



Sustainability Program Development for Small- and Medium-Sized Enterprises A Case Study

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File: 0100 - Sustainability for Small and Medium-sized Enterprises

Collaborative Capstone Partners

1. University of St. Michael's College in the University of Toronto
2. Yvonne Jeffries, M.Sc., SASB FSA Credential Holder,
VP Sustainability, Vermillion Energy
3. Interactive Tracking Systems (itracks)
4. Trace Associates Inc.



Interactive Tracking Systems Inc.

Business Case Study

Business Profile

- Software-as-a-Service
- 39 Employees
- Saskatchewan Based
- Global Clients

“I don’t want the sustainability program to be driven by trends or politics.”



Photograph from <https://www.itracks.com/about/>

Sustainability at itracks



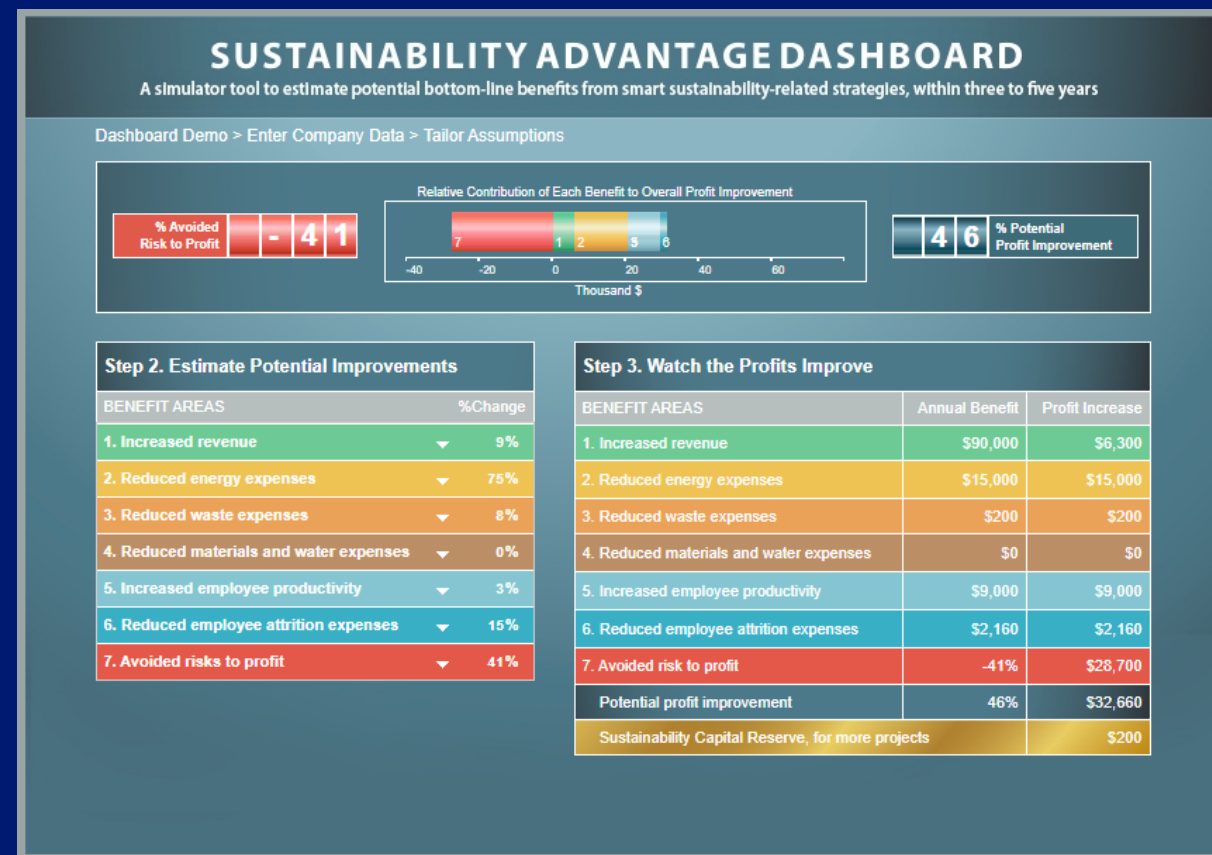


Why is sustainability important?

Drivers

- Fiduciary duty
- Regulatory compliance
- Mitigate ESG risks
- Keep up with market standards
- Avoid reputational risk
- Want to “do the right thing”

Reference: Harvard Law School Forum on Corporate Governance, 2020. Into the Mainstream: ESG at the Tipping Point



Reference: https://sustainabilityadvantage.com/sustainability_dashboard/dashboard-3-7.php

The logo for TRACE, featuring the word in a bold, white, sans-serif font with a trademark symbol. The background is a solid dark blue with a large, lighter blue triangle on the right side.

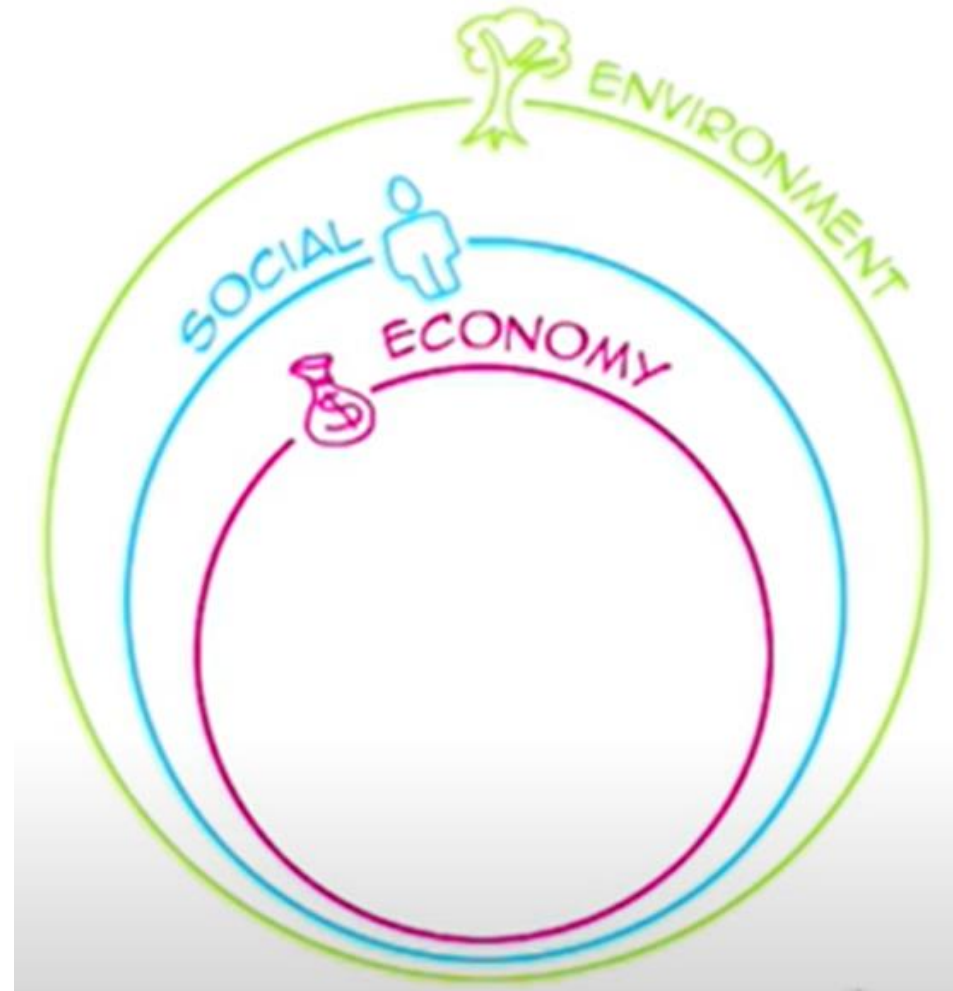
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Defining Sustainability

Definition



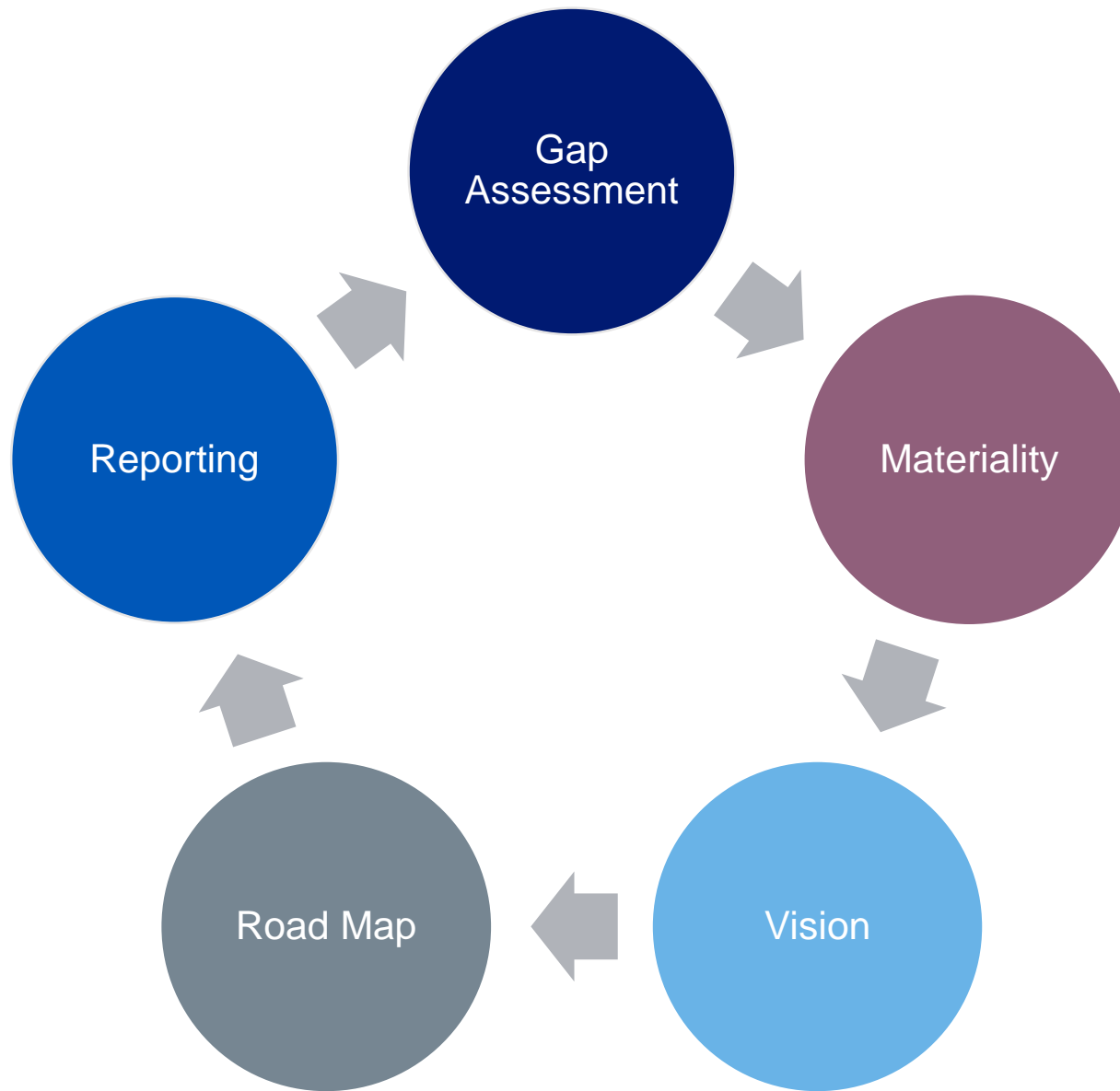
Triple Bottom Line



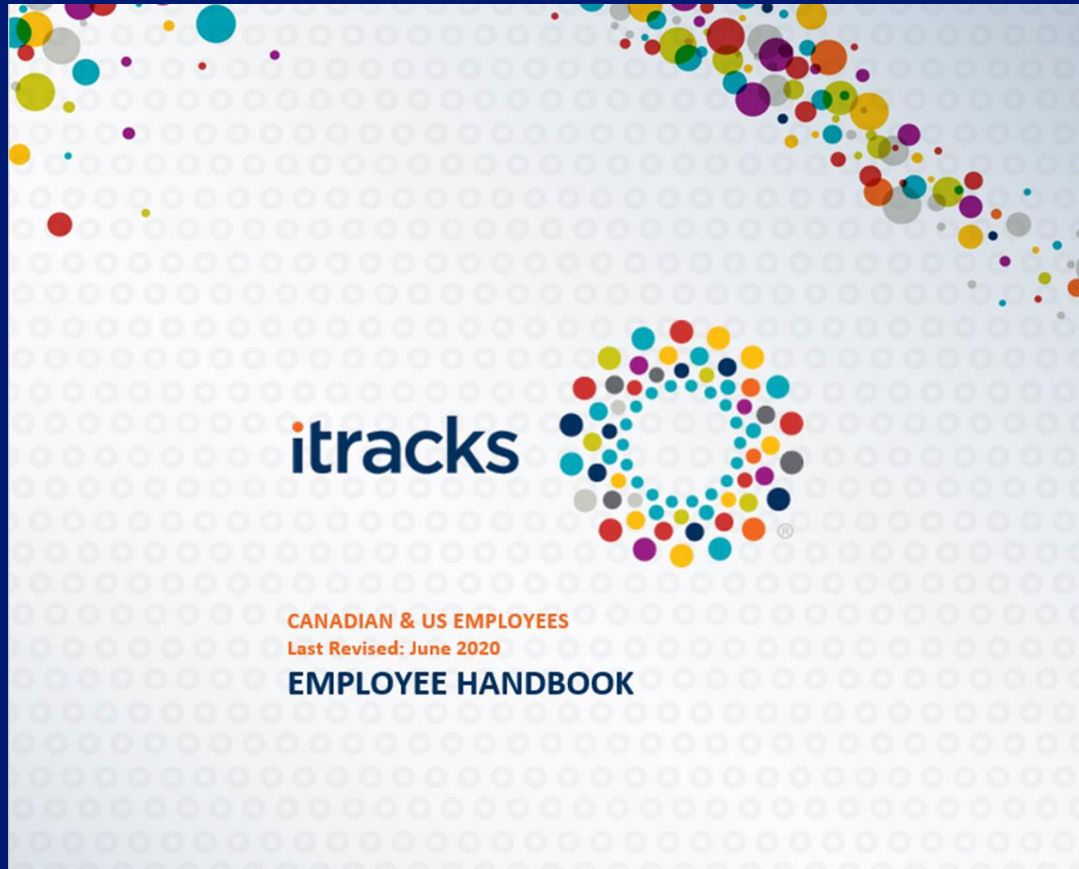
Reference: Sustainability Illustrated. Triple bottom line (3 pillars): sustainability in business. Referenced from: <https://www.youtube.com/watch?v=2f5m-jBf81Q> on July 4, 2021.



Components of Sustainability Program

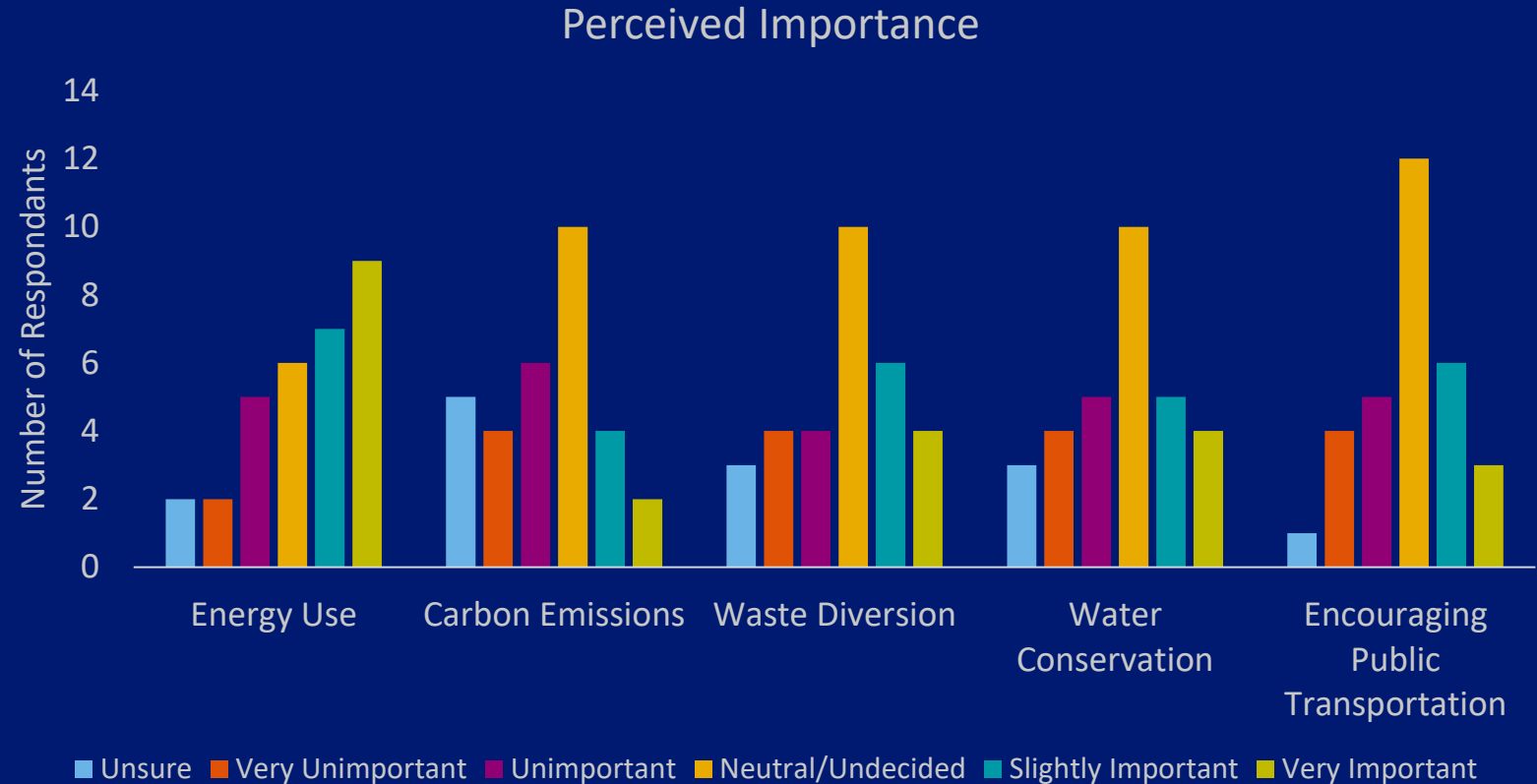


Baseline Study and Gap Assessment



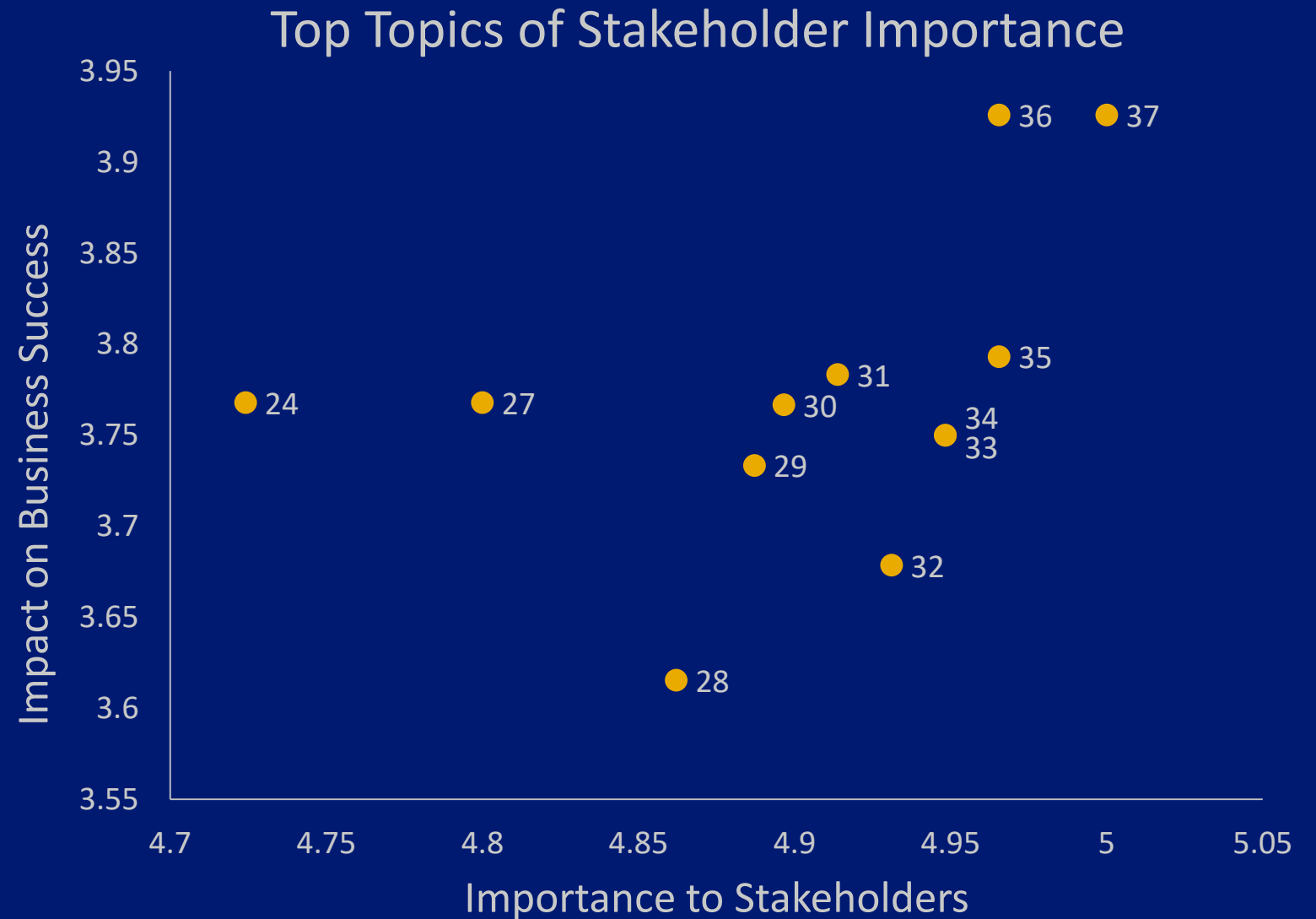
Materiality Study

- Leadership Survey
- Client Survey
- Competitor Research
- Employee Survey
- No Supplier Survey Conducted



Vision Setting

- Materiality Matrix
- itracks Leadership Strategy Session



Road Map

- Environmental
 - Quantify energy savings for online focus groups
 - Migration of servers
- Social
 - Skills-based volunteering for ethics of artificial intelligence
 - Establish strategies to support diversity and inclusion
- Governance
 - Data security and privacy

Reporting





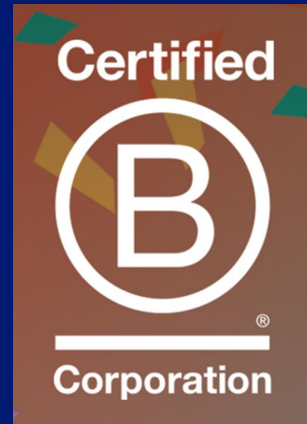
Who Can Develop Sustainability Programs?

Was a Student a Good Fit For itracks?

	Expertise	Capacity	Cost
Businesses	X	?	X
Students	?	X	XX
Consultants	X	XX	XXX-XXXX

Was the Program Quality Adequate?

1. Can vary widely
2. Third-party certification available



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How Much Did It Cost?

Cost to Establish a Sustainability Program

- Time of existing employees
- \$10,000 for consultant and basic program
- \$\$\$ for GRI, CDP, TCFD and SASB reporting, annual program maintenance
- Subsidies may be available

How Long Did It Take?

- itracks Chief Operating Officer invested ~25 hours
- itracks leadership invested ~5 hours
- itracks staff invested ~20 hours
- itracks media designer invested ~10 hours
- Student invested ~60 hours
- Varies widely by business

itracks compressed their program development into a period of five months. Larger programs completed over one year.

Summary



- Sustainability is within reach of SMEs
- Sustainability can support business success

Questions? We're here to help.

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