

2025 Sharing Information on Progress **(SIP) Report**

John Molson School of Business

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About the Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.



“*The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).*

Antonio Guterres

Secretary-General (2017 - Present)

United Nations

”

Principles of PRME



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



Practice

We adopt responsible and accountable management principles in our own governance and operations.



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.





Getting Started

This section provides foundational information about John Molson School of Business, including key details and basic institutional data.

Vision

To be one of the world's most relevant, responsible and respected business schools

Strategy Alignment

Strategic alignment

JMSB Concordia's strategic priorities are aligned with sustainable development through its Principles for Responsible Management Education (PRME) Champion status, which integrates UN Sustainable Development Goals (SDGs) into its curriculum and thought leadership. The school has also incorporated sustainability into its 2023-26 strategic plan, established a dedicated manager role for sustainability, and offers programs like the Sustainable Investing Practicum. These initiatives ensure JMSB educates and produces future business leaders who can drive positive societal impact and address sustainability challenges.

Key Alignments:

- **PRME Champion Status:** As a PRME Champion, JMSB is actively contributing to responsible management education and thought leadership on the UN SDGs.
- **Strategic Plan Integration:** Sustainability is a core component of the John Molson School's 2023-26 Strategic Plan, aiming to be a catalyst for positive societal impact.
- **Dedicated Roles:** The creation of a manager for Internationalization and Sustainability reflects the school's commitment to embedding sustainability into its strategic vision.
- **Educational Programs:** The Sustainable Investing Practicum offers students practical experience in ESG (Environmental, Social, and Governance) investment principles, a key aspect of sustainable finance.
- **Thought Leadership:** JMSB is involved in creating and sharing content within the PRME community to advance sustainability in business education.
- **Community and Research:** The school supports initiatives such as the John Molson Sustainable Business Group and the Sustainability Case Competition, fostering sustainability research and engagement.
- **Alignment with University Goals:** JMSB's efforts align with Concordia University's broader commitment to sustainability, including its Sustainability Action Plan and net-zero campus vision.

Institutional History

History of JMSB involvement with PRME


In 2008, JMSB was one of the first signatories of PRME. Barbara Henchey, the Director, Office of the Dean and Strategic Development, has been volunteering regularly as co-facilitator on the PRME Climate Literacy Training with Petra Molthan-hill since 2020. We have also attended the PRME Global Forum events virtually. In 2024-2025 we became a PRME champion school. One of our contributions has been to work on the SIP 2.0 project with other champion schools.

Graduates & Enrollment

2024 Statistics	Number
Graduates	1829
Faculty & Staff at the University	7000
Faculty & Staff at the Institution	388
Student Enrollment at the University	45000
Student Enrollment at the Institution	8672
Undergraduate Attendance	7656
Masters-Level Postgraduate Attendance	504
Doctoral Student Attendance	96
Certificate, Professional Development, or Continuing Education Attendance	405

Degrees Offered


Bachelor Programs

-  Bachelor of Business Administration (B.B.A.)






Masters Programs

-  Master of Science (M.Sc. or M.S.)
-  Master of Business Administration (M.B.A.)

Doctoral Programs

-  Doctor of Philosophy (Ph.D.)

Postgraduate Degree Programmes

-  PhD in Business Administration - Accounting
-  PhD in Business Administration - Finance
-  PhD in Business Administration - Management
-  PhD in Business Administration - Marketing
-  PhD in Business Administration - SCBTM



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

Letter of Commitment



Message from the Dean

September 30, 2025

Following this letter, you will find the 2025 Sharing Information on Progress (SIP) report for the John Molson School of Business, covering our activities since 2024.

Located in Montreal, Quebec, Canada, the John Molson School of Business provides undergraduate and graduate education and is a part of Concordia University. As a proud PRME Champion and AACSB-accredited institution since 1997, the John Molson School of Business continues to advance responsible management education through its **Vision** to be one of the world's most relevant, responsible, and respected business schools, and its **Mission** to provide an engaging learning and research environment that empowers us to achieve our greatest potential. The John Molson's **Purpose**, to better business and society by creating and disseminating knowledge, guides our daily efforts and further attests to our commitment to sustainability and to Equity, Diversity and Inclusion (EDI).

In 2019, the John Molson was the first business school to receive parity certification from Women in Governance, a Canadian not-for-profit organisation that supports women in their leadership development, career advancement and access to board seats. The School has maintained this certification ever since. The John Molson has also been participating in the Positive Impact Rating (PIR) since 2021. Rated among progressing schools (level 3) in 2021, 2022 and 2023, JMSB was rated a transforming school (level 4) in 2024. Our commitment to the UN Sustainable Development Goals (SDGs), Equity, Diversity and Inclusion (EDI), and sustainability remains central to our mission.

A major milestone this year was the creation of the Climate Business Institute (CBI). This new hub brings together interdisciplinary research, industry collaboration, and educational programming to address climate-related business challenges. Through its Impact Labs, including those focused on carbon governance and leadership and climate risk and finance, the CBI aims to foster systemic change and equip future leaders with the tools to drive sustainable transformation.

We are also proud to have earned EQUIS accreditation in 2025, a recognition that further affirms our commitment to excellence in ethics, responsibility, and sustainability. EQUIS places strong emphasis on a school's societal impact and its integration of responsible management principles across teaching, research, and engagement. This accreditation complements our PRME Champion status and reinforces our strategic direction.

Our commitment to EDI continues to grow through staff-led initiatives such as the JMSB Equity, Diversity, Inclusion and Belonging Committees, and student-led initiatives such as the CASAJMSB Diversity Committee. Our faculty and students are actively engaged in research and case development that reflect real-world challenges and contribute to positive societal impact.

As you read through this report, you will see how our community is living our values of Responsibility, Inclusiveness, and Engagement, and how we are working to ensure our curriculum, research, and partnerships reflect the evolving needs of society and the planet.

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We look forward to continued collaboration with our fellow PRME institutions and to contributing meaningfully to the global movement for responsible management education.

Warm regards,

A handwritten signature in blue ink, appearing to read "Anne-Marie Croteau".

Anne-Marie Croteau, PhD, CDir
Dean, John Molson School of Business

Definition of Purpose

JMSB statement of purpose is to better business and society by creating and disseminating knowledge. Our business school instructors and researchers are the drivers of knowledge creation and dissemination, which is a clear differentiator between an academic institution and others. At JMSB, we strongly believe that what we teach and research can make a positive difference on the business community and society. We are known to be out there, helping charitable organizations, training critical thinkers and making a positive impact on people and our planet.

Institutional Engagement

26% - 50% of faculty at John Molson School of Business actively contribute to our work with PRME, advancing responsible management education, or addressing sustainable development challenges through their work.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



How We Define Values

JMSB's three core values align with the values' principle of PRME. They are part of the school's strategic foundation and are meant to help guide decision-making and behaviours. • Responsibility means that we value integrity, respect for others and social accountability, • Inclusiveness refers to the fact that we embrace accessibility and inclusion and draw strength from diversity, • Engagement is a critical value that means that we believe in being proactive, collaborative and involved members of our community.

Who Champions Responsible Management Education at Our Institution

- ❖ Disciplinary efforts within business school
- ❖ Interdisciplinary efforts across business school
- ❖ Interdisciplinary efforts across parent organization
- ❖ Research or issue group, society, or club leading sustainability efforts
- ❖ Senior leadership office
- ❖ Student contributor

Student Awareness

0% - 25% of students at John Molson School of Business are aware that we are a PRME Signatory Member.

Student Engagement

26% - 50% of students at John Molson School of Business actively contribute to our work with PRME, advancing RME, or addressing sustainable development challenges through their work.

Celebrating Values

The following demonstrates a way in which our institution celebrates values in various specializations.

EDIB and Learning Committee

The EDIB (Equality, Diversity, Inclusion and Belonging) and Learning Committee at JMSB plays a key role in creating a more inclusive, welcoming, and supportive environment.

The committee is tasked with reviewing policies and procedures and recommending changes and training to enhance equity, diversity, inclusion, and belonging in the academic community. It is comprised of 5 to 8 members representing faculty, staff, and students, ensuring diverse perspectives are considered when proposing changes to policies and procedures, documenting initiatives already underway, and implementing new initiatives to enhance the inclusion of all members of the JMSB community.

In 2024-2025, the committee launched and supported many initiatives, including:

- - The JMSBuddy system, which paired new staff members with colleagues to provide guidance, ease their transition into their new role, and help them connect with other members of the Faculty;
 - Live music in the MB Atrium, which offered students a calming environment to support their mental well-being during the stressful final exam season;
 - A curated list of Student Services and Information, which was included in all course outlines to help students better access the support they need;
 - Staff training on important tools like Teams, OneDrive, Outlook, and the Expense Report and MyTime Systems, which helped staff feel more confident using the tools they need to succeed.



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



How We Define Teach

It is critical to adjust our programs offerings and integrate diverse and inclusive viewpoints on topics taught while maintaining a safe learning environment. This tactic will help us train our students to be better prepared to have a global and responsible impact. To offer a more diverse and inclusive perspective, we seek guidance from Concordia's strategic plan for the future of teaching and learning, the work of the President's Task Force on Anti-Black Racism recommendations, the Indigenous Directions Action Plan, and the work on decolonizing and Indigenizing curriculum and pedagogy. Our research results on women in leadership and other areas of diversity and inclusiveness will be integrated into our curriculum. Finally, an international strategic plan for JMSB will also be developed that will guide our efforts regarding the global perspective.

Educator Recognition

At John Molson School of Business, we recognize educators for quality of teaching in the following ways:

- ❖ Annual teaching excellence awards
- ❖ Faculty promotion and tenure consideration
- ❖ Student-nominated teaching awards

Teaching Voices

The following statements demonstrate ways in which educators at John Molson School of Business support sustainability and responsible management in their classrooms.

Consumer Insights

In the undergraduate coordinated marketing course MARK 305 Consumer Behaviour, students' term project focuses on sustainability. The project overview provided to the students is the following:

Imagine you are part of a team of 5-6 consumer insight specialists participating in a Consumer Insight Briefing session. Your team will develop and answer a practical, real-world research question designed to help brand managers better understand consumer behaviours and make informed decisions benefiting both their business and society. Accordingly, your research question should focus on a topic with clear implications for consumer well-being or sustainability.

To start, your team will identify and explain the key consumer behavior concepts and theories relevant to your research question. You will also conduct a thorough industry and consumer analysis using secondary data. This process will help your team uncover opportunities where brand managers can

create a positive impact for both their brand and society. Once these opportunities are identified, your team will design one potential tactic that brand managers could implement to capitalize on the opportunity, informed by primary data.

Supply Chain Management

Associate professor Xiaodan Pan writes about undergraduate student projects that she integrated into her supply chain management courses:

"Experiential learning anchors my teaching philosophy. At the John Molson School of Business, I embed community-based, course-integrated projects that bridge theory and practice while equipping students with the real-world capabilities vital to their growth. For example, in the Montreal College-Town Food Service Project, students build simulation models to analyze competitive dynamics in the local food-service sector and explore how tuition-policy changes can ripple through college-town businesses. More recently, the Montreal Donation-Based Non-Profit Service Project has tasked students with simulating charities' day-to-day operations amid demand surges driven by rising living costs. These hands-on experiences enhance students' analytical acumen, sharpen their critical-thinking, and strengthen collaboration across diverse teams. Most importantly, they instill a lasting sense of civic responsibility that motivates students to apply their knowledge for societal good."

MSCA 602 Applied Linear Statistical Models

In the master's course Applied Linear Statistical Models, associate professor Anton Shevchenko compiled real world data that students analyzed to identify the potential causes of country-level CO2 emissions. Students are asked to:

- - Present the most effective regression model for the data provided, explaining the methodology used.
 - Explain findings to a client, discussing the factors influencing CO2.
 - Interpret the model's results meaningfully, providing the client with insight into the significance of the coefficients and the proportion of variance in the dependent variables explained by the independent variables in the model.

Business technology and ethics

In the core BComm course, COMM 226 Introduction to Business Technology Management, assistant professor Tanya Giannelia provides exercises for students that are related to social responsibility:

1: One topic in the class is BTM and ethics. I introduce this through a case of a company that used data scraped from a non-profit organization (in violation of the organization's terms of services) to build an AI model that makes many of a paralegal's tasks much easier and less labour intensive, for a fraction of the cost of similar services developed by large companies. The activity focuses on understanding the concept of ethics with respect to information systems.

2: Another topic in this class is digital divide. I introduce this topic by asking half the class to close and put away all of their devices, and the other half is allowed to keep them out. I then ask the whole class to tell me what "green information systems" means. I allow the class with devices to use any resources at their disposal, and the ones without are not allowed to use any digital technologies to find the answer. They have 5 minutes, and work in pairs/small groups. Then I ask them to share their answers. I also ask them how the group without access to their devices felt when asked to answer the question. The idea is to have the students experience a digital divide on a small scale before talking about the topic of digital divide in more detail.

Fostering Innovation



A lot

Our institution supports innovation significantly through teaching and learning.

Experiential Learning



To a great extent

Teaching and learning at our institution strongly encourage experiential learning.

Learning Mindset



A lot

Our institution supports a lifelong learning mindset significantly through teaching and learning.

Method of Teaching and Learning



In person

Traditional classroom-based learning with face-to-face instruction.

Barriers to Innovative Curriculum

In 2024, John Molson School of Business identified the following barriers to innovating, updating, or taking risks in existing curriculum:

- ❖ Budgetary limitations
- ❖ Resource allocation challenges

Barriers to Innovative Pedagogy

In 2024, John Molson School of Business identified the following barriers to innovating, updating, or taking risks in existing pedagogy:

- ❖ Budget constraints
- ❖ Resource constraints



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

How We Define Research

One of our strategic tactics is to promote research related to societal impact and sustainability. This tactic is related to the identification of research published in relation to the UN SDGs and the systematization of their dissemination. Using the UN SDGs framework to communicate in cross-disciplinary settings will be an approach that helps in creating more alliances on these topics with local and global partners and communities.

Research vs Research for RME/Sustainable Development



Research Funding

In 2024, John Molson School of Business was awarded funding for research that is:



**Institution
Specific**



Regional



National



Local

Socializing Research

In 2024, John Molson School of Business contributed research findings to:

- ❖ National media
- ❖ Open-access platforms
- ❖ Research collaborations
- ❖ Community organizations
- ❖ Government and policy makers
- ❖ Industry and business networks
- ❖ International media
- ❖ Local media
- ❖ Public events and lectures
- ❖ Social media and digital outreach

Research Projects

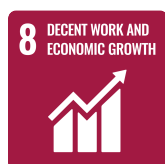
In 2024, John Molson School of Business reported 6 research projects that implemented responsible or sustainable activities.

Canadian Truck Driver Shortage: An Interview-based Study on the Retention of Young, Women, and Immigrant Drivers

Period Covering: October, 2023 - October, 2024

Department: Management

Dr. Ingrid CHADWICK received internal funding from JMSB for her student's project on "Canadian Truck Driver Shortage: An Interview-based Study on the Retention of Young, Women, and Immigrant Drivers"

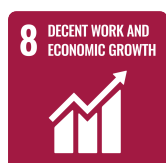


Sustainable return to work for people with musculoskeletal and mental impairment: Improving communication and concertation among stakeholders

Period Covering: January, 2020 - December, 2024

Department: Management

Dr. Alexandra PANACCIO's project on "Sustainable return to work for people with musculoskeletal and mental impairment: Improving communication and concertation among stakeholders" is funded by the Social Sciences and Humanities Research Council (SSHRC).

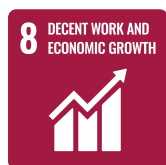


Navigating Paradoxical Tensions with Sense-making Tools: A Study of Lego Serious Play for Multi-Stakeholder Partnerships

Period Covering: May, 2018 - January, 2026

Department: Management

Dr. Adriane MACDONALD's project on "Navigating Paradoxical Tensions with Sense-making Tools: A Study of Lego Serious Play for Multi-Stakeholder Partnerships" is funded by the Social Sciences and Humanities Research Council (SSHRC)



Diversity in Advertisements and Product Images: How Does It Impact Consumers?

Period Covering: June, 2022 - June, 2025

Department: Marketing

Dr. Bianca Grohmann's project, "Diversity in Advertisements and Product Images: How Does It Impact Consumers?" is funded by the Social Sciences and Humanities Research Council (SSHRC).



Exploration and modeling of alternative propulsion technologies for business jets

Period Covering: August, 2022 - August, 2025

Department: Management

Dr Shannon LLOYD's project on "Exploration and modelling of alternative propulsion technologies for business jets" is funded by the Natural Sciences and Engineering Research Council (NSERC).



Measuring and monitoring city and municipal level GHG emissions and mitigation effectiveness

Period Covering: October, 2022 - May, 2027

Department: Management

Dr. Adriane MACDONALD's project on "Measuring and monitoring city and municipal level GHG emissions and mitigation effectiveness" is funded by the Government of Canada



Research Awards

In 2024, John Molson School of Business was awarded 1 research award for responsibility- and/or sustainability-related research.



Edwin Mills Best Paper Award for the Best Paper Published in Real Estate Economics in 2024

Granter: American Real Estate and Urban Economics Association (AREUEA)

Grantee: Erkan YONDER

Award Description:

Dr. Erkan YONDER was awarded the Edwin Mills Best Paper Award for the Best Paper Published in Real Estate Economics in 2024 by the American Real Estate and Urban Economics Association (AREUEA) in January 2025.

Research Presentations Related to RME and/or Sustainability

In 2024, John Molson School of Business gave 8 research presentations related to RME and/or sustainability.

Removing rose-tinted glasses: Uncovering the dark side effects of cross-sector partnerships

| [DOI](#)

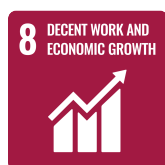
Authors: Lea STADTLER, Grenoble Ecole de Management | Adriane MACDONALD, John Molson School of Business | Eduardo HERNANDEZ | Helena KNIGHT, Cardiff University | Oda HUSTAD, Roskilde University | May SEITANIDI, University of Kent

Date of publication: July, 2025

Presented at: National or international academy of management

Department: Management

While cross-sector partnerships (CSPs) are widely celebrated for addressing societal challenges, their potential negative effects on communities, environmental ecosystems, and society at large are often overlooked. This oversight obscures our awareness and understanding of recurring patterns, not only in the various types of negative societal effects, but also in the mechanisms through which CSPs may generate these effects, and the partnership-related antecedents. Through a qualitative meta-analysis of 39 studies we synthesize existing empirical evidence and examine the negative societal effects of CSPs. Our analysis reveals the what (effects), how (mechanisms), and why (antecedents) of these “dark side” effects, thereby linking societal, intervention, and organizational perspectives on tackling complex societal challenges. We discuss the implications of our analytical framework for CSP research, practice, and the broader study of organizations’ dark side.



Breaking the glass ceiling or reinforcing it? Hedge fund activism and board gender Diversity

Authors: Saeid BAZMOHAMMADI, Wilfrid Laurier University | Young Chul JEONG, John Molson School of Business

Date of publication: July, 2025

Presented at: National or international academy of management

Department: Management

The composition of corporate boards, particularly the inclusion of women, has gained significant scholarly attention and public debate in recent years. This study investigates whether and how activist hedge funds—prominent value-driven shareholders—impact board gender diversity in both target and non-targeted companies. Drawing on female leadership research, we theorize that hedge fund

activism negatively influences board gender diversity. Additionally, we explore whether the presence of celebrity CEOs moderates this effect, leading to differentiated firm outcomes. To test our hypotheses, we analyze data on hedge fund activism incidents in S&P 500 firms from 2000 to 2020. Findings offer partial support for our arguments. Specifically, hedge fund activism is associated with declines in board gender diversity in target firms. However, this negative impact is attenuated in firms led by celebrity CEOs, suggesting that high-profile leadership may mitigate pressures that undermine board diversity. These findings contribute to the literature on shareholder activism and corporate governance by highlighting the nuanced relationship between value-oriented shareholder activism, leadership dynamics, and board diversity initiatives.



The varying influence of environmental regulatory sanctions on corporate sustainability

Authors: Debdeep CHATTERJEE, John Molson School of Business | Young Chul JEONG, John Molson School of Business | Jaegoo LIM, Lingnan University | Shannon LLOYD, John Molson School of Business

Date of publication: July, 2025

Presented at: National or international academy of management

Department: Management

This study examines how regulatory sanctions influence corporate engagement in action-oriented sustainability initiatives. Building on offsetting arguments, we propose that environmental regulatory sanctions drive firms to mitigate the negative perceptions associated with such sanctions by engaging in action-oriented sustainability initiatives. The likelihood of such responses, however, depends on the perceived salience of the sanctions. Specifically, we argue that sanctions are more impactful when issued by regulatory headquarters rather than regional offices, imposed closer to corporate headquarters, and for politically active firms. Analyzing a panel of Fortune 500 firms' participation in green power initiatives, we find support for most of our hypotheses. Our study offers a nuanced understanding of how environmental regulatory sanctions, shaped by various contingent factors, drive firms to address negative perceptions and enhance their engagement in corporate sustainability practices



Women entrepreneurs and spirituality: A Jungian framework

Authors: Lara BERTOLA, Université Rennes | Alexandra DAWSON, John Molson School of Business

Date of publication: July, 2025

Presented at: National or international academy of management

Department: Management

Entrepreneurship is often framed in terms of financial-driven measures, thus missing the deeper spirituality-based dimensions that motivate some individuals when it comes to creating and growing businesses. However, spirituality is more grounded in the individual dimension, which is often overlooked in entrepreneurship studies. Given that women entrepreneurs often view their businesses as a pathway for personal fulfilment for expressing their spiritual beliefs, the Jungian perspective adopted aims to understand the underlying individual (conscious and unconscious) psychological dynamics behind entrepreneurship, offering an in-depth understanding of the spiritual motivation that drives many women through entrepreneurial journey. We build a conceptual model using the Jungian concepts to explain how individual psychological dynamics shape women's entrepreneurial journey and how spirituality influences women's entrepreneurship. Through this lens, entrepreneurship becomes not just a financial-driven activity but a path to social impact, where the internal motivations tied to spirituality can foster a more community-oriented approach in business. This perspective broadens the understanding of women's entrepreneurship by highlighting the role of spirituality in driving meaningful, socially conscious enterprises



Equality, equity, and need: Fairness perception across remote, on-site and hybrid work

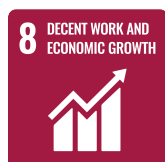
Authors: Ashkan ROSTAMI, John Molson School of Business | Tracy HECHT, John Molson School of Business | Ariane OLLIER-MALATERRE, Université du Québec à Montreal (UQAM)

Date of publication: July, 2025

Presented at: National or international academy of management

Department: Management

Equality, equity, and need: Fairness perception across remote, on-site and hybrid work



Gender, language, and culture: Uncovering biases in digital entrepreneurship for Quebecois YouTube content creators

Authors: Sumin SONG, John Molson School of Business | Fanny MACÉ, Concordia University

Date of publication: September, 2024

Presented at: National or international discipline-specific conference

Department: Business Technology Management

Gender, language, and culture: Uncovering biases in digital entrepreneurship for Quebecois YouTube content creators



Life cycle environmental impact of light aircraft manufacturing in Colombia: A comparative study

Authors: Martin ZORILLA, Concordia University | Shannon LLOYD, John Molson School of Business | Ketra A. SCHMITT, Concordia University

Date of publication: September, 2024

Presented at: National or international issue or theme-specific conference

Department: Management

Life cycle environmental impact of light aircraft manufacturing in Colombia: A comparative study



Web-enhanced return-to-work coordination for employees with common mental disorders: reduction of sick leave duration and relapse

| [DOI](#)

Authors: Marc CORBIERE, Institut universitaire en santé mentale de Montréal | Maud MAZANIELLO-CHEZOL, Institut universitaire en santé mentale de Montréal | Tania LECOMTE, Institut universitaire en santé mentale de Montréal | Stéphane GUAY, Institut universitaire en santé mentale de Montréal | Alexandra PANACCIO, John Molson School of Business | Charles-Édouard GIGUERE, Institut universitaire en santé mentale de Montréal

Date of publication: February, 2025

Presented at: National or international discipline-specific conference

Department: Management

Common mental disorders (CMDs) are highly prevalent in workplace settings, and have become a significant public health challenge. This study aims to assess the effectiveness of PRATICA^{dr}, a web application facilitated by a Return-to-Work Coordinator (RTW-C), with a focus on reducing sick leave duration and preventing relapse in individuals with CMDs.



Publications Related to RME and/or Sustainability

Political connections, corruption, and investment decisions of Chinese mutual funds

| [DOI](#)

Authors: Chao HE, John Molson School of Business | Lawrence KRYZANOWSKI, John Molson School of Business

Date of publication: September, 2024

Department: Finance

We examine the impact of political connections on the investment decisions of Chinese mutual funds. We identify a direct link between mutual funds' political connections and stocks held from the same political network using hand-collected information on the professional backgrounds of Chinese mutual fund managers and fund management company (FMC) shareholders. While mutual funds tend to allocate more investments to stocks based on their political connections, this effect alleviates somewhat after the 2012 anti-corruption campaign. Our findings suggest that anti-corruption campaigns can help reduce the political effects of government-related agencies on fund holdings and contribute to better market fairness



Organizational sensemaking and environmental performance: A longitudinal study of publicly traded firms' sustainability reports

| [DOI](#)

Authors: Guillaume PAIN, Université Laval | Raymond PAQUIN, John Molson School of Business | Suzanne G. TILLEMANN, University of Montana

Date of publication: September, 2024

Department: Management

Environmental strategy research has often used organizational interpretation as a key lens for understanding how firms engage in sensemaking around natural environmental issues and environmental performance. This work has rarely empirically tested the proposed relationships of organizational interpretation in firms' sensemaking around environmental issues nor the relationship between firms' environmental sensemaking and environmental performance. We empirically test this relationship, capturing environmental sensemaking through computer-aided text analysis (CATA) of published sustainability reports, and environmental performance with the Trucost environmental dataset. Mixed-effects general linear modeling on a bespoke longitudinal dataset of 117 publicly traded companies from 2005 to 2018 reveals the three stages of the organization interpretation model of sensemaking—scanning, interpreting, and responding—align as expected. We also find firms' environmental scanning relates with year-over-year improvement in environmental performance, yet environmental interpreting correlates with worsening environmental performance. Additionally, larger firms and firms in industries with high carbon emissions gather more environmental data and exhibit more extensive environmental interpreting. This research provides insight for scholars by testing environmental sensemaking and exploring the boundary conditions of sensemaking and performance, and for practitioners and policymakers by offering a new framework for analyzing and interpreting sustainability reports and corporate environmental performance.



Introduction of a carbon footprint assessment in the oil and gas facility life extension decision-making process

| [DOI](#)

Authors: Nayara FERREIRA, Brazilian National Oil and Gas Agency | Rebecca DZIEDZIC, Concordia University | Cyro ALBUQUERQUE, Centro Universitário FEI | Silvio de OLIVEIRA JUNIOR, Universidade de São Paulo | Shannon LLOYD, John Molson School of Business | Marcelo RAMOS MARTINS, Escola Politécnica da Universidade de São Paulo

Date of publication: September, 2024

Department: Management

In large oil and gas producing countries, extraction and processing activities, including upstream activities, can represent a large share of domestic emissions. As oil fields approach their expected service life and reach depletion, energy use and GHG emissions increase per unit of produced oil, shifting operations away from their optimal point. Thus, it is paramount that oil field life extension decisions account for energy use and GHG emissions. However, many facilities are having their service life extended without considering this energy inefficiency and previous life extension decision making studies have neglected GHG emissions. Addressing this issue, this paper proposes the inclusion of a carbon footprint assessment within the evaluation of oil and gas offshore production facility life extension. The carbon footprint assessment adds an environmental lens to the evaluation of ageing, formerly evaluated according to material degradation, obsolescence and organizational issues. An eleven-stage framework is proposed to systematize the ageing related carbon footprint assessment and support life extension decision-making: (1) Objective definition, (2) Scope definition, (3) Field conditions description, (4) Scope breakdown into manageable portions, (5) Detailed data collection for each process and subsystem, (6) Input and output definition for each process and subsystem, (7) Process modelling, (8) Methodology definition for energy demand and inefficiency estimate, (9) Monitoring indicator definition, (10) Performance evaluation, and (11) Interpretation of results. The proposed framework is applied to a hypothetical case study, developed with data from a typical oil and gas offshore production platform operated in Brazil. Two LE improvement strategies were simulated, i.e. reducing the number of gas turbines, and increasing the export of natural gas. Both alter the modus operandi of the compression system and do not require additional equipment installation. These strategies resulted in a combined reduction of 922,000 tCO₂ during the extended 10-year operation. This outcome demonstrates that by applying the framework opportunities for reducing energy use and GHG emissions during life extension can be identified and quantified, facilitating life extension decision-making.



More than academics: Time use and friendship stress also covary with Canadian university students' mental health symptoms across the academic year

| [DOI](#)

Authors: Ayse TURKOGLU, McGill University | Shichen FANG, Concordia University | Erin BARKER, Concordia University | Gaya ARASARATNAM, University of British Columbia | Victoria Lane, Concordia University | Roisin M. O'CONNOR, Concordia University | Alexandra Panaccio, John Molson School of Business | Marina M. DOUCERAIN, UQAM | Debora RABINOVICH, Independent Practice | Cat Tuong NGUYEN, Ministre de la Sante et des services sociaux du Quebec

Date of publication: May, 2025

Department: Management

University students are faced with unique challenges that put them at risk for mental health problems. The purpose of the current study is to provide a comprehensive understanding of mental health in this context by examining associations of life stressors in addition to academic stress with mental health symptoms across the academic year. Undergraduate students ($n = 1,030$, 62% women), aged 18–65 ($M = 22.52$, $SD = 4.80$) completed monthly and biweekly surveys over the academic year. A range of stressors were reported, with academics, time use, and friendship stress being the most frequently reported stressors. The total number of stressors reported for a given month was positively correlated with both depressive and anxiety symptoms reported in that month. When students reported elevated academic and friendship stress, and engaged in fewer leisure activities, they reported more mental health symptoms. Findings indicate that students experience a wide range of stressors, including those not related to academics, and that these life stressors covary with mental health and contribute to role strain



Understanding drought shocks: Bank financial stability and loan performance

| [DOI](#)

Authors: Mehmet OZSOY, John Molson School of Business | Mehdi RASTEH, John Molson School of Business | Erkan YONDER, John Molson School of Business

Date of publication: May, 2025

Department: Finance

Unlike other climate shocks, droughts are slow and silent, and their impacts are not immediate. We define a two-year drought shock at the bank level and quantify the impact of droughts on bank stability and performance. Applying a difference-in-differences methodology, we find drought shocks to significantly worsen Z-Score, return on assets, and stock volatility. Non-performing loans of affected banks are significantly higher compared to unaffected banks. The economic impacts are comparable to those associated with a 1 % decline in unemployment rate. We also document that affected banks close branches in drought-hit regions but do not increase their capital ratios.



Web-enhanced return-to-work coordination for employees with common mental disorders: reduction of sick leave duration and relapse | [DOI](#)

Authors: Marc CORBIERE, Institut universitaire en santé mentale de Montréal | Maud MAZANIELLO-CHEZOL, Institut universitaire en santé mentale de Montréal | Tania LECOMTE, Institut universitaire en santé mentale de Montréal | Stéphane GUAY, Institut universitaire en santé mentale de Montréal | Alexandra PANACCIO, John Molson School of Business | Charles-Édouard GIGUERE, Institut universitaire en santé mentale de Montréal

Date of publication: February, 2025

Presented at: National or international discipline-specific conference

Department: Management

Common mental disorders (CMDs) are highly prevalent in workplace settings, and have become a significant public health challenge. This study aims to assess the effectiveness of PRATICA^{dr}, a web application facilitated by a Return-to-Work Coordinator (RTW-C), with a focus on reducing sick leave duration and preventing relapse in individuals with CMDs.



Marginalized communities and the problem of research extraction

| [DOI](#)

Authors: Joel BOTHELLO, John Molson School of Business | Leandro BONFIM, Bucknell University

Date of publication: January, 2025

Department: Management

These questions were raised at the end of an interview in 2019, when the first author was conducting research in South Africa on informal economy entrepreneurs. Here was an informant who had just finished recollecting some difficult moments in his life, revealing an implicit expectation that the interview would yield further interactions and reciprocity stemming from the exchange. Yet the naïve researcher struggled to explain to the interviewee that he was leaving South Africa the next day because he had concluded his data collection.

We are both part of a growing number of management and organization researchers who are studying marginalized groups such as refugees, modern slaves, low-caste communities, indigenous peoples or necessity entrepreneurs. The aim of this work is to not only generate novel insights into the factors that drive, sustain and disrupt socio-economic inequalities and inequities, but also challenge the taken-for-granted epistemological and ontological assumptions in management and organization research. However, we observe that, more often than not, the financial, professional and reputational benefits of such work accrue to the researchers involved rather than the communities under study: this is, effectively, a phenomenon of extraction, where knowledge and insights from locals – who have lived experiences of marginalization, exclusion, precarity and deprived human rights – are mined and exported for consumption in places that are far removed, culturally, economically, and geographically from the source. It is as pernicious a practice as it is subtle: conventional resource extraction involves the visible removal of a tangible resource, while this form of ‘research extraction’ can be executed with participants having little say or control over their own narratives – or even knowing that their experiences are being shared.



Beacons not burdens: Business groups and corporate social performance around the world

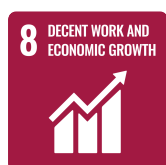
| [DOI](#)

Authors: Sorin M.S. KRAMMER, University of Manchester | Vlad-Andrei PORUMB, University of Surrey | Yasemin ZENGİN-KARAİBRAHİMOĞLU, University of Groningen | Joel BOTHELLO, John Molson School of Business

Date of publication: November, 2024

Department: Management

Prior studies on business groups (BGs) have predominantly focused on the impact of group affiliation on financial performance. In contrast, we argue that BG affiliates will outperform standalone firms in terms of corporate social performance (CSP) and that this effect will be positively moderated by the strength of formal and informal institutions. Moreover, we examine also differences among BGs and hypothesize that diversification and hierarchy of the group will negatively affect the CSP of affiliates. Employing a panel of 4368 firms from 43 countries between 2003 and 2016 and a propensity score matching approach in our regressions, we find robust support for these predictions. Our findings advance two distinct strands of literature on BGs and, respectively, corporate social responsibility.



Examining stakeholder reactions to corporate social irresponsibility: Evidence from social media

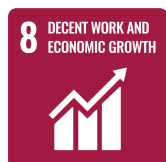
| [DOI](#)

Authors: Charles H. CHO, Schulich School of Business | Ewelina ZARZYCKA, University of Lodz | Chaoyuan SHE, University of Essex | Dorota DOBIJA, Kozminski University | Joanna KRASODOMSKA, Krakow University of Economics | Joel BOTHELLO, John Molson School of Business

Date of publication: November, 2024

Department: Management

What corporate behaviors are perceived as irresponsible by different stakeholders? How do such stakeholders react once they perceive irresponsibility? Using the literature on corporate social irresponsibility (CSiR), stakeholder theory and attribution theory, we examined a database of 100 000 social media posts on Twitter/X about Nestlé and H&M in the period 2015–2016. We found that the behavior of these two companies was perceived as irresponsible insofar as it caused direct harm to different stakeholder groups (stakeowners, stakeseekers, stakekeepers and stakewatchers). However, while stakeowners and stakeseekers were more likely to voice their concerns, they tended to voice their concerns only once. In contrast, stakewatchers and stakekeepers were more persistent in voicing concerns. In terms of goals, stakeowners and stakekeepers were more likely to advocate for information dissemination and community building than stakewatchers and stakeseekers, who were more likely to call for action. Our study therefore contributes to the CSiR and stakeholder engagement literature by illustrating how different stakeholder groups use social media to engage with firms perceived as irresponsible.



Strengthening Africa's urban informal economies

Authors: Joel BOTHELLO, John Molson School of Business | Tim WEISS, Imperial College of London

Date of publication: December, 2024

Department: Management

Conventional needs-based development policies can be harmful to informal businesses. Instead, development professionals must embrace an asset-based approach, identifying how existing collective solutions foster business resilience. | *Open-access to this article made possible by the Concordia University Research Chair in Resilience and Institutions, John Molson School of Business, Concordia University.*



The new normal in university education after the coronavirus pandemic | [DOI](#)

Authors: Danielle MORIN, John Molson School of Business | Sara Laila HOSSAINI, John Molson School of Business

Date of publication: December, 2024

Department: Business Technology Management

The recent Coronavirus pandemic had serious impact on many aspects of our lives, and higher-education is not an exemption. In February 2020, more than half-way through the winter 2020 semester, university campuses closed and suddenly, all courses had to be offered virtually. With or without experience with online learning, professors had to quickly adapt to this new teaching environment. To everybody's surprise, the situation lasted until the summer months of 2022. In September 2022, universities re-opened and in-class teaching resumed. However, there were signs that teaching and learning could not go back to the pre-pandemic settings. In this paper, using a survey instrument administered at the end of nine semesters in a graduate course in a Canadian business school; from pre-pandemic to post pandemic semesters, changes in attitudes towards

Managerial Analytics, changes in perceptions towards learning, and changes in the levels of anxiety when facing different situations are identified. The new normal is assessed and found to differ from the pre-pandemic period in many aspects



Assessing psychological distress of healthcare workers with and without injuries: The role of job control

| [DOI](#)

Authors: Joshua DAVIS, Calgary University | Steve GRANGER, John Molson School of Business | Nick TURNER, Calgary University

Date of publication: September, 2024

Department: Management

The study investigates the relationship between work-related injuries, psychological distress, and the influence of perceived job control on healthcare workers, using [Bakker and Demerouti's \(2007\)](#) job demands-resources model as theoretical grounding. *Method:* We analyzed data from 610 healthcare workers (81.1% female) at a northern UK hospital, incorporating both self-reported and organizationally recorded work injury incidents over the three years preceding the survey, along with measures of psychological distress and perceived job control. *Results:* Unexpectedly, we found that the occurrence of work-related injuries, irrespective of the method of reporting, is not related to lower psychological distress among those employees who report a high level of job control. This relationship holds even when adjusting for various demographic and occupational variables.

Conclusions and Practical Applications: Given the prevalence of work injuries in the healthcare sector, our findings suggest a need for a deeper exploration into how job characteristics might interact to offset the consequences of work injuries, challenging existing assumptions and opening new avenues for research into the psychology of workplace safety.



Drivers of green innovation and green acquisition: Empirical evidence from the food and beverage industry

| [DOI](#)

Authors: Yuyan WEI, John Molson School of Business | Ashish PUJARI, McMaster University

Date of publication: January, 2025

Department: Marketing

Purpose

Green innovation and green acquisition are key green marketing strategies. This paper aims to explore and compare the drivers of green acquisition and green innovation strategies firms adopt. Moreover, the moderating role of top management team (TMT) sustainability commitment is investigated.

Design/methodology/approach

The research model used secondary data based on 1,565 firm-year observations in the beverage and food industry in the US. The two-stage control function approach was used for data analysis.

Findings

Media attention motivates firms to pursue both green innovation and green acquisition. The TMT sustainability commitment plays a pivotal moderating role. It strengthens the link between environmental regulation stringency and green innovation but weakens the impact of media attention on green acquisition.



Resilience, stress, and mental health among university students: A Test of the resilience portfolio model

| [DOI](#)

Authors: Shichen FANG, University of Lethbridge | Erin BARKER, Concordia University | Gaya ARASARATNAM, University of British Columbia | Victoria LANE, Concordia University | Debora RABINOVICH, Concordia University | Alexandra PANACCIO, John Molson School of Business | Roisin O'CONNOR, Concordia University | Cat NGUYEN, Université de Montréal | Marina DOUCERAIN, Université du Québec à Montreal (UQAM)

Date of publication: December, 2024

Department: Management

In recent years, post-secondary students' mental health has become an important public health concern. However, studies examining protective factors of mental health among students and during challenging times are limited. Guided by the strength-based Resilience Portfolio Model and following a group of undergraduates ($N = 1004$) throughout the 2020/2021 academic year, this study examined multiple domains of resilience internal assets and external resources and simultaneously tested multiple protective mechanisms for student mental health using structural equation modelling.

Results provided support for insulating effects: both internal assets such as emotion regulation and external recourses such as social network supportiveness and cultural fit in university (i.e., perceived congruity between students' personal and cultural selves and their university environment) were associated with reducing academic stress which in turn promoted student mental health at the end of the academic year. There was also support for additive effects: greater cultural fit in university was also directly related to better end-of-year student mental health. As cultural fit in university was associated both directly and indirectly with student mental health, creating an inclusive university community may help reduce student academic stress, lower student psychological distress and improve student subjective well-being.



Corporate resilience during crises and the role of ESG factors: Evidence from the COVID-19 pandemic

| [DOI](#)

Authors: Thomas WALKER, John Molson School of Business | Alisha FERNANDES, John Molson School of Business | Moein KARAMI, John Molson School of Business

Date of publication: November, 2024

Department: Finance

This study explores the relationship between environmental, social, and governance (ESG) factors and investor behavior during the COVID-19 crisis, utilizing a sample of S&P 500 companies. Findings suggest that these factors may not have had a significant influence on investment decisions during this period. Despite a notable overall market response to major COVID-19 related events, our findings reveal that ESG factors provide minimal explanatory power for individual stock price returns. This observation invites further investigation into the conditions under which ESG considerations are prioritized by investors.



Between responsive gestures and adaptive actions: deciphering the differential impact of CSR strategies on stock market performance

| [DOI](#)

Authors: Sonal KUMAR, Bryant University | Rahul RAVI, John Molson School of Business | Nilanjan BASU, John Molson School of Business

Date of publication: November, 2024

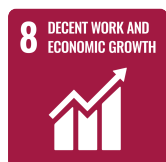
Department: Finance

Purpose

This paper offers a fresh perspective on this debate by exploring the direct relationship between a firm's stock price performance and its CSR activities, placing particular emphasis on the underlying intent or motive behind the CSR initiatives.

Design/methodology/approach

This research examines the relationship between a firm's stock price and its corporate social responsibility (CSR) activities, distinguishing between responsive and adaptive CSR. While responsive CSR, often a response to negative events, elicits immediate positive stock performance, adaptive CSR initially triggers negative stock performance. However, long-term analysis reveals adaptive CSR leads to positive stock performance, especially for family firms. The study challenges the notion of market myopia, suggesting the market values responsive CSR in the short term but recognizes the long-term benefits of adaptive CSR over time. Clear communication about adaptive CSR intentions and benefits may help in accurate market valuation.



The impact of CEO and CFO gender on family firm performance

| [DOI](#)

Authors: Kaveh Moradi DEZFOULI, Merrimack College | Rahul RAVI, John Molson School of Business

Date of publication: September, 2024

Department: Finance

This study examines the impact of CEO and CFO gender on firm performance, with a focus on family firms. Family firms focus on strategic decision-making with a tendency to pass the firm to the next generations which includes the appointment of top executives. Since family firms are more likely to appoint a family member as CEO or CFO, common gender-based discriminatory practices play a lesser role in these decisions. Our results indicate that non-family firms with female CEOs or CFOs outperform those with male CEOs or CFOs. However, in contrast to non-family firms, the performance

of family firms does not vary based on the gender of the CEO or CFO. This underscores the various discriminatory practices women face throughout the entirety of their careers, as female executives must demonstrate superior abilities to “shatter the glass ceiling” and attain top executive positions. Our study highlights the importance of addressing gender-based discriminatory practices at various stages of women's careers, rather than focusing solely on their tenure as top executives.



Research Voices

The following statements demonstrate ways in which researchers at John Molson School of Business bring sustainability and responsible management into their research.

The John Molson Climate Business Institute (CBI) (<https://www.concordia.ca/jmsb/research/centres/climate-business-institute.html>)

Concordia launches a new institute to work with the business community, policymakers and academic institutions to drive meaningful change.

The Climate Business Institute (CBI) rethinks how businesses operate to align with environmental goals, social well-being and organizational resilience. Through practical, evidence-based research – in collaboration with industry stakeholders, policymakers, and academic institutions – and educational programs, the CBI drives meaningful change and supports businesses in tackling the urgent challenges of climate change.

The institute will establish impact labs to drive interdisciplinary research on climate-related business challenges, developing practical solutions under expert leadership to address pressing issues with focused and impactful outcomes. The impact labs are:

- Carbon Governance and Leadership (Director: Dr. Adriane MACDONALD)
- Climate Risk and Finance (Director: Dr. Erkan YONDER)
- Climate Measures and Reporting (Director: Dr. Matthäus TEKATHEN)

<https://www.concordia.ca/jmsb/research/centres/climate-business-institute.html>

Next-Generation Cities Institute (<https://www.concordia.ca/research/cities-institute.html>)

Concordia launched the Next-Generation Cities Institute in 2020. The institute harnesses our full spectrum of research on next-generation cities and employs a holistic approach to transform cities into sustainable, resilient, and inclusive communities. It aims to create lasting and meaningful change

in urban communities worldwide. The institute brings together researchers from a range of disciplines, including engineering, economics, natural sciences, the arts, humanities and the social sciences, to engage in an inclusive and universal approach to sustainable urban development.

The institute's innovative and collaborative research into next-generation cities finds ways urban communities can cultivate a prosperous, inclusive, equitable and sustainable future. Areas of study include:

- Zero-energy buildings and neighbourhoods
- Smart, sustainable and resilient infrastructure
- Sustainable water and energy systems
- Arts-driven research creation
- Art Hives and performative urbanism
- Cybersecurity and Internet of Things
- Design practices and the built environment
- Climate awareness and action
- Transdisciplinary methods in research and education
- Innovative construction and infrastructure engineering
- Mobility services and sustainable transportation

<https://www.concordia.ca/research/cities-institute.html>

Research Barriers

In 2024, John Molson School of Business identified the following barriers to conducting research related to sustainability and/or responsibility:

- ❖ Funding challenges
- ❖ Institutional policies and bureaucracy
- ❖ Time constraints



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.

How We Define Partner

The school would not be where it is without the support of its alumni and the business community. They are part of our success and contribute to our teaching and research efforts. More work is needed to create long-term and meaningful relationships with members of our community. We continue to find ways to engage alumni and external expertise to increase knowledge exchanges.

Institutional Partnerships

- ❖ AACSB (Association to Advance Collegiate Schools of Business)
- ❖ AMBA (Association of MBAs)
- ❖ EFMD (European Foundation for Management Development)
- ❖ Financial Times
- ❖ Positive Impact Rating (PIR)
- ❖ Quacquarelli Symonds (QS)

Student Organization Partnerships

- ❖ Enactus

Partnerships

The following provides more details on 4 key partnerships at John Molson School of Business.

Volt-Age Concordia

Volt-Age pioneers carbon-neutral solutions through integrated research in building technology, energy storage, smart grids, and transportation electrification. We prioritize affordability, equity, and societal well-being, with a special focus on Indigenous communities.

<https://www.concordia.ca/research/volt-age.html>

Working with External Organizations through CSI - Trade Facilitation Office (TFO)

For the Community Service Initiative MBA Course, TFO offers mandates of small business from developing countries that would like to enter the Canadian market. Our MBA students work on these mandates to create market entry studies and offer recommendations to those organizations. An average of 3 projects are conducted through TFO.

JOHN MOLSON SUSTAINABLE ENTERPRISE COMMITTEE

<https://www1.jsecjmsb.ca/>

The Barry F. Lorenzetti Centre for Women in Entrepreneurship and Leadership

The Barry F. Lorenzetti Centre for Women in Entrepreneurship and Leadership was established in 2021 thanks to a generous donation from Barry F. Lorenzetti, founder of BFL Canada. The purpose of this Centre is to create a sustainable hub of expertise and research on women in entrepreneurship and leadership at the John Molson School of Business, and to provide research grants and scholarships for undergraduate and graduate students. More specifically, it aims to:

1. Build synergy in research areas of strength to develop gender-related collaborative projects across entrepreneurship, leadership, family business, and governance.
2. Convene diverse actors in the business community with academic leaders to bridge research and practice for women entrepreneurship and leadership; and
3. Develop recommendations to close the gap in inequality for women entrepreneurship and leadership based on input from researchers and business leaders.

Partner Voices

The following statement from our partners demonstrates ways in which our collaborations at John Molson School of Business support sustainability and responsible management education.

Community Service Initiative

David Mckenzie, Coordinator of JMSB's Community Service Initiative writes:

"An element of Community Engaged Service, the CSI Roundtable was launched on January 30, 2015. It provides a yearly forum for executive directors of nonprofit organizations and select small business owners to network, access university resources, find solutions to common organizational problems, and work on special projects that benefit the community."



Practice

We adopt responsible and accountable management principles in our own governance and operations.

How We Define Practice

We pursue continuous improvement as we strive for triple-crown accreditation status. Accrediting bodies monitor and push for more continuous improvement at all levels of our operations, including our own governance and operations. The John Molson School of Business received its first AACSB accreditation in 1997 which has since been renewed regularly. JMSB achieved EQUIS accreditation in winter 2025.

Institutional Policies and Practices

- ❖ AASHE STARS report
- ❖ Buildings/real estate
- ❖ Campus operations guides
- ❖ Carbon reduction or offset commitments
- ❖ Climate action plan
- ❖ Employee equity, diversity, inclusion
- ❖ Ethical leadership or good governance policies
- ❖ Greenhouse gas emissions
- ❖ Faculty hiring, tenure, and promotion guidelines
- ❖ Local staff/student/faculty transportation
- ❖ Open-access guides
- ❖ Professional training opportunities
- ❖ Responsible procurement policies
- ❖ Student equity, diversity, inclusion
- ❖ Sustainability strategy or strategic plan (school or university level)
- ❖ Travel guides
- ❖ Water
- ❖ Zero-waste guides

Policy Documents Related to RME and/or Sustainability

Buildings - Climate Action

[View document](#)  [Download document](#) 

Accessibility and Accommodation Policy PRVPA-14

[View document](#)  [Download document](#) 

CFO-3 Travel and Conference Policy

[View document](#)  [Download document](#) 


Concordia Climate-Plan 2020-2025

[View document](#)  [Download document](#) 

ConcordiaEmployment equity statement

[View document](#)  [Download document](#) 

Transport - Climate Action

[View document](#)  [Download document](#) 

Practice Awards

In 2024, John Molson School of Business received 4 awards for responsible and/or sustainable practices.

Tier 2, Canada Research Chair in Governance and Sustainability

Granter: Social Sciences and Humanities Research Council (SSHRC)

Grantee: Adriane MACDONALD

Award Description:

Dr Adriane MACDONALD was awarded as "Tier 2, Canada Research Chair in Governance and Sustainability" by the Social Sciences and Humanities Research Council (SSHRC) for her research for the 2022-2026 academic years.

Parity Certification by Women in Governance

Granter: Women in Governance

Grantee: The John Molson School of Business, Concordia University

Award Description:

The parity certification recognizes organizations that have achieved results by articulating a commitment to gender parity in the workplace, integrating it into the ecosystem of the organization and implementing mechanisms to achieve that commitment and sustain it over time. JMSB is the first business school ever certified by Women in Governance.



Participation to Telfer 9th Annual MBA Diversity and Inclusion Case Challen

Granter: Telfer 9th Annual MBA Diversity and Inclusion Case Challenge

Grantee: Team Vision Invictus Consulting from John Molson School fo Business

Award Description:

A huge shoutout to the MBA team from JMSB Concordia University for their incredible effort at the 9th Annual MBA Diversity & Inclusion Case Challenge! This year, the team tackled the pressing issue of food insecurity amid labor shortages in Canada's agri-food sector, focusing on Indigenous communities in Northern Manitoba. Their innovative plan proposed an aquaponics system, fostering collaboration among key stakeholders to enhance community self-reliance and create sustainable solutions. Although the journey ended earlier than hoped, their dedication, strategic thinking, and commitment to diversity, equity, and inclusion were truly commendable. Team Vision Invictus Consulting members (MBA students): Ashina Goyal, Vee Srithayakumar, Arpit Tiwari and Maatangi Sachchithanandam

Participation to the Rotman Accounting for Sustainability Challenge

Granter: Rotman Accounting for Sustainability Challenge

Grantee: Team GreenPath from John Molson School of Business

Award Description:

Team GreenPath has advanced to the final round of the A4S International Case Competition 2025 at Rotman School of Business. Competing against 75+ international teams they secured made the podium with their groundbreaking Net Zero cement industry project. The live finals took place in Toronto on April 3-4, 2025.

Practice Voices

The following statement from stakeholders at John Molson School of Business demonstrates our commitment to sustainable and responsible practices.

Sustainability initiatives in JMSB facilities

Valentina Mennella, Facilities Administrator provides information about JMSB sustainability initiatives:

JMSB - Facilities Administration:

- - Reuse the office furniture. When no longer needed, give it to the University surplus for university community reuse.
 - Reuse gently used office supplies.
 - Books <7 years old are donated to the Book Fair
 - Extra office supplies or any other items (e.g. lamps) are given to CUCCR - <https://www.concordia.ca/sustainability/campus/zero-waste/key-initiatives/cuccr.html>
 - Bottled water in all JMSB kitchens were replaced with water filters
 - Buy Fair-Trade coffee (Stinger's Roast)

- Whenever possible, we buy Eco-friendly products (e.g. cleaning products)
- Replaced single-use stirring sticks with spoons
- Buy sugar and tea in bulk to reduce wrapping. Please note that we are still distributing the sugar in packets that we had in storage...
- Removed all waste bins from conference rooms and study rooms to encourage waste sorting at the waste stations.



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.



How We Define Share

One of our overarching pursuits is to celebrate and share JMSB successes. We have highly cited faculty members who are engaged in our community by serving on boards, participating in committees that revise public policies, and so on. Several members (students, faculty, staff, alumni) are actively involved in our community and their accomplishments need to be mentioned. We have been more active on social media, published more stories in the alumni magazine and reinstated the Dean's awards that celebrate staff, instructors and researchers for their positive contributions to our community.

Engagement Opportunities

John Molson School of Business offers transparent engagement opportunities for members of our institution and community to contribute to our sustainability and responsibility efforts in the following ways:

- ❖ Boards and advisory committees
- ❖ Public events and panel discussions
- ❖ Annual reports

Communication Audiences

John Molson School of Business communicates its policies and progress on sustainable development and responsibility with:

- ❖ Accreditation bodies
- ❖ Alumni and donors
- ❖ Boards and advisory committees
- ❖ Faculty and staff
- ❖ Prospective and current students
- ❖ Research and academic networks

Sharing Voices

The following statement from stakeholders at John Molson School of Business demonstrates our commitment to sharing and learning from sustainability and responsible management practices.

John Molson Perspectives

Associate professor Arman Sadreddin, Director of John Molson *Perspectives* writes:

"Through John Molson *Perspectives*, we share research insights across all disciplines at JMSB, celebrating academic successes and amplifying ideas with real-world impact. This open platform encourages collective learning within and beyond our community, reinforcing our shared commitment to knowledge exchange and continuous improvement."

<https://www.concordia.ca/jmsb/perspectives.html>

Communication Barriers

John Molson School of Business faces the following barriers in transparent communications:



**Audience
reach**

SIGNATORY

John Molson School of Business



Address

1450 Guy
Canada



Website

<http://www.concordia.ca/jmsb.html>