

WBCSD Leadership Program - in partnership with Yale University and IMD

Making sustainable development relevant, actionable and scalable



Forewords

Our world faces three critical challenges: a climate emergency, nature in crisis and mounting inequality. In 2021, we launched *Vision 2050*, a framework for business action in line with the urgency of the challenges that we face if 9+ billion people are to live well, within planetary boundaries, by 2050.

To realize this vision, WBCSD is committed to supporting leaders across different business functions and industries in incorporating resilience into strategic planning, building a regenerative approach to business models, and reorienting global systems of capital towards sustainable development.

We have incorporated this approach into WBCSD's Leadership Program, which, for the last 20 years, has supported business leaders in navigating the global sustainability landscape to implement long-

term, resilient business strategy and operations. I have had the privilege of overseeing the program's development for the past nine years, and I am always inspired by the innovative ideas, concrete solutions, and lasting relationships from the impassioned, fearless business leaders who participate.

We will continue leveraging our networks and knowledge expertise to guide participants through this year's curriculum. Participants will take part in briefings with leading experts as well as experiential and peer-to-peer learning to gain cutting-edge sustainability insights and apply them into action in their own companies.

WBCSD is proud to deliver this curriculum in partnership with Yale University, as well as in collaboration with our member companies, who represent the world's most forward-thinking

businesses driving accelerated progress in the sustainability agenda.

Business resilience requires sustainability leadership to come from all business functions. We welcome you to join a dynamic community of business leaders committed to realizing a world where everyone can live healthy, fulfilling lives within planetary boundaries.

We look forward to meeting you in this learning journey and working with you to translate your ideas into action.



Rodney Irwin
Prof Dr Rodney Irwin
Chief Operating Officer

I like to say that the WBCSD Leadership Program is a unique opportunity to become a sustainable development leader. It's a learning program mixing lectures by professors, experiential learning activities, discussion with business experts and experience sharing sessions with peers. Each year participants not only increase their knowledge on sustainable development challenges and opportunities but they also learn about supporting tools and frameworks.

At the end of the Program, participants have a deeper understanding of their role and purpose to add value to their organization: they can make actionable recommendations to their companies. They develop leadership skills and a supportive network of leaders. I believe, those are some of the reasons why Alumni do recommend the Program.

The Leadership Program will continue to evolve but we have decided to keep an overall focus and core curriculum on sustainability strategy and actions instead of changing the topic every year.

After two challenging years, I certainly hope to once again to meet face-to-face with the Leadership Program participants in the Class of 2022 and look forward to receiving nominations – don't hesitate to reach out with questions!



Suzanne Feinmann
Suzanne Feinmann
Director, Education

Why join the WBCSD Leadership Program?

Education is central to improving the lives of people globally. The 2030 development agenda recognizes that education is essential for the success of sustainable development as a whole with Sustainable Development Goal (SDG) 4, which focuses specifically on education.



The WBCSD Leadership Program helps representatives from companies gain an in-depth understanding of sustainable development challenges and the opportunities that feed into strategic business decision-making. As the world continues to change, sustainable businesses will grow to be the most successful. Therefore, it's critical for the next generation of leaders to understand the importance of sustainability and integrate related challenges and opportunities into their core business strategy.

The Program is designed to help business leaders navigate complex topics and concepts that will determine the future, enabling individuals and organizations to lead, transform and succeed.

Many companies say they're integrating the SDGs into their corporate strategy. When developing such a strategy, innovation is key for futureproofing and adapting business models and/or product service offerings. In other words, challenging our thinking is critical for building a sustainable world.

The WBCSD Leadership Program explores how companies are integrating human and social capital into their core business strategies and day-to-day decision-making. It helps participants understand how cutting-edge companies use innovation to develop value creating solutions that address sustainability issues and opportunities.

Participants will participate in panel discussions with academics and business leaders, investors and NGOs, as well as onsite visits and practical workshops.

What participants gain by joining

Enhance leadership skills: Participants gain a better understanding of their own leadership preferences to help them become sustainability leaders.

Partnership with Universities: We start our Program at IMD followed by Yale University with world-renowned academics. After successful completion of the Program, participants receive a certificate from IMD and Yale School of Management. Yale professors who have contributed in previous years include Prof Rodrigo Canales, Prof Zoë Chance, Prof Dan Esty and Prof Brad Gentry.

Build a strong network: The Program creates a global network of dynamic business leaders, capable of acting as sustainable development ambassadors within their companies and in society. There are also opportunities to engage with a range of business and sustainability experts. Previous speakers include Paul Polman, Peter Bakker (WBCSD), Samuel DiPiazza (PWC/Citi), Lord Michael Hastings, Prof Mervyn King (IIRC),

Karim Hajjar (Solvay), Nadir Godrej (Godrej Industries) and S. Padmanabhan (Tata).

Strengthen business skills: Participants work on individual and group projects focusing on solutions that benefit the participant's company and the wider business community. Final group projects are presented during WBCSD's Council Meeting, where participants interact with WBCSD members at the C-Suite level.

Varied experiences: Highly interactive, the Program uses a mixture of education styles from traditional classroom-based work to action and experiential learning activities through workshop participation, case studies and presentations to help candidates to succeed in their career.

Long-term education: Participants are eligible to apply for credits at [Lancaster University](#) based on their learning on the WBCSD Leadership Program. To find out more, email [Dr Alison Stowell](#) for details.



WBCSD Leadership Program overview

2022 timeline and locations* Objectives and projects

<p>MODULE 1 Sustainable development in context 25-29 April, IMD, Lausanne, Switzerland</p>	<ul style="list-style-type: none"> • Develop knowledge of sustainability business issues, drivers, tools and approaches • Learn from renowned academics and professors from a renowned University in Europe • Engage and interact with WBCSD representatives and sustainability experts • Participate in leadership simulation exercises and workshops • Create a large network of business leaders and share best practices
<p>INDIVIDUAL PROJECT April-August</p>	<ul style="list-style-type: none"> • Apply the learnings of Module 1 • Develop a case review that explores the sustainability challenges and opportunities related to participants' companies • Prepare a written report
<p>MODULE 2 Sustainable development in action 5-9 Sept. Yale University and New York City, USA</p>	<ul style="list-style-type: none"> • Share findings and learnings from the individual project • Learn from renowned academics and professors from Yale University • Gain new insights into the business context through other participants' personal and professional knowledge and experiences • Walk-the-talk through experiential learning (field trips, company visits - pending sanitary restrictions) • Facilitate panel discussions • Start the group projects
<p>GROUP PROJECTS Sept.-October</p>	<ul style="list-style-type: none"> • Design and execute group projects • Develop skills in group project management, in engagement and collaboration with organizations and various stakeholders (internal and external) • Develop knowledge of sustainability and business issues, drivers, tools and approaches • Prepare a written report, a summary for WBCSD's webpage and a presentation on key learnings and recommendations
<p>MODULE 3 Leading Sustainable Development 24-28 Oct. Tokyo, Japan</p>	<ul style="list-style-type: none"> • Participate in leadership workshop • Present the outcome of group projects and develop the ability to communicate effectively with various audiences • Participate in plenary sessions and working group meetings during the WBCSD Council Meeting and engage with WBCSD representatives and sustainability experts • Consolidate group projects and activities, and identify learnings • Plan for future action and the introduction of learnings into companies

*Pending evolving pandemic situation and country restrictions, WBCSD may have to postpone the modules or to move to online trainings. Safety restrictions from hosting Universities and local partners will have to be followed by all participants when joining in person meetings.

Application and participation requirements

- 5-10 years of working experience.
- Ability to demonstrate leadership qualities within their company.
- Candidates can come from any business or unit function but should **not be sustainable development experts.**
- Excellent English proficiency (written and verbal) **is mandatory.**
- To obtain the WBCSD Leadership Program and the Yale certificates, participants must commit to:
 - 15 days for attending the three one-week meetings; and
 - deliver an individual and a group project.
- All companies must confirm that they fully support their participant's contribution to the Program and help to ensure their participants have time to fulfill the above requirements - by completing a learning agreement ahead of Module 1.

A participant may be required to withdraw from the Program if she/he fails to meet any of these requirements.

Nomination process

- Please send the [recommendation form](#) to Suzanne Feinmann (feinmann@wbcسد.org) by no later than **Monday 10 January 2022**. Places in the Program are limited and granted on a first come, first served basis, provided all the terms of application are met.
- WBCSD Council Members or Liaison Delegates can nominate their companies' participant(s).
- For non-WBCSD members, the candidates' manager(s) should sign a letter confirming support and budget for the Program.
- Decision for admission/non-admission will be made by WBCSD.
- The recommendation form will be considered as a commitment for sending participants.

- Training spot will be reserved until 30 days in advance of the start of the Leadership Program. If not confirmed, they will then be released.

CANCELLATION POLICY:

1. *Up to six weeks before Program start: companies receive a full refund of the fee*
2. *From six weeks to up to 11 days before Program start: companies incur a 60% cancellation fee*
3. *Within 10 days before Program start: companies incur a 100% cancellation fee.*
4. *If a participant is unable to attend the Program, the reservation can be transferred to another colleague (if all requirements are met)- the notice must be made no later than 10 days before the start of the Leadership Program. Afterwards cancellation policy will be applicable.*

Here's what our companies are saying about the Program



The WBCSD Leadership Program is a great first step to gain grounding and a broad introduction to the many aspects of sustainability. This Program brings experts from different business backgrounds from different parts of the world with diverse perspectives and will facilitate an open learning culture. In this learning space, I was able to challenge my personal perspectives as well as company culture on the complex relationships between sustainability and innovation. Additionally, the Program offers a great opportunity to build relationships and networks with other future leaders in sustainability.



Anne Mwaniki,

Project Management Lead - North America, Bayer,
Leadership Program participant 2021



The key to sustainability leadership is to inspire and engage more people to create better futures for generations to come. The WBCSD Leadership Program offers great opportunities for current and aspiring leaders to share knowledge and stimulate new ideas for driving sustainable business.



Hendrik Rosenthal,

Director - Group Sustainability, CLP Holdings Ltd

The companies who have trusted our Program



About WBCSD

WBCSD is the premier global, CEO-led community of over 200 of the world's leading sustainable businesses working collectively to accelerate the system transformations needed for a net zero, nature positive, and more equitable future.

We do this by engaging executives and sustainability leaders from business and elsewhere to share practical insights on the obstacles and opportunities we currently face in tackling the integrated climate, nature and inequality sustainability challenge; by co-developing "how-to" CEO-guides from these insights; by providing science-based target guidance including standards and protocols; and by developing tools and platforms to help leading businesses in sustainability drive integrated actions to tackle climate, nature and inequality challenges across sectors and geographical regions.

Our member companies come from all business sectors and all major economies, representing a combined revenue of more than USD \$8.5 trillion and 19 million employees. Our global network of almost 70 national business councils gives our members unparalleled reach across the globe. Since 1995, WBCSD has been uniquely positioned to work with member companies along and across value chains to deliver impactful business solutions to the most challenging sustainability issues.

Together, we are the leading voice of business for sustainability, united by our vision of a world where 9+ billion people are living well, within planetary boundaries, by mid-century.

www.wbcسد.org

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