



A4S

CFO LEADERSHIP NETWORK

ESSENTIAL GUIDE TO ENGAGING THE BOARD AND EXECUTIVE MANAGEMENT

A practical guide for finance teams to engage their
board and executive management on sustainability

BOARD ENGAGEMENT TOOL



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WAYS TO ENGAGE THE BOARD

A question-based tool to help the finance team identify ways to engage the board outside of the regular board meetings that will help board members make informed decisions and establish accountability.

Sustainability risks and opportunities Stakeholder concerns	Actions being taken by your organization and peers	Ways to engage the board
What are the sustainability risks and opportunities material to your organization?	What are other local organizations or peers with similar context doing?	What are the sustainability risks and opportunities material to your organization?
What are the key sustainability issues that matter to your stakeholders?	What early steps is your organization already taking? <ul style="list-style-type: none">• What are the benefits?• What potential is there?• Can you define the value, both financially and in social, human, and natural capital terms?	What are the key sustainability issues that matter to your stakeholders?



WAYS TO ENGAGE THE BOARD

Example:

Sustainability risks and opportunities Stakeholder concerns	Actions being taken by your organization and peers	Ways to engage the board
Climate change	Invest in climate solutions that are environmentally-sensitive and create value for local communities	Arrange on-site visit for board members to see the work done (Example: Yorkshire Water's former CFO took the board to Hull to see the Living with Water initiative in action) Invite board members to attend stakeholder events to hear their views (Example: Yorkshire Water's former CFO invited the chair of the board to the Yorkshire Land Anchor Network Event)
Skills shortage	Offer apprenticeships and skills training programme Support back to work schemes	Invite board members to meet the beneficiaries of the skills and employment programme to hear firsthand the impact of the work done (Example: British Land's Bright Lights initiative)
Employee engagement and workplace culture	Have policies and mechanisms in place to create an engaged workforce and inclusive workplace culture	Invite board members to engage with employees directly through 'in conversation' sessions to explore a wide range of subjects. (Example: Manulife's former CFO at the finance employee town hall meeting) Nominate a board member to be the sponsor and lead the change in workplace culture (Example: British Land's approach)



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The Prince's Accounting for Sustainability Project (A4S)



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