



UNIVERSITY OF  
**TORONTO**  
MISSISSAUGA

**Master of Science in Sustainability Management**

**COURSE SSM2040H – Applied Sustainability Management  
2022-23**

**Instructor/Coordinator:**

Prof. Shashi Kant

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**Email:** Shashi.kant@utoronto.ca

**Class Time:** Monday 5.30PM to 8.30PM

**Classroom:** KNL1230

**Teaching Assistant:**

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**Description:**

The course is designed to provide knowledge and applications of applied aspects/tools related to sustainability management. The course covers applied aspects focused on sustainability engagement, materiality, and reporting; impact investing; and circular economy in the fashion industry. Accordingly, the course is divided in three modules. In each module, the emphasis will be on application of applied aspects/tools to sustainability management.

**Instructional Approach:**

This course is taught through the lectures, class-room discussions, case discussions, group discussions and presentations, simulations, and guest lectures by experts. In many classes, a case will be presented and discussed. Students are required to read the required readings prior to coming to the class. In addition, short exercises will be done during class hours on relevant topics of the week.

**Course Classification:**

Management course

**Academic Misconduct:**

Students should note that copying, plagiarizing, or other forms of academic misconduct **will not be tolerated.** Any student caught engaging in such activities will be subject to academic discipline ranging from a mark of zero

on the assignment, test or examination to dismissal from the university. Any student abetting or otherwise assisting in such misconduct will also be subject to academic penalties.

Normally, students will be required to submit their course essays to **Ouriginal** for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their essays to be included as source documents in the Ouriginal reference database, where they will be used solely to detect plagiarism. The terms that apply to the University's use of the Ouriginal.com service are described on its web site

### **Course Drop Deadline:**

Please consult with the Program Coordinator and the Program Director if some unavoidable situation arises and you have to drop a required course of the program

### **Grading:**

Learning in this course results primarily from in-class discussions and presentations as well as completion of class exercises and projects. Final grade will be calculated as follows:

### **Components of Evaluation and their Weights**

| <b>Component</b>           | <b>Dates</b>                   | <b>Weight (%)</b> |
|----------------------------|--------------------------------|-------------------|
| 1. Module I – Evaluation   | Sept 12, 19, 26, & Oct 3, 2022 | 33.3              |
| 2. Module II – Evaluation  | Oct 17, 24, 31 & Nov 7, 2022   | 33.3              |
| 3. Module III - Evaluation | Nov 14, 21, 28, & Dec 5, 2022  | 33.3              |
| <b>Total</b>               |                                | <b>100</b>        |

**Module's Evaluation:** The course is divided in three modules and each module is taught by a different instructor. Your participation in the class discussions, case study analysis and discussions, and understanding of the concepts taught in every module will be evaluated by the respected instructors. Hence, your presence in every class is critical for your success in this course; absence in any class may lead to zero marks for that class. The details of each module's evaluation are provided in the description of modules.

**In addition, MScSM being a professional program, you should follow professional norms in all classes.** The professional norms include be in time, finish your work on time, contribute to group work, present in the class when others are presenting, use of computer only for academic purpose, no whispering in the class, no use of cell phones and any other electronic device in the class, and many other norms. Please refer to the MScSM Handbook for other details of professionalism.

**Any violation of professional norms in any class will result in deduction of marks for that class and module. The instructor may ask every student to submit his/her own professional norms report at the end of the class.**

**In every class, you should bring and display your name card; it is critical for your evaluation.**

## Course Schedule:

### **Module I: Sustainability Engagement, Materiality and Reporting**

**Guest Instructor: Wesley Gee, Chief Sustainability Officer, Works Design**

#### **Evaluation Components**

|                                                                             |               |
|-----------------------------------------------------------------------------|---------------|
| Attendance at Class                                                         | (15%)         |
| • Being in class, on time, for the duration, undistracted                   |               |
| Class Participation                                                         | (15%)         |
| • Quality and quantity of in-class contribution to the dialogue             |               |
| • Degree of preparation for the class - i.e., comments and engagement level |               |
| In class projects and presentations                                         | (40%)         |
| • Typically, there will be one per class, so 10% per project.               |               |
| Final paper                                                                 | (30%)         |
| <b>Total</b>                                                                | <b>(100%)</b> |

#### **September 12, 2022**

##### **Stakeholder engagement**

#### **Readings:**

1. IFC Report: Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets [https://www.ifc.org/wps/wcm/connect/affbc005-2569-4e58-9962-280c483baa12/IFC\\_StakeholderEngagement.pdf?MOD=AJPERES&CVID=jkD13-p](https://www.ifc.org/wps/wcm/connect/affbc005-2569-4e58-9962-280c483baa12/IFC_StakeholderEngagement.pdf?MOD=AJPERES&CVID=jkD13-p) – (pages 1-32)
2. BSR Blog: A Guide to Stakeholder Engagement for Healthier Communities <https://www.bsr.org/en/our-insights/blog-view/a-guide-to-stakeholder-engagement-for-healthier-communities>
3. NBS Report: Engage Your Community Stakeholders: An Introductory Guide for Businesses <http://nbs.net/wp-content/uploads/Intro-Business-Guide-to-Community-Engagement.pdf>
4. NBS Report: Collaborative Community Development – A Guide for Managers <https://nbs.net/p/collaborative-community-development-a-guide-for-manage-0aa8b846-f13e-4374-8668-5a67eb038915>
5. GIIRS Report: Emerging Market Assessment Resource Guide - Stakeholder Engagement [https://bimpactassessment.net/sites/all/themes/bcorp\\_impact/pdfs/em\\_stakeholder\\_engagement.pdf](https://bimpactassessment.net/sites/all/themes/bcorp_impact/pdfs/em_stakeholder_engagement.pdf)

#### **September 19, 2022**

##### **Sustainability guidelines and materiality**

#### **Readings:**

1. KPMG Report: Sustainable Insight: The Essentials of Materiality Assessment <https://assets.kpmg.com/content/dam/kpmg/cn/pdf/en/2017/the-essentials-of-materiality-assessment.pdf>
2. GRI and RobecoSAM Report: Defining Materiality: What Matters to Reporters and Investors <https://www.globalreporting.org/resourcelibrary/Defining-Materiality-What-Matters-to-Reporters-and-Investors.pdf>
3. World Economic Forum: Embracing the New Age of Materiality – Harnessing the Change of Pace in ESG [http://www3.weforum.org/docs/WEF\\_Embracing\\_the\\_New\\_Age\\_of\\_Materiality\\_2020.pdf](http://www3.weforum.org/docs/WEF_Embracing_the_New_Age_of_Materiality_2020.pdf)
4. Serafeim, Khan and Yoon (HBS): Corporate Sustainability: First Evidence of Materiality <https://dash.harvard.edu/bitstream/handle/1/14369106/15-073.pdf?sequence=1>
5. GRI Resource: The double materiality concept – Application and issues <https://www.globalreporting.org/media/jrbntbyv/griwhitepaper-publications.pdf>

6. UNGC Resource: United Nations Global Compact's Reporting Framework <https://www.unglobalcompact.org/participation/report> (brief scan)
7. SDG Compass: The guide for business action on the SDGs [https://sdgcompass.org/wp-content/uploads/2015/12/019104\\_SDG\\_Compass\\_Guide\\_2015.pdf](https://sdgcompass.org/wp-content/uploads/2015/12/019104_SDG_Compass_Guide_2015.pdf) (brief scan)

**September 26, 2022**

### **Sustainability guidelines and reporting**

#### **Readings:**

1. GRI Resource: Introduction to the Global Reporting Initiative Universal Standards ([click here](#))
2. IFRS Resources: Introduction to Integrated Reporting from the IFRS ([click here](#)) and ([click here](#))
3. SASB Resource: Introduction to Sustainability Accounting Standards Board ([click here](#))
4. United Nations Global Compact Report: Business Reporting on the SDGs – Integrating the SDGs into Corporate Reporting [https://www.globalreporting.org/resource/library/GRI\\_UNGC\\_Reporting-on-SDGs\\_Practical\\_Guide.pdf](https://www.globalreporting.org/resource/library/GRI_UNGC_Reporting-on-SDGs_Practical_Guide.pdf)
5. TCFD: Introduction to the Taskforce on Climate-Related Financial Disclosures and the TCFD Recommendations ([click here](#))
6. Climate Disclosure Standards Board Guide: TCFD Implementation Guide (brief scan) [https://www.cdsb.net/sites/default/files/sasb\\_cdsb-tcf-d-implementation-guide-a4-size-cdsb.pdf](https://www.cdsb.net/sites/default/files/sasb_cdsb-tcf-d-implementation-guide-a4-size-cdsb.pdf)

**October 3, 2022**

### **Sustainability reporting and communication guidance, trends and best practices**

#### **Readings:**

1. MSCI Resource: 2022 ESG Trends to Watch <https://www.msci.com/research-and-insights/2022-esg-trends-to-watch>
2. WBCSD Report: Carrots and Sticks 2020 – Global Trends in ESG Disclosure <https://www.carrotsandsticks.net/media/zirbzabv/carrots-and-sticks-2020-interactive.pdf>
3. SustainAbility Report: Changing Tack – Regeneration Roadmap <http://theregenerationroadmap.com/files/reports/Changing-Tack.pdf> (pages 30-43)
4. CPA Canada Report: A Starter's Guide to Sustainability Reporting <https://www.cpacanada.ca/en/business-and-accounting-resources/financial-and-non-financial-reporting/sustainability-environmental-and-social-reporting/publications/a-starters-guide-to-sustainability-reporting> (brief scan)
5. PWC Resource: 2022 Canada ESG reporting insights <https://www.pwc.com/ca/en/today-s-issues/environmental-social-and-governance/esg-reporting-insights.html>
6. The Works Design Communications Report: Sustainability Reporting Trends and Best Practices Summary <https://sustainability.worksdesign.com/> (download report from this website)
7. NBS Report: Sustainability Reporting Playbook <https://nbs.net/p/sustainability-reporting-playbook-29f0f53f-acd9-4aa8-9883-fe847c9219c3>
8. NBS Article: Build CSR Metrics into Your Balanced Scorecard <http://nbs.net/knowledge/build-csr-metrics-into-your-balanced-scorecard/>

## **Module II: Impact Investing**

**Guest Instructor: Tobias Utz Mueller-Glodde, Senior Associate, TELUS Pollinator Fund for Good**

### **Module Scope and Mission**

*Impact investments are investments made with the intention to generate positive, measurable social and environmental impact alongside a financial return (GIIN).*

According to USSIF, \$12 trillion were invested in impact and SRI strategies in the US alone at the beginning of 2018. Impact Investing is growing rapidly throughout the global investment spectrum, solidifying its place in portfolios of all sizes and positioning itself as a catalyst to solving the world's most pressing problems. Impact Investors range from retail millennials to sophisticated investment firms, such as private equity, venture capital and pension funds. Individuals and institutions increasingly see opportunity and realize the importance of doing good and doing well with their investments. The increased flux of capital has sparked the development of many new financial products and investment strategies on the basis of creating social/environmental impact. As a result of this transition, global investment firms structure sustainable infrastructure funds, municipalities issue green bonds, asset managers implement ESG/SDG-alignment requirements in their investment decisions and corporations face shareholder pressure to foster sustainable business practices as well as venture capital for social businesses. Through this module, students will:

- I. Gain an understanding of financial markets, the investment landscape, products and players,
- II. Develop an understanding of impact investing and its evaluation tools and their applications to various stakeholders in the context of sustainability management,
- III. Assess impact investing in the Canadian market context,
- IV. Learn how investment decisions are made based on financial, quantitative, qualitative, impact and risk metrics,
- V. Gain an understanding of how corporations, foundations, government, charities, investment funds and individuals currently participate and can participate in impact investing, and
- VI. Apply key concepts in financial decision-making on a final investment presentation project.

### **Evaluation Components**

|                                                                                        |                 |
|----------------------------------------------------------------------------------------|-----------------|
| Attendance at Class                                                                    | 15%             |
| • Being in class, on time, for the duration, undistracted                              |                 |
| Class Participation                                                                    | 20%             |
| • Quality and quantity of in-class contribution to dialogue                            |                 |
| • Degree of preparation for the class as evidenced by comments and level of engagement |                 |
| Case Study Analysis Reports                                                            | 35% (2 x 17.5%) |
| • Typically there will be one case study for sessions 2 & 3 each                       |                 |
| Final Presentation (In-class)                                                          | 30%             |
| • In-class final project presentations                                                 |                 |
| <b>Total</b>                                                                           | <b>100%</b>     |

### **October 17, 2022**

#### **Financial Markets and the Investment Landscape**

##### **Key Concepts & Guiding Questions**

- What is impact investing, who makes impact investments, where does it fit into sustainability strategy?
- Overview of financial markets, products, players and strategies

- Public Equity / Fixed Income Markets
- Private Equity / Private Debt / Venture Capital
- Real Assets (Infrastructure, Real Estate)
- Community Investments (CDFIs)
- Structured Products (very brief intro to Derivatives)
- SRI, Philanthropy, and Impact Investing
- Debunking Impact Investing Myths

### **Readings & Class Preparation:**

#### **1. Watch before the class:**

- The way we think about charity is dead wrong | Dan Pallotta  
<https://www.youtube.com/watch?v=bfAzi6D5FpM&t=3s>
- How to make a profit while making a difference | Audrey Choi  
[https://www.youtube.com/watch?v=y7I5QHRY\\_AI](https://www.youtube.com/watch?v=y7I5QHRY_AI)

#### **2. Supplemental Reading & Resources:**

- GIIN Roadmap:  
[https://thegiin.org/assets/GIIN\\_Roadmap%20for%20the%20Future%20of%20Impact%20Investing.pdf](https://thegiin.org/assets/GIIN_Roadmap%20for%20the%20Future%20of%20Impact%20Investing.pdf)

**October 24, 2022**

## **Impact Investing & Decision-making**

### **Key Concepts & Guiding Questions**

- Assessing environmental and social risk in financial and insurance markets
- How can investors and shareholders drive corporate decision-making to implement sustainable business practices
- Impact measurement, verification, and reporting frameworks and strategies
- How are investment decisions made in the institutional space?
  - Investment committees
  - Board of Directors
  - Governments, NGOs, Charities, Pension Funds, Family Offices
- Overview of key financial and impact decision-making metrics and tools

### **Readings & Class Preparation:**

1. **Case:** HBS – Goldman Sachs: Making an Imprint in Impact Investing By Cole, Shawn, Vikram S. Gandhi, Caitlin Reimers Brumme, and Lynn Schenk, Harvard Business School Case 218-069, April 2018. (Revised May 2018).
2. Addy, C. et al. 2019. Calculating the Value of Impact Investing: An evidence based way to calculate social and environmental returns. HBR, Jan-Feb 2019, 102-109.  
(Document Posted on the course website)

### **Supplemental Reading & Resources:**

3. PRI: Developing an Asset Owner Climate Change Strategy (Skim)  
<https://www.unpri.org/download?ac=1885>

## **October 31, 2022**

### **Alternative Investments & Scaling Impact**

#### **Key Concepts & Guiding Questions**

- What are the differences and roles of private and public capital in impact investing
- How can impact investing go mainstream
  - What are the barriers to impact investing
- Defining alternative investments and what role they play in impact investing?
- Fiduciary duty, risk, and conflicts of interest
- Evaluating investment strategies and due diligence

#### **Readings/Class Preparation:**

1. **Case:** Verge Capital: Investing for Social Impact (<https://store.hbr.org/product/verge-capital-investing-for-social-impact/W20583>)
2. McKinsey – How impact investing can reach the mainstream  
<https://www.mckinsey.com/business-functions/sustainability/our-insights/how-impact-investing-can-reach-the-mainstream>

## **November 7, 2022**

### **Impact Investing & I – How Canadians Are Making An Impact**

#### **Key Concepts & Guiding Questions**

- What does the Canadian landscape look like?
- How can individuals participate in impact investing?
- Every portfolio has an impact (financial, social, environmental), investment decisions and dollars spent are a vote for the kind of world we want to build and live in

#### **Readings/Class Preparation:**

1. SSIR: Why Proven Solutions Struggle to Scale Up  
[https://ssir.org/articles/entry/why\\_proven\\_solutions\\_struggle\\_to\\_scale\\_up#](https://ssir.org/articles/entry/why_proven_solutions_struggle_to_scale_up#)
2. Jory and Jill's Personal Impact Investing Journey  
<https://inspiritfoundation.org/jory-and-jills-personal-impact-investing-journey/>

**Students will present the final project presentation in Lecture IV.**



## **Module III: Circular Business Models in the Fashion Industry**

**Guest Instructor: Dr. Taylor Brydges, Postdoc, Centre for Urban Environments, University of Toronto Mississauga**

### ***Module Scope and Mission***

The fashion industry is one of the most wasteful consumer industries in the world (Global Fashion Agenda, 2017). Without change, according to the Ellen MacArthur Foundation, the fashion industry will account for 26% of the world's carbon budget by 2050. In this context, the circular economy has been proposed as a way forward towards a more sustainable fashion industry. Circular economies aim to eliminate waste through the reuse of resources in a continually flowing loop, offering an alternative to traditional linear economies, where industries extract raw natural resources, businesses transform them into products, and consumers dispose of the products.

According to Geissdoerfer et al, (2020), circular business models are “business models that are cycling, extending, intensifying, and/or dematerialising material and energy loops to reduce the resource inputs into and the waste and emission leakage out of an organisational system. This comprises recycling measures (cycling), use phase extensions (extending), a more intense use phase (intensifying), and the substitution of products by service and software solutions (dematerialising).” Drawing upon academic literature and industry reporting, in this module, we will take an applied approach to exploring the implementation of circular business models in the fashion industry.

After providing an introduction to circular fashion, we will examine three different business models which endeavour to address the industry's growing sustainability challenges: 1) rental, 2) resale, and 3) recycling. Emphasis will be placed on critically investigating enablers and barriers of each business model in the transition to a more sustainable fashion industry. To gain real-world experience with the applied aspects of sustainability management, each week an industry expert/practitioner will be invited to share their experiences with a circular business model and form the basis for an in-class project.

### **Evaluation Components**

#### Attendance (10%)

Attendance includes not only being in-class on time but attending the full seminar for its duration in an undistracted manner.

#### Participation (20%)

Participation will be graded with respect to the quality and quantity of in-class contribution to dialogue, as well as the degree of preparation for the class as evidenced by comments and level of engagement.

#### Written Case Studies (4 x 17.5%)

Each week, students will complete a written case study assignment applying a sustainability management lens to the topic of the week. All case study information will be made available online prior to the start of the Module. Each assignment is due at 5pm the day of class. Students should come to class prepared to discuss their findings.



## Schedule

### **November 14, 2022**

#### **Redesigning supply chains for circular fashion**

##### ***Required reading:***

Brydges, T. (2021). Closing the loop on take, make, waste: Investigating circular economy practices in the Swedish fashion industry. *Journal of Cleaner Production*, 293, 126245.

<https://doi.org/10.1016/j.jclepro.2021.126245>

Geissdoerfer, M., Pieroni, M. P. P., Pigosso, D. C. A., & Soufani, K. (2020). Circular business models: A review. *Journal of Cleaner Production*, 277, 123741. <https://doi.org/10.1016/j.jclepro.2020.123741>

##### ***Interested in learning more?***

Ellen MacArthur Foundation. What does a circular economy for the fashion industry look like?

<https://www.youtube.com/watch?v=M3kAFU6sLbo>

Farra, E. (2019). *The Future of Fashion Is Circular: Why the 2020s Will Be About Making New Clothes Out of Old Ones*. Vogue. Retrieved from: <https://www.vogue.com/article/sustainability-2020s-circular-fashion-textile-recycling>

Sustainable Fashion Lecture. Prof. Louise Crewe, University of Nottingham.

<https://www.youtube.com/watch?v=wm9xwkJoevc>

### **November 21, 2022**

#### **The rise of fashion rental platforms**

##### ***Required reading:***

Iran, S., Geiger, S. M., & Schrader, U. (2019). Collaborative fashion consumption – A cross-cultural study between Tehran and Berlin. *Journal of Cleaner Production*, 212, 313–323.

<https://doi.org/10.1016/j.jclepro.2018.11.163>

##### ***Interested in learning more?***

Cline, E. (2019). How sustainable is renting your clothes, really?

<https://www.elle.com/fashion/a29536207/rental-fashion-sustainability/>

Fashion for Good. (2019). The Future of Circular Fashion Report. <https://fashionforgood.com/wp-content/uploads/2019/05/The-Future-of-Circular-Fashion-Report-Fashion-for-Good.pdf>

Mukendi, A., & Henninger, C. E. (2020). Exploring the spectrum of fashion rental. *Journal of Fashion Marketing and Management: An International Journal*, 24(3), 455–469. <https://doi.org/10.1108/JFMM-08-2019-0178>

### **November 28, 2022**

#### **Is second-hand retail the future of sustainable fashion?**

**Required reading:**

Brydges, T., Heinze, L., Retamal, M., & Henninger, C. E. (2021). Platforms and the pandemic: A case study of fashion rental platforms during COVID-19. *The Geographical Journal*, 187(1), 57–63. <https://doi.org/10.1111/geoj.12366>

Hvass, K. K. (2015). Business Model Innovation through Second Hand Retailing: A Fashion Industry Case. *The Journal of Corporate Citizenship*, 57, 11–32.

**Interested in learning more?**

Brooks, A. (2015). *Clothing Poverty: The Hidden World of Fast Fashion and Second-Hand Clothes*. Zed Books Ltd.

Lunden, I. (2021). Vinted raises \$303M for its 2nd-hand clothes marketplace, used by 45M and now valued at \$4.5B. *TechCrunch*. <https://social.techcrunch.com/2021/05/11/vinted-raises-303m-for-its-2nd-hand-clothes-marketplace-used-by-45m-and-now-valued-at-4-5b/>

McKinsey and Company (2020). Is luxury resale the future of fashion? <https://www.mckinsey.com/industries/retail/our-insights/is-luxury-resale-the-future-of-fashion>

thredUP (2020). thredUP 2020 fashion resale report. <https://www.thredup.com/resale/>

**December 5, 2022**

**Garment recycling for a circular economy**

**Required reading:**

Sandin, G., & Peters, G. M. (2018). Environmental impact of textile reuse and recycling – A review. *Journal of Cleaner Production*, 184, 353–365. <https://doi.org/10.1016/j.jclepro.2018.02.266>

**Interested in learning more?**

Sandvik, I. M., & Stubbs, W. (2019). Circular fashion supply chain through textile-to-textile recycling. *Journal of Fashion Marketing and Management: An International Journal*, 23(3), 366–381. <https://doi.org/10.1108/JFMM-04-2018-0058>

Upparel. The Circular Fashion Movement: Our impact. <https://upparel.com.au/circular-fashion/#our-impact>

Wicker, A. (2021). Do You Like My Jacket? Thanks, It's Recyclable. *Wired*. Retrieved from: <https://www.wired.com/story/adidas-terrex-futurecraft-loop-anorak/>