

WBCSD LEAP Program 2023-2024



Welcome to WBCSD LEAP Program

Corporate leaders need to increasingly focus on sustainability, resilience and the capacity to absorb system-wide shocks. This leadership will shape the trajectory of our future.

With the LEAP Program, we look to women leaders for this purpose, as women have a critical role to play in the success and sustainability of business. Studies clearly show that companies with a greater proportion of women in senior decision-making positions tend to deliver better economic results and place a greater emphasis on social and environmental issues.

LEAP addresses this opportunity directly. It is a project for companies as well as for women. This work also contributes directly to Sustainable Development Goal 5, which aims to empower all women and girls by 2030.



Rodney Irwin

Prof Dr Rodney Irwin
Chief Operating Officer,
WBCSD



Gabriela Uriarte

Gabriela Uriarte
Director, Leading Women
& LEAP Program, WBCSD

The leading role of women is crucial to the success and sustainability of business. WBCSD's LEAP Program, addressed to companies and focused on women and sustainability, is designed to open horizons, and raise awareness among business to rethink our systems in which we operate.

We accompany the participating women leaders through this journey to broaden their global business vision and help them gain new competencies to achieve their ambitions within their companies while gaining new skills in sustainability from a business perspective. This helps them and their companies to embed sustainability within their long term strategies. In exchange, we rely on women as change agents to transform not only business but also society as a whole.

We invite any company committed to diversity, inclusion and sustainability to join us on this journey, which is needed now more than ever!

About the World Business Council for Sustainable Development (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

Follow us on [Twitter](#) and [LinkedIn](#)





Why join?

Education is central for 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 4, which focuses specifically on education.

As the world continues to change, sustainable businesses will grow to be the most successful. This is why 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.

WBCSD's LEAP Program helps companies gain an in-depth understanding of sustainable development challenges and the opportunities that feed into strategic business decision-making.

Many studies show a correlation between companies with a greater proportion of women in senior decision-making positions and the delivery of better

economic results for that company, as well as a greater focus on social and environmental issues.

Now is the time for business to commit to SDG 5, which aims to achieve gender equality and empower all women and girls by 2030.

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



WBCSD LEAP Program 2023

What do
companies
gain by joining?

Gender equality is a matter of business value, not just a matter of social justice. The [“Better Business, Better World”](#) report, launched by the Business & Sustainable Development Commission in January 2017, shows that achieving gender parity and other human capital gains would unlock between USD\$12 and USD\$28 trillion by 2030. However, women are still underrepresented in the senior ranks of many companies.

Moreover, companies having more women at top level positions are more sustainable. Women tend to pay more attention to social and environmental issues.

LEAP is an education project aimed at women and companies. It is designed to help women reach senior positions in their companies and ensure that sustainability is both embedded in their leadership and included in their company strategy.



2023 LEAP Program: timeline & locations

Timeline and locations

Objectives and projects

PRE-MODULE 1

May 2023

Lead & coaching process

- Webinar
- Exercises
- Enable participants to deepen their self-awareness guided by a professional coach

MODULE 1

Innovation and change management: towards sustainability

5-9 June 2023

Esade Business School
Madrid, Spain

- Develop a strategic vision and analyze the key value creation factors in organizations related to senior executive positions
- Strengthen participants knowledge, tools and the basic competencies all executives need to fulfill in pursuit of their organizations' strategic objectives

MODULE 2

Sustainable development in context

5-8 September 2023

Yale University
& New York City

- Develop knowledge of sustainability business issues, drivers, tools and approaches
- Learn from renowned academics and professors from Yale University
- Engage and interact with WBCSD representatives and sustainability experts
- Create a large network of business leaders and share best practices
- Get to know the United Nations and their work

Timeline and locations

Objectives and projects

MODULE 3

Leading sustainable development

27-29 November 2023 (tbc)
Dubai, UAE
WBCSD Council Meeting

- Participate in LEAP's private workshops.
- Participate in plenary sessions and working group meetings during the WBCSD Council Meeting and engage with WBCSD representatives and sustainability experts.

CROSS MENTORSHIP PROCESS

With high level executives from the companies participating

- A high-level executive will mentor a woman participant from a different company during six months (via video call) 12 hour-sessions commitment.
- Online session for mentors.

Module 1: Innovation and change management towards sustainability

Esade Business School, Madrid, June 2023

PRE-PROGRAM (4 May, 2023) ONLINE	Monday 5 June	Tuesday 6 June	Wednesday 7 June	Thursday 8 June	Friday 9 June	POST PROGRAM (June/July 2023) ONLINE
LEAD I: Introduction to the LEAD Program	8:45-10:00	8:45-10:00	8:45-10:00	8:45-10:00	8:00-10:00	Negotiation (3 hs online) 8 May Carolina Kindelan
Online assessments (LEAD Platform) Self-Reflection Exercises May 8	Welcome & Getting started – Gabriela Uriarte	Situation and perspectives of the world economy: understanding the complexity Aranzazu Narbona	Setting a strategic frame for innovation Luis Vives	High Impact Communication Patricia Cauqui	Leading Change, turning your ideas into impact (Simulation) Joaquin Cava	Geopolitics (3hs online) 29 Jun Aranzazu Narbona
	Key Challenges to walk towards gender balanced and D&I organizations - Patricia Cauqui					Key take aways (2hs online) 5 July Luis Vives
Pre-work May	10:00-10:30 Coffee break	10:00-10:30 Coffee break	10:00-10:30 Coffee break	10:00-10:30 Coffee break	10:00-10:30 Coffee break	LEAD II: Executive Coaching (3 Individual Coaching Sessions)
	10:30-13:00	10:30-13:00	10:30-13:00	10:30-13:00	10:30-13:00	
	Key challenges to walk towards gender balanced and D&I organizations Patricia Cauqui	Situation and perspectives of the world economy: understanding the complexity Aranzazu Narbona	Setting a strategic frame for innovation Luis Vives	High Impact Communication Patricia Cauqui	Leading Change, turning your ideas into impact (Simulation) Joaquin Cava	
	13:00-14:00 Lunch	13:00-14:00 Lunch	13:00-14:00 Lunch	13:00-14:00 Lunch	13:00-14:00 Lunch	
	14:00-17:00	14:00-17:00	14:00-17:00	14:00-16:30	14:00-16:30	
	A.I. and cloud. What's next? Esteve Armirall	Power and influence Joaquin Cava	Company Visit	HBDI (Thinking preferences Inventory) Rodney Irwin	Introduction to the role of business in Sustainable Development Rodney Irwin	
	18:00-19:30	Free evening	21:00-22:00	19:30-22:00	Departures	
	Networking cocktail at Esade		Tablao Flamenco	Farewell dinner		

The sessions established in this calendar could be modified. Esade Business School reserves the right to make the necessary changes.

Esade Presentation

#4

BEST MBA IN THE WORLD
Financial Times 2022

#3

MBA - STUDENT SATISFACTION
WORLDWIDE
Global Open 2022

esade

Esade is one of the most prestigious academic institutions in the world. Recognized for its top quality training, its international character and its strong orientation to integral development of professional and human skills, Esade was the first Business school in Spain to achieve the three most important international accreditations in Education, known as Triple Crown¹ (AACSB, EMBA, EQUIS), and for decades has been occupying very relevant positions in the most prestigious international rankings such as BusinessWeek, Financial Times or Forbes.

Esade is also signatory to the United Nations Global Compact and to the Principles for Responsible Management Education (PRME), a global network of universities and business schools that is committed to integrating social responsibility, ethics and sustainability into education. It has also joined the United Nations Higher Education Sustainability Initiative (Rio+20).



Esade

Diversity & inclusion and sustainability initiatives have a lot in common as functions that foster a common purpose for the company, attract new talent, inspire employees, build trust with clients and communities, and enhance innovation. Working on both fields (D&I and Sustainability) with an integral strategy is a clear opportunity for business leaders to deliver even greater value for stakeholders.

Our aim is to expand in this direction the vision and resources of the women leaders participating in the LEAP Project.

With that in mind, the module at Esade “Innovation and Change Management towards sustainability” has been designed as a journey that combines deep individual self-reflection, development of key skills, a review of the current events from the geopolitical and economic perspective, and the analysis of progress and remaining challenges in the area of gender balance and D&I.

Welcome aboard this opportunity to build collective intelligence together!



Patricia Cauqui
Academic Director
Esade



The program faculty



PATRICIA CAUQUI

Patricia Cauqui has been teaching at Esade since 2004, and is dedicated to leadership, executive coaching, and high-impact communication. She is also the academic director of numerous programs, including Promociona Project (Female Executive Leaders) Red Eléctrica Española Custom Projects, and High-Performance Leadership (in collaboration with FDC in Brazil).

She is as a visiting lecturer at INCAE Business School where she directs and teaches various programs in several Latin American countries.

Patricia is a founding partner of a consulting firm specialized in the integral implementation of gender diversity at all company levels, in executive coaching for women executives, and in training internal mentors and sponsors.

She has lived for several years in various countries of the former Soviet Union, Africa, and the Caribbean, working as the country project director of Noa Media. In Spain, she has been the managing director of Viajar.com and area director in several media companies.

ACADEMIC TRAINING

- Executive Coach. Columbia University N.Y. (Master Certified Coach ICF)
- MBA. Esade
- Masters Degree "Psychology in Top-Level Sport". UNED
- "Moral and Political Philosophy". ECTS Credits. UNED
- BA in Sciences of the Information. UCM



JOAQUÍN CAVA

Joaquín Cava has spent most of his career at the Boston Consulting Group (BCG), which he joined in 1994. He became a partner and a vice-president of the firm in January 2002. During his career as a consultant, he worked with a wide range of clients in all sectors, including: consumer goods; banking; industry (cement, machine tools, metallurgy); energy, telecommunications; and diversified industrial conglomerates. He has been involved in a wide range of projects: strategic definition and implementation; design and implementation of business or expansion plans; organizational and process design; definition of business strategies (channels, products, pricing); implementation of plans to improve operational efficiency; management of merger processes and synergies; valuation of acquisition objectives and participation in due diligence processes; and overseeing the design and implementation of new strategies for information systems.

While at BCG, Joaquín Cava was also responsible for the areas of recruitment and marketing at the company's offices in Madrid, Barcelona, and Lisbon. Before joining BCG, he worked at The Mac Group and Prodesfarma SA.

ACADEMIC TRAINING

- MBA. Wharton Business. MBA from Wharton Business School of the University of Pennsylvania
- BA in Business Administration. Esade

The program faculty



RODNEY IRWIN
Lecturer

Rodney Irwin is the Managing Director of Redefining Value and Education at the World Business Council for Sustainable Development in Geneva. Redefining is a cross cutting program of projects designed to advance the measurement and valuation of social and natural capital and to take sustainable development into the mainstream reporting of an organization. He is the link between WBCSD members and standard / regulation setters and his team are leading projects in risk management, integrated and mandatory reporting. In addition Rodney is the course director of the WBCSD Leadership Program and is a guest lecturer at Yale University and a Research Fellow at Lancaster University Management School.

Rodney holds a Bachelor's degree in Economics, a master's degree in management and a Doctorate where he researched comparative corporate governance and its interrelationship with ethical decision making and reporting at ISM Paris. He has also completed the Masters in Sustainability Leadership at Cambridge University as a member of the inaugural cohort. Professionally Rodney is a fellow of the Institute of Chartered Accountants in Ireland, and holds several other professional qualifications. Rodney is a Board Member of the Climate Disclosure Standards Board and is a member of the Council of the IIRC.



CAROLINA KINDELÁN

Carolina Kindelán is a member of Lideratu and leads various programs and custom projects. With more than 20 years of experience, Carolina began her career in the world of corporate communication, first in Madrid with Grupo Albión, and then in England with Davies Associates.

After gaining a master's degree in marketing from Webster University, she became interested in leadership skills, especially communication and negotiation, which led her to join Winning Presentations in 2004 (an English company specialized in developing communication skills).

Carolina became a partner of The Gap Partnership in 2010, a leading global consultant in negotiation techniques. As a senior consultant, she was involved in negotiation consulting projects, and helped develop strategic planning for several annual negotiation rounds with consumer goods multinationals – as well as negotiations with trade unions. She also provided negotiation training programmes to commercial teams in the retail and energy as well as financial services.

She has worked with more than 4,000 executives and directors from various companies, many of them multinationals, with the aim of increasing the impact of their presentations, meetings, and negotiations.

ACADEMIC TRAINING

- Masters Degree in Marketing, Webster University
- BA in Communications, Boston College

The program faculty



ARANZAZU NARBONA

Prof. Dr. Aránzazu Narbona is currently the Academic Director of the Promociona Project (Executive Program for Women in Senior Management) at Esade Executive Education and associate professor at the General Management and Strategy Department since 2020. Dr. Narbona is an Accredited Professor by the Spanish National Agency of Assessment, Quality and Certification (ANECA) with 15 years of teaching experience in undergraduate and graduate English-taught programs in the field of economics both international and fundamentals of economics. Strong scientific and research experience in applied economic models, specifically with gravity equations. In 2007 Dr. Narbona won the First Research Award 'José Luis Sampedro' given by the World Economic Society. She has been visiting professor in the US (DePaul University), Lithuania (ISM), Slovakia (UEBA), Italy (University degli Studi di Firenze), South Korea (Chonnam University), Poland (Kozminski University) and Belgium (KU Leuven). She has numerous scientific publications and participated in the Telefonica and Instituto de Cervantes' research project about the economic value of Spanish. Since 2005 Dr Narbona has been holding different academic management positions in higher education and in 2012 she co-founded the digital startup iTrain Global.

ACADEMIC TRAINING

- PDD, IESE Business School. Lidera Award
- PhD in International Economics. Cum Laude by unanimity. Sciences-Po Paris (France) and University of Alcalá (Spain). Double degree. French Ministry of Education Research Award and FPI Spanish Ministry of Education.
- Master in Applied Economics, University of Alcalá.
- B.A. in Economics, University of Alcalá.



LUIS VIVES

Dr Luis Vives is currently associate dean of the Esade MBA. He joined as a lecturer in general management and strategy in 2006, and has held several positions at Esade including director of International Custom Programs, and director of the Multinational MBA.

He has worked as a consultant with multinational companies and organisations from various sectors – including: Bayer; IKEA; Samsung; Federation Internationale de l'Automobile (FIA); Sberbank; Mobily; Mapfre; Repsol; Stora Enso; and Telekom Austria Group.

His research articles have been published in various academic journals, including: Sloan Management Review; Journal of Organizational Behavior; Long Range Planning; Advances in International Management; Advanced in Strategic Management; Academy of Management Perspectives; Universia Business Review; and numerous books on international business.

Dr Vives advises companies in several fields and is a director on numerous boards. He is also a member of the editorial committee of several scientific journals, and is consulting editor of Harvard Deusto Business Review in Spain.

ACADEMIC TRAINING

- PhD in management, IESE Business School
- PhD in Business, Universidad de Navarra
- BA in Business Studies, Universidad de Navarra
- Diploma in Piano and Music Theory
- Postdoctoral Fellow, Sloan School of Management del Massachusetts Institute of Technology (MIT)
- Visiting Scholar, Harvard University

Module 2: Sustainability

Yale School of Management & UN, New York
5-8 September 2023

Tuesday 5 September	Wednesday 6 September	Thursday 7 September	Friday 8 September
Welcome & overview of the week	Business models for sustainability	Networks of innovation	UN Visit
Getting to know WBCSD and sustainable development			
Welcome and leadership & sustainability	Finance, reporting and decision making	Strategy and innovation	
Systematic sustainability and nexus technologies	Reframing as a tool for innovation I	Leading transformational change	Company visit
Megatrends: Sustainability and strategic business imperative - turning green to gold.	Reframing as a tool for innovation II	Connected leadership for climate change solutions net zero by 2050	Departures
Welcome dinner	Closing dinner & certificate ceremony	Departures to New York	

* sessions and profsors are subject to change



Yale SCHOOL OF
MANAGEMENT

Yale School of Management

The mission of the Yale School of Management is to educate leaders for business and society. We seek students who care deeply about the problems afflicting our world. We equip them with the knowledge, the resources, and the networks to pursue positive and ambitious change - whether that takes the form of launching a business that can refashion its market, advancing far-reaching and rigorously considered policy initiatives, or steering a multinational corporation with keen awareness of and respect for its impact on workers, communities, and the environment.

Our executive programs bring you immediate insights into organizations, markets, politics, and culture, and help you grasp the big picture to move your business forward. We deliver top-quality education and training that is carefully designed for the needs of your organization, as well as unique access to the top minds in business - whether academic researchers or practitioners with experience running thriving organizations.



The program faculty



TODD CORT
Lecturer in Sustainability

Todd is a Senior Lecturer in Sustainability at the Yale School of Management with a courtesy appointment at the Yale School of the Environment. He serves as Faculty Co-Director for the Yale Center for Business and the Environment (CBEY) and the Yale Initiative on Sustainable Finance (YISF) as well as Faculty Director of the Executive MBA Program in Sustainability. He serves on a variety of advisory boards including the JUST Capital Scientific Advisory

Board, PRIME Coalition Academic Advisory Committee and Merck Sustainability Advisory Committee. His research and teaching focus on ESG metrics and data and how that information is integrated into corporate and investment strategies.



MARIAN CHERTOW
Associate Professor of Industrial Environmental Management, Director of the Program on Solid Waste Policy, and Director of the Industrial Environmental Management Program

Dr. Marian Chertow is a professor of industrial environmental management at the Yale School of the Environment and Director of the Center for Industrial Ecology. She is also appointed at the Yale School of Management and the National University of Singapore. Her research and teaching focus on industrial ecology, business/environment issues, circular economy, waste management, and urban sustainability. Her research has championed the study of industrial symbiosis involving geographically based exchanges of materials, energy, water and wastes within networks of businesses globally. She also

has carried out many studies of industrial ecology in China and India as a means of valuing environmental benefits alongside economic ones. In 2019 she received the highest recognition of the International Society for Industrial Ecology, its Society Prize, for her "outstanding contributions to the field.

Prior to Yale, Professor Chertow spent ten years in environmental business and state and local government including service as president of a bonding authority that built \$1 billion of waste infrastructure. She is a frequent international lecturer, serves as an Advisor to the Center for Energy Efficiency and Sustainability at Ingersoll Rand, the Board of Terracycle US Inc, and the Board of the Alliance for Research in Corporate Sustainability (ARCS).



PETER BOYD is a Lecturer at the Yale School of the Environment and Resident Fellow at the Yale Center for Business and the Environment. Outside Yale, he is Founder & CEO of Time4Good, helping Leaders and their teams in a variety of sectors, build purpose-driven paths to maximum positive impact. He is passionate about system change to a 'Net-Zero' world: from writing and speaking, to directly helping organizations that are accelerating the transition. He is a founding director of REDD.plus - a digital platform to bring UN-registered REDD+ forest carbon credits to a new world of purchasers who want to achieve Paris-Agreement-compliant carbon neutrality.

For over twenty years he has worked on, led and advised, high-growth organizations on leadership, strategy, time maximization, team alignment and entrepreneurial opportunity. His private-sector experience started with McKinsey & Co then spanned over ten jobs in twelve

years at the Virgin Group, including CEO of Virgin Mobile South Africa. In non-profit and government, he was Launch Director and COO of Sir Richard Branson's Carbon War Room; served as Chair of The Energy Efficiency Deployment Office for the UK Department of Energy & Climate Change; and led The B Team's 'Net-Zero by 2050' initiative focussed on business encouragement for an ambitious Paris Agreement at COP21.

Peter is originally from Edinburgh, Scotland; graduated from the University of Oxford with a degree in Philosophy, Politics and Economics; and now lives in Westport, Connecticut where he serves as Chair of Sustainable Westport and warden of his local church. He is currently enjoying family life with his wife and three children under eight years old. He has completed 19 marathons, including the ultra-marathons Marathon Des Sables ('the toughest footrace on earth') and The Comrades (both the 'up run' and 'down run').



JULIE ZIMMERMAN
Senior Associate Dean of Academic Affairs, Professor of Green Engineering, Assistant Director for Research at Center for Green Chemistry and Green Engineering

Dr. Julie Zimmerman is an internationally recognized engineer whose work is focused on advancing innovations in sustainable technologies. Dr. Zimmerman holds joint appointments as a Professor in the Department of Chemical and Environmental Engineering and School of the Environment (YSE) at Yale University. She also serves at the Senior Associate Dean for Academic Affairs at YSE as well as the Deputy Director of Center for Green Chemistry & Green Engineering at Yale.

Julie's pioneering work established the fundamental framework for her field with her seminal publications on the "Twelve Principles of Green Engineering" in 2003. The framework is guiding the innovation of products and processes in academia and industry including her own research group on topics that include breakthroughs for the integrated biorefinery, designing safer chemicals

and (nano)materials, novel (nano)materials for water treatment, and analyses of the water-energy nexus. Professor Zimmerman is the co-author of the textbook, Environmental Engineering: Fundamentals, Sustainability, Design that is used in the engineering programs at leading universities domestically and abroad.

In addition, Dr. Zimmerman is an Associate Editor for Environmental Science and Technology, is a Member of the Connecticut Academy of Sciences, and Fellow of the Royal Society of Chemistry. Prior to coming to Yale University, Dr. Zimmerman was a program manager at the U.S. Environmental Protection Agency where she established the national sustainable design competition, P3 (People, Prosperity, and Planet) Award, which has engaged thousands of students from hundreds of universities across the U.S. since its inception in 2004. Dr. Zimmerman earned her B.S. from the University of Virginia and her Ph.D. from the University of Michigan jointly from the School of Engineering and the School of Natural Resources and Environment.

The program faculty



RODRIGO CANALES
Associate Professor, Management and Organizations,
Boston University Questrom School of Business

Rodrigo Canales is Associate Professor, Management and Organizations, Boston University Questrom School of Business. Professor Canales does research at the intersection of organizational theory and institutional theory, with a special interest in the role of institutions for economic development. Specifically, Rodrigo studies how individuals are affected by and in turn purposefully change complex organizations or systems. Rodrigo's work explores how individuals' backgrounds, professional identities, and organizational positions affect how they relate to existing structures and the strategies they pursue to change them. His work contributes to a deeper understanding of the mechanisms that allow institutions to operate and change. Rodrigo has done work in entrepreneurial finance and microfinance, as well as in the institutional implications of the Mexican war on drugs. His current research is divided in three streams. The first focuses on the structural determinants of the quality of startup employment. The second, in partnership with the Hewlett Foundation, explores the conditions under which development policies and practices are built upon and incorporate existing, rigorous evidence. The third, with generous support from the Merida Initiative, explores how to build effective, resilient, and trusted police organizations in Mexico.

Rodrigo sits in the advisory board of the Dalai Lama Center for Ethics and Transformative Values at MIT; he spent the 2014-2015 academic year advising the Mexican government on the US-Mexico bilateral relationship; and sits in the Board of Trustees of the Nature Conservancy.



ZOË CHANCE
Senior Lecturer in Marketing

Zoë Chance helps smart people become more influential. At Yale School of Management, she teaches a popular elective called Mastering Influence and Persuasion, aka "Doing Uncomfortable Things That Make You a Better Person." Her research has been published in top academic journals like Proceedings of the National Academy of Science and Psychological Science, and covered in media outlets like The New York Times and the BBC. She has appeared on CNN and written for Harvard Business Review.

Google uses her behavioral economics framework as the basis for their global food policy. Zoë speaks internationally for Fortune 500 firms and leading NGOs, and her TEDx talk, How to Make a Behavior Addictive, has over half a million views. Prior to Yale, Zoë managed a \$200 million segment of the Barbie brand at Mattel, acted on stage and film, and earned her bachelor's from Haverford College, MBA from USC, and doctorate from Harvard Business School.

Her first book will be published by Random House on February 1, 2022. It's called "Influence for Nice People: The Revolutionary Science of Becoming Someone People Want to Say Yes to."



JAMES N. BARON
William S. Beinecke Professor of Management

Professor Baron's research interests include human resources; organizational design and behavior; social stratification and inequality; work, labor markets, and careers; economic sociology; and entrepreneurial companies. Before coming to SOM, he taught at Stanford's Graduate School of Business from 1982-2006. At Stanford, he was co-director of the Stanford Project on Emerging Companies (SPEC), a large-scale longitudinal study of the organizational design, human resource management practices, and financial and non-financial performance measures of entrepreneurial firms in Silicon Valley. Papers based on the project have appeared in leading disciplinary journals, and an overview of the project in California Management Review won the 2003 Accenture Award for making "the most important contribution to improving the practice of management." BA in Sciences of the Information. UCM



Module 3: Business sustainability

WBCSD Council Meeting, Dubai, United Arab Emirates
27-29 November 2023 (TBC)

Day 1	Day 2	Day 3	Day 4
Welcome and overview of the week	Peter Bakker keynote speech	Working sessions	Field trip
	CEO: WBCSD member company	Working sessions	
	Working sessions		
Working sessions	WBCSD high-level Plenary	Working sessions	Departure
Working sessions		LEAP Farewell Dinner	
Dinner			

* sessions and profesors are subject to change

Mentorship process

The cross-mentorship process consists of a mentor and a mentee who are coming from different companies

Cross-mentorship is key for WBCSD's LEAP program and entails the following objectives:

- For the mentee, it is a unique opportunity to share her professional projects and receive advice from a senior executive with experience in the topics of interest.
- For the mentor, it is a rewarding opportunity to contribute by sharing and strengthening professional knowledge and exchange experiences regarding various pertinent subjects including diversity challenges and female talent retention in organizations.

LEAP pursues the real promotion of women to high-level positions and enabling these women to help embed and integrate sustainability into the company's strategy. For this to happen, it is important that the participating companies' high-level executives are aware and involved in internal initiatives and policies that allow the retention of the best female talent. For this reason, we seek that these high-level executives of LEAP's participating companies offer to collaborate as mentors of the Program.

Cross-mentorship program

November 2023 - April 2024



Application and participation requirements

LEAP is a Program addressed to companies that will propose a woman manager participant as well as a mentor (either man or woman) among the highest levels of executives.

- 15 years of working experience.
- Candidates can come from any business or unit function; It is preferable that they don't come from Sustainability areas.
- Excellent English proficiency (written and verbal) is mandatory
- 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 signing a commitment letter.

Nomination process

- Please send the proposal to Gabriela Uriarte at uriarte@wbcasd.org by no later than 28 February 2023. Places in the Program are limited and attributed on a first-come, first served basis, provided all the terms of application are met.
- Decision for admission/non-admission will be made by WBCSD.



Here's what participants from our companies are saying about the Program



At Arcadis, we know the power of women in the workforce. Whether it's in our Executive Leadership Team and in other senior roles or the project managers, consultants, and engineers that help us deliver sustainable outcomes for clients, women make our company stronger. But we know we need to do more to promote gender equality, not just because of the many ways it benefits our business, but also because when we empower women, we benefit society as a whole. That's why we have committed to having a workforce that is 40% female by 2023. It's also why I am proud to serve as a mentor in WBCSD's LEAP program. We can never have sustainable development without gender equality.

Peter Oosterveer, CEO, ARCADIS, LEAP mentor



The opportunity of joining the LEAP program from the WBCSD is the chance to become a better version of yourself, both as a person and a professional. Not only you get to learn from peers who are inspiring women from different backgrounds, but you are provided with useful tools, seminars and business cases to learn to think differently. You will have the chance to challenge what you know, to keep what is useful and to go back to your position as a change-maker, capable of creating shared value within your team and outside your company. If you are given the opportunity, don't miss it!

Ana Gascón, World Without Waste Director – Europe, COCA COLA



Joining the cohort of the WBCSD LEAP program has been a tremendous opportunity for me: to receive interesting training with great teachers on sustainable development and gender balance issues, to get to know myself better through mentoring and development tools, and beyond everything else, to meet diverse, promising, and wonderful women from different countries and companies... and feeling like a team!

Congratulations to the WBCSD for this initiative and the highest quality of the program. Should you have the possibility to follow the program, do not hesitate one second.

Camille Bonenfant-Jeanneney, CEO, STORENGY (ENGIE)

Here's what participants from our companies are saying about the Program



It has been a pleasure to be part of the WBCSD LEAP Cohort 3 program. The content of the program is immensely relevant in empowering woman leaders to take on challenges in the face of global volatility and trends. What I find to be particularly insightful is the opportunity for our diverse group of 49 women from 29 countries to exchange stories and learn from our collective experiences. The thoughtful sharing from various cultures has broadened my understanding and offered fresh perspectives for me to continue to learn and grow. This has been a priceless experience and has helped my confidence since. Whenever I'm in doubt, I can still reach out to my 48 sisters around the world, my coach and mentor within this fellowship we have formed in this program!

Azureen Azita Abdullah, General Manager, Downstream Digital & Innovation,
PETRONAS



The companies who have trusted our program



**World Business Council
for Sustainable Development**

Geneva, Amsterdam, New Delhi, London, New York City, Singapore

www.wbcsd.org