

Scaling up business actions on climate change & improving the business case



Future Leaders Program 2015

Enabling tomorrow's sustainability business leaders



wbcSD future leaders



Click on above image to watch FLP video

Leaders of the future



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

business leaders with an in-depth understanding of sustainability challenges that will feed into their strategic decision-making. It is designed to help future leaders in their dealings with the often complex interdisciplinary topics, issues and concepts that will influence their future, as well as the future of their organizations. In addition to opportunities for face-to-face interaction, the program creates a global network of dynamic business leaders, capable of acting as sustainable development ambassadors both within their companies and in society.

By taking part in the FLP, participants support their company's sustainability projects and initiatives, while contributing to the WBCSD's goal of acting as a catalyst for change towards a sustainable future.



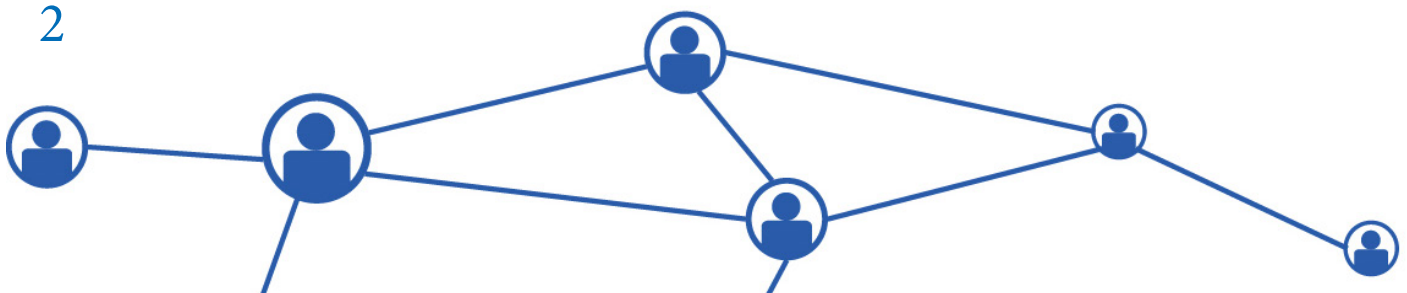
The World Business Council for Sustainable Development (WBCSD) Future Leaders Program (FLP) - formerly known as Future Leaders Team (FLT) - was established to identify the skills needed by future leaders of member companies, and to provide a unique platform for them to develop and test these skills in a real-world setting.

The FLP is a unique professional and leadership development opportunity aiming to provide future

Program benefits

The WBCSD's FLP helps participants address future challenges and create business value through:

- Creating new networks across functions, sectors and geographies,
- Recognizing sustainability opportunities and risks,
- Engaging with key sustainability thinkers,
- Sharing personal and professional knowledge and experience,
- Acquiring project development and management experience,
- Shaping the future of sustainable development,
- And more specifically this year:
 - Communicating with a broad set of key stakeholders and experts on Climate & Energy,
 - Enhancing professional skills to identify, understand and interpret sustainability opportunities and challenges, and contribute to the improvement of the business case for innovative solutions at scale,
 - Building a long-term view of the business cycle and understanding the connection between short-term decisions and long-term value creation.





Key program features

The FLP is a professional development opportunity focused on business leadership and sustainable development.

- The program uses a mixture of classical education with action learning through workshop participation, involvement in the work of the WBCSD, and management of individual and group projects.
- Participants are invited to contribute on a part-time basis, 25 days spread over twelve months, clustered around three face-to-face meetings.
- Each WBCSD member company is invited to nominate one participant per year who is not a sustainability expert and with less than 10 years of business experience.
- Participants are supported throughout the year by their Liaison Delegate (the key company contact to the WBCSD), who will work with them to set objectives, access people and information, identify communication opportunities and apply learning within the company.
- Throughout the duration of the program, participants also benefit from the experience of a range of sustainability, measurement & valuation and climate & energy experts who will contribute to the agenda, speak at workshops and be available to guide discussions between face-to-face meetings.
- Participants are encouraged to take responsibility for their own learning experience as well as for engaging with the relevant stakeholders.

Who should join?

The FLP is designed to widen the participation of differing professional views in the sustainability debate. We are looking for high-potential candidates who do not have a sustainability background. Candidates should have an interest in sustainable development and environmental issues, but no significant experience in the sustainability field.

- Participants should have between five and ten years of business experience.
- Each participant should already be able to demonstrate leadership qualities within their company.

“The Future Leaders Program made me aware of the current thinking on sustainability and business. The quality and variety of speakers on the course were excellent, varying from experts in the development of accounting standards to those dealing directly with social and health issues in business. Seeing examples from different industries has helped shape my thinking on how I can make a difference within my organization.”

*Lizzy Peacock,
FLP 2014, Finance Director Household Care,
Unilever*



“Both lectures and projects helped me understand where we stand as a company. There are clearly a number of areas where we have been doing a good job. Over the past few years, we have been working hard to shift our former focus on financial targets to an approach where non-financial performance indicators are considered a crucial part of our internal and external reporting. The Future Leaders Program showed me how we can achieve further improvements.”

Kris Dumont,

*FLP 2014, Teamleader Group Risk Management,
KBC Group*

Responsibilities

To obtain the final certificate, individual participants must:

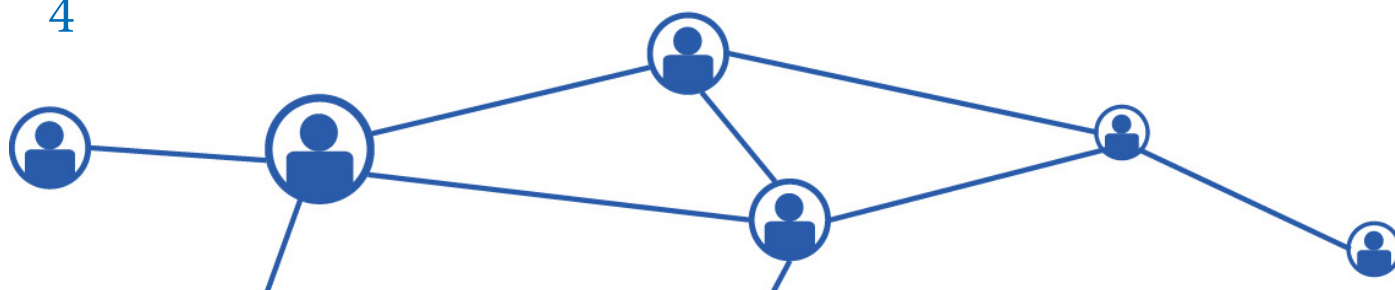
- Commit 25 days over twelve months – 15 days in face-to-face meetings and 10 days in research/writing/analysis/virtual meetings,
- Deliver one individual and one group project,
- Participate in three, one-week face-to-face meetings in three significant locations related to the topic,
- Sign an agreement with their Liaison Delegate and, if appropriate, the CFO to identify learning objectives, communication opportunities and post-program integration,
- Communicate regularly with their company’s Liaison Delegate, their manager and the CFO,
- Complete a pre-program questionnaire and undertake pre-reading.
- English proficiency (written & verbal) is required.
- A participant may be asked to withdraw from the program if he/she fails to meet the requirements, including failure to attend one of the meetings.

Member companies:

- WBCSD Council Members to nominate their company’s FLP participant,
- WBCSD Liaison Delegates and FLP participants to develop an agreement together to identify learning objectives, communication opportunities and post-program integration,
- Liaison Delegates to provide a pre-briefing and post-program support to their companies’ candidates,
- The support and involvement of the company’s CFO is highly desirable,
- Allow FLP participant to contribute 25 days to the program,
- Contribute CHF 5’000 for the FLP operational budget and administration costs,
- Cover travel and accommodation costs, typically for three international meetings, as well as fees for Future Leaders to participate in the WBCSD Council Meeting (approx. CHF 1’500 per participant).

WBCSD:

- Provide a dedicated project manager to the FLP; other secretariat staff will also contribute as appropriate,
- Provide organizational, logistical, mentoring and facilitation support,
- Assist in shaping the direction of the program to ensure alignment with the WBCSD’s overall work program goals and participant needs.





Future Leaders Program 2015

Scaling up business actions on climate change & Improving the business case

There is a strong scientific consensus that human activities are responsible for global warming by driving up atmospheric concentrations of greenhouse gas (GHG) emissions. The Cancun Agreements (2010) plan to avoid more than 2°C of global warming above pre-industrial levels, corresponding to a 450 ppm scenario. In 2013, the atmospheric concentration of CO₂ reached 400 ppm, reducing the window for stabilizing the climate at a level where the risks of irreversible climate change can be contained. Radical action is needed to transform the global energy system.

While the long-term needs to counter climate change are universally agreed, the short-term political approaches are more ambiguous, being dominated by national and sectoral concerns over energy security, competitiveness, and economics. Although incremental improvements in the expansion of lower-carbon economic models continue, a transformation of the global economy on a scale to achieve the emissions reductions needed to prevent dangerous global warming, will require multi-lateral and sectoral cooperation and massive investments in technology development and diffusion.

WBCSD companies have agreed under the Action2020 framework on a "Climate Change Must Have" which states: *"With the goal of limiting global temperature rise to 2°C above pre-industrial levels, the world must, by 2020, have energy, industry, agriculture and forestry systems that, simultaneously: Meet societal development needs; are undergoing the necessary structural transformation to ensure that cumulative net emissions¹ do not exceed one trillion tons of carbon. Peaking global emissions by 2020 keeps this goal in a feasible range; and are becoming resilient to expected changes in climate"*.

The first part of the FLP will seek to provide a better understanding of the opportunities and risks associated with a low carbon economy, hence building a business

case for companies. The program will focus on the complexity of the climate change debate as well as the individual's leadership potential. Educational content will be enriched through access to a network of climate experts including academics, government officials, business leaders and NGOs. Leading climate scientists will provide insights into the scientific drivers of the sustainability agenda. Participants will understand the socio-economic barriers and drivers that lead to poverty, conflict and human rights abuses, and learn from case studies what progressive leaders are doing to address such issues. Finally, the program will also introduce candidates to the latest thinking on leadership and, in particular, the differences between a leader and a sustainability leader.



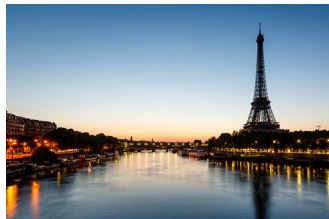
In the second part of the program, participants will work on group projects with a view to develop innovative approaches, such as sectoral approaches (SA), to address climate change. SA have been identified as a potential vehicle to enhance the effectiveness, and broaden the scope of GHG mitigation efforts, while addressing competitiveness concerns². In the current climate change negotiations, these could be considered as part of non-state actions, which would be registered and monitored regularly, and become an important part of the new global agreement on climate change in 2015.

FLP participants could form multidisciplinary groups and develop proposals and models for approaches for a sector or technology to achieve an emission reduction pathway consistent with the 2°C objective. The projects would include the approach, the potential GHG emissions reduction potential, the business case for a company to join the initiative and the financial implications for the company and the industry. The projects will be presented at COP 21 in Paris as well as in the 2015 WBCSD Council Member Meeting.

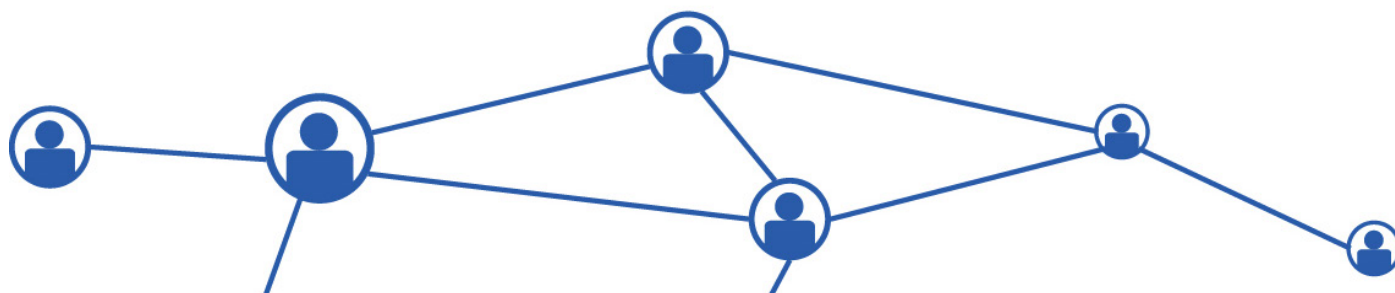
1 Anthropogenic CO₂ emissions from preindustrial levels as outlined in the IPCC Working Group Fifth Assessment Report.
One trillion tons carbon = 3.67 trillion tons CO₂

2 Sectoral approaches to Greenhouse gas mitigation: Exploring issues for heavy industry, IEA, 2009.

Agenda 2015 and Activities Overview

Timetable & Locations	Activities	Benefits
<p>Kick-off meeting Date: January 26-30 Locations: Yale & NYC/US Duration: 5 days</p> 	<ul style="list-style-type: none"> • Participate in leadership workshops • Become familiar with the WBCSD's structure, objectives and work programs • Participate in workshops on the basics of sustainable development • Engage with WBCSD representatives and sustainability experts • Plan for individual projects 	<ul style="list-style-type: none"> • Develop leadership skills • Understand the global context in which business is operating • Develop knowledge of sustainability and business issues, drivers, tools and approaches • Create a large network of business leaders • Identify key sustainability issues and their relationship with business
<p>Phase I - Individual project Date: February to April Location: Virtual Duration: 5 days, spread over 3 months</p>	<ul style="list-style-type: none"> • Develop a case review and strategy paper that explores the sustainability challenges, changes and opportunities related to participants' company situation • Prepare report and presentation on key learnings & recommendations 	<ul style="list-style-type: none"> • Apply learnings of week 1 • Engage with key company stakeholders • Shape the future of sustainable development within participants' companies
<p>Midterm meeting Date: May 4-8 Location: Hong-Kong/China Duration: 5 days</p> 	<ul style="list-style-type: none"> • Share findings from Phase I individual project • Walk-the-talk through experiential learning • Plan for Phase II group projects with guidance from the WBCSD secretariat and experts 	<ul style="list-style-type: none"> • Develop leadership and communication skills • Gain better understanding of energy & climate as well as other natural and social capital issues • Gain new insights into the business context through other participants' personal and professional knowledge and experiences
<p>Phase II - Group projects Date: May-November Location: Virtual Duration: 5 days, spread over 7 months</p>	<ul style="list-style-type: none"> • Design and execute group projects based on the experiential learning while benefiting from a WBCSD initiative 	<ul style="list-style-type: none"> • Develop skills in group project management • Build skills in engagement and collaboration with organizations and various stakeholder groups
<p>Closing meeting Date: December 7-11 Location: Paris/France Duration: 5 days</p> 	<ul style="list-style-type: none"> • Participate in the leadership training • Present the output of group projects • Participate in plenary sessions and working group meetings during the WBCSD Council Meeting and UNFCCC COP 21 • Engage with WBCSD representatives and sustainability experts • Consolidate group projects and activities, and identify learnings • Plan for future action and the introduction of learnings into companies 	<ul style="list-style-type: none"> • Engage with key sustainable development stakeholders • Create a large network of business leaders • Share personal and professional experience • Develop ability to communicate effectively with various audiences

Optional: FLP 2015 participants are welcome to attend the WBCSD Liaison Delegate meeting in Montreux, Switzerland, April 21-23 2015.



For more information

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

Suzanne Feinmann
Phone: +41 22 839 31 13
Email: feinmann@wbcscd.org

About the WBCSD

The World Business Council for Sustainable Development (WBCSD), a CEO-led organization of some 200 forward-thinking global companies, is committed to galvanizing the global business community to create a sustainable future for business, society and the environment. Together with its members, the council applies its respected thought leadership and effective advocacy to generate constructive solutions and take shared action. Leveraging its strong relationships with stakeholders as the leading advocate for business, the council helps drive debate and policy change in favor of sustainable development solutions.

The WBCSD provides a forum for its member companies - who represent all business sectors, all continents and a combined revenue of more than \$8.5 trillion, 19 million employees - to share best practices on sustainable development issues and to develop innovative tools that change the status quo. The council also benefits from a network of 70 national and regional business councils and partner organizations, a majority of which are based in developing countries.

www.wbcscd.org

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"One of the most important benefits of the program was to have access to the perspective of finance professionals on sustainability matters through various interactions. As a consultant in the sustainability space, I now realize that there is need to develop and utilize a common language that will allow all professionals to embrace the concept of sustainability with a view to ensure a better future for both companies and individuals. From a personal perspective, the program helped me develop my leadership and networking skills that I believe will be highly beneficial in all future interactions throughout my career."

Yvette Lange,
FLP 2014, Associate Director, PwC

Recommendation form

Please fill in details of your company's 2015 WBCSD FLP nominee's, and send the recommendation form along with the nominee's CV to Suzanne Feinmann at feinmann@wbcscd.org (the following questionnaire is also available in Word format upon request).

Nominations are due by Monday, November 24, 2014.

Candidate details:

First name:

Surname:

Job title:.....

Company:

Country/Location:.....

Nationality:

Date of birth:.....

Phone:.....

Email:.....

About the candidate:

What are the three strongest traits of this candidate?

How has the candidate demonstrated leadership inside your company?

What is the candidate's interest in sustainable development?

What are your company's expectations of the FLP 2015?

Contact details of the nominator:

First name.....

Surname

Phone

Email



2002 – 2014

Future Leaders timeline

- 2002** 28 participants Stockholm, Johannesburg
- Designed and delivered dialogue event
 - Participated in bicycle cooperative in South Africa
 - Created video of summit
- 2003** 17 participants Montreux
- Dialogued with +100 people across 11 countries
 - Developed a user-friendly education tool
 - Signed up to a set of "Sink or Swim" water principles
- 2004** 28 participants Montreux, Zurich
- Regional Young Managers Team launched, Portugal
 - Developed paper on generational change in the financial services sector
 - Designed a presentation pack on sustainable development and China
 - Delivered an event on social and environmental issues in forestry projects in Brazil
- 2005** 30 participants Geneva, Nagoya
- Alumni website launched
 - Developed an electronic communications game to reach employees
 - Ran workshops to engage financial professionals in sustainable development
 - Showed academia the value of the Sustainable World and You educational toolkit
- 2006** 31 participants Beijing, Geneva
- Alumni close Michelin, Bibendum Challenge, Paris
 - Designed an interactive website prototype "Greenhearts"
 - Showed short video on personal values and corporate action
 - Presented posters to illustrate consumption of water, waste, energy and transport business scenarios through 2050
- 2007** 38 participants Montreux, Brussels, Geneva
- Alumni speak at The Conference Board, USA
 - Explored energy and climate policy options in China
 - Enhanced relationships with small- and medium-sized enterprises
 - Built the business case for managing ecosystems sustainably through a communication campaign
- 2008** 25 participants Montreux, Washington, Barcelona
- Alumni networking site launched, Spain
 - Completed individual Ecosystem Services Review
 - Advocated the role of business at the World Conservation Forum
 - Developed a compelling movie and a scenarios workshop
- 2009** 13 participants Montreux, Bangalore, Washington
- Explored the role of business in development with a focus on India
 - Utilized the Measuring Impact Framework individual in companies
 - Designed the Inclusive Business Challenge to identify opportunities to engage low-income communities across the value chain
- 2010** 29 participants Montreux, Boston, Shanghai
- Generated further knowledge and advocacy of Vision 2050
 - Developed individual projects on Vision 2050 on how to use the Vision in companies
 - Developed group collaborative innovation projects to explore Vision 2050 opportunity spaces
- 2011** 22 participants Montreux, Washington, Geneva
- Explored GHG Protocol Scope 3 in companies
 - Presented findings and recommendations to World Resources Institute (WRI)
 - Developed group projects on engaging stakeholders in the value chain
- 2012** 25 participants Montreux, Washington, Jeju/South Korea
- Completed the Business Ecosystems Training (BET)
 - Developed a customization framework for BET
 - Organized and led dialogue discussions with World Conservation Congress (WCC) participants
- 2013** 29 participants New York, Amsterdam, Istanbul
- Reviewed companies' Sustainability Reports
 - Attended GRI conference
 - Wrote papers on Internal Control- Non Financial Reporting and Risk Managements
- 2014** 28 participants Cambridge/London, Johannesburg, Atlanta
- Contributed to the IPM report (WBCSD/Accenture)
 - Reflected on Integrated Reporting-sharing learnings from South Africa
 - Wrote position papers on Value and Materiality

Former FLP participating companies

