



Non-executive Director Programme

Melbourne | 5-6 March 2017

Designed specifically for the needs of non-executive directors, this intensive residential seminar draws on the University of Cambridge Institute for Sustainability Leadership's 25 years of experience in building leadership capability. The seminar explores the specific strategic issues that global challenges pose for boards, providing a safe space for individual learning, expert guidance and exchange among peers. It equips non-executive directors to challenge and guide management, and establish priority actions for the board.

The Non-executive Director Programme offers a unique opportunity for directors to explore social and environmental challenges with local and global authorities, including an exchange of ideas with senior executives attending the Prince of Wales's Business & Sustainability Programme. The seminar is run on a not-for-profit basis and places are strictly limited.

Benefits for non-executive directors and their companies

The Non-executive Director Programme provides a framework to place social and environmental trends in relation to the spectrum of issues already on the board agenda.

AWARENESS AND INSIGHT

Understand complex issues and how they may impact your business

Engage with the latest research and thought leadership from the University of Cambridge and international experts

APPROACHES TO ENHANCE PERFORMANCE

Review the board's approach to sustainability issues and identify capacity to deliver against strategic objectives

Consider structured questions to challenge and guide the company's executive team

SUPPORT FOR LEADERSHIP AND ACTION

Work with peers and faculty to identify priorities for action

Join a peer and expert community to share knowledge and experience

Key themes

CISL's interactive approach combines high-impact presentations, group discussion and exchange with peers.

Strategic issues for non-executive directors, today and tomorrow

- global sustainability pressures and trends such as food, water and energy use, natural resource security, inequality and urbanisation
- key shifts in the business context driven by these trends, including regulatory approaches, access to finance, consumer expectations, and the application of technology
- commercial implications and the opportunities for value creation

The board's role and responsibility

- priority areas for business innovation and risk management
- enablers of action and barriers to progress
- approaches to enhance board performance and leverage its capabilities, including governance, expertise and focus on sustainability issues

Faculty



Philippe Joubert – Faculty Chair

Philippe is Director of Earth on Board and a member of the Advisory Board of CISL. He is Executive Chair of the Global Electricity Initiative, Senior Adviser & MD – Energy & Climate, WBCSD, and Chair of the Corporate Leaders Group. His executive experience includes various senior roles with Alstom, culminating as deputy CEO.



Professor Will Steffen

Will is a Senior Associate of CISL. He is an Adjunct Professor at the Australian National University, Canberra, Senior Fellow at the Resilience Centre, Sweden, and a member of the Climate Council. He is one of the leading earth system scientists and is known for his work on the Anthropocene and Planetary Boundaries.



Sir Jonathon Porritt

Co-Founder and Director, Forum for the Future, a renowned figure in the world of corporate sustainability for 40 years. Jonathon has helped inspire and shape the transformative sustainability strategies of Marks & Spencer and Unilever, and has worked closely with the senior executives or Boards of Nike, Pepsi, BP, BT and O2, among others.



Sarah Barker

Special Counsel at Minter Ellison Lawyers and non-executive director at Emergency Services & State Super. Sarah's work on fiduciary duties and climate change has won numerous awards.



Sam Mostyn

Non-executive director and sustainability advisor. Her current board roles include Mirvac, Citibank, CoverMore, Transurban and Virgin Australia. She is President of the Australian Council for International Development and sits on the UN Global Compact Australia's Sustainable Development Leadership Group.

Tools and methodologies

ANALYSIS AND COMMENTARY on critical social and environmental trends facing business today:

- Scale and timeframe of impacts
- Stakeholder perspectives
- Competitor responses

BOARD ATTRIBUTES FOR LEADERSHIP

- **Governance:** Does your governance structure equip the board to guide, monitor and report on the organisation's sustainability performance?
- **Expertise:** Does the board's composition and skill-set equip it to understand the materiality of sustainability issues and to provide effective oversight?
- **Time:** How does the board devote attention to addressing material sustainability issues and engaging with key stakeholders?

ENGAGING WITH THE EXECUTIVE TEAM

Structured questions for the CEO focused on the company's strategic approach to sustainability: understanding the business context, defining the strategic offer & developing corporate resources.

Indicative outline

The seminar will be facilitated by Philippe Joubert, with contributions from a variety of experts.

The role of boards today and the changing context

- Prof Will Steffen on the Anthropocene and its implications
- Sir Jonathon Porritt on the changing context for business

Fiduciary duty and the changing role of boards; what makes good board practice today; barriers and enablers for action

- Sarah Barker on fiduciary duty
- Sam Mostyn on the non-executive director as change agent

Action plan and next steps; strategic responses for your company; challenging the CEO and the Exco.

Dinner on Sunday night will be held jointly with the senior executive delegates to the **Prince of Wales's Business & Sustainability Programme**, to enable networking and exchange of perspectives.

Delegate responses

Delegates to the parallel executive programme, the Prince of Wales's Business & Sustainability Programme, have been delighted with recent seminars. Comments included:

"A fun informative and stimulating immersion in sustainability issues that will translate to action in months and years ahead."

Chief Executive Officer, Toyota New Zealand

"Unconditionally the best seminar I have ever attended! Extremely valuable use of my time. Exceptional."

Chief Risk Officer, Vector Ltd

"Amazing. The immersion I needed. 1000 lightbulbs have gone on."

**General Manager, Corporate Responsibility,
Commonwealth Bank of Australia**

TIMING

**5:00pm Sunday, 5 March
– 4:00pm Monday, 6 March 2017**

The seminar is residential, and attendance for the duration is required.

VENUE

The Mansion Hotel at Werribee Park (see cover photo) is a former seminary, adjacent to the famous Werribee Mansion built in the 1870s. Only half an hour from Melbourne airport or CBD, the venue feels completely secluded, set in 10 acres of beautiful gardens. The 4.5 star hotel combines Victorian grandeur with modern facilities including 17m indoor pool. All rooms are ensuite.

PRICING

\$2,800; incentives are available for multiple registrations

CONTACT

Jane Farago
cisl@au.ey.com
+61 3 9288 8391

Terence Jeyaretnam
terence.jeyaretnam@au.ey.com
+61 3 9288 8291