying exam in ASL: One person's experience", *Canadian Journal of Learning and Technology*, 28(3), 23-35

Hibbard, E. & **Fels, D.**, (2014), "Sign language communication becomes asynchronous: A comparison of vlogs by Deaf people from a mainstream website, YouTube with a Deaf specific website, Deafvideo.TV", *Journal of Pragmatics*

Hiep V. Nguyen, H.V., Law, Y.L., Alavy, M., **Walsh, P.**, Leong, W.H., Dworkin, S.B., (2014), "An Analysis of the Factors affecting Hybrid Ground-Source Heat Pump Installation Potential in North America", *Applied Energy*, Vol. 125, 28-38

Hong, Y., Tullio-Pow, S. & Akhtar, A., (2015), "Retail design and the visually impaired: A needs assessment", *Journal of Retailing and Consumer Services*. 24, 121-129

Johnson, Z. S., Lee, Y. J., & **Paniculangara, J. T.**, (2015), "Helping through Morality versus Identification: Implications for Consumer Helping Behaviors", *Business and Applied Sciences Academy of North America*, 43

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TRSM Presentations, 2014 - 2016

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Babin, R., & Myers, P., (2015, November 1-4), "Social Responsibility Trends and Perceptions in Global IT Outsourcing", *Conference on Information Systems Applied Research (CONISAR)*, Wilmington, USA

Babin, R., Nicholson, B. & Young, M., (2016, February 14-17), "Understanding Impact Sourcing in the North American Aboriginal Community", *2nd Annual Academic Workshop – International Association of Outsourcing Professionals (IAOP) Outsourcing World Summit*, Orlando, USA

Fairlie, P. & **Svergun, O.**, (2015), "The interrelated roles of corporate social responsibility and stress in predicting negative employee outcomes", *Work, Stress, and Health – APA Conference Materials*, Atlanta, USA

Iovu, A. & **Webb, K.**, (2014, March), "Multi-level CSR Approaches at Transnational Mining Companies: A Comparison of Two Companies", *International Studies Association Annual Conference*

Ireland, D. & **Webb, K.**, (2014, September 19), "Avoiding the Next Global Financial Crisis: A Canadian Perspective", *Canadian Law and Economics Association Conference*, University of Toronto Faculty of Law, Toronto

Lin, H., (2014, June), "Sustaining Positive Entrepreneurship among Immigrants", *Deshpande Symposium for Innovation and Entrepreneurship in Higher Ed*, Lowell, USA

Lin, H., Colbourne, R. & Anderson, B., (2015, August), "Entrepreneurship Ecosystem for Indigenous Peoples in Canada", *7th Academy of Innovation and Entrepreneurship*, Toronto, Canada

Lin, H., (2015, December), "Globalization and Environmental Sustainability", Institute of Circular Economy, Beijing, China

Lin, H., (2016, October), *International Metropolis Conference: Migration, Trade, and Diasporas – Engines for Economic Development*, Nagoya, China

MacSweeney, G., (2014, September 23), "CSR in the Developing World: Understanding Responsibility", *Ted Rogers Leadership Center*, Toronto, Canada

Martin, M. & **Webb, K.**, (2015, June 9), “Water Quality Protection of the Canada-U.S. Great Lakes: Examining the Emerging State/Non-State Governance Approach,” *International Symposium on Corporate Responsibility and Sustainable Development*, Ryerson University, Toronto

Minkowitz, A. & **Webb, K.**, (2015, June 8), “The Role of the Private Sector in Environmental Emergency Response: Examining Evolving Governance Approaches”, “A comparative review of the role of markets and institutions in sustaining innovation in cleantech: a critical mass approach”, *International Symposium on Corporate Responsibility and Sustainable Development*, Ryerson University, Toronto

Parker, L. & **Webb, K.**, (2015, December 7), “Cross-Jurisdictional Comparisons of Consumer Protection Regimes for Misleading Advertising, Privacy, Telecommunications, and Copyright”, *2nd Annual PPOCIR Workshop*, McGill University, Montreal, Quebec

Roy, P., **Walsh, P.**, Ma, J. & Attar, R., (2016, June), “Exploring the Value of Tenant Engagement for Energy Conservation and Understanding Owner and Manager Perspective for Implementation of Tenant Engagement Programs in Multi-use Residential Buildings in Toronto”, *39th IAEE International Conference*, Bergen, Norway

Schneider, T., (2014), “A case study on hydro-electric dams in the Italian Alps and the Canadian Coastal Mountains”, *Centre for Social and Environmental Accounting Research (CSEAR) Annual Conference*, University of St. Andrews, Andrews, Scotland

Schneider, T., (2014), “Design options for a sustainable financial system”, Centre for International Governance and Innovation (CIGI), Waterloo, Canada

Schneider, T., (2014), “Environmental Liabilities and diversity in practice under International Financial Reporting Standards”, *Centre for Social and Environmental Accounting Research (CSEAR) Annual Conference*, University of St. Andrews, Andrews, Scotland

Schneider, T., (2014), “Global climate change and fossil fuel reserves reporting”, *British Accounting and Finance Association Annual Conference*

Schneider, T., (2014), “Recognition of asset retirement obligations by natural resource companies”, *Wilfrid Laurier University Research Seminar Series*, Waterloo, Canada

Schneider, T., (2014), “Social and environmental considerations in the mining and oil and gas sectors”, *Canadian Academic Accounting Association (CAAA) 18th Annual Ethics Conference*

Schneider, T., (2015), "Conflict minerals reporting under the U.S. Dodd-Frank Act", *Centre for Social and Environmental Accounting Research (CSEAR) Annual Conference*. Royal Holloway, University of London, Egham, UK

Schneider, T., (2015), "Recognition of Asset Retirement Obligations by Natural Resource Companies", *American Academic Accounting Association Annual Conference*

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Schneider, T., (2016), "Dirty Oil or a National Treasure? Accounting for Environmental Liabilities in the Canadian Oil and Gas Sector", *North American Case Research Association (NACRA) Conference*, Las Vegas, USA

Schneider, T., (2016), "A dam tale: Using institutional logics in a case-study on water rights in the Canadian Coastal Mountains", *Centre for Social and Environmental Accounting Research (CSEAR) North American Conference*, Illinois State University, Normal, USA

Schneider, T., (2016), "Another dam tale: hydropower in the Alps. Institutions, actors and accountability in an intertemporal analysis", *Centre for Social and Environmental Accounting Research (CSEAR) Annual Conference*. University of St. Andrews, St. Andrews, Scotland

Tovilla, E., & **Webb, K.**, (2015, June 8), "Understanding the Emerging State/Non-State Water Protection Regime for the Mining Sector, Drawing on the B.C. Mount Polley Tailings Dam Spill Experience", *International Symposium on Corporate Responsibility and Sustainable Development*, Ryerson University, Toronto

von Kriegstein, H. & Bodruzic, D., (2016, September 20), "Corporate Social Responsibility in the Global South: A Comparison of Brazil and India", University of Toronto, Toronto, Canada

von Kriegstein, H. & Farrar, J., (2016, October 4), "Get Even and Get Rich: The influence of financial incentives and revenge on tax whistleblowing", Ryerson University, Toronto, Canada

von Kriegstein, H. & Hamish van der Ven (2016, March 1), "Can Industry Self-Regulation Be Credible? Insights from Sustainable Aquaculture Certification", Yale University, New Haven, USA

von Kriegstein, H. & Schmidt, A., (2016, November 11), "Should the Government Manipulate People for their Own Good? - Nudging, Rationality, and Behavioural Science", Ryerson University, Toronto, Canada

von Kriegstein, H. & Silva, M., (2016, March 31), "Is There a Right to be Forgotten? -

A Business Ethics Dilemma", Ryerson University, Toronto, Canada

Walsh, P., (2014, April), "Will the Consolidation of Ontario's Municipally-Owned Electrical Distribution Companies Lead to More Sustainable Energy Practices?", *Ontario Network for Sustainable Energy Policy Workshop*, Picton, Canada

Walsh, P., (2015, June), "Managing sustainability knowledge in mining companies", *3rd Symposium on Corporate Responsibility and Sustainable Development*, Toronto, Canada

Walsh, P., (2016, February), " 'Peak Coal' in Asia", *5th IAEE Asian Conference*, Perth, Australia

Webb, K., (2014, January 16), "CSR, Human Rights and the evolving construction of a global regime to address transnational corporate behavior", *Business, Human Rights and Law in Transnational Context*, Ryerson University Conference, Toronto

Webb, K., (2014, May 8), "From Heroic ad hocism to Systemic Change: Opening Remarks for the Conference on a Canadian Strategy for the UN Principles on Business and Human Rights," *Where to from here: A Canadian Strategy for Implementing the UN Principles on Business and Human Rights Conference*, Ryerson University, Toronto, May 8, 2014.

Webb, K., (2014, May 8), "Learning from the Past, Looking to the Future: A contribution to a Canadian Strategy for Implementing the UN Principles on Human Rights", *Where to from Here: A Canadian Strategy for the UN Principles on Business and Human Rights*, Ryerson University, Toronto, Canada

Webb, K., (2014, December 5), "Business Management Sciences disciplinary survey on the intersection of new internet/ICT consumer-oriented business models and consumer protection," *2nd Annual PPOCIR Workshop*, Ryerson University, Toronto,

Webb, K., (2015, April 10), "What Can We Learn from Canadian Financial Sector Corporate Social Responsibility (CSR) Reports? Preliminary Results," *TRSM Dean's Series*, Ryerson University, Toronto

Webb, K., (2015, May 13), "What do Airbnb, Uber and Facebook tell us about the changing role of the connected consumer?", *Workshop: The connected consumer in 2020 – empowerment through standards*, ISO COPOLCO Geneva, Switzerland

Webb, K., (2015, June 30), "What do Airbnb, Uber and Facebook tell us about the changing role of the connected consumer?", *Standards Council of Canada Panel/Workshop*, University of Ottawa, Ottawa, Canada

Webb, K., (2015, July 15), "Re-thinking Public, Private and Civil Society Governance Roles and Modalities in Operationalizing Sustainability", *Conference Pour la séance*

plenière: Les contributions et limites de “l’inter” (international, interdisciplinaire, intersectoriel, etc.) à l’opérationnalisation du développement durable, Dixième congrès du RIODD, UQAM

Webb, K., (2015, September 20), “International CSR instrument guidance governing the activities of extractive companies,” *Global Actors and Community-Level Security: Developing Best Practices SSHRC Partnership Development Grant Meeting*, Rio Tinto Offices, Montreal

Webb, K., (2015, October 8), “What does Drake have to do with Corporate Social Responsibility?,” *Ryerson CSR Institute talk*, Ryerson University, Toronto

Webb, K., (2016, January 24), “Progress Report re: CSR & the Law: A Comparative Case Study of Canada & Hong Kong,” *Hong Kong Polytechnic University & Ryerson University Research Conference*, Hong Kong Polytechnic University, Hong Kong

Webb, K., (2016, February 29), “CSR & the Law: A Comparative Case Study of Canada & Hong Kong”, *TRSM Research Seminar*, Ryerson University, Toronto

Webb, K., (2016, April 3), “Learning from Canadian Financial Sector Corporate Social Responsibility (CSR) Reports: a progress report,” *TRSM Dean’s Research Series*, Ryerson University, Toronto

Webb, K., (2016, April 19), “Exploring The Connections Between Law & Corporate Social Responsibility (CSR)”, *Seminar Series, Centre of Law and Business*, Faculty of Law National University of Singapore, Singapore

Webb, K., (2016, May 16), “Comparing GRI and ISO 26001, Presentation to Theorizing Transboundary Governance Interactions,” *Workshop*, York University, Toronto

Webb, K., (2016, June 9), “Origins and Development of ISO 26000 Social Responsibility Standard,” *Ryerson CSR Institute talk*, Ryerson University, Toronto,

Webb, K., (2016, October 15), “Corporate Social Responsibility (CSR) & the Law: Comparing Canadian and Chinese Approaches”, *International Academic Conference on Canadian Studies: Trudeau’s Foreign Policy*,” Guandong University, China

Webb, K., (2016, November 14), “The ISO 20400 Sustainable Procurement Standard: A Progress Report”, *Ryerson CSR Institute*, Ryerson University, Toronto

Principle 5 & 6 | Partnership & Dialogue

Principle 5 - "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."

Principle 6 - "We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global scale responsibility and sustainability."

Events

Centre for Labour Management Relations (CLMR)

- "Should Cost Considerations Constitute a Legitimate Justification for Age Discrimination Against Older Workers" [[February 26, 2014](#)]
- "2015 Phyllis Clarke Memorial Lecture: Lifting Up Low-Wage Work" [[March 26, 2014](#)]
- "Tackling Succession Planning in Today's Lean and Mean Organizations" [[April 1, 2014](#)]
- "Building a Comprehensive Radon Policy for Ontario" [[May 1, 2014](#)]
- "Recruitment Transformaton UnConference" [[June 26, 2014](#)]
- "The Future of Work" [[July 17, 2014](#)]
- "Good Jobs Research Symposium" [[October 3, 2014](#)]
- "Good Jobs Summit" [[October 4, 2014](#)]
- "Employment Equity Revisited" [[November 18, 2014](#)]
- "HR Analytics: Making Sense of the Numbers" [[December 1, 2014](#)]
- "Challenges to the Future of Canadian Labour Law - Lesson from the British Experience" [[January 16, 2015](#)]
- "The US Labour Movement in Transition" [[January 21, 2015](#)]
- "A Case for Social Capitalism" [[January 27, 2015](#)]
- "The Global Skills Gap: Fact or Fiction" [[January 29, 2015](#)]
- "2015 Diversity@Work Conference - Exploring the Complexities of Diversity: Age, Gender, Culture and Competencies" [[February 19, 2015](#)]
- "Applying the Principle of Proportionality in Employment and Labour Contexts" [[March 3, 2015](#)]
- "Labour Law and Triangular Employment Growth" [[March 11, 2015](#)]
- "Labour Pains, Capital Gains: The Paradox of Low-Wage, No-Wage Work" [[March 27, 2015](#)]
- "Re-writing the Rules: Advancing Employment Relations in a Hostile Climate" [[March 27, 2015](#)]
- "HR at the Table: Being a Strategic Business Partner" [[March 31, 2015](#)]
- "Working Better Together: Strategies for Labour and Management to Avoid Conflicts, Build Relationships, and Create Trust" [[June 9, 2015](#)]
- "Labour Law Reform Panel" [[June 10, 2015](#)]

- “The Case for Pay Equity: Exploring the Benefits & Models that Work“ [[September 28, 2015](#)]
- “The Ethics of Decent Work“ [[October 7, 2015](#)]
- “Pensions 2035: Envisioning the Future of Pensions“ [[November 20, 2015](#)]
- “Re-Claiming the Right to Work“ [[December 10, 2015](#)]
- “Media Portrayals of Workplace Issues“ [[February 3, 2016](#)]
- “2016 Diversity@Work Conference“ - The Future of Workplace Diversity [[February 19, 2016](#)]
- “How to Win the Research Game: A Stakeholder Based Approach to Research Centres“ [[February 26, 2016](#)]
- “Negotiating So Everyone Wins“ [[April 11, 2016](#)]
- “Working for Living Wage“ [[May 11, 2016](#)]
- “Conference 2016“ [[May 31, 2016](#)]
- “The Sharing Economy and the Future of Work“ [[June 3, 2016](#)]

Global Diversity Exchange

- Webinar – “National Policies for an International Challenge: Improving Refugee Integration Policies” [[July 28, 2015](#)]
- Webinar – “Who’s In Charge? Board Chair and CEO Roles & Responsibilities” [[November 16, 2015](#)]
- Webinar – “Leading Change” [[February 1, 2016](#)]
- GDX Annual Lecture – “Does Diversity Drive Prosperity” [[March 2, 2016](#)]

Institute for the Study of Corporate Social Responsibility (CSR)

- "Latin America, CSR & Standards: A Chilean Perspective" with Dante Pesce [[May 27, 2014](#)]
- “Ryerson CSR Institute workshop on new development NGO-business platform” [[June 27, 2014](#)]
- “Corporate Diplomacy: Building the External Stakeholder-Reputation Relationship” [[September 8, 2014](#)]
- “Aboriginals, Recent Supreme Court Decisions & Sustainable Economic Development” [[September 22, 2014](#)]
- “Procurement as a Means for Mining Firms to Secure their Social License to Operate’ [[October 9, 2014](#)]
- “Managing Community and Environmental Impacts During the Mining Construction Phase” [[October 20, 2014](#)]
- “Mining & CSR in Africa: from Pressure to Impacts” [[October 22, 2014](#)]
- “Understanding Community Investment: A Panel Discussion with Five Private Sector Leaders” [[November 14, 2014](#)]
- “CSR in the Mining Boardroom: A Panel Discussion with CEOs/Board Members” [[November 20, 2014](#)]
- “Unpacking the Peru-BHP Billiton Tintaya Dialogue Table” [[January 19, 2015](#)]
- “CSR, Corp Lobbying & Transparency: Panel Discussion” [[January 29, 2015](#)]
- “Panel discussion: Canadian Boreal Forest Agreement” [[March 2, 2015](#)]

- “International Symposium on Corporate Responsibility and Sustainable Development” [[June 7-11, 2015](#)]
- “Ryerson CSR Institute Panel Discussion From CSR Pariah to Good Performer? The Asia Pulp & Paper Turnaround Story” [[September 18, 2015](#)]
- “What does Drake have to do with CSR?” [[October 8, 2015](#)]
- “Canadian Universal Investors: A Force for Socially Responsible Investing?” [[October 26, 2015](#)]
- “Retail Pharmacies as Social Enterprise Health Care Providers: Lessons from USA?” [[November 12, 2015](#)]
- “Indigenous Consent in the Canadian Mining Context: Learning from the Voisey's Bay Institute” [[December 11, 2015](#)]
- “Legislating CSR? Learning from India” [[March 18, 2016](#)]
- “Latin American Mining-Community Agreements: Case Study” [[April 15, 2016](#)]
- “The “Legalization” of Corporate Social Responsibility: The Hong Kong ESG (Environmental, Social, Governance) Reporting Experience” [[May 6, 2016](#)]
- “ISO 26000 Social Responsibility Standard: Where to from here?” [[June 9, 2016](#)]
- “Social License to Operate: Revisiting the Concept” [[June 28, 2016](#)]
- “Sustainable Procurement – 2 New Initiatives” [[November 14, 2016](#)]
- “Whistleblowing Systems – A New Canadian Guide” [[November 21, 2016](#)]
- “The Rise in Mining Conflict: What Lies Beneath?” [[December 13, 2016](#)]

Privacy and Big Data Institute

- “De-identification Symposium: Preserving Privacy AND Advancing Data Analytics” [[October 21, 2014](#)]
- “Executive Seminar on Privacy and Big Data” [[April 23, 2015](#)]
- “Privacy & Personal Data Protection in Modern Russia” [[June 9, 2016](#)]
- “Using Financial Intelligence to Target Online Fraud Victimization” [[June 16, 2016](#)]
- “Executive Seminar on Privacy, Identity and Data Analytics: What you need to know” [[October 13, 2016](#)]
- “Privacy and Records Management: A View From OPS” [[October 25, 2016](#)]

Ted Rogers Leadership Centre

- “Where to From Here: A Canadian Strategy for the UN Principles on Business and Human Rights” [[May 8, 2014](#)]
- “The Ethics of Political Leadership” [[November 5, 2014](#)]
- “Working Together in the Public Interest: Public-Private Partnerships & City Building” [[March 16, 2016](#)]
- “Is There a Right to be Forgotten? – A Business Ethics Dilemma” [[March 22, 2016](#)]

Future Outlook

TRSM is committed to better coordination and communication of our CSR/sustainability/ethics teaching, research and student activities that support the underlying objectives of the PRME.