

Sustainable Solutions: Practical Research and Insights to Monetize and Scale Sustainability Investments

Professor Tensie Whelan

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A Better World Through Better Business

Innovation in Education

Insights and Research

Influence and Engagement

Proving the value of sustainability for business management and performance at a time when people and the planet need it most

Preparing individuals and organizations with the knowledge, skills and tools needed to embed social and environmental sustainability into core business strategy and drive better financial performance

Partnering with corporations and organizations to facilitate an exchange of knowledge and ideas to ensure practitioners can access and act on the findings of our work.

Education and Career Development

Undergraduate



- Sustainable Business Concentration and 20+ electives
- Annual Sustainability Careers Bootcamp, past sponsors HSBC and PwC
- Career panels and recruiting events

Graduate



- Sustainable Business Specialization and 25+ electives
- Summer Fellowships
- Case competitions in the social impact and sustainability space
- Student consulting projects
- EmpowHER: Women in Sustainable Finance

Executive



- Certificates in Corporate Sustainability, Sustainable Finance, and Sustainability Training for Business Leaders
- Bespoke executive education programs that equip business leaders with sustainability-based management skills

CSB Research Questions in 2021-22

- What are the latest consumer sustainable purchasing trends?
- How can the private sector work with government and civil society to invest to support the UN SDGs in NYC and elsewhere?
- How do we hold private equity accountable for negative stakeholder outcomes and incentivize positive ESG outcomes?
- How do we assess the business case for sustainable and regenerative agriculture to ensure well-grounded decision-making and investment in transformation?



Sustainable Market Share Index™

A Look Back at 2020 as a Teaser for 2021!

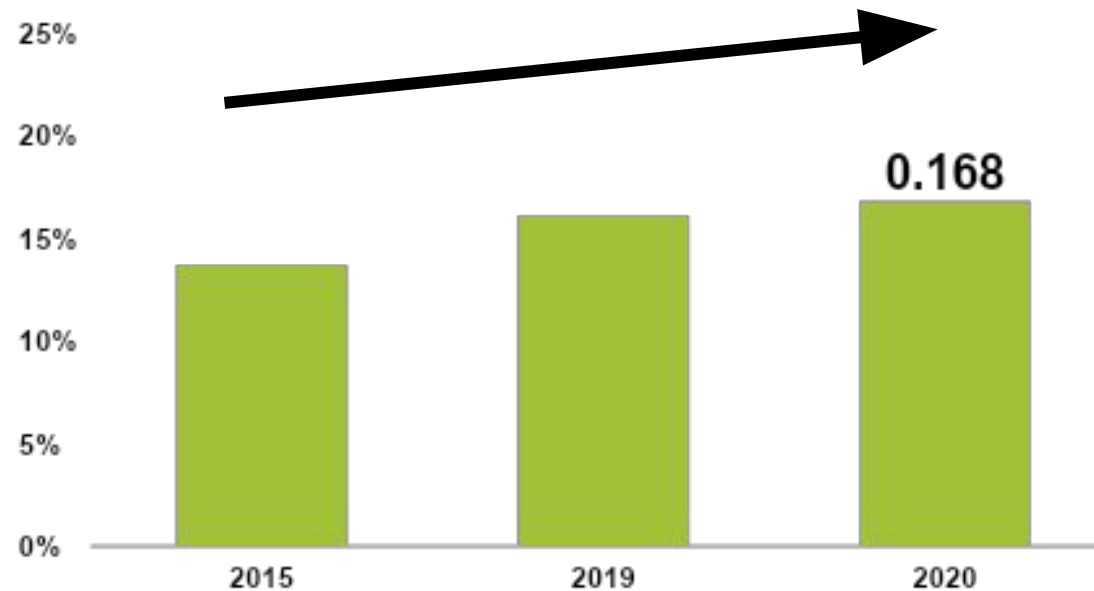
Randi Kronthal-Sacco

Partner: IRI



Sustainable Market Share Index™: 2020 Market Share

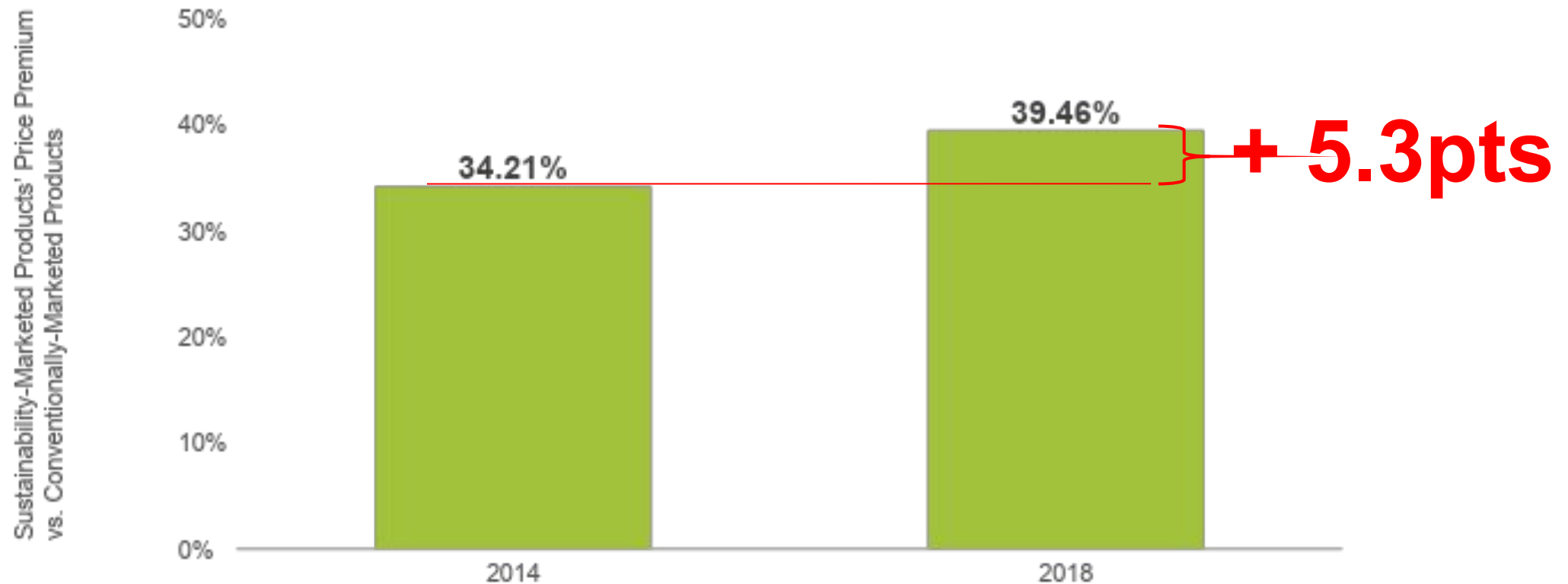
Sustainability-marketed products continue to **grew despite pandemic and accounted for 16.8% of purchases**



36 categories examined

Sustainable Market Share Index™: Price Premium

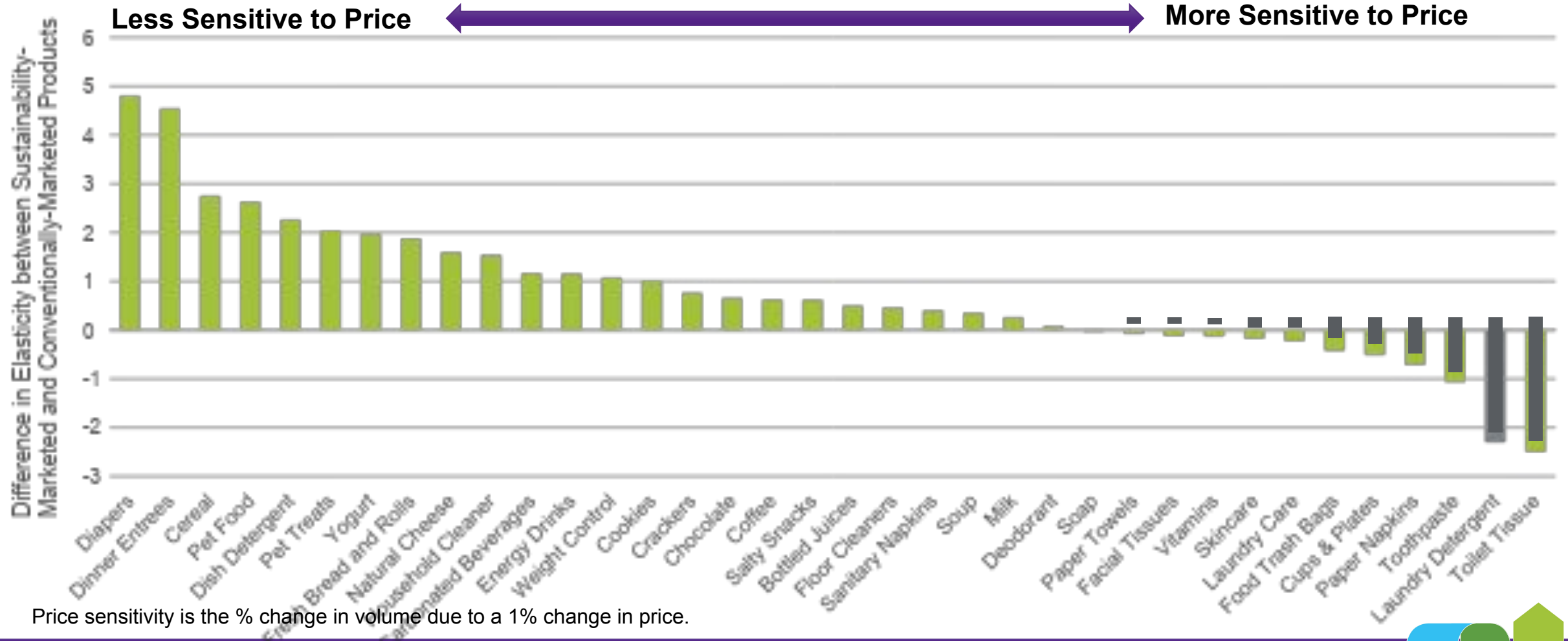
Sustainability-marketed products had enjoyed a sizeable price premium at **39%*** over conventionally-marketed products, and increased **+5.3 pts** since 2014



*Weighted by \$ Sustainable Sales of categories examined; analysis excluded store brand/private label

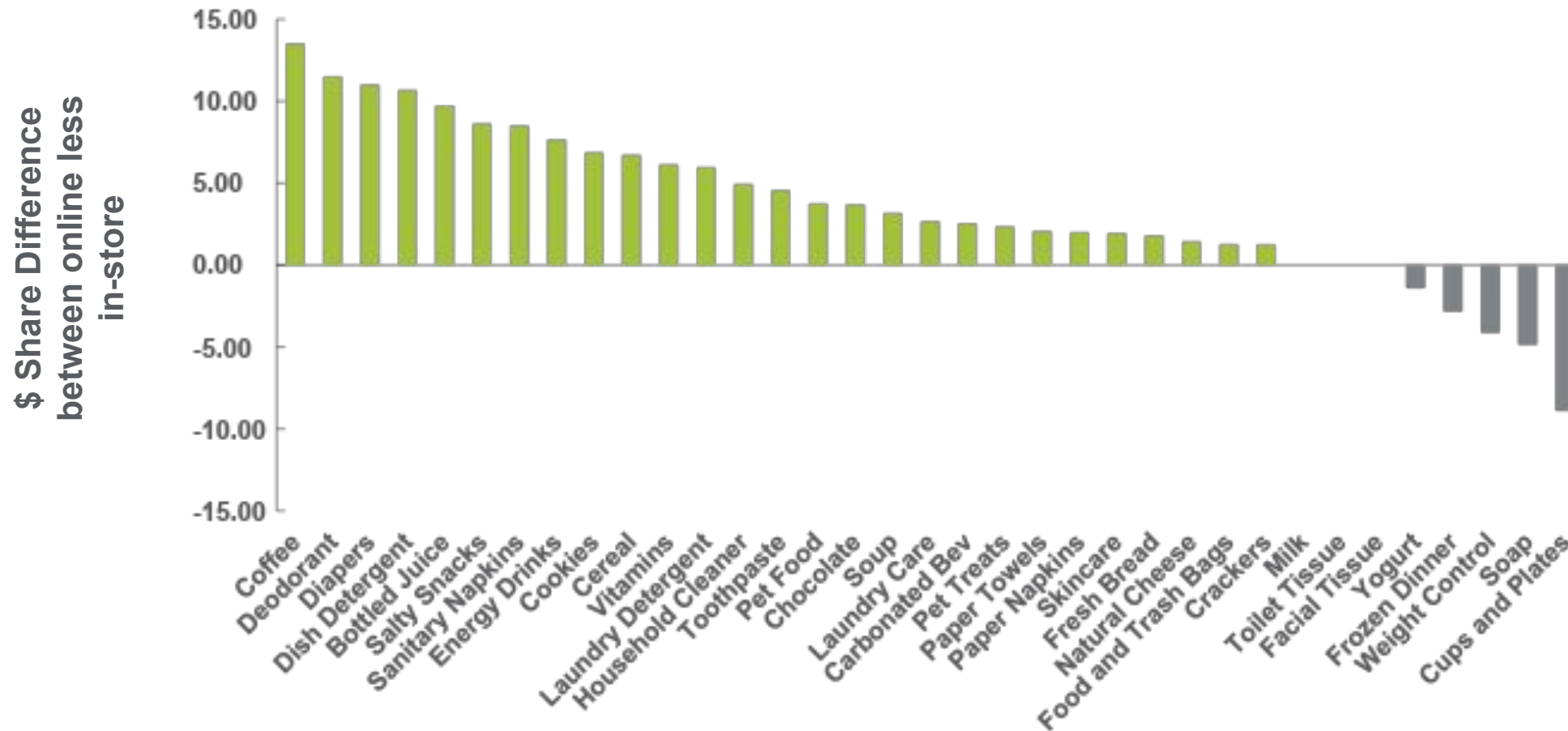
Sustainable Market Share Index™: Price Sensitivity

Sustainability-marketed products had lower price sensitivity in most categories studied: Food categories had the greatest price leverage.



Sustainable Market Share Index™: Share Differences Online vs. In store

In 3/4ths of the categories examined, shares of sustainable products are stronger online than in-store



Invest NYC SDG: Supporting NYC's Sustainability Transformation

Staff Researchers:

Marianna Koval
Wythe Marshall
Chet van Wert

Executives in Residence:

Kendall Christiansen
Miles Draycott
Gary Friedland
Paul Lipson

Key Partners: NYC Office of the Mayor, NYCEDC, UN

Funders: Mother Cabrini Health Foundation, NY Community Trust, Goldman Sachs, Pepsico, Sims Metal Management, Con Edison



The Goals

A multi-year initiative to support NYC in achieving its sustainability goals through private sector engagement and investment

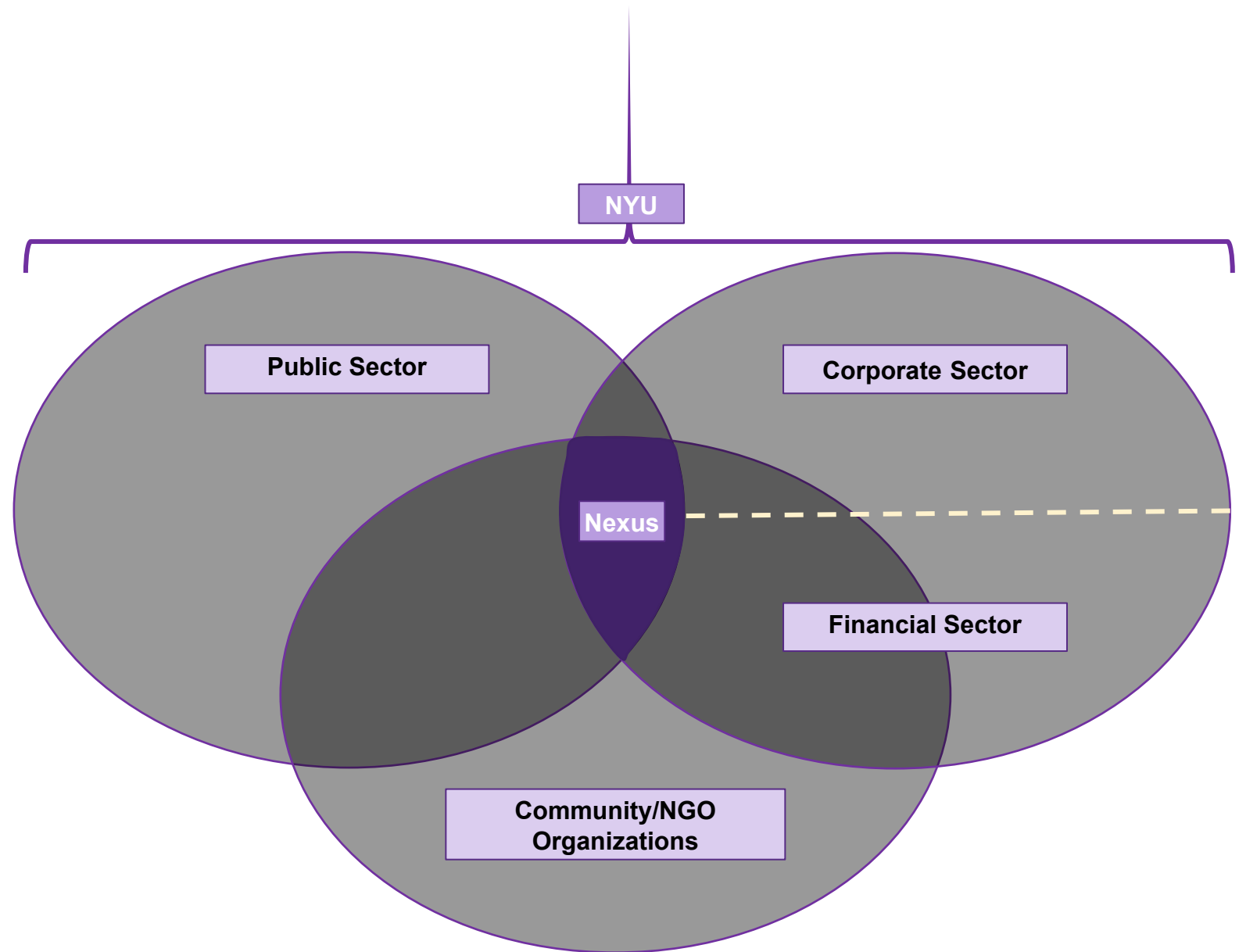
- NYC was the first city in the world to align its sustainability goals with the UN Sustainable Development Goals (SDGs),
- *Invest NYC SDG* seeks to advance NYC's sustainability goals and the UN SDG agenda with private and public investment and partnerships, working with the Mayor's Office, the United Nations, the private sector and the larger NYC community.



The Nexus

Identify the most impactful sustainability project opportunities with:

- Realistic business incentives for the private sector/finance
- Alignment with government policy
- Partnership with/support from the community



Current Projects

Built Environment

- Expanding energy efficiency retrofits with PACE lending and mortgage lender engagement through Local Law 97-PACE data tool
- Spurring energy efficient and low carbon construction methods by building workforce skills and product access with Passive House Accelerator and Source: 2050

Food & Health

- Measuring and mapping agricultural food production in New York City to guide policy and investment
- Developing a plan for a cooperative commercial indoor farm on Rikers Island with diverse city stakeholders
- Supporting local food production with NYCHA and Green City Force, developing new indoor farms and value-added food businesses on NYCHA campuses
- Creating a data-focused pilot to support Healthy Corner Stores with City Harvest, EDC, and other stakeholders

Food & Health (continued)

- Developing a food as medicine pilot
- Introducing mission-based Clover and Everytable to NYC
- Expanding food systems projects to New York State with FoodMap NY

Renewable Energy

- Providing community solar with private development of NYC municipal roofs

Sustainable Mobility

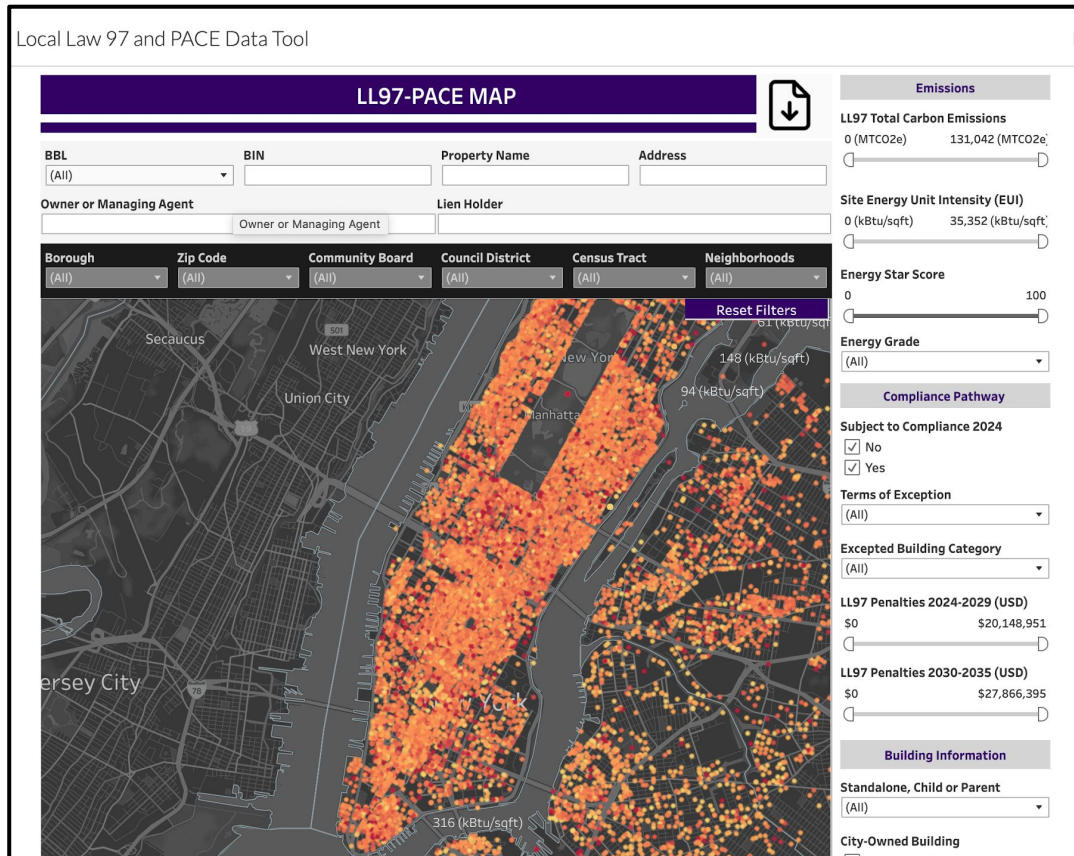
- Providing micromobility ownership to 5,000 lower-income frontline workers with low cost financing and purchase subsidies

Waste

- Accelerating organic waste processing and co-digestion capacity in collaboration with NYC DEP
- Revolutionizing construction and recycling with low carbon concrete using ground glass pozzolan from glass waste

Decarbonizing NYC's Built Environment

LL97-PACE Data Tool



70% of NYC's greenhouse gas emissions from the built environment.

NYC Climate Mobilization Act aims to reduce the built environment GHG emissions, including PACE lending to fund energy efficiency retrofits.

Stern CSB has developed a free public data tool with LL97 buildings, sortable by GHG intensity, ownership, mortgage holder(s), and penalties, which will guide PACE outreach and help decarbonize NYC.

The data tool can help direct capital for energy efficiency retrofits to multi-family residential in lower income communities, which generate significant carbon emissions.

Energy Efficiency in NYC's Built Environment: Roadblocks and Opportunities

Roadblocks

- Most building owners have no incentive to reduce emissions until 2030 or later, when most financial penalties kick in
- Building owners will be required to obtain consent to loans for energy retrofits (PACE) from their mortgage holders

Opportunities

- Mortgage holders (banks) will be required to report Scope 3 emissions to the SEC— including emissions from borrowers in their lending portfolios
- Banks could unlock capital to improve GHG performance of their mortgage portfolios

PACE - LL97: Engaging Banks in Financing the Solution



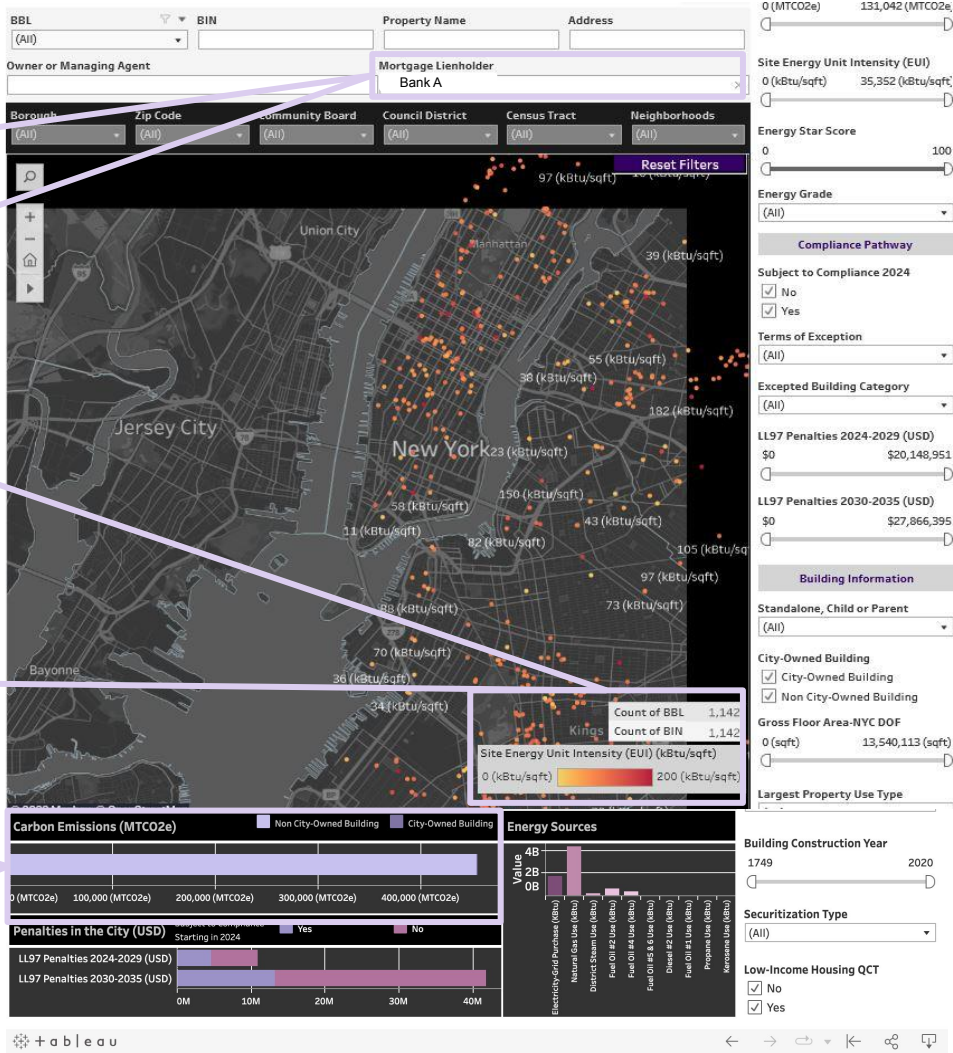
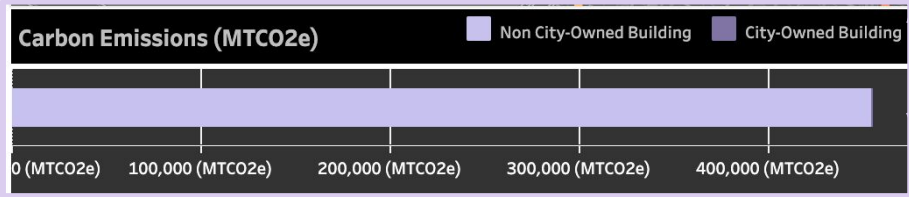
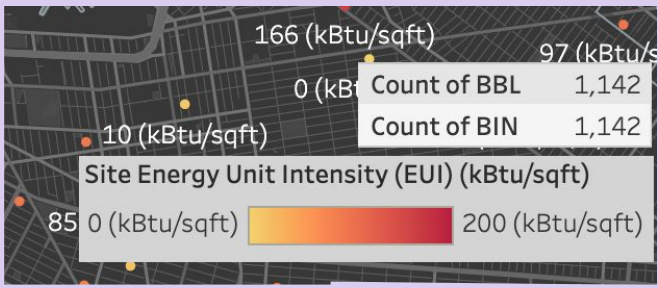
We aim to leverage the interest of major banks to reduce their scope 3 emissions and take a leadership role in helping to decarbonize NYC buildings in their own portfolios by:

- Consenting to PACE financing
- Considering becoming a PACE lender
- Proactively working with its high carbon emitting multi-family property owners/mortgagees and support energy efficiency retrofits with low cost financing

The NYU CSB database is searchable by mortgage lien holder and provides details on the portfolios of mortgage lenders and the carbon emitted by individual building and in the aggregate.

“Bank A” LL97 Portfolio: > 500,000 MTCO2e/year. 55% of Mortgage Portfolio Earns a “D” in Emissions

Mortgage Lienholder
Bank A



Responsible Investing Framework for Private Equity

Researchers:
Chander Balakumar CAIA
Tensie Whelan
Paul Fowler

Partners: Predistribution Initiative,
UNPRI PE, CERES

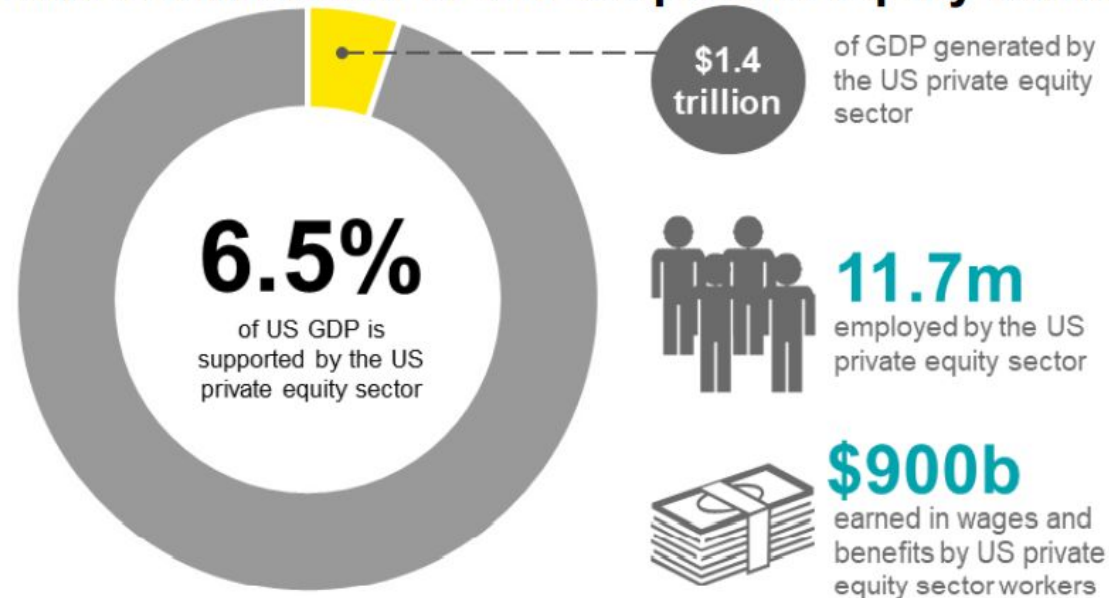
Funder: US Endowment for Forests
and Communities



Private Equity Has Significant ESG and Economic Impacts

The global private equity market at USD7Tn in 2022 and projected to grow to USD9Tn by 2025

Figure 2. Economic contribution of the US private equity sector, 2020



Note: Figure only includes economic activity of the US private equity sector (i.e., the economic activity at US private equity firms and private equity-backed companies). Wages and benefits includes all labor income (i.e., employee cash compensation and benefits, as well as proprietors' income). Wages and benefits is a component of GDP.

Source: PitchBook; Dun & Bradstreet; US Bureau of Economic Analysis; EY analysis.

CSB PE Responsible Investing Framework Objectives

1. To assess the impact of private equity (PE) management practices, internally and at the portfolio company level, through the lens of responsible investing, stakeholder value creation and ESG.
2. To formulate a framework of responsible PE management practices that create value for all stakeholders and support the long-term viability of the portfolio companies through industry research, interviews and expert engagement.
3. To improve PE practices through engagement with GPs and LPs and disseminating results through business and investor media, social media, conferences and partnerships with other organizations working on private equity's societal impact.

Research Summary

Literature review: More than 60 research studies reviewed, published between 2009 – 2021

Deep Dive Case Study: Evolution in ownership of a large WI-based pulp and paper company

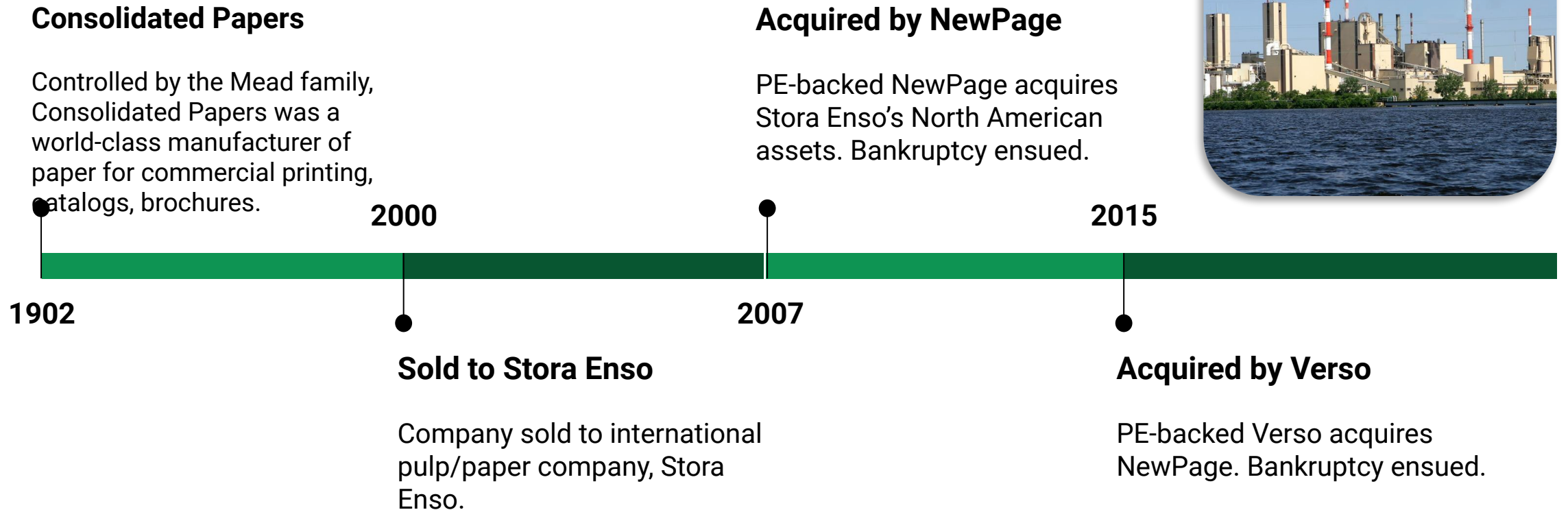
- Analysis of transition through four different owners, including two private equity owners

Industry Review: Collecting feedback on responsible PE investment practices

Firms	
APG	Generation
Apollo	HCAP Partners
BARN Investments	Investindustrial
Blackstone	KKR
Blue Orange Capital	Summa Equity
Carlyle	TowerBrook
Circulartiry Capital	TPG
Closed Loop	TZP Group
DWM	Warburg Pincus
Encourage Capital	Wellington

Advocacy and Industry Associations	
American Investment Council (AIC)	International Financial Corporation (IFC)
Business for Social Responsibility (BSR)	International Integrated Reporting Council (IIRC)
Carbon Data Platform (CDP)	Omidyar Network
Ceres	Ownership Works
ESG Data Convergence Project	Predistribution Initiative (PDI)
Impact Frontiers	UN Principles for Responsible Investing (PRI)
Institutional Limited Partners Association (ILPA)	

WI Case Study: Changing Ownership of Consolidated Papers



Case Study: Changing Ownership of Consolidated Papers

Accountability Indicators of Problematic PE Management

Financial Engineering:

- High levels of indebtedness
- Recapitalization actions to pay shareholder dividends
- Use of Chapter 11 bankruptcy as a reorganization tool and source of fees

Lack of Strategic Investment:

- Elimination of R&D
- No investment in capital assets/selling off strategic assets
- No investment in the pivot needed in the industry/pursuing a strategy that differs significantly from peers/competitors

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

The Other Side of the Coin: PE Capital and Management Drives Positive Societal and Financial Impact

- As part of **HCAP Partners'** exit with Confirm BioSciences, the total bonus pool for all employees was \$1.4M with HCAP Partners contributing \$190K, and \$225K was distributed amongst the company's 17 LMI wage-earning staff, for an average of \$13K per LMI wage-earning employee.
- **Closed Loop Partners** and Balcones Resources, the largest privately held recycling company in Texas, with 25 consecutive years of profitability and dividend payments to shareholders while engaging with stakeholders to hire DACA recipients, promote internally and reach above 30% diversity targets across non-management, management and board roles.
- **Carlyle Group** secured the largest ESG-linked U.S. credit facility at \$4.1 billion to achieve 30% board diversity across its portfolio companies.
- **TowerBrook** supports KeHe, one of the largest distributors of food products to retail and online grocery customers in North America, and employee-owned (> 6,000 employees), a certified B Corp and partners with and distributes products for over 100 fellow B Corps.

Responsible Investing Framework Overview: Private Equity Firm

01	Management & Human Capital	<ul style="list-style-type: none">• Robust and credible sustainable investment policy with monitored implementation• Board, CEO & employee credentials
02	Fund Management	<ul style="list-style-type: none">• Reporting and transparency of financial performance• Fund additions and dilution• Subscription credit line use• Prudent handling of dry powder• Fees and tax structuring
03	Strategy & Innovation	<ul style="list-style-type: none">• Long-term horizon and investment sourcing alignment with ESG and/or UN Sustainable Development Goals
04	Societal Impact	<ul style="list-style-type: none">• Transparent ESG and impact reporting for PE firm and portfolio companies• Formal or informal commitments to decarbonization, DEI, living wage, etc• Embedded sustainability

Responsible Investing Framework: PE Firms

Management & Human Capital. *Management approach is guided by a robust responsible investment strategy and diverse and ESG credentialed senior leaders.*

Impacts	Sample Data Points
I. A robust and credible sustainable investment policy with monitored implementation	<ul style="list-style-type: none">• <i>Implementation and monitoring of firm's written sustainable investment policy by an executive leader</i>• <i>Separate ESG investment sub-committee</i>• <i>ESG aligned incentives and/or upward earnings incentives</i>• <i>Amount and recipients of donations made by the firm including political lobbying</i>
II. Board, CEO & employee credentials	<ul style="list-style-type: none">• <i>Diverse board and deal teams with ESG credentials</i>• <i>Employee sustainability and stakeholder engagement credentials</i>• <i>Diversity of firm employees</i>

Responsible Investing Framework: PE Firms

Fund Management. *Fund management practices with respect to handling dry powder, subscription credit lines, additional fundraises, and reporting.*

Impacts	Sample Data Points
I. Reporting and transparency of financial performance	• <i>Use of PME with consideration of market cap, industry/sector and leverage size</i>
II. Fund additions and dilution	• <i>Number of top-up, annex funds and multiple fund investments</i>
III. Subscription credit line use	• <i>Reporting and transparency of subscription credit line use</i>
IV. Prudent handling of dry powder	• <i>Dry powder management practices with respect to time horizons (investments in liquid cash & cash equivalents vs. less liquid holdings)</i>
V. Fees	• <i>Amount and types of fees charged by the PE firm to the portfolio company</i>
VI. Tax structuring	• <i>Domicile of master fund and amount of tax avoidance</i>

Responsible Investing Framework: PE Firms

Strategy & Innovation. *Describes the firm’s capabilities in meeting its sustainable investment policy throughout its pre- and post-investment processes.*

Impacts	Sample Data Points
I. Long-term horizon and investment sourcing alignment with ESG and/or UN SDGs	<ul style="list-style-type: none">• <i>Sourcing of investments in line with firm’s sustainable investment policy with respect to region, timeframe, UN SDG progress, sector/industry focus.</i>• <i>Holding periods consistent with driving innovation and returns, e.g. perpetual funds</i>• <i>Accounting for timing diversity in condensed fundraising periods</i>• <i>Implementing and adhering to sector-specific sustainability guidelines</i>• <i>Duty of care toward public goods (even when privately owned) such as water and forests</i>• <i>Responsible exits; incidences of bankruptcies post-sale of debt-loaded companies</i>

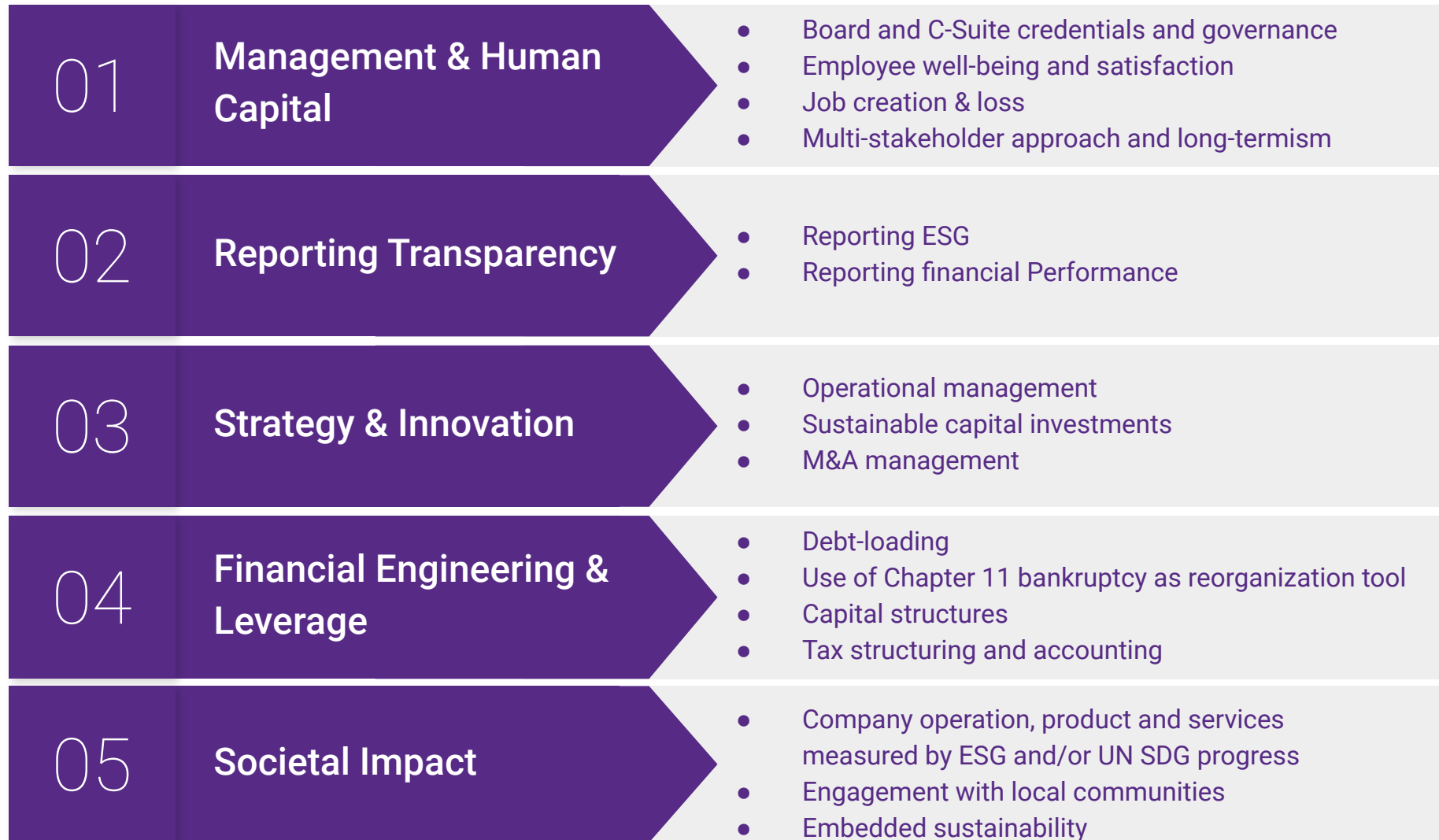


Responsible Investing Framework: PE Firms

Societal Impact. *How well the PE firm and its portfolio companies are contributing to positive impacts and reducing negative societal impacts.*

Impacts	Sample Data Points
I. Transparent ESG and impact reporting for PE firm and portfolio companies	<ul style="list-style-type: none">• <i>Adoption of credible ESG standards and frameworks (e.g. SBTi, UN SDGs) and impact KPIs</i>• <i>Annual reporting of firm and portfolio company impact in line with sustainable investment policy</i>• <i>Independent third party audit of ESG</i>
II. Formal or informal commitments to decarbonization, DEI, living wage, and other impacts	<ul style="list-style-type: none">• <i>Net Zero Asset Managers</i>• <i>Living wage assessments</i>• <i>DEI goals</i>
III. Embedded sustainability	<ul style="list-style-type: none">• <i>ESG is embedded in the organization's business strategy along with performance-based KPIs and supported by an appropriate level of investment</i>

Responsible Investing Framework Overview: Portfolio Company



Responsible Investing Framework: Portfolio Companies

Management & Human Capital. *Management and human capital decisions in the context of board/C-suite composition, treatment of employees and other stakeholders, and short-vs long-termism.*

Impacts	Sample Data Points
I. Board & C-suite credentials & governance	<ul style="list-style-type: none">• <i>ESG credentials</i>• <i>Diversity (race, gender, etc.)</i>• <i>Domain and industry expertise</i>• <i>CEO turnover</i>• <i>CEO, executive suite and board terms and incentives aligned with long-termism</i>
II. Employee well-being & satisfaction	<ul style="list-style-type: none">• <i>Employee satisfaction and voluntary turnover</i>• <i>Living wage and benefit structures</i>• <i>Health and safety</i>• <i>Employee incentives (bonuses, options)</i>• <i>Employee owned (or partially) business</i>• <i>Productivity</i>

Responsible Investing Framework: Portfolio Companies

Management & Human Capital. *Management and human capital decisions in the context of board/C-suite composition, treatment of employees and other stakeholders, and short-vs long-termism.*

Impacts	Sample Data Points
III. Job creation & loss	<ul style="list-style-type: none">• <i>Job training including transferable skills for long-term job market preparedness</i>• <i>Career development, internal promotions</i>• <i>Involuntary turnover, outsourcing, offshoring and automation</i>• <i>Net job creation</i>
IV. Multi-stakeholder approach and long-termism	<ul style="list-style-type: none">• <i>Robust engagement of community, employees, NGOs and other stakeholders</i>• <i>Feedback mechanisms for collecting and addressing stakeholder concerns in a timely manner</i>• <i>Management and risk decisions to promote long-term resiliency and profitability</i>

Responsible Investing Framework: Portfolio Companies

Reporting Transparency. *The credibility and transparency of material ESG and financial information from portfolio companies.*

Impacts	Sample Data Points
I. Reporting ESG	<ul style="list-style-type: none">• Audited financially material ESG metrics to internationally accredited standards• Audited ESG performance trends• Reporting financial impacts of ESG (ROSI)
II. Reporting financial performance	<ul style="list-style-type: none">• Reporting multiple financial performance metrics i.e. IRR, PME, DPI, RVPI and TVPI



Responsible Investing Framework: Portfolio Companies

Strategy & Innovation. *The operational management of portfolio companies through assessments of material issues including ESG, long-term sustainable capital pivots and appropriate due diligence of M&A transactions.*

Impacts	Sample Data Points
I. Operational management	<ul style="list-style-type: none">• <i>Appropriate R&D investments</i>• <i>Novel and strategic IP developed</i>• <i>Assessing and mitigating material ESG issues</i>• <i>Managing value chain risks and resiliency including climate and human capital risks</i>
II. Sustainable capital investments	<ul style="list-style-type: none">• <i>Capital investments to improve company's sustainability performance and innovation (% of EBITDA)</i>
III. M&A Management	<ul style="list-style-type: none">• <i>Inclusion of ESG factors in decision-making</i>• <i>Strategic Positioning (market reach, brand management, product diversity, industry headwinds, etc.)</i>• <i>Financial Stability (debt capacity of acquiring companies)</i>• <i>Conglomeration of debt-loaded companies and exits</i>

Responsible Investing Framework: Portfolio Companies

Financial Engineering & Leverage. *The use of financial mechanisms to increase portfolio company profitability and distributions to investors*

Impacts	Sample Data Points
I. Debt-loading	<ul style="list-style-type: none">• <i>Asset-stripping</i>• <i>Creation of secondary debt obligations to pay shareholder distributions</i>• <i>Dividend recaps</i>
II. Use of Chapter 11 bankruptcy as a reorganization tool	<ul style="list-style-type: none">• <i>Appointment of bankruptcy experts to the board</i>
III. Capital Structures	<ul style="list-style-type: none">• <i>Structuring capital structures for positive impact (ESG-linked credit)</i>
IV. Tax structuring and accounting	<ul style="list-style-type: none">• <i>Value of tax avoidance as a result of corporate tax maneuvering</i>• <i>Use of EBITDA add backs</i>

Responsible Investing Framework: Portfolio Companies

Societal Impact. *Embedded sustainability driving well-documented, improved performance on ESG issues, stakeholders and impact indicators such as UN SDGs.*

Impacts	Sample Data Points
I. Societal impacts in line with company operation, product and services measured by ESG and/or UN SDG progress	<ul style="list-style-type: none"> • <i>Contribution towards positive or negative material ESG and stakeholder outcomes (e.g. emissions, employee turnover)</i> • <i>Contribution toward the UN SDG targets</i>
II. Engagement with local communities and/or social and environmental impacts	<ul style="list-style-type: none"> • <i>Supporting the local community (philanthropy, volunteering) while avoiding greenwashing</i> • <i>Lawsuits related to social and environmental issues</i> • <i>News coverage related to social and environmental issues</i>
III. Embedded sustainability	<ul style="list-style-type: none"> • <i>ESG is embedded in the organization's business strategy along with performance-based KPIs and supported by an appropriate level of investment</i>

Responsible Investing Framework: CSB Next Steps

1. Publish a white paper on the framework, together with cases that provide pathways to positive societal and financial performance
2. Engage stakeholders in the review and feedback of the framework
3. Develop responsible investing tools for PE such as ESG valuation methodologies, guidance on helping portfolio firms embed sustainability in business strategy, responsible exits, asset owner due diligence question based on the framework, community tools, etc.
4. Co-host a private equity for responsible investing summit in 2023.

The Return on Sustainability Investment (ROSI) in the Food and Beverage Sector

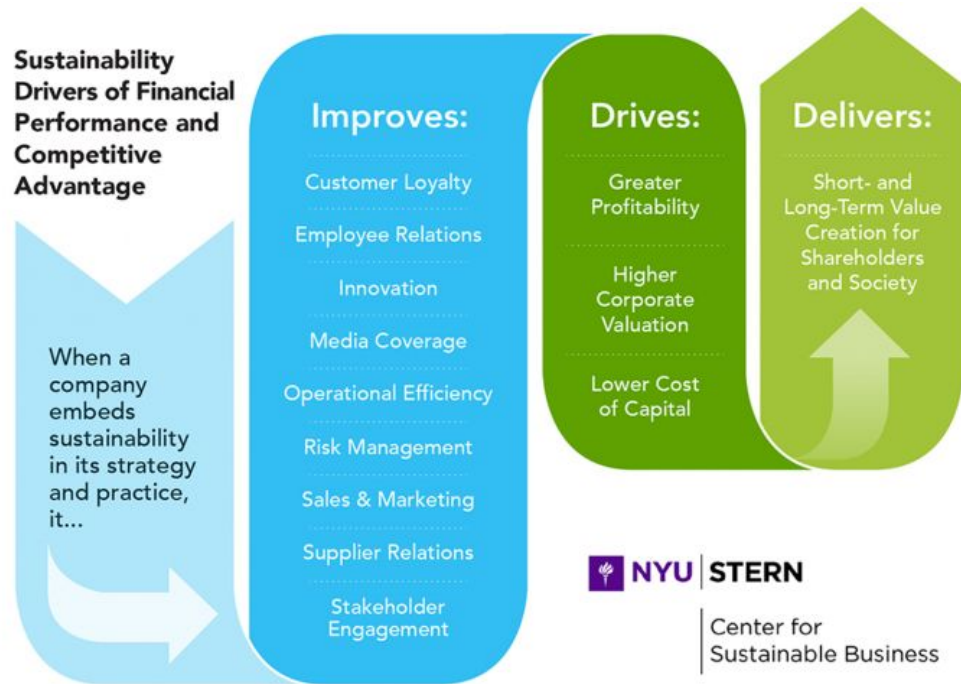
Researchers:
Chisara Ehemiere
Elyse Douglas
Rithu Raman
Divya Chandra
Maggie Paruta

Funders: HSBC Bank USA,
Investindustrial Foundation

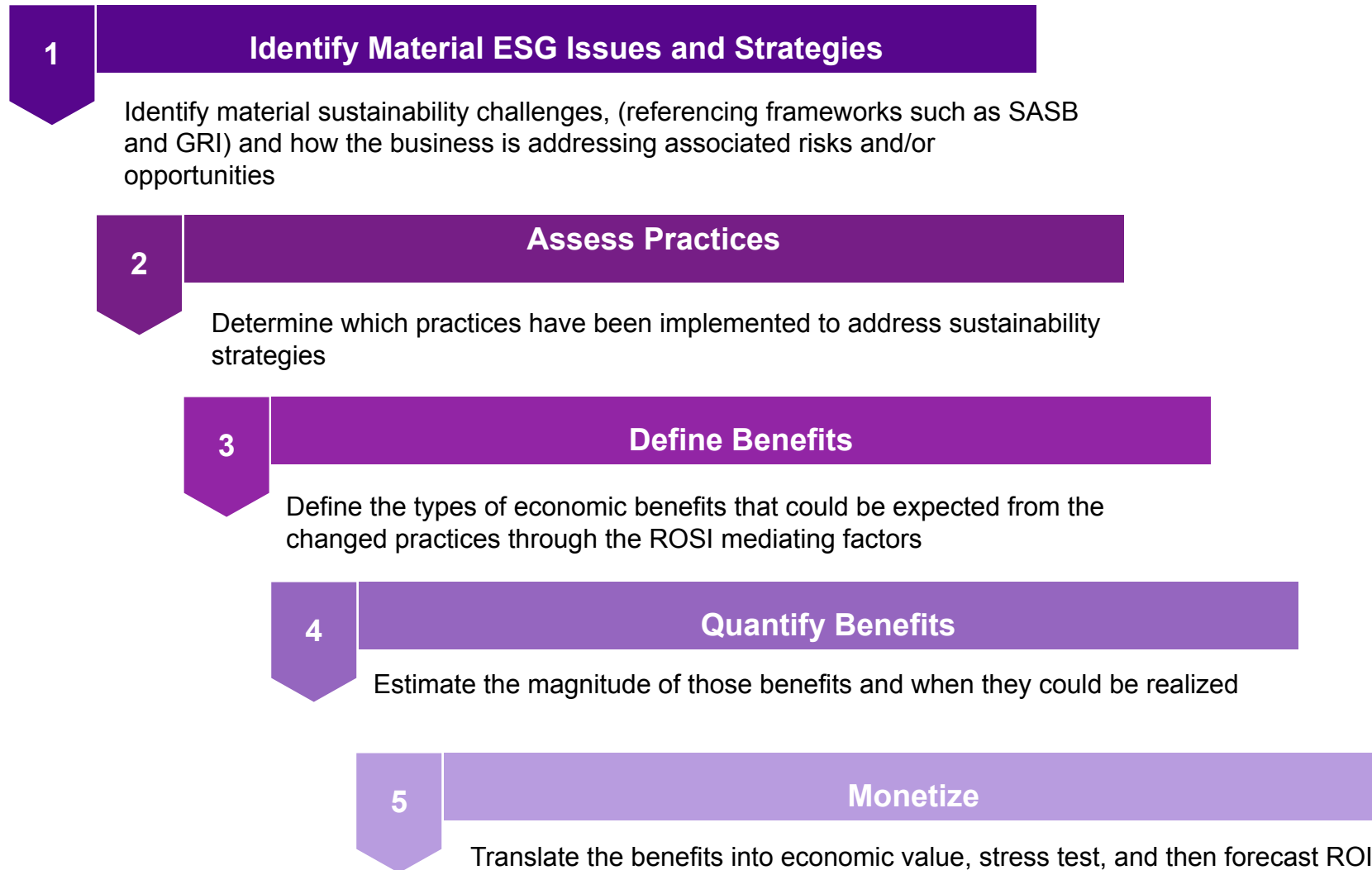


Proving the Business Case for Sustainability with ROSI

CSB's **Return on Sustainability Investment (ROSI) Methodology** is used by corporate leaders and investors to bridge the gap between sustainability initiatives and financial performance.

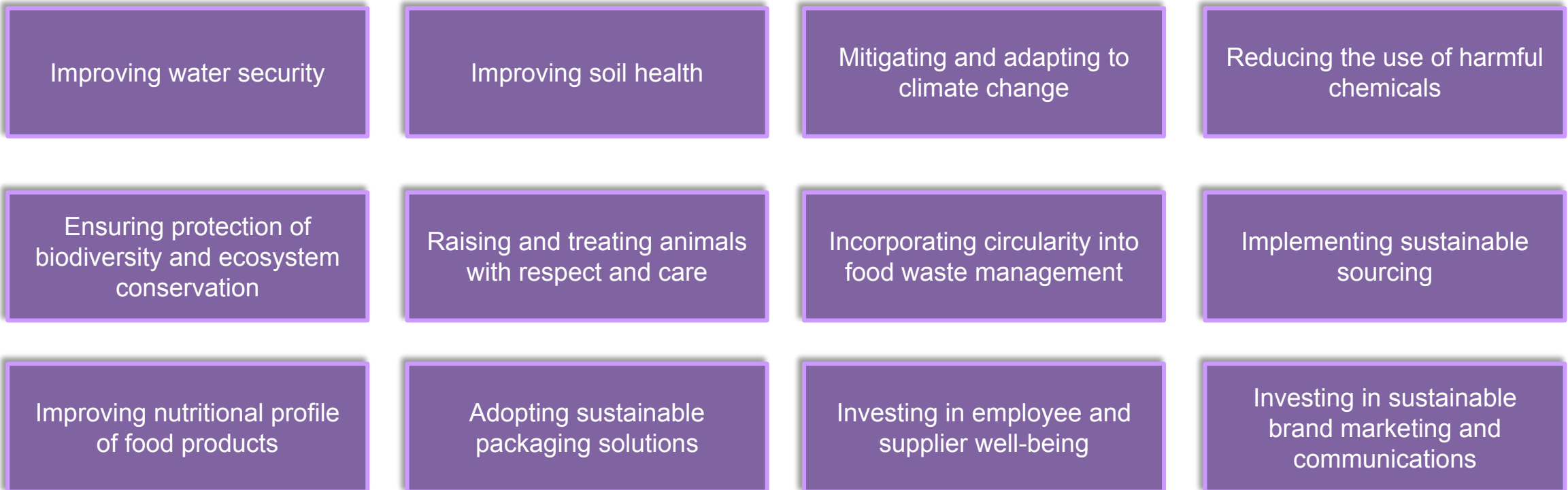


ROSI Methodology and Collaboration Process



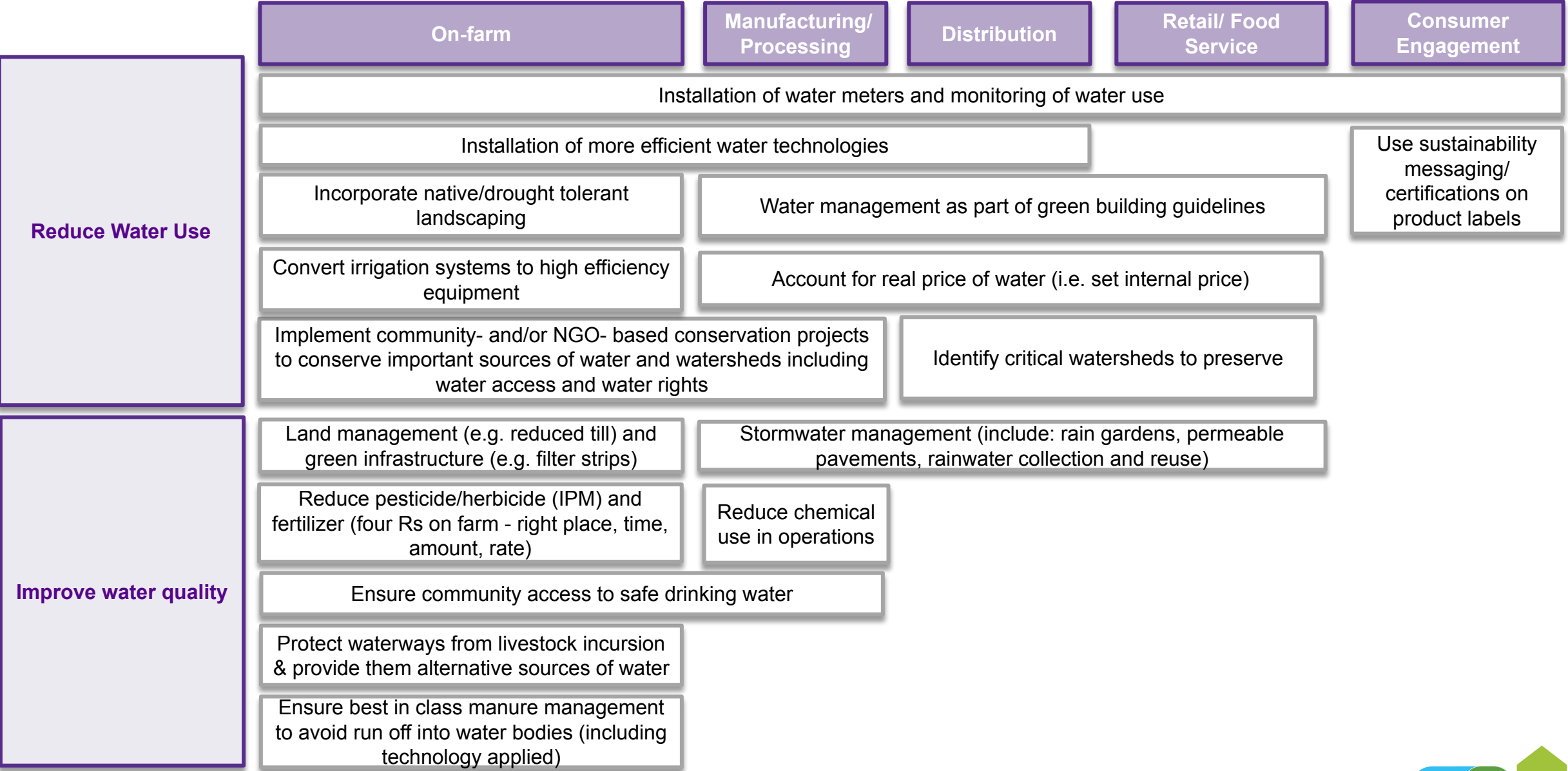
Overview of Food & Agriculture Framework

Based on research, experience, and engagement with industry leaders, NYU Stern CSB has identified the following sustainability strategies* used by the industry to include in the framework:



*These strategies are subject to change

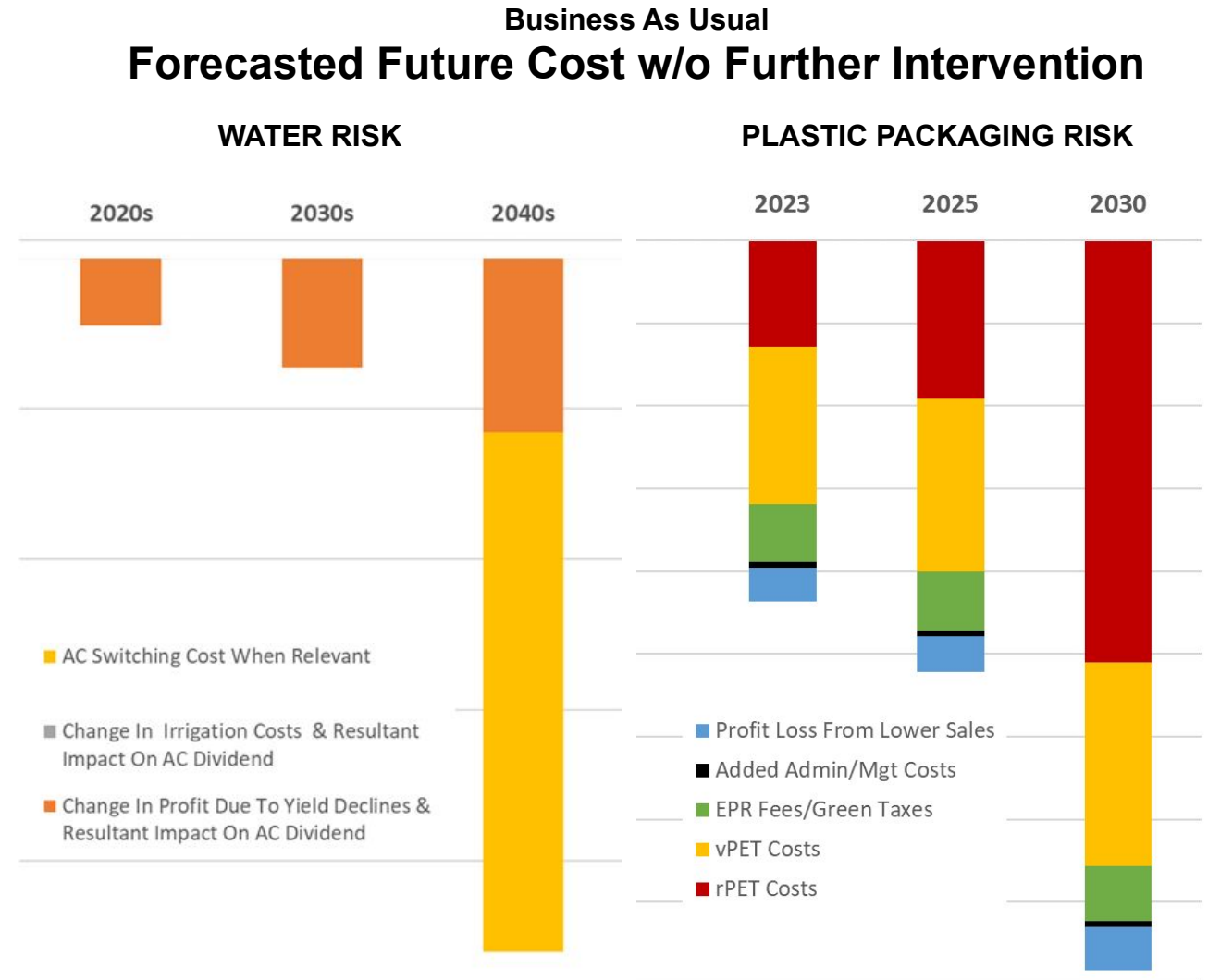
Preliminary Practice Mapping: Improving Water Security



Managing Water & Plastic Packaging Risk

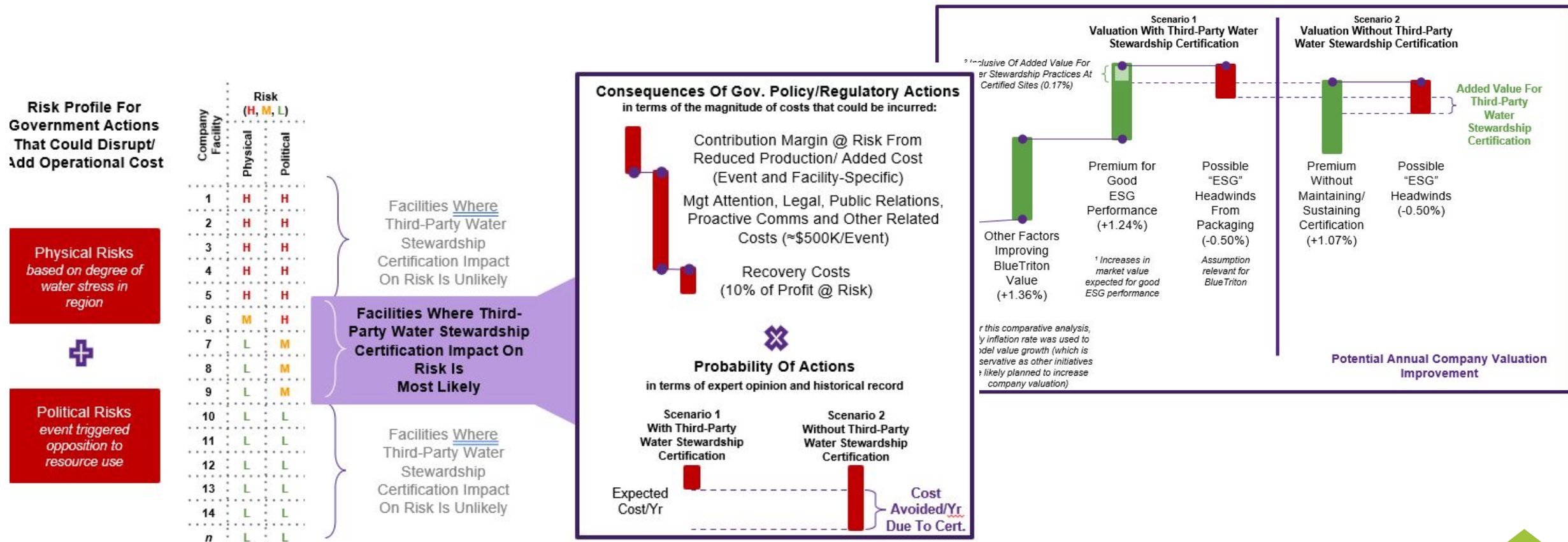
Arca Continental with ALO Advisors

- Increasingly important to monetize the risk of business as usual in order to facilitate large scale investments to avoid sustainability risk.
- Arca Continental/ALO Advisors ROSI analysis more than 200M of regulatory and reputational risk associated with plastic packaging and up to 20+ M in operational risk associated with a key commodity supply risk related to increasing water stress

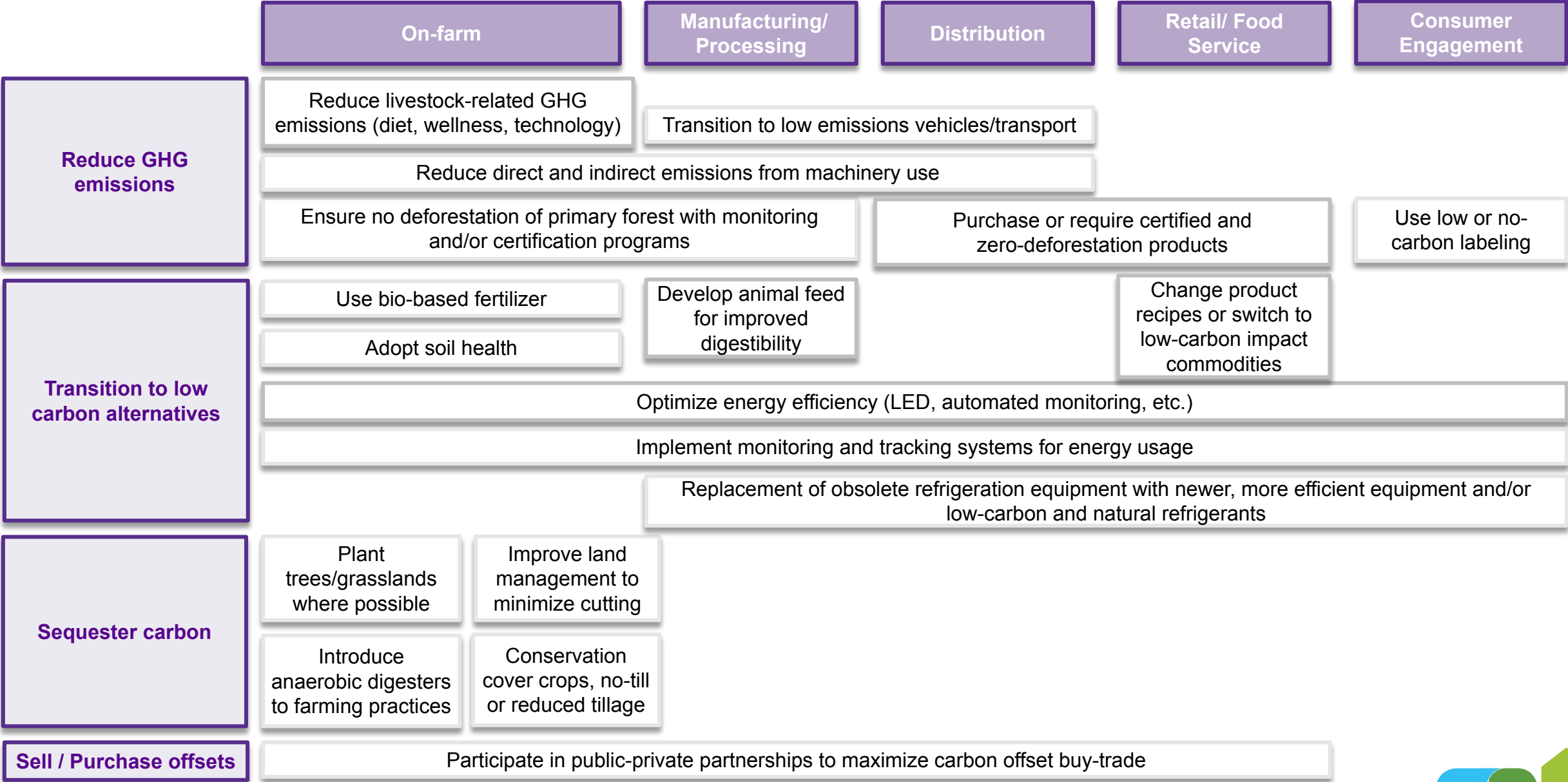


Managing Water Risk: BlueTriton Brands (formerly Nestlé Waters North America) with CSB and ALO Advisors

- Investment and communication of a credible third-party water stewardship certification delivers \$1bn+ in revenue opportunity.
- Stakeholder value analysis found modest, but positive benefits.



Preliminary Practice Mapping: Mitigating and Adapting to Climate Change

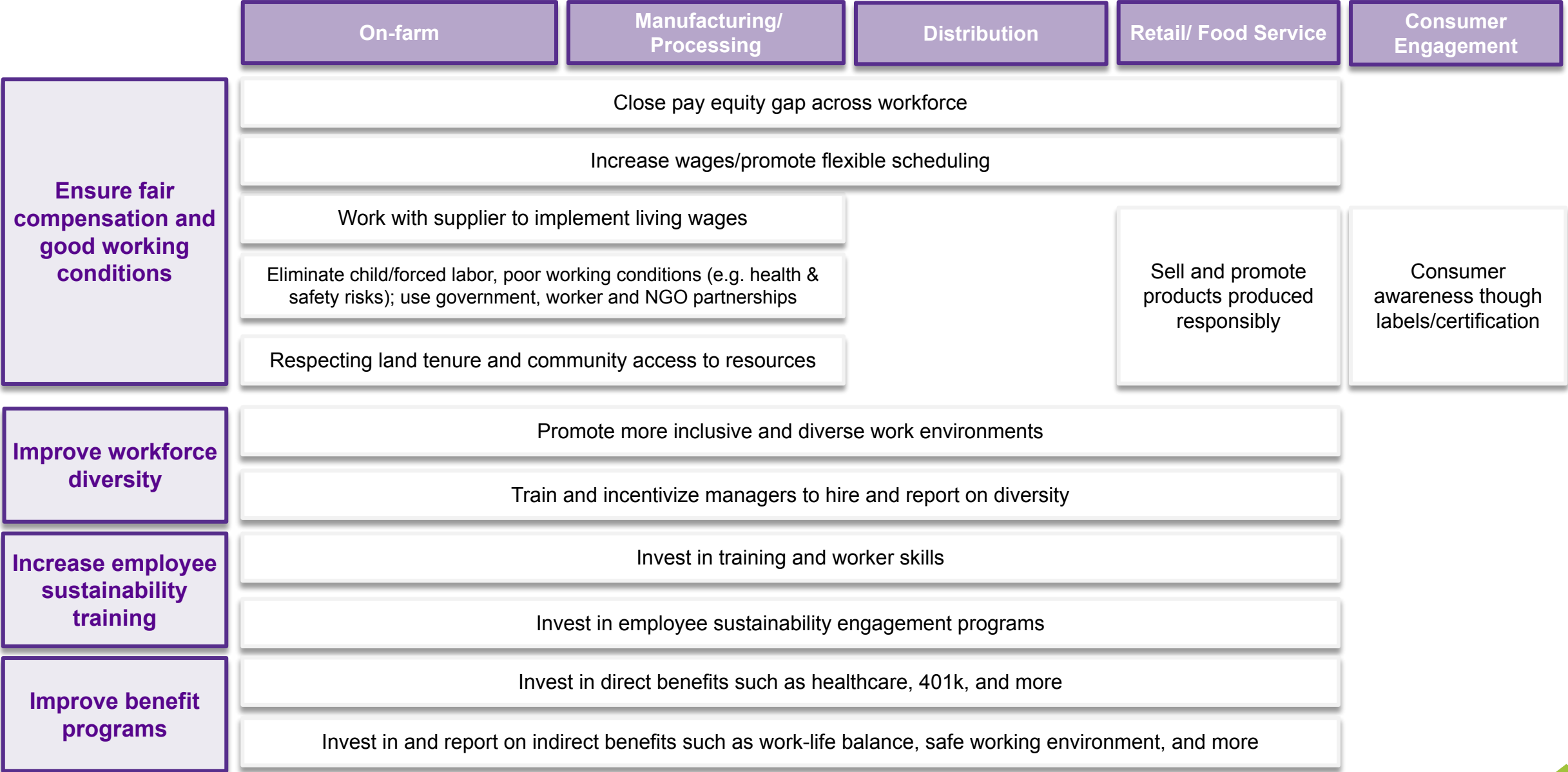


ROSI™ in Sustainable Agriculture: Case Studies

- Cargill explored ROSI for palm oil and soy and we found US soy farmers employing better soil management practices that sequester carbon had potential net tangible and intangible benefits of up to \$145/acre.
- Cattle ranchers in Brazil employing sustainable practices with deforestation-free commitments saw 7x increase in profitability as a result of lower costs, higher productivity, lower risk, and higher quality. Slaughterhouses saw up to \$100M NPV10 and retailers saw up to \$40M NPV10 due to lower risk and higher premiums.
- McCormick and CSB explored the business case for sustainable sourcing program focused on several key ingredients. Total benefits were \$6M in 2019, expected to increase by 60-70% in 2025.
- Our ROSI™ analysis was used to quantify the business opportunity for Natra of sustainable cocoa sourcing, informed by trends in supply chain traceability, evolving regulation, and CSB's Sustainable Market Share Index.



Preliminary Practice Mapping: Investing in Employee and Supplier Well-being



Example of Corresponding Benefits Mapping for Employee and Supplier Wellbeing

Each strategy has a set of practices, sub-practices, associated benefits and monetization research that will be made publicly available.

Practice	Metric Number	Proposed Benefit
Ensure fair compensation	WB-1	Increased retention leading to lower hiring costs
	WB-2	Increased retention leading to lower vacancy costs
	WB-3	Improved ability to attract talent leading to improved productivity
	WB-3	Improved employee productivity
	WB-4	Improved supplier resiliency explicitly related to fair compensation
	WB-5	Decreased risk of child labor/other labor scandals
	WB-6	Improved supplier community resiliency
	SS-15 and SS-16	Where products are labeled, sold and promoted for fair compensation, increased sales
Improve workforce diversity	WB-7	Increased innovation
	WB-8	Increased profitability
Increase employee sustainability training and engagement	WB-1, WB-2, WB-3	Invest in training and worker skills
	WB-1, WB-2, WB-3	Invest in employee sustainability engagement programs
Improve benefit programs	WB-1, WB-2, WB-3	Same as above

ROSI™ Project Work is supporting the development of the Framework

Recent and new projects to determine the ROSI™ of:

Sustainable sourcing

→ Sustainable sourcing for palm oil, soybeans and cocoa

Improving soil health

→ Improving soil health at the farm-level in US soy

Brand marketing and communications

→ Including sustainability certification and on-pack labeling to increase market share

Sustainable packaging

→ Switching to recycled packaging

Mitigate and adapt to climate change

→ Using solar energy to decrease GHG emissions and reduce costs

Protect biodiversity

→ Increasing pollinators in tree crops

Circularity in food waste management

→ Reducing commodity crop storage waste

Treating animals with care

→ Increasing the availability of beef finished using regenerative holistic grazing practices

Improving soil health

→ Improving soil health through improved nutrient management practices

Employee wellbeing

→ Developing a tool to calculate the impact of employee training on productivity



Our Food and Agriculture ROSI™ Partners in 2022



ROSI Research Database 2.0 Launch June 30th, 2022



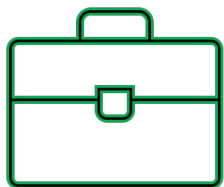
There is a consistent need to provide evidence on the relationship between ESG / sustainability and financial performance. The ROSI database maps strategies to benefits within employee engagement, operations, innovation & more.



Companies and investors need tools for evaluating the benefits of investing in sustainability. The database points to evidence used to inform CSB's ROSI models for monetizing the return on sustainability investment.

- **On June 30th, the ROSI Research Database 2.0 will be launched with more than 600 academic studies and reports published between 2010-2022.** Users can filter by industry type, region, author, and mediating factor (employee engagement, innovation, etc.)
- Papers in the database:
 - Use financial performance as the outcome or dependent variable
 - Contain a sustainability or environmental, social, and governance (ESG) component
 - Analyze corporations, listed companies, firms, funds, portfolios, or indices

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Learn more and stay up-to-date about CSB educational programs, ROSI Methodology and other original research, career resources and events.

www.stern.nyu.edu/sustainability



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Reach out to CSB if you are interested in learning more about educational programs, partnership opportunities, working with current students, or just to introduce yourself!

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