



**MCGILL DESAUTELS BCOM**

# **SUSTAINABILITY**

# **CAREERS HANDBOOK**



Last updated January 2018

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## Preface

The purpose of the Desautels BCom sustainability careers handbook is to assist Desautels Management students in better understanding sustainability-related career options and to provide resources for navigating specific sustainability-related career paths. It is meant to supplement ***Profession and Purpose: A Resource Guide for MBA Careers in Sustainability (2<sup>nd</sup> ed.)*** by Katie Kross (available in the Desautels Soutar Career Centre). **It is highly recommended that students review *Profession and Purpose***, particularly the beginning chapters. The author is a business school administrator, student adviser, sustainability career coach, and non-profit executive. Though the book is oriented to MBAs and is US-focused, ALL students will benefit from the author's organized presentation of the many and diverse approaches to a career in sustainability.

This handbook summarizes the essentials of Ms. Kross' guidebook, namely the most common sustainability-related career paths. As her book is US-focused, this handbook provides supplemental information and resources for internships, jobs, professional associations, organizations, conferences and networking opportunities within McGill University, Quebec, Canada, and internationally.

## Acknowledgements

As mentioned above, several sections of this handbook have been excerpted or summarized from *Profession and Purpose: A Resource Guide for MBA Careers in Sustainability* by Katie Kross.

The research, writing and editing of this handbook was done by several members of the Marcel Desautels Institute for Integrated Management (MDIIM): Student Associate Shonezi Noor, Desautels BCom '14; intern David Pollicino, Desautels MBA '15; and MDIIM staff members Ellen McDill, Adam Halpert, and Megan Poss.

Stephanie Berger, Desautels MBA '06, presented *Building a Career in Sustainable Development* to McGill students in January 2014 and generously shared her presentation and the resources listed within, many of which have been included in this handbook.

Yalmaz Siddiqui, Desautels BCom '92, visited McGill in March 2016 to impart his knowledge and lessons learned on navigating career paths and leading global sustainability efforts. His helpful insights are also incorporated in this handbook.

## Contact

BCom students seeking career guidance are encouraged to contact a career advisor in the [Soutar Career Centre](#). To prepare for sustainability-related careers, please contact [careercentre.mgmt@mcgill.ca](mailto:careercentre.mgmt@mcgill.ca). For non-management students, please contact an advisor at [McGill's Career Planning Service \(CaPS\)](#). For all other inquiries, please contact MDIIM ([mdiim.mgmt@mcgill.ca](mailto:mdiim.mgmt@mcgill.ca)).

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## INTRODUCTION

As introductory remarks and prior to focusing on sustainability-related careers, job and internship searches, it is helpful to note:

- why sustainability is important, how this document defines sustainability, particularly as it relates to the field of management, and therefore management students;
- the key competencies and skills of sustainability professionals that students should seek to develop; and
- the various academic programs, clubs, organizations, and units of which McGill Desautels students interested in sustainability should be aware and with which they can become involved.

### Why sustainability?

If you're a BCom student reading this, you likely have an interest in markets and how economic systems function. As you head into a career where you will invariably be participating in this system, it's a good idea to step back and reflect on what an economy depends on. An economic system can only be viable if it operates within a functioning society, and a functioning society is dependent on healthy ecosystems that provide clean water, air, and food (Exhibit 1). An economic system cannot exist in the long-run without these two critical elements.

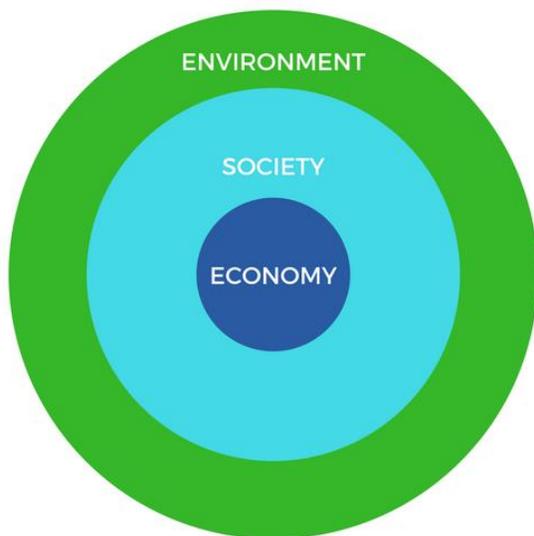


Exhibit 1



Exhibit 2

What we've witnessed particularly in the past 100 years is an overemphasis on the economic to the detriment or undermining of social and ecological systems (Exhibit 2). The grand challenge facing us as an interconnected system of human beings is to rethink this logic and **regain a sense of balance**.

This balance is both critical and time-sensitive, as we live on a planet with finite resources and a limited capacity to sequester waste and heat. The [global scientific community is in consensus](#)<sup>i</sup> that the earth's average temperature is rising and that this phenomenon,

known as [global warming](#)<sup>ii</sup>, is predominately the result of human activities. A warming planet leads to [rising sea levels](#)<sup>iii</sup>, more [volatile and extreme weather events](#)<sup>iv</sup>, and a [myriad of other dangerous side-effects](#)<sup>v</sup>. In addition, industrial activities such as farming, mining, and infrastructure development have resulted in [biodiversity loss](#)<sup>vi</sup>, [disrupted local communities](#)<sup>vii</sup>, and are on pace to create [mass extinction](#)<sup>viii</sup>. Even [elements on the periodic table](#)<sup>ix</sup> are becoming endangered.

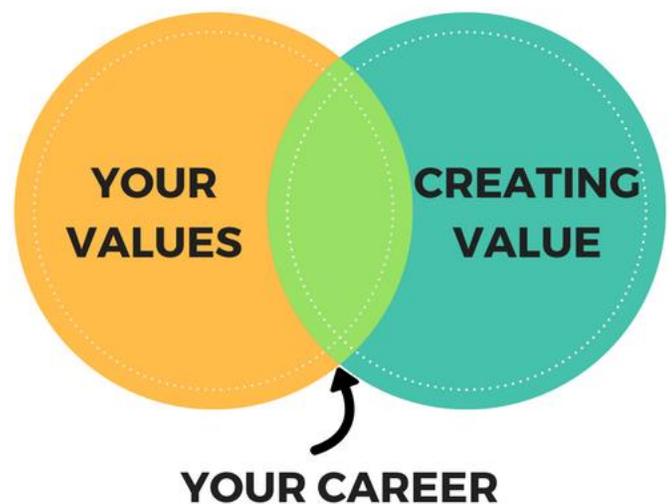
These ecological trends are conflated with [a growing global population](#)<sup>x</sup> with increasing [purchasing power](#)<sup>xi</sup>. A wide range of industries are already feeling the effects – from [agribusiness](#)<sup>xii</sup> and the [auto industry](#)<sup>xiii</sup> to [insurance](#)<sup>xiv</sup> and [banking](#)<sup>xv</sup>. Today's executives are dealing with a variety of complex social, environmental, market, and technological changes, and tomorrow's executives are expected to have even bigger challenges ahead. **By understanding how to incorporate sustainability into your career, you'll be well-equipped to face these challenges head-on.**

### Sustainability as it relates to managers

It is often said that sustainability rests on three pillars – economic, social, and ecological. These pillars are sometimes renamed and abbreviated as three E's – economy, equity, and environment – or, in the case of for-profit organizations, three P's requiring managerial attention – profit, people and planet. For our purposes as students and scholars of management, sustainability involves ***the incorporation of social and environmental considerations into an organization's activities in ways that ensure the long-term viability of the organization as well as the societies and ecosystems in which it is embedded.***

### Why pursue a career in sustainability?

There are many reasons for choosing to pursue a career relating to sustainability. For some, the most important criteria is to make a positive impact in the world. For others, being "ahead of the curve" as an early entrant to new markets may be what's most exciting. Others still may be looking for ways to maximize performance and profits. Whatever the reason, applying sustainability to your given career path can allow you to simultaneously pursue your values while creating value.



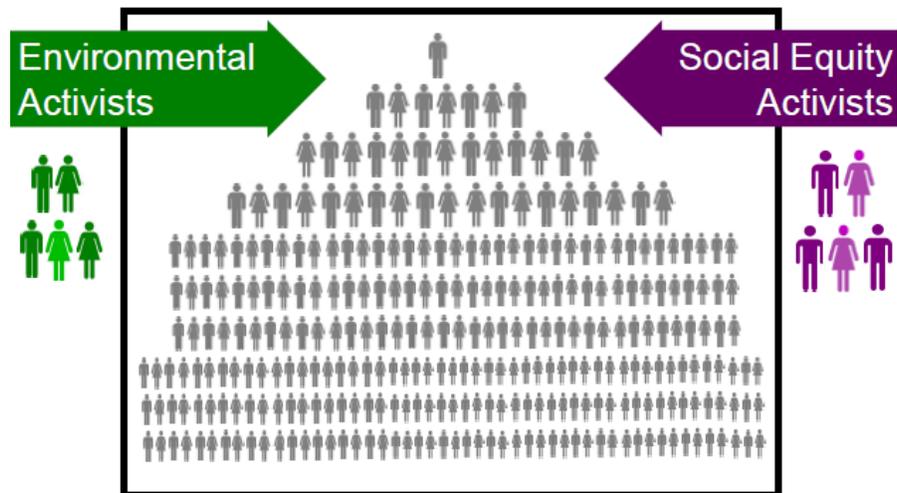
Need a few more reasons?

- more investors are [demanding sustainability disclosures from companies](#)<sup>xvi</sup>
- the number of [Socially Responsible Investment \(SRI\) funds is on the rise](#)<sup>xvii</sup>
- more developers are [targeting aggressive sustainability goals](#)<sup>xviii</sup>
- more consumers, particularly millennials, are [prioritizing sustainable brands](#)<sup>xix</sup>
- nearly all S&P 500 companies now [publish sustainability reports](#)<sup>xx</sup>
- saving the planet from ecological disaster is an estimated [\\$12 trillion opportunity](#)<sup>xxi</sup>

## The evolution of sustainability in organizations<sup>xxii</sup>

### Sustainability 1.0 [1960 -1990]: *Outside*

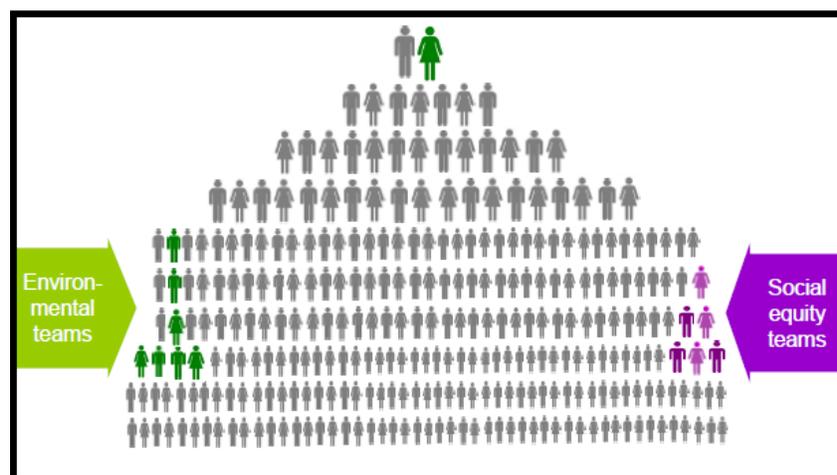
From the mid-twentieth century to the early 1990's, organizations were more likely to change their practices as a result of external pressures from environmental and social equity activist groups.



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### Sustainability 2.0 [1990 -2010]: *Inside*

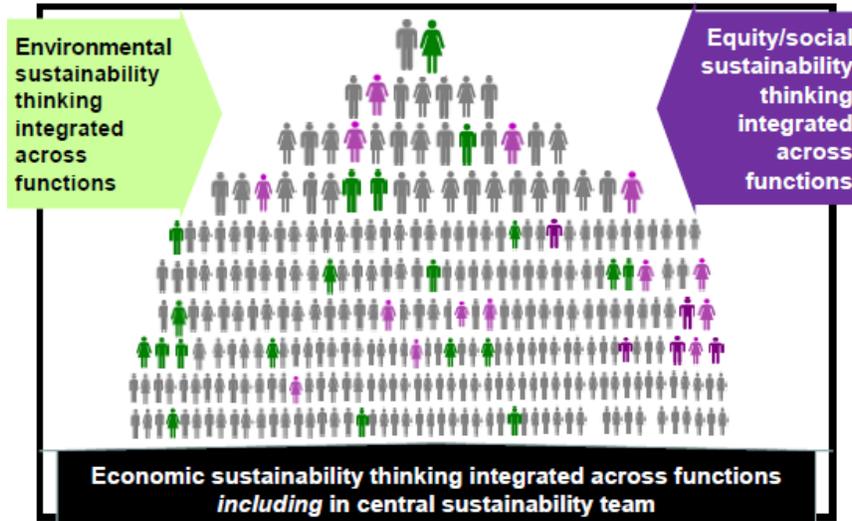
By the early 1990's several companies, often headed up by forward-thinking CEOs or boards, were seeing sustainability as a competitive strategic advantage. These organizations created internal director positions and specialized teams to drive the sustainability of their operations forward. These groups and individuals were often tasked with initiatives – both large and small – and were often faced with resistance to change from fellow employees and management.



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## Sustainability 3.0 [2010 - onwards]: *Integrated*

Although today the roles of Sustainability Director and teams specialized in sustainability still exist, we have entered a new era where sustainability is *integrated* across organizational functions. Employees in any department, regardless of their role, can incorporate sustainability into their daily decision-making and actions.



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## TAKING THE FIRST STEPS TO BECOMING A SUSTAINABILITY PROFESSIONAL

### Your strategy to find purpose and pull ahead in a competitive landscape

In 2010, the International Society of Sustainability Professionals conducted a survey and produced a report to identify the key competencies and skills required of successful sustainability professionals. **These are elements you may wish to keep in mind, aim to develop during your time at school, and eventually highlight on your CV.** The key competencies and skills include:

- Good communication skills
- Consensus building
- Problem solving
- Inspiring and motivating others
- Strategic planning
- Systems thinking
- Project management
- Scientific knowledge
- Financial analysis/ ROI
- Policy knowledge
- Risk assessment
- Sustainability reporting

Most entry-level positions working directly in sustainability are both limited and highly coveted. In today's competitive job market, students can improve their chances of getting a foot in the door by 1) having specialized **academic credentials**; 2) having **experience** working on sustainability projects or change initiatives; and 3) having a **diverse network** of sustainability practitioners, mentors, and insiders.

## Academic programs and courses to deepen your understanding of sustainability

Organizations in the private, public, and plural sectors are increasingly prioritizing sustainability issues on their strategic agendas. However, because sustainability is still a relatively new field there is often little in-house knowledge and know-how. Having an educational background that is grounded in theory and experiential learning related to sustainability can help give students a strategic edge in an increasingly competitive job market.

### Major or Concentration in Managing for Sustainability

The Desautels [BCom Major in Managing for Sustainability](#) and [Concentration in Managing for Sustainability](#) are unique designations that can signal competency to a prospective employer. The programs develop many of the skills required of successful sustainability professionals, as noted in its [learning outcomes](#).

### Sustainability courses offered through the Desautels Faculty of Management

For those choosing to pursue a more traditional management area of study for their Major or Concentration(s), there are several courses offered through Desautels which touch on topics of sustainability, social innovation, and community engagement that can complement your studies. These can include, but are in no way limited to:

- ACCT 401 "Sustainability and Environmental Accounting"
- BUSA 465 "Technological Entrepreneurship"
- INSY 455 "Technology and Innovation for Sustainability"
- MGCR 360 "Social Context of Business" (*currently a required BCom course*)
- MGPO 440 "Strategies for Sustainability"
- MGPO438 "Introduction to Social Entrepreneurship and Social Innovation"
- MGPO 450 "Ethics in Management"
- MRKT 351 "Marketing and Society"
- MSUS 402 "Systems Thinking and Sustainability"
- ORGB 401 "Leadership Practicum in the Social Sector"
- ORGB 421 "Managing Organizational Change"

### Minor or elective courses outside of the Faculty of Management

Students may also wish to consider taking [non-management elective courses](#) or a minor outside of the Faculty of Management, such as [Environment](#), [International Development](#), or [Field Studies](#), that relates to sustainability.

## Gaining experience through sustainability-related clubs, organizations, and units

Desautels students have a wide variety of opportunities to learn about sustainability, network with other sustainability students and professionals, and practice sustainability through numerous projects and initiatives. The following pages include opportunities within the faculty and across campus (*note: descriptions are as per their websites*).

### Desautels Faculty of Management sustainability-related clubs and initiatives

#### [Desautels Business Conference on Sustainability](#)

DBCS targets some of the brightest students from universities across North America to gather a multilateral perspective on issues related to sustainability. While most delegates are in management programs, students from other fields of study such as engineering, science, arts, and environment also attend. The conference invites leading experts from corporations, non-governmental organizations and academia to speak to students and provide them with the tools and knowledge they need to help ensure a sustainable future.

#### [MUS Sustainability Network](#)

Based out of McGill and the Management Undergraduate Society, the Sustainability Network seeks to connect students, professionals, and faculty members interested in sustainability. It offers events, networking, and engagement opportunities for students and faculty.

#### [MyVision](#)

MyVision is an enterprise and movement of young people accelerating and incubating social business. The McGill chapter serves as McGill University's social business base and aims to inspire McGill students to look into the field of social business, and to create social businesses that will help solve challenges in the Montreal community.

#### [Net Impact McGill Chapter](#)

Net Impact is a non-profit organization that empower students and young professionals to drive social and environmental change on campus and throughout their careers. This is accomplished by providing a network and resources to inspire emerging leaders to build successful "impact careers" – either by working in jobs dedicated to change or by bringing a social and environmental lens to traditional business roles. The McGill chapter is housed in the MBA program but offers opportunities for undergraduate students to participate in the events that they sponsor.

#### [Dobson Cup](#)

The Dobson Cup is an annual start-up competition organized through the Dobson Centre for Entrepreneurial Studies. Students with sustainability start-up ideas could enter almost any of the available competition tracks, including social enterprise, small and medium enterprise, and innovation driven.

## **McGill University sustainability-related clubs and initiatives**

### [Campus Crops](#)

Campus Crops is a collective that works on urban agriculture initiatives to grow food on campus and provide students and community members with space and opportunities to learn. The collective seeks to promote discussion around issues of food politics and food security. They run gardens behind the McGill School of Environment building and James Administration building.

### [Cinema Politica](#)

Cinema Politica is a media arts, non-profit network that screens documentaries pertaining to relevant political and social issues in an effort to raise global awareness on the McGill campus. Programming themes include social justice, environmental and cultural identity issues, and all screenings aim to bridge political independent filmmaking, local activism and civic education and engagement.

### [Climate Justice Montreal](#)

Climate Justice Montreal is a group pursuing environmental and climate justice through education, mobilization and collective action in solidarity with directly affected communities. They are committed to working with anti-oppression and decolonization principles.

### [ECOLE](#)

The ECOLE Project aspires to facilitate a culture of sustainability through research, teaching, experimentation, living practices, and collaboration with student and community groups. They seek integrate to sustainability projects, promote interdisciplinary applied student research, and serve as a focal point / meeting space for sustainability projects and groups.

### [ENACTUS McGill – Sustain!](#)

Sustain! is an initiative that recognizes successful and innovative businesses with sustainability-oriented practices, strategy and products in the Montreal community. It offers free environmental audits and action plans, providing a platform where local leaders can compete, connect, and share the benefits of green business strategies.

### [Engineers Without Borders – McGill Chapter](#)

EWB helps to accelerate development in Africa. Their approach is to create systemic change by investing in people and providing them with opportunities to unlock their potential. They also raise awareness within Canadian society on policy matters and other social issues.

### [Environmental Residence Council](#)

ERC works to help students in residence live more sustainability through campaigns and events.

### [The Flat](#)

The Flat is a collectively run bike repair space where volunteers provide you with the tools and knowledge to fix your own bike.

### [McGill Food Systems Project](#)

The McGill Food Systems Project is a cooperative project between students, McGill Food and Dining Services and the McGill Office of Sustainability, developed to use student research and community collaboration to improve the food operations on our campuses. The McGill Food Systems Project endeavors to maximize the ecological, social and economic sustainability of McGill's food systems through engaging the McGill community in consultation, facilitating McGill-focused research projects, and supporting sustainable change in McGill policies and operations.

### [McGill Chapter of Nourish International](#)

MSCNourish starts up small, sustainable social enterprises on campus and invests the profits in a sustainable, community-development project abroad. They partner with a community-based grassroots organization abroad, and develop a project with community members to implement alongside the people of the community.

### [McGill Office of Innovation](#)

McGill Office of Innovation focuses on building McGill's innovation and entrepreneurship ecosystem through strategic partnerships globally and within Canada. The group encompasses the university's technology transfer office, in addition to teams focused on partnerships and program development for students and researchers.

### [McGill Office of Sustainability \(MOoS\)](#)

The Office of Sustainability supports McGill's goal to become an institutional model of sustainability for society. Its mission is to create a culture of sustainability at McGill: to encourage and unite the efforts of its students, faculty, staff and administrators to incorporate principles of sustainability in university operations, campus living and learning and in its relations with the broader community.

### [McGill Plate Club](#)

The Plate Club is a free, accessible, and reusable dishware provider service. With the aid of passionate volunteers, their mandate is to raise awareness about the excessive waste arising from the use of disposable dishware during food events and meal purchases on campus. Their tallies estimate that they save 1000 plates from the garbage every month through lunch service alone.

### [McGill School of Environment Events](#)

The McGill School of Environment (MSE) is another great resource to connect with students across various disciplines who are interested in sustainability. They also help to

coordinate Green Careers Week, organized through [McGill's Career Planning Service \(CaPS\)](#) which is generally held in February / March.

#### [McGill Sustainability Symposium](#)

An annual interdisciplinary research symposium with speakers and roundtables discussing hot topics in sustainability. Each year, the organizing committee seeks out at least one representative from the Faculty of Management to help plan the event.

#### [SLASummit](#)

SLASummit is an emerging student-run incubator that challenges young people to rethink international development. As an NPO, case competition, and catalyst, their hybrid model empowers students across disciplines to create tangible solutions to community issues.

#### [Sustainability Projects Fund](#)

The Sustainability Projects Fund (SPF) is an exciting way for members of the McGill community to contribute and become involved in building a culture of sustainability on campus through the development and support of interdisciplinary projects. Students, staff and faculty can submit project proposals for approval and funding from the SPF.

#### [SSMU Environment Committee](#)

EnviroComm is an open committee where anybody passionate about sustainability can sit in to voice their opinion, share their ideas and help coordinate our activities. They hold a multiplicity of events and work on several initiatives each semester, all with the aim of enriching the knowledge, experience and connectivity of SSMU members on the topic of sustainability.

#### [WWF McGill Chapter](#)

The World Wildlife Fund (WWF) is an international non-governmental organization working in the field of the wilderness preservation, and the reduction of humanity's footprint on the environment. The McGill chapter supports WWF's activities and campaigns.

## Building your network

Student clubs and university-based offices are great places to gain experience and meet other like-minded peers and mentors, but it's a good idea to expand your network beyond campus boundaries. Here are a few ways to make new connections:

### Conferences

Sustainability conferences are an excellent place to network. In addition to the sustainability-related conferences hosted at McGill and listed earlier in this handbook, below are a few of the more well-known conferences. Students can often get discounted or free admission by volunteering at the conference.

- [Accelerate and IMPACT! Conferences](#) (Locations vary)
- [Americana](#) (Held every other year in Montreal, QC)
- [Business for Social Responsibility \(BSR\) Conference](#) (San Francisco, CA)
- [GLOBE](#) (Held every other year in Vancouver, BC)
- [Net Impact Conference](#) (Locations vary)
- [World Social Marketing Conference](#) (Locations vary)
- [Triple Bottom Line Conference](#) (One in the U.S., one in Europe, one in the Nordic countries)

### Social media

Below are links to a few influencers in the fields of sustainability and CSR. Following their content is an effective way to stay up-to-date on current issues and participate in a supportive, global community.

- Profiles on LinkedIn for:
  - [Sustainability Analysts](#)
  - [Sustainability Managers](#)
  - [Sustainable Development Managers](#)
  - [Corporate Responsibility Managers](#)
- [50 Sustainability and CSR Twitter accounts](#)
- [30 Sustainability and CSR blogs](#)
- [12 Sustainability Instagram accounts](#)

## SUSTAINABILITY-RELATED CAREERS and JOB-SEARCH STRATEGIES

### What unique value will you bring?

Many people have passion towards a broad range of sustainability issues, but passion alone will not advance those causes without applicable skills. **No one is going to pay you to sit at a desk and be passionate!**

As you take classes and begin to build your experience both on and off campus, you're likely noticing that certain subjects and tasks are more exciting to you than others. Consider developing a valuable or unique management competency and *then* applying it to an area of passion. Look to develop an area – or areas – of expertise that you enjoy, that you're good at, and that can be applied in nearly any type of organization or industry. Think of a "T" where your particular skill set can intersect across a range of sustainability issues.



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You'll be able to take the skills that you've mastered (e.g. consumer brand management, data analytics, stakeholder engagement, etc.) and match them with the myriad of sustainability issues and causes that are out there (e.g. supply chain transparency, workplace diversity, wildlife protection and biodiversity, fair trade, ocean pollution, etc.). This strategy opens up a wide range of possibilities, not just for those that are explicitly "sustainability" positions, and can allow you to move across different organization types.

With an array of options open to you, there are several approaches to focusing a sustainability career.

### **Identify the functional discipline that most interests you**

Another approach is to identify the functional discipline that most interests you and determine how sustainability applies. For example, those interested in finance might pursue a career in socially responsible investing (SRI) while those interested in marketing might look for jobs in green marketing or social marketing.

Brief summaries of areas of expertise and examples of organizations are provided on the following pages. These are provided as examples only and should not be viewed as an endorsement or recommendation for employment opportunities.

#### ***If you enjoy ACCOUNTING you may be interested in...***

**Environmental Accounting:** Environmental accounting incorporates both economic and environmental information relating to a company, organization, or nation's performance. It can be practiced at the global, national, or corporate level and can relate to environmental management (focused on making internal decisions) or environmental financial accounting (focused on providing information to external stakeholders).

Examples: [KPMG](#), [Deloitte](#), [Global Reporting Initiative](#), [UN Environmental-Economic Accounting](#)

#### ***If you enjoy ENTREPRENEURSHIP you may be interested in ...***

**Social Entrepreneurship:** Social entrepreneurship is the application of innovative entrepreneurial strategies to solve pressing social, cultural, and environmental problems. Social enterprises typically aim to simultaneously maximize social impact and profits which can be reinvested into the organization.

Examples of resources that can support your start-up: [Ashoka](#), [Canadian Social Entrepreneurship Foundation](#), [Dobson Centre for Entrepreneurial Studies](#), [Esplanade](#), [ImpactHub](#), [Innov8Social](#)

**Technological Entrepreneurship:** Some of the greatest challenges facing sustainability are limited in part by our current technology and ways of doing things. The world needs more innovative solutions that can make products or services cleaner, more efficient, more equitable, and more cost-effective.

Examples of resources that can support your start-up: [Dobson Centre for Entrepreneurial Studies](#), [MaRS Catalyst Fund](#), [Sustainable Development Tech Fund](#)

#### ***If you enjoy FINANCE, ECONOMICS, or STATISTICS you may be interested in...***

**Impact Investing, Cleantech & Social Venture Capital:** Impact investing involves investment with the intention of generating a positive social or environmental impact as well as a financial return. Cleantech venture capital is traditional venture capital

invested in environmental and clean energy technologies. Social venture capital is an equity investment that seeks to balance financial returns with social or environmental objectives.

Examples: [Arborview Capital](#), [CoPower](#), [DBL Partners](#), [Purpose Capital](#)

**Microfinance, Microcredit:** Microfinance is the practice of providing banking services to poor and otherwise unbanked customers in developing countries (and occasionally disadvantaged populations in the developed world).

Examples: [ACEM](#), [Grameen Foundation](#), [Kiva](#), [One Acre Fund](#), [Plan International](#)

**Socially Responsible Investing (SRI) and Sustainable Banking Services:** Socially responsible investing (SRI) refers to investment strategies that seek to maximize financial return while also maximizing social good and minimizing environmental footprint. Environmental-social-governance (ESG) is the term used for when these factors are integrated into investment analysis. SRI career paths are similar to other investment banking paths, with options to work in company research, marketing, sales or portfolio management.

Examples: [Betterment](#), [Desjardins](#), [RBC Vision Funds](#), [Responsible Investment Association](#)

### **If you enjoy INFORMATION SYSTEMS you may be interested in...**

**Sustainable IT:** Sustainable IT can describe the manufacturing, management, use, and disposal of information technology in way that minimizes environmental impacts. Because of the broad reach of the term, someone working in Green IT could help with decision-making during the design and manufacturing of hardware, or they could be helping to make data centres more efficient.

Examples: [Apple](#), [CitiGroup](#), [Google](#), [Ecosia](#), [LegoGreen](#)

### **If you enjoy INTERNATIONAL MANAGEMENT you may be interested in...**

**Corporate Social Responsibility (CSR) in a multinational:** CSR refers to a company's responsibility to look beyond shareholders and to manage its impacts on society at large. Most large companies have formal CSR units, programs and/or reports which monitor environmental impacts and waste, corporate governance and ethics, stakeholder and community engagement, and labour standards / human rights in their supply chain.

Examples: [Coca-Cola](#), [Microsoft](#), [Walt Disney Company](#)

**International Development:** International and community development includes a vast array of organizations that help to create jobs, housing, health services, or social programs that serve disadvantaged populations and improve local communities.

Examples: [Doctors Without Borders](#), [Habitat for Humanity International](#), [Oxfam](#)

**If you enjoy *MARKETING* you may be interested in...**

**Social / Cause Marketing:** Social marketing is typically a partnership between a company, government, or non-profit organization to induce positive behavior change (e.g. anti-smoking campaigns to prevent incidents of lung cancer).

Examples: [Civilian](#), [Love Frankie](#), [Phil & Co](#), [Ripple Strategies](#), [School](#)

**Green Marketing:** Green Marketing is marketing and brand management for environmentally-friendly products and services. Much of this practice is standard marketing (market segmentation, product, price, placement, promotion, etc.), plus eco-labeling and green product certification.

Examples: [J. Ottman Consulting](#), [Method](#), [Patagonia](#), [P&G](#), [Shelton Group](#), [UL](#)

**If you enjoy *HUMAN RESOURCES, LABOUR RELATIONS, or OB* you may be interested in...**

**Human Rights Non-Profits:** A human rights organization advocates for the fair treatment of human beings. They often collect data on current practices, write reports, promote public awareness, lobby governments and international decision-making bodies, and intervene in unfair, or unsafe practices when necessary.

Examples: [Amnesty International](#), [Clean Clothes](#), [Human Rights Watch](#)

**If you enjoy *STRATEGIC MANAGEMENT* you may be interested in...**

**Sustainability Consulting:** Some sustainability consulting firms focus on the strategic business aspects of sustainability, while others are more technical - for instance, energy auditing or greenhouse gas emissions modeling. Environmental knowledge is an asset when seeking a job in this sector.

Examples: [AccountAbility](#), [BSR](#), [Context](#), [Corporate Citizenship](#), [The Natural Step](#)

**If you enjoy *GENERAL MANAGEMENT* you may be interested in...**

*The following areas combine several areas of management, sometimes into the same position depending on the size of the company or organization.*

**Environmental Conservation Non-Profits:** Environmental conservation refers to a practice of protecting the environment, on individual, organizational or governmental levels, for the benefit of the natural environment and humans. Often these organizations are looking for people to support areas such as fundraising, partnership development, finance / accounting, and communications.

Examples: [David Suzuki Foundation](#), [World Wildlife Fund](#), [Rainforest Action Network](#), [Sierra Club](#)

**Green Building / Real Estate Development:** This refers to the practice of reducing the environmental impact of the built environment. Green buildings are typically more

energy and water efficient. They use environmentally preferable materials, construction techniques, and operational practices.

Examples: [GI Quo Vadis](#), [Modern Green](#), [Urban Green Development](#)

**Renewable Energy:** Renewable energy usually refers to the creation and distribution of energy derived from naturally replenishing sources such as solar, wind, biomass, water (hydroelectricity) and geothermal sources. Jobs are usually technical in nature, but there are also defined career avenues through finance, marketing, and business development.

Examples: [Hydro-Quebec](#), [Siemens](#), [Solar City](#)

**Sustainable Food Systems:** A sustainable food system is a collaborative network that integrates several components relating to food production, transformation, consumption, and waste. Opportunities in this area can range from commercial farming and retail grocery store management, to urban greenhouses and community supported agriculture.

Examples: [Food Secure Canada](#), [Lufa Farms](#), [Pulse Canada](#)

### Examine organization type and what your role could be within it

Think about if you are most interested in working for an organization that already identifies or is leading the way in sustainability, having a sustainability-related job function, or both. In her book *Profession and Purpose*, Katie Kross uses a table to illustrate the types of positions that fall in each of these categories<sup>xxiii</sup>.


The upper left quadrant shows “traditional” positions in “traditional” organizations (i.e. those typically pursued by management graduates); Ms. Kross **advises students not to dismiss holding a traditional role in a traditional company** as these front-line positions with decision-making power can be an effective way of implementing sustainability practices;


The upper right quadrant shows **traditional management positions in sustainability-oriented organizations**, i.e. organizations that have environmental or social issues central to their mission, product, or service, such as an organic product company or sustainability consulting firm;


The bottom left quadrant **shows sustainability-oriented positions in traditional organizations**, such as a CSR Manager, Sustainability Marketing Specialist, Community Relations Advisor, Environmental Affairs Coordinator or Climate Change & Sustainability Services Advisor; and


The bottom right quadrant shows **sustainability-oriented positions in sustainability-oriented organizations** such as a Program Manager for an environmental conservation group or Sustainability Advisor for a renewable energy firm.

**Understanding sustainable management practices can allow you to differentiate yourself in any job.** The table below shows actual positions which have been secured by McGill BCom graduates in each of the four categories.

		Company/Organization	
		Traditional	Sustainability - Oriented
Job/ Position	Traditional	<p><i>Examples</i></p> <ul style="list-style-type: none"> <li>• Marketing Assistant, L'Oréal Canada</li> <li>• Investment Analyst, Scotiabank</li> <li>• Management Consulting Analyst, Accenture</li> <li>• Field Operations Manager, Bell Canada</li> </ul>	<p><i>Examples</i></p> <ul style="list-style-type: none"> <li>• Project Manager, <b>Carbon Sense Solutions</b></li> <li>• Sales Associate, <b>PURE Energies (solar)</b></li> <li>• Corporate Partnerships Manager, <b>World Wildlife Fund</b></li> <li>• Communications &amp; Development Officer, <b>PlaNNet Finance</b></li> <li>• Director of Development, <b>Santropol Roulant</b></li> <li>• Online Product Marketing Associate, <b>Brilliant Earth</b></li> <li>• Chief of Staff, <b>Lufa Farms</b></li> </ul>
	Sustainability - Oriented	<p><i>Examples</i></p> <ul style="list-style-type: none"> <li>• <b>Consultant, Climate Change &amp; Sustainability Services, Deloitte</b></li> <li>• <b>Finance Analyst, Sustainable Projects, PEER 1 Hosting</b></li> <li>• <b>Associate in Social Innovation, MaRS Discovery District</b></li> <li>• <b>Community Economic Development Advisor, Peace Corps</b></li> </ul>	<p><i>Examples</i></p> <ul style="list-style-type: none"> <li>• <b>Sustainability Analyst, The Natural Step</b></li> <li>• <b>Development Program Associate, One Acre Fund</b></li> <li>• <b>Innovation Coordinator, Le Salon 1861</b></li> <li>• <b>Sustainability Lead, Enerbrain</b></li> <li>• <b>Impact Investment Consumer Product Analyst, CoPower</b></li> <li>• <b>Distributed Generation Commercial Analyst, Total New Energies</b></li> </ul>

Typology adapted from *Profession and Purpose*, Katie Kross, Greenleaf Publishing, 2009

## RESOURCES TO LEARN ABOUT and SEARCH FOR SUSTAINABILITY-RELATED JOBS

### Sustainability-related job search websites

Below are some of the more common sustainability-related job search sites you may wish to explore. Also listed are search sites for those students seeking a job in Quebec, Canada, or internationally, cross-referenced with the applicable career sectors.

Website	REGION			SUSTANBILITY JOB SECTOR											
	Quebec	Canada	International	Sustainability Consulting	CSR	Social Entrepreneurship	Green Marketing	Renewable Energy	Socially Responsible Investing (SRI)	Environmental Conservation / NGOs	Green Building	Social/ Cause Marketing	Corporate Environmental Management	Microfinance/ Clean-tech & Social VC	Community/ International Development
<a href="#">Acre CSR &amp; Sustainability Jobs (UK)</a>			X	X	X		X	X	X	X		X	X	X	X
<a href="#">B Meaningful</a>	X	X			X	X				X			X	X	
<a href="#">Boston College Center for Corp Citizenship Job Board</a>			X		X				X						
<a href="#">Business for Social Responsibility (BSR)</a>			X	X	X		X	X	X				X		
<a href="#">The Canada Green Building Council (CaGBC)</a>	X	X						X			X				
<a href="#">Canadian Wind Energy Association</a>	X	X						X							
<a href="#">Canadian Solar Ind. Assoc.</a>	X	X						X							
<a href="#">Cataléthique</a>	X	X			X	X									X
<a href="#">CBSR Jobs</a>	X	X			X										
<a href="#">Cause Marketing Forum</a>			X									X			

Website	REGION			SUSTAINABILITY JOB SECTOR											
	Quebec	Canada	International	Sustainability Consulting	CSR	Social Entrepreneurship	Green Marketing	Renewable Energy	Socially Responsible Investing (SRI)	Environmental Conservation / NGOs	Green Building	Social/ Cause Marketing	Corporate Environmental Management	Microfinance/ Clean-tech & Social VC	Community/ International Development
<a href="#">Charity Village</a>	X	X			X	X	X	X		X		X	X	X	X
<a href="#">Common Good Careers</a>			X									X			X
<a href="#">Corporate Knights</a>		X	X											X	
<a href="#">DEVEX; International Development Jobs</a>			X												X
<a href="#">EcoEmploy</a>	X	X	X					X		X	X		X		X
<a href="#">EcoJobs</a>			X					X		X	X		X		X
<a href="#">Eco Canada</a>	X	X						X		X	X		X		
<a href="#">Environmental Career</a>			X	X	X	X		X		X	X		X		X
<a href="#">Environmental Leader</a>			X		X			X		X			X		
<a href="#">EPA Careers &amp; Internships</a>			X							X					
<a href="#">Ethical Performance</a>			X		X		X		X						
<a href="#">GIIN Impact Investing Jobs Board</a>			X						X						
<a href="#">Globethics</a>			X		X										
<a href="#">GreenBiz</a>			X		X	X	X	X		X	X	X	X		
<a href="#">GoodWork Canada</a>	X	X			X		X	X		X	X		X		X
<a href="#">Green Dream Jobs</a>		X	X					X		X	X		X		
<a href="#">Greenjobs.com</a>			X		X			X							
<a href="#">The Green Job Bank</a>			X					X			X				
<a href="#">Green Jobs Network</a>			X	X	X	X		X		X	X		X		
<a href="#">Green Pages</a>	X	X			X	X				X					
<a href="#">Idealist Jobs</a>			X												X

Website	REGION			SUSTAINABILITY JOB SECTOR											
	Quebec	Canada	International	Sustainability Consulting	CSR	Social Entrepreneurship	Green Marketing	Renewable Energy	Socially Responsible Investing (SRI)	Environmental Conservation / NGOs	Green Building	Social/ Cause Marketing	Corporate Environmental Management	Microfinance/ Clean-tech & Social VC	Community/ International Development
<a href="#">International Social Marketing</a>			X									X			
<a href="#">Justmeans</a>		X	X	X	X			X			X				
<a href="#">Net Impact</a>			X							X					
<a href="#">NextBillion: Job Board</a>			X												X
<a href="#">Non-Profit Job Market</a>			X									X			X
<a href="#">One World</a>			X							X					X
<a href="#">Parks Canada</a>	X	X								X					
<a href="#">Renewable Energy World Job Board</a>		X	X					X							
<a href="#">Relief Web</a>		X	X							X				X	X
<a href="#">Social Good Jobs</a>			X			X									
<a href="#">Solar Energy Industry Association Job Board</a>	X	X	X					X							
<a href="#">Sustainable Food Jobs</a>			X			X				X					
<a href="#">Sustainability Recruiting</a>			X		X										
<a href="#">UN Careers</a>		X	X												X
<a href="#">U.S. Social Investment Forum</a>			X						X						
<a href="#">US Green Building Council</a>			X					X			X				
<a href="#">US National Parks Service</a>			X							X					
<a href="#">Work Cabin</a>	X	X								X					

## Corporate rankings

There are several sources that publish rankings and lists of sustainable companies and organizations. Examples include:

- [Canada's Greenest Employers](#) published annually in The Globe and Mail
- [Corporate Knights'](#) annual list of the world's most sustainable companies
- Triple Pundit's [Top 10 Climate Change Strategy Consultancies](#)
- The [Top Sustainability Consulting Firms](#) as published in Environmental Leader
- GreenBiz maintains a directory of [sustainability practitioners](#)
- Forbes publishes [30 Social Entrepreneurs under 30](#) and describes their organizations

## FINAL WORDS

If asked how they came to be in the position they're in today, most sustainability practitioners would describe a career path full of twists, turns, unexpected leaps, and setbacks.

Like most career paths, there is no single “right way” to pursue a career in sustainability. The type of job or industry you start your career in may be wildly different from the position you hold in 10, 20, or 50 years. Stay open-minded to taking on new tasks, projects, and emerging opportunities, and refine the soft and hard skills that will make you a valuable member of any team.

***“Good management is the art of making problems so interesting and their solutions so constructive that everyone wants to get to work and deal with them”***

*– Paul Hawken, environmentalist, entrepreneur, author, and activist*

## END NOTES

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