



Advanced Board Director Programme

Singapore | 25-26 September 2023

Designed in collaboration with Earth on Board, this programme explores the purpose of boards in a rapidly changing world and the specific strategic issues that global challenges pose to long-term company performance and strategy, the implications for Board duties.

It equips Asia based Board Directors to analyse the consequences of a new sustainability context for business and to go further in their duties as board members by integrating sustainability within the companies that they serve.

Programme Overview

Our Board Director Programme offers a unique opportunity for directors to explore complex sustainability issues from the point of view of the board. The programme features leading-edge and forward-looking content; paying attention to emerging strategic signals, we provide long-term and thought-provoking perspectives rather than the description of incremental improvements of mainstream trends and practices.

Designed to encourage participation, the seminar is highly interactive and combines impactful presentations, group discussion and peer exchange with other Board Directors. This participatory approach, enriched by extensive Board experience among our Faculty team, offers maximum opportunity for sharing, innovation and collaboration and give attendees concrete ideas to take back to the Boards on which they serve.

Key objectives:

- **Expand awareness and insight** Examine the scale and urgency of the sustainability challenge and its relevance to the Board, strengthening your systemic thinking and ability to connect global challenges to your company's strategic context.
- **Analyse implications for the business model and for the fiduciary responsibility of Board Directors** Understand critical risks, priority actions, evolving trends in reporting and disclosure requirements and potential business opportunities.
- **Surfacing and exploring dilemmas** Share innovative approaches to common dilemmas among your peers, such as conflicting expectations among stakeholders and tackling complex issues to make progress within the Board agenda.
- **Align governance and focus** Informed by our Faculty's experience and examples of leadership from companies worldwide, review your Board's current approach and capacity for action.
- **Structure engagement with management** Become better equipped to fulfil your Board duties by challenging and guiding your executive team, helping to integrate sustainability into business strategy and fulfilling your board duties.

Key themes

In the face of global changes and disruptions, and the urgent necessity to fundamentally change the way we do business, Boards need to take the lead.

Entrenched in concrete board experience, this programme is designed to enable Board directors to think critically about their role and duties and to provide the strategic leadership that the external context urgently requires of them. Key themes over the 24 hour programme include:

A new sustainability context for business

We combine deep insight into the most material social, economic and environmental systemic trends, globally and locally, with an understanding of commercial imperatives for action at pace and scale. This includes a forward-looking view of the evolving drivers and enablers of change, including stakeholder expectations, and the consequences for business.

Board duties and the need to put sustainability at the centre of strategy

Sustainability has transformed the standard of care, skill and diligence expected of Directors, calling for a new approach towards management risks and opportunities. We explore the implications of an evolving legal and regulatory environment on Director duties and how purpose and stakeholder expectations are now central to the boards' duty to act in the long-term best interest of the company.

Testing and shaping a sustainable strategy from the board

We show how the pace and rate of change impacts business' success, creating new winners and losers across sectors and economies. We explore several principles for Boards to consider in ensuring their companies follow successful long-term strategies, adapted to the changing context, such as: adopting a resilient business model; effective stakeholder engagement for systems change; realistic Net-Zero strategies; evaluating and pricing externalities and integrating sustainability into business decisions.

Sustainability reporting: from compliance to driving progress and building trust with stakeholders

Sustainability reporting obligations are increasing and becoming highly scrutinised and challenging. We will share the principles driving board oversight on reporting to ensure Directors not only fulfil their duties related to disclosure but use this to drive the company's progress and build trust with stakeholders. This includes an overview of new frameworks and standards internationally to anticipate further evolutions.

Leadership from the Board – practical steps to progress

An overview of the optimal governance structure and processes required to integrate purpose and sustainability. We will support participants to challenge management with the right questions, in addition to sharing observations of effective governance procedures, board composition, committees, agendas and skillsets required. This includes a boardroom simulation activity to illustrate practical practices and concrete steps Directors can take to execute their duties in this new context.

“

I have a much better perspective of the sustainability issues facing the Board after attending the course.

Director, Tuan Sing Holdings Ltd

”

Indicative Faculty and Contributors

We draw upon leading sustainability experts and practitioners for their in-depth knowledge of key topics. Indicative faculty and speakers include:



Philippe Joubert

Philippe is Founder and CEO of Earth on Board. He is also a Fellow of CISL, a Senior Advisor for WBCSD and a member of the International Advisory Board of the World Energy Council. He advises and serves on the Board of several global companies and was previously President of Alstom Power and Deputy CEO of the Alstom Group.



Sarah Barker

Sarah is a Partner and Head of Climate Risk Governance for MinterEllison, leading MinterEllison's international climate risk governance and sustainability team. Sarah is Australia's representative on the cross-jurisdictional Commonwealth Climate and Law Initiative and she teaches sustainability in legal duties and corporate governance.



Alice Spencer

Alice is a Programme Director in the Executive Education Team at CISL. She is responsible for CISL's flagship Prince of Wales's Business & Sustainability Programme and also develops and delivers customised strategy programmes for major businesses worldwide. She joined CISL in February 2017 following several years working in Australia and New Zealand in regional government, not-for-profit and corporate roles.



Professor Richard Calland

Richard's experience in governance spans multiple sectors, continents and decades. Having practised at the London Bar for several years he is now Associate Professor in Public Law at the University of Cape Town. Richard has served numerous boards as a sustainability strategist and political economy advisor. He leads CISL's work on board governance and co-chairs the UN Secretary General's expert group on climate finance.



Pat Dwyer

Pat is founder and director of The Purpose Business, a sustainability advisory firm. She is passionate about sharing her 20+ years of experience to help businesses in Asia activate purpose, address ESG impacts and scale sustainability in order to grow responsibly and future-proof their business.

Indicative Faculty and Contributors (continued)



Anna Lungley

As Chief Sustainability Officer, Dentsu International, Anna works at the intersect of strategy, communications and sustainability helping organisations embed purpose at the heart of everything they do. She has a track record of driving strategic business opportunities that match the capabilities of the business to society's global challenges. When acting as Sustainable Business Director for BT Group, it was established as a global leader in digital inclusion and she launched groundbreaking partnerships with brands and NGOs to promote equal access through digital to education, employment and health.



Will Day

Will Day Will has been Fellow at CISL for over 15 years and is Sustainability Advisor to PwC UK where he works regularly with senior staff at Board and Executive team level from global and large national companies, and governments to help them better understand and identify the strategic risks and opportunities that accompany the rapidly evolving global context. Previously, he was Chairman of the Sainsbury's Foundation Advisory Board, and Chairman of the Sustainable Development Commission, the UK government's independent advisory body. Will has also been Chairman of the Overseas Development Institute and was Special Advisor to the United Nations Development Programme (UNDP).



Junice Yeo

As Eco-Business's Executive Director, Junice leads the ESG Intelligence division focussed on research, advisory and training on key issues such as disclosure and ratings, climate risk, sustainable finance, and carbon market developments.

Junice has two decades of private and public sector experience in China and Southeast Asia. She is a regular facilitator and moderator on key environment and social issues for organisations, including board briefings on evolving ESG issues in Asia, and regularly mentors professionals across industries on ESG integration, disclosure and strategy.



Dr Nina Seega

Nina is the Research Director for Sustainable Finance at CISL. She works on mainstreaming environmental and social considerations into daily financial and corporate decision making. Nina is also an academic visitor at the Bank of England and a member of the Strategic Advisory Board on Sustainable Finance at the British Standards Institute. She is also a member of the Sustainable Finance Scientific Council at S&P Ratings.

Application and fees



	Singapore
Date	25-26 September 2023
Duration and format	12 hours over 2 days
Venue	JW Marriott TBC Singapore
Fee	£2,800 (approx. SGD4800)

Any questions? Eager to know more?

For any questions, please contact Constant Van Aerscht, Director of Earth on Board in Singapore – contact.sg@earthonboard.org
+65 8228 4310

We will also host a series of online information sessions where Philippe Joubert will present the programme and answer any questions. These will take place at 3pm and 6pm on July 11th, 13th and 17th (all Singapore Standard Time).

Please register your interest in attending with Antoine Gonthier:
antoine.g@earthonboard.org

How to apply

[Submit your application here.](#)

For more information contact
info@cisl.cam.ac.uk

* Fees are inclusive of materials, meals and refreshments during the programme. Fees do not include travel or accommodation costs.

Alumni network

Participants of the programme join a worldwide group of over 27,000 senior leaders and leading practitioners from across all sectors and regions, representing business, the public sector and civil society. Continued engagement with the alumni will include:

Seminar follow-up

Delegates will have an opportunity to reconnect by conference call during the first year following the seminar

Alumni events

Events are held worldwide and include keynote lectures, gala dinners and networking opportunities.

Latest insights

Regular updates on international sustainability developments

Business platforms

An opportunity for executives in a variety of sectors or functions to convene around key sustainability issues, identify solutions and advocate change.

Other programmes in the region

The Prince of Wales's Business & Sustainability Programme

For 30 years, The Prince of Wales's Business & Sustainability Programme (BSP) has helped over 4,500 senior executives translate complex sustainability trends into strategic business decisions, supporting individual leadership, business strategy and systemic change. We are delighted to bring this globally renowned programme to Asia for a second year in 2023, running alongside the Board event.

Date: 24-27 September 2023

Format: 3.5 day residential programme for executives

Fee: The fee for this is £5,150 (approx. SGD9295)

Location: JW Marriott Singapore South Beach



My personal objective was to bridge the gap between bottom up coalface initiatives and reporting requirements around sustainability, and top down director fiduciary duties. The course provided excellent breadth of perspective to bring these two elements together

**Non-Executive Director Participant
Australia 2023**



The programme raised awareness of the unknown, confirmed what we are getting right and gave an opportunity to consider alternatives.

**Board Director
Energy Generation Company**



A powerful and vigorous call to action! Practical, inspiring and challenging.

**Board Director
Institutional Investment Manager**



Outstanding and impactful! I am now equipped to drive real change.

**Board Director
Utility Company**



Our experience

The University of Cambridge Institute for Sustainability Leadership and Earth on Board work with more than 250 major organisations each year to activate leadership globally to transform economies for people, nature and climate.

Participants will benefit from our experience in the region, notably through delivery of a virtual sustainability programme series for board directors of companies listed in Singapore, delivered to 130+ directors across 4 modules/6-hours, in addition to a 24 hour in-person event in 2022. These programmes were SGX RegCo prescribed sustainability training courses that directors followed to meet the enhanced SGX sustainability reporting rules.

Examples of previous Board-level engagements:



Two 24-hour programmes for groups of Non-Executive Directors from energy, finance and property sectors across Australia and New Zealand, exploring system pressures and trends, evolving regulatory requirements and stakeholder expectations, as well as tools and methodologies for NEDs to put sustainability on the Board agenda.



A two-day programme for Board-level representatives from across a major Indian conglomerate, to build organisational resilience to climate change and a growth strategy for a low carbon economy.

A session with the Board of a global materials company exploring sustainability challenges and the links to directors' core duties.



A one-day programme for the Board of a major, privately owned property company exploring its strategic response to the challenges of urban resilience, portfolio risk and issues of growing economic inequality.

A session for the Board of a large multinational venture capitalist conglomerate to build an understanding of sustainability and its implications for Board-level responsibilities.



Non-executive programmes conducted with the Boards of a major energy company, National Electricity Utility and a leading Development Bank.



A series of consultations and workshops to equip a major financial services group to build Board alignment around a new sustainability strategy.



A one-day programme for the board of a New Zealand electricity generation and retailing company.



A session with the Board of a leading bank in Asia exploring sustainability challenges and the links to directors' core duties.



Sessions with the Boards of several large multinational companies in the industries of water management, waste management, energy services, construction materials and high-performance materials.



Sessions with the boards of a large Swiss insurance company and a large flavour and fragrance company.



Session with the board of a European Army.



Half day session for the directors of a large beverage group and directors of its subsidiaries.



4-module programme delivered to the group board and the board directors of a large Malaysian universal bank and major regional subsidiaries.

Head office

The Entopia Building
1 Regent Street
Cambridge
CB2 1GG
UK

T: +44 (0)1223 768850
info@cisl.cam.ac.uk

Brussels

The Pericléès Building
Rue de la Science 23
B-1040 Brussels, Belgium

T: +32 (0) 2 894 93 19
info.eu@cisl.cam.ac.uk

Cape Town

PO Box 313
Cape Town 8000
South Africa

T: +44 (0)1223 768850
info@cisl.cam.ac.uk

Singapore

Earth on Board Pte. Ltd.
1 Jalan Kilang Timor #06-01
Singapore 159303

T +65 8228 4310
contact.sg@earthonboard.org

www.cisl.cam.ac.uk

[@cisl_cambridge](https://twitter.com/cisl_cambridge)

www.earthonboard.org

The University of Cambridge Institute for Sustainability Leadership (CISL) is a globally influential institute developing leadership and solutions for a sustainable economy. We believe the economy can be 'rewired', through focused collaboration between business, government and finance institutions, to deliver positive outcomes for people and the environment. For over three decades we have been at the forefront of sustainability leadership, developing the knowledge and capabilities of individuals and organisations to catalyse change and accelerate the path to a sustainable economy.

Earth on Board's purpose is to support boards align their company's business model with the preservation of ecosystems and the achievement of societal needs. Founded in 2016, it has delivered awareness and education programmes to hundreds of board members. As well as helping individual organisations, Earth on Board drives change at the macro level by participating in the evolution of legal and social norms around corporate governance and sustainability.

