

The logo consists of a white tilted rectangle containing the text "LEE-CHIN INSTITUTE" in bold, black, uppercase letters.

**LEE-CHIN
INSTITUTE**

Rotman

**Michael Lee-Chin Family
Institute for Corporate Citizenship**

Progress Report

2019-2020

Impactful
Outreach

"Sustainability is more and more not an optional thing you can bring to business. A sustainability mindset is a business mindset."

Kenneth S. Corts

Interim Dean, Rotman School of Management and
Academic Director of the Michael Lee-Chin Family
Institute for Corporate Citizenship

Impactful
Research

\$750,000+
in grants to support sustainability-
related research at Rotman

100+
supported research projects by
Rotman faculty and PhD students

420+
sustainability related projects,
leading to:

4 books and **4** book chapters

53 published articles in academic journals

37 working papers and **23** journal articles
under review (some since published)

17 trade publications

225 academic and public presentations

The Financial Times Special Report: Responsible Business Education named Lee-Chin Institute Fellows Katherine DeCelles & Alex Dyck (and former Fellow András Tilcsik) as top 100 researchers for:

- Sonia K. Kang, **Katherine A. DeCelles**, **András Tilcsik**, Sora Jun's "Whitened Resumes" (*Administrative Science Quarterly*, March 2016)
- **Alexander Dyck**, Karl V. Lins, Lukas Roth and Hannes F. Wagner, "Do institutional investors drive corporate social responsibility? International evidence" (*Journal of Financial Economics*, March 2019)

The **RBC x Rotman Sustainable Finance Project** launched this year, highlighting the crucial role that finance plays in addressing environmental and social challenges through a variety of events for students, practitioners and academics throughout the year. Key initiatives included Sustainable Finance Week (February 25-29, 2020), a Sustainable Finance Research Roundtable and a new Sustainable Finance Case Competition.

We are grateful for the generous support of the RBC Foundation (in collaboration with RBC Future Launch and RBC Global Asset Management).



Impactful Student Engagement

This year, Rotman added a **new course on Sustainable Finance for MBA and undergraduate Commerce students**, taught by Professors Jan Mahrt-Smith and Mikhail Simutin.

The Lee-Chin Institute continued to support a variety of student events and initiatives, most notably with Rotman Net Impact.

As a result of all our efforts, Rotman was ranked as one of the Top 30 MBA schools for "positive impact" in the inaugural *Positive Impact Rating for Business Schools*. Rotman also moved ahead in Corporate Knights' *Better World MBA Rankings* (31st place, up from 36th in 2018).





Audience at the Sustainable Finance panel at Rotman



Rotman Impact Investment Competition Judges



Students awaiting results of the 2020 Sustainable Finance Case Competition



Executive Director Rod Lohin speaks on a panel at a Lee-Chin Institute event

Table of contents

Reach and impact	7
Lee-Chin Institute team 2019-2020	8
The Sustainable Finance Project	10
Overview: Activities and Achievements 2019-2020	
Research on sustainability strategy and sustainable finance	11
Disseminating research through events and media	20
Enhancing the curriculum and co-curricular activities	26
Building long-term sustainability capacity at Rotman	27
The future of the Lee-Chin Institute	30
Special thanks to Michael Lee-Chin and family	31

Reach and impact

The Michael Lee-Chin Family Institute for Corporate Citizenship at the Rotman School of Management (University of Toronto) is a cornerstone of the School's commitment to "creating positive value for business and society." Since 2004, the Lee-Chin Institute has conducted and supported research to help business leaders - current and future - integrate sustainability into business strategy and practices.

The Lee-Chin Institute has reached thousands of current business leaders through impactful research publications, conferences, events and social media, and regularly engages with future business leaders (students) to provide opportunities for study and experiential learning on corporate sustainability.

In 2019-20, the Lee-Chin Institute celebrated its fifteenth year of operation. This year, the Institute's work emphasized sustainable finance, including a week devoted to events on this topic for academic, practitioner and student audiences, new classes and learning opportunities on sustainable finance and a new financial and educational partnership with the RBC Foundation (in collaboration with RBC Future Launch and RBC Global Asset Management).

The Lee-Chin Institute has 4 main objectives:

Research

To deliver a steady stream of new content on corporate sustainability strategy and sustainable finance.

Dissemination

To continue to build the Lee-Chin Institute's profile through events and social media, with more briefs and literature reviews on key sustainability concepts.

Student Engagement

To work with Rotman to find more sustainability learning opportunities for students. The Lee-Chin Institute accomplishes this by supporting growing student interest through clubs and other co-curricular activities.

Build long-term sustainability capacity at Rotman

By working with Rotman and faculty leadership, the Lee-Chin Institute will continue to strengthen Rotman's position regarding sustainability education and promotion.

Lee-Chin Institute team

2019-2020



Kenneth Corts

Vice-Dean, Faculty & Research,
Marcel Desautels Chair in
Entrepreneurship, Professor of
Economic Analysis and Policy and
Academic Director



Rod Lohin

Executive Director



Alison Kemper

Senior Research Associate



Andrew Micak

Research Officer

Fellows of the Lee-Chin Institute



Alexander Dyck

Professor of Finance and
Economic Analysis and Policy;
Manulife Financial Chair
in Financial Services; Area
Coordinator, Finance Area;
Cross-appointed to Faculty
of Law



Laura Doering

Assistant Professor of Strategic
Management



**Katherine A.
DeCelles**

Associate Professor of
Organizational Behaviour and
HR Management (OBHRM);
PhD Coordinator, OBHRM;
Cross-appointed to the Centre
for Criminology and Sociolegal
Studies

Lee-Chin Institute advisory group



Shari Austin

President, Shari Austin & Company



Tania Carnegie

Leader, KPMG Impact Ventures



Kenneth Corts

Vice-Dean, Faculty & Research, Marcel Desautels Chair in Entrepreneurship, Professor of Economic Analysis and Policy and Academic Director



Geoffrey Leonardelli

Associate Professor of Organizational Behaviour and Human Resources Management



Rod Lohin

Executive Director



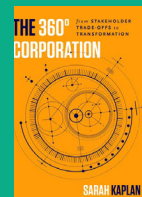
A. Rebecca Reuber

Professor of Strategic Management

New Fellow: Sarah Kaplan



The Lee-Chin Institute is proud to announce Sarah Kaplan's appointment as a Lee-Chin Institute Fellow for 2020-2021. Sarah is a Professor of Strategic Management, Distinguished Professor of Gender and Economy, and the Director of Rotman's Institute for Gender and the Economy (GATE) at Rotman. Sarah's latest book is *The 360° Corporation: From Stakeholder Trade-offs to Transformation* was published in September 2019. Her work with the Lee-Chin Institute will primarily focus on corporate engagement with stakeholders and board governance.



The Sustainable Finance Project



Sustainable finance has emerged as a key theme for the Lee-Chin Institute. We have long worked to explore and understand the role finance plays in corporate sustainability through academic literature reviews, one-page “explainers” and educational opportunities such as focused talks, conferences and support for student groups.

This year, the Institute made a deliberate effort to provide support for sustainable finance educational opportunities to an even greater degree. We initiated the Sustainable Finance Project, made possible through the generous support RBC Foundation (in collaboration with RBC Future Launch and RBC Global Asset Management). The Sustainable Finance Project is also supported by a number of key Rotman stakeholders including student organizations such as Rotman Net Impact, as well as Rotman staff and faculty and Lee-Chin Institute staff and research Fellows.

RBC’s investment helped the Lee-Chin Institute in developing and delivering a range of sustainable finance activities on behalf of Rotman including:

- A new MBA course on sustainable finance taught by Professors **Jan Mahrt-Smith** and **Mike Simutin**;
- A new Sustainable Finance Case Competition for Canadian MBA students;
- A range of speaker events, mentorship and networking opportunities, such as Rotman’s Sustainability Week, and events such as the Rotman Sustainable Finance Research Roundtable;
- Continued support for student-led sustainability and sustainable finance related activities, such as the Rotman Net Impact Sustainability Conference, and;
- Offering volunteers from throughout the RBC team. RBC volunteers, seasoned and new, participated in the project as judges, mentors, speakers, and at networking events. This personal touch made the project even more tangible to students, and highlighted RBC’s clear interest in the issue and in recruiting enthusiastic and committed students.

Research on sustainability strategy and sustainable finance

The Lee-Chin Institute's primary activity is to generate and share impactful research with current and future business leaders. This year we delivered a steady stream of new content on corporate sustainability strategy, social enterprise and sustainable finance through our dedicated research program, as well as through the work of our Fellows, funded faculty and supported PhD Students.

Dedicated research

- "Virtuous Capital" by Roger Martin, Alison Kemper and Rod Lohin, forthcoming in *Rotman Management Magazine* (Winter 2021, World 2.0 issue)
- The Lee-Chin Institute developed and shared short "explainers" to explain corporate sustainability related topics in a digestible and easy-to-read format. Starting in summer of 2018, social media posts promoting explainers garnered over **9000 cumulative impressions**. explainer topics released this year included:
 - "Voluntary disclosure"
 - "Green Bonds"
 - "Due Diligence in Impact Investing"
 - "Stranded Assets" (later expanded into a full scale academic and practitioner literature review)

The Lee-Chin Institute created a number of academic and practitioner literature reviews on key corporate sustainability issues, based on academic articles and published in reputable journals, as well as a review of information published by thought and business leaders in more informal business and mainstream publications. Since developing our first literature review in 2016, literature reviews have garnered **36,000 impressions**. Academic and Practitioner Literature reviews developed this year include:

- "Carbon Disclosure"
- "Stranded Assets"

- OpenImpact.ca, an inventory of Canadian impact investing products developed in partnership with Rally Assets, including the ongoing updating of the platform and product data.
- The Lee-Chin Institute also worked with students from the University's School of Information Studies on a website refresh and appearance update. We expect to integrate several of these recommendations over the next year.



Commissioned Research

- **Portland Private Equity** - In the fall 2019, the Lee-Chin Institute conducted a brief research project for Portland Private Equity to synthesize and report on best practices related to “impactful investments” undertaken by private equity firms in global and in emerging markets.
- **The Atmospheric Fund** - The Atmospheric Fund (TAF), a regional climate agency that invests in low-carbon solutions for the Greater Toronto and Hamilton Area, commissioned research from the Lee-Chin Institute to help TAF understand opportunities to scale its impact. The results of our research and key insights were presented to TAF and its stakeholders in April and June of 2020.



Research by Lee-Chin Institute Fellows

This year, the Lee-Chin Institute supported three accomplished faculty members as Fellows of the Institute, to encourage and accelerate their research in corporate sustainability related topics.



Alexander Dyck is Professor of Finance and Economic Analysis and Policy; Manulife Financial Chair in Financial Services; and Area Coordinator, Finance Area. He has been an invaluable force behind progress in the Finance Area at Rotman to create more sustainable finance research and curriculum for students. Alexander has served as a Lee-Chin Institute Fellow for four years, and has been renewed for 2020-2021. Last year, his related contributions included:

- Speaker at the 2019 Queen's Institute of Intergovernmental Relations (IIGR) conference on "Green Finance: New Directions in Sustainable Finance and Research Policy". Alexander presented his research findings from his working paper "Insider Entrenchment and Corporate Sustainability Around the World" (July 2019)
- Publication of "Collective action and governance activism" (with Craig Doidge, Hamed Mahmudi, Aazam Virani) in *Review of Finance* (September 2019)



Katherine DeCelles is an Associate Professor of Organizational Behaviour and HR Management at Rotman. Katherine has served as a Fellow of the Lee-Chin Institute for one year, and has renewed for 2020-2021. She has a significant pipeline of research in progress, including: coming year.

- Winner of the "Roger Martin Excellence in Research" Award (March 2020)
- Publication of "Ethics at the Fringe: Using Novel Methods & Data to Answer Imperative Questions in Behavioral Ethics" (with Jonathan Nicholas Bundy, Keith Norman Leavitt, Lamar Pierce, Shu Zhang, Trevor Watkins in *Academy of Management Proceedings* (July 2019)
- Publication of "Leadership in the Locker Room: How the Intensity of Leaders' Unpleasant Affective Displays Shapes Team Performance" (with Barry M Staw & Peter de Goeij) In *Journal of Applied Psychology* (June 2019)

Please note that Katherine was on parental leave for the majority of 2019-2020.



• **Laura Doering** is an Assistant Professor of Strategic Management and a Lee-Chin Institute Fellow since 2019. As an economic sociologist, she examines how interactions and social psychological processes shape outcomes for households, organizations, and markets. Her research has been published in a number of prestigious journals, including the *American Journal of Sociology*, *American Sociological Review*, and *Sociology of Development*. Laura's research and writing has appeared in *The New York Times*, *BBC News*, *The Globe and Mail*, *Salon*, and other outlets. This year, Laura's related contributions included:

- Rotman Insights video on behalf of the Lee-Chin Institute, "Sustainable Finance in Canada" (December 2019)
- "From the Ground Up: Gender, Self-Employment, and Space in a Colombian Housing Project" (with Chris Liu) in *Sociology of Development* (June 2019)
- "Elaborating on the Abstract: Group Meaning-Making in a Colombian Microsavings Program" (with Kristen McNeill) in *American Sociological Review* (June 2020)
- "Social Impact at the Base of the Pyramid: Serving the Poor and Employee Exit" (with Tyler Wry). Under review at the *Strategic Management Journal*.
- "Time and Punishment: How Individuals Respond to Being Sanctioned in Voluntary Associations" (with Amandine Ody-Brasier). Under review at the *American Journal of Sociology*.
- "Pursuing Social Closure: How Exclusionary Tactics Shape State-Private Collaborations for Economic Development" (with Aruna Ranganathan). Working paper.
- Presented "Elaborating on the Abstract: Group Meaning-Making in a Colombian Microsavings Program" (co-authored with Kristen McNeill)
 - Society for the Study of Social Problems, New York (Refereed, August 2019)
 - Economic Sociology Annual Meeting, Atlanta (Invited submission, August 2019)
 - Sociology of Development Annual Conference, South Bend, IL (Refereed, October 2019)
 - Junior Faculty Organizational Theory Conference, Montreal (Invited submission, October 2019)
Presenter: "Time and Punishment: How Individuals Respond to Being Sanctioned in Voluntary Associations." (co-authored with Amandine Ody-Brasier)
 - American Sociological Association, Group Process Annual Conference (Refereed, August 2019)
 - Economic Sociology Annual Meeting, Atlanta (Invited submission, co-author presented, August 2019)
 - Universidad Javeriana, Dept of Economics. Bogota, Colombia. (May 2019)
 - University of South Carolina, Dept of Sociology. USA. (May 2019)
 - Emory University, Dept of Sociology. USA. (September 2019)
 - INSEAD, Organisational Behaviour. France (December 2019)
 - Tilburg University, Dept. of Management. Netherlands (December 2019)
- Presenter: "Time and Punishment: How Individuals Respond to Being Sanctioned in Voluntary Associations." (co-authored with Amandine Ody-Brasier)
 - McGill University, Social Statistics Network. Canada. (September 2019)

- Panelist: “Women and Investing” panel, sponsored by the Rotman Institute for Gender and the Economy (October 2019)
- Hosted Virtual Panel: “Smart People Who Work in Social Entrepreneurship” (March 2019; moved to online classroom format as a result of the COVID-19 crisis)
- Consulting Editor, *American Journal of Sociology* (September 2019-present)
- OpEd: “Investing in Canada or addressing climate change - a choice we shouldn’t have to make” (with Jan Doering) in *The Globe and Mail* (September 2019)
- Article: “The Value of an Old-Fashioned Visit to Your Bank Branch.” *The Conversation* (June 2019)

Supported academic research

To date, the Lee-Chin Institute has provided more than \$750,000 to support over 100 corporate sustainability research projects at Rotman. Our Fellows, staff and grant recipients have been responsible for more than 420 research products flowing from this research, including:

4

books and
4 chapters

37

working papers and
23 journal articles
under review

(some since published)

53

published articles
in academic
journals

17

trade
publications

225

academic and public
presentations

Projects from previous grant recipients also continued to attract attention and garner praise. These include:

- Grants from the Institute in 2015, 2017 and 2018 to **Gordon Richardson** (Professor, Accounting) have been responsible for the creation of 2 peer-reviewed journal articles published this year - "Causes and Consequences of Voluntary Assurance of CSR Reports" in *Accounting, Auditing and Accountability Journal*, and "A Textual Analysis of U.S. Corporate Social Responsibility Reports" in *Abacus* (Accepted December 2019).
 - A 2018 grant also helped in the development of an article submitted in February 2020 to the *European Accounting Review* (Currently under review). Using an accounting based valuation model, Professor Richardson and his co-authors explored whether CSR spending is positively associated with shareholder value, in a unique setting (India), which since 2014 is the only country in the world where the government has mandated both CSR reporting and spending.
- Grants provided in 2018-2019 to **Hope Ole-Kristian** (Professor, Accounting), **Dushyant Vyas** (Associate Professor, Accounting) and **Shushu Jiang** (PhD Student), have helped support the development of journal articles which are under review by a top tier business journal.
 - "Government Procurement and Financial Statements Certification: Evidence from Private Firms in Emerging Economies" is currently under a revise and resubmit (journal confidential at this time).
 - Shushu Jiang also presented a second Lee-Chin Institute supported paper, "Government Transparency and Firm-level Operational Efficiency," at the 2020 Research Roundtable on Sustainable Finance at Rotman, and has submitted her work for peer review.
- Grants from 2019-2020 to **Nicola Lacetera** (Professor, Strategic Management) for his work related to "Political Identity, Corporate Social Initiatives, and Employee Behaviour" led to the creation of a working paper "Leaning in or not leaning out? Opt-out choice framing attenuates gender differences in the decision to compete" published in the *National Bureau of Economic Research Working Paper Series* (November 2019).

- Grants from 2018-2019 to **Anne Bowers** (Associate Professor, Strategic Management) in support of her work on “The unintended consequences of sustainability ratings” led to the development of the article “The Role of Third-Party Rankings in Status Dynamics: How Does the Stability of Rankings Induce Status Changes?” which was published in *Organization Science* (October 2019).
- Grants from 2018-2019 to **Matthew Feinberg** (Assistant Professor, OBHRM) and **Siyin Chen** (PhD Student) in support of their research “Different moral value prioritization at work and at home as an explanation of unethical business decision-making” led to the publication of “Current Direction in Understanding the Antecedents and Prevention Of Unethicality at Work” in *Academy of Management Proceedings* (July 2019).

Additional research insights



The Lee-Chin Institute has supported the work of many scholars over the past decade and a half. We are proud to announce that professor **Andrey Golubov** was recently named one of Poets and Quants’ “Top 40 Under 40 Business Professors” in 2020.

In addition to this honor, Andrey was also the recipient of the 2020 Bank of Canada Governor’s Award, worth up to \$30,000 a year over two years. The Governor’s award is designed to “provide financial support to academics who are recognized for their expertise and research in areas important to the Bank’s core functions”. Andrey’s work on the human costs of mergers and acquisitions was supported by a Lee-Chin Institute research grant in 2017-2018.

Corporate sustainability research grants for 2020-2021

The Lee-Chin Institute announced grants for 2020-2021 in support of research on corporate sustainability topics by Rotman faculty and PhDs. The Lee-Chin Institute's Grants Review Committee selected the following from among a strong field of applicants:



Daehyun Kim (Assistant Professor, Accounting), **Gordon Richardson** (KPMG Professor of Accounting), Steven Salterio (Professor & Stephen J.R. Smith Chair of Accounting and Auditing, Smith School of Business), Albert Tsang (Professor of Accounting, School of Accounting and Finance, Hong Kong Polytechnic University) and **Michael Marin** (PhD Student) on *"The Impact of Board Environmental Expertise and Social Awareness on Firm Environmental Performance"*



Joel Baum (Professor, Strategic Management) and Roy Suddaby (Professor; G. Winspear Chair; Director, Research; Associate Dean Research and Faculty Renewal, Gustavson School of Business), on *"What's the Beef? The Emerging Contest over the Legitimacy of Meat"*



Walid Hejazi (Associate Professor, International Business) and Josh Cherin (VP Supply Chain, GMPC) on *"Transparency in Global Value Chains"*



Rachel Ruttan (Assistant Professor, OBHR) and **Solomiya Draga** (PhD Student) on *"Moral Aversion to Quantification"*



Scott Liao (Associate Professor, Accounting and Director, Research Resources and Communication), **Stacey Choy** (PhD Student), **Shushu Jiang** (PhD Student), and **Emma Wang** (PhD Student) on *"How Do Lenders Shape Borrowers' ESG Activities?"*

Disseminating research through events & media

Events in 2019-20 supported by the Lee-Chin Institute (either in part or in whole) included:

- **The Sustainable Finance Career Panel** (November 2019) - a panel discussion and networking event held in concert with Rotman Net Impact for Rotman students looking to enter the sustainable finance field (30+ registrants).
- **Sustainability Conference** (January 2020) - sponsored by the Lee-Chin Institute and RBC, the Rotman chapter of Net Impact was responsible for organizing and running the Sustainability Conference/ Students and industry professionals learned from and networked with professionals working on key issues in social innovation, sustainable finance, clean tech, and transitioning Canada to a low-carbon economy (127 registrants).
- **The Sustainable Finance Reception** (February 2020) - a joint effort between the Lee-Chin Institute and Rotman Net Impact, the Sustainable Finance Networking Event brought students interested in careers with sustainable finance with leaders working in the sustainable finance space (35 registrants)



The Lee-Chin Institute was the principal organizer of the inaugural RBC x Rotman Sustainable Finance Week, held February 25-29, 2020. Generously supported by RBC, the Institute and partner groups presented a successful week of events for academic, practitioner and student audiences, including:

- **February 25, 2020**
"What Role Should Market-Based Environmental Ratings Play in Capital Markets?"
presented by Capital Markets Institute (100 registrants)
- **February 26, 2020**
"Sustainable Finance Research Roundtable",
presented by the Lee-Chin Institute (35 registrants)
- **February 27, 2020**
"Careers with Purpose" networking event
presented by The Agency @ U of T (50 registrants);
- **February 28, 2020**
Sustainable Finance Reception
presented by Rotman Net Impact (35 registrants)
- **February 29, 2020**
Sustainable Finance Case Competition,
presented by the Lee-Chin Institute and Rotman Net Impact (50 registrants)

Highlights from this year's Sustainable Finance Week included:



Research Roundtable on Sustainable Finance:

The Lee-Chin Institute organized a half-day long research roundtable as part of Sustainable Finance Week. The 35 registrants included faculty and PhDs candidates from Rotman and other faculties at the University of Toronto; academics and PhD candidates from other business schools. Non-academic attendees included senior leadership from Canadian financial institutions, representatives of foundations and thought leaders associated with sustainability-focused businesses.

Registered speakers included:

Shushu Jiang PhD student on government transparency and investment decisions made by private firms

Pat Akey, Assistant Professor, Finance

Laura Doering (above), Assistant Professor, Strategic Management

Doug Chau, Chief Risk Officer, University of Toronto Asset Management

Ken Corts, Rotman Vice-Dean (moderation and final remarks)



The first annual RBC x Rotman Sustainable Finance Case Competition:

- 19 student teams from Rotman, Ivey, McGill, Schulich, and Smith registered. Teams were presented with a real-world challenge to develop a strategy to transition a \$1 billion AUM family office portfolio from a traditional management approach, to one fully informed by ESG (environmental, social and governance) considerations that matches or beats the original's returns and risk profile.
- Judging was overseen by 14 sustainable finance industry professionals.
- The winning team (representing Rotman) took home the top prize, as well as job interviews with RBC.

Student public events

- The Lee-Chin Institute and Rotman Net Impact supported Rotman's involvement in the Wharton MBA Impact Investing and Networking Training (MIINT) Program.
 - As part of the Impact Investing course taught by Lee-Chin Institute Executive Director Rod Lohin, the Lee-Chin Institute provided academic and financial support to students who participated in this world-renowned program. Speaking to the positive experience associated with the MIINT program, several Rotman alumni and recent grads enthusiastically participated in the coaching and presentation preparation. This year, the team representing Rotman at in the MIINT competition placed among the finalists - the highest achievement by a Rotman team yet.

Media highlights

The Lee-Chin Institute continues to engage an external audience of business and thought leaders, future students, other researchers and centers through social media.

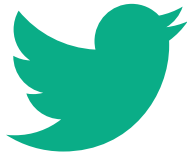
As a funder of research, the Lee-Chin Institute has been able to assist multiple professors and PhD Students affiliated with the Rotman School of Management. Fellows and grant recipients often use the generous support of the Lee-Chin Institute to complete research, attend conferences, hire research assistants and purchase research products. Given the quality of their work, it is not surprising that the research and researchers associated with the Lee-Chin Institute often attract media attention. The section below provides an overview of relevant media hits from our research Fellows:

- **The Financial Times** asked top business schools to select up to 5 papers by their faculty that they considered to have social impact - articles by Fellows **Katherine DeCelles & Alexander Dyck** (and former Fellow **András Tilcsik**) were all in the top 100 results. Results were published in a special report in February 2020.

- **Laura Doering** was quoted in a June 2020 **Globe & Mail** article about the failure of an app backed by the federal government aimed at improving Canadians' health and wellness by rewarding users with loyalty points. "It sounds like they came up against some market forces that they weren't prepared for," she said.
- The rise of online and mobile banking has changed the financial service industry as we know it. Customers have long been able to trade the onetime weekly trip to their local branch for a few easy clicks from the convenience of their home or workplace, wrote **Laura Doering** in *The Conversation Canada* in June 2020.
- **Katherine A. DeCelles** and Michael I. Norton (Harvard)'s study "Physical and Situational Inequality on Airplanes Predicts Air Rage" originally appeared in the Proceedings of the National Academies of Sciences. The authors found that the presence of a first-class cabin in planes was associated with more frequent air rage incidents. **The New York Times** covered it in May 2020 and **The Toronto Star** discussed it in a June 2020 article.
- An article by **Laura Doering** from the Winter 2020 issue of Rotman Management appeared in the May 2020 issue of **HSM**, a Brazilian business magazine.
- A new federal loan program for large companies is unlikely to appeal to many of the country's premier employers, but could give an important lifeline to mid-tier corporations that are shut out of public debt markets, said an article in **The Globe & Mail** in May 2020. "There are concerns that by supplying money to the tier of companies that the private sector won't fund, the government could end up using taxpayer money to prop up failing firms," said **Alexander Dyck**, professor of finance at the University of Toronto's Rotman School of Management. "It's not a value-enhancing activity if you're going to be bailing out companies that don't have a future. For both oil and gas, and airlines, unfortunately this shock looks like it's going to be semi-permanent."
- A November 2019 National Post article (which also appeared in the **Edmonton Journal** and **Calgary Herald**) about Premier Jason Kenney's plan to take Albertans' contributions from the Canada Pension Plan and hand them to Alberta Investment Management Corp. (AIMCo) could make it difficult for the province's largest pension manager to match past returns – at least in the short term – according to a pension expert, **Alexander Dyck**.

- In a July 2019 **Globe & Mail** Article, **Alexander Dyck** of the University of Toronto's Rotman School of Management told senators that DPAs would likely lead to increased detection of wrongdoing and decreased corporate criminality. He expressed concern, however, that the language in the legislation left room for potential abuse by powerful companies paying unjustifiably small penalties.
- Climate change continues to be a burning issue for voters and politicians, wrote **Laura Doering** in a column in **The Globe & Mail** in September 2019. Each of the major parties has proposed various approaches for addressing climate change, but they all have in common an aim to grow the green economy in order to reduce dependence on oil and gas extraction.
- A new study by **Laura Doering** and Christopher Liu of the University of Oregon published in **City Lab** in September 2019, finds that having a business located the ground floor has a substantial effect of the earnings of poor women running home-based businesses in the developing world.

Social and digital media



Twitter campaigns promoting Lee-Chin Institute materials and curated content from external sources have generated more than **587,000** cumulative impressions since May 2019. Promotion of the Lee-Chin Institute “explainers” on Twitter garnered a total of **43,940** impressions.



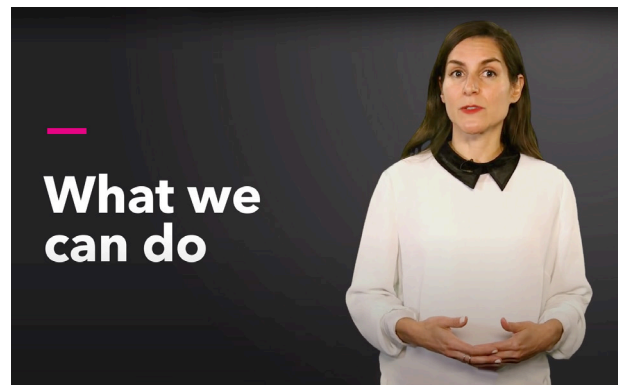
LinkedIn posts highlighting the activities of Fellows, professors, students and staff affiliated with the Institute received a total of **18,630** cumulative impressions between May 2019 and May 2020.



While not as active as Twitter and LinkedIn, Facebook is still a valuable tool to reach students and younger professionals who are interested in sustainability. We have seen over **4,500** cumulative total impressions on promoted posts.

Other forms of social media engagement

The Lee-Chin Institute has begun developing video content designed to be widely shared on social media. Our first series of videos, with Institute Fellow Katherine DeCelles and Institute Executive Director Rod Lohin, garnered over nearly 7,000 cumulative impressions and 150+ social media engagements. This year, Lee-Chin Institute Fellow Laura Doering provided a TED-Talk style “mini lecture” about her latest research on sustainable investment with a Canadian focus. Her talk derives from an op-ed she wrote with her husband, McGill sociologist Jan Doering, published in The Globe and Mail, on the challenge of divesting from fossil fuels while still investing in Canada.



youtu.be/DpyAOVZQ9b8

Enhancing the curriculum and co-curricular activities

This year, the Lee-Chin Institute continued its deep collaboration with student groups and engaged more students through new curriculum and co-curricular activities.



The Rotman **Social Impact and Sustainability Major** continues to grow in popularity and options for students. The major now includes 12 electives for advanced MBA students, most notably adding a course in Sustainable Finance, taught by Professors **Jan Mahrt-Smith** (left) and **Mikhail Simutin** (right).

The Lee-Chin Institute was honoured to continue to work closely with Rotman Net Impact (RNI), a chapter of an international organization promoting sustainability in business schools. In 2019-20, RNI started an Advisory Board to provide guidance and improve continuity from year to year. The board includes past executive RNI team members, alumni and Lee-Chin Institute Executive Director (and RNI liaison) Rod Lohin.

This year, Rotman Net Impact organized or supported a series of events. The Lee-Chin Institute worked closely to help advise, support and contribute to many of these events.

Building long-term sustainability capacity at Rotman

This year, Rotman committed to a new brand promise with an explicit link to issues beyond economic performance. The core of the Rotman brand promise is now “creating value for business and society”. This reflects the School’s participation in society through engagement with business, government, healthcare and other institutions on a range of social and environmental issues.

To ensure that the School delivers on this promise, Rotman established a cross-functional team co-chaired by Kenneth Corts (Vice-Dean, Faculty) and Rod Lohin (Executive Director of the Lee-Chin Institute). The Rotman Social Impact and Innovation Working Group includes senior faculty members with relevant research and teaching interests as well as the leadership of related Rotman centres and initiatives. The Working Group is also mapping opportunities to better link and leverage current activities, and proposing new opportunities in the curriculum and in co-curricular activities.

This year, the SII Working Group achieved two of its key objectives. First, the Working Group improved communications by connecting the dots for potential students by developing a cross-Rotman webpage with information about social impact and innovation opportunities. Secondly, the SII Working Group informed key faculty and staff teams (careers, admissions and others) about Rotman SII activities and opportunities for students.

The SII Working Group has deferred work on curriculum development until the next formal curriculum review.

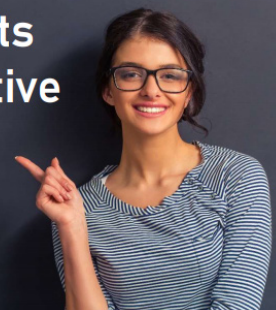
Happily, Rotman is already seeing stronger performance in rankings devoted to business schools’ sustainability and social impact activities.

Rotman improved its performance in international MBA sustainability and social impact rankings.

Rotman was ranked as one of the world’s Top 30 MBA schools for “positive impact” in the inaugural Positive Impact Rating for Business Schools. Rotman also places as a top MBA schools for sustainability in Corporate Knights’ Better World MBA Rankings (31st place, up from 36th in 2018).

POSITIVE IMPACT
RATING FOR BUSINESS SCHOOLS

When Students
Rate the Positive
Impact of
Business
Schools...





"The financial sector is not going to solve climate change, but the things that are—innovation, clean electricity, deep building retrofits, climate-resilient infrastructure and more—all require investment, and that's where finance is critical. For Canada to be competitive in a world that is increasingly concerned about sound environmental stewardship, sustainable finance needs to become business as usual in the Canadian financial services industry."

- Tiff Macklem



Tiff Macklem and the Expert Panel On Sustainable Finance

In 2018, then Rotman Dean Tiff Macklem was invited by the Government of Canada to chair its Expert Panel on Sustainable Finance. The Expert Panel brought together prominent business and financial industry leaders to develop a Canadian approach to reduce our carbon exposure and tap into the \$26 trillion global low-carbon market. The Panel made fifteen recommendations with policy guidance and opportunities for sustainable growth.

The Expert Panel's final report launched at Rotman in June of 2019, making a significant impression across Canada and on Rotman's faculty and students.

Tiff has since left Rotman to become the Governor of the Bank of Canada. Tiff's leadership and interest in sustainable finance was immensely important to further encouraging Rotman to engage directly in sustainability-related issues. His successor, Kenneth Corts (Interim Dean and Academic Director of the Lee-Chin Institute), plans on continuing and potentially expanding this work at Rotman.

The future of the Lee-Chin Institute

Since 2004, the Michael Lee-Chin Family Institute for Corporate Citizenship has championed corporate sustainability. We've long taken a position on the important role that corporations play in solving the world's most pressing issues. Environmental issues are perhaps most familiar, but we've explored a range of social and governance issues through our core and supported work on strategy and finance and other management challenges, reaching thousands of students and business leaders with academically rigorous ideas and practical tools.

There's no question that when we started our work it was ahead of its time. But over the past few years, we have reached a point where sustainable growth is on the minds of business and government leaders everywhere.

This year, however, demonstrated more than ever that the long-term success of our companies and our societies is dependent on preparing for and solving these complex issues. Through early 2020, the world faced unprecedented crises, including the COVID-19 pandemic and widespread protests about racial inequity. These have underscored the fact that our quest for prosperity is fraught with social as well as environmental challenges. Our responses - among leaders, companies, and individuals - were sometimes inspiring but often fell short.

This coming year, our final year of funding support, the Lee-Chin Institute will continue to create valuable research and resources on these topics. We have already begun collecting and sharing the best resources on corporate responses to COVID-19. We will continue to investigate and provide advice on corporate engagement in social issues and sustainable finance will remain an important theme as the capital markets continue to play a key role in shaping and supporting corporate change.

Beyond 2021, the Lee-Chin Institute stands poised to build on the foundation we've established and help lead the global conversation on sustainable prosperity and how companies can be a significant part of the solution to societal challenges.

Indeed, these issues are at the very core of the Rotman promise to create value for business and society. With continued and expanded support from Rotman, the University of Toronto, and our donors, we propose to take the Lee-Chin Institute to the next level, evolving to focus on today's most important issues, and firmly establish it as a global centre for advancing sustainable wealth and prosperity for the future.

We are in active conversations to secure continuing support, and look forward to the future with high ambitions and high hopes.

Special thanks to Michael Lee-Chin and family

To Michael Lee-Chin and family: Thank you!

The University of Toronto, the Rotman School of Management and the Lee-Chin Institute are profoundly grateful for your generosity and your deep concern for research and education.

Your bold vision and steadfastness over the past 15 years enabled us to develop and disseminate key insights into how corporations can “do well by doing good.” You have supported Rotman researchers to produce cutting-edge research and tools for business leaders. You have empowered us to integrate content on corporate sustainability strategy and sustainable finance into our curriculum to better prepare the next generation of leaders.

Thank you for making such a bold and forward-thinking investment.



www.rotman.utoronto.ca



Rotman School of Management
105 St. George Street, Toronto
Ontario, Canada M5S 3E6

T 416-978-3458
F 416-978-5433
E sustainability@rotman.utoronto.ca
W uoft.me/LCI
in bit.ly/29omZDx
Twitter @Lee_Chin_Inst