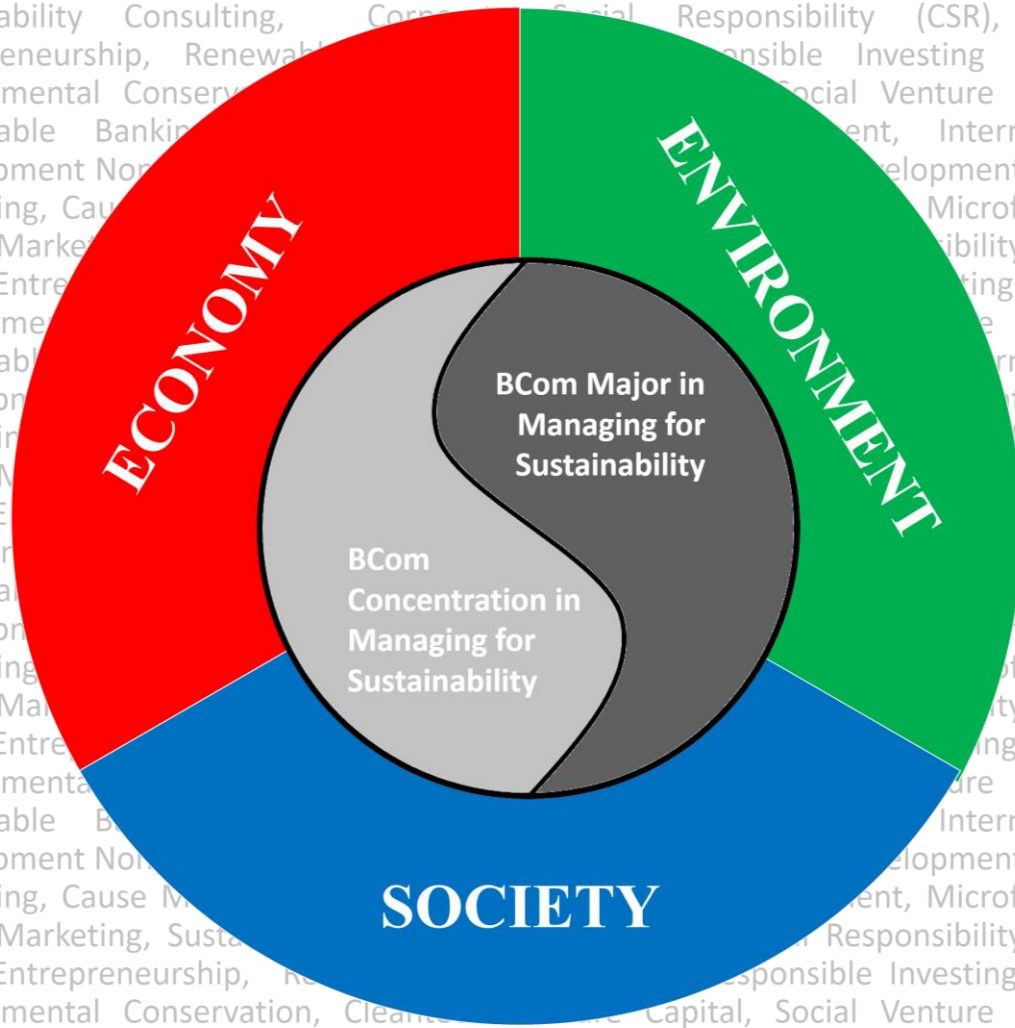


Green Building, Sustainable Real Estate Development, Social Marketing, Cause Marketing, Corporate Environmental Management, Microfinance, Green Marketing, Sustainability Consulting, Corporate Social Responsibility (CSR), Social Entrepreneurship, Renewable Energy, Socially Responsible Investing (SRI), Environmental Conservation, Clean Technology, Social Venture Capital, Sustainable Banking & Financing, Community Development, International Development, Non-Profit, Renewable Energy, Socially Responsible Investing (SRI)



BCom Sustainability Careers Handbook



Marcel Desautels Institute for
Integrated Management

Last Updated October 9, 2014

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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 (2nd edn)*** 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 nonprofit executive. Though the book is oriented to MBAs, 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 also 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 (2nd edn)* 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 Candidate '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.

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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:

- 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 clubs, organizations and units that McGill Desautels students interested in sustainability should be aware of and get involved with in order to learn about sustainability, network with other sustainability students and professionals, and practice sustainability.

Sustainability as it relates to managers (and hence, management students)

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.***

Key skills and competencies of sustainability professionals

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. They are:

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

The Desautels BCom Major in Managing for Sustainability program develops many of these skills, as noted in its [learning outcomes](#).

MCGILL UNIVERSITY & DESAUTELS FACULTY OF MANAGEMENT SUSTAINABILITY-RELATED CLUBS, ORGANIZATIONS AND UNITS TO LEARN, NETWORK AND PRACTICE

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. Here are a few resources within the faculty and across campus (note: descriptions are as per their websites):

Desautels Faculty of Management sustainability-related clubs and initiatives

[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.

[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 business 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.

[Marcel Desautels Institute for Integrated Management \(MDIIM\) Student Associates Program](#)

Each fall, a select few MBA and BCom students become formally affiliated with the MDIIM and contribute to its mandate for a one-year term. Student Associates have opportunities to participate in MDIIM events, interact with special guests, and contribute to the MDIIM's agenda.

[Social Economy Initiative Impact Internships](#)

The program offers high-quality internships in non-profit organizations that contribute to positive social change while promoting academic, network and personal development.

[The Dobson Cup Social Enterprise Track](#)

Social entrepreneurship strives to solve social problems using innovative, sustainable, scalable, and measurable approaches. To meet growing demand, the Social Enterprise track was introduced in 2011 and offers \$20K/year to winning ideas.

[MyVision](#)

MyVision is an enterprise and movement of young people accelerating and incubating social business. Reaching MUS status in the 2013-2014 academic year, the McGill chapter serves as McGill University's social business base. The club aims to inspire McGillians 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.

[Interdisciplinary Network for Green Chemistry \(IN4GC\)](#)

IN4GC links scholars who share an interest in green chemistry and, specifically, its broader business, economic, academic, social and political implications as well as its role in achieving the societal goal of sustainability. Through this initiative there are opportunities both in the Desautels Faculty of Management and in the McGill Department of Chemistry to become involved in green chemistry initiatives.

Other Desautels Initiatives: [Desautels students are active on and off-campus](#), and many initiatives focus on creating positive societal change. [Learn more about even more sustainability initiatives](#).

McGill University sustainability-related clubs and initiatives

[The 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.

[The 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.

[MOoS list of sustainability-related groups on McGill campus](#)

[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 seeks out and recognizes enterprises that demonstrate environmental excellence or initiative in environmental sustainability. It does so by offering free environmental audits and action plans, therefore providing a platform where local leaders can compete, connect and share on the basis of the benefits stemming from green business strategies.

Students' Society of McGill University Environmental & Charitable Clubs:

[SSMU Sustainability Links](#)

[SSMU Charitable & Environmental Clubs](#)

[Quartier Innovation](#)

The QI is located in the South-West of Montreal, a dynamic, diverse and historically rich area. It encompasses the neighborhoods of Pointe-St-Charles, St-Henri, Little-Burgundy and Griffintown – fertile ground for a transformational project like the QI. Once the cradle of the Industrial Revolution in Canada, the South-West of Montreal is a vibrant urban space where social economy initiatives and civil society organizations flourish.

[Trottier Institute for Sustainability in Engineering and Design \(TISED\)](#)

The Trottier Institute for Sustainability in Engineering and Design (TISED) is housed within the Faculty of Engineering at McGill University. TISED promotes bold and green ideas through education, outreach, and research. It aims to connect with the public for a greater understanding and appreciation of sustainability issues in society. Most conferences are open to all McGill students.

[McGill Sustainability Symposium](#)

An annual research symposium with speakers and roundtables discussing hot topics in sustainability.

[McGill School of Environment Events](#)

[McGill Net Positive](#)

The McGill Net Positive project is the first step in a community process to collaboratively imagine and design a hub for sustainability activities at McGill. A "hub" is a central place for people to interact through the course of everyday life. A sustainability hub at McGill will help connect members of the sustainability community together in a flagship physical space (new or renovated) that embodies principles of green building. It will be a home for sustainability on campus: a place for talks, workshops, and classes as well as for research. Built or renovated using the latest in green design, it will serve as a living laboratory for practicing sustainability and help cement McGill's reputation as the place for sustainability research, education, and innovation.

SUSTAINABILITY-RELATED CAREERS & JOB-SEARCHES

Identifying the sector that appeals to you

Sustainability-related careers are broad and diverse

As Katie Kross states in *Profession and Purpose: A Resource Guide for MBA Careers in Sustainability*, “career paths that fall under the broad umbrella of ‘sustainability’ are as diverse as the students themselves.”

The Desautels BCom Major in Managing for Sustainability has been designed to prepare students for careers in:

- consulting companies that specialize in sustainability and corporate social responsibility;
- larger companies, including multinationals, with departments focusing on sustainability, corporate social responsibility, community and stakeholder relations, corporate environmental management, or green product development;
- small and medium sized firms, including new start-ups, that sell green products or services; and
- government, non-governmental organizations (NGOs), and intergovernmental organizations that focus on sustainability issues.

Three approaches to a sustainability-related job search

As Katie Kross also states in *Profession and Purpose*, “with so many different industries and organizations working on so many different environmental and social issues, narrowing down job search strategies can be thoroughly overwhelming.” She suggests some approaches to focusing a sustainability career.

- I. **One approach is to identify the functional discipline that most interests you and determine how sustainability applies (pgs. 22-26).** 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, social marketing or cause marketing.
- II. **Another approach examines organization and role (pgs. 26-33). Think about if you are most interested in working for a “sustainable” organization or having a sustainability-related job function or both.** The table on the next page illustrates the types of positions that fall in each of these categories.
 - a) The upper left quadrant shows “traditional” positions in “traditional” organizations (i.e. those typically pursued by management graduates); Ms. Kross **does advise students not to dismiss holding a traditional role in a traditional company** as “sometimes the most effective way to implement sustainability practices is in a front-line role such as product manager or procurement management where you are in a position to integrate sustainability considerations into daily operational decisions directly.”
 - b) 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 or natural product company,

renewable energy company, sustainability consulting firm, social enterprise or non-profit organization;

- c) 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
- d) 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 sustainability consulting firm.

		Company/Organization	
		Traditional	Sustainability - Oriented
Job/ Position	Traditional	<i>Examples</i> Marketing Assistant, Consumer product company Investment Analyst, Commercial bank Management Consulting Analyst, Consulting firm	<i>Examples</i> Marketing Manager, Green product or service company Sales Associate, Renewable energy company (solar) Project Coordinator, Environmental conservation group or government unit Reporting Analyst, Microfinance organization or Socially responsible investments division of bank Fundraising Manager, Nonprofit or NGO Financial Manager, Social enterprise or Foundation
	Sustainability - Oriented	<i>Examples</i> Corporate Responsibility Manager, National or multi-national company Sustainability Marketing Specialist, Consumer product company Community Relations Advisor, Mining company Environmental Affairs Coordinator, Retailer Advisor, Climate Change & Sustainability Services, Consulting firm	<i>Examples</i> Sustainability Advisor, Sustainability consulting firm Program Manager, Environmental conservation group

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

The table below shows actual BCom graduate positions in each of the four categories.

		Company/Organization	
		Traditional	Sustainability - Oriented
Job/ Position	Traditional	<i>Examples</i> Marketing Assistant, L'Oréal Canada Investment Analyst, Scotiabank Management Consulting Analyst, Accenture	<i>Examples</i> Project Manager, Carbon Sense Solutions Sales Associate, PURE Energies (solar) Corporate Partnerships Manager, World Wildlife Fund Communications & Development Officer, PlaNet Finance Director of Development, Santropol Roulant
	Sustainability - Oriented	<i>Examples</i> Consultant, Climate Change & Sustainability Services, Deloitte Finance Analyst, Sustainable Projects, PEER 1 Hosting Associate, Social Innovation, MaRS Discovery District	<i>Examples</i> Analyst, The Natural Step Outreach Coordinator, World WildlifeFund

III. Finally, in *Profession and Purpose: A Resource Guide for MBA Careers in Sustainability*, Katie Kross identifies **the most common sustainability-related career paths** and advises on how to navigate a job search in each of them. These include:

- Sustainability Consulting
- Corporate Social Responsibility (CSR)
- Social Entrepreneurship
- Green Marketing
- Renewable Energy
- Socially Responsible Investing (SRI)
- Environmental Conservation/ Nonprofits
- Green Building/Sustainable Real Estate Development
- Social/ Cause Marketing
- Corporate Environmental Management
- Microfinance/Cleantech & Social Venture Capital/Sustainable Banking & Financing
- Community or International Development

Brief summaries of each sector and examples of their organizations are provided on the following two pages. These are provided as examples only and should not be viewed as an endorsement or recommendation for employment opportunities in any of the specific organizations.

Descriptions of sustainability-related career sectors

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. A well-known sustainability consulting firm is The Natural Step. All major consulting firms, such as Deloitte and Ernst & Young, now have units which offer sustainability-related consulting.

Corporate Social Responsibility (CSR)

CSR refers to a company's responsibility to look beyond shareholders and to manage its impacts on society at large. Most large companies (Bombardier, Bell Canada, TD Bank, etc.) have formal CSR units, programs and/or reports which include some or all of the following:

- Environmental responsibility
- Corporate citizenship initiatives
- Corporate giving/philanthropy
- Labor standards and human rights in the supply chain
- Corporate governance and ethics
- Community engagement
- Stakeholder engagement (i.e., interaction with a broad range of customers, suppliers, community groups, and others affected by the business)
- Product responsibility (supply chain/production)

Social Entrepreneurship

Social entrepreneurship is the application of innovative entrepreneurial strategies to solve pressing social problems. Organizations in this sector are often nonprofits, but may also be in the private sector. Examples include Habitat for Humanity, Roots of Empathy and Room to Read. Funders of social entrepreneurs, such as the Ashoka Foundation would also be included here.

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. Companies include Burt's Bees, Honest Tea, Patagonia, Ten Thousand Villages or green positioning for products from traditional companies such as Johnson & Johnson.

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, though most often the context refers to wind or solar power. Jobs are usually technical in nature, but there are also defined career avenues through finance, marketing and business development. PURE is one of North America's largest residential solar energy companies.

Socially Responsible Investing (SRI)

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. Sustainability is an investment research and analysis firm.

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. This includes nonprofit organizations like Sierra Club Canada, WWF and government units like Environment Canada and Parks Canada.

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. Vert Toit Mtl is a Montreal firm that specializes in green roof design systems.

Social/ Cause Marketing

Social marketing is typically a partnership between a company and nonprofit organization to sell products or services that are linked with a social cause, such as breast cancer awareness or “plant a tree for every product purchased”. Manifest Communications Inc. in Toronto is a social marketing agency.

Corporate Environmental Management / Corporate Sustainability

Corporate environmental management, also sometimes called corporate environmental, health, and safety (EHS) management, includes; environmental impact assessment and monitoring, product stewardship, stakeholder engagement, and life cycle analysis. These departments mostly exist within large companies such as Hewlett-Packard and Petro Canada.

Microfinance, Cleantech & Social Venture Capital, Sustainable Banking & Financing

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). Some of the larger global banks have experimented with microfinance, such as Deutsche Bank. 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. Well-known microfinance organizations include Grameen Bank and Kiva Microfunds.

Community or International Development

International and community development include a vast array of organizations that help to create jobs, housing, health services, or social programs that serve disadvantaged populations and improve local communities. Nonprofits like CARE Canada and Oxfam work on development issues.

RESOURCES TO LEARN ABOUT and NAVIGATE A SUSTAINABILITY-RELATED JOB SEARCH

Sustainability-related job search websites

Students looking for a sustainability-related internship or job in the US should refer to ***Profession and Purpose: A Resource Guide for MBA Careers in Sustainability*** by Katie Kross. Beginning on page 163, she lists job search websites, key resources and example employers for each sustainability career sector. Many of these do apply internationally, as well.

Below are some of the more common sustainability-related job search sites. Also listed are search sites for those Desautels students seeking a job in Quebec, Canada or internationally (outside the U.S.), cross referenced with the applicable career sectors.

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
B Meaningful	X	X			X	X				X			X	X	
Boston College Center for Corp Citizenship Job Board			X		X				X						
Business Greenjobs			X		X										
Business for Social Responsibility (BSR)			X	X	X		X	X	X				X		
The Canada Green Building Council (CaGBC)	X	X						X			X				
Canadian Wind Energy Association	X	X						X							
Canadian Solar Industries Association	X	X						X							
Cataléthique	X	X			X	X									X

	REGION			SUSTANABILITY JOB SECTOR											
Website	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
Cause Marketing Forum			X									X			
CBSR Jobs	X	X			X										
Charity Village	X	X			X	X	X	X		X		X	X	X	X
DEVEX; International Development Jobs			X												X
EcoTech Quebec	X	X						X							
Eco Canada	X	X						X		X	X		X		
Environmental Career			X	X	X	X		X		X	X		X		X
Environmental Expert	X	X	X					X							
Environmental Leader			X		X			X		X			X		
EPA Careers & Internships			X							X					
Ethical Performance			X		X		X		X						
GIIN Impact Investing Jobs Board			X						X						
Globethics			X		X										
GreenBiz			X		X	X	X	X		X	X	X	X		
GoodWork Canada	X	X			X		X	X		X	X		X		X
Green Dream Jobs		X	X					X		X	X		X		
Greenjobs.com			X		X			X							
The Green Job Bank			X					X			X				
Green Jobs Network			X	X	X	X		X		X	X		X		
Green Pages	X	X			X	X				X					

	REGION			SUSTANABILITY JOB SECTOR											
Website	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
Idealist Jobs			X												X
International Social Marketing Association			X									X			
Justmeans		X	X	X	X			X			X				
Net Impact			X							X					
NextBillion: Job Board			X												X
Parks Canada	X	X								X					
Renewable Energy World Job Board		X	X					X							
Social Good Jobs			X			X									
Social Venture Network (SVN) Jobs			X											X	
Solar Energy Industry Association Job Board	X	X	X					X							
Sustainable Food Jobs			X			X				X					
Sustainability Recruiting (Weinreb Group)			X		X										
UN Jobs		X	X												X
U.S. Social Investment Forum			X						X						
The US Green Building Council (USGBC)			X					X			X				
US National Parks Service			X							X					
Work Cabin	X	X								X					

Corporate Rankings

There are several sources that publish rankings and lists of sustainable companies and organizations. These 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.

Blogs

Below are links to lists of a few sustainability blogs. There are often job postings on blogs and reading them is an effective way to become aware of current sustainability issues and participate in the sustainability community.

- [Top 30 Sustainability Bloggers on Twitter](#)
- [Top 50 Sustainability Bloggers](#)
- [Top 30 Design Blogs](#)

Select Conferences

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 where students can participate. Students can often get discounted or free admission by volunteering at the conference.

- [Accelerate Conference](#) (Hosted by The Natural Step; Locations vary)
- [Americana](#) (Held every other year in Montreal, QC)
- [Business for Social Responsibility \(BSR\) Conference](#) (New York City, NY)
- [GLOBE](#) (Held every other year in Vancouver, BC)
- [MicroFinance Conference](#) (Toronto, ON)
- [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)