

# The Cambridge Institute for Sustainability Leadership

Insight, influence, impact



## Strategic Partners





# Rewiring the Economy

## Ten tasks, ten years

**In 2015 two hundred world leaders agreed an ambitious set of Sustainable Development Goals to deliver sustainable development, covering everything from poverty to jobs, health, education, climate and the natural world.**

This global agreement is the closest thing the world has to a strategy, with the clarity provided being welcomed by businesses who depend on stable, functioning and sustainable economies to prosper. There is a problem however: the bulk of economic activity today is not aligned with the goals. Inequality is rising, ecosystems are being degraded, resources are being depleted and climate change is not yet under control.

*Rewiring the Economy* is our response to this dilemma. It is a strategic compass-bearing for the future – a ten-year plan which lays the foundations for a sustainable economy. Built around ten interconnected tasks, leading to six key outcomes delivering the Sustainable

Development Goals, the plan is designed for leaders in three critical parts of the economy: business, government and finance. *Rewiring the Economy* shows how these tasks can be tackled collaboratively to build an economy that enables sustainable business practices, delivering the positive, social and environmental outcomes demanded by world leaders.

*Rewiring the Economy* underpins our work with leaders all around the world. It offers a strategic tool for business, government and finance leaders, inspiring new collaborations that change fundamentally how the global economy is harnessed for the public good.



Copies of *Rewiring the Economy* can be downloaded from CISL's website:  
[www.cisl.cam.ac.uk/rewiring](http://www.cisl.cam.ac.uk/rewiring)

# Welcome to the Cambridge Institute for Sustainability Leadership

We build the strategic leadership capacity for individuals and organisations to tackle critical global challenges.

**Building  
leadership  
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# Foreword

**Dame Polly Courtice, DBE, LVO**

Director, CISL

**For over 25 years we have worked with business, government and finance leaders worldwide to shape their leadership journey. We have helped them to see and understand the wider context, and to locate their ambitions and successes, and those of their organisations, within a sustainable future for humanity.**



**Today, a rising tide of awareness of critical global challenges and their associated risks and opportunities is galvanising organisations into action in ways not seen before.**

This is catalysing real innovation and changes in the way business, governments and the finance sector operate, and in the way organisations collaborate to secure economic growth alongside social and environmental wellbeing. Success will depend on the quality of the leadership that we bring to bear. This has profound implications for leadership education and development.

Drawing on nearly three decades' experience, CISL is uniquely placed to help individuals and organisations achieve the innovation and organisational transformation needed.

Our executive and graduate programmes enhance the ability of leaders to develop strategic responses to sustainability challenges and build their capacity to translate new knowledge and awareness into practice. Our leaders groups, supported by the breadth and depth of the University's research and by influential practitioners and policymakers, help to catalyse innovative, collaborative action.

Underlying all our work is the constant enquiry as to what kind of leadership is needed – and how we can foster it – to transform the way we run our economies and societies within the limits of the natural world.

Sustainability leadership requires deep knowledge and understanding. It requires progressive, ambitious, courageous leadership. And it requires collaborative action.

**“An extraordinary, well-structured and facilitated programme. A rollercoaster of emotions culminating in a clear plan on how to take this forward and make a difference.**

Head of Finance and Business Performance: Procurement, SABMiller

# Executive Education

## Building leadership capacity

**Through our executive education we offer senior leaders insight into innovative and commercially compelling approaches to addressing sustainability challenges. We help executives to formulate potential responses and we inspire them to build a case for action.**

CISL's courses enable executives at all levels and across multiple sectors to engage with leading experts drawn from our extensive global network of academics, practitioners and educators.

Small study groups enable sharing and communication with peers, as well as forging a network of leaders that can help to deliver long-lasting impact. Our executive education portfolio includes:

### **The Prince of Wales's Business & Sustainability Programme**

Our series of three-day residential seminars, held around the world, have been delivered by CISL on behalf of The Prince of Wales since 1994, and have become a global benchmark for sustainability leadership education. Each seminar encourages participation through a combination of lectures, case study presentations, group discussions and individual reflections – giving delegates concrete ideas to take back to the workplace.

### **Business & Sustainability Programme (BSP) Online Learning**

Our customisable online course helps build a common understanding of sustainability within an organisation at scale. It helps managers connect global sustainability trends to effective business responses and actions. Participants learn at their own pace, with translations available.

### **Open Programmes**

Our series of short, residential seminar programmes enable executives to fully explore and understand key sustainability issues and responses. We currently offer a Sustainability Practitioner Programme.

### **Customised Programmes for Senior Leaders**

Through our customised workshops and seminars, we work with leaders to enable individual organisations, sectors or value chains to understand the specific challenges they face now and in the future – and then to frame a response. We draw on a wealth of insight into new business models and collaborative solutions from our network of leaders and our own Business and Policy Leaders Groups.

### **Sustainability Leadership Laboratories**

Our two-day immersive workshops focus on pressing issues and emerging opportunities with real application to your organisation, and support your continued professional development. Via access to cutting-edge insight and best practice, and peer learning you will experience a 'masterclass' in a topic relating to: operationalising sustainability, innovation, leadership or finance for sustainability.

“ This course brings together great minds from around the world – all are specialists in their own right in varying industries, and all share a common value – sustainability.

Global Head of Sustainability, Cundall

# Graduate Programmes

## Building leadership capacity

**Our graduate study courses are widely regarded as some of the best in the world.**

Individuals enhance their ability to lead and influence change for sustainability, whilst also gaining an academic award from the University of Cambridge. We currently offer the following part-time, Master's-level courses for business professionals and managers:

### **Master of Studies in Sustainability Leadership**

Provides a deeper understanding of the economic, social and environmental challenges and opportunities facing the world. Equips leaders to respond effectively and lead others by deploying a variety of levers for change.

### **Postgraduate Diploma in Sustainable Business**

A flexible and modular programme in which topical and emergent leadership responses to sustainability in a business context are explored.

### **Postgraduate Certificate in Sustainable Business**

Introduces the skill sets required to integrate sustainability thinking into business actions.

### **Postgraduate Certificate in Sustainable Value Chains**

Provides the skills required to establish resilient and sustainable value chains.





# Strategic Engagement: Customised Programmes and Advisory Services

## Embedding sustainability in organisations

**Sustainability issues are deeply connected to every aspect of our global economy and society, but no one company or sector faces the same operating context or set of competitive challenges.**

Through our customised programmes and advisory services, we work with business leaders to understand the critical sustainability trends and the material implications for their company now and in the future – and help them to frame a response. We work with clients in sectors as diverse as food, finance, petrochemicals, tourism, retail, building materials and manufacturing, helping them to evaluate the risks and opportunities for value creation in the context of their own operations.

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### Customised programmes

**CISL's customised programmes build on Cambridge's extensive research capabilities, our unparalleled experience in executive education for sustainability, and – above all – our commitment to help organisations in every sector enhance their performance in order to help the world achieve a sustainable future.**

By working closely with clients, we help to define learning objectives and the right structure for learning and development, whether it is through a series of short seminars, longer term or more intensive support or experiential learning. We then build a team that can deliver what is needed in Cambridge or elsewhere in the world. Drawing on our extensive network of international experts, from business and beyond, we can deliver an effective and inspiring leadership journey, one that is participatory and outcome oriented, and which is fully evaluated to ensure the right impact has been achieved.

### Advisory services

**Increasingly companies turn to CISL for analysis and advice to help them develop and apply commercially compelling and innovative approaches to sustainability challenges.**

Typically working through a longer term 'strategic engagement', we help leading global companies to test and refine their strategy and business models, identify and address key operational challenges, and build organisational capacity and resilience.

Our advisory services adopt a variety of approaches including market insight and benchmarking, business analysis, strategic workshops and executive development opportunities. All our work is able to draw on CISL's unique network of business practitioners and researchers, as well as action-focused tools developed through our Business and Policy Leaders Groups.



## Client stories



**“ CISL breaks everything down so it is understandable, actionable and not too abstract.”**

Rhodri Davies, Environmental Manager  
at Network Rail's IP Southern division

### Network Rail

**As one of the UK's largest private landowners and biggest electricity users, Network Rail sought CISL's help to deliver a transformative sustainability strategy through a leadership workshop for senior managers.**

This workshop led to Network Rail's Infrastructure Projects Southern Region creating a new sustainability leadership team tasked with discussing priorities, integrating sustainability practices across the organisation and implementing a sustainability charter for IP Southern. Following attendance on the first CISL programme, overall responsibility of the sustainability programme has been elevated to the senior management team, and a further group of managers have since participated in a two-day course designed to build capacity and embed sustainability within the business.



**“ We can't reach zero emissions on our own – we knew we'd have to engage our supply chain to help us achieve our goals.”**

Barry Townsend, European  
Purchasing Director, Interface

### Interface

**To help leading carpet manufacturer Interface achieve its vision of eliminating its entire environmental impact by the year 2020, CISL developed a series of bespoke in-person workshops in Cambridge for its suppliers.**

“After the workshop, all of our suppliers came away having made concrete pledges, and I also saw them talking to each other and finding solutions together,” said Townsend. The workshops also helped inform the creation of a four-step transformation plan and the introduction of sustainability metrics, including carbon footprinting of all its suppliers, into Interface's vendor rating system.



## Colombia Leadership Programme

In collaboration with the Universidad de los Andes we delivered the first Colombia Sustainability Leadership Programme in February 2016. The programme came at a critical moment for Colombia – ahead of the country's peace deal and following the launch of the UN Sustainable Development Goals.

## Business & Sustainability Programme

The Prince of Wales's Business & Sustainability Programme continues to shape leaders around the world through annual seminars in Cambridge, Cape Town and Melbourne. The number of alumni has grown to over 2,500 senior executives.



## G20 Knowledge Partner

CISL was invited by the People's Bank of China and the Bank of England to be 'lead knowledge partner' to the G20 Green Finance Study Group.

# Testing the Natural Capital Protocol with business

50+

The CISL engaged over 50 companies including The Coca-Cola Company, Hugo Boss and Shell to pilot the new Natural Capital Protocol, which brings together approaches to natural capital under one framework.



NATURAL  
CAPITAL  
COALITION

# Recent highlights

## Customised programmes

500+ **senior executives**

We have run bespoke customised programmes for major clients across the building products and infrastructure sectors, as well as manufacturing, retail and financial services. Over 500 senior executives participated in these strategic seminars, helping leaders to create strategies for action that address their current challenges and the necessary scale of ambition.





## Supporting Chinese leaders

800  
training days

We have delivered 800 participant training days in the last year – with 24 Mayors, Vice Mayors and senior departmental leaders from the Guangdong Provincial Government, and with 23 delegates from across the Beijing Municipal Government. Both programmes have informed the development of local plans as part of the launch of the 13th Five-Year Plan in 2016.

## Unhedgeable risk

Groundbreaking study published by CISL and Investment Leaders Group showing that investment industry should begin to see climate change as a risk over the short term and not just the medium-to-long-term as previously thought. This research has influenced the Bank of England, the European Systemic Risk Board, Barclays, Hermes, the UK Government and the Norwegian Ministry of Finance.



## The Paris Agreement

The Prince of Wales's Corporate Leaders Group (CLG) helped deliver the first global Climate Change Agreement. CISL amplified the support of over 1,300 businesses, investors, cities and regions, with the Paris Pledge for Action on behalf of the French COP21 presidency.



## Shaping EU climate policy

40% emissions  
reductions

The CLG worked to secure a target of at least 40% emissions reductions by 2030 in the European Union's 2030 Climate and Energy Policy Framework.





## Responsible investment

We published three new Investment Leaders Group reports – the first of their kind for the investment industry – focusing on investment impact, investment mandates and carbon risk. Together they provide analysis and tools to help shift the investment chain towards responsible, long-term value creation.



## Unilever Awards

Over 900 people from 99 countries entered the 2015–16 Unilever Sustainable Living Young Entrepreneurs Awards, delivered in partnership with CISL. The overall winner of the HRH The Prince of Wales Prize, Dr Sara Saeed, has developed a digital platform that connects qualified female doctors to patients unable to access affordable healthcare in Pakistan.

## Soft Commodities Compact

### Net deforestation by 2020

The Banking Environment Initiative (BEI), a group of 10 leading banks convened by CISL, partnered with the Consumer Goods Forum to launch the Soft Commodities Compact, which aims to help businesses achieve zero net deforestation by 2020. Banks that have adopted the 'Compact' account for approximately 50 per cent of global trade finance.



# Business and Policy Leaders Groups

Collective action for greater impact

**We bring together business, government and finance groups, supported by academics and expert practitioners, to tackle challenges they could not solve alone.**

**Our Business and Policy Leaders Groups give a collective voice to business, government and finance leaders, enabling them to influence policy and practice. We convene partners around problems of shared interest and work with them to identify solutions and advocate change.**

**In doing so, we foster an exchange of ideas across traditional boundaries to generate new, actionable thinking.**

**Our groups focus on key sustainability issues where collective action can have a significant impact on policy and practice.**





## Low Carbon Transformation

**How can businesses worldwide articulate a collective response to government on climate change?**

### The Prince of Wales's Corporate Leaders Group (CLG)

Established in 2005 by The Prince of Wales and Cisl, the CLG brings together a select group of European business leaders to advocate solutions on climate change to policymakers and business peers within the EU and globally.

### EU Green Growth Platform

A space for dialogue between business and relevant ministers from across the EU, as well as Members of the European Parliament, on the economic opportunities and challenges involved in the transition to a low carbon, resilient economy.



## Resource Security

**How can companies sustain the natural world through their operating practices?**

### Natural Capital Leaders Platform

This group comprises companies wishing to better understand and manage their impacts and dependencies on natural capital in order to improve decision-making, identify new business opportunities and drive more strategic approaches.



## Sustainable Finance

**How can we create a finance system that incentivises and rewards long-term thinking?**

### Banking Environment Initiative

Some of the world's largest banks working to lead their industry in directing capital towards environmentally and socially sustainable economic development.

### ClimateWise for the insurance sector

Over 30 leading insurers, reinsurers, brokers and industry service providers who share a commitment to reducing the impact of climate change on society, as well as the insurance industry.

### Investment Leaders Group

Leading investment managers and asset owners with over US \$5 trillion under management working to help shift the investment chain towards responsible, long-term value creation.



# Our Research and Thought Leadership

for insight, influence and impact

**Located within one of the world's leading universities, yet with extensive reach into the business, policy and finance communities, we are uniquely placed to channel research into practical business and policy solutions.**

We undertake research at CISL in collaboration with leading academics in Cambridge and worldwide, shaped and in some cases commissioned by the leaders we work with in industry and government. Our research takes the form of deep dives into specific topics resulting in robust, evidence-based frameworks and tools. We also publish case studies that exemplify leading practices and share learning.

Our research offers a rich picture of current sustainability challenges, drawing on multidisciplinary thinking and grounded in practitioner insights. We publish a combination of academic working papers, practitioner-based reports and short think pieces. Our ten-year collaborative plan, *Rewiring the Economy*, is the context for, and directly sets, much of our research programme.

CISL's Centre for Sustainable Finance acts a research hub providing the information and collaborations required to build a sustainable financial system. We play an active role in external research initiatives such as the Nexus Network (funded by the Economic and Social Research Council) which explores the interconnected challenges of food, energy, water and the environment. In parallel we are developing new perspectives on the economics of sustainability through our work on the distributional impacts of climate change on different industries, countries and jobs.

Our goal is to deliver independent, consistently high-quality research to inform sustainable economic thinking, strengthening the case for action by business, government and finance leaders.

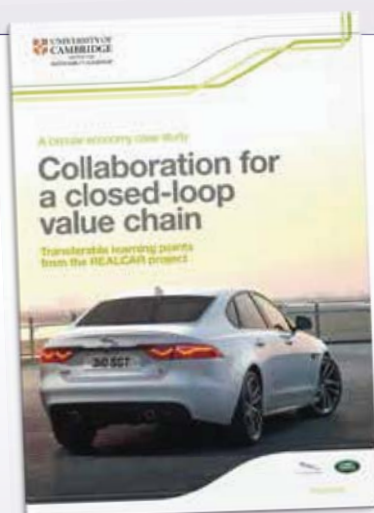


## Examples of our current work

### Unhedgeable risk

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This research has influenced the Bank of England, the European Systemic Risk Board, Barclays, Hermes, the UK Government and the Norwegian Ministry of Finance.



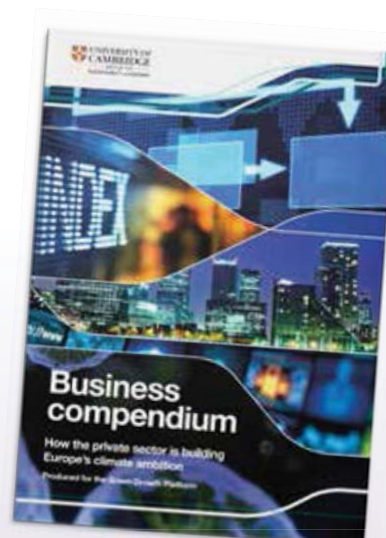
### Closed-loop case study

This closed-loop case study explores the lessons learnt from the REALCAR closed loop value chain project between Jaguar Land Rover, Novelis, Innovate UK and partners, in the creation of new materials and production systems to introduce closed-loop aluminium into Jaguar Land Rover cars.

### Low carbon business compendium

This low carbon Business Compendium demonstrates how the activities of some of the world's largest companies are contributing to the delivery of a low carbon future.

The Compendium compiles examples of the ambitions and achievements that European businesses have made so far in tackling climate change, and aligning their business with a low carbon pathway.



## 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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