



**A4S**

**ACADEMY**

**2023**  
**YEARBOOK**

“

I hope your friendships and network continue beyond your Academy year. The connections I've made through A4S have been so powerful for me, if we are able to work together it means we can move forward better and faster.”

**Chaye Cabal-Revilla,**  
EVP, Chief Finance Officer & Chief Sustainability Officer, Metro Pacific Investments Corporation (from the Academy Graduation, December 2023)

“

Involvement in the A4S Academy is having a positive, tangible impact on how we are running our business.”

**Stanley Polomski,**  
Senior Vice President and Controller, Campbell Soup Company

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# Foreword



**Helen Slinger, Executive Director  
– Knowledge and Learning, A4S**

Congratulations to our A4S Academy graduates of 2023! As the third cohort to graduate from the programme since its inception in 2020, you are joining a powerful alumni network of over 240 finance and accounting leaders at the forefront of driving action towards a sustainable future.

It was hugely inspiring to witness your enthusiasm, dedication and progress during your time on the Academy programme. Your implementation projects covered a broad range of areas, including carbon and net zero, capitals accounting, strategic planning, management information, reporting, debt finance and investor relations. Cutting across so many of your projects were also wonderful examples of cultural change, where you upskilled your teams and colleagues, sharing what you learnt throughout the programme more widely.

The work you accomplished, and will continue to do, could not be more important. We only have six years left – until 2030 – to halve global emissions and keep our planet below the 1.5 degree increase urged by climate scientists. This is a colossal task, in which finance leaders like yourselves have a central role to play. Great progress has already been made in transition planning and implementation. Crucially, attitudes are shifting fast, with sustainability becoming a core focus not only for the public, but also in boardrooms worldwide. However, there is still so much more we must do to accelerate the transition to a nature positive, net zero world, while following a trajectory that benefits people and communities. I hope you feel empowered to be part of this conversation and part of the solution.

I want to thank you all personally for the hard work and commitment you have shown to the A4S Academy programme – to learning and developing new skills, and to implementing those learnings within your organizations in order to drive real change. I know it was not easy, and that you experienced challenges along the way, but you invested your time and your passion in order to overcome these challenges and make a difference.

I hope you enjoy reading through this Yearbook and finding out more about the projects and key achievements of your peers. Congratulations again on all you have achieved so far and I look forward to seeing what you do next.

# Judges' commentary



**Tom Beagent,**  
Partner, PwC and member  
of the A4S Expert Panel



**Vânia Maria da Costa Borgerth,**  
Head of CBARI, The Brazilian  
Network for Integrated Reporting,  
and member of the A4S Expert Panel



**Ayman Chowdhury,**  
Director, Programs and Advisory,  
Competent Boards

Congratulations to the 2022/23 cohort on graduating from the A4S Academy.

We were delighted to judge the awards this year and it was a pleasure to read about the great steps you have taken to make your organizations more sustainable. Individually, as members of this judging panel, we have been working with companies and institutions for many years to help drive more sustainable outcomes, and so we each know how hard change can be. We would like to take this opportunity to congratulate every one of you for taking on a difficult challenge and pushing forward the action that is so urgently needed to keep the planet below 1.5 degrees of global warming.

Judging the awards was not an easy task, as there were so many fantastic candidates – we were impressed by both the level of ambition and the scale of impact towards net zero targets made by the nominees.

The purpose of the A4S Academy is to equip and upskill finance leaders with the tools and resources necessary to drive forward sustainability targets, and to make a real and measurable impact. We can see that

you and your cohort certainly achieved this. All of you made a significant difference within your organization, from raising the visibility of sustainability to changing mindsets and altering the way decisions are made. Many of you changed the way your organization views sustainability, by putting this issue at the very heart of your finance team's decision making and making it integral to all that you do.

We hope that this isn't the end chapter for you, but the start of something bigger. As you know, much more still needs to be done if there is to be a fundamental shift towards resilient business models and a sustainable economy. So please continue your amazing efforts as change makers within your businesses and wider industries. Share your knowledge widely, and continue to challenge processes within your organization, set ambitious targets and work as a collective to bring about positive change.

We wish you the best of luck in the future and congratulations once again for your achievements whilst on the A4S Academy programme.

# The A4S Academy 2023 in numbers



## ...and what graduates value about the Academy...

**88%**

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

**93%**

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

**89%**

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

**96%**

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

# A4S Academy award winners



## 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:

**Maryke Keet, Royal Ahold Delhaize**

**Nick McCreath, NATS**

**Jancy Castro, VMware**

> [Read Maryke's story](#)

> [Read Nick's story](#)

> [Read Jancy's story](#)



## 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:

**Nicolas Royer, Chanel**

> [Read Nicolas' 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:

**John Levi, OTPP**

> [Read John's story](#)



## Inspiration

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

Winner:

**Rob Sherrington, Ramboll UK**

> [Read Rob'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:

**Simon Davie, SSE plc**

> [Read Simon's story](#)

# 2022/23 Graduates

Aadam Nabi, Senior Manager, Sustainability Finance, Burberry	9	Chiara Manias, Head of Business Finance, Corporate, Asia Pacific, Chanel	15	Holly Goughnour, VP, Finance and Corporate Controller, International Paper Company	23
Alexandra Semard Castellano, Senior Director, External Reporting, Controllership, CBC/Radio-Canada	9	Chris Michalski, Head of Finance, Direct Markets, Zurich North America	16	Ilyas Mukhamadyarov, Group Financial Controller, Sydney Desalination Plant	23
Alicia Baginska, Director, Technical Accounting, Equinix Inc.	10	Christelle Lubin, Head of Business Planning, Heathrow	16	<b>Jancy Castro, Sr Director FP&amp;A and ESG Finance, VMware</b>	24
Ann Randon, Global VP Control & Tax, AB InBev	10	Christian Lundahl, Managing Director - Head Group Sustainability Delivery, UBS AG	17	Jillian O'Shaughnessy, Mars Global Services Leader, R2R, Mars, Incorporated	24
Annabelle Degroot, Global Sustainable Finance - Performance Management Lead, Unilever	11	Dr. Christian Multerer, Head of SAP Corporate Controlling, SAP SE	17	<b>John Levi, Director, Sustainability Reporting &amp; Analytics, OTPP</b>	25
Anne Lena Cünzer, Expert Capital Management, Compliance and Reporting, Zurich Germany	11	Christina Rufo, VP Investor Relations, Moody's	18	Julia Robbins, Manager, Accountability Reporting, Vancity	25
Arnaud Cathala, Category Manager General Services, Indirect Procurement, Chanel	12	Ciara Lee, Senior Director and ESG Controller, Cisco	18	Julie Inglis, Strategic Finance Advisor, NatWest Group	26
Bénédicte Marly-Nicolas, Head of International FP&A for Fragrance & Beauty Division, Chanel	12	Corinne Chretien, Head of FP&A and Sustainability reporting, Chanel - Manufactures de Mode	19	Julien Parmentier, Head of Business Finance, APAC, Chanel	26
Bill Siomos, VP, Procurement Services, Ontario Municipal Employees Retirement System (OMERS)	13	Craig Howles, Head of Finance Business Partnering, NATS	19	Katie Pearce, Head of Exec Finance, Private Banking Franchise, NatWest Group	27
Brian Carpenter, Director of Finance - SEC Reporting, Albemarle Corporation	13	Danielle Toby, ESG Controller, ADM	20	Katty Camacho, AVP - FP&A, Moody's Corporation	27
Camille Jourdan, Head of Extra Financial Reporting - Fragrance & Beauty, Chanel	14	Danny Wong, Financial Controller, Japfa Ltd	20	Kelly Andreina De Freitas, VP - FP&A, Moody's	28
Caroline Durr, Head of Europe Consolidation and Reporting, Chanel	14	Emma-Lucy Carruthers, Head of Finance, Shire Leasing Plc	21	Kelly Hibbins, Group Head of Investor Relations, Ramsay Health Care	28
Caroline Simon-Michel, Head of Corporate FP&A, Moody's Corporation	15	Franco Paparo, Senior Director Financial Reporting, Campbell Soup Company	21	Laure Authenac, Finance Business Partner, Roche	29
		Frédérique Fondacci, CFO, Chanel	22	Lauren Bintu, Director Corporate FP&A, Albemarle Corporation	29
		Hema Barkhouse, Vice President, Financial Policy and External Reporting, Canadian Tire Corporation	22		

Graduates listed alphabetically. Award winners are highlighted in bold.

## 2022/23 Graduates **continued**

Lisa Marino, Global Head of Financial Accounting, Alimentation Couche Tard	30	<b>Nick McCreath, Director, Group Financial Control, NATS</b>	36	Rob Evans, Associate Director, Financial Strategy & Strategic Projects, City of Vancouver	42
Liz Kwong, Vice President, Treasurer, Autodesk	30	<b>Nicolas Royer, GBL Indirect Procurement Category Manager Marketing &amp; POS, Chanel</b>	36	<b>Rob Sherrington, Senior Business Finance Manager, Ramboll UK</b>	43
Lizzy Peacock, VP Finance Supply Chain & Product, Burberry	31	Nirali Shah, Head of Group Management Reporting, QBE	37	Roberto Golfin, AVP - Investor Relations, Moody's Corporation	43
Maria Wolff, Expert ESG Reporting & Controlling, DHL Group	31	Nusrate Tayob Ibrahim, Director of Internal Audit, SEE Holding	37	Shirley Cameron, Group Financial Controller, British Broadcasting Corporation	44
Mariano Godino, Group Head of Reporting, Haleon	32	Patrice Hamilton, Senior Treasury Funding Manager, Fonterra Co-operative Group Limited	38	<b>Simon Davie, Technical Reporting Manager, SSE plc</b>	44
Maricris Aldover Ysmael, Vice President for Investor Relations, Metro Pacific Investments Corporation	32	Peter Löow, Vice President Sustainable Finance, Stora Enso	38	Sjoerd Ummels, Group Treasury - Corporate Finance Officer, DSM-Firmenich	45
Marie Laramée, Director, Business Partnerships, Corporate Accounting, CDPQ	33	Rachael Ryan, Executive Director, External Reporting & Technical Accounting - Verizon	39	Steph Ball, Finance Director, Investment, Grosvenor	45
Mark Nellessen, Vice President, Investor Relations, International Paper	33	Rachel Hester, Sr. Director, Sustainability Compliance and Reporting, Mohawk Industries	39	Steven Roulston, Head of Group Financial Reporting, NatWest Group	46
<b>Maryke Keet, Director: ESG Reporting - Royal Ahold Delhaize N.V.</b>	34	Rahul Rastogi, Senior Vice President, Olam Food Ingredients	40	Sven Feistel, Chief Financial Officer Business Unit Brazil, Zurich Insurance Company	46
Matthew Krusinski, Sr. Director Corporate Accounting and Reporting, Cisco Systems, Inc. Systems	34	Rebecca Gardy, SVP, Chief Investor Relations Officer, Campbell Soup Company	40	Tan Swee Chuan, Group Financial Controller, CapitaLand Investment Limited	47
Meredith Bandy, VP, IR & Sustainability, Albemarle Corporation	35	Rebecca Martin, Head of Non-Insurance & Sustainability Reporting, UK - Zurich Insurance UK	41	Tam Pham, Head of Group Financial Control, QBE Insurance Group Limited	47
Merja Aulanto, VP, Sustainable Finance and Group Internal Controls, Stora Enso	35	Rhiannon Osborne, Head of Canada Water Finance, British Land	41	Tomoko Kono, CFO for Japan Region, Chanel	48
		Rika Yano, Accounting Director, Japan, Chanel	42	Wendie Ho, Senior Business Finance Manager - ESG Performance APAC, Chanel	48
				Wojciech Pantera, Global E2E Supply Finance Director, Royal Canin	49

Graduates listed alphabetically. Award winners are highlighted in bold.



## Aadam Nabi



Senior Manager,  
Sustainability Finance



Burberry



TCFD, TNFD, Capitals Accounting

# BURBERRY

### Key achievements

- Extended Burberry’s scenario analysis to a 10-year time frame, quantifying the additional impact of physical and transitional risks associated with climate change. This will inform Burberry’s mitigation and adaptation activities.
- Considered the impact of Burberry’s current responsibility strategy on its climate risk profile, through quantification of both gross and net risk.
- Carried out a gap analysis to measure against recommendations made by the Taskforce on Nature-related Financial Disclosures (TNFD), highlighting priority areas for consideration.



Aadam’s work has successfully delivered on meeting required disclosures standards, adding valuable insights into how the business needs to transition... to meet our climate and nature targets. These implementation objectives have been critical in identifying not only the risks associated with climate and nature, but also the actions and investment required to support our transition to net zero and to improve our impact on nature and biodiversity throughout our operations.”

**Ian Brimicombe**  
SVP Group Finance, Burberry



## Alexandra Semard Castellano



Senior Director, External Reporting,  
Controllershship



CBC/Radio-Canada



Culture, TCFD, Strategic Planning



### Key achievements

- Developed training to upskill finance staff in sustainability and established a core education level with senior leadership on ESG concepts.
- Coordinated an independent review of scope 1, 2 and 3 emissions data and developed a methodology to calculate scope 3 emissions for produced goods and services.
- Issued the first Task Force on Climate-related Financial Disclosures (TCFD) report and created a roadmap to improve reporting over the next three years.
- Engaged the enterprise risk management (ERM) team to start embedding climate risks into the overall ERM framework.
- Supported the procurement team in embedding sustainability within the procurement process.



Sustainability is a new language finance is trying to grasp... The A4S Academy has equipped me with the right tools and dose of enthusiasm to help me contribute towards achieving finance’s sustainability goals, from issuing our first TCFD report to embracing diversity.”

**Alexandra Semard Castellano,**  
Senior Director, External Reporting, Controllershship, CBC/Radio-Canada

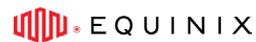


## Alicia Baginska

 Director, Technical Accounting

 Equinix Inc.

 Reporting, Governance, TCFD



### Key achievements

- Performed a gap analysis against proposed US SEC reporting requirements.
- Developed an in-depth understanding of climate-related risks and opportunities, including transition and physical risks.
- Developed cross-functional working groups to ensure good governance and knowledge sharing between relevant parties in the event of changing reporting requirements.



My greatest achievement was being able to help my organization interpret the 300+ pages of proposed requirements, distil the information into what exactly we will need to achieve and break it down into smaller workstreams for specific teams to take action on.”

**Alicia Baginska,**  
Director, Technical Accounting, Equinix Inc.



## Ann Randon

 Global VP Control & Tax

 AB InBev

 Reporting, Management Information



### Key achievements

- Identified information needs for the EU's Corporate Sustainability Reporting Directive.
- Defined internal control requirements for sustainability data and information.
- Outlined how sustainability reporting could be integrated into the financial reporting process.



The project helped to bring the sustainability, finance and other functional teams closer on ESG reporting matters.”

**Fernando Tennenbaum,**  
CFO, AB InBev



## Annabelle Degroot

 Global Sustainable Finance - Performance Management Lead

 Unilever

 Carbon and Net Zero, Management Information, Culture



### Key achievements

- Led the Global Net Zero squad and collaborated with groups across the business to build a greenhouse gas (GHG) reduction plan.
- Improved understanding of Unilever’s GHG emissions and helped five business groups set ambitious 2030 GHG plans.
- Embedded these plans into strategic planning and defined performance management milestones.
- Improved leadership and finance community knowledge of Unilever’s GHG emissions and the actions required to reduce them.



Net Zero is one of the four core Unilever sustainability commitments. We needed to have robust plans in place to accelerate the delivery of GHG emission reductions.”

**Annabelle Degroot,**  
Global Sustainable Finance – Performance Management Lead, Unilever



## Anne Lena Cünzer

 Expert Capital Management, Compliance and Reporting

 Zurich Germany

 Reporting, Management Information



### Key achievements

- Helped to increase the understanding of sustainability KPIs within Zurich Insurance Group in Germany.
- Set up a working group with underwriting, finance and sustainability teams to build internal understanding of the sustainable revenue reporting requirements in the Corporate Sustainability Reporting Directive (CSRD).
- Improved data processing, data storage and controls to capture CSRD data.
- Introduced a forecast and plan process which helped to set target for sustainable revenues.



The most significant takeaway from the A4S programme is a change in perspective. Sustainability has become part of my mindset ... and now I can see clearly how finance, and every part of an organization, can contribute to sustainability.”

**Anne Lena Cünzer,**  
Expert Capital Management, Compliance and Reporting, Zurich Germany



## Arnaud Cathala

 Category Manager General Services, Indirect Procurement

 Chanel

 Carbon and Net Zero

# CHANEL

### Key achievements

- Included new RE100 technical guidelines into Chanel's energy procurement strategy. RE100 is a global corporate renewable energy initiative led by Climate Group in partnership with CDP. The initiative brings together businesses committed to 100% renewable electricity.
- Budgeted for the implementation of the above, which will allow Chanel to achieve 100% renewable energy by 2025.



The A4S Academy has proven highly valuable for Arnaud in providing him with a comprehensive understanding and fostering a culture of sustainability within the realm of finance... Sustainability is a key criteria in Chanel's indirect procurement activity. It must be taken into account in our supplier selection process."

**Francis Lazarz,**  
Global Head of Indirect Procurement, Chanel



## Bénédicte Marly-Nicolas

 Head of International FP&A, Fragrance & Beauty Division

 Chanel

 Culture, Management Information, Strategic Planning

# CHANEL

### Key achievements

- Contributed to the finance team's understanding of sustainability at Chanel, including the methodology used for calculating carbon footprints.
- Created a template to consolidate regional sustainability initiatives and KPIs. Carbon footprints have become KPIs and are now looked at in bi-monthly budget meetings.
- Included carbon emissions in a three-year strategic plan.



Measuring, regularly monitoring and projecting the carbon emissions of each region will allow us to progress towards our reduction goal ... it's important that the regions also feel empowered."

**Bénédicte Marly-Nicolas,**  
Head of International FP&A for Fragrance & Beauty Division, Chanel



## Bill Siomos

 VP, Procurement Services

 Ontario Municipal Employees Retirement System (OMERS)

 Budgeting



### Key achievements

- Developed a scoring matrix to help with sustainable procurement decision making.
- Supported sourcing initiatives to help OMERS connect with ESG-minded partners.
- Aligned procurement practices further with the organization’s overall sustainability initiatives.



As one of the major Canadian pension funds, our power to influence our vendors is significant. We expect that those who want to work with us will adopt new ESG commitments or strengthen their existing ones. Consequently, our standards cascade down the value chain.”

**Jonathan Simmons,**  
Chief Financial & Strategy Officer, OMERS



## Brian Carpenter

 Director of Finance - SEC Reporting

 Albemarle Corporation

 Reporting, Management Information



### Key achievements

- Developed an in-depth understanding of data and system needs for environmental reporting data and information.
- Set out an implementation plan to design, build, train and go live with environmental reporting software, ensuring compliance with the wider control programme.
- Worked with a range of vendors to explore sustainable solutions.



I’m proud of the team’s accomplishments to improve the accuracy and timeliness of our sustainability reporting and drive to achieve our short – and long-term sustainability goals. The projects we’ve chosen to pursue help to bring sustainability issues more explicitly into our decision-making processes.”

**Scott Tozier,**  
EVP, Chief Financial Officer, Albemarle Corporation



## Camille Jourdan



Head of Extra Financial Reporting -  
Fragrance & Beauty



Chanel



Strategic Planning, Carbon and Net Zero,  
Budgeting

## CHANEL

### Key achievements

- Measured Chanel's carbon footprint for fragrance and beauty in 2023 and looked at business growth predictions to forecast the footprint for 2030.
- Used carbon footprint insights to switch from air freight to sea freight, significantly reducing carbon emissions.
- Improved reporting, particularly for transport and raw materials.
- Determined an internal cost of CO<sub>2</sub> emissions, which helped facilitate decisions and trade-offs between business and sustainability.



Camille's main achievement has been to 'translate' the CO<sub>2</sub> impact of our activities for our business leaders: in the most relevant areas of the company, carbon data is now used at the same level as financial data to support business decisions."

**Fabrice Raoul,**  
CFO of Chanel Fragrance & Beauty, Chanel



## Caroline Durr



Head of Europe Consolidation and Reporting



Chanel



Budgeting, Carbon and Net Zero

## CHANEL

### Key achievements

- Included a dedicated chapter on sustainability and carbon footprint targets in the budget guidelines.
- Integrated sustainability considerations into the annual budget presentation template.
- Set targets based on Chanel's net zero roadmap, but not specified by KPIs, giving markets leeway to act on what is most relevant to them.



Our reporting helps prioritize actions, by showing where the biggest carbon footprint lies ... We have financial budgeting processes and sustainability roadmaps, but no clear link between them. The budget process is the right opportunity to link both, and work towards a structurally more sustainable business."

**Caroline Durr,**  
Head of Europe Consolidation and Reporting, Chanel



## Caroline Simon-Michel

- Head of Corporate FP&A
- Moody's Corporation
- Reporting

MOODY'S

### Key achievements

- Identified gaps in material social indicators to meet the requirements of the EU Corporate Sustainability Reporting Directive.
- Tracked and reported these additional data sets in sustainability and financial reporting.
- Worked with other A4S Academy participants at Moody's to accelerate the organization's preparation to comply with the standards.



The gap analysis provided an excellent roadmap to the sustainability team ... Locking down a formal definition of what is considered a sustainable revenue is imperative in ensuring complete and accurate reporting ... Caroline's gap analysis was structured and thorough, and she was proactive in raising questions and expressing her opinion."

**Christina Gerbe,**  
ESG Controller, Moody's Corporation



## Chiara Manias

- Head of Business Finance, Corporate, Asia Pacific
- Chanel
- Culture, Reporting, Budgeting

CHANEL

### Key achievements

- Incorporated ESG into regular finance meetings and encouraged the finance team to participate in workshops. This has improved awareness of ESG, especially environmental issues.
- Included ESG reporting deliverables in planning and reporting processes, as well as in the official budget guidelines.



The A4S Academy increased my awareness of the extent to which finance can influence and have an impact on the organization achieving its ESG priorities."

**Chiara Manias,**  
Head of Business Finance, Corporate, Asia Pacific, Chanel



## Chris Michalski

- Head of Finance, Direct Markets
- Zurich North America
- Reporting, Management Information



### Key achievements

- Agreed a formal definition for sustainable revenue products to help identify and track them more effectively.
- Developed a tool that automatically flags sustainable insurance products and facilitates downstream reporting into financial statements.



The implementation objectives led by Chris and his team have been instrumental in advancing our understanding of sustainable products and services, as well as developing IT capabilities to ensure complete and accurate reporting of our sustainable revenues.”

**Peter Hirs,**  
CFO of Zurich North America, Zurich North America



## Christelle Lubin

- Head of Business Planning
- Heathrow
- Carbon and Net Zero, Budgeting



### Key achievements

- Made progress on incorporating carbon budgeting into annual budgeting activities to ensure that carbon is considered alongside financial budgeting.
- Developed a net zero finance roadmap to support and drive the delivery of Heathrow’s net zero agenda through finance processes.



My biggest achievement has been to develop a more robust understanding of sustainability in the context of the finance function, and to start to plug this understanding into a strategic vision of what finance processes might need to evolve to, in order to deliver on our ambitions.”

**Christelle Lubin,**  
Head of Business Planning, Heathrow



## Christian Lundahl

 **Managing Director - Head Group Sustainability Delivery**

 **UBS AG**

 **Carbon and Net Zero, Budgeting, Strategic Planning**



### Key achievements

- Set up a new sustainability operating model from start to finish.
- Improved collaboration, accountability and transparency, while also limiting risk and bureaucracy.
- Streamlined the delivery of sustainability across UBS. For the first time, UBS can monitor and communicate all sustainability progress to internal and external stakeholders, including regulators.



The key to mobilizing the initiative and establishing the governance was to strike the right balance between holding people accountable versus keeping efforts as light as possible. We also identified the need for transparency, improved collaboration and more efficiency. By designing the governance forums to hit these points, we managed to show people the benefits of the initiative early, which was incredibly helpful.”

**Christian Lundahl,**  
Managing Director – Head Group Sustainability Delivery, UBS AG



## Dr Christian Multerer

 **Head of SAP Corporate Controlling**

 **SAP SE**

 **Reporting, Management Information**



### Key achievements

- Set up a specialized team focused on sustainability controlling to help drive and enable decision making.
- Translated strategic sustainability objectives into controlling processes and measures, including complying with the EU taxonomy regulation.
- Helped prepare SAP and its finance organization to implement and fulfil internal and external reporting requirements successfully.
- Started to automate carbon reporting, making the process more efficient.



A key learning was realizing that sustainability is not an isolated topic, it must be considered in all actions and decisions a company takes. The finance organization is an important agent to drive this transition. With the accomplishment of this programme, we have leaped forward in embedding sustainability into SAP’s Controlling and steering processes.”

**Dr Christian Multerer,**  
Head of SAP Corporate Controlling, SAP SE



## Christina Rufo

 VP Investor Relations

 Moody's

 Reporting

# MOODY'S

### Key achievements

- Supported Moody's assessment of the European Sustainability Reporting Standards, with a particular focus on general cross-cutting standards, social standards and governance standards.
- Helped produce a gap analysis to understand what Moody's is currently disclosing and what Moody's should consider for disclosure based on the standards.



The implementation project helped progress our sustainability reporting agenda and priorities, while also providing participants exposure to sustainability issues, contributing to increased awareness of sustainability across the organization.”

**Christina Gerbe,**  
ESG Controller, Moody's



## Ciara Lee

 Senior Director and ESG Controller

 Cisco

 Culture, Governance, Management Information



### Key achievements

- Tailored training on ESG for finance staff, catering for different levels of knowledge and daily involvement.
- Implemented an ESG governance framework from board level down, which included a committee providing oversight on environmental and social matters, an ESG steering committee, a sustainability council and a communications council.
- Centralized a tracking process for quarterly goals.
- Designed and implemented a control framework, focusing on source data to drive consistency, accuracy and completeness of data.



The transition will only be successful if everyone buys into it. Strong leadership was key to ensuring the support of our employees. We needed to set aside functional priorities to agree a company-wide agenda, so the collaboration and partnership between functions was essential.”

**Ciara Lee,**  
Senior Director and ESG Controller, Cisco



## Corinne Chretien

 Head of FP&A and Sustainability reporting

 Chanel

 Culture, Strategic planning,  
Carbon and Net Zero

## CHANEL

### Key achievements

- Embedded sustainability performance in budget guidelines and in regular finance meetings and events.
- Created a simple carbon footprint forecasting tool to be used by each of Chanel’s entities. In 2023, owned entities reported their full scope 1, 2 and 3 carbon footprints for 2022 and have started to forecast their carbon footprint to 2040. Entities also included a sustainability roadmap in their 2024 budgets.



I am extremely proud that we have included sustainability performance in our 2024 budget reviews and had meaningful discussions on the strategic roadmap and trajectories for all of our entities.”

**Corinne Chretien,**  
Head of FP&A and Sustainability reporting, Chanel



## Craig Howles

 Head of Finance Business Partnering

 NATS

 Capex, Governance

## NATS

### Key achievements

- Increased understanding of how to consider environmental and societal impacts when making investment decisions for assets/ systems with life cycles of 15–20 years.
- Proposed inclusion of a sustainability team member at project governance meetings.
- Updated the investment Gate Review criteria to include sustainability considerations.
- Benchmarked NATS’ sustainability goals against other organizations.



Organizations of all shapes and sizes are feeling their way through ... addressing societal and environmental concerns. We all understand the importance and recognize the urgent imperative, but there is little clear guidance. The Academy is providing a useful umbrella where ideas can come together – companies can share and collaborate to drive incremental improvement.”

**Craig Howles,**  
Head of Finance Business Partnering, NATS



## Danielle Toby

 ESG Controller

 ADM

 TCFD, Reporting



### Key achievements

- Developed controls and processes around data and reporting for sustainability metrics and KPIs. This prepared ADM for widespread mandatory sustainability-related reporting, including the Corporate Sustainability Reporting Directive and the US SEC climate disclosure rules.
- Engaged with cross-functional teams to progress the organization’s initial climate scenario analysis and to ensure key assumptions and conclusions are documented appropriately.
- Evaluated the landscape of widespread regulatory developments to support the development of a timeline and to ensure the organization is prepared for regulatory requirements.



Before I joined the Academy and took on this role, I did not appreciate how broadly finance and sustainability could be linked. The early programming and hearing some of the implementation plans from other members of the Academy gave me a better appreciation for the different ways that finance can support sustainability.”

**Danielle Toby,**  
ESG Controller, ADM



## Danny Wong

 Financial Controller

 Japfa Ltd

 Capex



### Key achievements

- Developed internal sustainability investment guidance to help identify initiatives that are sustainable.
- Aligned current sustainable investments to the organization’s sustainability pillars.
- Worked with colleagues to embed this guidance into the capital investment appraisal system.



Adopting the guidelines and embedding them into our capital investment appraisal system will help increase awareness of sustainability and encourage departments to deliver more energy – and water-efficient designs.”

**Danny Wong,**  
Financial Controller, Japfa Ltd



## Emma-Lucy Carruthers

- Head of Finance
- Shire Leasing Plc
- Carbon and Net Zero



### Key achievements

- Established a baseline for scope 1 and 2 – and some scope 3 – greenhouse gas emissions, contributing to three years of emissions data.
- Launched a green car salary sacrifice scheme to reduce emissions from commuting.
- Conducted a financial assessment to support the Installation of solar panels in the head office and replaced lighting with LEDs, reducing electricity consumption by 20%.
- Developed a dashboard showing key sustainability projects.



Emma’s objectives for an emissions baseline and decision to benchmark pre-COVID have given us the ability to track our progress in scope 1, 2 and limited 3 emissions. Without these metrics, it is impossible to measure success or indeed evaluate business cases of new initiatives.”

**Helen Lumb,**  
Chief Financial Officer, Shire Leasing Plc



## Franco Paparo

- Senior Director Financial Reporting
- Campbell Soup Company
- Management Information, Capex



### Key achievements

- Enhanced governance and oversight controls of sustainability data.
- Developed an interactive dashboard – updated monthly – that is available throughout the organization. The dashboard provides various levels of reporting and tracking for a range of sustainability-related data and information.
- Incorporated sustainability into capital project authorization by considering the impacts of projects on the environment.



Franco’s efforts are having a positive, tangible impact on how we are running our business. He identified meaningful initiatives that could be embedded into our business process that the team members embraced and are using to define the impact against our goals and objectives ... these initiatives advanced the sustainability programme at Campbell’s.”

**Stanley Polomski,**  
Senior Vice President and Controller, Campbell Soup Company



## Frédérique Fondacci



CFO



Chanel



Culture, Reporting

# CHANEL

### Key achievements

- Raised awareness among staff and suppliers of ESG initiatives and allocated action plans across the organization (for 30 sites and 12 categories). ESG initiatives are now systematically presented in major financial and nonfinancial meetings, with a review of progress, both at local and regional levels.
- Provided ESG training for staff.
- Improved the accuracy and quality of sustainability reporting.



I realized that companies have different levels of maturity when it comes to sustainability ambition and action plans. But the fact that we are all working in the same direction is great ... Finance plays a critical role when it comes to incorporating social and environmental factors into strategy and decision making.”

**Frédérique Fondacci,**  
CFO, Chanel



## Hema Barkhouse



Vice President, Financial Policy and External Reporting



Canadian Tire Corporation



Reporting



### Key achievements

- Helped to prepare Canadian Tire Corporation for external reporting requirements.
- Encouraged this team to enhance their own learning and to stay up to date on the latest regulatory and reporting developments through courses and webinars.
- Established a team to focus on ESG regulatory requirements.
- Started the documentation process to build a controls framework for Canadian Tire’s ESG metrics and targets.



I was able to create plans for my organization to be better prepared for upcoming regulatory reporting. In addition, I now have a network of peers who I can reach out to for assistance.”

**Hema Barkhouse,**  
Vice President, Financial Policy and External Reporting, Canadian Tire Corporation



## Holly Goughnour

 VP, Finance and Corporate Controller

 International Paper Company

 Reporting, TCFD



### Key achievements

- Expedited climate-related reporting for the 2023 reporting period through collaborative working and new reporting mechanisms.
- Developed new data gathering processes and tools for greenhouse gas emissions reporting.
- Improved controls and processes around sustainability and climate-related reporting.



Sustainability reporting is an important activity that assists International Paper in delivering on its commitments to shareholders. Having accurate data and accelerated reporting allows us to measure our successes and... identify where challenges are.”

**Tim Nicholls,**  
Sr. Vice President and Chief Financial Officer, International Paper Company



## Ilyas Mukhamadyarov

 Group Financial Controller

 Sydney Desalination Plant

 Strategic Planning, Carbon and Net Zero



### Key achievements

- Carried out a sustainability materiality assessment with extensive stakeholder consultation to identify key focus areas for the organization and to support the development of a sustainability strategy.
- Assessed the sustainability reporting landscape to inform and assess how external reporting pressures may influence internal strategy.
- Developed a sustainability strategy and roadmap.
- Identified next steps to develop further clarity on the net zero 2030 decarbonization agenda.



Working on the implementation plan helped me in finding common ground with my colleagues working in operations ... We joined our efforts together to come up with a single strategy to develop a comprehensive ESG strategy for the business. I find this collaboration itself to be very inspiring.”

**Ilyas Mukhamadyarov,**  
Group Financial Controller, Sydney Desalination Plant



## Jancy Castro

 Sr Director FP&A and ESG Finance

 VMware

 Strategic Planning, Budgeting, Culture



### Key achievements

- Improved integration of ESG issues into financial planning and budgeting and developed a portfolio of the top ESG priorities.
- Developed a framework to prioritize budget requests for finance and ESG units.
- Developed criteria and governance for a ringfencing model. This was used in FY24 planning to protect capital from budget restrictions.
- Ran training sessions on the role of finance in sustainability and developed materials for sustainable finance workshops.
- Implemented a framework to assess the data quality and controls of 300+ metrics (e.g. greenhouse gas emissions, diversity, equity and inclusion) and addressed any control risks.



“In order to make change happen, the culture of a finance team needs to align to strategic goals. Finance professionals play an important role in influencing the investment allocation and embedding ESG considerations in the day to day. For that to happen, the ESG literacy of the finance organization has to continue evolving.”

**Jancy Castro,**  
Sr Director FP&A and ESG Finance, VMware



## Jillian O'Shaughnessy

 Mars Global Services Leader, R2R

 Mars, Incorporated

 Reporting, Management Information



### Key achievements

- Conducted an end-to-end review of processes and data used in greenhouse gas (GHG) emissions reporting, with a view to developing investor-grade information.
- Identified risks in the process and put plans in place to mitigate those risks and make improvements.
- Built process flows showing the origination, collation and reporting of GHG emissions data.



This work demonstrated the knowledge and capabilities finance can bring to this area in a very specific and visible way. The project boosted our level of collaboration with the sustainability team. This work, combined with the follow up actions, has improved, and will continue to improve, data quality, which is critical to financial decision making.”

**Liz Hall,**  
VP, Financial Controller, Mars, Incorporated



## John Levi

 Director, Sustainability Reporting & Analytics

 OTPP

 Strategic Planning, Management Information, Carbon and Net Zero



### Key achievements

- Developed an automated carbon footprint calculation tool to enable more frequent reporting of portfolio carbon footprints (PCF).
- Produced an integrated Power BI management dashboard to track real-time information on carbon footprint activity for all investments and the impact of carbon reduction initiatives.
- Improved climate-related reporting to the board and audit committees, including detail on the drivers of PCF, results of broader ESG strategies, peer benchmarking and the interplay between returns and PCF.
- Generated KPIs to measure the success of OTPP's new impact strategy.
- Created a roadmap for transitioning to integrated reporting.



John has done an exceptional job in fostering and developing a strong working relationship with investment departments that has been critical to delivering the implementation plan and the broad adoption of new finance tools. The investment teams heavily rely on these and finance also leverages these automated tools to efficiently produce reporting to our board.”

**Tim Deacon,**  
CFO, OTPP



## Julia Robbins

 Manager, Accountability Reporting

 Vancity

 Reporting, Management Information, TCFD



### Key achievements

- Developed enhanced management information systems relating to several key sustainability metrics.
- Created a new metrics protocol for data capture and streamlined the online data collection system to capture supporting methodologies and process documentation.
- Met the Principles for Responsible Banking disclosure requirements, progressed Task Force on Climate-related Financial Disclosures reporting with a stand-alone climate report, and prepared for the adoption of wider sustainability reporting requirements, such as those from the International Sustainability Standards Board.



Not all the work to integrate sustainability into an organization is flashy. Basics like improving data controls, so we can trust how we measure progress and avoid greenwashing, are vital to getting buy-in from the whole organization in understanding sustainability risks, opportunities and impacts.”

**Julia Robbins,**  
Manager, Accountability Reporting, Vancity



## Julie Inglis

- Strategic Finance Advisor
- NatWest Group
- Strategic Planning, Management Information



### Key achievements

- Added sustainability KPIs to governance documentation and processes for third-party investment and contract decisions, to ensure sustainability is considered alongside commercial value.
- Assessed NatWest’s sustainability pathway and the gaps between goals and reality.
- Worked with supply chains to collect management information to develop sustainability metrics and benchmark scores.



Julie has done a fantastic job of collaborating and facilitating discussion with colleagues across multiple teams... on how we best bring sustainability outcomes to the appraisal of our third-party engagements.”

**Enda Magennis,**  
Strategic Business Partner, Digital X, NatWest Group



## Julien Parmentier

- Head of Business Finance, APAC
- Chanel
- Culture, Carbon and Net Zero, Management Information

## CHANEL

### Key achievements

- Included sustainability reporting requirements in the finance calendar. Finance teams now understand Chanel’s Mission 1.5° climate plan to 2030, thanks to training and the inclusion of ESG in team meetings.
- Built the business case for installing an energy management system (EMS) to improve energy efficiency in all facilities in Asia Pacific. Piloted the EMS in two boutiques in 2023 before scaling up.
- Decreased the carbon footprint of Asia Pacific travellers by updating the air travel policy.
- Developed a data dictionary, including details of sustainability data sources.



With our company’s net zero goals by 2040, we hope to make everyone aware, especially our business finance community, that every upcoming project should embed ESG elements and we should challenge the status quo.”

**Julien Parmentier,**  
Head of Business Finance, APAC, Chanel



## Katie Pearce

- Head of Exec Finance, Private Banking Franchise
- NatWest Group
- Strategic Planning, Carbon and Net Zero



### Key achievements

- Developed a transition plan for NatWest’s Private Banking Franchise lending segments and completed one round of transition planning. This has helped link climate goals to financial planning.
- Gained a better understanding of the impact that current climate initiatives have on reducing emissions.
- Encouraged conversations with senior management about how much more needs to be done.



Hearing how peers are battling through these challenges on modelling and data access was helpful in our own planning ... Getting a robust transition plan helps give the business clarity on whether the actions they are taking are sufficient to deliver against climate ambitions.”

**Katie Pearce,**  
Head of Exec Finance, Private Banking Franchise, NatWest Group



## Katty Camacho

- AVP – FP&A
- Moody’s Corporation
- Reporting



### Key achievements

- Created a working group with A4S participants to review different EU Corporate Sustainability Reporting Directive standards meticulously and highlight gaps.
- Completed a gap analysis, highlighting around 50 partial or full disclosure gaps. The next step is to address these gaps.



The gap analysis Katty helped complete provided a roadmap to the sustainability team on what needed to be implemented ... These reporting requirements are instrumental in progressing companies to monitor continuously their climate impact and goals prior to reporting, which enables sustainability to be considered in financial decisions.”

**Caroline Sullivan,**  
Interim CFO, Chief Accounting Officer & Controller, Moody’s Corporation



## Kelly Andreina de Freitas

 VP – FP&A

 Moody's

 TCFD, Reporting



### Key achievements

- Completed a gap analysis of sustainability reporting in UK legal entities against UK Task Force on Climate-related Financial Disclosures (TCFD) standards.
- Created a template and a heatmap – with detailed TCFD requirements – and matched this against data the company currently collects.



This implementation project has supported Moody's efforts to comply with UK climate disclosure requirements. The gap analysis ... helped the sustainability team to not only prepare for the upcoming UK requirements, but also gave us a head start on evaluating our ability to report climate data on an entity basis."

**Christina Gerbe,**  
SVP Accounting, Moody's



## Kelly Hibbins

 Group Head of Investor Relations

 Ramsay Health Care

 Culture, Reporting



### Key achievements

- Turned the production of Ramsay Health Care's annual report into a more collaborative process, working with risk, governance, sustainability and investor relations teams. This has helped to improve the integration of sustainability and financial reporting in the commentary of the report.
- Established an internal working group to define a clear pathway to the adoption of International Sustainability Standards Board standards S2 and ultimately S1, including identifying actions for FY23 and FY24 leading to adoption in FY25.



Kelly ensured that the inclusion of financial commitments towards our net zero targets were able to be embedded within our corporate planning process."

**Martyn Roberts,**  
Group Chief Financial Officer, Ramsay Health Care



## Laure Authenac

 Finance Business Partner

 Roche

 Carbon and Net Zero, Capitals Accounting, Management Information



### Key achievements

- Supported Roche’s environmental goals and decarbonization roadmap with a focus on product design.
- Collaborated with the product stewardship team to identify KPIs to be used in new product development. Also identified financial KPIs to strengthen product design in support of environmental goals and the decarbonization roadmap.
- Created awareness of the link between sustainability and finance through information sessions and stakeholder engagement.



Participating in the A4S Academy has equipped me with enough information and knowledge to be able to start a discussion with my finance colleagues, leaders and other stakeholders in Roche around sustainability. It empowered me to reach out widely, pitch my ideas and plant seeds for future initiatives.”

**Laure Authenac,**  
Finance Business Partner, Roche



## Lauren Bintu

 Director Corporate FP&A

 Albemarle Corporation

 Reporting, Assurance



### Key achievements

- Identified a need to gain limited assurance around sustainability reporting, specifically HR data and information.
- Developed an audit plan to detail the key controls and test steps to understand audit processes around diversity, equality and inclusion (DE&I) reporting.
- Identified internal controls required to support the accuracy and credibility of DE&I data and information, which is used in HR reporting.



By participating in the Academy, I feel better versed in sustainability ... I hope I’ve inspired action with the HR team and internal audit team to see the benefit of getting a limited assurance opinion on the DE&I data.”

**Lauren Bintu,**  
Director Corporate FP&A, Albemarle Corporation



## Lisa Marino

- Global Head of Financial Accounting
- Alimentation Couche Tard
- Risk Management, TCFD



### Key achievements

- Incorporated climate risk into the company’s enterprise risk management (ERM) programme and qualitative impact model.
- Obtained buy-in from senior executives to consider climate risk as part of their general risk management work and actions.
- Improved Task Force on Climate-related Financial Disclosures (TCFD) reporting and enhanced disclosures in the sustainability and management discussion and analysis annual reports in 2023.



Integrating climate risk into the ERM programme has improved the quality of our TCFD report... and successfully provided a ‘lens’ on sustainability in our finance function.”

**Julie Therrien,**  
VP Controller, Alimentation Couche Tard



## Liz Kwong

- Vice President, Treasurer
- Autodesk
- Governance, Asset Management



### Key achievements

- Collaborated with a wide range of industry experts to develop processes and methodologies for improving oversight of ESG.
- Made progress on incorporating ESG factors in the risk analysis of individual pension assets.
- Developed a process for integrating ESG factors into Autodesk’s management of corporate capital.



I am amazed by the momentum and energy across geographies, industries, institutions and individuals to drive meaningful ESG impact despite the imminent strain to resources and political headwinds. With so many vectors connecting together through the A4S Academy to drive progress across these existential imperatives – change happens.”

**Liz Kwong,**  
Vice President, Treasurer, Autodesk



## Lizzy Peacock

 VP Finance Supply Chain & Product

 Burberry

 Carbon and Net Zero, Strategic Planning, Management Information

## BURBERRY

### Key achievements

- Modelled carbon emissions for Burberry’s four-year product strategy.
- Identified product categories with the largest carbon impact. These insights will allow Burberry product developers to explore less carbon-intensive materials when designing future collections.



The implementation plan has linked sustainability more closely to the four-year financial planning process. Working on the plan also ... ensured collaboration on key initiatives and built knowledge within the team. This helps us to include sustainability considerations as part of our financial business partnering approach and drive better decision making.”

**Max Izzard,**  
SVP Group & Corporate Finance, Burberry



## Maria Wolff

 Expert ESG Reporting & Controlling

 DHL Group

 Management Information



### Key achievements

- Created a searchable dashboard that shows the main ESG KPIs to help stakeholders access information outside of existing monthly reporting management information.
- Leveraged opportunities to share progress on ESG goals on a regular basis to raise awareness of sustainability issues.



Everyone with access to the dashboard can look at our ESG KPIs ... This fosters awareness ... and helps colleagues to integrate ESG into their decision making. It may also help in ... establishing the governance role of finance within our organization, which in turn may lead to better data quality and improved data-driven decision making.”

**Melanie Kreis,**  
CFO, DHL Group



## Mariano Godino

- Group Head of Reporting
- Haleon
- TCFD, Carbon and Net Zero



### Key achievements

- Published Haleon's first TCFD disclosures in the 2022 Annual Report and Accounts.
- Developed scenario analysis to assess how climate risks could impact the Group's financial performance.
- Connected climate change risks to the disclosures in Haleon's financial statements, including asset impairment tests and viability statement scenarios.



The A4S Academy helped me understand that we all share similar sustainability challenges and that the finance department can play a crucial role in ensuring that business is conducted in a sustainable manner. I have increased my knowledge and become aware of tools and approaches to better address sustainability challenges.”

**Mariano Godino,**  
SVP Group Head of Reporting, Haleon



## Maricris Aldover Ysmael

- Vice President for Investor Relations
- Metro Pacific Investments Corporation
- Reporting



### Key achievements

- Updated Excel sustainability workbooks with new sustainability standards, including International Financial Reporting Standards S1 and S2, Global Reporting Initiative 2021, Sustainability Accounting Standards Board and the Task Force on Climate-related Financial Disclosures.
- Developed an online sustainability data collection portal, which is updated monthly and allows users to search for data on any operating company in the group.



Maricris ... has been instrumental in delivering our story to financial markets and other stakeholders. Together with the sustainability team, she was able to successfully drive the pilot implementation of our sustainability platform, and this was received with overwhelming appreciation by our data handlers.”

**Chaye A. Cabal-Revilla,**  
Chief Finance, Risk and Sustainability Officer, Metro Pacific Investments Corporation



## Marie Laramée

 Director, Business Partnerships,  
Corporate Accounting

 CDPQ

 Reporting



### Key achievements

- Benchmarked peer reports globally and identified best ESG practice.
- Shaped the way CDPQ wants the finance team to be involved in reporting on ESG.
- Involved in the production of CDPQ's 2022 Sustainable Investing Report, which was recognized by the World Pension Summit with an award.
- Reviewed International Sustainability Standards Board standards and performed a gap analysis against what is currently being reported.



We are trying to establish how best we can contribute to ESG initiatives... By sharing with other organizations similar to ours, Marie was able to come up with a proposal and put it into practice in delivering our 2022 Sustainable Investing Report, which actually won top honours.”

**Maarika Paul,**  
Executive Vice-President and Chief Financial and Operations Officer, CDPQ



## Mark Nellessen

 Vice President, Investor Relations

 International Paper

 Investor Relations, Strategic Planning



### Key achievements

- Facilitated proactive investor outreach to engage in conversations regarding company objectives, key priorities and progress.
- Developed a tool to track all investor discussions focused on ESG to summarize key themes based around investor feedback.
- Collaborated with wider teams, senior leadership and the board of directors to communicate key themes and to identify alignment with wider corporate strategy, ensuring that reporting is aligned with priority areas.



Mark's participation in A4S has broadened his perspective... in this space, which will make him a more effective thought partner on my team as we advance our ESG initiatives.”

**Tim Nicholls,**  
SVP & Chief Financial Officer, International Paper



## Maryke Keet



Director: ESG Reporting



Royal Ahold Delhaize N.V.



Carbon and Net Zero, Reporting, Risk Management



### Key achievements

- Developed a 220-page ESG accounting manual to provide guidance to all departments on reporting against selected KPIs.
- Produced action plans linked to EU taxonomy and net zero ambitions.
- Conducted climate risk assessments for each brand.



By increasing the knowledge and awareness within finance on sustainability... (via our ESG accounting manual and training on EU taxonomy, CSRD and TCFD) and having finance involved to improve guidance and processes across our brands, we become better at transparent and reliable reporting in ESG.”

**Jolanda Poots-Bijl,**  
Chief Financial Officer, Royal Ahold Delhaize N.V.



## Matthew Krusinski



Senior Director, Corporate Accounting and Reporting



Cisco



Governance, TCFD



### Key achievements

- Produced more detailed disclosures on how ESG targets are factored into executive compensation.
- Enhanced ESG disclosures, as part of the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, including conducting very detailed scenario analysis on climate risks showing which geographic sites are most at risk from climate change.



By incorporating specific sustainability features into our executive compensation metrics, we have strengthened our tie-in between sustainability and driving accountability at the executive leadership level ... The detailed TCFD scenario analysis was presented to executive leadership and the board, and will enable us to better understand our climate-related risks and the impacts under future scenarios.”

**Scott Herren,**  
Chief Financial Officer, Cisco



## Meredith Bandy

-  VP. IR & Sustainability
-  Albemarle Corporation
-  Carbon and Net Zero, Capex



### Key achievements

- Developed an internal working group with representatives from finance, sustainability, operations, capital projects and procurement to progress internal carbon pricing.
- Identified best practice applications for carbon pricing and selected options for pilot testing.
- Developed a roadmap for the review and assessment of the pilot programme, with a view to rolling out carbon pricing within capital projects and procurement.



The projects we've chosen to pursue help to bring sustainability issues around greenhouse gas(es) and water more explicitly into our decision-making process for capital projects and procurement."

**Scott Tozier,**  
EVP, Chief Financial Officer, Albemarle Corporation



## Merja Aulanto

-  VP, Sustainable Finance and Group Internal Controls
-  Stora Enso
-  Reporting



### Key achievements

- Improved the company's sustainability reporting process to bring it in line with wider financial reporting, including consideration of controls and upcoming Corporate Sustainability Reporting Directive (CSRD) regulations.
- Embedded EU taxonomy investment criteria within group investment policy.
- Identified new technology to support CSRD reporting and iXBRL tagging.



One of Merja's key achievements was strengthening the sustainable finance team resourcing and ... increasing collaboration with the sustainability team, leading to shared development objectives and optimized reporting responsibilities."

**Seppo Parvi.**  
CFO, Stora Enso



## Nick McCreath

Director, Group Financial Control

NATS

TCFD, Culture

### NATS

#### Key achievements

- Fostered a deeper understanding of physical risks over the short, medium and long term, through workshops with business managers across functions, including finance.
- Developed a practical tool to help engineers understand site-specific medium-term climate scenarios and risks, enabling informed decisions on asset maintenance, equipment tolerance levels and mitigation actions.
- Adapted the governance structure to broaden the focus from decarbonization to the impacts of climate change.
- Developed the finance culture to support sustainable decision making and looked at the skills needed to deliver this.



The objectives have provided a framework for discussion ... enabling us to better support business decisions such as investor relations, dealings with regulators and investment appraisal. The data-led physical risk assessment for TCFD provides better clarity on threats we face and mitigations, enabling financial planning decisions and insight for stakeholders.”

**Alistair Borthwick,**  
Chief Financial Officer, NATS



## Nicolas Royer

GBL Indirect Procurement Category Manager Marketing & POS

Chanel

Budgeting, Procurement

### CHANEL

#### Key achievements

- Integrated sustainability KPIs into procurement for marketing and point of sale activities.
- Added ESG data requests into suppliers' specifications.
- Collaborated with the sustainability team and internal stakeholders to get their support.
- Reduced energy consumption by 40% by proposing low energy consumption materials and a more sustainable strategy for shopfitting.
- Encouraged suppliers to be more committed to sustainability and to supply more precise data.



By highlighting Chanel's ESG expectations in our RFP (Request for Proposal) as a strategic pillar of financial performance, it allows us to onboard our key indirect procurement suppliers into our ESG strategy. They become key contributors in the company's carbon footprint reduction.”

**Nicolas Royer,**  
GBL Indirect Procurement Category Manager Marketing & POS, Chanel



## Nirali Shah

 Head of Group Management Reporting

 QBE

 TCFD, Risk Management



### Key achievements

- Improved understanding of climate-related impacts and opportunities on QBE's products and areas by working closely with underwriting, procurement, pricing and claims teams.
- Looked at how to consider sustainability and climate-related impacts effectively in the planning process.



By having a reasonable understanding of risk and opportunities across various regions and areas, QBE will be able to integrate responsible business practices, innovate products and collaborate on efforts to promote responsible behaviour.”

**Nirali Shah,**  
Head of Group Management Reporting, QBE



## Nusrate Tayob Ibrahim

 Director of Internal Audit

 SEE Holding

 Governance, Strategic Planning, Reporting



### Key achievements

- Supported the development of a governance structure to enhance the sustainability strategy of the organization.
- Assisted the organization in setting up a 2050 management committee to ensure SEE Holding's investments are aligned to financial and nonfinancial targets.
- Facilitated the smooth transition of sustainability strategy ownership within the new governance structure.



Nusrate has been vital in pushing forward the sustainability initiatives and report. She has also been instrumental in educating top management on the perilous effects of greenwashing, and thinking ahead to how our stakeholders – especially our shareholders – will view our commitment to sustainability.”

**Christine O'Brien,**  
Chief Financial Officer, SEE Holding



## Patrice Hamilton

- Senior Treasury Funding Manager
- Fonterra Co-operative Group Limited
- Debt Finance



### Key achievements

- Incorporated sustainable funding into Fonterra’s annual funding and liquidity strategy.
- Developed a sustainable finance framework that sets out how the group intends to issue and manage sustainable debt.



Releasing Fonterra’s first Sustainable Finance Framework was a huge piece of work to lead and took a considerable amount of time and challenge, but was extremely rewarding to finish, given it allows us to issue debt in a sustainable format when the need arises.”

**Patrice Hamilton,**  
Senior Treasury Funding Manager, Fonterra Co-operative Group Limited



## Peter Lööv

- Vice President Sustainable Finance
- Stora Enso
- TNFD, Capitals Accounting, Debt Finance



### Key achievements

- Supported a pilot TNFD assessment within the biomaterials division, identifying key value chain dependencies and impacts on nature.
- Strongly advocated for TNFD within the organization.
- Collaborated with wider teams on developing a new green and sustainability-linked bond framework, which included both a biodiversity and circularity KPI as well as an emissions KPI.
- Delivered several presentations, both internally and externally, on how sustainability is integrated into finance.



Peter has with great enthusiasm taken on the task of being a ‘champion for sustainability transformation’ in finance by inspiring and providing training at both divisional and group level.”

**Seppo Parvi,**  
Chief Financial Officer, Stora Enso



## Rachael Ryan

 Executive Director, External Reporting & Technical Accounting

 Verizon

 Reporting, Culture



### Key achievements

- Accelerated greenhouse gas (GHG) emissions data collection by three-and-a-half months.
- Streamlined the collection, reporting, and assurance of scope 1, 2 and 3 GHG emissions through analysis, simple digital tools and financial oversight.
- Developed a three-stage training programme to equip the finance team with sustainability competencies, completing delivery of stage one training in September 2023.



Driving finance involvement in the form of digital solutions, analysis and governance has shown the value the teams can inject into nonfinancial processes and initiatives.”

**Rachael Ryan,**  
Executive Director, External Reporting & Technical Accounting – Verizon



## Rachel Hester

 Senior Director, Sustainability Compliance and Reporting

 Mohawk Industries

 Reporting, Double Materiality



### Key achievements

- Improved ESG reporting to widen the scope of disclosure.
- Prepared for ESG regulatory reporting requirements by carrying out a Corporate Sustainability Reporting Directive scoping exercise and completing a double materiality assessment.
- Started a project to enhance ESG data quality and controls by using a global, auditable ESG data platform.



My most significant takeaway is the importance of engaging cross-functionally across the enterprise. ESG touches so many aspects of the company and it’s important to make sure all relevant teams, including leadership, are well-informed and empowered to make decisions and execute them.”

**Rachel Hester**  
Sr. Director, Sustainability Compliance and Reporting, Mohawk Industries



## Rahul Rastogi

- Senior Vice President
- Olam Food Ingredients
- Reporting, Culture



### Key achievements

- Worked with cross-functional groups to enhance culture within the finance function and increase awareness and governance of sustainability-related data and information.
- Developed a strategy to establish a digital data collection system across diverse platforms.
- Undertook a deep dive into greenhouse gas reporting standards and requirements across a range of standards to develop best practices around emissions reporting.



I must admit that being a hardened finance professional for more than 20 years, I was a complete non-believer and used to look at sustainability as a cost... but I would now call myself a “converted” sustainability advocate. This is the biggest achievement for me.”

**Rahul Rastogi,**  
Senior Vice President, Olam Food Ingredients



## Rebecca Gardy

- SVP, Chief Investor Relations Officer
- Campbell Soup Company
- Investor Relations, Reporting



### Key achievements

- Collaborated on developing and refining ESG reporting to ensure information provided to investors is consistent, accurate and reflects the company’s commitment to sustainability.
- Ensured that sustainability messaging is consistent with the company’s ESG strategy and goals.
- Built relationships with the sustainability team to collaborate on investor queries relating to sustainability.



My greatest achievement during the time on the A4S Academy was building a stronger connection with the sustainability team, and building a greater understanding of the business implications of our sustainability goals, objectives and milestones.”

**Rebecca Gardy,**  
SVP, Chief Investor Relations Officer, Campbell Soup Company



## Rebecca Martin

 Head of Non-Insurance & Sustainability Reporting, UK

 Zurich Insurance UK

 Reporting, Culture



### Key achievements

- Completed an initial assessment of the finance culture, analysed results and developed an action plan to address improvement areas which included training and recruitment.
- Produced quarterly reporting of sustainable revenues, including commentary.
- Implemented more cohesive sustainability reporting and improved the readability of sustainability issues in the strategic and directors report.
- Provided the finance department of Zurich Insurance UK with a broader understanding of its current and future role in achieving sustainability goals and sustainability reporting.



In the growing area of sustainability reporting, Rebecca has been a key facilitator in moving forward the finance department of Zurich UK, driving the understanding and delivery forward significantly.”

**Helen Pickford,**  
UK CFO, Zurich Insurance UK



## Rhiannon Osborne

 Head of Canada Water Finance

 British Land

 Reporting, Capitals Accounting, Capex



### Key achievements

- Standardized joint venture reporting to ensure quarterly reports adopted a consistent approach to sustainability reporting.
- Expanded existing Canada Water joint venture reporting to include social impact reporting, aligning with wider corporate reporting.
- Evolved investment committee reporting to develop a standard ESG template for development investment decisions.



The A4S course has empowered me to deliver change within British Land and given me a platform to utilize my skillset in a different field.”

**Rhiannon Osborne,**  
Head of Canada Water Finance, British Land



## Rika Yano

 Accounting Director, Japan

 Chanel

 Culture, Carbon and Net Zero

# CHANEL

### Key achievements

- Educated Chanel’s finance team in Japan on ESG by presenting at two townhall meetings and explaining local targets for carbon emissions reductions.
- Introduced a data tracking tool to help monitor carbon footprints.



A lot of people in Japan still do not understand what ESG is and why it is necessary for business. Educating the finance team in Japan will help them connect with why the wider business is working on this.”

**Rika Yano,**  
Accounting Director, Japan, Chanel



## Rob Evans

 Associate Director, Financial Strategy & Strategic Projects

 City of Vancouver

 Capitals accounting, Management Information



### Key achievements

- Developed a proposed set of business indicators and value-for-money metrics to support both asset-level and portfolio-level decision making for operating assets relating to the Vancouver Affordable Housing Endowment Fund.
- Incorporated both traditional financial and nonfinancial metrics to assess the outputs and efficiency of individual buildings and the portfolio overall.
- Embedded additional measures to assess the realization of social return on investment.



Development of a framework for the evaluation of the Vancouver Affordable Housing Endowment Fund’s social return will help inform its short – and long-term plans for achieving the City’s housing objectives, while also considering a wider range of sustainably outcomes that can be achieved through the Fund.”

**Patrice Impey,**  
Chief Financial Officer and General Manager of Finance, Risk, and Supply Chain Management, City of Vancouver



## Rob Sherrington

 Senior Business Finance Manager

 Ramboll UK

 Carbon and Net Zero, Budgeting, Management Information



### Key achievements

- Represented Ramboll UK on the Science Based Targets initiative (SBTi) working group to support the development of a group wide GHG reporting platform. Rob challenged and scrutinized underlying data through a finance lens, providing analysis on how to support management decision making.
- Worked with the wider finance team to explore cultural change in support of sustainability.
- Collaborated on the development of an automated internal reporting tool for project-specific travel and the development of a tool to support decision making on travel.
- Progressed against 2030 decarbonization targets, developed an internal carbon budgeting process for divisions, and introduced a carbon emissions levy.



These implementation objectives have ... facilitated decision making over business travel, lease renewals, energy supply switches and capital investment into offices ... These and future actions as a result of these objectives will help to navigate our path in achieving our Science-Based Targets.”

**Neil Sansbury,**  
Finance Director, Ramboll UK



## Roberto Golfín

 AVP - Investor Relations

 Moody's Corporation

 TCFD, Reporting



### Key achievements

- Identified potential disclosures for the UK Task Force on Climate-related Financial Disclosures that were relevant to Moody's.
- Completed a gap analysis and developed a plan to address any gaps.



The gap analysis ... gave us a head start on evaluating our ability to report climate data on an entity basis ... These reporting requirements are instrumental in progressing companies to continually monitor their climate impact and goals prior to reporting, which enables sustainability to be considered in financial decisions.”

**Caroline Sullivan,**  
Interim CFO, Moody's Corporation



## Shirley Cameron

- Group Financial Controller
- British Broadcasting Corporation (BBC)
- Budgeting, TCFD



### Key achievements

- Updated the BBC’s investment guidelines to ensure that sustainability is considered at the strategic stage of investment plans. This ensures that projects are aligned to environmental and social aims.
- Progressed Task Force on Climate-related Financial Disclosures reporting and enabled cross-functional progress on scenario analysis.
- Amended the BBC’s motor vehicle policy to include electric vehicles in support of decarbonization objectives.



My most significant takeaway from the A4S Academy is the amount of resource available, but also the fact that so many organizations are working on this. It’s great to know there’s a one-stop shop of resources on a range of issues.”

**Shirley Cameron,**  
Group Financial Controller, BBC



## Simon Davie

- Technical Reporting Manager
- SSE plc
- TCFD, Risk Management



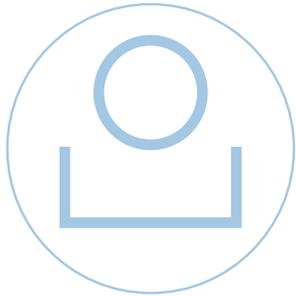
### Key achievements

- Achieved compliance with TCFD requirements in 2023. This was accomplished by conducting a complete review of the climate scenario modelling process.
- Identified five climate-related opportunities and four climate-related risks for SSE to address.
- Quantified each risk and opportunity across various timeframes.



The key has been achieving compliance with the requirements of TCFD and therefore compliance with the UK listing rule. Simon also engaged really well with the key teams at SSE to understand more about the impact of the key climate opportunities and risks as they arise in the business.”

**Gregor Alexander,**  
Finance Director, SSE plc



## Sjoerd Ummels

- Group Treasury - Corporate Finance Officer
- DSM-Firmenich
- Debt Finance



### Key achievements

- Built the foundations to support the development of DSM-Firmenich's sustainable finance framework.
- Collaborated with wider sustainability teams to understand the integration of key strategic aims within the framework
- Worked with a range of internal finance professionals to garner support for progressing the framework in 2023 and 2024.



The development of the sustainable financing framework and its implementation will help us include sustainable considerations when assessing business opportunities. Sjoerd played a pivotal role in developing the framework, ensuring that we are aligned to the latest developments in finance, but also to the latest developments in the sustainable funding environment.”

**Ralf Schmeitz,**  
Chief Financial Officer, DSM-Firmenich AG



## Steph Ball

- Finance Director, Investment
- Grosvenor
- Carbon and Net Zero, Strategic Planning



### Key achievements

- Identified and measured the costs and benefits of transitioning to net zero goals and the 10-year strategic plan.
- Included decarbonization costs into underwriting, providing clarity on the financial implications of the company's net zero carbon ambitions.



Having our social benefit agenda embedded within our underwriting, investor reporting and investor management will clearly help us to align our interest further in order to mitigate environmental and social risks and opportunities.”

**Debbie Lee,**  
Executive Director GPUK, Finance, Grosvenor



## Steven Roulston

 Head of Group Financial Reporting

 NatWest Group

 Reporting



### Key achievements

- Developed a decision tree to help users determine the level of governance and sign off required before publishing external nonfinancial communications. This ensures the accuracy of external ESG claims.
- Conducted risk training for those using nonfinancial information in external communications.



My most significant takeaway from the A4S Academy is the power of ESG-related reporting ... I think it would be game changing if stakeholders could reliably compare the social impacts of a company's operations alongside the financial results. That hit home to me in some of the sessions."

**Steven Roulston,**  
Head of Group Financial Reporting, NatWest Group



## Sven Feistel

 Chief Financial Officer - Brazil

 Zurich Insurance

 Culture, Strategic Planning



### Key achievements

- Conducted sustainability training and identified sustainability touchpoints for the finance team to be involved in, which has in turn started to build a culture of sustainability.
- Helped the finance team to become an integral part of the sustainability committee, providing quantitative data and insights.
- Measured sustainable revenues as a percentage of overall revenue and started to develop forecasts.



Finance is not just a function to crunch and inform numbers. Finance can have a large impact on sustainability, especially on how we measure it."

**Sven Feistel,**  
Chief Financial Officer – Brazil, Zurich Insurance



## Tan Swee Chuan

- Group Financial Controller
- CapitaLand Investment Limited
- Reporting, Culture



### Key achievements

- Embedded sustainability reporting requirements into the new ERP system, which will be rolled out in early 2024.
  - Formed a working group and conducted sustainability training for finance staff to help them better understand their role in supporting the organization’s wider sustainability goals.
  - Shared training sessions with finance, treasury and sustainability teams on the group’s sustainability achievements and updated 2030 targets.
- This included a technical briefing on the new ISSB exposure drafts and workshops on the implications of sustainability requirements for accounting and finance.



Having a more integrated and updated source of sustainability-related costs and investments helps to provide a clearer view for individual building capex plans and broader overall group investments into sustainability. This allows a more holistic assessment of the cost-benefit analysis, which was previously a much more disaggregated perspective.”

**Paul Tham,**  
Group Chief Financial Officer, CapitaLand Investment Limited



## Tam Pham

- Head of Group Financial Control
- QBE Insurance Group Limited
- Management Information, Carbon and Net Zero



### Key achievements

- Embedded nonfinancial metrics into internal management reporting.
- Based on reporting of nonfinancial information, the major divisions implemented a switch to hybrid vehicles to reduce scope 1 emissions. Offices are also converting to green power where possible, to reduce scope 2 emissions.
- Implemented an internal carbon price on operational emissions, including air travel, effective from January 2024.
- Began pilot testing and initial measurement of QBE’s attributed emissions throughout the supply chain.



The greatest achievement during my time at the A4S Academy was that I was able to influence the implementation of an internal carbon price and drive positive behavioural change within my organization.”

**Tam Pham,**  
Head of Group Financial Control, QBE Insurance Group Limited



## Tomoko Kono

CFO - Japan

Chanel

Culture

# CHANEL

### Key achievements

- Educated finance teams on sustainability, Chanel's sustainability targets and how Chanel Japan can work towards meeting these targets.
- Used a local data collection tool to reduce the manual workload of collecting nonfinancial data.
- Hired two new staff members in 2024 – a sustainability lead and a sustainability analyst.



It has been difficult to connect people with sustainability ... The objectives set by the finance team will help people become more aware... and... capture the correct data for management in order to make a tangible impact to the overall company's SDG targets in the future."

**Tomoko Kono,**  
CFO, Chanel



## Wendie Ho

Senior Business Finance Manager - ESG Performance APAC

Chanel

Reporting, Carbon and Net Zero

# CHANEL

### Key achievements

- Started building a data dictionary to identify where sustainability data comes from.
- Explored the possibility of automating data into the reporting system.
- Began building a business case for the installation of an energy management system to enhance energy efficiency.
- Conducted training sessions to raise awareness on climate issues and the empowerment of women.



The team has taken up the challenges by fostering sustainability culture within the finance community... they play a role in embedding ESG into discussions and supporting Chanel's transition to a sustainable future. The team has started to influence other stakeholders on ESG data literacy."

**Ting Ting Kwok,**  
Chief Financial Officer Asia Pacific, Chanel



## Wojciech Pantera

 Global E2E Supply Finance Director

 Royal Canin

 Strategic Planning, Carbon and Net Zero



### Key achievements

- Strengthened knowledge and awareness of the climate action plan with the global leadership team.
- Formed a working group between finance and sustainability to develop the relevant process and reporting packages.
- Incorporated a broader range of sustainability KPIs into reporting packages for the leadership group.



Wojciech communicated to all associates through a virtual town hall, bringing awareness of our focus on sustainability metrics. Through this he reinforced the priority of the Global Leadership Team, showing that we're committed to action and robust tracking of our progress towards the sustainability agenda.”

**Francois Henri de Guenyveau,**  
CFO, Royal Canin

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2024-25  
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