Sustainability Camp

Recap Report

August 10, 2023

Summary,
Takeaways, and
Research Opportunities
from our inaugural
Sustainability Camp,
a day of discovery,
engagement, and impact.

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Pitt Business
Center for
Sustainable Business

08.10.2023 | Mervis Hall, University of Pittsburgh

Executive Summary:

The Sustainability Camp, held at Mervis Hall on the campus of the University of Pittsburgh on August 10th, 2023, showcased a series of presentations and discussions focusing on the intersection of sustainable business research and practice.

The Sustainability Camp effectively illuminated the multifaceted landscape of sustainability in business. The event demonstrated the collaboration between academia and industry, providing a platform to align research with practical business requirements and bridge the gap between theory and application. Furthermore, it emphasized the possibilities available for corporations to intervene on sustainability needs.

If you have data that you would like to turn into research, we are happy to connect you to a researcher: CSB@Katz.Pitt.Edu

Unifying themes emerged, including:

1) Integration of Sustainability into Business Models: Companies should move beyond superficial gestures and focus on genuine sustainability initiatives, as this is a core necessity for spurring increased sustainable behavior.

2) Collaboration and Partnerships: Companies should actively engage with diverse stakeholders, including governments, businesses, academia, and communities to address complex sustainability challenges, continuously gathering feedback to refine their sustainability approaches.

3) Measurement and Metrics: Academia and industry should co-develop standardized metrics, framework, and methodologies for measuring biodiversity, diversity and inclusion, sustainable behavior, and other sustainability indicators.

4) Context Matters: Strategies generated should be tailored to fit the specific challenges and opportunities of each context, recognizing that effective solutions are context-dependent and may vary across geographical regions, industries, and cultural settings.

5) Longitudinal Studies and Continuous Learning: Academia should conduct long-term studies to track the effectiveness of sustainability interventions and strategies over time, and businesses should be open to continuous learning and adaptation based on research findings and changing contexts.

Discussion Summary

The Current State of Sustainable Finance

- Professor Caroline Flammer (Columbia University) highlighted the importance of private investments in biodiversity and discussed possible financing models, emphasizing the need for regulation to complement these efforts.
- Professor Aaron Yoon (Northwestern University) underscored the necessity for active asset managers to authentically embrace ESG principles, necessitating rigorous monitoring to ensure genuine adherence.

Mechanisms for Scaling Sustainability

- Professor Laura Edinger-Schons (University of Hamburg) explored the gap between consumers' sustainable attitudes and purchasing behaviors, while highlighting psychological ownership and direct consumer engagement as catalysts for promoting sustainable consumption.
- Professor Arijit Chatterjee (ESSEC Business School) emphasized the pivotal role of collaboration in addressing major challenges, underlining the need for seamless integration between business and society. Clear impact metrics were identified as essential for measuring the outcomes of collaborative initiatives.

Keynote Address: Stakeholder Capitalism and the Challenges of Sustainability

- Professor R. Edward Freeman (University of Virginia) emphasized the shift to stakeholder capitalism, showcasing its capacity to create value for multiple stakeholders and tackle global challenges.

Corporate Interventions for Sustainability

- Professor Diogo Hildebrand (The City University of New York) presented research on workplace discrimination and the effectiveness of diversity training.
- Professor Shreyans Goenka's (Virginia Tech) research explored consumer reactions to sustainable surcharges, offering strategies to manage negative perceptions.

Breakout Session: Exploring the Gaps in Sustainable Business Research

- Participants collaboratively generated research questions on economic empowerment, circular economy models, employee sustainability behavior, government's role, sustainability in digital transformation, multistakeholder collaboration, just transition, workforce inclusion, and customer behavior.
- The discussions showcased the vital synergy between academia and industry in addressing sustainable business challenges while meeting industry needs.

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Session 1: The Current State of Sustainable Finance

Moderator: Kristi Eberhardt, Managing Director & Head of Sustainable Finance, PNC

Biodiversity Finance

Presenter: Caroline Flammer, Columbia University

Executive Summary:

1. Biodiversity, the variety of life forms within an ecosystem, holds immense importance for the environment, health, well-being, and the global economy.
2. Biodiversity, which provides essential services like climate stabilization and food supply, often goes undervalued and underprovided despite its accessibility as a shared public good. Innovative financial mechanisms are proposed to complement global treaties and government regulations to protect biodiversity.
3. Professor Flammer's study offers a conceptual framework for private finance's role in biodiversity conservation, aiming to bridge the financial gap. Private capital, both pure private capital and blended financing (combining concessionary and private funding), plays a role in funding biodiversity projects.

Key Takeaways:

1. Examining cases like preserving Central Park, the study highlights how protecting public goods (Central Park) increases the value of adjacent private goods (restaurants, residential property, etc.).
2. Diverse asset types (land, sea) and monetization strategies can yield both biodiversity and carbon credits, but biodiversity protection should remain paramount.
3. Financing models: Blended financing helps attract private capital by subsidizing and de-risking investments, improving the risk-return trade-off. Biodiversity projects that blend finance tend to achieve higher biodiversity returns than pure private capital projects. While private investment can support biodiversity, effective public policies are still necessary to ensure comprehensive protection and restoration
4. Blending finance may vary across geographies due to diverse carbon systems and infrastructures; measuring biodiversity remains a challenge in finance with ongoing developments.

Next Actions:

For Academia:

1. Academia should fine-tune the private investment in biodiversity framework and advance standardized finance-metrics for biodiversity measurement to enhance credibility, building on efforts such as the Taskforce on Nature-related Financial Disclosures (TNFD), and the Science-Based Targets for Nature.
2. Engage in collaborations across countries to adapt finance models based on local biodiversity, regulations, and socio-economic factors.

For Companies:

1. Companies should rigorously assess project viability and alignment with financing models, ensuring their goals match conservation objectives.
2. Explore blending finance for biodiversity-rich projects to attract investors and achieve both financial and conservation goals.

Analyzing Active Managers' Commitment to ESG

Presenter: Aaron Yoon, Northwestern University

Executive Summary:

1. Despite widespread claims of ESG integration, the study reveals minimal ESG performance improvement post-UN PRI adoption.
2. The research examines various aspects of ESG incorporation, including entry and exit dynamics, engagement strategies, and voting behaviors, revealing complexities and nuances within the ESG integration process.
3. These findings underscore the need for a deeper evaluation of asset managers' intentions and actions in the realm of ESG, highlighting the importance of aligning rhetoric with meaningful impact.

Key Takeaways:

1. Signing the UN PRI triggers a significant increase in fund flows for approximately six quarters, but this influx isn't consistently matched by genuine improvements in fund-level ESG scores.
2. Professor Yoon's investigation scrutinizes firms' ESG performance from different angles, such as entry/exit dynamics, and concludes that ESG improvements do not start happening just because a firm increases reporting.
3. Despite additional testing, there's limited evidence to support claims of increased ESG commitment after signing the UN PRI, which raises questions about gap between communication and practice.
4. Robust monitoring mechanisms are necessary to inhibit potential greenwashing practices by asset owners.

Next Actions:

For Academia:

1. Conduct a longitudinal study that tracks ESG commitment and performance of asset managers over a longer period, considering the evolving landscape of ESG standards and regulations.
2. Dive deeper into case studies of asset managers that have demonstrated genuine ESG commitment and notable ESG performance. Analyze the specific strategies, practices, and organizational cultures that contribute to their success in integrating ESG factors effectively.

For Companies:

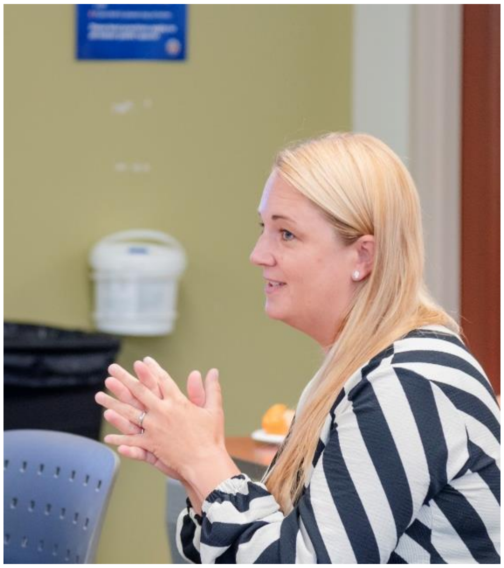
1. Enhance ESG reporting practices by providing detailed information on ESG integration strategies, engagement efforts, and voting behaviors.
2. Actively engage with stakeholders, including asset managers, investors, and researchers, to gather feedback on ESG practices and strategies.

Session 2: Mechanisms for Scaling Sustainability

Moderator: Jacqueline Fidler, VP of Environment and Sustainability at CONSOL Energy

Activating the Sustainable Consumer: The Role of Customer Involvement in Corporate Sustainability

Presenters: Laura Edinger-Schons and Manuel Reppman



Executive Summary:

1. There's a pronounced mismatch between consumers' sustainability attitudes and purchasing decisions.
2. Psychological ownership, a sense of personal stake in sustainability topics, is an influential mediator in sustainable consumption. Direct consumer involvement in sustainability decisions positively impacts their buying behaviors.
3. There's a demand from consumers for businesses to focus on embedded sustainability actions rather than peripheral gestures.

Key Takeaways:

1. The study focuses on how companies can effectively draw customers into their sustainability initiatives, exploring the subsequent impacts on consumption choices.
2. As customers become active participants in a company's sustainability endeavors, an intensified sense of ownership and connection emerges, thus catalyzing heightened sustainable consumption patterns.
3. Psychological ownership depends on whether a company's sustainability activities seem embedded (directly linked to the core business) or peripheral (more symbolically oriented). Consumers are more invested in sustainable consumption when the companies demonstrate embedded sustainability.
4. While customer interest in sustainability is evident, willingness to bear elevated costs for sustainable products may not uniformly align.

Next Actions:

For Academia:

1. Delve deeper into the impact of different time lags in surveys.
2. Explore possible counterproductive aspects or negative outcomes from overly aggressive consumer engagement tactics.

For Companies:

1. Embrace comprehensive sustainability efforts and communicate with customers about supply chain practices, social responsibility, and community engagement to enhance psychological ownership and responsible consumption.
2. Prioritize active consumer engagement mechanisms, aligning core values with customer preferences and allowing for direct feedback.

Scalar Distance: Vertical Relations in Addressing Grand Challenges

Presenter: Arijit Chatterjee

Executive Summary:

1. Professor Chatterjee's research explores how small organizations can effectively address grand challenges. It proposes "double weaving," a recursive process of diagnosing and addressing problems by connecting actors and resources across locations and scales.
2. In a related paper, Professor Chatterjee talked about the difficulty of developing relationships between higher scale actors, who have access to resources and public policy but lack familiarity with local contexts, and lower scale actors, who have contextual familiarity but lack access to resources and public policy.

Key Takeaways:

1. An effective approach to addressing challenges such as poverty, malnutrition, and environmental issues, is illustrated by the the "double weaving" process of the Child in Need Institute. This process involves connecting lower-scale actors (such as local communities) with higher-scale actors (such as governments, multilateral organizations, or MNCs) to collaboratively tackle grand challenges.
2. The double weaving process involves 1) *scaling out*, or diffusing social innovations within and across locations; 2) *scaling up*, or securing access to financial resources and policy-making.; and 3) *scaling down*, whereby the policies and resources are channeled into superior grassroots interventions.
3. The root causes of the grand challenge are identified and addressed through *reinforcing*, a process of diagnosing and consolidating that informs and strengthens scaling out, up, and down.
4. While double weaving is an example of collaboration, it would be mistake to ignore other forms of inter-organizational relations between higher scale actors and lower scale actors. These forms include authoritarian relations, philanthropy, or social movements.

Next Actions:

For Academia:

1. Conduct research not only to understand horizontal inter-organizational relations but also explore the nature of vertical forms of inter-organizational relations such as benevolence, authoritarianism, and contention) in various global contexts.
2. Develop and promote metrics for evaluating the impacts of collaboration projects, considering the complexities introduced by globalization.

For Companies:

1. Develop a corporate culture that places a strong emphasis on comprehending the local context of beneficiaries when implementing benevolent initiatives.
2. Prevent mission drift through establishing well-defined objectives and periodically assessing alignment.

Lunch Keynote: Stakeholder Capitalism and the Challenge of Sustainability

Presenter: R. Edward Freeman, University of Virginia, Elis and Signe Olsson Professor of Business Administration

Executive Summary

1. Professor Freeman challenges the traditional view that business is solely about maximizing profits, recognizing that successful businesses are driven by entrepreneurs who create value for customers, suppliers, employees, communities, and shareholders.
2. Contemporary notions of limitless gain are being rethought due to recent global events: the 2008-2009 Global Financial Crisis, increased awareness of inequality, poverty, discrimination, conflicts, state fractures, and the pandemic.
3. Businesses have the potential to address societal challenges by incorporating stakeholder interests into their core strategies.

Key Takeaways:

1. Although increasing shareholder value is often taught as the sole purpose of business, when one considers the motivations of entrepreneurs and novel business ideas, one finds that they are often driven by value creation for customers, employees, suppliers, and communities. This is known as Stakeholder Capitalism.
2. The traditional view of business focuses solely on profits is akin to considering the purpose of red blood cells as solely producing oxygen-carrying capacity. However, just as the purpose of life isn't solely to produce red blood cells, the purpose of business isn't only about making money.
3. Fostering creative imagination is crucial as businesses need innovative solutions for complex global challenges. Creative arts and imaginative thinking play a significant role in finding new ways forward.
4. As businesses adapt, new language is coined to address emerging challenges, stressing the need to grasp Stakeholder Capitalism beyond surface interpretations, reshaping business paradigms. Business schools have a role to play in shaping a new perception of business.

Session 4: Corporate Interventions for Sustainability

Moderator: Holly Vogt, Senior Director, UPMC Center for Sustainability

Addressing Discrimination in Organizations

Presenter: Diogo Hildebrand

Executive Summary:

1. The research focuses on whether diversity training in organizations can effectively reduce discrimination incidents.
2. Beyond moral imperatives, there's a strong business case for diversity, as evidenced by McKinsey's data showing that companies in the top quartile for ethnic and gender diversity perform significantly better.
3. Diversity training can increase the amount of employees who report discrimination incidents, eventually contributing to the reduction of discrimination over the long term.

Key Takeaways:

1. Employees who experience discrimination tend to withhold their full selves at work. Currently, 2 out of 3 discrimination incidents go unreported.
2. The research showed that diversity training increased incident reporting by approximately 1 case per 1,000 employees.
3. Purpose-driven diversity training can help employees perceive that their company's vision, mission, and goals align with diversity. As a result, they are more likely to feel psychologically safe to report instances of discrimination.
4. Increased reporting of incidents has the long-term potential for reducing discrimination as it increases a company's capacity to address discrimination.

Next Actions:

For Academia:

1. Undertake longitudinal studies to assess the long-term impact of diversity training on reducing discrimination incidents.
2. Compare the effectiveness of various training approaches, considering factors such as duration, frequency, and integration with other organizational practices.

For Companies:

1. Integrate diversity, equity, and inclusion (DEI) into the organization's vision, goals, and norms.
2. Implement comprehensive diversity training programs that align with the organization's values and purpose to enhance psychological safety.
3. Establish user-friendly and confidential reporting channels that facilitate easy and safe reporting of discrimination incidents and include it in the training.

Consumer Reaction to Sustainable Surcharges

Presenter: Shreyans Goenka, Virginia Tech

Executive Summary:

1. This study shows that customers prefer to not see sustainable surcharges broken out, while prior literature generally supports the separation of different line items for pricing transparency.
2. Consumers associate sustainable charges with the company's responsibility rather than the consumer's burden.
3. To address this backlash, companies can: incorporate surcharges into total prices, emphasize their own related sustainable actions, clarify how funds are allocated, and potentially frame surcharges as benefits rather than costs.

Key Takeaways:

1. Despite partitioned pricing's usual transparency, it backfires with sustainable surcharges, as consumers perceive firms shifting social responsibility costs. On platforms like Twitter (X), negative comments about sustainable surcharges outnumber those about standard ones.
2. The avoidance of responsibility is the key psychological factor shaping consumer responses to sustainable surcharges. Consumers now anticipate corporate responsibility as integral to core operations.
3. To counter negativity, companies can implement trust-building approaches like highlighting tangible sustainability efforts related to the surcharge's purpose.
4. Additionally, enhancing transparency about fund utilization and reframing surcharges as "sustainable benefits" can effectively counter adverse perceptions.
5. With potential mandatory sustainable surcharges on the horizon, understanding consumer reactions becomes vital for shaping effective policies. Marketers can gain insights into how to align communication with consumer values and mitigate backlash..

Next Actions:

For Academia:

1. Research what other company actions communicate "avoidance of responsibility" to consumers regarding sustainable costs.
2. Further research could focus on the ethical implications of reframing sustainable surcharges as "sustainable benefits," investigating whether such framing genuinely mitigates negative reactions or merely manipulates consumer perceptions.

For Companies:

1. Companies should incorporate transparent communication strategies to bridge the gap between sustainable surcharges and corporate responsibility. Sharing concrete details about how funds are utilized for sustainability initiatives can help build consumer trust and alleviate concerns about passing costs to consumers.
2. Professor Goenka is seeking further collaborations with companies to continue assessing the impact of different pricing strategies on sustainable consumer behavior.

Exploring the Horizon:
Unveiling Gaps and Future Inquiry in Sustainable Business Research

Moderator: Joëlle Kanyana

Executive Summary:

Participants engaged in discussions to identify needs, explore potential solutions, and develop the most relevant research questions for each topic. The aim was to promote collaboration between academia and business practitioners to generate insights that drive sustainable business practices. Key takeaways and final research questions for each topic are summarized on the next page.

Next Steps for Academia and Industry

Further collaboration includes co-developing relevant research questions, relying on real-world case studies, and involving community input for impactful research.






Proposed Research Questions…	… resulting from Topic Areas and Key Takeaways
How can companies best promote employee education to enhance economic empowerment, particularly for marginalized groups, and how does this relate to overall economic success?	• **Economic Empowerment along the Value Chain** • Key Takeaways: Inclusion, access to education, and economic growth were central needs to propel economic empowerment at all stages of the value chain.
How can different business actors collaborate effectively to ensure accountable resource flows and track progress within circular economy business models?	• **Circular Economy Business Models** • Key Takeaways: The discussions unveiled durability, customer engagement, and the need for collaborative networks as necessary levers for improved circularity.
How can companies create a positive workplace culture that promotes sustainable behavior among employees while considering issues like burnout and trust?	• **Employee Sustainable Behavior** • Key Takeaways: Addressing burnout, building trust, and aligning incentives were the pressing issues identified during the group's discussions.
How can government and businesses collaboratively de-risk information sharing to facilitate multi-stakeholder collaboration, leading to sustainable practices?	• **Role of Government in Sustainable Business** • Key Takeaways: Balancing regulations, financial incentives, and fostering collaboration as central tenets of the role of government to improve sustainability in business.
How can technology be leveraged to effectively track and address human rights violations?	• **Sustainability and Digital Transformation** • Key Takeaways: Ensuring transparency, tracking data, and continuous integration of sustainability principles as core needs for the interplay between sustainability and digital transformation.
How can organizations derisk as well as promote transparency and communication across stakeholders to enhance collaborative efforts for sustainable business practices?	• **Multistakeholder Collaboration** • Key Takeaways: Transparency, channels of communication, and collaboration in complex networks would accelerate progress for multistakeholder collaboration efforts.
How can organizations effectively educate and engage various communities to achieve a just transition that fosters a sense of psychological safety and inclusivity?	• **Just Transition** • Key Takeaways: Balancing the needs of different communities, psychological safety, and creating a universal movement were core needs discussed for ensuring a just transition.
How do comfortable physical work environments interact with positive workplace culture to promote workforce inclusion, considering both blue-collar and white-collar workers?	• **Workforce Inclusion** • Key Takeaways: The discussions landed on creating an inclusive work environments, psychological safety, and balancing physical and cultural aspects as optimal arenas for creating workforce inclusion.
How can businesses leverage goal setting and labeling to bridge the intention-behavior gap and encourage customers to adopt sustainable behaviors?	• **Customer Sustainability Behavior** • Key Takeaways: Customers would align their behavior to sustainability goals if companies address intention-behavior gaps, inform them through labels, and foster accountability.

Dinner Reception at the Carnegie Museum

Participants gathered at The Carnegie Museum for a reception, celebrating a day of collaboration and networking among sustainability-minded organizations and CSB's Small and Medium Business Climate Corps Fellows, who are engaged in tailored applied research projects.

Research Collaborations & 2023 Fellow Details

Ductmate Industries, Inc. (DMI): Mohit Dewan

DMI seeks to achieve energy neutrality at its Monogahela facility, and Mohit's work investigated the feasibility of doing so. Throughout his fellowship, he performed an economic viability assessment, conducted a feasibility evaluation for solar and wind energy, and collaborated with a consulting firm to evaluate submetering implementation.

HarbisonWalker International (HWI): Kartikeya Singh

To help propel HWI's operation circularity efforts forward, Kartikeya evaluated and systemized a process for acquiring unused materials from customers and using them in manufacturing new products. To achieve these goals, Kartikeya studied the industry's current system, engaged stakeholders, and streamlined processes through digital tools and a tracking spreadsheet.

PGH2O: Eric Stoller

PGH2O aims to reduce landfill waste and increase reuse and recycling of waste and scrap. To help move these efforts forward, Eric conducted qualitative and quantitative baseline assessments of five remote sites, pinpointed high-return pilot projects with implementation plans, and identified avenues for cultural change driving further sustainability prospects.

Sloan Lubrication Systems: Abby Bonilla

Abby's fellowship aimed to assess the viability and environmental impact of a switch from carbon steel to stainless steel components of the Sloan system pumps. Her efforts included gathering insights from interviews with employees and managers, assessing internal impact, connect with vendors for emissions data, and providing Life Cycle Analysis research.

Glossary

1. **Biodiversity Finance:** A solution to address the financing gap required for biodiversity protection and restoration. Private capital, both pure private capital and blended financing, plays a role in funding biodiversity projects.
2. **Blended Finance**: Blending concessionary funding with private capital for services provided by nature to humans. This approach can be helpful when those services provide both a public good and private benefit.
3. **Carbon Credits:** Units that represent a reduction or removal of one ton of carbon dioxide equivalent emissions. They are used to offset emissions by investing in projects that reduce or capture greenhouse gases.
4. **Circular Economy Business Models:** Business models that aim to minimize waste and make the most of resources by reusing, recycling, and designing products with sustainability in mind.
5. **Consumer Behavior:** The actions and decisions made by consumers in relation to purchasing and using products or services.
6. **Diversity and Inclusion:** Efforts to ensure a diverse workforce and an inclusive workplace that values and respects differences, such as those related to race, gender, age, and more.
7. **Ecosystem Services:** Services to humans which we value; includes stabilizes climate, natural flood defenses, pollination of crops, recreational enjoyment, etc.
8. **ESG:** ESG stands for Environmental, Social, and Governance. It refers to a set of criteria that are used to assess the ethical and sustainability-related performance of companies and organizations. ESG factors encompass a wide range of considerations.
9. **Greenwashing:** The practice of making misleading claims about the environmental benefits of a product, service, technology, or company to appear more environmentally friendly than it actually is.
10. **Incentives and Positive Framing:** Strategies that involve offering rewards or benefits to encourage individuals and entities to engage in sustainable behaviors.
11. **Just Transition:** The idea of ensuring that the transition to more sustainable practices does not disproportionately harm workers or communities that are dependent on industries being transformed.
12. **Longitudinal Studies:** Studies conducted over an extended period to track changes and trends over time, often used to assess the long-term impact of interventions.
13. **Mission Drift:** The deviation from the intended objectives or values of an organization or project over time.
14. **Natural Capital:** The underlying asset that provides the services to humans which we value; asset types include land (agriculture, forests, urban green infrastructure, etc.) and sea (watersheds, fisheries, oceans, etc.), with each sub type having unique monetization mechanisms for protecting the underlying asset and services provided.
15. **Psychological Ownership:** The feeling of personal connection and investment in a concept, object, or idea, often leading to a sense of responsibility and engagement.
16. **Stakeholder Capitalism:** A business approach that considers the interests of a wide range of stakeholders, including customers, employees, communities, and shareholders, rather than focusing solely on maximizing shareholder value.
17. **Sustainable Surcharges:** Additional charges added to products or services to support sustainability initiatives or practices.

Attendees List

Unaffiliated	Nalini Rakotozafy Sonja Finn
City of Pittsburgh	Omoye Aikhuele, Diversion Specialist
Columbia Gas	Ned Leppo, Major Accounts Manager
Columbia University	Caroline Flammer, Professor of International and Public Affairs and of Climate
CONSOL Energy	Jacquie Fidler, Vice President of Environment and Sustainability Molly Dixon, Intern
Environmental Defense Fund	Spandan Ghosh, Climate Corps Fellow, Supply Chain Sustainability
ESG Program Lead	Cassie Yeager, Ansys
ESSEC Busines School	Arijit Chatterjee, Professor of Management
Federated Hermes	Martin Jarzebowski, Director of Responsible Investing
Forest Hills Borough Council	Patricia DeMarco, Vice President of Strategic Initiatives
Gassan Diamonds	Albèrt R.M. Jourdan, Senior Compliance Manager
Global Shapers PGH	Sarah Yeager, Founding Curator
McKinsey & Company; University of Mannheim	Lukas Krenz, Consultant & PhD Candidate of Sustainable Business
Northwestern University	Aaron Yoon, Assistant Professor of Accounting and Information Management
Pitt Business Center for Sustainable Business	Chris Gassman, Senior Associate Director Emmy Ray, Center Manager Jacky Thomas, Center Associate Joëlle Kanyana, ESG Rosetta Stone Program Manager Kristen P Ahern, Center Program Manager Lou Tierno, Decarbonize Middle America Program Manager Nicole Marchese, Decarbonize Middle America Associate
PNC	Erin Baker, SVP, Stakeholder Engagement, Corporate Responsibility Group Kristi Eberhardt, Managing Director & Head of Sustainable Finance Meg Haggerty, Senior Associate, Sustainable Finance Zach Graziani, Associate, Capital Markets
PPG	Shen Tian, Global Manager - Product Sustainability
PwC	Alexa Walls, Sustainability & ESG Services Manager
Schroeder Industries	Lou Tierno Jr, Controller
Sloan Lubrication Systems	Michael Bechtold, Chief Operating Officer
Technical University of Munich	Max Nadicksbernd, Doctoral Candidate

The City University of New York	Diogo Hilderbrand, Assistant Professor of Marketing
Tri-Sector Advisors	William Sapon, President
University of Hamburg	Christina Kannegießer, PhD Candidate of Sustainable Business Laura Edinger-Schons, Chief Sustainability Officer & Professor of Sustainable Business Manuel Reppmann, Postdoctoral Researcher, Corporate Sustainability
University of Pittsburgh	Abby Bonilla, Sloan Lubrications Solutions Fellow, Katz Graduate School of Business Andy Koch, Assistant Professor of Finance Barry Mitnick, Professor of Business Administration and Professor of Public and International Affairs Brent Rondon, Senior Management Consultant, Institute for Entrepreneurial Excellence Cesar Rodriguez, Civil Engineering Graduate Ellie Cadden, Sustainability Academic Program Manager, Mascaro Center for Sustainable Innovation Eric Stoller, PGH20 Fellow, Katz Graduate School of Business Ewa Rudnicka, Assistant Professor of Business Götz Veser, Nickolas DeCecco Professor, Associate Director, Swanson School of Engineering Ingrid Beute, Career Consultant, Engineering and Science Kartikey Singh, HarbisonWalker International Fellow, Katz Graduate School of Business Larry Feick, Interim Associate Dean of Pitt Business Leon Valdes, Associate Professor of Business Administration Mark Ma, Assistant Professor of Accounting Md Mostafa Zaman, Post-Doctoral Research Fellow, Katz Graduate School of Business Mohit Dewan, DMI Companies Fellow, Katz Graduate School of Business Sachiyo Connor, Finance Manager Samantha Chan, Assistant Director of Sustainability for the Office of Sustainability
University of Virginia	R. Edward Freeman, Olsson Professor of Business Administration; Academic Director, the Institute for Business in Society
UPMC Center for Sustainability	Holly Vogt, Senior Director Jon Polley, Program Manager
Virginia Tech	Shreyans Goenka, Assistant Professor of Marketing
World Group	Ann Sokalski, Sustainability Director Roy Villella, Vice President, Risk