



WBCSD Education Programs in partnership with **Yale University** and **ESADE Business School**

Making sustainable development relevant, actionable and scalable



Yale SCHOOL OF MANAGEMENT



Yale SCHOOL OF THE ENVIRONMENT

esade



Foreword

The humanitarian and economic crises resulting from COVID-19 underscore the importance of strong, dynamic, and inclusive leadership like never before.

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

The 2021 curriculum will focus on “Strategy and innovation for sustainable development.” Participants will explore how companies are integrating new considerations – from technological advances to environmental realities – into the core of their business strategies and across day-to-day decision-making bringing in the latest lessons learned from the current global crisis.

Today, this work is more important than ever. Together with Yale University’s School of Management (SOM), Yale School of the Environment and

The Center for Business and the Environment at Yale (CBEY), WBCSD has worked to develop an academically-rigorous program that provides business leaders with insights and tools to take cutting edge sustainability practices back to their day-to-day business activities.

I’ve had the privilege of being the course director of this unique Executive Education Program for the past eight years. The students who commit to the program every year never fail to inspire with their motivation, creativity and determination. These are the individuals the world desperately needs, especially now.

We are also excited to announce that the strong foundations of the Leadership Program have been extended into our new LEAP program. LEAP, which is built around WBCSD’s Leading Women Awards, aims to help women to reach senior positions in their companies and ensure that sustainability is both embedded in their leadership and included in their company strategy.

Companies take part with two participants: one leading woman and one executive person that will act as a mentor to another company’s leading woman participant. This unique cross-mentorship process will build connections across companies, with a focus on gender balance and representation. The mentorship process takes place between October 2020 and March 2021 with 12 hours of commitment.

If you are up for the challenge of these exciting, rewarding, and comprehensive programs, please send your applications. Together, we can lead the change.



Rodney Irwin
Prof Dr Rodney Irwin
Managing Director and
Senior Management
Team

Why join?



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

WBCSD now offers two educational programs:

WBCSD Leadership Program

100% of participants recommend the Leadership Program, which will celebrate its 20th anniversary in 2021.

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

LEAP

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. Through its new LEAP project, WBCSD is aiming to accelerate this transition.

Both programs are designed to help business leaders navigate complex topics and concepts that will determine the future, enabling individuals and organizations to lead, transform and succeed.

WBCSD Leadership Program

What participants gain by joining

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

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

Build a strong network – The Program creates a global network of dynamic business leaders, capable of acting as sustainable development ambassadors within their companies and in society. There are also opportunities to engage with a range of business and sustainability

experts. Previous speakers include Paul Polman, Peter Bakker (WBCSD), Samuel DiPiazza (PwC/Citi), Lord Michael Hastings, Prof. Mervyn King (IIRC), Karim Hajjar (Solvay), Nadir Godrej (Godrej Industries) and S. Padmanabhan (Tata).

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

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

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



WBCSD Leadership Program 2021

Strategy and
innovation for
sustainable
development

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

New technologies are unlocking unprecedented possibilities. However, new technology can also come with new challenges – especially in relation to human and social capital and the future of work.

The 2021 WBCSD Leadership Program will explore how companies are integrating human and social capital into their core business strategies and day to day decision-making. It will help participants to understand how cutting-edge companies use innovation to develop value creating solutions that address sustainability issues and opportunities.

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



2021 WBCSD Leadership Program overview

Timeline* and locations	Objectives
<p>MODULE 1</p> <p>Sustainable development in context</p> <p>7-11 June, Yale University and New York City</p>	<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 • Participate in leadership simulation exercises and workshops • Create a large network of business leaders and share best practices
<p>INDIVIDUAL PROJECT</p> <p>June-August</p>	<ul style="list-style-type: none"> • Apply the learnings of Module 1 • Develop a case review that explores the sustainability challenges and opportunities related to participants' companies • Prepare a written report
<p>MODULE 2</p> <p>Sustainable development in action</p> <p>30 August- 3 Sept., Berlin, Germany</p>	<ul style="list-style-type: none"> • Share findings and learnings from the individual project • Gain new insights into the business context through other participants' personal and professional knowledge and experiences • Walk-the-talk through experiential learning (field trips, company visits) • Participate in a leadership simulation exercise • Facilitate panel discussions • Start the group projects with guidance from WBCSD advisors

Timeline* and locations

Objectives

GROUP PROJECTS

September-
October

- Design and execute group projects
- Develop skills in group project management, in engagement and collaboration with organizations and various stakeholders (internal and external)
- Develop knowledge of sustainability and business issues, drivers, tools and approaches
- Prepare a written report, a summary for WBCSD's webpage and a presentation on key learnings and recommendations

MODULE 3

Leading Sustainable Development

25-29 October,
Tokyo, Japan

- Participate in the leadership workshop
- Present the outcome of group projects and develop the ability to communicate effectively with various audiences
- Participate in plenary sessions and working group meetings during the WBCSD Council Meeting and engage with WBCSD representatives and sustainability experts
- Consolidate group projects and activities, and identify learnings
- Plan for future action and the introduction of learnings into companies

* Pending evolving situation, WBCSD may decide to postpone the modules or to move to online training.



Application and participation requirements

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

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

Nomination process

- Please send the [recommendation form](#) to Suzanne Feinmann at feinmann@wbcسد.org **by no later than Friday 29 January 2021.** Places in the Program are limited and granted on a first-come, first served basis, provided all the terms of application are met.
- WBCSD Council Members or Liaison Delegates can nominate their companies' participant(s).
- For non-WBCSD members, the candidates' manager(s) should sign a letter confirming support and budget for the Program.
- Decision for admission/non-admission will be made by WBCSD.
- The recommendation form will be considered as a commitment for sending participants.
- Training spots will be reserved until 30 days in advance of the start of the Leadership Program. If not confirmed, they will then be released.

- Transfer rule: If a participant is unable to attend the Program, the reservation can be transferred to another colleague (if all requirements are met)- the notice must be made no later than 10 days before the start of the Leadership Program. Afterwards cancellation policy will be applicable.

Cancellation policy:

- Up to six weeks before Program start: companies receive a full refund of the fee
- From six weeks to up to 11 days before Program start: companies incur a 60% cancellation fee
- Within 10 days before Program start: companies incur a 100% cancellation fee.

Here's what our member companies are saying about the Program



The business leaders of tomorrow take a holistic approach to value creation, and transform their companies to deliver on the triple bottom line; planet, people and profit. The WBCSD Leadership Program is a unique training ground for the next generation of leaders, offering the opportunity to acquire valuable knowledge, develop their leadership skills, become inspired by others and build a strong network of sparring partners across different sectors.

Pablo Barrera Lopez, Council Member and Leadership Program participant, 2017, Yara



For me as a sustainability leader at Arcadis, the WBCSD Leadership Program literally changed my life. The Program gave me the insights and techniques to look through different lenses and not only my 'green glasses'. It helped me to better understand other departments, colleagues, cultures, and companies and how to deal with them to improve quality of life. With many of the participants I still have close contact and we support each other to make the world more sustainable. As Liaison Delegate I see the same happening with other colleagues joining the Program: they do positively change.

Niels van Geenhuizen, Liaison Delegate and Leadership Program participant 2019, Arcadis



The WBCSD Leadership Program is a unique multicultural training program that brings together future leaders from all over the world. We are now equipped with all the knowledge needed to embed sustainability at the core of our business, knowing that if we don't do this we won't be able to be successful today and in the future.

Zoe Chang, Global Brand Development Manager and Leadership Program participant 2020, Unilever

LEAP Program

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, 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 tempt to pay more attention to social and environmental issues.

LEAP is a new 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.



2021 LEAP Program overview

Timeline and locations	Objectives and projects
<p>MODULE 1</p> <p>Preprogram</p> <p>LEAD & Coaching process</p>	<ul style="list-style-type: none"> • Webinar • Exercises • Enable participants to deepen their self-awareness guided with a professional coach
<p>MODULE 1</p> <p>Innovation and change management: towards sustainability</p> <p>14-18 June, ESADE Business School Madrid, Spain</p>	<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 their managerial obligations in pursuit of their organizations' strategic objectives
<p>MODULE 2</p> <p>Sustainable development in context</p> <p>13-17 September, Yale University and New York City</p>	<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 • Create a large network of business leaders and share best practices • Get to know United Nations and their SDG work

MODULE 3

Leading sustainable development

25-29 October
Tokyo (Japan)
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
- Meeting for mentors
- Private session for mentors

CROSS MENTORSHIP PROCESS

With high-level executives from the companies participating

From 27 October until 22 March

- A high-level executive mentors a woman participant from a different company during six months via video call



Application and participation requirements

- 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.
- 10-15 years of working experience.
- Candidates can come from any business or unit function, but they don't have to be sustainable development experts.
- 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 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 28 February 2021**. Places in the Program are limited and attributed on a first-come, first served basis, provided all the terms of application are met.
- WBCSD Council Members or Liaison Delegates can nominate their companies' participant(s).
- Decision for admission/non-admission will be made by WBCSD.

Here is what companies are saying about the Program



At Griffith Foods, we want each individual in our family to grow personally and professionally. Through programs such as LEAP, we can help empower women in their development and leadership to help inspire future generations. This is an opportunity for us to demonstrate the importance of inclusion and diversity, helping women achieve their goals and realize their potential.

Katherine Pickus, Corporate Sustainability and Responsibility Executive, Griffith Foods (USA)



LEAP has been an extraordinary experience, having the opportunity to learn and work with such an inspiring group of people. It's a great WBCSD initiative empowering women and taking firm steps towards raising awareness in businesses on the importance of Gender Equality and Sustainability. Living in unprecedented times, I was pleasantly surprised of the online format of the program, being able to manage so lively the virtual sessions and achieving a warm bonding among the group. It has been a total honor and pleasure being part of this life changing experience!

Tere Hernandez, Purchasing Director, Griffith Foods (Mexico)



To be chosen to participate in this new WBCSD LEAP program is beyond words! The course content is insightful, refreshing and relevant and is so timely considering the state of our world today. I congratulate WBCSD on this initiative and believe it will bring value, not only to companies but to society, in that they are shaping worthy women to lead the future, for an even better tomorrow.

Michelle Delac, Global Purchase Director, Solvay (Singapore)



LEAP is a fantastic initiative by WBCSD. Getting the exposure to this program will help women to cope with the challenges in this volatile and constantly changing environment since we live in an increasingly complex world where nothing is certain. I truly believe that the LEAP program for leading role of women is crucial to the success and sustainability of business in any organization. In addition, networking and the unique cross-mentorship program with senior leaders will further enhance the awareness and cross fertilize the learnings, knowledge and experiences among the companies. And the online module (changed due to the COVID-19 situation) exceeded my expectations!

Ghazal Nemati, Application, Innovation & Renovation Manager, Nestlé (Iran)

The companies who have trusted our Programs



About WBCSD

WBCSD is a global, CEO-led organization of over 200 leading businesses and partners working together to accelerate the transition to a sustainable world. We help make our member companies more successful and sustainable by focusing on the maximum positive impact for shareholders, the environment and societies.

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 more than 9 billion people are all living well and within the boundaries of our planet, by 2050.

www.wbcd.org

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Contact us



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**World Business Council
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