



# A4S

# ACADEMY

The CFO-sponsored programme to  
embed sustainability into finance



THE PRINCE OF WALES'S  
CHARITABLE FUND



*The implementation planning during the workshops has been super helpful. We condensed down our desired outcomes into key objectives, stakeholders and action areas. The facilitator and the other participants were great, the discussions were free flowing and we learned a lot from each other. Following the workshop, I felt well prepared to go back to the office to speak with my CFO and the broader team.*

**Faina Leyvi**

Senior Manager - Investor Relations,  
Moody's

MOODY'S



*I found the networking, talks and learnings from other organizations very valuable. We not only heard what they are doing but also how we can utilize that and use their experience. Support from my CFO has been great. My participation in the programme has led to her appointing me as the Global Finance Leadership Team member responsible for embedding sustainability into our 'business as usual'.*

**Henrik Andersson**

Finance Director, TUI Nordic

*Participation gave me clarity on the 'how to'. Practical examples of different techniques were very useful – where people are using finance tools to make more sustainable decisions. One such technique that stuck with me was capitals budgeting – setting budgets in non-monetary terms.*

**Stephanie Crinnegan**  
Senior Investor Relations  
Manager, Burberry

**BURBERRY**  
LONDON ENGLAND

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*“The A4S Academy is a brilliant way for finance professionals to connect themselves to the latest thinking and a growing network of support.”*

**Gregor Alexander**  
FD, SSE



# THE A4S ACADEMY

The **A4S Academy** is a CFO-sponsored programme, which empowers and equips finance teams with the skills needed for their businesses to succeed in the face of environmental and social risks and opportunities. The programme is for senior finance professionals.

The Academy is focused on practical implementation, with structured support provided for participants. The programme draws on leading practice and utilizes tools and guidance from the A4S Essential Guide Series developed by finance, for finance. Participants have access to a variety of knowledge-based materials, experienced practitioners and skills development sessions to support them through the year-long programme.

Graduation from the Academy is dependent on completion of a short case study, evidencing the progress participants have made against their personal programme objectives. Academy graduates are invited

to join the alumni network, where they will have ongoing access to events, support and a community of peers from whom they can continue to draw inspiration.

## WHY THIS, WHY NOW?

*“Once it is recognized that ‘business as usual’ is unsustainable it follows naturally that those organizations which start to develop resilient business models will be the ones that succeed.”*

HRH The Prince of Wales

Businesses are at a critical juncture. Over the next few decades, the success and failure of organizations will be determined by how they respond to environmental and social risks. Beyond risk, there are also huge opportunities to be made from the innovation, efficiencies and new markets which sustainable business models create.

To achieve a sustainable economy, businesses need to be able to deliver

financial returns in the short and long term, while generating positive value for society and operating within environmental constraints.

Finance has a vital role to play. To ensure finance professionals excel in the new economy, their skills and competencies need updating. How will they price externalities, how will they navigate the changing business landscape and how can they deliver on ‘purpose’?

The A4S Academy is a small investment of time but with the potential to create a lasting impact. Participation in the programme enables finance leaders and their teams to shape a sustainable future for their organizations.





*“A finance team’s reputation is based on ‘know how’. The access and insights on offer from the A4S Academy are essential for any finance professionals looking at how to embed sustainability. It’s through initiatives like this that the profession will maintain relevance and shape the future.”*

**Mark Kaye**  
CFO, Moody’s

# COURSE OUTLINE

## PRE-WORK

Introductory materials and background briefings are sent to participants ahead of the kick off workshop.

## KICK OFF WORKSHOP

The two-day kick off workshop includes in-depth case studies, deep dive sessions on sustainable value creation, leadership and influence skills development and change management training.

## IMPLEMENTATION PLAN

Participants leave the workshop with a personalised 12-month implementation plan, specific to their role and organization's objectives. They must then agree these plans with their CFO.





## GRADUATION

On completion of the programme, participants will be invited to attend a graduation event. This will bring the cohort together to share case studies and lessons learned. Graduates will be presented with a certificate of completion.

## REGULAR INTERACTION

Participants are supported through implementation by regular interaction with both A4S and their Academy peers. This will include access to new content, case studies and interactive webinars.

INTERACTIVE WEBINARS

NEW CONTENT

NETWORK SUPPORT

NEW CASE STUDIES

## ALUMNI NETWORK

Following graduation, participants will join our alumni network. The network provides ongoing support, and members have access to events and new content from A4S.

# THE BENEFITS

The Academy benefits both the participant and their organization. This is achieved through equipping participants with technical know how, empowering them with leadership and influencing skills, and connecting them to peer resources and networks.



## EQUIPPING

### WITH TECHNICAL KNOW HOW

Equipping finance professionals with new knowledge, tools and guidance is a key focus for the Academy. C-suite executives and industry leaders will provide insights into the challenges and opportunities for finance professionals to implement sustainable change. This will deepen awareness of practical approaches that finance teams can use to drive sustainable value creation.



## EMPOWERING

### WITH LEADERSHIP AND INFLUENCING SKILLS

Strong leadership is vital to the success of any change programme. Embedding sustainability into finance is no different. Participation in the Academy will enhance leadership and influence skills, helping to empower participants to apply their new knowledge and drive the necessary change.

Skills developed through the Academy will be key to successfully applying knowledge and supporting the organization to implement approaches learned.



## CONNECTING

### TO PEER RESOURCES AND NETWORKS

Leading organizations and finance professionals have created the learning materials, case studies, presentations and webinars that make up the programme. The Academy provides a unique opportunity to network with peers, share best practice and exchange insights. The connections formed will provide active support as the participants progress through the programme and into the alumni network.



## CONTINUED PROFESSIONAL DEVELOPMENT (CPD)

Developing the knowledge and skills to create sustainable value is vitally important for the profession. That's why professional bodies are recognizing our programme as part of their CPD processes. Find out if you can earn CPD credits from your professional body through attendance at the Academy.



*“I sponsored two of my employees to attend the A4S Academy, and I was delighted to see them return empowered, inspired and full of ideas about how we can make an impact.”*

**Kate Bowyer**  
CFO, The Crown Estate

# CRITERIA FOR JOINING

Participants must be sponsored by their Chief Financial Officer (CFO).

Participants must have the capacity and aspiration to lead and/or influence change within the finance function.

CFOs are invited to nominate attendees with a level of seniority comparable with:

- For FTSE100, S&P 500 or equivalent, divisional CFO or functional head.
- For smaller organizations, roles directly reporting to the CFO.

Some knowledge of, and interest in, sustainability issues may be useful, but is not essential.



## THE A4S ACADEMY IS FREE TO ATTEND

Participants will be responsible for any travel, subsistence and accommodation costs associated with their attendance.

# PREVIOUS PARTICIPANTS



*The Academy has been a great opportunity to exchange ideas on the issues that matter to our business. The sessions gave me time to reflect on how I can practically implement change in my role, with feedback from the wider group of peers. Everyone left with the tools to influence change and ideas on initiatives we can implement in our organizations.*

**Émilie Desloges**  
Senior Advisor - Financial Disclosure, Caisse de dépôt et placement du Québec (CDPQ)



*The A4S Academy is a great way to develop personally and I gained a lot, especially through the two-day intensive kick off. The programme has enabled me to widen my business network, to have further touch points with A4S on a project that is personal to me and to support a successful project outcome. A win, win, win scenario!*

**George Cobb**  
Group Sustainability Accountant, SSE



*The greatest value for me, was working closely with people in the same situation. For each area we covered, sharing was strongly encouraged and allowed us to learn from others who were further ahead in that particular space. I left with a real sense that we are not fighting alone!*

**Sandra Meister**  
Factory Business Administration, Siemens





**PAYMENTS  
CANADA**

*When I arrived at the Academy I didn't think there was much we could do to support the business... but after the two-day kick off I am now much clearer. The workshop gave me the perfect level of detail with great examples and interactive sessions. It has been very relevant to me, giving me practical guidance on how I can help drive the necessary change.*

**Kristina Logue**  
Senior Director of Finance,  
Payments Canada



*The workshops combined technical skills, soft skills and delivery planning. Time was set aside for reflecting on our learning and turning this into a structured implementation plan to help each of us deliver on our objectives. This was a really important step for me, and helped me work through how I could best have an impact back at the office.*

**Matthew Longo**  
Senior Financial Analyst,  
Crown Estate

**THE CROWN  
ESTATE**



**storaenso**

*Participating in the programme made me more aware of sustainability-related issues that the planet and our business are facing. Learning about new techniques such as shadow pricing – putting a cost on social and environmental impacts – was also an eye opener. It helped me think through how we can use this approach for our own capex allocation.*

**Ciprian Nastase**  
Vice President Group Accounting  
and Reporting, Stora Enso



# HOW TO TAKE PART

To take part in the programme you will need to meet the criteria for joining.

To register your interest, email us at [academy@a4s.org](mailto:academy@a4s.org)

Upcoming programmes will be advertised on our website and publicized in our newsletter.

We look forward to welcoming you to the programme.



## OUR WEBSITE

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[www.accountingforsustainability.org/academy](http://www.accountingforsustainability.org/academy)

## OUR EMAIL ADDRESS

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[academy@a4s.org](mailto:academy@a4s.org)

# ABOUT A4S

## ABOUT THE PRINCE'S ACCOUNTING FOR SUSTAINABILITY PROJECT (A4S)

The Prince's Accounting for Sustainability Project (A4S) was established by HRH The Prince of Wales in 2004. Our aim is to make sustainable decision making business as usual.

We work with the finance and accounting community to:

- **Inspire finance leaders** to adopt sustainable and resilient business models.
- **Transform financial decision making** to enable an integrated approach, reflective of the opportunities and risks posed by environmental and social issues.
- **Scale up action** across the global finance and accounting community.

A4S has three global networks: the Chief Financial Officers Leadership Network, a group of CFOs from leading organizations seeking to transform finance and accounting; the Accounting Bodies Network whose members comprise approximately two thirds of the world's accountants; and, the Asset Owners Network which brings together Pension Fund Chairs to integrate sustainability into investment.

### REGISTER FOR OUR NEWSLETTER:

[www.accountingforsustainability.org/newsletter](http://www.accountingforsustainability.org/newsletter)



*“At Burberry we are passionate about making a positive contribution to our industry, our communities and the environment. Our finance team are essential to driving our values, which is why the A4S Academy is a perfect fit for us.”*

**Julie Brown**  
CFO, Burberry



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