



2025 YEARBOOK

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“

Interacting with peers who share the same challenges and ambitions gave me confidence to experiment and to start. It reminded me that transformation does not begin with frameworks or data systems, but with people who are willing to learn, influence and lead.

”

Poh Wah Looi,
KLCC Property Holdings Berhad
(2024/25 A4S Academy graduate)

“

The relationships built through peer exchanges, working groups and shared challenges have been invaluable. These connections have sparked new ideas, offered practical insights and reinforced the importance of collaboration in driving meaningful change.

”

Theshan Goble,
S&P Global
(2024/25 A4S Academy graduate)

Foreword

Congratulations to the A4S Academy graduates of 2025! As the fifth cohort to graduate, you are now part of a global network of leaders who are redefining what it means to create value in a world facing urgent environmental and social challenges.

When we launched the A4S Academy, our ambition was to equip finance professionals with the skills and confidence to embed sustainability into the core of business strategy and decision making. Throughout your time on the programme you have shown what that looks like in practice. From integrating nature and climate considerations into planning and reporting, to driving cultural change and influencing capital allocation, your projects demonstrate the power of finance to accelerate progress.

This achievement comes at a critical moment where bold leadership, radical collaboration and decisive action are needed to make the shift from ambition to delivery.

As senior leaders, finance professionals, and now graduates of the A4S Academy, you understand the language of business and the mechanics of decision making. You can challenge assumptions, reframe risks and unlock opportunities that align long-term prosperity with planetary boundaries. Your influence is powerful and it is needed now more than ever.

I hope you have left the programme feeling committed to embed sustainability deeply within your organizations; empowered to upskill and inspire your teams and connected to a community that shares your vision for a resilient, inclusive economy.

Thank you again for your dedication, creativity and perseverance throughout this programme. The challenges ahead are significant, but so is the impact you can make. I encourage you to explore this yearbook – as well as those from previous years – as a source of inspiration. Use it to expand your network, connect with others, and build the support framework you'll need for the important work that lies ahead.

I wish you the best for the future and look forward to seeing what you go on to achieve next.



Helen Slinger,
Executive Director –
Knowledge and Learning, A4S

Judges' commentary

As judges, we were highly impressed by the depth, quality and diversity of the work delivered by this year's A4S Academy cohort. Across regions, sectors and professional backgrounds, participants demonstrated a strong commitment to drive meaningful change within their organizations and industries. Many took on complex and underexplored challenges, translating broad sustainability ambitions into practical, implementable solutions.

The submissions showed a growing maturity in how sustainability is being integrated into finance and business decision making, with several projects pushing the boundaries of what has previously been attempted. We were particularly encouraged by the combination of technical rigour, innovative thinking and clear real-world impact. This year's award winners and nominees represent a cohort that is not

only developing new skills but actively shaping the future direction of sustainable business.

Congratulations to you all, and best of luck as you continue advancing and embedding sustainability within your organizations.



Jeannette Vinke,
Senior Regulatory Officer,
Consumer Regulator Netherlands



Alex Ashby,
Group Treasurer,
WPP



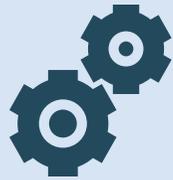
Dee Moran,
Professional Accountancy Lead,
Chartered Accountants Ireland

What the 2025 graduates value about the A4S Academy



93%

of participants have felt empowered to drive change as a result of the Academy.



90%

of participants said they have gained the technical knowledge and skills to lead on change.



90%

of participants reported that their participation made an impact on sustainability integration in their organization within a year.



94%

of participants said that they would recommend the A4S Academy to a peer or colleague.

A4S Academy award winners



Impact

The participant has achieved, or is likely to achieve, tangible environmental and/or social benefits, and it is clear that the implementation plan and objectives set out by the participant are linked to the benefits achieved. These benefits are in addition to delivering positive financial outcomes.

Winner:

Julius Caesar Manalo,
Metro Pacific Investments
Corporation

➤ [Read Julius' story](#)



Innovation

The participant has developed a new and different product, service, offering or way of working that has the potential to drive organizational change in the direction of positive sustainable impact.

Winner:

Lynne Tiernay,
Mattamy Asset Management

➤ [Read Lynne's story](#)



Inspiration

The participant has inspired others to take action, and they have clearly demonstrated that others are following their positive example.

Winner:

Heidie Mathew,
Workday

Highly commended:

Brian Hinkle,
Securian

➤ [Read Heidie's story](#)

➤ [Read Brian's story](#)



Resilience

The participant has faced and overcome (or has set out a plan to overcome) significant challenges, and has made progress despite the obstacles faced.

Winner:

Julius Caesar Manalo,
Metro Pacific Investments
Corporation

➤ [Read Julius' story](#)



Advocacy

The participant has played an active role in supporting the A4S Academy and advocated for integration of sustainability within and outside their organizations.

Winners:

Erica Oliver,
Co-operators Group

Jill Reynolds,
NatWest

➤ [Read Erica's story](#)

➤ [Read Jill's story](#)

2024/25 graduates

Adam Symonds, Group Financial Controller, Corporate, Ramsay Healthcare	8	Isabel Lau, FP&A Senior Manager, Operations, Equinix	14	Olivia Graham, Senior Investor Relations Analyst, SSE plc	20
Alison Jarratt, Head of Finance, Gulf International Bank UK	8	Jill Reynolds, Sustainability Reporting Manager, NatWest Group	14	Poh Wah Looi, Financial Controller, KLCC Property Holdings Berhad	20
Annemie Riggs, Director, Financial Reporting & ESG, Equinix	9	Jools Ellis, Financial Reporting Manager, LiveWest Homes	15	Rob Haitzma, Senior. Director, EMEA Controller, Palo Alto Networks	21
Brian Hinkle, Actuarial Senior Manager – ERM, Securian Financial Group	9	Julius Caesar Manalo, Group Finance Manager, Metro Pacific Investments Corporation (MPIC)	15	Robin Harkness, CFO – Europe, Middle East, Asia and Africa, Worldwide Flight Services	
Caroline Kidnie, VP, Investment and Climate Risk, Ontario Municipal Employees Retirement System (OMERS)	10	Karina Munroe, Senior ESG Financial Reporting Manager, Lululemon Athletica	16	Seungjoo Ro, Head of Sustain Asia Research, CITIC CLSA	21
Charlotte Landy, Senior Finance Director – Global Supply Chain, GlaxoSmithKline (GSK)	10	Luiza Elena Luchian, Manager Accounting Policy & Reporting, Equinix	16	Sridevi Ramachandra Iyer, Finance Director, GlaxoSmithKline (GSK)	22
Claire Blane, Head of Financial Reporting and Control, Heathrow Airport Holdings	11	Lynne Tiernay, VP, Accounting and Sustainability, Mattamy Asset Management	17	Theshan Goble, ESG & Sustainability Controller, S&P Global	22
Dan Mobley, Head of Finance Transformation, Heathrow Airport Holdings	11	Mark Hawley, Director of Corporate Projects, Cranswick	17	Tiffany Thian, Director FP&A, Equinix	23
Erica Oliver, Senior Sustainability Reporting Consultant, Co-operators Group	12	Marta Kornacka, Senior Expert, DHL Group	18	Walaa AlQassab, Head of Financial Accounting, Gulf International Bank BSC	23
Francie Abramson, Director, ESG, Domino's Pizza	12	Maryam Fathalla, Financial Accounting Manager, Gulf International Bank BSC	18		
Heidie Mathew, ESG Finance Specialist, Workday	13	Mazlie Minhat, Financial Controller, Petroliam Nasional Berhad (PETRONAS)	19		
Hiren Gohil, Senior Manager – Group ESG Reporting, National Grid	13	Nancy Yu, EMEA Accounting Compliance, Senior Manager, Palo Alto Networks	19		

Graduates listed alphabetically. Award winners are highlighted in bold.

Adam Symonds



Group Financial Controller,
Corporate



Ramsay Healthcare



Governance, Reporting



Key achievements

- Built capacity within the finance team in preparation for mandatory reporting under Australian Sustainability Reporting Standards (ASRS).
- Set up a cross-functional working group to plan for ASRS, meeting regularly to track and drive progress. Activities included governance improvements, software selection for physical risk mapping and workshop development.

Key:



Title



Organization



Implementation plan themes

Alison Jarratt



Head of Finance



Gulf International Bank UK



Strategic Planning, Reporting



Key achievements

- Contributed to a cross-functional working group, which included representatives from sustainability, finance, strategy and transformation to determine the sustainability priorities for the UK business. The working group gained support from the UK Executive Committee for initiatives to implement in 2026.
- Reported under IFRS S1 and S2 on a voluntary basis and identified enhancements for the subsequent year (2026) through discussions with external auditors and the UK Board.

“

Finance has increased its involvement with the sustainability team significantly over the last 12-18 months, increasing their understanding of sustainability at Ramsay and more broadly. This appreciation has translated into a better understanding and consideration of sustainability in financial decision making.

”

Michael Hirner,
Acting Group Chief Financial Officer,
Ramsay Healthcare

“

I have truly deepened my understanding and awareness of broader sustainability topics and challenges. I have really enjoyed the fresh thinking and diverse perspectives from being a part of the A4S Academy. I have been proud of the collaboration within the sustainability working group, prioritizing initiatives to support GIB objectives.

”

Alison Jarratt

Annemie Riggs



Director, Financial Reporting & ESG



Equinix



Reporting



Key achievements

- Implemented a comprehensive reporting template to use for sustainability reporting in the financial statements, streamlining the reporting process, facilitating year-on-year comparison and ensuring consistency and transparency of information.
- Deployed a data collection process with verification measures to ensure consistency and comparability of data for reporting, coupled with comprehensive checklists and team training on data ownership and accountability.
- Fostered collaboration between teams, ensuring importance of a coordinated approach to data collection for reporting.



I have met so many sustainability experts through my project and learnt something new with every interaction – working with non-finance colleagues has been an eye opener on others' specialities and the vast world of sustainability and all its different facets.



Annemie Riggs

Brian Hinkle



Actuarial Senior Manager – ERM



Securian Financial Group



Management Information, Reporting



Key achievements

- Quantified climate risks using previous qualitative climate risk assessments as a basis. This involved working with asset managers to assess insurance cost, looking at real impacts to Securian of severe weather events and using catastrophe modelling to measure climate-related stress events.
- Presented findings to the executive leadership and incorporated them into the climate-related financial reporting.
- Enhanced greenhouse gas emissions calculations for scope 1 and 2, and improved data collection processes for timely scope 3 reporting.



[Brian's] key achievement is being a strong advocate within the organization and pushing us to mature our capabilities, which will ultimately help us better manage the risk and impact of climate change.



Meagan Phillips,
Chief Risk Officer, Securian
Financial Group

Caroline Kidnie



VP, Investment and Climate Risk



Ontario Municipal Employees Retirement System (OMERS)



Budgeting, Strategic Planning, Management Information



Key achievements

- Conducted in-depth research on internal carbon pricing, evaluating different methodologies, assessing the impact of a hypothetical carbon price on OMERS' portfolio and benchmarking against industry practices.
- Expanded the scope of assets assessed under the physical climate risk exposure assessment. These enhanced assessments are used to inform risk management, due diligence and asset management activities.
- Completed a market scan of climate scenario analysis providers to engage on the upcoming asset-liability study, which will inform longer-term strategy allocations.



Caroline's implementation objectives have meaningfully enhanced OMERS' ability to understand and integrate climate-related risks and opportunities into investment decision making. She led critical analyses that deepened our understanding of both climate transition and physical risks, as well as the interactions between the two.



Jonathan Simmons,
Chief Financial and Strategy
Officer, OMERS

Charlotte Landy



Senior Finance Director – Global Supply Chain



GlaxoSmithKline (GSK)



Budgeting, Capex, Culture



Key achievements

- Worked with the sustainability team to develop a single centralized capex database with sustainability tags, including associated opex spend, enabling more informed decisions through a balanced scorecard approach.
- Raised awareness and drove behaviour change across finance and engineering teams, including specific training on effective governance and prioritization of sustainability projects to ensure alignment to GSK's sustainability goals.



My greatest highlight has been the learning sessions, hearing from experts and considering how I can apply the concepts/tools within GSK. I have also particularly enjoyed getting to know A4S colleagues, and hearing some of the challenges we share. We're all in this together!



Charlotte Landy

Claire Blane



Head of Financial Reporting and Control



Heathrow Airport Holdings



Governance, Reporting



Heathrow

Key achievements

- Established a working group with the sustainability team for collaboration on enhancing data assurance for external reporting.
- Produced an improvement plan for controls over non-financial sustainability data, including team responsibilities and scope of work.
- Undertook a pilot study on scope 2 greenhouse gas emissions data, identifying control gaps and building a comprehensive controls framework.
- Developed and delivered training to the sustainability team covering the purpose of internal controls, risk management and assurance readiness.



Supporting the implementation of a control framework in our sustainability team, applying the same control rigour to carbon data as we do to finance data, enables accurate tracking of the progress of our net zero plan and sustainability-linked bond targets, highlights improvement opportunities or gaps, and supports informed decision making for all stakeholders.



Sally Ding,
Chief Financial Officer,
Heathrow Airport Holdings

Dan Mobley



Head of Finance Transformation



Heathrow Airport Holdings



Budgeting, Strategic Planning,
Transition Planning



Heathrow

Key achievements

- Conducted a maturity mapping exercise to assess the extent to which carbon considerations are integrated into existing business planning processes, and presented the resulting business case for deeper integration to senior leadership.
- Developed an integration roadmap and incorporated the 'On the Ground Carbon Impact' within the 2026 Budget, showing the carbon impact of decisions within the budgeting process and the alternate trajectories to reach the net zero target.



By integrating our carbon target within our business planning processes (including identifying forward-looking risks and opportunities), we are now on a clear trajectory to treat carbon performance with the same rigour as financial performance in our shorter-term business planning.



Sally Ding,
Chief Financial Officer,
Heathrow Airport Holdings

Erica Oliver



Senior Sustainability Reporting Consultant



Co-operators Group



Transition Planning



Key achievements

- Conducted a gap analysis using the Transition Plan Taskforce (TPT) Framework, and other sector-specific guidance.
- Developed a roadmap to guide transition planning, integrating educational sessions for learning and development.
- Completed a first draft of the climate transition plan within the desired timeframe, incorporating feedback from subject matter experts and leadership. This will be presented to the Climate Executive Leadership Committee.



Erica's key achievement is her commitment to learning and growing as a professional. The level of collaboration and upskilling that was required to be successful with this implementation plan will continue to yield beneficial results for the organization's climate journey for years to come.



Karen Higgins,
Executive Vice President, Finance and Chief Financial Officer, Co-operators Group

Francie Abramson



Director, ESG



Domino's Pizza



Strategic Planning, Management Information



Key achievements

- Implemented a greenhouse gas emissions platform with dashboard data visualization, leveraging multiple data sources and building robust assumptions into the process.
- Implemented a quarterly report of sustainability information designed to help align sustainability information with the annual planning and budgeting cycle.
- Updated the materiality assessment. This included incorporating various stakeholder perspectives to understand the most important areas to focus to achieve the strategic objectives.



Francie has successfully engaged key leaders across the business, which helps make the [corporate sustainability] team a trusted thought partner to others as they pursue business and environmental objectives. With this senior leader engagement and alignment, we'll be able to continue driving strategic, sustainable growth.



Sandeep Reddy,
Executive Vice President – Chief Financial Officer, Domino's Pizza

Heidie Mathew



ESG Finance Specialist



Workday



Reporting, Governance,
Management Information



Key achievements

- Developed an ESG controls framework aligned to the COSO principles, mapping to, and leveraging, existing Sarbanes-Oxley Act (SOX) controls. New controls were drafted to cover emissions data and supplier disclosures.
- Integrated ESG risk into Workday's overall enterprise risk process, mapping material risks to the company's central risk system.
- Created a customized AI tool to summarize sustainability reporting from wave one filings under Corporate Sustainability Reporting Directive (CSRD) to benchmark against and feed these insights into future reporting.



My biggest takeaway is that finance can act as the bridge between sustainability ambition and operational reality. Building ESG into controls and risk frameworks has shown me that governance is not just about compliance – it is also about trust and clarity... I leave the program with stronger technical knowledge, but also a deeper appreciation for the role of collaboration and influence in driving lasting change.



Heidie Mathew

Hiren Gohil



Senior Manager – Group
ESG Reporting



National Grid



Management Information, Reporting,
System Implementation



nationalgrid

Key achievements

- Implemented a systematic and streamlined end-to-end ESG reporting process, significantly enhancing efficiency across finance and sustainability teams, and upstream data providers.
- Embedded robust data evaluation and analysis capabilities for accurate assessment of historical performance and progress tracking.
- Simplified data flows through automation and added audit trail capabilities to enhance ESG data accuracy, timeliness and auditability.



Through proactive stakeholder engagement and collaborative leadership, Hiren has helped embed sustainability into financial decision making. These efforts have undoubtedly contributed to National Grid being named 'Team of the Year' at the Finance for the Future Awards.



Andy Agg,
Chief Financial Officer,
National Grid

Isabel Lau



Financial Planning & Analysis Senior Manager, Operations



Equinix



Management Information, Reporting



Key achievements

- Set up a pilot approach to collect, analyse and report information required under EU Taxonomy reporting requirements, focusing firstly on opex and capex.
- Formalized the data collection process for EU Taxonomy reporting, documenting the approach and automating data collection where appropriate.



[The A4S Academy] has opened my eyes on the very different topics relating to sustainability. What surprised me is the high number of regulations out there, and that this topic is still pretty new and things are moving really fast. Also I found sustainability reporting very interesting – I was impressed to see so many different ways of presenting sustainability data and commitment, and by big companies.



Isabel Lau

Jill Reynolds



Sustainability Reporting Manager



NatWest Group



Reporting, Governance



Key achievements

- Enhanced the quality and placement of sustainability content within the Annual Report and Accounts, to be more cohesive, accessible and aligned with stakeholder expectations.
- Delivered a four-week summer series, sharing outcomes of peer analysis, inviting subject matter experts from investor relations and policy teams to share their insights to inform the approach. The findings were used to prepare a governance paper outlining the proposed governance approach to present at NatWest's key ESG Disclosure Steering Group.



I learnt the value of strategic collaboration and leadership in driving meaningful change. By evolving NatWest's sustainability reporting suite and engaging directly with senior governance forums and colleagues, I was able to translate complex regulatory requirements into clear, actionable reporting structures. This experience reinforced my ability to lead cross-functional initiatives and contribute to the Group's sustainable finance transformation.



Jill Reynolds

Jools Ellis



Financial Reporting Manager



LiveWest Homes



Reporting, Culture,
Management Information



Key achievements

- Finalized a detailed internal roadmap to meet upcoming external reporting requirements, including undertaking a high-level materiality assessment for IFRS S1 and S2, peer review and gap analysis.
- Adopted the Housing Associations' Charitable Trust's (HACT) framework to enhance measurement and reporting of social value. This followed the successful alignment of existing data sources for current metrics to ensure consistent reporting and a clear audit trail.



The highlight for me comes from the countless hours of valuable insight from previous graduates or peers. The value of this cannot be dismissed when it comes to facing challenges throughout your implementation plan.



Jools Ellis

Julius Caesar Manalo



Group Finance Manager



Metro Pacific Investments
Corporation (MPIC)



Budgeting, Capex, Carbon
and Net Zero



Key achievements

- Developed a carbon pricing framework aligned with the Philippines' emerging carbon policy environment and grounded in locally relevant mitigation and climate resilience cost estimates.
- Collaborated closely with the CFO, sustainability and finance teams to prepare proactively for future carbon legislation, providing additional guidance and a decision-making tool to evaluate investments and operations through a climate lens.



This work demonstrates how finance can lead sustainability transformation. Rather than treating carbon as an ESG reporting metric, we now have a financial mechanism that can influence strategic decisions. This reinforces MPIC's reputation as one of the country's pioneers in sustainable finance. The initiative has inspired our finance team; showing that their core skills – modelling, analysis and strategic planning – can drive meaningful environmental impact. JC's initiative, professionalism and ability to translate complex climate science into financial mechanisms exemplify the leadership we need in sustainable finance.



June Cheryl Cabal-Revilla, Executive Director, Chief Finance, Risk and Sustainability Officer, MPIC

Karina Munroe



Senior ESG Financial Reporting Manager



Lululemon Athletica



Management Information, Culture, Reporting



Key achievements

- Collaborated with sustainability and internal audit teams to implement a formalized control environment over climate-related processes, strengthening the reliability and traceability of climate-related data.
- Developed a comprehensive repository containing process flow maps, risk control matrices, control descriptions and checklists for all implemented ESG controls.
- Delivered targeted training sessions emphasizing the importance of accurate data in external reporting and embedded a controls-oriented mindset across teams.



[Karina] has built strong cross-functional relationships with sustainability and internal audit and has designed a formalized environment into which we can build ESG reporting, where the right teams are responsible for the right ownership of processes.



Ally Dick,
Vice President, Corporate Controller,
Lululemon Athletica

Luiza Elena Luchian



Manager Accounting Policy & Reporting



Equinix



Management Information, Reporting



EQUINIX

Key achievements

- Collaborated with the finance team, global sustainability performance and reporting team, and the global policy team to engage with external specialists in identifying an appropriate allocation key for reporting on eligible activities under the EU Taxonomy.
- Prepared an artificial consolidation as part of a pilot to build readiness for EU Taxonomy reporting.



It was especially helpful to learn from colleagues who are already involved in the first wave of EU Taxonomy reporting, as their hands-on experience provided concrete examples and lessons that we can apply in our own implementation.



Luiza Elena Luchian

Lynne Tiernay



VP, Accounting and Sustainability



Mattamy Asset Management



Reporting



Key achievements

- Developed and obtained assurance for a new, industry-specific greenhouse gas reduction metric for Mattamy's sustainability-linked loan, designed to compare emissions reductions against a code-built home.
- Collaborated with IT to design a data collection strategy that integrated carbon data into the enterprise resource planning (ERP) system and established key controls. This helped deliver the first publicly assured scope 3 emissions metrics in the North American homebuilding industry.
- Prepared a five-year carbon forecast, which was partially integrated into the five-year financial plan.



[Lynne's] ability to organize processes, foster collaboration and drive engagement ensured successful delivery and lasting impact. The approach exemplified strategic leadership and set a benchmark for integrating sustainability into our financial and governance frameworks.



Bill Tofflemire,
Chief Financial Officer,
Mattamy Asset Management

Mark Hawley



Director of Corporate Projects



Cranswick



Budgeting, Culture



Key achievements

- Developed a transition plan in line with the Transition Plan Taskforce (TPT) methodology.
- Introduced an internal carbon pricing mechanism operating across the group and established a governance structure to assess and allocate funds raised to projects that have delivered carbon reductions and water usage savings.
- Implemented a new, upgraded non-financial data system and upskilled the finance teams on their responsibilities around data ownership, quality, tracking and reporting.



Greatest highlight: Enhancing the quality of my understanding to confidently push the boundaries of the role of finance in sustainability which has led to a greater understanding of how we proactively drive change through measurement, reporting, forecasting and using the core skills of good financial management.



Mark Hawley

Marta Kornacka



Senior Expert



DHL Group



Governance, Culture



Key achievements

- Established a working group with HR to improve data quality on social key performance indicators (KPIs), documenting root causes for data collection challenges and mitigation measures to strengthen transparency and accountability.
- Strengthened the internal ESG control framework by implementing and aligning control specifications to service lines and functions.
- Co-developed and hosted an internal webinar to highlight the impact of sustainability on business performance.

“

One of the greatest highlights for me was the exchange with peers and gaining insights into how their organizations approach sustainability reporting and roadmap development. I also found the real-life business case studies on budgeting and capex methodologies particularly enriching and inspiring.

”

Marta Kornacka

Maryam Fathalla



Financial Accounting Manager



Gulf International Bank BSC



Reporting



Key achievements

- Implemented journal entry tagging to identify sustainability-related transactions to separate and report on specific sustainability information easily.
- Introduced periodic progress reporting to help understand, monitor and enhance existing solutions for integrated reporting.
- Promoted organization-wide sustainability awareness by emphasizing individual accountability toward corporate targets. Maryam organized targeted training and workshops for relevant stakeholders to help understand sustainability and support effective data collection and reporting.

“

These objectives have shifted our mindset – moving sustainability from a compliance exercise to a strategic driver that informs how we create value and make responsible financial decisions.

”

Asif Saherwala,
Chief Financial Officer – BSC,
Gulf International Bank BSC

Mazlie Minhat



Financial Controller



Petroleum Nasional Berhad
(PETRONAS)



Capex, Culture, Governance



Key achievements

- Established working groups to develop an annual capex allocation for Net Zero Carbon Emissions (NZCE) related projects, later approved by the Board.
- Implemented a step-by-step process to assess NZCE projects for implementation and the associated allocation of funds.
- Identified and implemented training modules across teams to build understanding of the business imperative to reduce emissions, including mandatory participation for leaders to embed the culture from the top.



The sharing by others [on the cohort] helps to add value to discussions undertaken with leaders within my organization especially in seeking their support throughout the project implementation phase.



Mazlie Minhat

Nancy Yu



EMEA Accounting Compliance,
Senior Manager



Palo Alto Networks



Reporting



Key achievements

- Enhanced awareness of EU regulations and reporting requirements to the US-based team.
- Improved cross-functional engagement across the organization including legal, supply chain, procurement, IT, HR and SOX.



Greatest highlight: Raising awareness and establishing cross-functional teams to bring forth sustainability reporting to the forefront to catch up with financial reporting.



Nancy Yu

Olivia Graham



Senior Investor Relations Analyst



SSE plc



Investment Appraisal, Capex



Key achievements

- Designed three core sustainability metrics to use consistently within the investment appraisal process to assess and compare the impact of proposed projects on SSE's Net Zero Action Programme Plus (NZAP+) Goal, balancing financial and sustainability outcomes.
- Collaborated with key stakeholders to develop sustainability metrics tailored to different technology types, aligning these with SSE's strategic goals.
- Embedded the sustainability metrics into the investment appraisal framework and prepared for a pilot using two upcoming project appraisals.



Olivia's key achievement has been developing a practical and strategic framework to embed sustainability into SSE's investment appraisal process an area that directly influences financial investment decisions. She identified a gap in how sustainability was being considered and took the initiative to design a solution that aligns with both financial and environmental goals.



Barry O'Regan,
Chief Financial Officer, SSE plc

Poh Wah Looi



Financial Controller



KLCC Property Holdings Berhad



Management Information,
Capex, Culture



Key achievements

- Engaged with various operating units, technical and finance teams to raise awareness and understanding of sustainability data and its strategic value.
- Mapped existing data flows to identify data gaps and explored digital solutions for automating greenhouse gas emissions data collection.
- Developed early templates and guidance to help finance and budgeting teams consider greenhouse gas impacts in capex discussions, strengthening sustainability narratives in investment proposals and contributing to approval of sustainability focused capex in one business unit.



Through her persistence and engagements, Poh Wah has helped finance step into the sustainability conversation, building early connections between finance, sustainability and digital teams. These collaborations are helping us understand how sustainability data and reporting can eventually shape budgeting and investment decisions.



Rohizal Kadir,
Chief Financial Officer, KLCC
Property Holdings Berhad

Rob Haitsma



Senior. Director, EMEA Controller



Palo Alto Networks



Governance, Reporting



Key achievements

- Completed a double materiality assessment including a gap identification phase.
- Collaborated with the corporate responsibility team and key leadership from all functions within the organization to implement a robust governance structure, including a number of supporting processes and tools.



The A4S Academy has significantly expanded my understanding of the broad area of sustainability-related scope and impact for organizations and the related challenges and opportunities this offers to build a more resilient company and the creation of business value.



Rob Haitsma

Seungjoo Ro



Head of Sustain Asia Research



CITIC CLSA



Culture, Investor Relations,
Management Information



Key achievements

- Introduced internal requirements to pre-approve the sustainability analysis included within reports for publication and pre-agree the material ESG issues to cover for the companies being analysed. This ensures consistency in the quality of outputs and maximizes impact and relevance.
- Collaborated across departments to implement new systems to generate sustainability-labelled reports and pre-approve these prior to publication.
- Upskilled 200+ research analysts and associates in the delivery of sustainability-related reports, providing best-practice examples, frameworks and tools.



Through the leadership and commitment of Seungjoo and his team, our research division has established a robust and scalable framework for embedding sustainability objectives into our research platform.



Matt Overy,
Chief Financial Officer and Chief
Operating Officer, CITIC CLSA

Sridevi Ramachandra Iyer



Finance Director



GlaxoSmithKline (GSK)



Budgeting, Governance



Key achievements

- Developed a template for embedding sustainability metrics into sourcing decisions, enabling the assessment of the carbon impact of investments alongside financial outcomes.
- Collaborated with procurement, sustainability and supply chain leads to establish a governance framework prioritizing sustainable sourcing initiatives and projects that yield best carbon outcomes.



My biggest eye opener was the realization that there is a massive culture shift that is needed at all levels of the organization if we are to truly progress the sustainability agenda and drive meaningful change... A traditional focus on return on investment and cash-driven mindsets is simply not enough to tackle the pressing challenges of climate and nature.



Sridevi Ramachandra Iyer

Theshan Goble



ESG & Sustainability Controller



S&P Global



Reporting, Strategic Planning



Key achievements

- Formed a cross-functional ESG metric validation team, to develop protocols to validate ESG data, improving its reliability and enabling its integration into financial decision making.
- Collaborated with the legal team to develop an internal AI solution to assess how reporting regulations impact the organization and to ensure the correct metrics are already within the reporting scope.



The most rewarding aspect of the A4S Academy has been the opportunity to connect with a diverse network of finance and sustainability professionals. The relationships built through peer exchanges, working groups and shared challenges have been invaluable. These connections have sparked new ideas, offered practical insights and reinforced the importance of collaboration in driving meaningful change.



Theshan Goble

Tiffany Thian



Director Financial Planning
& Analysis



Equinix



Reporting, Debt finance



The implementation of the green bonds identifier against projects is my greatest achievement during this period, as it has saved my team as well as the sustainability team weeks during the green bonds audit.



Tiffany Thian

Key achievements

- Collaborated with the sustainability and green bonds team to understand the current reporting requirements and improve internal reporting processes.
- Collaborated with IT to implement green-bond identifiers within the system and updated the reporting dashboard to identify green bond-related projects and facilitate both reporting and audits.
- Worked with the EU Taxonomy team and external consultants to understand requirements for FY26's compliance.

Walaa AlQassab



Head of Financial Accounting



Gulf International Bank BSC



Management Information, Reporting



Sustainable finance is a journey, and it involves the whole organization buy-in to be able to achieve an impact and drive the change. Once the buy-in is given, significant change can be achieved.



Walaa AlQassab

Key achievements

- Developed a quarterly sustainability reporting framework that reconciles sustainable finance data with accounting records, improving accuracy and transparency across business units.
- Strengthened integration between finance and sustainability teams by collaborating on system reconciliations, aligning the trial balance with sustainability transactions and contributing to the IFRS S2 report.



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