



TO COMMEMORATE THE ONE HUNDREDTH ANNIVERSARY  
OF THE INAUGURATION OF GEORGE WASHINGTON  
AS FIRST PRESIDENT OF THE UNITED STATES



**NYU | STERN**

Center for  
Sustainable Business

# Annual Report

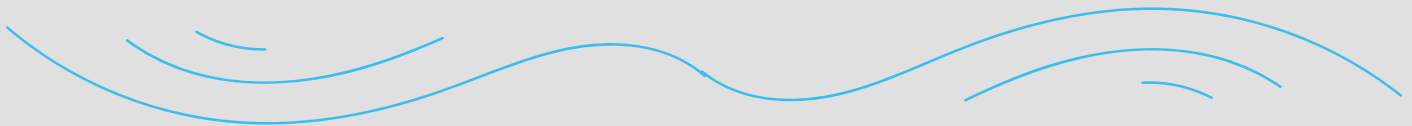
2021-2022 Academic Year

***A BETTER WORLD THROUGH BETTER BUSINESS***

---



*Unleashing the business value of sustainability and the transformative potential of business to solve societal challenges at speed and scale.*



# A MESSAGE FROM OUR FOUNDING DIRECTOR

Dear Friends of the NYU Stern Center for Sustainable Business (CSB):

Do you remember the children's story about the little train engine that repeated, "I think I can, I think I can" as she pulled a heavy load up the mountain until finally, and amazingly, she reached the top? Today, of course, she would be an electric train, but the idea that we can achieve impact through commitment and perseverance remains a driving force for me and my colleagues at CSB. It also animates our students, who are confronting an uncertain world, yet remain optimistic and hopeful, and looking for ways they can improve the future. In this report, you'll see examples of this in action.

The undergraduate sustainability club, Net Impact, was so oversubscribed for their orientation this year, they had to overflow into the hall! The graduate sustainability club, SISA, has seen a ramping up of demand for events, networking, and case competitions as students seek to increase their sustainability skills. We now have more than 2000 alumni active in sustainability, many of whom are helping students with mentorships, internships, and jobs. One of our own CSB team members was poached recently for an ESG investing job by a Stern alum (which, yes, we are happy about!).

You will see in this report interviews with two of our fabulous students, Lauren Marx and Lucie Holliday, whom we are pleased to recognize with the CSB Honor Roll Award.

I am also thrilled with the success of our executive education program, which reached more than 250,000 practitioners this year, many of who are at management consulting firms and are force multipliers, in that they will be leveraging these new skills while working with their clients to help them be more sustainable.

Our research continued to make headlines this year:

- Did you know that one in every two products sold in consumer packaged goods in 2021 had sustainability claims, as per our annual Sustainable Market Share Index™?
- Did you know that embedding sustainability core to business strategy drives significant financial benefit across different industries as we have been uncovering in our Return on Sustainability Investment (ROSI™) work?
- Did you know that New York was the first city in the world to align its sustainability goals with the UN SDGs?

You will read more about the 2021-22 academic year accomplishments of our hard-working CSB team members, students, alums, and CSB partners and funders in this annual report.

My thanks and gratitude to you and all our partners working to make a better world through better business.



**Tensie Whelan**

Clinical Professor for Business and Society  
Founding Director, NYU Stern Center for Sustainable Business



The NYU Stern Center for Sustainable Business creates leaders who will shape a new sustainable business paradigm — where performance and profit are driven by solving societal problems.

We do this through

cutting-edge research

innovative educational experiences

industry-leading thought leadership

We are pleased to share our annual report for the academic year 2021-22, which includes progress updates and achievements across our five strategy areas:



Education



Career  
Development



Research



Engagement  
& Thought  
Leadership



Our  
Organization

# EDUCATION

Hosted within a world-renowned academic institution, education continues to be a core tenet of CSB's mission and programming. We offer undergraduate, graduate, and executive-level courses that equip students with the conceptual frameworks and tactical skills to apply sustainable solutions.

## IN THE CLASSROOM

Our curriculum and programs reinforce the principle that effective sustainability cannot exist in a silo, but must be incorporated throughout business strategy and operations. This year, highlights include:

- **36 MBA students and 29 undergraduate students** earned specializations and concentrations in sustainable business. Since 2018 when first offered, **145 MBA students and 84 undergraduate students** have earned these credentials.
- CSB's foundational Sustainability for Competitive Advantage course enrolled **89 students**—with more than double MBA enrollment from the previous year. This class continues to serve as a gateway for student involvement, and an indicator of enthusiasm for CSB programming among students.
- CSB classes welcomed **36 guest speakers** from academia and business leadership to provide students with diverse perspectives and examples of how sustainability is incorporated across industries. Speakers represented leaders from S&P, BSR, Starbucks, Williams-Sonoma, PepsiCo, Starbucks, Ceres Market, Unilever, UBS, and more.
- CSB staff are sought out as expert speakers across Stern and the broader NYU academic community. CSB team members spoke in classroom settings outside of our core course offerings. Tensie Whelan was a guest lecturer for Fashion & Luxury Solutions, Business Law, and Operations Management. Randi Kronthal-Sacco, Senior Scholar at CSB, was featured as a guest speaker in Marketing, Introduction to Marketing, and Marketing for EMBA's. Marianna Koval, Director of Invest NYC SDG Initiative was a guest speaker in Driving Market Solutions for Clean Energy.



*Professor Tensie Whelan teaching undergraduate students in Sustainability for Competitive Advantage*

# EXTRAORDINARY EXTRACURRICULARS

## STERN AROUND THE WORLD IN COSTA RICA

CSB offers undergraduate students a unique opportunity to participate in a semester-long Sustainability Consulting in Costa Rica course that culminates in a hands-on client experience. Students spent the fall semester learning about sustainability initiatives and challenges in Costa Rica, and working directly with four local organizations to support their efforts in agricultural production, eco-tourism, and education. Students conducted site visits and fieldwork to complete consulting projects for Cafe Monteverde Life Farm, Don Juan Coffee Tours, The Monteverde Institute, and Monteverde Community Fund.

The Business and Society Program offers 20+ undergraduate courses and 25+ graduate courses on sustainable business, including:

- Sustainability for Competitive Advantage
- Theory & Practice of Sustainable Investing
- Accounting for Sustainability
- Marketing for Impact: Strategies for Sustainable Business
- A Financial Approach to Climate Change



*Randi Kronthal-Sacco guest speaking in an MBA Marketing and Sustainability class*

## STUDENT EVENTS + OPPORTUNITIES

- In addition to curricular offerings, CSB hosted several student events and participated in **four Open Houses** to highlight the courses, career opportunities, and pathways in sustainability. Career guidance and development is consistently an area that students report to be highly valuable.
- CSB also facilitates opportunities to interact with business leaders in smaller groups of just four students per session. This year, these intimate coffee chats were conducted with:
  - Pia Heidenmark Cook, Former CSO, IKEA
  - Randi Kronthal-Sacco, Senior Scholar, NYU Stern CSB and former marketing executive, Johnson & Johnson
  - Hussein Sefian, Founding Partner and Faisal Khan, Managing Partner, Acre Impact Capital
- CSB employed **28 undergraduate and graduate student researchers** who contributed to projects on sustainable and regenerative agriculture, sustainable consumer goods marketing, private equity, financing the UN Sustainable Development Goals in New York City, food production, and more.

# EXPERIENTIAL LEARNING

CSB collaborates directly with companies to help students apply their classroom learnings to real-world business situations. In the 2021-2022 academic year, we offered semester-long [Stern Signature Projects and case competitions](#).

## STERN SIGNATURE PROJECTS

In Fall 2021, MBA students engaged with the **Domtar** team to produce market research on customer ambitions related to sustainability and paper, pulp, and packaging materials; assess net zero commitments and actions within and outside the industry; and deliver data-driven recommendations on how Domtar can integrate climate risks, opportunities, costs and returns into the current business strategies.

In Spring 2022, MBA students engaged with **Gran Plaza Cancun**, a major shopping mall in Mexico to audit and analyze its sustainability efforts. After reviewing operations and interviewing stakeholders, the students presented recommendations on the return on investment opportunities through specific sustainable retrofitting plans, circularity in waste management, and community engagement and education. For example, the team calculated solar panels could reduce energy bills by 40%, cover upfront costs in as little as four years, and significantly reduce energy use while providing a clear signal to the community of the company's commitment to the environment.



MBA students Yurany Hernandez, Liz Hueckel, SunJeong Lee, and Delaney Martin conducting field research at the Gran Plaza Cancun (above), and presenting their final recommendations for Planigrupo (below).



## SUSTAINABLE BUSINESS PITCH COMPETITION

The annual case competition, sponsored by Eddie Stern, identifies a real sustainability issue facing businesses today and challenges MBA students to pitch solutions based on research, data, and creative ideas. In 2022, as part of our Invest NYC SDG Initiative, we asked students to build the business case for banks to take a more proactive role in the decarbonization of NYC's built environment.

Students were asked to create innovative, practical, and persuasive proposals to convince mortgage-holding banks to offer and encourage property assessed clean energy (PACE) loans as a low-cost option for the property owners to lower carbon emissions and avoid costly fines.

Each team was assigned one bank with significant mortgage holdings in New York City, and students used Carbon Compass, an interactive data tool created by CSB's Invest NYC SDG Initiative in partnership with the NYU Furman Center, to calculate carbon emissions and potential fines for the bank's full portfolio.

All teams were coached by industry insiders and the final three presented for a group of expert judges including John Joshi, Director of Financing Solutions at NYSERDA; Bruce Schlein, Global Head of ESG at OMERS Infrastructure; and Javier Silva, Senior Associate Director at the NY Federal Reserve, who selected the winners.

The winning team presented to Eddie Stern and the CSB Advisory Board, and their ideas were incorporated into ongoing conversations with bank leadership.

In addition to case competitions hosted by CSB, we provide support for students participating in external competitions. This year, NYU Stern's team Regenerative Carbon won the IFC Impact Investing Challenge; and NYU Stern students on team Health Heroes won second place in the 2021 Bank of America LIFT Challenge.



Highlights of our participation in the Sustainable Business Pitch Competition included getting to know peers with similar interests; networking with experts in sustainable finance, policy, and real estate; and conducting in-depth research on a topic that was new to us. One of the most impactful parts of the competition was realizing how many people are dedicated to finding innovative solutions to addressing the climate crisis!

### **Team Home A-Loan**

*Winning team of the 2022 Sustainable Business Pitch Competition*

### **Sustainable Business Pitch Competition**

First place was awarded to team Home A-Loan, including Isa Ballard, Rowan Kurtz, TT Venkatraghavan, and Allie Waxman.

Second place was awarded to team Built to Last, including Nissim Chandokar, Anirudh Krovi, Kendra Spruill, and Ariel Sultan.

Third place was awarded to team Chasing Green, including Hazel Balaban, Caroline Murphy, Grace Powell, and Sam Powell.



# EXECUTIVE EDUCATION

An [analysis of LinkedIn job posts](#) by the CFA Institute found 6% of investment professional job posts mentioned sustainability-related skills, yet less than 1% of profiles disclose such experience. With CSB, business leaders have the opportunity to deepen their skillsets with tailored corporate training programs and sustainability certificates. Highlights from this year include:

- Delivered **13 custom corporate engagements**, including educational programming on the ABCs of sustainability to more than **250,000 executives** at companies such as InvestIndustrial, KPMG, PwC, and US Bank.
- **400+ professionals** earned executive certificates across our synchronous courses including Corporate Sustainability, Sustainable Finance, and Corporate Sustainability: ESG Mindset.
- Nearly **1,000 executive certificates** in Corporate Sustainability have been issued since the offering began in 2018.
- Engaged with **30 EMBA students** through the Sustainability for Competitive Advantage course.
- Traveled to Costa Rica with EMBA students for an immersive Global Study Tour experience.



*I am so glad to have had the chance to get my corporate sustainability certificate from Stern which has changed my career... I wake up every day excited and proud (and nervous) to be part of the change that needs to continue to happen to make this world more sustainable for current and future generations.*

**Michael Atwater**

Executive Certificate,  
Corporate Sustainability



CSB brought EMBA students to Costa Rica through the Global Study Tour program for a week-long education experience, meeting with local businesses and addressing sustainability challenges

# HONOR ROLL SPOTLIGHT

## Jorge Fontanez (MBA'21)

### CEO, B Lab US & Canada

#### How and why did you get involved with the NYU Stern Center for Sustainable Business?

*As a student and active member of the Social Enterprise Association, we had imagined a day when the school would elevate the role of business in addressing climate change and inequality. Now as an alumnus, I want to support in any way possible to advance the conversation inside and outside the classroom believing that the next generation of business leaders is being trained on how to tackle and address the world's most pressing challenges by better improving how the immense resources and talent of the private sector are invested.*

#### What excites you most about your work at B Lab U.S. and Canada?

*It feels like every day I learn of a new B Corp and how they are using their business model to create a real, tangible impact on society and the environment. Just this year, we surpassed 6,000 certified companies globally and we have just as many companies in the queue. Demand for our B Impact Assessment tool is at an all-time high and this is just the beginning of what it means to become a B Corp.*

*The next chapter of our work, and the reason I joined B Lab, was to begin mobilizing companies to collective action. B Corps already demonstrate that business can be a force for good, and we now see our role as leading a movement to transform the economic system for the benefit of all people and the planet. More and more people — including investors, workers, and the public — believe that business leaders must act responsibly. This is an incredible moment for us to demonstrate what's possible.*

#### What do you see as the next frontier for sustainable business and how can CSB help?

*The next frontier of sustainable business is to show that purpose and profit can coexist. I envision a near future where business practice and sustainability are one and the same. We already know that the intangible value of a brand outweighs what is on the balance sheet. Investors are now working to fully assess risks associated with climate and inequality. In essence, we will have increasingly more evidence of the business case to better understand the value of an integrated bottom line. CSB is leading with its research and the ROSI (Return on Sustainability Investment) project. I am excited to identify more ways to partner with the CSB and amplify its findings to influence and educate business leaders, supporting them with the evidence they need to build the business case. We — B Lab — exist to provide those same leaders tools to scale impact. This is the next frontier — sharing best practices and scaling what works. It's time to go beyond commitments and get more companies to take real action on sustainability issues.*

#### Any advice for students who want to pursue a career in sustainable business?

*If you're committed to a decarbonized future, also keep in mind that these issues are interconnected to inequality. Get curious about what it means to advocate for climate justice. If you want to advocate for companies to minimize climate change, take time to also learn about the impact of environmental racism on marginalized communities around the world. As future business leaders, with high awareness and consciousness, I expect that this next generation of students will be more equipped to address climate and racial equity issues, seeking innovations and getting engaged with companies that have implemented fair wages, open hiring, or employer ownership models that lead to shared value for all people and planet.*



# CAREER DEVELOPMENT

Robust career development programs guide students interested in pursuing careers in sustainability as well as traditional careers with sustainability credentials. CSB provides skill-building workshops, summer fellowship opportunities, and a comprehensive database of year-round resources.

## SUSTAINABILITY AND HUMAN RIGHTS SUMMER FELLOWSHIP HOSTS

WILLIAMS  
SONOMA

GORE  
MUTUAL  
INSURANCE THAT DOES GOOD.



kyndryl.

NESPRESSO

NATOORA

- Through our MBA Summer Fellowship in Corporate Sustainability and Human Rights program, coordinated in partnership with the Center for Business and Human Rights, we placed **six MBA students** in summer internships at Gore Mutual, Kyndryl, Natoora, Nespresso, New Balance, and Williams-Sonoma.
- CSB launched the new EmpowHER: Career Development Program for Women in Sustainable Finance, supported by Visa Foundation, recruiting our first cohort of **17 women** who started the NYU Stern MBA program in Fall 2022 and an impressive group of advisors, representing female leadership at top financial institutions such as BlackRock, UBS, Citi, Goldman Sachs, Morgan Stanley, and more.
- PwC returned to sponsor our 2022 *Sustainability Career Bootcamp*, an intensive training program to prepare **40 undergraduate students** for sustainability-oriented careers, working directly with PwC assurance professionals on a hands-on sustainable case exercise.
- CSB maintains a robust online Career Resources and Job Board for students and alumni, featuring **1,300+ live sustainable/ESG job and internship openings** this academic year. The resource also features 60+ active job boards, 30+ fellowship and internship programs, 40+ relevant newsletters, 15+ case competition opportunities, and a directory of additional career resources offered by NYU, Stern, and CSB.

I came to Stern with a strong interest in sustainability, but a somewhat hazy understanding of what sort of jobs might be a good fit for me. My internship gave me the chance to gain hands-on experience in the ESG space and to immediately apply what I'd learned as an MBA. It's an exciting time to do this kind of work, with many opportunities to solve hard, interesting, important problems, and I now feel better prepared to execute a career pivot.

**ISA BALLARD, MBA '23**

interned with Williams-Sonoma, Inc.

The ESG Careers Bootcamp felt interactive and personal. It was such a meaningful experience for me to be able to visualize what a sustainability career is like in the real world.

**JENNY LI, BS '24**

# HONOR ROLL SPOTLIGHT

## Lucie Holliday (MBA '22)

### ESG Associate, The Carlyle Group

Lucie earned a specialization in Sustainable Business & Innovation and participated in CSB's MBA Summer Fellowship in Sustainability and Human Rights at King Arthur Baking Company.

**Did you know about the sustainability specialization when coming to Stern? If so, did it contribute to your decision to come to NYU?**

*The sustainability specialization was a big part of why I came to Stern – I attended events hosted by CSB prior to starting and even wrote about it in my application! Beyond looking to expand my general business and financial acumen, I pursued an MBA specifically to understand and address sustainability at an operational level. The specialization made that career goal attainable.*

**How did your experience with CSB and participating in the MBA Sustainability Fellowship influence your career path and job search?**

*From the beginning of my time at Stern, CSB was a critical resource in my ability to find other students, alumni, and professionals in the sustainability and ESG space. Spending my summer as a Sustainability Fellow at King Arthur Baking Company was also a highlight of my broader Stern experience that would not have been possible without CSB. In that role, I was able to see the opportunities and challenges of improving the environmental and social impact of a supply chain first-hand – an experience that directly helps me work with companies across sectors in my current role.*

**How did a concentration in sustainability help prepare you for your current role?**

*The sustainability concentration provided me with both practical tools and broader insights that I use daily in my current role, from applying certifications and standards and meeting compliance obligations to developing innovative strategies.*

**What advice would you give graduate students interested in sustainability?**

*Take the time to learn about the many – and growing – paths within sustainability, which is best done by talking to professionals across different parts of the field and understanding how they spend their time. Figure out how close to the impact you want to be – sustainability roles span the value chain, from working directly with producers to evaluating datasets of public companies. And don't underestimate the importance of reporting – it is a significant component of most sustainability jobs, and understanding relevant frameworks, standards, and regulations from the outset will quickly make you an asset to your future organization.*



# RESEARCH

CSB's original research goes beyond the theoretical to create practical insights and management tools designed to be used today.

## RETURN ON SUSTAINABILITY INVESTMENT (ROSI™)

CSB's hallmark Return on Sustainability Investment (ROSI™) framework is designed to help companies measure and monetize potential financial benefits from sustainability initiatives. Through stakeholder interviews, deep data analysis, and custom modeling, ROSI™ monetizes the tangible and intangible benefits of sustainability.

### FOOD AND AGRICULTURE

What started as two ROSI™ projects analyzing deforestation-free beef with McDonald's, and sustainability-focused supply chains with Mars, grew to **eight additional projects** applying the framework across food and agriculture systems. Through a grant from HSBC along with independently funded initiatives, ROSI™ analysis was conducted for projects including:

- Nutrient management among barley growers with **ABInBev**
- Holistic grazing practices with **Applegate**
- Soy and palm oil supply chains with **Cargill**
- Bee-friendly farming with **Hero Group**
- Food waste and public health with **Ingredion**
- Sustainable sourcing with **McCormick**
- Sustainable cocoa and packaging with **Natra** (until 2022 an **Investindustrial** investee company)



# ROSI™ IN PRACTICE

McCormick & Company aims to sustainably source 100% of its black pepper, cinnamon, oregano, red pepper, and vanilla products by 2025. They enlisted the ROSI™ team to help identify the opportunities to measure and monetize potential financial benefits from these sustainability initiatives. For the scope of this project, ROSI™ identified four benefits (sales and marketing, lower cost of capital, risk management, earned media) of the sustainable sourcing program for monetization and built custom models to quantify the value over time – for a total of \$6 million net benefit in the first year.



Hero Group sought to address biodiversity loss in their supply chain, and partnered with CSB's ROSI™ team to assess the tangible and intangible benefits of engaging growers in bee-friendly farming practices across their natural spreads business. For the scope of this project, ROSI created a monetization model for four out of ten identified benefits including sales & marketing, price stability, employee engagement, and reduced carbon emissions, estimating a present value of net benefits slightly below \$1 million, with a payback period of 5.6 years and a 33% return on investment.

## WHAT'S NEXT WITH ROSI™

Healthcare accounts for more than 8% of US carbon emissions, a much larger portion than the global average of just 4%.<sup>1</sup> CSB is thrilled to have received a grant from The Commonwealth Fund and is working with hospital systems and industry organizations to apply our ROSI™ methodology to decarbonize healthcare delivery systems.



<sup>1</sup> Peter-Paul et al. "International Comparison of Health Care Carbon Footprints." Environmental Research Letters 14, no. 6 (2019)

# PRIVATE EQUITY RESPONSIBLE INVESTING FRAMEWORK

Some 10,000 private equity firms enjoy ownership rights in 40,000 portfolio companies, providing a unique opportunity to support companies in more sustainable strategies and practices.

## RESEARCH PHASE 1

In the first phase of our private equity research initiative, CSB conducted a thorough academic review of **70+ research papers** published between 2009 and 2021, interviewed experts from **20 leading private equity firms**, and conferred with **more than a dozen industry groups** to identify common processes and practices among private equity firms. We then developed a Private Equity Responsible Investing Framework, which will help institutional investors, general partners, and portfolio companies with a roadmap to maximize the potential for private equity to provide regenerative (versus extractive) capital. In Phase 2 which is just starting, we plan to develop additional tools to help investors assess the sustainability performance of private equity firms.

## PE CASE STUDY: Wisconsin Rapids Pulp and Paper

CSB analyzed the ownership history of a pulp and paper mill, specifically over a 25 year period when the mill transitioned through four different owners, including two private equity owners and two instances of bankruptcy. The study explores external and internal factors that impacted the sustainability of the mill and identifies key accountability indicators related to ownership and management that may have signaled risk to the longevity of pulp and paper production at the mill, including:

### FINANCIAL ENGINEERING

- high levels of indebtedness
- recapitalization to pay shareholder dividends
- use of Chapter 11 bankruptcy as reorganization tool

### LACK OF STRATEGIC INVESTMENT

- elimination of R&D
- no investment in capital assets / selling off strategic assets
- no investment in pivot needed in the industry

### CEO TURNOVER AND INCENTIVES

- frequent, unplanned CEO turnover
- leadership compensation that incentivizes short term cash generation

### DISSATISFIED STAKEHOLDERS

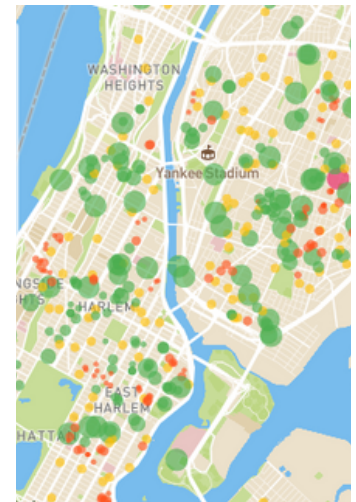
- fired employees
- proxy actions by activist shareholders
- lack of community engagement

# INVEST NYC SDG INITIATIVE

Launched in 2019, [Invest NYC SDG](#) is a multi-year initiative to identify public-private partnerships and facilitate creative capital solutions for sustainability programs in New York City that advance the United Nations Sustainable Development Goals (UN SDGs). What started as a two-year initiative continues to be supported and extended with exciting new projects and funding. Key projects include:

## MAPPING AGRICULTURAL PRODUCTION IN NEW YORK CITY ([M.A.P. NYC](#))

Invest NYC SDG Initiative's food and health research team embarked on a project documenting agricultural food production across New York City and how it correlates with various demographics such as income and food-security status. The data was used to create an interactive map that shows all the commercial, community, and educational agriculture sites in the city. This can help growers and policymakers locate new opportunities for collaboration and new sites for farms and gardens. As the wiki-style database grows, we are supporting the new Mayor's Office of Urban Agriculture and creating a baseline of urban agricultural activity that can help set production goals, advise future policies, and assist growers.



## UPSTATE UPDATE

Invest NYC SDG is thrilled to have received a \$2M grant from the Mother Cabrini Health Foundation to expand our work on food and health to Upstate New York regions and continue our projects in New York City, helping to reduce food insecurity through private sector interventions and investment.

## SETTING THE PACE FOR DECARBONIZATION

New York City's one million buildings account for 70% of the city's carbon emissions. The Invest NYC SDG Initiative worked with the Mayor's Office of Sustainability and Environmental Justice and the NYC Energy Efficiency Corporation (NYCEEC) to develop the [Carbon Compass](#), a data tool that gathers public data on building size, carbon emissions, mortgage lien holders, and if and when it will be subject to financial penalties under Local Law 97. The tool is being used to leverage the interests of major banks to reduce Scope 3 carbon emissions in their portfolios by providing green financing through Property Assessed Clean Energy (PACE) loans or other mechanisms, and proactively working with high carbon-emitting property owners on energy efficiency retrofits.

## EQUITABLE COMMUTE PROJECT

Invest NYC SDG co-founded the [Equitable Commute Project](#), a partnership with seven NYC organizations to support transportation justice for lower-income New Yorkers by providing access to e-bike ownership. The ECP's three-pronged approach includes: *increasing access, creating green jobs, and launching an accelerator.*



On December 2, 2021, ECP held its first community event in the Bronx, distributing e-bikes purchased by eligible frontline workers.

# SUSTAINABLE MARKET SHARE INDEX™

Since the first Sustainable Market Share Index (SMSI™) report was published in 2019, executives, marketing professionals, analysts, and media have eagerly awaited this in-depth annual analysis of the purchasing of consumer packaged goods (CPG) products marketed with sustainable attributes. Unlike surveys that cover customer perception and response to sustainability claims, the SMSI™ uses data donated from IRI® that tracks actual purchasing behaviors to identify trends.

## PROJECT PARTNER



## RESEARCH QUESTIONS



Have purchases of sustainable products increased over time?



How important is sustainability in new product development?



Which categories do sustainable product options out- or under-perform?



What is the demographic profile of the sustainable purchaser?



Are green chemistry products outperforming conventional formulations?



What is the price premium?



How have sustainable products fared in e-commerce?



What is the impact of product availability on share?

## Key findings from the 2021 report include:

- Products marketed as sustainable have a **17.0% market share, up +3.3 pts** vs 2015 with continued growth during the pandemic.
- Despite being less than one fifth of the market share, products marketed as sustainable deliver **one-third of category growth.**

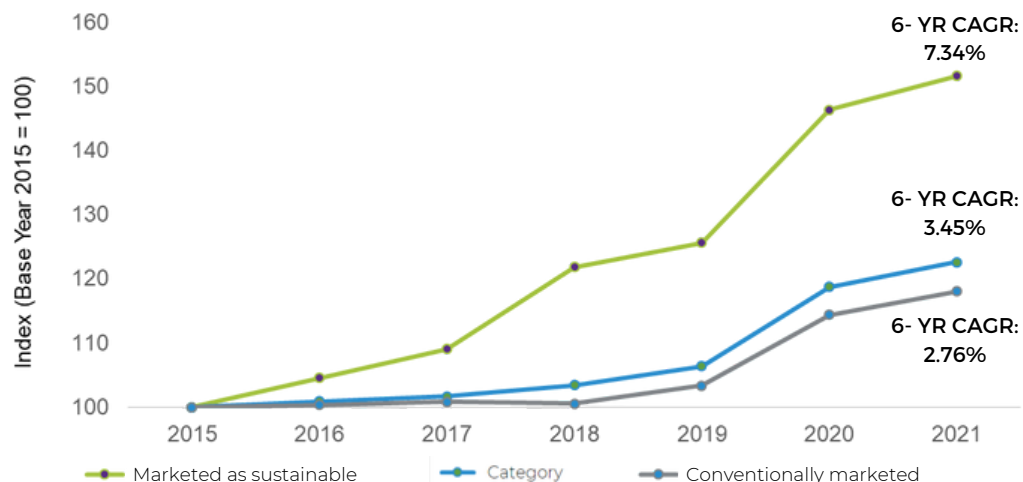
\$ Share of Market (2021)



\$ Share of Market Growth (2016-2021)

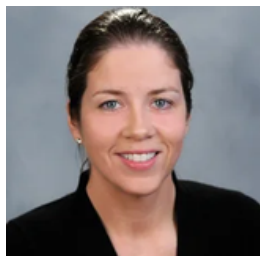


- Carbon labeled products account for **\$3.4B in sales**, more than doubling sales from \$1.3B in just one year.
- Nearly **one in every two new products** sold in 2021 incorporated sustainability benefits.
- Products marketed as sustainable enjoy a **28% price premium** over conventionally marketed counterparts, but the price differential has decreased since 2019.
- Products marketed as sustainable **grew 2.7x faster** than conventionally marketed products.



# RESEARCH GRANT PROGRAM

Since 2018, CSB has funded nearly \$130,000 in research grants to support projects led by PhD candidates and faculty in the Stern community on topics related to sustainable finance and the role of business in addressing social and environmental issues. The research supported by these grants is ongoing, and recent exciting activities and updates include:



**Mary Billings**, 2019 grant recipient

Published "[Investors' Response to the #MeToo Movement: Does Corporate Culture Matter?](#)" and presented at the AAA 2021 Annual Conference, and posted at the Harvard Law and Corporate Governance Forum and RAST 2021 Annual Conference



**Frances Milliken**, 2018 grant recipient

Published "[Opening the Black Box: Understanding the Mechanisms Linking Organizational Sustainability Practices to Employee Outcomes](#)" and presented the research at the Academy of Management Annual Meeting



**Gil Nogueira**, 2019 grant recipient

Published "[Corporate Reorganization as Labor Insurance in Bankruptcy](#)" and presented research for the French Finance Association (AFFI), European Economic Association (EEA), European Finance Association (EFA)



**Johannes Stroebel**, 2020 grant recipient

Published "[A Quantity-Based Approach to Constructing Climate Risk Hedge Portfolios](#)"



**Raluca Ursu**, 2018 grant recipient

Published "[Search Gaps and Consumer Fatigue](#)"

# HONOR ROLL SPOTLIGHT

## Lauren Marx (BA '22)

### Wealth Advisory Analyst, BlackRock

Lauren earned a concentration in Sustainable Business, participated in our Sustainability Consulting course in Costa Rica, and worked as a student researcher with CSB.

**Did you know about the sustainability concentration when coming to Stern? How did it enhance your educational experience?**

*When coming to Stern I didn't know about the sustainability concentration. I just knew that I wanted to work in business and that Stern would give me the best opportunity to learn from great thought leaders. I took my first sustainability course as a freshman without knowing what would really come of it. After my first couple sustainability classes, I realized it was something I had become passionate about. The energy of the professors towards the work is incredible. I decided on a co-concentration in sustainability my sophomore year. Within some of my sustainability courses it was the first time where all of the students in the course were passionate about our projects and the conversations we were having, which I think speaks very highly of the programs and its goals.*

**How did your experience as a student researcher and engagement with CSB influence your career path and job search?**

*My experience as a student researcher and engagement with CSB was very rewarding. As a college student it was an incredible experience to be a part of research at the forefront of the business industry. It was an honor to work alongside some of the most influential people in the corporate sustainability field. My engagement with CSB changed the trajectory of my career. Since my engagement I aim to be in a role that is focused around mitigating the effects of the climate crisis and building companies with sustainability embedded in their mission. I feel very lucky to have had CSB as a student, and am very excited to stay engaged as an alumni. I know I will continue to lean on my mentors from the CSB in making career decisions.*

**How do you see sustainability incorporated into your role, which is not explicitly sustainability-focused?**

*My role is not sustainability focused, but it comes up often in conversation. When we have meetings with colleagues from sustainability-focused teams I have many thoughtful and strategic questions to ask that help advance our collective goals. My background in sustainability at Stern gives such a unique perspective on how I see business practices. Conversations about sustainability at work have also been an opportunity to teach peers that might not be as familiar with sustainability jargon which can be what sets me apart in my new role.*

**What advice would you give undergraduate business students interested in sustainability?**

*I'd tell current students to get involved in the Center for Sustainable Business, it may lead them to a newfound passion they did not know they had. I'd also say that students outside of the business program should also get involved with the Center for Sustainable Business.*



# ENGAGEMENT & THOUGHT LEADERSHIP

*Demonstrating expertise and elevating the profile of CSB's research through industry events, hosted programming, and media engagement.*

## EVENTS

In the 2021-2022 academic year, CSB hosted, moderated, and participated in a number of events from intensive workshops, to career panels, to conversations with leading CEOs. Highlights include:

- Participating in **53 external speaking engagements** including at **GreenFin 2022, Bloomberg Green Summit, HBR Sustainability Summit**, and panels or webinars hosted by **Financial Times, SASB, Sourcing Journal, Garrison Institute**, and more.
- Hosting, moderating, or speaking at topical events in partnership with corporations, peer organizations, and fellow NYU schools and centers, including:
  - Sustainability and Regeneration: Transforming the Agricultural Landscape to Meet Climate Goals with **Applegate, SAI Platform, rePlant Capital, and Syrgenta**
  - E-Bike Loans: Transforming New York with **NYS Bicycling Coalition, Emergent Urban Concepts, and Spring Bank**
  - Resuming the Sustainability Agenda with **IRI**
  - COP 26 Recap with **Ceres**
  - NYC2025: Road to Recovery with **NYU Wagner**
  - Build Your Business Case For Sustainability - ROSI with **European Investment Bank Institute**
  - Doing the SWMP: Planning for Zero Waste in Major Cities at **Circular City Week**
  - Path to a Fully Renewable Grid with NYU's **Stern Energy & Infrastructure Club (SEIC)**
  - ESG & Sustainable Investment Panel with the **Undergraduate Stern Women in Business Conference**
  - Advancing Sustainable Food Systems in Today's Cities at **Indoor Agtech Innovation Summit**



Chisara Ehiemere, Senior Research Lead for ROSI, hosts a virtual panel on sustainability and regeneration in agriculture (above)

Wythe Marschall, Senior Research Project Manager for Invest NYC SDG moderates the opening plenary at the Indoor Agtech Innovation Summit (below)



# 2022 PRACTICE FORUM

## The Financial Case for Return on Sustainability Investment: Measure, Market and Monetize Sustainability

In March 2022, CSB convened nearly 800 attendees at our fifth annual Practice Forum, *The Financial Case for Return on Sustainability Investment: Measure, Market and Monetize Sustainability*, with support from sponsors Glenmede, Investindustrial, JLL, and SAP, and media partner Harvard Business Review.



As a CFO I've always been convinced that in order to be successful in the long run, you have to marry economic with environmental and social progress.

**Luca Mucic**

CFO of SAP, speaking at the 2022 Practice Forum



This highly anticipated annual event serves as a platform to share our latest research, lead discourse on critical issues facing sustainable business, feature best practices, and provide a community of proactive practitioners. Through keynote speeches, fireside chats, expert panels, interactive workshops, and research presentations, participants gained knowledge and tools to apply the latest sustainability practices to their work.

If you set targets you can get away with and already know how to achieve, then these targets are not aggressive enough. If targets don't make you more uncomfortable, you are not changing your company.

**PAUL POLMAN**

Co-Founder of IMAGINE speaking at the 2022 Practice Forum

In addition to unveiling the 2021 Sustainable Market Share Index™ report and the Private Equity Responsible Investing Framework, the event featured executive speakers and panel topics including private equity drivers for social impact, decarbonization of NYC's built environment, and return on sustainability investment across the food and agriculture value chain.



### FEATURED SPEAKERS

**Luca Mucic**

*CFO, SAP SE*

*in conversation with*

**Adi Ignatius**

*Editor-In-Chief, Harvard Business Review*

**Christian Ulbrich**

*CEO, JLL*

*in conversation with*

**Brooke Masters**

*US Investment and Industry Editor, Financial Times*

**Paul Polman**

*Co-Founder & Chair, IMAGINE*

*in conversation with*

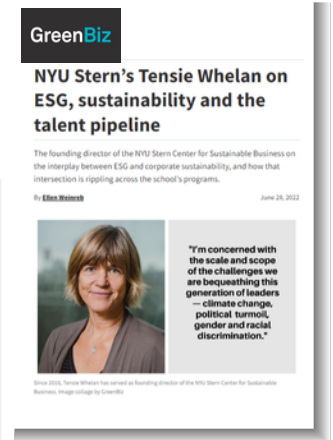
**Tensie Whelan**

*Founding Director, NYU Stern Center for Sustainable Business*

# MEDIA HIGHLIGHTS

Findings and insights from CSB's research and team members are featured in high-tier media publications that drive the public narrative on sustainable business. Highlights from this year's media profile include:

- Founding Director Tensie Whelan remains a trusted source for the latest insights on sustainability trends. Her thought leadership in the media this year include:
  - Authoring *ESG Reports Aren't a Replacement for Real Sustainability* published in *Harvard Business Review*
  - A Q&A feature on ESG, sustainability, and the talent pipeline in *GreenBiz*
  - Quoted in the *Wall Street Journal* what to know about purchasing carbon offsets
  - Quoted in *CNN* on the sustainability challenges to both conventional and innovative coffee growing practices



- Randi Kronthal-Sacco and the Sustainable Market Share Index™ was cited in 160+ press articles to date, most recently including *Well + Good*, *Financial Times*, *Bloomberg*, *Newsweek*, *eMarketer*, *GreenBiz*, and *Marketing Dive*.
- The Equitable Commute Project was prominently featured in *The Verge* and *Bloomberg CityLab*.
- The Commonwealth Fund grant for expanding ROSI to healthcare was mentioned in *Inside Philanthropy* and *Crain's New York Business*.
- CSB's meta analysis study of the relationship between ESG and financial performance continues to make headlines, including in *CFO Magazine*, *GlobeSt*, *MarketWatch*, and more.
- CSB's research on ESG credentials on corporate boards was highlighted in *Forbes*.

## CSB IN THE NEWS



# OUR ORGANIZATION

*Our work is guided by a multidisciplinary team with hands-on experience delivering sustainability at the leading-edge of business.*

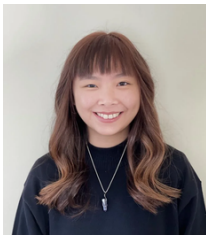
CSB has welcomed many new members to the team since the start of the 2021 academic year, reflecting the growth and momentum of our work. We are pleased to have Anna Bailey Doyle, Administrative Aide; Alison Berg, Associate Director of Communications; Kendra Gibbs, Assistant Director of Invest NYC SDG; Yoon Park, Research Scholar; Abigail Talcott-Schlaifer, Senior Associate Director; Divya Subramanian, Associate Director of Invest NYC SDG; and Alyssa Yurasits, Associate Director of Operations.

To our Advisory Board, CSB welcomed Nana Baffour and to our Advisors we welcomed Joshua Levin. CSB is grateful to all our advisors who guide and support our work.

## CSB STAFF



**Tensie Whelan**  
BA '80; Director



**Anna Bailey Doyle**  
Administrative Aide



**Chander Balakumar**  
Associate Research Scholar



**Alison Berg**  
Associate Director of Communications



**Divya Chandra**  
Associate Research Scholar



**Alyssa DeFalco**  
BA '19; Assistant Director



**Elyse Douglas**  
MBA '83; Senior Research Scholar



**Chisara Ehiemere**  
Senior Research Lead, ROSI



**Kendra Gibbs**  
Assistant Director, Invest NYC SDG Initiative



**Marianna Koval**  
Director, Invest NYC SDG Initiative



**Randi Kronthal-Sacco**  
MBA '83; Senior Scholar



**Wythe Marschall**  
Sr. Research Project Manager, Invest NYC SDG Initiative



**Yoon Park**  
Research Scholar



**Maggie Paruta**  
BS '20; Associate Research Scholar



**Rithu Raman**  
BS '13; Associate Research Scholar



**Divya Subramanian**  
Associate Director, Invest NYC SDG Initiative



**Abigail Talcott-Schlaifer**  
Senior Associate Director



**Alyssa Yurasits**  
BA '16; Associate Director of Operations

# CSB ADVISORY BOARD



**Giannella Alvarez**  
Former CEO,  
Beanitos



**Nana Baffour**  
Chairman, CEO, and  
Chief Cultural Officer  
Qintess



**Raphael Bemporad**  
Founding Partner,  
BBMG



**John Gingo (Chair)**  
MBA '00; CEO  
Whisps



**Jeffrey S. Gould**  
BA '79; NYU Board  
of Trustees



**Casey Herman**  
US ESG Leader, PwC



**Oktay Kurbanov**  
MBA '01; Partner,  
Climate Finance  
Partners



**Guillaume Le Cunff**  
CEO, Nestlé Nespresso  
S.A.



**Richmond (Rick)  
Mayo-Smith III**  
MBA '86; NYU Stern  
Board of Overseers;  
Partner, Climate  
Finance Partners



**Christopher Policinski**  
MBA '85; Former CEO,  
Land O'Lakes



**Andy Taylor**  
CEO, Gore Mutual  
Insurance

# CSB ADVISORS



**Lee Ballin**  
MBA '09; Managing Director, ESG and Sustainability Services, Deloitte



**Jake Berlin**  
MBA '09; Principal, Distributed Energy, ICF



**Casey Clark**  
MBA '17; President & Chief Investment Officer, Rockefeller Asset Management



**John Cusack**  
MBA '84; Founder and President, Gifford Park Associates



**Jorge Fontanez**  
MBA '07; CEO, B Lab US & Canada and Founder, Marca Studio



**Jennifer Gootman**  
MBA '10; Global Head of Sustainability and ESG Strategy, Tory Burch



**Jonathan Halperin**  
Founder and President, Designing Sustainability



**Markus Kalina**  
Managing Director, Atalo Capital



**Joshua Levin**  
Co-Founder and Chief Strategy Officer, OpenInvest



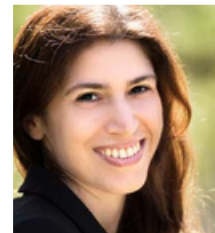
**Paula Luff**  
MA; Director of ESG Research and Engagement, DSC Meridian Capital



**Graham Macmillan**  
MBA '09; President, Visa Foundation



**Kate Marshall**  
Executive Director, Responsible Investment Solutions Specialist, Calvert Research & Management



**Ozgem Ornektekin**  
Founder and President, KO2 Consulting



**Kyung-Ah Park**  
Managing Director of ESG Investment, Temasek



**Lawrence Pratt**  
Senior Lecturer, INCAE Business School



**Zac Russell**  
Palantir Technologies



**Tommy Stadlen**  
Co-Founder, Giant Ventures



**Suma Swaminathan**  
MBA '15; Vice President, Private Equity, Developing World Markets



**Jim Tolisano**  
Adjunct Professor of Environmental and Interdisciplinary Studies, New York University



**Lorraine Wilson**  
MBA '12; Chief Impact Officer, Novata



**Ward Wolff**  
MBA '17; Associate Director, Upstart Co-Lab

# CSB FACULTY ADVISORY COUNCIL



**Bryan Bollinger**  
Associate Professor of  
Marketing, NYU Stern  
School of Business



**Luis Cabral**  
Professor of  
Microeconomics, NYU  
Stern School of Business



**Sinziana Dorobantu**  
Assistant Professor of  
Management and  
Organizations, NYU  
Stern School of Business



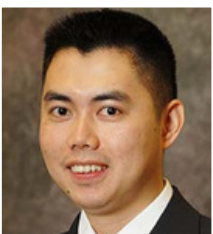
**Minah Jung**  
MBA '10; Assistant  
Professor of Marketing,  
NYU Stern School of  
Business



**Anjolein Schmeits**  
Clinical Professor of  
Finance, NYU Stern  
School of Business



**Divya Singhvi**  
Assistant Professor of  
Technology, Operations  
and Statistics, NYU  
Stern School of Business



**Wenqiang Xiao**  
Associate Professor of  
Information, Operations  
and Management, NYU  
Stern School of Business



**Paul Zarowin**  
Professor of Accounting,  
NYU Stern School of  
Business

# CSB SENIOR RESEARCH SCHOLARS

## Ulrich Atz

Research Fellow, CSB  
Doctoral Candidate, Accounting,  
NYU Stern School of Business

## Alessandro Carlucci

Senior Research Scholar, CSB  
Chairman, Business for Social  
Responsibility (BSR); Chairman,  
Arrezo & Co.; and Executive-in-  
Residence, Columbia University

## Elie Chachoua

Senior Research Scholar, CSB  
Sustainable Finance Strategist

## Kendall Christiansen

Executive-In-Residence, CSB  
Principal, GAIA Strategies

## Paul Lipson

Executive-In-Residence, CSB  
Principal, Barretto Bay Strategies

## Cassandra L. Thiel

Senior Research Scholar, CSB  
Assistant Professor, Department of  
Population Health, NYU School of  
Medicine; Assistant Professor, NYU  
Robert F. Wagner Graduate  
School of Public Service; Assistant  
Professor, NYU Tandon School of  
Engineering

## Alice Reznickova

Industry Assistant Professor &  
Director of Sustainable Urban  
Environments, New York  
University

## Chet Van Wert

Senior Research Scholar, CSB  
MBA '86; Founder, Sustainable  
Business Partners; Adjunct  
Instructor of Integrated  
Marketing, NYU School of  
Professional Studies

## Rodrigo Zeidan

Senior Research Scholar, CSB  
Associate Professor of Practice of  
Business and Finance at New  
York University Shanghai; Visiting  
Professor at Fundação Dom  
Cabral and Copenhagen  
Business School; Associate Editor  
of the Journal of Sustainable  
Finance & Investment

The Center for Sustainable Business is proud to recognize our financial supporters. As a self-funded research center, our work is made possible by the generous contributions of those who believe in our mission.

## ACKNOWLEDGEMENTS

### **\$150,000+**

Commonwealth Fund  
Mother Cabrini Health Foundation  
Visa Foundation

### **\$100,000+**

Anonymous Donor  
Hormel Foods Corporation / Applegate  
HSBC  
The Investindustrial Foundation  
New York Community Trust

### **\$50,000+**

Arca Continental  
Consolidated Edison Company of New York  
Gore Mutual  
Oktay Kurbanov (MBA '01)  
Planigrupo  
PricewaterhouseCoopers LLP  
The Robert W. Wilson Charitable Trust  
Richmond Mayo-Smith III (MBA '86)  
Edward J. Stern

### **\$20,000+**

Domtar, Inc.  
The Betsy and Jesse Fink Family  
Foundation  
Gordon B. Fowler, Jr. (MS '85)  
Jeffrey S. Gould (BA '79)  
Inherent Foundation  
Christopher J. Policinski (MBA '85)  
Peter Swift and Diana McCargo  
SAP America, Inc.  
Towards Sustainability Foundation

### **\$10,000+**

The Glenmede Trust Company  
Robert G. Smith (MBA '79)  
Mark and Amy Tercek Foundation

### **\$2,500+**

Michael Dillon (BS '85)  
Elyse Douglas (MBA '83)  
Stanley Edme (BS '95)  
Steven A. Falci (BS '80, MBA '81)  
Victoria I. Hartman (MBA '89)  
Jayne N. Millard  
Kelly A. Moylan (MBA '81)

### **\$1,000+**

Michael Aingorn (BS '97)  
Nathaniel Freeman  
Zeena Freeman (MBA '97)  
Randi L. Kronthal-Sacco (MBA '83)  
Professor Tensie H. Whelan (BA '80)  
Jacob J. Worenklein, Esq. (MBA '73)

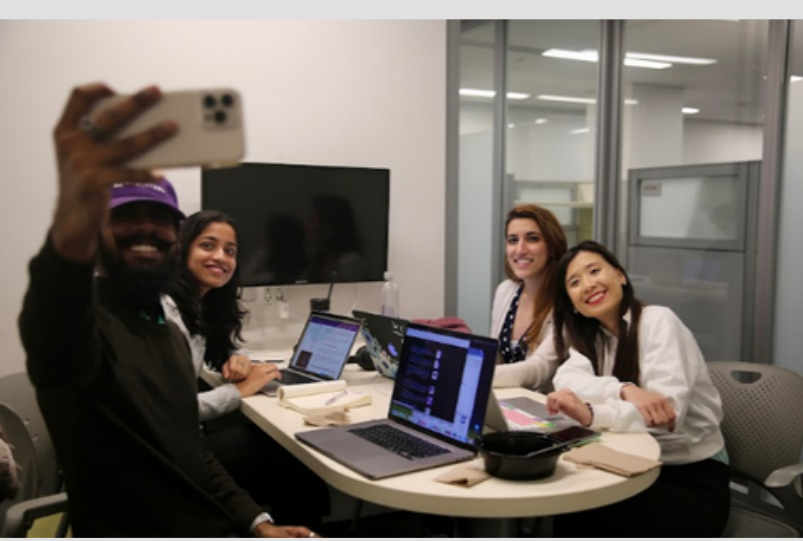
# ACKNOWLEDGEMENTS

## Up to \$1,000

Rosie Albright  
Cherry J. Allen (MBA '05)  
Natalie Nunes Aresta-Katz (BS '21)  
Daniel Aronson  
Judith F. Arteche (MBA '87)  
Bank of America Foundation\*  
Alexander P. Bebov (MBA '95)  
Dan Bena  
Danielle Telsey Bennett  
Nancy S. Bessen (BS '97)  
Christopher A. Buck (MBA '07)  
Kathleen M. Camilli (MBA '89)  
Elite Chak (MBA '05)  
Anne Chambers  
Julie Cochran  
Michael P. Coyle (MBA '98)  
Kelly Curran  
Thomas F. DeMaio, Jr. (MBA '94)  
Andrew Dorn  
Jennifer S. Dudgeon  
Timothy Dunn  
Cecilia S. M. Embree (MBA '97)  
Cass English  
Pamela Fields Miner (MBA '90)  
John N. Finisdore (BS '91)  
Saloni Firasta-Vastani  
Joyce Freeling  
John R. Gavin (MBA '10)  
S. Francisco Ghiglino (MBA '89)  
Gail S. Glazerman (MBA '98)  
Robert Maxwell Glen  
Steven Godeke  
Alison Goggins  
Maria Angelica Gonzalez Pulido  
Lindsay Gray (MBA '14)  
Claire Griffin  
Genevieve Halloran (MS '19)  
Michael J. Hanyok (MBA '15)  
Jon Hixson  
Holly D. Holtz  
June M. Khin (MBA '16)  
Mara A. James (MBA '18)  
Mahesh Krishnamurti (MBA '80)  
Glen Kushner  
Paula E. Luff (NYU '83)  
Kristina Maiksteniene  
Kate Marshall  
Harry R. Miller (MBA '83)  
Jennifer Parkinson Mueller (MBA '00)  
Yoana Nenova  
PJ Newcomb  
Kristann Orton  
Bhavya Pandyaram (BS '17)  
Christina S. Park (MBA '10)  
Randy Penn  
Jason Pessel (MBA '15)  
Samantha L. Reiss  
Delilah R. Rothenberg (BA '04)  
Christopher J. Rowe  
Allison P. Saegh-Fleming  
Maria Salerno  
Judy Sandford (BS '12)  
Margaret M. Smyth (MS '88)  
Lorraine S. Spradley Wilson (MBS '12)  
Jacek Szarzynski  
The Merck Company Foundation\*  
The U.S. Charitable Gift Trust  
David Tulauskas  
Chester A. Van Wert (MBA '86)  
Lourdes L. Zapata (MBA '16)

\*CSB received donation matches from Bank of America and The Merck Company Foundation.





Center for Sustainable Business  
NYU Stern School of Business  
44 West Fourth Street, Suite 8-190  
New York, New York 10012

 NYU Stern Center for Sustainable Business

 NYU Stern Center for Sustainable Business

 [www.stern.nyu.edu/sustainability](http://www.stern.nyu.edu/sustainability)