

Integrating Sustainability into Finance, Investment & Reporting

Future Leaders Team 2013

Enabling tomorrow's sustainability business leaders



Leaders of the future



Tomorrow's leaders will need new skills and competencies to cope with an increasingly complex world as well as the social and environmental challenges across a changing competitive landscape. A sustainability perspective will be critical to managing relationships, bringing about change and planning for the future.

The World Business Council for Sustainable Development's (WBCSD) Future Leaders Team (FLT) has been set up to help develop the skills needed.

The FLT is a unique professional development opportunity which aims to develop sustainability

leaders for the future who understand the sustainability challenges and can position these to make strategic decisions. It is designed to help upcoming business leaders grapple with the complex topics, issues and concepts that will influence their future. The program creates a global network of dynamic business leaders, capable of acting as sustainable development ambassadors both within their companies and in society.

During the program, members of the FLT support their company's sustainability projects and initiatives, while contributing to the WBCSD's objectives to act as a catalyst for change towards a sustainable future.

Program benefits

The WBCSD's FLT program helps participants to address future challenges and create business value through:

- Recognizing sustainability opportunities and risks.
- Acquiring project development and management experience.
- Sharing personal and professional knowledge and experience.
- Engaging with key sustainability thinkers.
- Creating new networks across functions, sectors and geographies.
- Shaping the future of sustainable development.
- And more specifically this year:
 - Networking with broad set of key finance stakeholders.
 - Enhancing professional skills to lead critical development finance efforts.
 - Building long-term perspective by identifying opportunities and risks for new plans and strategy.



“The objectives expected from my participation in the program have been fully achieved. (...) I have developed and enhanced my leadership and business acumen skills and my decision-making competence through participating actively in the process and in group work activities.”

Teresita Larrain (FLT 2012) Anglo American

Key program features

- The FLT is a professional development opportunity focused on business leadership and sustainable development.
- The program is based on action learning through workshop participation, involvement in the WBCSD and the management of individual and group projects.
- Participants are invited to contribute on a part time basis, 25-30 days spread over 9 months, clustered around three face-to-face meetings.
- Each WBCSD company is invited to offer one participant per year who is not a sustainability expert and who does not have more than ten years of business experience.
- Participants are supported throughout the year by their Liaison Delegate (the key company contact in the WBCSD), who will work with them to set objectives, access people and information, identify communication opportunities and apply learning within the company.
- Given this year’s topic we would also appreciate the support and involvement of the company’s CFO.
- Throughout the duration of the program, participants will also benefit from a range of sustainability experts who will contribute to the agenda, speak at workshops and be available online.
- Future Leaders are encouraged to take responsibility for their own learning, and for engagement and interaction with relevant stakeholders.

Who should join?

- Given this year’s topic, we will welcome **professionals with financial responsibilities**. We are looking for your high potential candidates from the finance talent pool. Candidates could be working in audit, accounting, controlling, tax, treasury, reporting, investor relations, financial analysis/ planning or risk management.
- Participants should come to the program with between **five and ten years of business experience- no more**.
- Participants should have an interest in or curiosity about sustainable development and environmental issues, **but no significant experience in the sustainability field**.
- Each participant should already be able to demonstrate **leadership qualities** within their company.

“No, it’s not an experience but it is THE experience!”

Ricardo Caruso (FLT 2012) Norsk Hydro

Responsibilities

Individual participant

- Commit 25-30 days over nine months – 15 days in face-to-face meetings and 10-15 days in research/ writing/analysis/virtual meetings.
- Participate in 3 x 1 week face-to-face meetings.
- Deliver one individual and one group project.
- Communicate regularly with their company’s Liaison Delegate and with other stakeholders (i.e. CFO).
- Complete a pre-program questionnaire and undertake pre-reading.
- Sign an agreement with their Liaison Delegate to identify learning objectives, communication opportunities and post-program integration, ideally supported by the CFO.

Member company

- WBCSD Council Member to nominate the company’s Future Leader.
- Liaison Delegates and candidates to develop an agreement together to identify learning objectives, communication opportunities and post-program integration.
- Liaison Delegates to provide a pre-briefing and post-program support to the candidate.
- Allow the candidate to contribute 25-30 days to the program.
- Contribute CHF 5,000 for the FLT operational budget and administration costs.
- Cover travel and accommodation costs, typically for three international meetings, as well as fees for the Future Leader to participate in the WBCSD Council Meeting (approx. CHF 1,500).

WBCSD

- Provide a dedicated project manager to the FLT; other secretariat staff will also contribute as appropriate. This year, the project director, reporting & investment, will be the content expert.
- Provide organizational, logistical, mentoring and facilitation support.
- Assist in shaping the direction of the program to ensure alignment with the WBCSD’s overall work program goals and participant needs.



FLT 2013 Program

Integrating Sustainability into Finance, Investment and Reporting

The finance sector underpins all commercial activity, and so it is critical to the transformation to a sustainable world. This sector has a key role to play in achieving sustainable development, in light of its ability to promote the allocation of capital to those businesses and market players operating more sustainably.

It is in the best interests of investors to catalyze companies to improve the management of environmental risk, which is vital if we are to forge a more sustainable economy. Corporations will have to respond to a growing market demand and increasingly understand that transparency and action on climate change and social contracts are a business imperative. Failure to act could result in a competitive disadvantage.

A more balanced, inclusive and green economy can only be achieved with a stable and sustainable financial sector. Through the integration of sustainability issues directly into their core business, companies and financial institutions can help society to address sustainability challenges such as social inequity, climate change, resource scarcity and biodiversity loss.

Tomorrow's finance leaders will need new skills and competencies to cope with increasing social and environmental challenges across a changing competitive landscape in their identification and reporting. A sustainability perspective will be critical to managing relationships, bringing about change and planning for the future.

The FLT 2013 will, for the first part of their program, assess, within their companies what is the business case for integrating sustainable development into finance, this will include investments and reporting, and defining challenges and opportunities. The FLTs could also investigate the relationship between sustainability professionals and investors/finance community- external and internal perspective,

opportunities and challenges. They will also have the opportunity to participate at the GRI's (Global Reporting Initiative) Global Conference on Sustainability and Reporting in May 2013 in Amsterdam.

In the second part of the program, the FLT will work on group specific projects such as developing communication tools, frameworks or guidelines to better engage the finance community and investors in sustainability. This can include defining the right financial and sustainability language to get the sustainability message across. The FLTs could also propose to organize dialogues between sustainability experts and the finance community to present and test their findings. Some group projects could be the outcome of the opportunities and challenges that they would have identified during their mid-term meeting.

Together with WBCSD members, the Future Leaders will work to

- Develop understanding of sustainability challenges and opportunities associated with business, finance, investment and reporting
- Explore how material, social and environmental considerations can best be incorporated into investment and financial practices
- Actively participate in the global debate on finance and reporting
- Communicate findings to WBCSD and other stakeholders
- Join 3 x 1 week meetings through 2013 (New York, Amsterdam, Istanbul)

Agenda 2013 - Program Overview

Timetable	Activities	Benefits
 <p>Kick-off meeting Date: March 4 - 8 Location: New York, US Duration: 5 days</p>	<ul style="list-style-type: none"> • Participate in workshops on the basics of sustainable development • Become familiar with the WBCSD's structure, objectives and work program • Engage with WBCSD representatives and sustainability experts • Plan for individual projects in the year ahead 	<ul style="list-style-type: none"> • Understand the global context in which business is operating • Identify key sustainability issues and their relationship with business • Develop knowledge of sustainability and business issues, drivers, tools and approaches • Engage with key sustainability stakeholders
<p>Phase 1 Individual project Date: March to May Location: Virtual Duration: 4-5 days spread over 3 months</p>	<ul style="list-style-type: none"> • Assess the business case for integrating sustainable development into finance <u>or</u> • Investigate the relationship between sustainability professionals and investors/finance community • Explore the sustainability challenges, changes and opportunities related to company situation • Prepare report and presentation on key learnings 	<ul style="list-style-type: none"> • Build a long-term business perspective • Engage with key company stakeholders • Shape the future of sustainable development within your company
 <p>Midterm meeting Date: May 21-26 Location: Amsterdam, Netherlands Duration: 6 days</p>	<ul style="list-style-type: none"> • Present findings from Phase 1 individual projects to other FLT's and WBCSD • Engage with WBCSD representatives SD and finance experts at the GRI Global Conference • Participate in leadership training • Plan for Phase 2 group project(s) with guidance from secretariat and experts 	<ul style="list-style-type: none"> • Develop leadership and communication skills • Gain a greater understanding of the business context through other participants' personal and professional knowledge and experience • Create a large network of business leaders
<p>Phase 2 Group project Date: May-November Location: Virtual Duration: 5-9 days spread over 6 months</p>	<ul style="list-style-type: none"> • Carry out group projects, either by developing communication tools/framework/guidelines to engage the finance community or organizing dialogues between SD experts and the finance community 	<ul style="list-style-type: none"> • Develop skills in group project management • Build skills in engagement and collaboration with organizations and various stakeholder groups
 <p>Closing meeting Date: November 4-8 Location: Istanbul, Turkey Duration: 5 days</p>	<ul style="list-style-type: none"> • Consolidate group projects and activities and identify learnings • Present the output of group projects and share learnings • Engage with WBCSD representatives and sustainability experts • Participate in plenary sessions, working group meetings and learning by sharing seminars • Plan for future action and introducing learnings into companies. 	<ul style="list-style-type: none"> • Engage with key sustainable development stakeholders • Create a large network of business leaders • Share personal and professional experience • Develop ability to communicate effectively with various audiences

* **Optional:** FLT members are welcome to join WBCSD LD meeting in Montreux, Switzerland, April 16-17 2013

For more information

If you are interested in joining the Future Leaders Team or would like more information about the program, please contact:

Suzanne Feinmann
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About the WBCSD

The World Business Council for Sustainable Development (WBCSD) is a unique, CEO-led, global association of some 200 companies dealing exclusively with business and sustainable development. The Council provides a platform for companies to explore sustainable development, share knowledge, experiences and best practices, and to advocate business positions on these issues in a variety of forums, working with governments, non-governmental and intergovernmental organizations.

www.wbcSD.org

“Aside from contributing to my professional development, being a WBCSD FLT has been a great personal milestone for me. I relish the fact that I have had this unique opportunity to spend time with truly excellent people – from whom I have learnt so much, both professionally and personally.”

Rosalind Yunibandhu (FLT 2012) PwC

Recommendation form

Please fill in the details of your company's 2013 WBCSD Future Leaders Team nominee. Fill out all candidate information and send with the nominee's CV to Suzanne Feinmann at feinmann@wbcSD.org.

Nominations are due by Monday 14th January 2013

Candidate details

Surname

First name

Company

Profession

Nationality:.....

Date of birth

Phone

Email

Questions on the candidate

What are the three strongest traits/qualities of this candidate?

How has the candidate demonstrated leadership inside your company?

What is the candidate's interest in sustainable development?

What is the candidate's experience in finance?

What are the companies' expectations from the FLT 2013?

Contact details of person making nomination

Surname

First name

Phone

Email

2002 – 2012 Future Leaders timeline

2002 28 members **Stockholm, Johannesburg**

- Designed and delivered dialogue event
- Participated in bicycle cooperative in South Africa
- Created video of summit

2003 17 members **Montreux**

- Dialogued with +100 people across 11 countries
- Developed a user-friendly education tool
- Signed up to a set of “Sink or Swim” water principles

2004 28 members **Montreux, Zurich**

- Regional Young Managers Team launched, Portugal
- Developed paper on generational change in the financial services sector
- Designed a presentation pack on sustainable development and China
- Delivered an event on social and environmental issues in forestry projects in Brazil

2005 30 members **Geneva, Nagoya**

- Alumni website launched
- Developed an electronic communications game to reach employees
- Ran workshops to engage financial professionals in sustainable development
- Showed academia the value of the Sustainable World and You educational toolkit

2006 31 members **Beijing, Geneva**

- Alumni close Michelin, Bibendum Challenge, Paris
- Designed an interactive website prototype “Greenhearts”
- Showed short video on personal values and corporate action
- Presented posters to illustrate consumption of water, waste, energy and transport business scenarios through 2050

2007 38 members **Montreux, Brussels, Geneva**

- Alumni speak at The Conference Board, USA
- Explored energy and climate policy options in China
- Enhanced relationships with small- and medium-sized enterprises
- Built the business case for managing ecosystems sustainably through a communication campaign

2008 25 members **Montreux, Washington, Barcelona**

- Alumni networking site launched, Spain
- Completed individual Ecosystem Services Review
- Advocated the role of business at the World Conservation Forum
- Developed a compelling movie and a scenarios workshop

2009 13 members **Montreux, Bangalore, Washington**

- Explored the role of business in development with a focus on India
- Utilized the Measuring Impact Framework individual in companies
- Designed the Inclusive Business Challenge to identify opportunities to engage low-income communities across the value chain

2010 29 members **Montreux, Boston, Shanghai**

- Generated further knowledge and advocacy of Vision 2050
- Developed individual projects on Vision 2050 on how to use the Vision in companies
- Developed group collaborative innovation projects to explore Vision 2050 opportunity spaces

2011 22 members **Montreux, Washington, Geneva**

- Explored GHG Protocol Scope 3 in companies
- Presented findings and recommendations to World Resources Institute (WRI)
- Developed group projects on engaging stakeholders in the value chain

2012 25 members **Montreux, Washington, Jeju/South Korea**

- Completed the Business Ecosystems Training (BET)
- Developed a customization framework for BET
- Organized and led dialogue discussions with World Conservation Congress (WCC) participants

Former FLT participating companies

