

CFO LEADERSHIP SEMINAR – DRIVING SUSTAINABLE BUSINESS MODELS

LONDON, 11 – 12 DECEMBER 2013

PROGRAMME

WEDNESDAY 11 DECEMBER 2013

DAY 1 – THE SCALE OF THE CHALLENGE AND THE IMPLICATIONS FOR CFOs

08:45 – 09:15	Registration and Arrival Refreshments
09:15 – 09:45	Welcome & Introductions <i>Highlight the changing role of the CFO and build alignment around objectives.</i>
09:45 – 10:30	1.1 The Sustainability Challenge: Global Trends and System Pressures <i>Demonstrate the nature, scale and urgency of social, environmental and economic challenges in the short, medium and long term.</i>
10:30 – 11:15	1.2 The Science of Climate Change – The British Antarctic Survey <i>Demonstrate the certainty of the science around climate change, and the implications for society, business and the economy.</i>
11:15 – 11:30	Refreshment Break
11:30 – 12:15	1.3 Scenarios for the Future – the Context for Business in 2020 <i>Discussion Focus: How will the operating context for business change over the next 5-10 years?</i>
12:15 – 13:15	1.4 The Implications for Business and the Business Case for Responding – The Case of Electricity <i>Explore the commercial implications for business, the potential impacts on growth, competitiveness and financial performance, and the current business response.</i>
13:15 – 14:00	Lunch
14:00 – 14:30	1.5 Shaping the future: From Vision 2050 to Action 2020 - A Framework for Business Response <i>Understand the action that will be required and the targets that must be met across the business community in order to develop resilient, sustainable business models and economies - drawing on WBCSD's business-led Action 2020 work.</i>

14:30 – 15:30	<p>1.6 Syndicate Discussion Groups – Implications for Delegates’ Businesses and the Role of the CFO</p> <p><i>Breakout discussion groups facilitated by a member of Faculty.</i></p> <p><i>Focus: The implications of the morning's session for the sustained financial performance of delegates' own businesses. Peer discussion around priority risks and opportunities, and how this relates to CFO role and responsibility.</i></p>
15:30 – 16:00	<p>Refreshment Break</p>
16:00 – 17:15	<p>1.7 The Evolving Market Context and the Implications for the CFO</p> <p><i>An overview of the evolving financial market, investment trends, regulatory and reporting landscape – in relation to sustainability - highlighting key implications for business and for CFOs.</i></p>
17:15 – 18:15	<p>1.8 Strategic Decision-making and Leadership for Sustainability</p> <p><i>Explore the case for organisations to integrate sustainability into strategic decision-making, and to consider what this means for CFOs as leaders.</i></p>
18:15 – 18:45	<p>Free Time</p>
18:45 – 21:00	<p>Private Dinner at Venue</p> <p><i>Delegate led dinner discussion on the role and responsibility of CFOs in driving sustainable commercial results.</i></p>

THURSDAY 12 DECEMBER 2013

DAY 2 – OPPORTUNITIES FOR CHANGE AND WHAT ARE YOU GOING TO DO ABOUT IT?

08:30 – 08:45	<p>2.1 Introduction to the Day and Reflections</p>
08:45 – 09:30	<p>2.2 Unilever Case Study A: Integrating into business process and metrics</p> <p><i>Insight into leading corporate practice.</i></p>
09:30 – 10:15	<p>2.3 DSM Case Study B: Delivering value and growth through a strategic commitment to sustainability</p> <p><i>Insight into leading corporate practice.</i></p>
10:15 – 10:30	<p>Refreshments</p>

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DAY 2 – OPPORTUNITIES FOR CHANGE AND WHAT ARE YOU GOING TO DO ABOUT IT?

10:30 – 11:30	<p>2.4 Syndicate Discussion Groups – Implications for Delegates’ Businesses and the Role of the CFO</p> <p><i>Breakout discussion groups facilitated by a member of Faculty.</i></p> <p><i>Focus: What actions do delegates intend to take, individually and collectively to lead change to ‘future proof’ their organisations?</i></p>
11:30 – 12:15	<p>2.5 Reflections, Conclusions and Next Steps in Plenary</p> <p><i>Presentations by each Discussion Group and open reflection.</i></p> <p><i>Explore time-specific individual and collective commitments to act on sustainability.</i></p>
12.15 – 12.30	<p>Closing remarks and wrap up – CPSL & A4S</p>

Faculty Members - Biographies

Philippe Joubert

Executive Chair of Global Electricity Initiative, Senior Advisor & MD - Energy & Climate World Business Council for Sustainable Development (WBSCD)

Philippe began his career in the banking industry in Brazil and Wall Street, New York. He then joined the Alstom Group in Brazil in 1986 and became Country President for the Group in 1992. In 2000 he joined the Executive Committee of Alstom as Executive Vice President and became President of the Transmission and Distribution sector and President of Power Sector, a business of 12 billion Euros, with 47,000 employees in 60 countries. In 2011 he was appointed by the Board Deputy CEO of the Group in charge of the Strategy, Sustainability and International Network of Alstom, a Group of 94,000 employees in 100 countries with 21 billion Euros sales. Mr Joubert left this position in 2012 and was appointed Senior Advisor to the Alstom Chairman and CEO.

Philippe joined the World Business Council for Sustainable Development (WBSCD) as Senior Advisor and Managing Director in charge of Energy and Climate area, Electric Utilities sector. He is also an advisor for Urban Infrastructure and Mobility initiatives. He is Executive Chair of Global Electricity Initiative, a common venture of World Energy Council, WBSCD and Global Sustainability Electricity Partnership. He Chairs the Prince of Wales's EU Corporate Leaders Group in Brussels and sits on the Advisory Board of Cambridge Programme for Sustainability Leadership, where he is on faculty.

Richard Burrett

Partner, Earth Capital Partners and Fellow, Cambridge Programme for Sustainable Leadership

Richard spent over 25 years working in international banking. After an initial period with NatWest, he joined AMRO Bank in 1988, where he gained wide experience of working on structured and project financing in the energy and infrastructure sectors, becoming Managing Director and Global Head of Project Finance in 2001. In this role he was instrumental in the development of the Equator Principles, creating a market recognised standard for the management of environmental and social risk within project financing. He started to work directly on ABN AMRO's award-winning sustainability agenda in 2004, becoming Global Head of Sustainability before leaving the Bank in May 2008. He was Co-Chair of the UNEP Finance Initiative from 2010 to 2012 and led their Biodiversity and Ecosystems work stream.

Richard is a Partner at Earth Capital Partners LLP, a sustainability-focused investment group, and a Fellow of the University of Cambridge Programme for Sustainability Leadership. He is a Board Director of the Union Bank of Nigeria PLC; a Board Member of Forest Renewables, developing the renewable energy potential of Scotland's national forest estate, and also a Board Member of Forest Trends, a Washington-based organisation promoting market-based approaches to forest conservation. He holds a BA in German and a MBA from Durham University.

Jessica Fries

Executive Chairman, The Prince's Accounting for Sustainability Project

Jessica is Executive Chairman of The Prince's Accounting for Sustainability Project (A4S), established by The Prince of Wales to "help ensure that we are not battling to meet 21st Century problems with what are, at best, 20th Century decision-making and reporting systems". While at A4S, Jessica has been responsible for establishing and running the International Integrated Reporting Council (IIRC) during its first 18 months. She is now on the IIRC's Board and Deputy Chairman of its Working Group. Previously, Jessica held a number of roles at PwC, most recently leading global activities around integrated reporting. She has worked with a wide range of companies, governments, investors and not-for-profit organizations to help them integrate sustainability into core business processes and activities. She has extensive experience developing capability frameworks and designing training courses on a range of topics.

Jessica is co-editor of a book comprising case studies on 'integrated reporting' and 'integrated thinking' by leading academics published in June 2010, "Accounting for Sustainability: Practical Insights". She is a member of the UK Treasury's Sustainability Reporting Steering Committee, the Chartered Institute of Public Finance and Accountancy's Sustainability Committee and was a member of the European Commission's Expert Group on Non-Financial Disclosure.

Jessica is a chartered accountant, a fellow of the Royal Society of Arts, has an MSc in Economics from the London School of Economics and an BA in Economics from the University of Cambridge

Speaker - Biographies

Peter Bakker

President, World Business Council for Sustainable Development (WBCSD)

Ambassador Against Hunger, UN World Food Program

Chairman, War Child, Netherlands

Peter is a distinguished business leader who until June 2011 was the CEO of TNT NV the Netherlands based holding company of TNT Express and Royal TNT Post (formerly TPG Post). At end of May 2011 TNT NV was split in two separately listed companies: TNT Express NV and PostNL NV. He led the demerger of TNT and, after its completion has stepped down and left the TNT group per June 1, 2011. Under his leadership, TNT became a leader in Corporate Responsibility with a ground-breaking partnership with the UN World Food Program and multiple year leading positions in the Dow Jones Sustainability Index. Peter joined Royal TPG Post in 1991 and was appointed financial director of its parcels business unit in 1993. He was appointed financial control director of TPG Post in 1996 and became a member of the Board of Management of TPGPost in 1997. Since the split of TPG N.V. from Koninklijke PTT Nederland N.V. until his appointment as CEO in 2001, he was chief financial officer and a member of the TPG Board of Management. Peter is a respected leader in Corporate Responsibility. He is the recipient of the Clinton Global Citizen Award in 2009; the SAM Sustainability Leadership Award in 2010 and is the UN's WFP Ambassador Against Hunger in 2011. In addition he is the Chairman of War Child Netherlands.

Alan Rodger

Former Head of Science Programmes, British Antarctic Survey

Professor Alan Rodger was responsible for the development of the Science Strategy of the British Antarctic Survey. The present programme of research, Polar Science for Planet Earth, comprises an integrated set of inter-disciplinary research activities that focus on unlocking the past history, understanding the present and predicting the future of the polar regions. The Programme concentrates on key questions of global or fundamental importance that can be best answered by research in the polar regions, such as sea level rise and sustainable use of the polar oceans. Providing advice to Government on climate change in the polar regions, and its impacts is an important dimension of his role. His career started in Antarctica in the early 1970s as an electronics technician but evolved into being a research scientist focusing on space weather and how the Sun's atmosphere can affect the Earth's atmosphere. He has published over 120 scientific papers and is involved in many national and international science committees.

Idar Kreutzer

Chief Executive Officer, Finance Norway

Idar is CEO of Finance Norway. He was the CEO of Storebrand ASA, a leading Nordic pensions provider until September 2012. He has been with the Storebrand Group since 1992. He became CFO in 1995, and Group CEO in 2000. He holds several board positions within the Group, and is Chairman of the board of SPP (Swedish subsidiary). He is also a Council Member of the World Business Council for Sustainable Development (WBCSD) and Co-Chair of Vision 2050. Other roles include Chairman of the Norwegian Refugee Council, Chairman of Norway Post, Chairman of the Corporate Assembly and a Chairman of the Nomination Committee of OrklaASA. He is also Deputy Chairman of the Corporate Assembly of Statoil AS and member of the Corporate Assembly of Hydro ASA. Idar holds a Master's degree in Economics and Business Administration from the Norwegian School of Economics and Business Administration (NHH). He was born in 1962.

Charles Nicols

Group Controller, Unilever

Charles joined Unilever in 1984, initially with the United Africa Company (UAC), including brief spells in Ghana and the Middle East. This was followed by a series of finance and supply chain roles in Elida Gibbs, the UK Personal Care business. In 1996, he moved to the Netherlands to join the Unilever Foods Executive, before moving back to London in 1999 as Vice President, Finance for Latin America. From 2004 to 2008, as Vice President of Investor Relations, Charles played a key role in managing Unilever's relationship with the financial markets at a time of accelerated change in the business. Then in early 2008, he was appointed managing director of Unilever Corporate Ventures, where he was responsible for Unilever's venture capital portfolio across North America and Europe. He briefly took up the role of Group Treasurer in June 2009, before moving to his current position as Group Controller in May 2010.

Rolf-Dieter Schwalb**Chief Financial Officer, DSM**

Rolf-Dieter studied Mathematics and Business Administration at the University of Giessen, Germany. In 1976 he joined Procter & Gamble Germany, where, over a period of 15 years, he held various positions in the IT and Finance disciplines, including that of Controller of Procter & Gamble Germany. In 1991 Rolf-Dieter joined the European Headquarters of Procter & Gamble in Brussels, Belgium, where he was responsible for the planning and controlling of all European activities. After a long career with Procter & Gamble, he joined Beiersdorf AG in Hamburg, Germany, in 1994. He took on the responsibility of Division Controller tesa and later that of Manager Corporate Accounting/Controlling Beiersdorf AG. In October 2000 Rolf-Dieter was appointed CFO and Member of the Executive Board of Beiersdorf AG. He became CFO and a member of DSM's Managing Board in October 2006. On 31 March 2010 he was re-appointed for a new term of four years ending in 2014.

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