

WBCSD → *LEAP Program* 2024-2025



Welcome to WBCSD *LEAP Program*

In today's dynamic, ever-changing landscape, the importance of embedding sustainability in all aspects of business cannot be overstated. Leaders should act as pathfinders to guide organizations towards a better future – one where 9+ billion people can live well, within planetary boundaries, by 2050. Embracing sustainability is not just the right thing to do, but a strategic imperative, as it fosters innovation, enhances competitiveness, and secures long-term success.

Women have always been trailblazers in the sustainability movement, and the LEAP Program celebrates the unique contributions and perspectives that women leaders bring to the table.

WBCSD's LEAP Program aims to equip women executives with the knowledge, skills and networks necessary to drive positive, lasting change within your organizations and sector. Developed and delivered in partnership with ESADE and Yale University, the program features world renowned faculty to guide participants through the latest in sustainable business practices, general management and cutting-edge strategies to provide profitable solutions for people and planet.

The Program will also explore leadership development, personal growth and equip participants with not only a personal mentor from a participating company but also a professional coach to unleash their true potential and amplify their influence as leaders in their field.

The world needs more leaders to come forward with unique perspectives, grit and commitment to build a bright future and to shatter glass ceilings.

We welcome any company to explore this transformative journey of knowledge, inspiration and personal growth of their women executives. Together, let us create a legacy of inclusive and sustainable progress for the world's current and future generations.



Prof. Dr. Rodney Irwin
Chief Education Officer
& Corporate Secretary,
WBCSD



Gabriela Uriarte
Director, Education & Member
of the WBCSD Extended Leadership Group,
WBCSD

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 2024*

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.



2024 LEAP Program:

Timeline & locations

<i>Timeline and locations*</i>	<i>Objectives</i>
<i>PRE-MODULE 1</i> Online welcome session Lead & coaching process May 2024	<ul style="list-style-type: none">→ Webinar for participants to meet virtually and get onboarded to the program.→ Exercises to jump into this sustainability and leadership journey with leading experts.→ Enable participants to deepen their self-awareness guided by a professional coach.
<i>MODULE 1</i> Innovation and change management: towards sustainability 27-31 May 2024 (group 1) 3-7 June 2024 (group 2) Esade Business School Madrid, Spain	<ul style="list-style-type: none">→ 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.
<i>MODULE 2</i> Sustainable development in context 3-6 September 2024 (TBC) Yale University and New York City, USA	<ul style="list-style-type: none">→ 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.→ Get to know the United Nations and their work.
<i>MODULE 3</i> Leading sustainable development 21-25 October 2024 Singapore	<ul style="list-style-type: none">→ Develop a stronger understanding of the "how to" around sustainability in business.→ Engage in experiential learning by taking part in sustainability initiatives on-the-ground.
<i>CROSS MENTORSHIP PROCESS</i> November 2024 - April 2025	<ul style="list-style-type: none">→ 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
27-31 May 2024 (group 1)
3-7 June 2024 (group 2)

PRE-PROGRAM (May 2024) ONLINE	Program Day 1	Program Day 2	Program Day 3	Program Day 4	Program Day 5	POST PROGRAM (June/July 2024) 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) Carolina Kindelan
Online assessments (LEAD Platform) Self-Reflection Exercises	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) Aranzazu Narbona
	Key challenges to walk towards gender balanced and D&I organizations Patricia Cauqui					Key take aways (2hs online) 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)
<div><div>World Business Council for Sustainable Development</div></div>	10:30-13:00	10:30-13:00	10:30-13:00	10:30-13:00	10:30-13:00	<div></div>
	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*

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).

#4
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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 selfreflection, 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

Mr. Rodney Irwin is Chief Operating Officer (COO) and a member of the Senior Management Team (SMT) at the World Business Council for Sustainable Development (WBCSD), based in Geneva, Switzerland.

Rodney is a fellow of Chartered Accountants Ireland and member of the Chartered Governance Institute UK & Ireland.

As COO, Rodney provides leadership of WBCSD's enabling functions (Finance, HR, ICT and Facilities) and fundraising, and is responsible for WBCSD's corporate governance and statutory duties as the Company Secretary. He also leads the WBCSD Education program, for which he manages the organization's relationships with key education partners including Yale University, the Institute for Management Development (IMD) and the Global Network for Advanced Management. Prior to his current role, he led WBCSD's Redefining Value program for nine years.

Rodney holds a BS in Economics from Queen's University Belfast, an MS in Management from Birmingham City University, and a doctorate degree in comparative corporate governance, ethical decision making and reporting from ISM Paris. He has also completed the Masters in Sustainability Leadership at Cambridge University.

Rodney holds the following Advisory and Academic positions:

- Council Member: International Integrated Reporting Council (IIRC)
- Professor of Accounting and Sustainability: Leuphana University in Lüneburg, Germany
- Lecturer: Yale School of Management
- Research Fellow: Lancaster University Management School.



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
3-6 September 2024

Tuesday 3 September	Wednesday 4 September	Thursday 5 September	Friday 6 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 profesors are subject to change

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.



Yale SCHOOL OF
MANAGEMENT



The program *faculty*



Todd Cort

Senior Lecturer in Sustainability; Faculty Director of Sustainability Program, MBA for Executives; Faculty Co-Director, Yale Center for Business and the Environment

Dr. Cort works at the intersection of sustainability and investor value. Over the course of 20 years, in consulting and academia, he has applied a scientific and economic lens to corporate social and environmental responsibility (or sustainability) in order to identify the tools, mechanisms, metrics and indicators that create the greatest value for investors, businesses and society. Todd has worked extensively with companies and investors across industrial sectors. His experience ranges from 'on the ground' implementation of sustainability programs to corporate level communication and investor strategy development. He has also worked extensively on integrated programs to meet regulatory requirements while promoting awareness and understanding of sustainability priorities through communications and engagement with communities, regulators, policy makers and internal stakeholders.

Todd has 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). He serves on a variety of advisory boards including the JUST Capital Scientific Advisory Board and the PRIME Coalition Academic Advisory Committee and Merck Sustainability Advisory Committee. He is also currently Board Chair for Save the Sound, a regional environmental non-profit serving communities around Long Island Sound.



Marian Chertow

Manufacturer's Association Professor of Industrial Ecology; Director of the Center for Industrial Ecology; Director of the Program on Solid Waste Policy; Director of the Industrial Environmental Management Program

Dr. Marian Chertow is the Manufacturer's Association Professor of Industrial Ecology, and the Director of the Center for Industrial Ecology and at the Yale School of the Environment. 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 and waste management. Her research has championed the study of industrial symbiosis involving geographically based exchanges of materials, energy, water and wastes within networks of businesses globally. 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 a billion dollars worth of waste infrastructure. She is a frequent international lecturer and became a Member of the Council of Canadian Academies (CCA) Expert Panel on Circular Economy in Canada in 2020. She also serves as an Advisor to the Center for Energy Efficiency and Sustainability at Trane Technologies, Inc, is on the Board of Terracycle US Inc, and the Steering Committee of the Alliance for Research in Corporate Sustainability.

The program faculty



Peter Boyd

Lecturer in Sustainability

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

Vice Provost for Planetary Solutions, Professor of Green Engineering, Deputy 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 serves as Yale's inaugural Vice Provost for Planetary Solutions. She holds joint appointments as a Professor in the Department of Chemical and Environmental Engineering, School of Engineering and Applied Sciences and School of the Environment at Yale University and serves as the Deputy Director of Center for Green Chemistry & Green Engineering at Yale.

Her pioneering work established the fundamental framework for her field with her seminal publications on the "Twelve Principles of Green Engineering" in 2003. The framework, in conjunction with Green Chemistry, 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, carbon dioxide valorization, designing safer chemicals and materials, novel 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 the Editor in Chief for Environmental Science & 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 Applied Sciences and the School of Environmental and Sustainability.

The program *faculty*

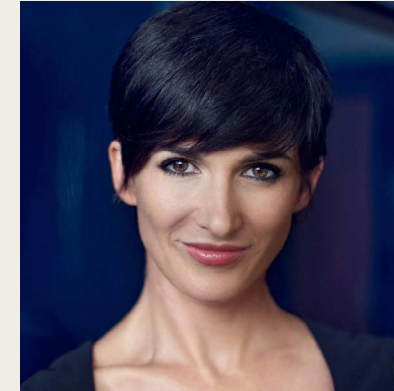


Rodrigo Canales

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."

The program *faculty*



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:

Leading Sustainable Development

National University of Singapore
21-25 October 2024

	<i>Monday 21 October</i>	<i>Tuesday 22 October</i>	<i>Wednesday 23 October</i>	<i>Thursday 24 October</i>	<i>Friday 25 October</i>
Theme/ Time	Climate Change & Singapore, Nature-Based Climate Solutions	Navigating the Transition into a Green Economy	Advancing the Low-Carbon Energy Transition	Sustainability in Businesses & Sustainability as a Business	CDL
8.30am-9.00am	Registration and Check In	Registration and Check In	Registration and Check In	Registration and Check In	Companies' sessions
9.00am-10.30am	Terrestrial Ecosystems & Nature-based Climate Solutions	Economics of Climate Change in Southeast Asia	Climate Change & the New Energy Transition	Supply Chain Transformation	
10.30am-11.00am	Break				
11.00am-12.30pm	Global Politics and Governance of Climate Change		Learning Journey – NUS as a Living Lab	Climate Finance & Green Financial Instruments	WBCSD's Leap Graduation Ceremony
12.30pm-2.00pm	Lunch Break/Travelling Time				
2.00pm-3.30pm	Learning Journey – Singapore Green Plan 2030	Learning Journey – Singapore's Freshwater Supply	Learning Journey – Floating Solar Farm	Elements of Change Management	
3.30pm-4.30pm	Break/Travelling Time				
4.30pm-6.00pm	Learning Journey – Climate Research in Singapore	Learning Journey – Mangrove Restoration Project	Learning Journey – Vertical Farming	Sustainability as a Business	
	Dinner	Free Evening	Dinner	Dinner	

* sessions and professors are subject to change

National University *of Singapore*

The National University of Singapore (NUS) is Singapore's flagship university, which offers a global approach to education, research, and entrepreneurship, with a focus on Asian perspectives and expertise. We have 16 colleges, faculties, and schools across three campuses in Singapore, with more than 40,000 students from 100 countries enriching our vibrant and diverse campus community. We have also established our NUS Overseas Colleges programme in more than 15 cities around the world.

Our multidisciplinary and real-world approach to education, research and entrepreneurship enables us to work closely with industry, governments and academia to address crucial and complex issues relevant to Asia and the world. Researchers in our faculties, research centres of excellence, corporate labs and more than 30 university-level research institutes focus on themes that include energy; environmental and urban sustainability; treatment and prevention of diseases; active ageing; advanced materials; risk management and resilience of financial systems; Asian studies; and Smart Nation capabilities such as artificial intelligence, data science, operations research and cybersecurity.

For more information on NUS, please visit www.nus.edu.sg.



The program faculty



Professor KOH Lian Pin

Associate Vice President and Chief Sustainability Scientist, NUS; Vice Dean (Research), NUS Faculty of Science; KITHCT Chair Professor of Conservation; Director, Centre for Nature-based Climate Solutions; Director, Tropical Marine Science Institute

Professor Koh Lian Pin is the Director of the National University of Singapore's (NUS) Centre for Nature-based Climate Solutions, a research centre that seeks to produce cutting edge-science to inform climate policies, strategies, and actions in Singapore and the Asia-Pacific region. He is also the Associate Vice President and Chief Sustainability Scientist of NUS.

Prof. Koh is the Kwan Im Thong Hood Cho Temple Chair Professor of Conservation at NUS, Vice Dean of Research at the Faculty of Science, and Director of NUS' Tropical Marine Science Institute.

Bringing 20 years of international research experience in the field of sustainability and environmental science, Prof. Koh returned to Singapore in 2020 under the National Research Foundation's Returning Singaporean Scientists scheme to join the Department of Biological Sciences at NUS. He has worked in institutions across Switzerland, Australia, and the United States. He was formerly a Swiss National Science Foundation Professor at ETH Zurich, the Chair of Applied Ecology and Conservation at the University of Adelaide, and Vice President of Science Partnerships and Innovation at Conservation International Foundation.

He is also the Co-Director of NUS Deltares. Additionally, Prof. Koh is one of the most highly cited conservation scientists in Asia, a TED-Global speaker, Founding Director of ConservationDrones.org and a World Economic Forum Young Global Leader. He was also a Nominated Member of Parliament. Prof Koh received a BSc (First Class Honours) and MSc in Biological Sciences from the National University of Singapore and a PhD in Ecology and Evolutionary Biology from Princeton University.



Alex Capri

Emeritus Professor, Department of Industrial Systems Engineering and Management, NUS College of Design and Engineering

ANG Beng Wah (B.W. Ang) is Emeritus Professor at the Department of Industrial Systems Engineering and Management (ISEM), National University of Singapore (NUS). He specializes in energy, climate change and sustainability. More recently, his focuses are on energy transition, deep decarbonization, net-zero emissions and green economy.

He proposed the logarithmic mean Divisia index (LMDI) decomposition technique, which has been widely used by researchers, national agencies and international organizations to study factors affecting national energy consumption and carbon emissions, as well as to monitor sectoral and economy-wide energy efficiency trends.

He is a Co-Editor of Energy Economics, and a member of the editorial boards of several other international academic journals including Energy Policy, Energy, and Economics of Disasters and Climate Change. He has consistently been named a highly cited researcher by Clarivate Analytics and in other citation analysis sources.

He received his BSc from the then Nanyang University and PhD from the University of Cambridge, respectively in 1977 and 1981. Before joining NUS, and from 1981 to 1983, he was a post-doctoral researcher in the Energy Research Group at the Cavendish Laboratory of the University of Cambridge. He has previously served as Head of the ISEM Department and Executive Director of the Energy Studies Institute, NUS.

The program *faculty*



Alex Capri

Visiting Senior Fellow, Lee Kuan Yew School of Public Policy
Visiting Senior Fellow, NUS Business School

Alex Capri is a Senior Fellow and full-time lecturer in the Business School at the National University of Singapore. Alex also lectures at the NUS Lee Kuan Yew School of Public Policy.

From 2007-2012, Alex was the Partner and Regional Leader of KPMG's International Trade & Customs Practice in Asia Pacific, based in Hong Kong. Alex has over 20 years of experience in global value chains, logistics and international trade – both as an academic and a professional consultant. He has advised clients on cross-border projects in more than 40 countries, and he has worked in some of the most challenging regulatory environments in the world. He is known for his expertise in digital leadership and innovation regarding cross-order business networks and good governance.

He holds a M.Sc. from the London School of Economics, in International Political Economy. He holds a B.Sc. in International Relations, from the University of Southern California.



Professor Benjamin William Cashore

Li Ka Shing Professor in Public Management, Lee Kuan Yew School of Public Policy Director, Institute for Environment and Sustainability (IES), Lee Kuan Yew School of Public Policy

Ben Cashore specialises in global and multi-level environmental governance, comparative public policy and administration, and transnational business regulation/corporate social responsibility. His substantive research interests include climate policy, biodiversity conservation/land use change, and sustainable environmental management of forests and related agricultural sectors. His geographic focus includes Southeast Asia, North America, Latin America and Europe.

Ben's theoretical interests include the legitimacy and authority requirements of non-state market driven (NSMD) global governance, the influence of economic globalisation on domestic environmental policies, and the potential of anticipatory policy design for identifying path dependent policy mixes capable of ameliorating "super wicked" environmental problems. He integrates his theoretical and empirical research around two key themes:

- Developing and managing problem oriented multi-stakeholder policy learning processes
- Strategies for nurturing multiple step policy pathways

Ben joined LKYSPP after spending 18 years at Yale University as a professor of environmental governance and political science, where he also directed the Governance, Environment and Markets (GEM) initiative and, from 2014-2019, directed the Yale International Fox Fellows exchange program which awards promising graduate students in 18 partner universities. Ben was born and raised in British Columbia, Canada. His PhD is from the University of Toronto and he undertook postdoctoral research at Harvard University and the University of British Columbia. He worked for three years in Ottawa, Canada as a policy advisor to the leader of the Canadian New Democratic Party.

The program faculty



Professor LAM Khee Poh

Provost's Chair Professor of Architecture and the Built Environment Professor, Department of Architecture, NUS College of Design and Engineering

Professor Lam is an educator, researcher, architect and consultant who specializes in life cycle building information modeling and computational design support systems for total building performance analysis and building diagnostics. He teaches architectural design, building energy modeling, building controls and diagnostics as well as acoustics and lighting. He is a member of the Editorial Boards of Building Simulation: An International Journal (Springer and Tsinghua University Press), and Buildings (MDPI AG, Switzerland).

He is a member of the Singapore Future Economy Council Urban Systems Cluster Sub Committee; Advisory Panel member of the Centre for Liveable Cities, Singapore; Advisory Board member of the City Developments Limited Singapore Sustainability Academy; and Management Board member of the Institute of Real Estate and Urban Studies at NUS. He is also as an Advisory Board member of Delos, USA; Co-Chair of the International Well Building Institute (IWBI) Task Force on COVID-19 and other Respiratory Infections; Co-Chair of the IWBI WELL City Advisory; and a member of the World Economic Forum Global Future Council on Clean Electrification.

He was awarded the 2013 Alexander Schwarzkopf Prize for Technological Innovation from the US National Science Foundation "for exemplary research contribution to technology innovation and positive impact on technology, industry and the society as a whole". He also received an IBM Faculty Award in 2010. He was conferred the inaugural iBuildSG LEAD Distinguished Fellow by the Building and Construction Authority, Singapore in 2020.

Professor Lam graduated from the University of Nottingham, UK with a B Arch (Hons) Degree and holds a PhD (Architecture) from Carnegie Mellon University, USA. He is a UK licensed architect, elected Fellow of the Royal Institute of British Architects (FRIBA), and an Emeritus Professor of Architecture at Carnegie Mellon University.



Melissa Low

Research Fellow, NUS Centre for Nature-based Climate Solutions

Melissa Low is a Research Fellow at the National University of Singapore's (NUS) Centre for Nature-based Climate Solutions. She previously worked at the Energy Studies Institute, NUS where she carried out research projects on a range of energy and climate issues of concern to Singapore and the region. She has participated in the United Nations Framework Convention on Climate Change (UNFCCC) Conference of Parties (COP) for over a decade and is an active sustainability thought leader, authoring, publishing and presenting at various forums.

She is the Designated Contact Point for NUS's accreditation to the UNFCCC and serves on the nine-member Steering Committee of the Research and Independent Non-Governmental Organisation (RINGO) Constituency under the UNFCCC. She is also is a Member of the International Civil Aviation Organisation's Committee on Aviation Environmental Protection (CAEP) Long Term Aspirational Goal Task Group (LTAG-TG). Melissa holds an LLM in Climate Change Law and Policy (with distinction) from the University of Strathclyde, MSc in Environmental Management and BSocSci (Hons) in Geography from NUS. For her Master's thesis on past and contemporary proposals on equity and differentiation in shaping the 2015 climate agreement, Melissa was awarded the Shell Best Dissertation Award 2013. She is currently pursuing a PhD part-time at the NUS Department of Geography.

In 2021, Melissa was conferred the NEA EcoFriend Award and the Public Service Medal (Pingat Bakti Masyarakat) for her contributions towards environmental sustainability, climate change awareness and impact on youth. She serves as Chair of the Climate Action SG Alliance, is an Advisory Committee Member for the MSE SG Eco Fund, a Council Member of the 16th and 17th National Youth Council and Committee Member of the Speak Good English Movement. She is also Chief Curator of the National Youth Council's Young ChangeMakers Programme and a panellist on the Speak Good English Movement Programmes Evaluation Panel.

The program *faculty*



Associate Professor ZHANG Weina

Associate Professor, Department of Finance, NUS Business School Academic Director, MSc (Sustainable and Green Finance) Deputy Director, NUS Sustainable and Green Finance Institute

Associate Professor Zhang Weina is with the Department of Finance at National University of Singapore (NUS) Business School. She is also the Academic Director of MSc in Sustainable and Green Finance Programme and the Deputy Director of Sustainable and Green Finance Institute (SGFIN) at NUS. She obtained her Master of Science and Ph.D. in Finance from Kellogg School of Management at the Northwestern University, USA.

Weina's current research and teaching focus on sustainable and green finance, fixed income securities, asset pricing and investment. She examines how ESG are priced in financial securities. She also explores the informational efficiency in various financial markets and the impact of different policies on financial instruments. She currently teaches courses such as Sustainability and Finance, Sustainable and Green Investment at the master's and undergraduate's levels. She also teaches lifelong learning modules and conducts executive trainings in the related areas.

Weina has published dozens of academic papers including Management Science and Review of Finance. She has also published more than 30 business cases with IVEY. Her papers have received several best paper awards, and she is also a recipient of many teaching excellence awards both at the NUS Business School and the University levels.



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 2024 - April 2025



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;
- 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@wbcSD.org by no later than 20 March 2024. 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.



Voices worldwide

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



**Peter
Oosterveer**

Former CEO, ARCADIS,
LEAP mentor

"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."

"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

Voices worldwide

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



**Camille
Bonenfant-Jeanneney**

Managing Director,
ENGIE Renewable Gas Europe

"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."

"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*



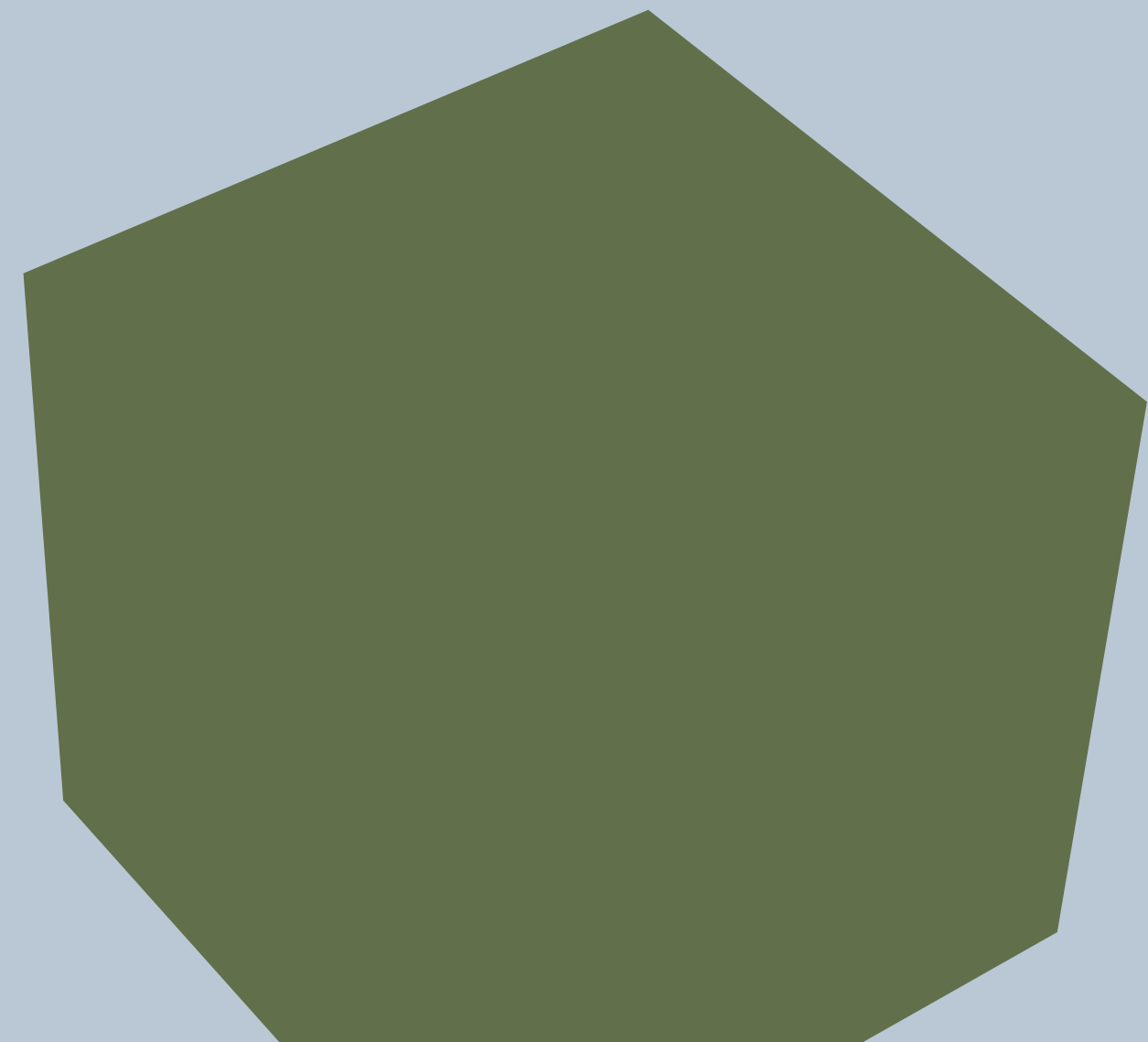
About the *World Business Council for Sustainable Development (WBCSD)*

The World Business Council for Sustainable Development (WBCSD) is a global community of over 225 of the world's leading businesses driving systems transformation for a better world in which 9+ billion people can live well, within planetary boundaries, by mid-century. Together, we transform the systems we work in to limit the impact of the climate crisis, restore nature and tackle inequality.

We accelerate value chain transformation across key sectors and reshape the financial system to reward sustainable leadership and action through a lower cost of capital. Through the exchange of best practices, improving performance, accessing education, forming partnerships, and shaping the policy agenda, we drive progress in businesses and sharpen the accountability of their performance.

www.wbcsd.org

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