



UNIVERSITY OF
CAMBRIDGE
INSTITUTE FOR
SUSTAINABILITY LEADERSHIP

The University of Cambridge Institute for Sustainability Leadership

Annual Review 2023

The University of Cambridge Institute for Sustainability Leadership

CISL is an impact-led institute within the University of Cambridge that activates leadership globally to transform economies for people, nature and climate. Through its global network and hubs in Cambridge, Cape Town and Brussels, CISL works with leaders and innovators across business, finance and government to accelerate action for a sustainable future. Trusted since 1988 for its rigour and pioneering commitment to learning and collaboration, the Institute creates safe spaces to challenge and support those with the power to act.

Rewiring the Economy

Rewiring the Economy is our ten-year plan to lay the foundations for a sustainable economy, built on ten interdependent tasks, delivered by business, government, and finance leaders co-operatively over the next decade.

Publication details

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Contents

Foreword	4
What we do	6
Impact examples	
Foresight	10
Education	13
Convening	16
Innovation	19
CISL in the University	21
One year in Entopia	24
CISL in the world	25
The CISL Network	27
Looking forwards	29

Foreword

The world we live in is changing rapidly. Global temperatures this year hit levels never previously experienced in human history. Biodiversity loss continues at alarming levels, with almost half of all species on earth experiencing population declines.

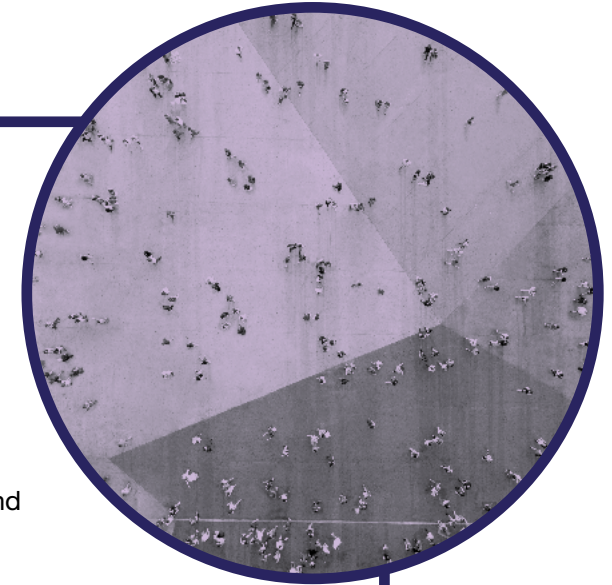
We are seeing major shifts in geopolitics and new conflicts. These are displacing populations, disrupting already fragile food and energy systems, and rapidly redrawing the landscape for the international collaboration needed to address global goals. And while technology is contributing to many solutions, it is also creating new risks – there has been much international focus over the last year on the governance of artificial intelligence (AI), social media and ‘big tech’. ‘Everything, everywhere, all at once’ is increasingly being used to characterise not only the polycrisis that we face, but also the breadth and scale of action we must take if we are to achieve a sustainable future. Our work to activate leadership for a sustainable future could not be in greater need.



It is now ten years since the publication of *Rewiring the Economy*, the University of Cambridge Institute for Sustainability Leadership's (CISL's) plan to guide the collective actions of business, government and financial institutions to create a sustainable economy. Since then, we have seen some notable progress – but not nearly enough. We have a global agreement on limiting carbon emissions and international goals to restore global biodiversity. Thousands of businesses around the world have set science-based targets; market dynamics have tilted to favour major aspects of energy transition; and public awareness of the need for change has never been greater.

Yet, according to the latest progress report from the United Nations (UN), the world is “woefully off track” to achieve the Sustainable Development Goals (SDGs) by the 2030 deadline. While there is increasing agreement on ‘why’ action is needed, there is significant uncertainty and contestation about the ‘how’. With sustainability issues rapidly moving from future risk to everyday reality, responses are being widely debated and contested – in domestic and international political arenas, in trade negotiations, around corporate board tables and in decisions about the allocation of capital globally.

We have everything we need to solve the challenges we face, and a huge amount of capability, creativity and capital being directed towards solutions. Yet incumbency, ‘business as usual’ decision-making and short-termism prevail. It is increasingly clear that action from business, government and finance will not succeed in a vacuum: people and place matter. Solutions need to be context-relevant, and informed and supported by those who will be affected. Without this, promising policies, business models and investments are likely to be rolled back or under-deliver over the long term.



CISL has a critical role to play in educating, convening and fostering innovation in support of the systemic shifts we urgently need to see – and the solutions that will stick. Over the past year, we have worked to inspire and enable purposeful, well-informed and courageous leadership. We have also established collaborations that identify step-change solutions and build buy-in to a shared vision for a more sustainable future.

To enable us to do this credibly and effectively, our activities – and those of our students, network members and clients – need to be informed by evidence. They must also be underpinned by effective foresight that looks ahead of today's good practice to consider what will be needed for the future. We therefore continue to develop new foundational thinking and frameworks, as well as new tools and resources to support decision-making and action.

Now is not the time for complacency, but the time to be more ambitious and more focused than ever to have the greatest possible impact. This year, we have introduced organisational impact goals to show how we will focus our Foresight, Education, Innovation and Convening activities more effectively to:

- align economic, policy and commercial approaches and decision-making with sustainability
- shift worldviews and narratives about the role and purpose of economies
- influence behaviours by engaging with social and cultural factors that shape choices
- enable better informed and more joined-up decision-making on the future of places
- drive transformation of sectors and supply chains.

Our global network of nearly 40,000 leaders is central to delivering these goals. In the coming year, we will be working to support and activate our network in pursuit of ambitious impact within and beyond Cambridge. This will be through our teams in Europe, Africa and Asia, and our international Ambassadors, Fellows and Senior Associates.

This report sets out examples of how we have delivered impact in the past year in pursuit of a sustainable economy.

Signed: CISL's Senior Leadership Team



James Cole
Executive Director,
Chief Innovation Officer



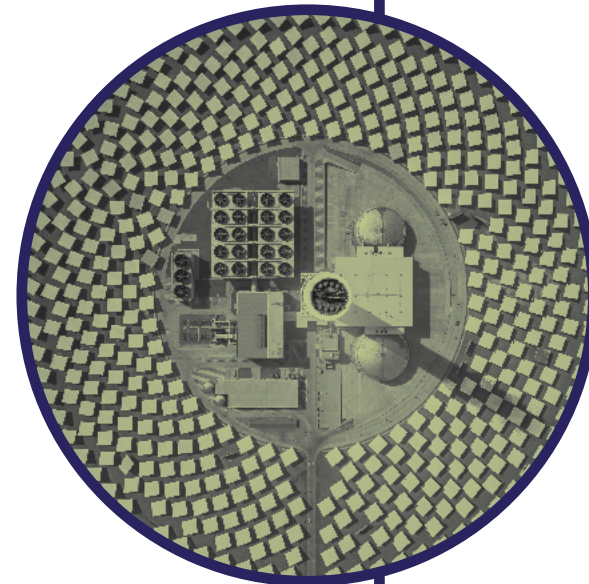
Anna Nitch-Smith
Executive Director,
Chief Operating Officer



Lindsay Hooper
Executive Director,
Chief Impact Officer



Eliot Whittington
Executive Director,
Chief Systems Change Officer



What we do

CISL is an impact-led institute within the University of Cambridge that activates leadership globally for people, nature and climate. Through its international network, and hubs in Cambridge, Cape Town and Brussels, the Institute works with leaders and innovators across business, finance and government to accelerate action for a sustainable future. Trusted since 1988 for our rigour and pioneering commitment to learning and collaboration, CISL create safe spaces to challenge and support those with the power to act.



Foresight: developing pioneering ideas, research and resources for better decision-making and system design

We draw upon insights from our global network and multi-disciplinary academic resources from across Cambridge and beyond to generate actionable ideas and evidence. Our analysis, frameworks and tools are designed to shape and scale transformative leadership, systemic change and innovation.

- **Research projects and collaborations:** CISL has developed a range of innovative and diverse collaborations between researchers and our network in business, government and finance on research to advance economic change.
- **Global Sustainability Fellowship Programme:** Through our cohort of academic fellows, we are fostering new transdisciplinary thinking on sustainability, leading to practical insights, tools and recommendations for decision-makers.
- **Development of new insights and resources to support decision-makers:** Our practitioner-based sustainability reports, briefings and case studies are often developed in collaboration with our specialist international leadership groups.

www.cisl.cam.ac.uk/foresight

“Ingka has ambitious sustainability goals [and] critical to this is strong leadership at all levels. Leadership for a sustainable future really resonates. It provides a practical model [for] developing better leadership capabilities for everyone in our complex and challenging world.”

Karen Pflug

CSO, Ingka
(IKEA's largest retailer)



Education: empowering individuals and organisations to lead change at scale

We equip influential individuals with new skills and perspectives and help organisations align their purpose and strategy with transformation for a sustainable economy. We set a global benchmark for sustainability leadership education to inform, inspire and catalyse measurable change internationally. In total, over 10,000 influential leaders and business stakeholders have attended one of CISL's education programmes in the past year.

- **Postgraduate Programmes:** build individual expertise in sustainability leadership, sustainable business, and sustainable built environment.
- **Digital Learning:** offer accessible, high-quality sustainability courses for mid-career professionals to build capability at scale.
- **Strategy and Leadership (Executive) Programmes:** executive and Board-level sustainability programmes to inform strategy, purpose and governance and build leadership capability to deliver change (delivered in the UK, Singapore, Australia and South Africa, as well as online).

www.cisl.cam.ac.uk/education

“The CISL programmes have provided our people with the vital tools and knowledge they need to be agents of change, both within and beyond Chanel. Each immersive programme has been tailored to the needs of our teams, leading to stimulating discussions on their priorities and actions and inspiring collective responsibility to deliver our House sustainability ambition.”

Kate Wylie

Chief Sustainability Officer &
President Fondation CHANEL



Convening: building transformative alliances across business, finance and policy

We organise and enable collective leadership and action to transform economies, systems and sectors. Our collaborations shape new norms, narratives, policies and markets, supporting progressive networks and institutions around the world.

- **CISL-convened sustainability leadership groups:** CISL has pioneered partnerships between business and finance leaders, policymakers and academics to help unlock the economic change required to deliver the safe and sustainable economy of the future. These include:
 - **Corporate Leaders Groups (UK and Europe):** Membership group of businesses committed to supporting the transformation to competitive, sustainable, inclusive economies that will deliver net-zero carbon emissions by 2050.
 - **Centre for Sustainable Finance:** Through a unique combination of deep industry collaboration, high-calibre research and exceptional education programmes, CISL's Centre for Sustainable Finance (CSF) helps financial institutions to play a leading role in building a more sustainable economy. In particular, we bring together banks, insurers and investors to reshape key parts of the financial system.
- **Multi-stakeholder alliances:** We are part of multiple networks and alliances, such as the We Mean Business Coalition and Business for Nature. These enable us to expand the reach and impact of our work, giving us valuable insight and influence into national and international debates. They also provide opportunities to raise political, policy and market ambition, and to contribute to effective international solutions.
- **Sectoral change collaboration:** Our collaboration with Cambridge's Whittle Laboratory, the Aviation Impact Accelerator, has sought to develop new pathways for the aviation industry.

www.cisl.cam.ac.uk/convening

“We need radical collaboration to find and accelerate the solutions to the climate crisis and the wider challenge of sustainability. CISL’s collaborative ecosystem, bringing together government, the private sector and academia, is helping to scale up the ambition and innovation we need for a sustainable future.”

Nigel Topping

UN High Level Climate Champion
at COP26



Innovation: catalysing entrepreneurial leadership to accelerate solutions to global challenges

We foster sustainable innovation and entrepreneurship through our community of founders, startups, corporate intrapreneurs, investors and systems change experts. Our work includes supporting and incubating purpose-led entrepreneurs to accelerate the impact of their ventures, helping major organisations to harness innovation as an integral part of their transformation for sustainability, and developing the capacity of the ecosystems to support higher impact innovations.

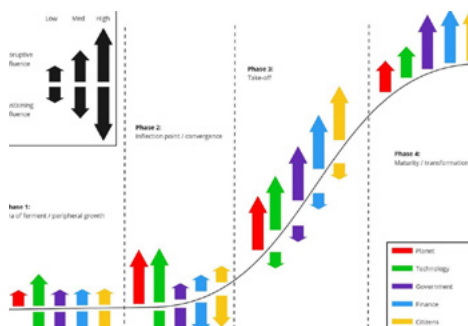
In 2022 we launched The Canopy, a home for sustainable innovation focused on systems innovation for sustainability, with a workspace in central Cambridge:

- **Accelerating entrepreneurs with big ideas:** solving urgent sustainability challenges via startup accelerator programmes and mentoring
- **Supporting corporate open innovation programmes:** developing startup-driven solutions and piloting new ventures
- **Canopy incubation workspace in central Cambridge:** providing access to knowledge, networks, support and workspace
- **International innovation partnerships:** building capacity for the global innovation ecosystem to deliver impact:
 - Sino Centre for Sustainability Innovation
 - UNICEF Under-30 innovators programme
 - International startup immersion programmes
- **Challenge-led multi-stakeholder innovation platforms:** taking a problem-focused approach to innovation.

www.cisl.cam.ac.uk/innovation

“Investing in young climate innovators is investing in the future. UNICEF is committed to building a pipeline of scientifically vetted and investor ready solutions addressing the impact of climate change on children’s lives. Our partnership with CISL’s Canopy will support ventures with transformative climate innovations and help unlock their potential for global impact.”

Thomas Davin
Director, UNICEF
Office of Innovation



Navigating low carbon disruption

CISL's framework empowers businesses, investors and policymakers to characterise, anticipate and influence market disruption. It brings 'systems thinking' into decision-making by focusing on five system drivers: planet, technology, government, finance and citizens. CISL and partners have successfully demonstrated the framework's usefulness for low carbon transitions in the power, road transport and agriculture sectors.



The future of boards

Boards are facing growing pressure from stakeholders, regulators and markets around the perceived risks to financial income and the profound influence of companies on wider society and the environment. In partnership with DLA Piper, CISL released a series of four reports, culminating in research findings identifying seven legal trends. These directly relate to sustainability, three big picture trends affecting boards and 12 emerging trends in board practice. The 22 trends are then analysed using a framework of three business approaches to see how they may influence board practice in service of a sustainable future. The report identifies potential implications and includes a set of 20 pivotal questions to help boards prepare for the future.

"The study's key differentiator is its results analysis against three representative business logics. Once a business establishes which logic reflects its own sustainability mindset, it knows where it stands in the evolving marketplace for long term decision making. In seeking to engage and activate our clients, that's a powerful catalyst."

Alex Tamlyn

Partner & Chair Boardroom Counsel, DLA Piper



Financing and insuring a nature-positive economy

The Centre for Sustainable Finance has released guidance to help the finance industry address the risks and opportunities from nature loss and climate change. This includes guidance for client-facing staff of banks and investors to support their clients, the insurance industry to account for nature in their decision making and for underwriters and insurance brokers to accelerate progress for towards nature-positive underwriting.

"The financial sector offers a great potential when it comes to mobilizing financial resources for addressing climate change and the loss of biodiversity. The Centre for Sustainable Finance at the Cambridge Institute for Sustainability Leadership does pioneering work in enabling the financial sector to effectively live up to this potential."

Christoph Baumann

Envoy for Sustainable Finance
Swiss State Secretariat for International Finance



From risk to resilience: The business imperative of nature restoration

With nature-based solutions playing an increasingly important role in global resilience, EU policymakers went into heated debates over the adoption of a landmark 'Nature Restoration Law'. CISL's European leadership voice, CLG Europe, mobilised diverse stakeholders and reached out to policymakers to support the law. They published a [paper rich in case studies](#), demonstrating the numerous benefits of nature and biodiversity-positive action based on members' projects. It was launched during New York Climate Week, with EU Commissioner for Environment, Oceans and Fisheries Virginijus Sinkevičius, who praised the role of sustainable business in keeping the law alive.



Competitive Sustainability Index (CSI)

The [Competitive Sustainability Index \(CSI\)](#) is the first index to measure competitiveness in the transition to sustainability as a function of economic, social and institutional performance within planetary boundaries. The innovative framework incorporates data from the European Central Bank and Eurostat for EU countries. Findings show that the most competitive countries combine ambitious climate action with democratic governance and high levels of economic and social prosperity. The work has enabled new collaborations for CLG Europe and engagement on the Green Deal Industrial Plan and Net Zero Industry Act. The CSI has also been presented to the Environment Council and referenced in the European Commission's *2023 Strategic Foresight Report*.



Raising the ambition for nature: A fashion, textile and apparel sector primer on the first science-based targets for nature

Nature is declining at an unprecedented rate, posing a direct threat to all human society and economic activity. The fashion, textile and apparel sector is particularly vulnerable, with its supply chains and operations highly dependent on nature. CISL, The Fashion Pact and Conservation International have created the first [industry-specific primer](#) to navigate the initial target-setting guidance from the Science Based Targets Network. This high-level primer is designed to help the sector take the initial steps towards enabling an equitable, nature-positive future, and has been downloaded over 2,000 times.

“Reaching net-zero is not possible without nature. And nature is fast declining. The fashion industry is uniquely dependent on natural ecosystems for its materials and operations. Understanding the industry’s environmental impacts and enabling businesses to take actionable and measurable strategies on nature are critical first steps to system change.”

Eva von Alvensleben
Executive Director & Secretary
General of The Fashion Pact



Transforming business culture and governance

Businesses face increasing pressure to meet global sustainability goals. Working with a small group of leading businesses, CISL has developed a [Business Transformation Framework \(BTF\)](#) to help businesses assess their alignment with sustainability goals, identify gaps, and gain insight and inspiration to inform their transformation strategy. Organisational culture and governance are both vital factors in business transformation. Our latest [Unleashing Sustainable Business](#) papers, on culture and governance respectively, provide valuable insights for business leaders on the role of these two important domains in business transformation.

“In the face of a polycrisis, this paper explores the role of culture in shaping purpose-driven organisational culture. It goes further to challenge ‘business as usual’ models. Essential reading for CEOs and CSOs seeking to accelerate business transformation.”

Anna Lungley
Chief Sustainability Officer (CSO), International markets, Dentsu



Leadership for a sustainable future

Businesses, governments and finance are increasingly acting to transform unsustainable systems and practices. However, more attention needs to be paid to the individual and collective leadership required to make fundamental and lasting progress. CISL has developed a [framework for leadership](#) that highlights the limitations of conventional thinking. It brings together:

- the significance of purpose
- the relational nature of leadership expressed as four key principles: connected, collaborative, creative, and courageous
- the importance of place and context to identify leadership characteristics for a sustainable future.

The framework was launched at Reuters IMPACT 2023 and debated in a roundtable between 30 senior executives.

“Our leadership framework starts with an understanding of leadership as: a dynamic social process within a specific place (context), which maximises the contribution of others towards the achievement of a meaningful purpose. It sets out the leadership we need to deliver organisational success which contributes towards the ultimate purpose of a sustainable future, leadership that is connected, collaborative, creative and courageous in nature and is situated in particular places.”

Gillian Secrett
Lead Author and Director of Leadership and Culture, CISL



Education impact examples



Board Leadership Programme

CISL has rolled out a new Board Leadership Programme. A session with the Norfund board enabled them to explore strategic blind spots, and consider whether the current board composition has sufficient cognitive diversity. Following our session with Royal BAM's supervisory board, management instituted a programme of work to shift organisational culture to support the company's sustainability strategy. As a result of the session in Cambridge, Kearney's board arrived at a new consensus on the importance of sustainability and decided it should be a top three priority for the firm.



Net zero by 2038 (UCIM)

The University's Endowment Fund is managed by University of Cambridge Investment Management Limited (UCIM). Net zero by 2038 is a key part of UCIM's engagement on sustainability with its fund management partners. In partnership with CISL, by providing world-class education and a peer network, the programme equips fund managers with the tools to accelerate the impact of their sustainability strategies. So far, 18 firms have completed the programme, representing US\$150 billion of assets under management. This work supports UCIM's ambition to decarbonise its portfolio for the benefit of society and the planet.



Anglo American GameChangers programme and impact report

Since 2008, CISL and the University of Queensland have provided a sustainability programme for leaders at Anglo American and some partners to promote sustainable mining. In 2023, we assessed the impact of the past 14 years of programmes on the 596 GameChangers alumni and found evidence across the group of the desired mindset shift; alumni are applying programme insights to drive organisational change for sustainability. We will continue optimising the programme for maximum impact.

"It gave me confidence to bring up the topics of sustainability, inclusion, and awareness into the conversations that I have with senior team members. Sitting down with stakeholders and understanding what their needs are has become a huge part of my work, and I learned that through GameChangers, it's fundamentally changing the way I work."

Anglo American Employee
GameChangers alumnus



Hear **Beth Knight**, a freelance corporate sustainability advisor and Senior Associate at CISL, share her journey from MSt student to course tutor, and the role of CISL and collaborative action in addressing crises.



First fully flexible route to a Master's

In a first for the University of Cambridge, CISL was proud to launch a fully flexible route to obtaining a Master's degree in Sustainability Leadership. Students can now spread the course over a maximum of ten years, studying in stages. This is part of our ongoing commitment to make outstanding learning opportunities more accessible to a wider range of candidates, including those studying alongside work, family and other commitments. The first year of this route was fully subscribed, with 12 students being admitted to the final stage of the course.



Business and Social Justice online 8-week course

The Business and Social Justice online course inspires professionals to radically transform business so it delivers for society. The course equips participants with the knowledge and tools to critique the systemic impact of business activities on social and environmental justice. Drawing from a global panel of experts, the course has attracted participants from Europe, Asia, Africa and the Americas, nurturing collaborative networks of leadership to drive systemic change and meaningful impact. Participants have praised the course's inclusivity, originality and diversity of sources, and its power to transform leadership perspectives.



Sustainable Marketing, Media and Creative short course

Marketing drives global consumption habits, and the historical prioritisation of profit has caused unsustainable economies and societies. The Cambridge Sustainable Marketing, Media and Creative short course unites marketing professionals in challenging conventional practices and forging new shared narratives. The course encourages critical thinking and collaboration, inspiring professionals to embrace personal transformation and leadership for sustainability, and drive change from within their industries. Dentsu, an international marketing agency, has put three cohorts of employees through the course. They say participation has directly improved their strategic engagement with clients' product designs and substantiated sustainability claims.



HRH Prince of Wales's Business & Sustainability Programme (BSP), Asia

In September 2023, CISL's flagship education programme returned to Singapore, bringing together 22 senior executives from seven Asian countries. Attendees represented influential businesses across a range of sectors including finance, manufacturing, technology, food/agriculture and more. Held in the world's most populous region, BSP Asia explored the leadership needed to maximise the region's systemic influence in a transformed future. The 2023 programme achieved a 100 per cent overall satisfaction score, a first in BSP's 30-year history, and established a strong foundation for CISL's continued learning and impact in the region.



Meet Brishni Mukhopadhyay, Global ESG Product Specialist at Western Asset Management and CISL Senior Associate. In this short interview, Brishni reflects on the financial experience he brings to our sustainable business courses as a tutor, and on CISL's role as a global convener of change agents.





Custom education programme for Chanel

Founded by Gabrielle Chanel at the beginning of the last century, Chanel is a world leader in creating, developing, manufacturing and distributing luxury products. CISL has partnered with Chanel to deliver a multi-strand engagement programme across three years, including an education and sustainability leadership programme. So far, over 150 senior executives have participated in bespoke programmes with CISL. Chanel has also funded bursaries for students to study the CISL Master's in Sustainability Leadership, with the aim of diversifying the profile of future sustainability leaders on the course.

“The CISL programmes have provided our people with the vital tools and knowledge they need to be agents of change, both within and beyond Chanel. Each immersive programme has been tailored to the needs of our teams, leading to stimulating discussions on their priorities and actions and inspiring collective responsibility to deliver our house sustainability ambition.”

Kate Wylie
Chief Sustainability Officer &
President Fondation CHANEL



Board programme for leaders at Ahold Delhaize

Ahold Delhaize is a global food retailer, and this year we welcomed three cohorts of its senior and C-suite leaders for four-day residential seminars in Cambridge. A total of 130 participants are set to complete the seminar, including a further cohort in January 2024 and expected board-level engagement. As a result of the programme, the Executive Committee is revising the organisational purpose and strategy. It is also making commitments to act more ambitiously to help customers make healthier choices, increase product transparency, eliminate waste and reduce climate impact.

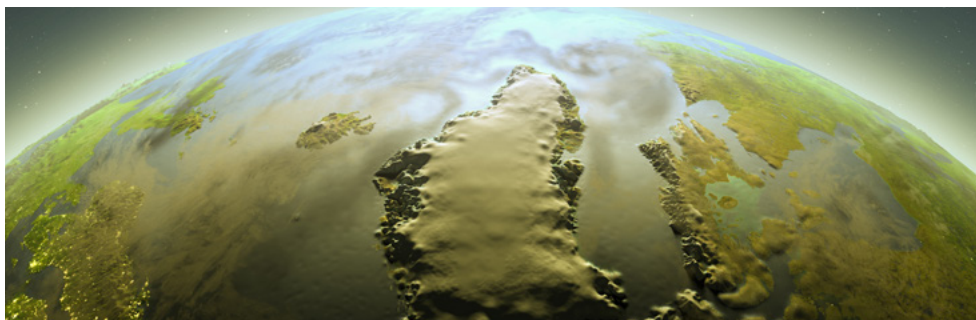


Supporting government executives in New South Wales

In February 2023, CISL partnered with the Office of Energy and Climate Change (OECC) in New South Wales, Australia's most populous state, to engage senior executives across government. Our programme created a shared understanding of key global trends and the implications for communities. OECC views the programme as an important capacity builder and enabler for engagement with stakeholders to support the cross sector collaborations necessary for systems transformation. Participants used the insights gained to guide investments and advance sustainability strategies, accelerating their goal of becoming exemplars of sustainable policies that benefit local, national and international communities.



Convening impact examples



Using our voice and influence at international moments

In December 2022, CISL promoted a nature-positive economic transition at the United Nations [COP15 conference](#) in Montreal. Under the presidency of China, the summit agreed a new package that includes the world's largest ever area-based commitment to biodiversity conservation. However, the targets in the Kunming-Montreal Global Biodiversity Framework need to be brought to life with delivery plans, so work remains.

At [New York Climate Week 2023 \(NYCW\)](#), CLG Europe convened a European Energy Transition event, co-hosted with Ingka (IKEA), which brought together multinational senior leaders and Chief Sustainability Officers. We strengthened the collective resolve for collaboration, building skills, driving circular business models and calling for policy changes to drive the transition. Also at NYCW, CISL co-hosted an event with Deutsche Bank on the Alignment of Nature and Climate, which presented exemplars of economic and wider benefits to an audience of business, finance and political leaders. This also included a keynote speech from European Commissioner for Environment, Oceans and Fisheries, Virginijus Sinkevičius.

CISL continued [advocating a sustainable economy](#) at (and leading up to) COP28, hosted by the UAE in late 2023. We campaigned around eight key policy goals, including the phasing out of fossil fuels, a stronger role for private finance, and innovation alongside adaptation measures.

[CISL's presence at COP28](#) included a huge range of events and activities on climate finance, nature, policy ambition, innovation and sustainable aviation among other issues.

“COP28 has seen a wide range of other commitments, pledges and progress. The climate negotiations continue to deliver progress and action, which is limited and slow compared to the scale of what is needed but which represents probably the most active and inclusive global process in the world.”

Eliot Whittington
Chief Systems Change Officer,
CISL



Loss and Damage risk sharing action plan

Following recent high-profile breakthroughs to establish the Loss and Damage Fund, governments, international institutions and wider stakeholders are urgently seeking practical channels of implementation, as part of the call for a new global financial architecture. Loss and Damage features highly in the priorities of COP28, and the [report from CISL](#) provides practical solutions to scale up pre-arranged financing to protect national economies from losses above defined levels of GDP. The report is based on groundbreaking modelling, and moves the discussion from the political to the quantifiable, with a clear action plan.



Watch **Fiona Adshead**, Chair of the Sustainable Healthcare Coalition & CISL Senior Associate, discuss ways to align academic research and industry innovation with sustainability, and the importance of cross-sector partnerships.



Convening



Raising European climate ambition for 2040

The EU is in the process of setting its 2040 greenhouse gas (GHG) emissions reduction target. This will establish a direction of travel for climate neutrality across the economy by 2050. CLG Europe published a [position paper](#) advocating a target of at least a 90 per cent GHG reduction by 2040. By mobilising business voices across our networks to sign open letters, and collaborating with like-minded national and EU decision-makers, our work will set an ambitious baseline for the Commission and others to consider when setting the target.

“The European Corporate Leaders Group plays a leading role in the fight against climate change in Europe through its strong cross-sectoral membership, intense advocacy activities and network with leading public and private sector stakeholders.”

Co-Chairs CLG Europe: Harry Verhaar, Vice President at Signify and **Gonzalo Sáenz de Miera**, Global Director of Climate Change and Alliances at Iberdrola



Embracing circularity: A pathway for strengthening the Critical Raw Materials Act

CLG Europe's Materials & Products Taskforce has championed the key role of circularity for the EU's Critical Raw Materials Act (CRMA) through dialogue and research. Circularity could strengthen the CRM supply chain and accelerate the transition to a more sustainable European economy. One key activity was an event in the European Parliament in July 2023, hosted by MEP Sara Matthieu. CISL presented [cutting-edge research](#) alongside business case studies from a range of perspectives developed in a new report, which has been welcomed by key contacts in EU institutions. The report has also had over 1,650 unique views, and over 3,200 people have watched our accompanying series of 14 interviews on social media.



Banking a just transition for SMEs

The net-zero transition is a whole-economy challenge that will radically impact businesses and individuals. Small and medium-sized enterprises (SMEs) account for a third of gross domestic product (GDP) in high-income countries, and even more in developing countries. Banks thus have significant exposure to SMEs, and often have deep historical connections to their communities. To ensure a just transition, it is crucial that banks support SMEs in navigating climate-related transition risks. Our [Bank Action Guide](#) equips banks to identify acutely vulnerable SMEs and empower them to co-shape the bank's net-zero efforts.



Convening



10 years of the Green Growth Summit

The Green Growth Partnership (GGP) Summit, convened annually by CISL, fosters sustainability collaborations between business leaders from CLG Europe and EU policymakers. Attendees have included Environment Ministers, influential MEPs, high-level speakers like Frans Timmermans of the European Commission, and CEOs from companies and the We Mean Business Coalition. This year focused on the EU's 2040 climate target, harmonising climate and competitiveness objectives, and ambitions for COP28. The GGP helped drive the EU's 2050 climate neutrality commitment, plus its interim GHG emissions reduction target of 55+ per cent by 2030. The GGP also successfully advocated the Green Deal being a cornerstone of the response to the Covid economic crisis and energy crisis.

“Businesses know that the future is clean – and renewables and energy efficiency solutions are scaling up faster than anyone imagined. But as just highlighted in the new IEA [International Energy Agency] Net Zero Emissions Roadmap, we have work to do. We need clear signals from governments [...] and we must shift finance and business systems to phase out fossil fuels to have a chance of staying within 1.5 degrees.”

Ursula Woodburn
Director, CLG Europe



Advocating business and policy solutions in the UK and Europe

The Corporate Leaders Groups (UK and EU) advocate robust business and policy solutions to the environmental and sustainability challenges facing our planet. CLG EU's letter to European Parliament Committees urged them to support the crucial EU Nature Restoration Law and align the EU's nature ambitions with its climate and energy objectives. CLG UK convened key large businesses and business networks to write to the Chancellor ahead of the Autumn Statement, which demonstrated business backing for net zero and called for increased government investment in net zero.

“If the UK and other countries are to deliver the kinds of changes needed in unlocking a resilient, net zero future on the timescales we need then the business community will have to work closely with government to help make that happen. CISL's work through groups like the UK Corporate Leaders Group provides great opportunities for business and policymakers to work as partners in delivering a sustainable economy, and that is incredibly valuable.”

Chris Stark
CEO of the UK's official Climate Change Committee



UNICEF Innovation30

Almost half of the world's population is aged under 30, yet only 2.4 per cent of climate finance from major multilateral climate funds goes towards child-responsive activities. That is why CISL **Canopy** has collaborated with UNICEF and leading innovation accelerators across the globe to launch the Under-30 Climate Innovators Shaping the Future Initiative.

CISL co-curated a pipeline of 24 proven, youth-led, ready-to-scale innovations from diverse communities. The initiative champions young innovators as the key stakeholders, technical experts and designers of a climate-resilient future for all. The first global cohort of young innovators launched at COP28 in December 2023.



The Canopy: a community and workspace for sustainability startups

The **Canopy** community supports startups and entrepreneurs who are pioneering sustainability innovation. The project was launched in November 2022, and now has over 40 members who operate from Entopia, CISL's sustainably retrofitted headquarters in Cambridge. The **Canopy** helps sustainability-focused startups to thrive and grow by providing:

- a community of likeminded innovators
- support through events, programmes and mentoring
- access to leading insight and research from CISL and the wider Cambridge community
- collaboration opportunities through CISL's global network
- access to our award-winning sustainable co-working space.

“Canopy is a focal point for a wide range of stakeholders contributing to the net zero transition. Through this network we meet energy companies, local government and technology providers all working together to reduce the carbon footprint of our built environment. Canopy is a very unique and inspiring space.”

Christopher Jackson

Co-founder of Advanced Infrastructure, CISL **Canopy** member



The role of entrepreneurship in a circular economy transition

CISL and the Tsinghua–Cambridge Joint Research Initiative interviewed 60 startup founders from various sectors to better understand the role of entrepreneurship in a circular economy (CE) transition.

Our report identified a likely need for businesses to diverge from classic commercial strategies when pursuing circular economics. Challenges identified included low market awareness of CE, underinvestment, and unintended adverse effects of current CE practices. However, key success factors were identified among CE entrepreneurs, including CE literacy, being purpose-led, and the ability to create new markets for novel circular products and services.



Canopy community engagement events

In March 2023, we ran a European Regional Development Fund (ERDF) programme ‘Launching your sustainability product with CISL Canopy’. We identified 13 startups, including six with female (co-) founders, with new sustainability innovation products or services, and helped them launch into the market. Innovations included carbon measurement, reduction and removal, carbon credit validation, waste reduction, and improving supply chain transparency.

Several of these startups went on to win awards for their innovations. Other **Canopy** events included co-hosting a sustainable startup townhall event with Future Planet Capital, convening the Cambridge Climate Challenge, and the Royal Academy of Engineering Africa prize.

“Getting a startup or small business off the ground isn’t easy. By locating at the Canopy, we are networked into the right conversations that can drive forward our solution and contribute to the sustainable innovation agenda more broadly.”

Dominic Vergine
CEO & Co-founder of Monumo,
CISL **Canopy** member

“Addressing the climate and nature crises requires all hands on deck and innovative solutions. Who better to offer a fresh perspective than young climate entrepreneurs? They challenge the status quo and ask the questions many are afraid to voice.”

Jie Zhou
Senior Programme Manager at
CISL’s **Canopy**



CISL Canopy and BSI's Accelerate and Pilot Programme: Trust in Sustainability

Working with experts from CISL and the British Standards Institution (BSI), programme participants can accelerate, test and pilot their products. Six startups were selected, four of which are female led/co-led.

Each company is aligned with CISL’s sustainability impact focus of people, nature, and climate, and their products seek to provide digital solutions that can deliver trust and best practice for global sustainability innovations. The **Canopy** also leverages its network of industry and technical experts to further support the scaling of these businesses and their solutions.



Desafia London: supporting a cohort of Spanish cleantech companies

This two-week programme aims to launch Spanish cleantech businesses into the UK market. It is co-delivered by CISL **Canopy**, Cambridge Cleantech and Oxfordshire Greentech, with funding from the Spanish Government (ICEX). The first two cohorts featured 16 cleantech startups spanning renewable energy, waste, logistics, AI and other low carbon innovations.

Participants received sustainability and leadership training, and access to research and investment communities, and attended concluding Demo Days in London with potential buyers, partners and investors.



What is the Canopy?
Discover CISL’s community
of sustainability startups

CISL in the University

The University of Cambridge has recognised the urgency of global sustainability challenges and has taken action to demonstrate leadership. This includes a commitment to science-based targets, the launch of Cambridge Zero, and strategic changes to the University's Endowment Fund, which invests donations and distributes funds to support the University, and will be divested of fossil fuel investments.

Importantly, the core activities of the University – education and research – have a growing focus on sustainability. Much work is already underway to provide education on sustainability to students and to those pursuing professional and executive education. There is also a huge body of research focused on addressing global challenges. Cambridge research is contributing to a more sustainable future across multiple disciplines and through dedicated entities. Examples include the Cambridge Conservation Initiative, the Bennet Institute for Public Policy, The Institute for Technology and Humanity, the Whittle Laboratory, and Centres focused on Science and Policy, Behavioural Economics, Circular Economy, Climate Repair, and Technology and Democracy.

As the new Vice-Chancellor Professor Deborah Prentice noted in her first Annual Address, Cambridge is aligned around a desire to make a difference in relation to the health of the planet and is working to enable the greatest possible positive contribution in this critical domain.

“CISL is helping to accelerate the process of hard-wiring sustainability into the economy. Its work, which harnesses the University's global influence and convening power, demonstrates the critical link between academia and the corporate sector in driving innovation and evidence-based solutions for a sustainable future.”

Professor Deborah Prentice
Vice-Chancellor, University of Cambridge





Over the last year, CISL has contributed to this ambition, and to the University's positive impact in a broad range of ways:

Walking the talk:

- The Entopia Building, our retrofitted headquarters and sustainability hub, is an exemplar both in the University estate and internationally.
- Through sharing insights and data, and piloting new solutions as a living lab, we are contributing to the University's insight into how it might transform its estate, as well as to the wider sectoral debate on retrofit.
- Our education programme for investors managing the University's Endowment Fund is building the capacity to achieve net zero carbon emissions by 2038.
- We contributed to a review of the University's position on fossil fuels. We also worked with stakeholders across Cambridge to set out our own position on the phase-out of fossil fuels.

Educating for sustainability:

- We have embarked on a number of collaborations with Cambridge Judge Business School. These support major organisations to equip their leaders with the insight and capability to lead progress to address global challenges.
- We are delivering a bespoke leadership programme for Master's-level scholars from Africa studying at Cambridge as part of the Mastercard Foundation Programme. Bright students from under-represented communities will have the opportunity to develop transformative leadership skills, and contribute to climate resilience and sustainable futures in Africa.
- We hosted a green careers event for current students. This helped to inform their choice of future employers and gave insight into how they can build a career in sustainability within businesses and financial institutions.

Research with impact:

- We have contributed our own research to the University's body of work on sustainability-related challenges, which has included the work of our Global Sustainability Fellows. They have looked at topics from how disruptive innovation can support sustainability transitions, to how retailers can support stronger communities, and what luxury and fashion sectors need to do to support social inclusion.
- Alongside academic research, we have delivered a range of other research and analysis projects. Topics include innovation in industry, trends and challenges for boards, and how the insurance sector can better protect the natural environment. Our work often involved collaborating with academics from Cambridge and beyond.
- Our collaboration with the Whittle Laboratory – the Aviation Impact Accelerator – has contributed better policies and decisions in the UK, US and Europe. It aims to drive a more realistic and rigorous approach to the difficult subject of decarbonising aviation.

Accelerating innovation for sustainability:

- We joined the Innovate Cambridge initiative as a signatory to help create a shared and impactful vision, story and ambition for the Greater Cambridge innovation ecosystem.
- We ran a 'Sustainability Essentials for Startups' programme for the investee companies of Cambridge Enterprise, the University of Cambridge's technology transfer office and seed fund.
- We partnered with Cambridge Cleantech and Oxfordshire Greentech to support two cohorts of Spanish cleantech startups. This was via a UK immersion programme sponsored by ICEX and Red.es that helps Spanish technology companies scale faster and globally.
- Within the Canopy, our startup incubator and innovation hub, we hosted over 40 sustainable innovation and startup-focused events bringing together academics, entrepreneurs, corporate innovation executives and sustainability-focused providers of capital. These included events with Future Planet Capital, Silicon Valley Bank UK/HSBC Innovation and the European cleantech supercluster.

Civic, public and policy engagement:

- CISL's work means we have a strong presence at global moments of sustainability focus. Examples include the UN climate change and biodiversity summits (in this case COP28 on climate and COP15 on biodiversity) and 'Climate Week' events in New York and London. In each case, we have worked closely with University colleagues, particularly under the umbrella of Cambridge Zero – co-ordinating and supporting wider university impact as well as our own.
- Together with Cambridge City Council, Cambridge County Council and Cambridge Zero, we hosted and facilitated a series of workshops for Cambridge City Climate Leaders. The objective was to foster collective and aligned leadership and action across the city.
- Entopia has been a popular hub of activity, allowing us to host tours of the building as well as network events. These have included a public screening of an episode of 'Wild Isles' to mark the International Day for Biological Diversity, in collaboration with Natural England and the RSPB. We also facilitated a discussion with Sir David King on COP28, in collaboration with Cambridge Zero.

Over the year ahead, CISL will be proactive in collaborating with colleagues across Cambridge. We will build on these activities in support of an ever-greater University ambition in relation to global challenges, including:

- new collaborations to integrate sustainability into the way that leaders are developed
- making high-quality sustainability education available at scale
- developing new impact accelerators focused on addressing specific systemic and sectoral challenges
- greater support for young entrepreneurs
- further strengthening Cambridge's innovation ecosystem
- greater collaboration with the University's wider activities in Asia and Africa.



Building change: one year in Entopia

We recently marked one year of occupancy in the Entopia Building – CISL's headquarters and innovation hub hosting the Canopy workspace and accelerator for impact-led startups.

As the most ambitious sustainability retrofit of its scale, the project targeted multiple standards including BREEAM (Outstanding), the Passivhaus 'EnerPHit', and WELL (Gold) Certification, alongside the application of 'circular economy' principles.

Early occupancy and performance data suggests that the retrofit design is performing above expectations. For example, it uses less than 15 per cent of the energy previously required, and without any gas heating. User wellbeing indicators are also good, with some saying the air quality is better than at home (more on that below).

The building has achieved recognition through multiple awards, including Collaboration of the Year at the Architects' Journal (AJ) 100 Awards, the Construction News Low Carbon Project of the Year, and the Building Magazine Awards Net Zero category. We published a [case study](#) to share what we have learnt, garnering 6,500 views on our website. The project has also been featured by The Alliance for Sustainable Building Products, the RIBA Journal, the Passivhaus Trust and the Architects' Journal, among others. In addition, we have hosted dozens of tours and events with industry groups, corporate estates teams, professional associations and the general public, welcoming over 2,500 individuals to Entopia during its first year.

In many respects this project has already achieved its goal as an exemplar, and is both gaining recognition and inspiring greater ambition in other projects. However, we believe its potential for catalytic impact is even greater.

A living lab for sustainability innovation

To catalyse greater ambition and action in the built environment, we plan to turn the Entopia Building into a 'living lab' for sustainable innovation. The living lab would:

- enable academics, industry and policymakers to access our data and to generate new actionable insight
- create a learning loop and a digital communications platform that allows us to share the ongoing and new insights more widely than we ever could via in-person visits
- support startups and companies to use the building to pilot and validate new solutions with a willing and ambitious client.

Within the living lab and in order to meet our obligations under the WELL standard, we are using Canopy Accelerator alumnus [InCube's](#) smart air quality sensor system to monitor air quality. It provides a dashboard to easily monitor particulate, pollution and CO₂ levels in different parts of the building, and can connect with the heating and ventilation system to help optimise air quality and energy use.

CISL staff – especially those with asthma – tell us the air quality is good. Data will validate that the design and operation is delivering this wellbeing benefit to staff and visitors. It will also help other projects understand how their offices can make a real contribution to staff health and wellbeing.



CISL in the world

Our institutional home is in the University of Cambridge, but our impact is in the outside world – we have long recognised the importance of working internationally and being internationally relevant and influential. The issues we are working to address are systemic and global. The actors we work with operate internationally and need internationally relevant solutions.

Our work must also recognise that the global politics and power shifts from West to East and North to South are transforming the landscape for action towards a sustainable future. New alliances are being struck and new trade corridors built. At the same time, international tensions are exacerbating already precarious sustainability issues. An example is the impact the Russia–Ukraine war has had, not just on people's lives in the immediate field of conflict but also on international energy and food security. Failure to engage with ongoing tensions and inequalities (past and present) or to recognise different values, ambitions and development trajectories will result in stalled progress. In this context, there is a need for joined-up, international action, whether in governance, capital flows, scaling best practice, collaborative solutions and transition pathways for whole sectors, supply chains and regions. CISL has an important role to play in contributing to this at international as well as regional levels. We can do this by embedding international insight into our foresight and through supporting our global network to contribute to transformational change.

“We are approaching the half-way point in a critical decade. By 2030 substantial progress needs to have been made to take the global economy onto a different path. But that path is neither clearly defined nor straightforward to achieve in a context that is being radically reshaped through profound geopolitical, economic, technological and cultural shifts. Our work has a role to play in influencing international-level ambition, governance and financial infrastructure, and mobilising innovation, leadership and action across key regions and sectors.”

Lindsay Hooper
Executive Director,
Chief Impact Officer





Our international activity

Over the last year, we have been more internationally focused and active than ever before. Our Brussels-based Europe team has been influential in EU ambitions and frameworks on climate, nature and materials – increasingly recognised by independent observers like the non-governmental organisation (NGO) InfluenceMap. Our Cape Town-based team has launched a new Africa strategy with a strong focus on political economy, climate finance and leadership development. We have contributed to progress at Conferences of the Parties (COPs), Climate Weeks and G20 summits. We have also contributed to international processes such as the Taskforce on Nature-related Financial Disclosures (TNFD), the Network for Greening the Financial System (NGFS) and the High-Level Expert Group on climate finance, and within international consortia such as We Mean Business. Our foresight has informed international decision-making, from board practice in multiple jurisdictions, to global financial regulation, and import tariffs in Uganda. We have built innovation collaborations with UNICEF, as well as with partners in China, Singapore and Spain. Our education programmes are reaching 10,000 students internationally every year, and we have delivered executive and board-level programmes in Singapore, Australia, the UAE, USA and South Africa. Our Ambassadors have hosted network events in multiple regions.

“Building a new strategy for impact in Southern Africa, and a team to deliver it, is a thrilling challenge. I hope to apply the many lessons I have learnt over the years now, as I build CISL South Africa and a new programme of work for us and our network in the region.”

Prof Richard Calland
Director, CISL South Africa

Looking ahead

To have meaningful and sustained impact, we will continue to build the relationships, collaborations and networks to enable us to understand, engage with and mobilise action in key regions and at international levels. We will continue to bring Cambridge knowledge and research to bear on international sustainability challenges while also championing locally relevant solutions. In light of global power and market shifts, we will have an even greater focus on our work in South-East Asia and Sub-Saharan Africa, as well as a sustained focus on our work in Europe. By working with business, government and finance, in ways that are sensitive to the local context we are engaging with, we look to a positive ‘ambition-loop’ between different actors, leading to accelerated ambition and action across the economy.

Decisions on the application of our core Foresight, Education, Convening and Innovation activities to our impact goals will also consider international context and impact. For example:

- Our work on consumption and behaviour change will seek to recognise the international diversity of social and cultural enablers of change.
- We will contribute to joined-up solutions and pathways to address sector and system shifts that need international action, such as in transport, energy and agriculture.
- We will contribute to capacity building, governance, innovation support and alignment of financial infrastructure to enable necessary flows of capital and intellectual property (IP) internationally.

The CISL Network: a global community for impact



A global network of nearly 40,000 leaders and innovators taking individual, collaborative and collective action to accelerate the movement towards sustainable societies and economies.

The CISL Network offers individuals the opportunity for personal and professional development, the pathway to a global community of like-minded peers, and the framework to learn and contribute to long-term solutions.

Empower leaders:

We are a home for current and aspiring leaders to develop and apply their capacity to lead systems change. We provide ongoing professional support and opportunities for our members.

Connect for impact:

We are focused on connecting individuals, organisations and networks to catalyse ideas, alliances and movements to drive change.

Champion solutions:

We are a place for agenda-setting and action-focused conversations. We offer a platform to share insights and knowledge to help accelerate the solutions to our global challenges.

We have active and growing CISL Network communities across the globe, many of which are supported by our Network Ambassadors. Through these regional representatives, we support regular events and updates for our community that help them to stay connected with their peers. Members of the community can connect directly with their local Ambassadors – [just click on their profile and get in touch.](#)



Watch Justin De Koszmovszky, UK Founder & Managing Director at Archipel&Co and CISL Fellow and Practitioner-Tutor, discussing how businesses can operationalise sustainability, and why leaders are making it a priority.

Highlights of our CISL Network activity

Senior Associates and Fellows

Our Senior Associates and Fellows are a highly valued part of our community. They bring a wealth of practical insights and experience from business, finance, government and civil society. We work with our Senior Associates to develop our strategic direction and contribute to the delivery of our industry-leading programmes and thought leadership.

In 2023, we hosted our Senior Associates and Fellows in Cambridge for a thought-provoking day, focused on the solutions and opportunities for those building a more sustainable future. Participants discussed recommendations such as:

- exploring alternatives to gross domestic product (GDP), including social and natural capital value metrics
- addressing rising inequality in G20 nations, identifying effective ways to challenge current growth paradigms
- catalysing new social narratives that make a more sustainable future aspirational.

Events at Entopia

The **CSO Forum**: In June 2023, we hosted leading Chief Sustainability Officers in Cambridge for a day of insights, peer support and agenda setting for the year ahead. We look forward to supporting this community with ongoing activities, including a further gathering in 2024.

The **CISL Conversations** series was launched this year. So far, we have hosted and recorded six events in Entopia covering topics including innovation, legal frameworks for sustainability, and envisaging a new socio-political world order. [Explore the series.](#)



Hear **Munish Datta**, Director of Sustainability for Specsavers Group and CISL Fellow, discussing the importance of two-way learning, accelerating change, and a just transition.

CISL Network events around the world



Walking the talk

It is not only about the activities we undertake and who we work with but also how we work as an organisation, and how we embed what we publish, teach, advise and advocate, within our own operations and ways of working. In this respect we are making progress. Our HQ, the Entopia Building, is the most ambitious sustainability retrofit of its scale, winning multiple awards. We have clarified our purpose, values and broad impact ambitions. We have made progress to embed principles of inclusivity, diversity and equality across our work, and fostered a culture of shared learning. But we know we have more to do. In the year ahead we will focus more on: our travel and catering policies and exploring how we can use these to influence shifts in behaviours; building our capacity and collaborations to bring valuable perspectives and solutions to the table; and ensuring that our culture, structures and staff development enable people to do their best work and catalyse positive impact at ever higher levels.

Looking forwards

One of the challenges of working in sustainability is keeping a balanced view, both of what has been achieved and what needs to happen.

As this review illustrates, CISL has achieved much. What's more, we are developing a much clearer idea of how our capabilities across Foresight, Education, Convening and Innovation can come together to achieve systemic impact. We know our activities are helping to build individual and organisational leadership, map out the sustainability solutions that can make a difference, and make the case for change. But we also know that those leaders, solutions and arguments need to add up to more than the sum of their parts, if we are to unlock the systemic change needed in a world that is facing worsening ecological and societal challenges.

Achieving that change is more important than ever. However, in the year ahead we can find not only reasons to be confident about the support and appetite for sustainability, but also clear signs that the headwinds and distractions in the face of what is needed will be blowing ever harder. We know that the geopolitical tides are shifting dramatically and the world is in a volatile and tense state – and that this will carry on into 2024, along with the associated consequences.

2024 will also be a big year for domestic and regional politics, with elections in the US, the EU, India and more. The Economist has suggested it represents the year where the most people ever will be voting in some form of national democracy.

Next year also promises to bring further challenges from an environmental perspective. Based on what we know about El Niño cycles, 2024 global average temperatures – and associated extreme weather events – are likely to be as bad as, or worse than in previous years. At the same time, it is inevitable that biodiversity loss and species extinction rates will continue to worsen, in the absence of concrete plans and substantive action to deliver against global goals for nature.

There is, however, some cause for optimism. The green economy is showing it is resilient and fast growing, and should continue to grow in 2024 as a result of government action, tech innovation, market demand and investment. The USA's Inflation Reduction Act has demonstrated the dynamism that can result when the firepower of the world's biggest economy is aimed at supporting the green transition. And China's energy aspirations are increasingly driving rapid progress. Market dynamics are starting to shift, and we may have finally reached the point where global emissions stop increasing – an essential first step before starting to bring them down.

The world will gather in 2024 to take stock of these challenges and scale up collective responses in many different summits and meetings. We will see the opportunity for countries to prepare their next round of climate pledges, and report back how they have started to deliver on the 2021 Global Biodiversity Framework agreed in Montreal. The G7, G20 and BRICS, as well as meetings of new trade partners, will offer opportunities for dialogue to reduce conflict, build stability and scale up economic transitions.

Each of these sessions and more will also have to offer a touchpoint where new discussions can take place about the other change that is increasingly shaping our global future – the disruptive impact of new technologies, particularly AI, but also in biotechnology and energy.

If CISL is to navigate and support systemic action in the face of all this we will need to work smarter, more strategically and more collaboratively than ever before. We will look to accelerate the pace of change in support of our impact goals, with a particular focus on the systems around:

- **economic structures that guide business, financial and economic activity**
- **buildings, infrastructure and the places they occupy**
- **food, nature and landscapes**
- **energy production and use**
- **materials from production and use to disposal**
- **marketing, media and retail, including how this shapes values and informs behaviours.**

To work on this effectively will require not only CISL as an organisation to deliver its best work, but also for us to find partners, allies and fellow travellers. We need to deliver more than can be done through one organisation, and work to inspire and support leadership and action in others.

Get involved

A sustainable future for all relies on effective collaboration. We are always looking for ways to support and collaborate with changemakers, leaders and disruptors to drive change towards a sustainable future.

There is a role for everyone in building the future we want. If you see opportunities to work with us to effect change and accelerate systems transformation, then we want to hear from you.

We look forward to engaging and empowering new voices and building movements for impact in the years ahead. Movements that connect disruptors and incumbents. Movements that align the levers of business, finance, policy and technology for faster, scalable results.

[Please get in touch to find out more](#)

www.cisl.cam.ac.uk