

A new climate for business

Planning your response
to the Paris Agreement
on Climate Change



The University of Cambridge Institute for Sustainability Leadership

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Introduction

In December 2015, in Paris, France, at the largest ever gathering of world leaders and ministers, 195 countries agreed a global framework for tackling manmade climate change.

The historic and ambitious Paris Agreement was a turning point in political action on climate change with implications for the global economy and businesses everywhere.

This briefing provides an overview of what was agreed in Paris. It explains the major implications and helps businesses to formulate their strategic responses. To best frame these implications and responses we consider the potential external forces that may act on a business using the PEST model*.

Whilst the impact of the Agreement will vary from industry to industry and across geographies, there are common themes and an overall new context for change, which apply to all businesses.

This briefing is not exhaustive but it is our hope that it will provide a stimulus and framework for understanding the likely implications as you begin to develop a strategic response to the Paris Agreement.

Whilst the impact of the agreement will vary from industry to industry and across geographies, there are common themes and an overall new context for change, which apply to all business.

*What is PEST analysis?

PEST analysis (Political, Economic, Socio-cultural and Technological) provides an overview of the different macro-environmental factors that a business should take into consideration to understand how its market, business position, potential and direction could be affected.

The Paris Agreement unpacked

Why was Paris significant?

- It is the first truly **global and binding** agreement on climate change that includes specific actions on how to deliver a zero carbon economy.
- It has huge **political traction**, uniting heads of government, religious leaders, activists, NGOs, businesses, business associations, cities, investors etc.
- It is **ambitious**. The global temperature goal has been strengthened from a target of keeping global warming below 2°C, to an aspiration of 1.5°C in the final Paris Agreement.
- It **gives space for non-government stakeholders** (i.e. cities, investors, business, local government, civil society) to participate in generating solutions (see box on business engagement with the Paris process).
- It is **built on bottom-up national commitments**, many of which are already being put into place by governments.

Towards a zero carbon economy

To keep global temperatures from rising by more than 1.5°C or even 2°C will require transforming how the world economy sources and uses energy, with profound implications for society and industry. Any less than that will not enable the world to achieve carbon neutrality (zero carbon), which must be achieved to prevent dangerous climate change and ocean acidification.

What is a zero carbon economy?

A zero carbon economy is reliant solely on zero or low carbon energy sources, combined with technologies that ensure net-neutral impact on the atmosphere. This means there will be net-zero emissions of carbon dioxide and other greenhouse gases.

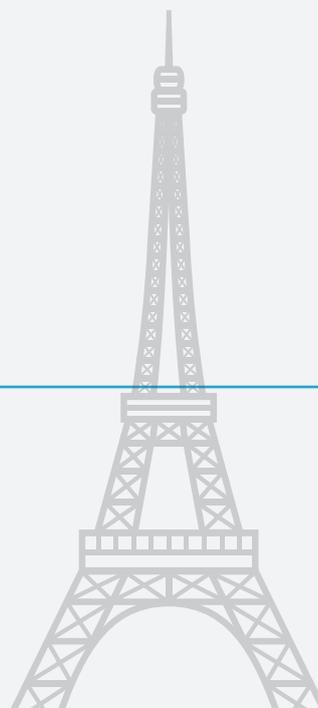
How can it be achieved?

Achieving these goals will require a complete recalibration of the existing economic, energy, and industrial agendas. The world will need to build resilient zero carbon economies quickly, which will radically alter some business models and potentially eliminate others. In order to achieve to achieve virtual zero carbon (90% reduction) by 2050 and actual zero (Net Zero Carbon) towards the end of this century we need to:

1. Phase out fossil fuels, increase the use of renewable energy and dramatically decrease greenhouse gas emissions to reduce carbon emissions.
2. Develop the capacity for 'negative carbon' emissions, which means we have to extract some greenhouse gases from the atmosphere and store them.

How did business engage with Paris?

The private sector played an active role in the climate negotiations in Paris. Most notably through registering their commitments on the United Nations' online NAZCA Portal and 500 companies and 175 investors signing the Paris Pledge for Action, pledging to implement and exceed commitments made by governments in Paris.

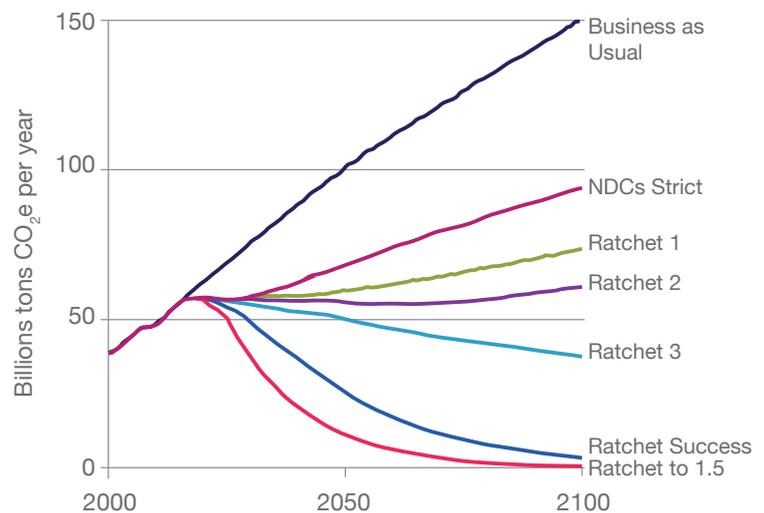


What are the key elements of the Paris Agreement for business?

The four key areas of the Paris Agreement with far-reaching effects for companies are:

- A clear and long-term direction of travel** - The Paris Agreement has a well-defined goal of reducing greenhouse gas emissions and countries may seek to increase their current ambition levels to cap global warming at 1.5°C instead of the previously agreed 2°C. The International Energy Agency (IEA) estimates that \$16.5 trillion will need to be invested by 2030 to achieve the ambitious goal of the below 2°C trajectory. Significantly, the Agreement also has a focus on ensuring global adaptation to climate impacts, catalysing the creation of global standards and institutions in this area.
- Confidence in the direction** - The Paris Agreement created a new system of regular five-year review cycles through which nations are expected to increase their ambition to meet the long-term goals set out above.
- Political buy-in** - The Paris Agreement forged an unprecedented and universal political consensus on tackling climate change – 188 governments covering 90 per cent of the world's emissions have published their clear commitments to action, known as their Intended Nationally Determined Contributions (INDCs).
- Clarity and a level playing field** - The Paris Agreement has an improved level of transparency that creates a far more level playing field for countries. It includes a move towards a common methodology for country progress reports, which are required every two years, and improved standards for measurement, management, and disclosure.

Global Emissions



20 April 2016, ©2016 Climate Interactive - ClimateScoreboard.org

What is an INDC/NDC?

In preparation for Paris, countries agreed to outline publicly what post-2020 climate actions they intended to take under the Paris Agreement. These were originally known as their Intended Nationally Determined Contributions (INDCs). As countries ratify the Paris Agreement these commitments are adopted as NDCs. The INDCs helped determine the Agreement that was achieved. NDCs outline the steps countries plan to make to reduce their emissions. They also cover climate change adaptation plans, and the support they need from – or will provide to – other countries.

Why this all matters to your business

Companies now have a strategic choice between being part of a well-planned and managed global transition or being subject to a more disruptive transition – both at the company and broad economy level.

In order to achieve a smooth transition, companies will need frameworks to translate the macro / global factors into something that can be understood and acted upon at a company level. This briefing paper presents the PEST analysis as one potential tool for understanding what the Paris Agreement could mean for your business.

PEST Analysis

The PEST (Political, Economic, Socio-cultural and Technological) model provides a framework to consider macro-environmental factors arising from the Paris Agreement that should be considered when seeking to understand how your company's market, business position, potential, and direction could be affected.

In order to deliver and meet their targets, governments will develop policies and measures to shift investment towards low or zero carbon infrastructure and systems. The NDCs clearly anticipate increased regulation on carbon-intensive activities in the economy. The specific policies to be expected are covered in the first section of the PEST analysis: Political on page 6.



Political

Almost all countries have now submitted their NDCs, giving good indicators of the future direction of policy for each country.

While some political change is inevitable, the Agreement is resilient and likely to endure given the breadth and number of governments and organisations which made it happen, the clear scientific rationale for action, the level of public support for change and the already existing indications of how the Paris Agreement is reshaping economic plans and choices. For example, both the UK government and other European governments have been clear that the referendum result that will see the UK leaving the EU does not create any reduction in commitment to the Paris Agreement.

In order to deliver and meet their targets, governments will develop policies and measures to shift investment towards low or zero carbon infrastructure and systems. The NDCs clearly anticipate increased regulation on carbon-intensive activities in the economy. More specifically, policies are expected to include:

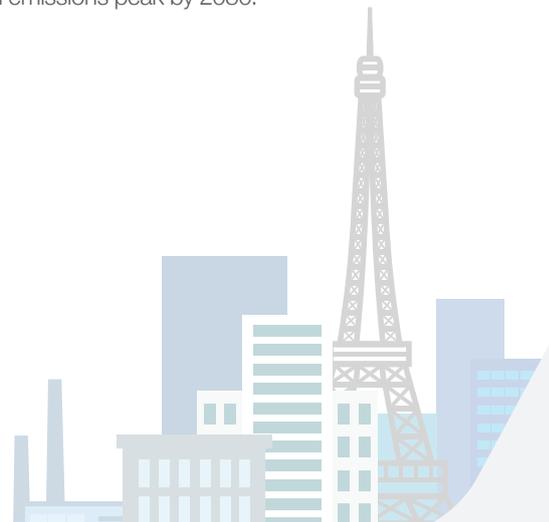
- An increased focus and regulation on climate-related disclosure – both in terms of emissions and corporate adaptation strategies
- Increased energy efficiency standards and regulation on vehicles, appliances, etc
- Land-use regulation in different geographies. Examples include incentives for climate-smart agriculture and afforestation, banning deforestation, etc
- Increased air quality and CO₂ regulations for vehicles and power stations, with pollution becoming more regulated across the globe
- Increased building regulations and standards – both for climate resilience and energy efficiency
- Increased policy support for renewable energy and energy efficiency
- An increased focus on climate risk management and adaptation actions, and stronger support for measures that create resilience to climate-related impacts.

Case Study – China's emissions trading

China announced in December 2015 that it will implement a national emissions trading scheme in 2017, and encourage more power generation from renewables. It is a clear signal to investors in China that the government is going to create a carbon budget. The scheme, first set up in 2011, has been piloted in seven cities. Cap and trade is just one of a number of policies that the Chinese government is implementing to ensure its carbon emissions peak by 2030.

Disclosure and reporting

Voluntary efforts to mainstream corporate reporting on climate change and carbon emissions have significantly increased over the past decade (see for example CDP and the Climate Disclosures Standards Board). There are also numerous recent examples of shareholder activism driving corporate board resolutions to report on climate related risks. At the same time, an increasing number of countries have made corporate reporting on carbon emissions mandatory (see for example Australia, Japan, the UK, the EU and Brazil). While some of these rules only apply to sectors of a certain size or industrial sector, the trend seems to indicate a move towards broadening this out to include more companies and more sectors.



Economic

Whilst the economy is subject to short- and medium-term disruptions such as the current slowdown in the Chinese economy, potential changes to the structure of the European Union, and fluctuations in global commodity prices and currencies, the forces brought about by climate change and the transition envisaged by the Paris Agreement represent new long-term trends.

Significant changes in certain areas of the economy across the globe are likely to include:

- Greater investment in new low carbon technologies and business models – e.g. renewable energy, energy efficiency measures, electric vehicles etc
- Changing business models in power generation with implications for energy consumers as new technologies are deployed
- Increased R&D funding and incentives for the renewables, energy efficiency and clean-tech industries
- Increased pricing of carbon in different geographies, which may result in increased energy prices
- A long-term shift to ultra low carbon vehicles and alternative modes of transport
- Increased incentives for resource efficiency, recycling and increased costs for inefficiencies
- Increased use of carbon management as a proxy for efficiency and productivity within organisations
- Increasing cost of capital for high carbon infrastructure development or projects which do not address future climate impacts
- Greater attention to the risks to financial assets associated with climate impacts
- Redoubled efforts to develop financial products to help manage climate impact related risks.

China and UK Green Finance Group

The G20 Green Finance Study Group (GFSG) co-chaired by China and the UK, with support from the United Nations Environment Programme (UNEP) was launched in early 2016 to identify institutional and market barriers to green finance and, based on country experiences and best practices, analyse options on how to enhance the ability of the financial system to mobilise private green investment, thereby facilitating the green transformation of the global economy

Companies such as GE, Unilever, Nike, IKEA, Toyota and Natura are already reaping the benefits of offering 'green' products and services, a market which has grown to over \$100 billion. Unilever's purpose-driven brands are growing at twice the rate of the rest of their portfolio and if GE's Ecomagination was a standalone business, it would be a Fortune 100 company.

Case Study – World Economic Forum identifies climate change as greatest economic risk

Climate change was recognised at the start of 2016 as the most severe global economic risk by the The World Economic Forum. The Forum has labeled climate change or related environmental phenomena among the top five most likely and significant economic threats the world faces in each of its annual reports since 2011. However, the 2016 report was the first time an environmental risk topped the rankings.

Socio-cultural

The societal sentiment around action on climate change is a constant and growing voice. The support and demand for action in Paris was visible and audible around the globe.

Overall it is likely that we will see:

- Increased societal pressure on new fossil fuel projects eg public sentiment against fracking and divestment from fossil fuels
- Increased scrutiny of company behaviour and investments
- Increased litigation against governments and companies deemed accountable for climate impacts
- Increased focus on justice within the transition as employment increases in certain sectors and jobs are lost in others
- Increased interest from employees and job applicants in companies' responses to climate change and other social and environmental issues
- Increased connections and links being made in society between lifestyle, wellbeing and health and low emissions and cleaner cities
- Increased support and desire for clean technologies with innovative brands like Tesla able to capture market value from these trends
- Changes in consumer behaviour and attitudes towards the sustainability credentials of products and services
- Ongoing and strengthened efforts to create links between climate change impacts and the need to deliver climate action.

The Urgenda case

Urgenda, a Dutch foundation, and 9000 co-plaintiffs, were victorious in a landmark climate case in the Netherlands in 2015, which forced the Dutch government to adopt more stringent climate policies. The district court of The Hague granted the case, and the Dutch government is now required to take more effective climate action to reduce the Netherlands' considerable share of global emissions. This was the first time that a judge has legally required any nation state to take precautions against climate change.

Divestment from fossil fuels

Fossil Free, an international network of campaigns and campaigners, is one example of many movements working toward 'freeing' communities from fossil fuels. Such campaigns are asking institutions to immediately freeze any new investment in fossil fuel companies, as well as divest from direct ownership and ownership of funds that include fossil fuels.



Technological

This is an area where rapid and significant change is already happening. The energy sector in particular is undergoing a sea change as more and more companies, especially technology giants like Google and Facebook, have made commitments to long-term renewable energy.

Other trends we are likely to see in future technology are:

- Increased R&D in clean technologies and energy efficient products and services
- Stronger drivers and greater opportunities for relevant innovation
- New approaches to innovation – responses to Paris are increasingly looking at new business models like the circular economy, which requires different relationships between economic actors
- Dematerialisation – the rise of the decentralised service economy e.g. Airbnb, Uber
- An increased role for ICT and “big data”
- New materials and processes, with a trend towards less and recycled materials being used to manufacture new products e.g. Nike FlyKnit
- New business models e.g. decentralised and democratised energy systems
- Smart cities, smart electricity grids, smart tech and greater interactivity between individual lifestyles and technology.

Significant growth in clean technology R&D

Mission Innovation

20 countries, as well as the EU, which jointly represent well over 80 per cent of global public investment in clean energy research and development, have each pledged to seek a doubling in their governmental and state-directed clean energy research and development investment over five years, reaching around a combined \$30 billion per year by 2021.

Breakthrough Energy Coalition

A group of some of the world’s wealthiest individuals, such as Bill Gates, Jeff Bezos, Mark Zuckerberg, HRH Prince Alwaleed bin Talal, Richard Branson, Aliko Dangote and Jack Ma have formed a coalition to invest in clean tech initiatives and technologies that could help solve problems associated with climate change through clean tech initiatives.

International Solar Energy Alliance

India and France launched a global alliance of 120 countries in Paris 2015, aiming to boost the growth of solar energy in developing countries. The headquarters for this new institution will be based in India.

Africa Renewable Energy Initiative

Aims to enable the installation of large-scale renewable energy capacity on the African continent.

Questions your business could consider

Political

1. Are you familiar with your host countries' NDCs and how they may apply to your sector?
2. What are your planning-time horizon and core planning assumptions about policy? Are they compatible with the aspirations in the Paris Agreement and NDCs?
3. In which policy areas would changes affect your supply chain and operations? Are you tracking these?
4. Have you developed a range of possible scenarios based on different assumptions about the impact of climate-related policies?
5. Does your company have the right systems in place to be able to measure and report emissions in your operations and supply chains?
6. Have you considered engaging with governments in a supportive way to help shape the policies?
7. Are you confident that the governments you engage with have adequate measures in place to manage climate impacts?

Socio-cultural

1. Are you actively engaging with your stakeholders on climate change issues to identify product and service opportunities and threats?
2. Which innovations and design aspects are you incorporating into your products and services to adapt for changing consumer behaviours?
3. What planning and research have you done into consumer attitudes towards a low carbon future and sustainability?
4. How do the societal attitudes to a low carbon future differ within the countries where your business operates? How might this affect your operations?
5. Do you feel confident that you will be perceived by your customers and employees as having taken reasonable care of climate impacts and their potential to disrupt your operations?
6. How do you use your sustainability credentials to attract talent and customers? Have you explored ways in which your company could demonstrate climate leadership?

Economic

1. How might climate change and the Paris Agreement affect your company's operating costs, business continuity and markets? Which risks must be managed?
2. Which products or services do you or could you offer that will flourish in a lower carbon and more sustainable future? Have you considered collaborating with others in your value chain to create new markets / remove barriers to market for new low carbon products and services?
3. Is your company monitoring for and utilising new incentives for lower carbon behaviour?
4. How can you encourage your supply chain, particularly the SMEs, to do the same?
5. What plans has your business implemented for carbon trading and management schemes in different economies? Are the effects of them understood for your operations?
6. Have you put management systems in place to gauge new investments against these economic changes? Might it be worth experimenting with an internal carbon price? Or creating a 'carbon team' within the organisation?
7. Have you got management systems in place to monitor your risk to climate impacts, both directly and in your value chain?

Technological

1. What technological opportunities and threats are associated with climate change in your industry? Are you an incumbent defending the status quo or a potential disruptor?
2. What moves are competitors and innovators making? What might they do in future?
3. What investment and research have you committed, or are you willing to commit to more efficient, lower carbon, climate resilient technologies or processes?
4. Are you using ICT to its full potential in your operations to improve their efficiency?
5. How are you preparing for the rise in 'smart' technologies?

Working Example - PEST analysis for a car manufacturer

Factors for consideration	Potential impact on business continuity, operating costs and new markets for products and services
<p>Political (and regulatory)</p> <p>Governments required to deliver COP21 commitments across economic sectors</p> <p>Governments must be seen to take action to improve air quality</p> <p>Risk of prescribing technology perceived as green without rigorous analysis (electric cars on a coal fired grid)</p> <p>Intentions to tighten up the testing regime for green house gas emissions (GHGs)</p> <p>Existing and incoming pressure on g/km CO₂ emissions (EU) or corporate average fuel economy (US etc.) from vehicles</p> <p>Legislative pressure on energy and GHGs in supply chain (eg energy intensive materials and production processes)</p> <p>Increased emphasis on low carbon technology solutions (eg mandating electric / hybrid vehicles or min. quotas for them)</p> <p>Exclusion from market of some technologies (eg diesel ban in cities)</p> <p>Risk that individual governments step back from COP21 commitments (eg 'we are going to cancel Paris') - this could undermine new investments in low carbon technologies</p>	<p>Failure to comply with new regulations would incur costs. Failure to keep pace introduces reputational risk. This could affect business continuity if the company was not prepared for the new regulations. The political and regulatory drive will most likely be towards a market for low carbon solutions and away from high carbon solutions, with variation in the pace of change between regions.</p>
<p>Economic</p> <p>Fiscal burden for CO₂/GHGs directly on manufacturers</p> <p>Fiscal burden for CO₂/GHGs on consumers (fuel and CO₂ taxes) changing market demand and affordability</p> <p>Fines and punitive charges for exceeding GHG targets (95g/km per car in EU)</p> <p>Costs of bringing new propulsion technologies and light weight materials to market (electric, hybrid, aluminium, carbon fibre)</p>	<p>There are potential costs to complying with new and tighter regulation through the need to create new technologies and more efficient products, although these changes also present the opportunity to differentiate new products and innovate new technologies that could present a competitive cost advantage.</p>
<p>Socio-cultural</p> <p>Consumer scepticism towards the car industry</p> <p>Civil society stigmatisation of 'old/dirty' models of transport which decreases political and social license</p> <p>Potential law suits against diesel manufacturers for pollution</p> <p>High expectations of vehicles based on internal combustion engines (eg range >500 miles on one tank of fuel)</p> <p>Inertia in buying patterns</p> <p>Risk of misalignment between legislation and market demand (eg regulation says 'must sell 10% hybrid' when demand is 5%, say)</p> <p>Expectations of younger generations - as customers and employees (eg bigger stake in the future, greater awareness of sustainability and health issues, lower aspirations towards car ownership and higher towards access to services, such as 'mobility')</p>	<p>The market will tend to favour those nimble enough to respond to these multiple new dynamics. Consumers are likely to re-evaluate brands in this light rather than traditional brand values. Customers will want to see products that contribute to the solution rather than compounding the problem. Low carbon solutions will be considered alongside air quality concerns, meaning that the role of diesel will be under challenge and the power generation dimension of electric vehicles will become more of a concern.</p>
<p>Technological</p> <p>New propulsion technologies - hybrid, electrification, alternative fuels</p> <p>Infrastructure - distribution for electricity (or biofuels and hydrogen) for mobility</p> <p>Changing to new and unfamiliar materials - aluminium and carbon fibre construction and bio materials / recycled material grades</p>	<p>Selection of, and investment in, new technologies will involve both risk and opportunity. The prospects for some new technologies will be a function of the success of other sectors providing the infrastructure alongside incumbents (eg hydrogen, EV charging alongside petrol stations).</p>

The journey ahead

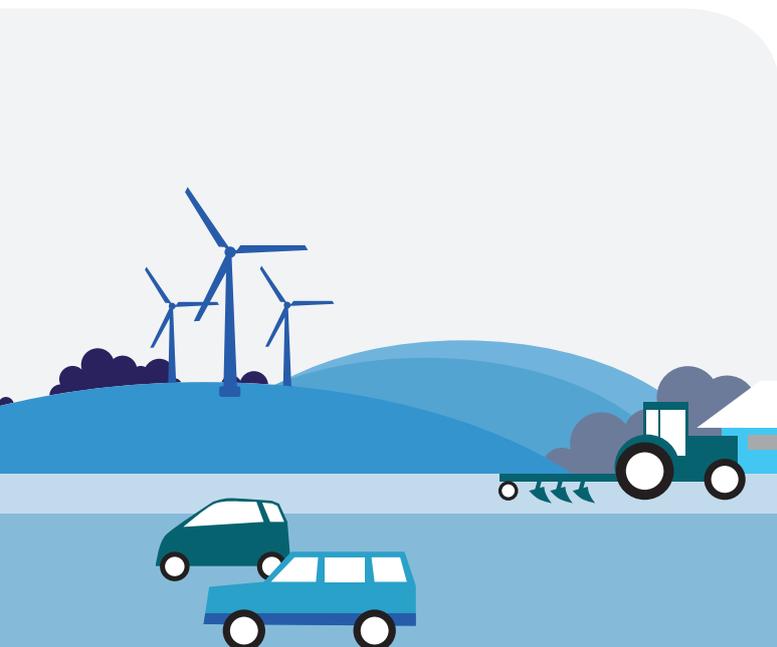
Paris was a major tipping point for action in response to climate change with profound implications to which all business organisations should give serious consideration.

That the Agreement will affect country-level policies on energy and other areas is a given, but companies need to interpret how this will be felt in their markets and by their customers, supply chain and other stakeholders. The PEST framework is a practical way to approach this, surfacing threats and opportunities and suggesting ways in which to respond to them. The business case and action plans can then be developed. Collaboration, co-learning and sharing of knowledge will be valuable strategies for companies as they chart this new course and begin to understand and respond to the challenges and opportunities created by a zero carbon economy.

The significance of the Paris Agreement and its universal impact should not be underestimated. No company should fail to consider the threats, risks, and most importantly the opportunities that this historic, durable and ambitious Agreement will create for business.

The Cambridge Institute for Sustainability Leadership builds the strategic leadership capacity for individuals and organisations to tackle critical global challenges. We do this through executive and graduate education, strategic engagement and advisory services for individual companies, and business and policy leadership groups for collective action.

For more information visit our website www.cisl.cam.ac.uk, or to work with us contact: info@cisl.cam.ac.uk



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The significance of the Paris Agreement and its universal impact should not be underestimated.
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Recommended resources

From the text

- The Paris Agreement (Page 2) is a global framework for tackling manmade climate change. The Agreement was a consensus between 195 countries reached during COP21 in Paris in 2015. The Agreement was signed by 177 UNFCCC nations on April 22nd 2016, Earth Day.
- G7 de-carbonisation pledge (Page 3) aims to decarbonise the global economy in the next hundred years.
- UNFCCC NAZCA Portal (Page 3) is a vehicle for the private sector to register their commitments of action on climate change.
- National Determined Contributions (NDCs) (Page 4) outline the steps countries plan to make to reduce their emissions.
- CDP and Climate Disclosure Standards Board (Page 6) are leading efforts to mainstream corporate reporting on climate change and carbon emissions.
- G20 Green Finance Study Group (Page 7) seeks to identify institutional and market barriers to green finance and enhance private green investment.
- The 2016 World Economic Forum risk report (Page 7) recognised climate change as the most severe global economic risk.
- Fossil Free (Page 8) is an international network of campaigners working toward freeing communities from fossil fuels.
- Mission Innovation (Page 9) seeks a doubling in governmental and/or state-directed clean energy research and development investment to reach \$30 billion per year by 2021.
- Breakthrough Energy Coalition (Page 9) is a coalition of some of the world's wealthiest individuals who are investing in technologies that could help solve problems associated with climate change and other clean tech initiatives.
- International Solar Energy Alliance (Page 9) is a global alliance of 120 countries aimed at boosting the growth of solar energy in developing countries.
- Africa Renewable Energy Initiative (Page 9) aims to enable the installation of large-scale renewable energy capacity on the African continent by 2020.

Further recommendations

- A compendium of private sector low carbon case studies: **Business Compendium: How the private sector is building Europe's climate ambition** <http://www.cisl.cam.ac.uk/publications/low-carbon-transformation-publications/business-compedium>
- **The University of Cambridge Institute for Sustainability Leadership** undertakes robust, evidence-based research to provide analysis, tools, frameworks, and briefings for a business audience. You can view these publications on the CISL website: <http://www.cisl.cam.ac.uk/publications>

A selection of relevant publications include:

- **Better partnerships: Understanding and increasing the impact of private sector cooperative initiatives**
- IPCC Climate Science Business Briefings: Implications for Business
- **We Mean Business** is a coalition of organisations working with thousands of the world's most influential businesses and investors who recognise that the transition to a low carbon economy is the only way to secure sustainable economic growth and prosperity for all. The Coalition has recently released two key reports on the outcomes of Paris for a business audience: 'The Paris Agreement: what it means for business' and 'The Business End of Climate Change'. We Mean Business also facilitates business commitments to a variety of actions on climate change. www.wemeanbusinesscoalition.org
- **The New Climate Economy** is the flagship project of the Global Commission on the Economy and Climate. The second report 'Seizing the Global Opportunity: Partnerships for Better Growth and a Better Climate' was released in 2015 with the business working paper due '**Driving low-carbon growth through business and investor action**' for release in 2016. This should provide a useful reference point for companies. www.newclimateeconomy.net
- **The Climate Action Tracker** is an independent science-based assessment, which tracks the emission commitments and actions of countries. The website provides an up-to-date assessment of individual national pledges, targets and INDCs and currently implemented policy to reduce their greenhouse gas emissions. <http://climateactiontracker.org>
- **The New Climate Institute for Climate Policy and Global Sustainability** generates ideas on climate change and drives their implementation. A recent paper 'Climate initiatives, national contributions and the Paris Agreement' analysed the potential impact of 180 initiatives on GHG emissions, shared elements of initiatives which have a high impact and the relationship between such initiatives and the UNFCCC. <https://newclimate.org/2016/05/23/climate-initiatives-national-contributions-and-the-paris-agreement/>
- **The Paris Pledge for Action** represented a unique opportunity for non-Party stakeholders to welcome the Paris Agreement on climate change following COP21. Over 1300 businesses, cities, civil society groups, investors, regions, trade unions pledged to ensure that the ambition set out by the Paris Agreement is met or exceeded to limit global temperature rise to less than 2 degrees Celsius. <http://www.parispledgeforaction.org>

Cambridge insight, policy influence, business impact

The University of Cambridge Institute for Sustainability Leadership (CISL) brings together business, government and academia to find solutions to critical sustainability challenges.

Capitalising on the world-class, multidisciplinary strengths of the University of Cambridge, CISL deepens leaders' insight and understanding through its executive programmes; builds deep, strategic engagement with leadership companies; and creates opportunities for collaborative enquiry and action through its business platforms.

Over 25 years, we have developed a leadership network with more than 7,000 alumni from leading global organisations and an expert team of Fellows, Senior Associates and staff. HRH The Prince of Wales is the patron of CISL and has inspired and supported many of our initiatives.

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