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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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.
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

- 81 Graduates
- 58 Organizations
- 20 Countries
- 145 Hours of sessions and webinars

...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

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

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

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

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 Maryke’s story
Read Nick’s story
Read Jancy’s story
Read Nicolas’ story
Read John’s story
Read Rob’s story
Read Simon’s story
### 2022/23 Graduates

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<td>Alexandra Semard Castellano</td>
<td>Senior Director, External Reporting, Controllership, CBC/Radio-Canada</td>
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<td>Alicia Baginska</td>
<td>Director, Technical Accounting, Equinix Inc.</td>
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<td>Ann Randon</td>
<td>Global VP Control &amp; Tax, AB InBev</td>
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<td>Annabelle Degroot</td>
<td>Global Sustainable Finance - Performance Management Lead, Unilever</td>
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<td>Anne Lena Cünzer</td>
<td>Expert Capital Management, Compliance and Reporting, Zurich Germany</td>
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<td>Arnaud Cathala</td>
<td>Category Manager General Services, Indirect Procurement, Chanel</td>
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<td>Bénédicte Marly-Nicolas</td>
<td>Head of International FP&amp;A for Fragrance &amp; Beauty Division, Chanel</td>
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<tr>
<td>Bill Siomos</td>
<td>VP, Procurement Services, Ontario Municipal Employees Retirement System (OMERS)</td>
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<td>Brian Carpenter</td>
<td>Director of Finance - SEC Reporting, Albermarle Corporation</td>
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<tr>
<td>Camille Jourdan</td>
<td>Head of Extra Financial Reporting - Fragrance &amp; Beauty, Chanel</td>
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<td>Caroline Durr</td>
<td>Head of Europe Consolidation and Reporting, Chanel</td>
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<td>Caroline Simon-Michel</td>
<td>Head of Corporate FP&amp;A, Moody’s Corporation</td>
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<td>Chiara Manias</td>
<td>Head of Business Finance, Corporate, Asia Pacific, Chanel</td>
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<td>Chris Michalski</td>
<td>Head of Finance, Direct Markets, Zurich North America</td>
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<td>Christelle Lubin</td>
<td>Head of Business Planning, Heathrow</td>
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<td>Christian Lundahl</td>
<td>Managing Director - Head Group Sustainability Delivery, UBS AG</td>
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<td>Dr. Christian Multerer</td>
<td>Head of SAP Corporate Controlling, SAP SE</td>
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<tr>
<td>Christina Rufo</td>
<td>VP Investor Relations, Moody’s</td>
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<td>Ciara Lee</td>
<td>Senior Director and ESG Controller, Cisco</td>
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<td>Corine Chretien</td>
<td>Head of FP&amp;A and Sustainability reporting, Chanel - Manufactures de Mode</td>
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<td>Craig Howles</td>
<td>Head of Finance Business Partnering, NATS</td>
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<td>Danielle Toby</td>
<td>ESG Controller, ADM</td>
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<td>Danny Wong</td>
<td>Financial Controller, Japfa Ltd</td>
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<td>Emma-Lucy Carruthers</td>
<td>Head of Finance, Shire Leasing Plc</td>
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<td>Franco Paparo</td>
<td>Senior Director Financial Reporting, Campbell Soup Company</td>
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<td>Frédérique Fondacci</td>
<td>CFO, Chanel</td>
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<td>Hema Barkhouse</td>
<td>Vice President, Financial Policy and External Reporting, Canadian Tire Corporation</td>
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<td>Holly Goughnour</td>
<td>VP, Finance and Corporate Controller, International Paper Company</td>
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<td>Ilyas Mukhamadyarov</td>
<td>Group Financial Controller, Sydney Desalination Plant</td>
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<td>Jancy Castro</td>
<td>Sr Director FP&amp;A and ESG Finance, VMware</td>
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<tr>
<td>Jillian O’Shaughnessy</td>
<td>Mars Global Services Leader, R2R, Mars, Incorporated</td>
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<tr>
<td>John Levi</td>
<td>Director, Sustainability Reporting &amp; Analytics, OTPP</td>
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<tr>
<td>Julia Robbins</td>
<td>Manager, Accountability Reporting, Vancity</td>
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<tr>
<td>Julie Inglis</td>
<td>Strategic Finance Advisor, NatWest Group</td>
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<td>Julien Parmentier</td>
<td>Head of Business Finance, APAC, Chanel</td>
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<td>Katie Pearce</td>
<td>Head of Exec Finance, Private Banking Franchise, NatWest Group</td>
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<td>Katty Camacho</td>
<td>AVP - FP&amp;A, Moody’s Corporation</td>
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<td>Kelly Andreina De Freitas</td>
<td>VP - FP&amp;A, Moody’s Corporation</td>
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<td>Kelly Hibbins</td>
<td>Group Head of Investor Relations, Ramsay Health Care</td>
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<td>Laure Authenac</td>
<td>Finance Business Partner, Roche</td>
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<tr>
<td>Lauren Bintu</td>
<td>Director Corporate FP&amp;A, Albermarle Corporation</td>
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<tr>
<td>Lisa Marino</td>
<td>Global Head of Financial Accounting, Alimentation Couche Tard</td>
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<tr>
<td>Liz Kwong</td>
<td>Vice President, Treasurer, Autodesk</td>
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<tr>
<td>Lizzy Peacock</td>
<td>VP Finance Supply Chain &amp; Product, Burberry</td>
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<tr>
<td>Maria Wolff</td>
<td>Expert ESG Reporting &amp; Controlling, DHL Group</td>
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<td>Mariano Godino</td>
<td>Group Head of Reporting, Haleon</td>
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<td>Maricris Aldover Ysmael</td>
<td>Vice President for Investor Relations, Metro Pacific Investments Corporation</td>
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<tr>
<td>Marie Laramée</td>
<td>Director, Business Partnerships, Corporate Accounting, CDPQ</td>
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<td>Mark Nellessen</td>
<td>Vice President, Investor Relations, International Paper</td>
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<td>Maryke Keet</td>
<td>Director: ESG Reporting - Royal Ahold Delhaize N.V.</td>
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<td>Matthew Krusinski</td>
<td>Sr. Director Corporate Accounting and Reporting, Cisco Systems, Inc. Systems</td>
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<tr>
<td>Meredith Bandy</td>
<td>VP, IR &amp; Sustainability, Albemarle Corporation</td>
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<td>Merja Aulanto</td>
<td>VP, Sustainable Finance and Group Internal Controls, Stora Enso</td>
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<td>Nick McCreath</td>
<td>Director, Group Financial Control, NATS</td>
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<td>Nicolas Royer</td>
<td>GBL Indirect Procurement Category Manager Marketing &amp; POS, Chanel</td>
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<td>Nirali Shah</td>
<td>Head of Group Management Reporting, QBE</td>
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<td>Nusrate Tayob Ibrahim</td>
<td>Director of Internal Audit, SEE Holding</td>
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<td>Patrice Hamilton</td>
<td>Senior Treasury Funding Manager, Fonterra Co-operative Group Limited</td>
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<td>Peter Lööw</td>
<td>Vice President Sustainable Finance, Stora Enso</td>
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<td>Rachael Ryan</td>
<td>Executive Director, External Reporting &amp; Technical Accounting - Verizon</td>
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<tr>
<td>Rachel Hester</td>
<td>Sr. Director, Sustainability Compliance and Reporting, Mohawk Industries</td>
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<td>Rahul Rastogi</td>
<td>Senior Vice President, Olam Food Ingredients</td>
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<td>Rebecca Gardy</td>
<td>SVP, Chief Investor Relations Officer, Campbell Soup Company</td>
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<tr>
<td>Rebecca Martin</td>
<td>Head of Non-Insurance &amp; Sustainability Reporting, UK - Zurich Insurance UK</td>
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<td>Rhiannon Osborne</td>
<td>Head of Canada Water Finance, British Land</td>
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<td>Rika Yano</td>
<td>Accounting Director, Japan, Chanel</td>
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<tr>
<td>Rob Evans</td>
<td>Associate Director, Financial Strategy &amp; Strategic Projects, City of Vancouver</td>
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<td>Rob Sherrington</td>
<td>Senior Business Finance Manager, Ramboll UK</td>
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<td>Roberto Golfin</td>
<td>AVP - Investor Relations, Moody’s Corporation</td>
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<td>Shirley Cameron</td>
<td>Group Financial Controller, British Broadcasting Corporation</td>
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<tr>
<td>Simon Davie</td>
<td>Technical Reporting Manager, SSE plc</td>
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<td>Sjoerd Ummels</td>
<td>Group Treasury - Corporate Finance Officer, DSM-Firmenich</td>
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<td>Steph Ball</td>
<td>Finance Director, Investment, Grosvenor</td>
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<tr>
<td>Steven Roulston</td>
<td>Head of Group Financial Reporting, NatWest Group</td>
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<tr>
<td>Sven Feistel</td>
<td>Chief Financial Officer Business Unit Brazil, Zurich Insurance Company</td>
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<tr>
<td>Tan Swee Chuan</td>
<td>Group Financial Controller, CapitaLand Investment Limited</td>
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<td>Tam Pham</td>
<td>Head of Group Financial Control, QBE Insurance Group Limited</td>
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<tr>
<td>Tomoko Kono</td>
<td>CFO for Japan Region, Chanel</td>
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<tr>
<td>Wendie Ho</td>
<td>Senior Business Finance Manager - ESG Performance APAC, Chanel</td>
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<tr>
<td>Wojciech Pantera</td>
<td>Global E2E Supply Finance Director, Royal Canin</td>
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Graduates listed alphabetically. Award winners are highlighted in bold.
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, Controllership
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.
• Issued the first Task Force on Climate-related Financial Disclosures (TCFD) report and created a roadmap to improve reporting over the next three years.
• 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.
• 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.

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

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 adaption 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 Nabi
Senior Manager, Sustainability Finance
Burberry
TCFD, TNFD, Capitals Accounting

“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, Controllership, CBC/Radio-Canada

A4S Academy Yearbook 9
Key achievements

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

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.**

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Key achievements

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

“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
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

CHANEL

Arnaud Cathala
Category Manager General Services, Indirect Procurement
Chanel
Carbon and Net Zero

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

CHANEL

Bénédicte Marly-Nicolas
Head of International FP&A, Fragrance & Beauty Division
Chanel
Culture, Management Information, Strategic Planning
Key achievements
- Developed a scoring matrix to help with sustainable procurement decision making.
- Aligned procurement practices further with the organization’s overall sustainability initiatives.
- Supported sourcing initiatives to help OMERS connect with ESG-minded partners.

“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

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

“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’s main achievement has been to ‘translate’ the CO₂ 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

"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
**Moody’s**

**Caroline Simon-Michel**

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

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

**CHANEL**

**Chiara Manias**

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

**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 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

"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
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
Carbon and Net Zero, Budgeting, Strategic Planning

Key achievements

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

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
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

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.
- 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

**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

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

“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
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’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

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 Paparo
Senior Director Financial Reporting
Campbell Soup Company
Management Information, Capex
Hema Barkhouse
Vice President, Financial Policy and External Reporting
Canadian Tire Corporation
Reporting

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.

Frédérique Fondacci
CFO, Chanel

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

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

Key achievements

• Helped to prepare Canadian Tire Corporation for external reporting requirements.
• Established a team to focus on ESG regulatory 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.
• Started the documentation process to build a controls framework for Canadian Tire’s ESG metrics and targets.

Frédérique Fondacci
CFO, Chanel
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

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
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

Key achievements
1. 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.
2. Built process flows showing the origination, collation and reporting of GHG emissions data.

Jillian O’Shaughnessy
Mars Global Services Leader, R2R
Mars, Incorporated
Reporting, Management Information

Key achievements
1. Improved integration of ESG issues into financial planning and budgeting and developed a portfolio of the top ESG priorities.
2. Developed a framework to prioritize budget requests for finance and ESG units.
3. Developed criteria and governance for a ringfencing model. This was used in FY24 planning to protect capital from budget restrictions.
4. Ran training sessions on the role of finance in sustainability and developed materials for sustainable finance workshops.
5. 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.
6. Identified risks in the process and put plans in place to mitigate those risks and make improvements.

Jancy Castro
Sr Director FP&A and ESG Finance
VMware
Strategic Planning, Budgeting, Culture

“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
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

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

Key achievements
- Included sustainability reporting requirements in the finance calendar. Finance teams now understand Chanel’s Mission 1.5°C climate plan to 2030, thanks to training and the inclusion of ESG in team meetings.
- Decreased the carbon footprint of Asia Pacific travellers by updating the air travel policy.
- 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.
- Developed a data dictionary, including details of sustainability data sources.

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

“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
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

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 Hibbins

Group Head of Investor Relations
Ramsay Health Care

Culture, Reporting

Key achievements
- 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 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.

Moody’s

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 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
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.

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.

Lauren Bintu
Director Corporate FP&A
Albemarle Corporation
Reporting, Assurance

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

Laure Authenac
Finance Business Partner, Roche

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
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
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

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.

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
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’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
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

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.

Matthew Krusinski
Senior Director, Corporate Accounting and Reporting
Cisco
Governance, TCFD

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.

Key achievements
- Developed a 220-page ESG accounting manual to provide guidance to all departments on reporting against selected KPIs.
- Conducted climate risk assessments for each brand.
- Produced action plans linked to EU taxonomy and net zero ambitions.
- Produced more detailed disclosures on how ESG targets are factored into executive compensation.

Maryke Keet
Director: ESG Reporting
Royal Ahold Delhaize N.V.
Carbon and Net Zero, Reporting, Risk Management

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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.

“

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

Meredith Bandy

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

Key achievements

- 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.
- Developed an internal working group with representatives from finance, sustainability, operations, capital projects, and procurement to progress internal carbon pricing.

“

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

Merja Aulanto
VP, Sustainable Finance and Group Internal Controls
Stora Enso
Reporting

Key achievements

- Embedded EU taxonomy investment criteria within group investment policy.
- Identified new technology to support CSRD reporting and iXBRL tagging.
- 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.
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

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

Nick McCreath
Director, Group Financial Control
NATS
TCFD, Culture

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.

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.

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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

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

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

"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."

Nusrate Tayob Ibrahim
Director of Internal Audit
SEE Holding
Governance, Strategic Planning, Reporting

"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
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

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

**Key achievements**
- Started a project to enhance ESG data quality and controls by using a global, auditable ESG data platform.
- 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.

“...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

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**Rachael Ryan**
Senior Director, Sustainability Compliance and Reporting, Mohawk Industries

**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

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“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
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.
- 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.
- 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.

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."

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.
- Evolved investment committee reporting to develop a standard ESG template for development investment decisions.
- Expanded existing Canada Water joint venture reporting to include social impact reporting, aligning with wider corporate reporting.

"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

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Rebecca Martin
Head of Non-Insurance & Sustainability Reporting, UK
Zurich Insurance UK
Reporting, Culture

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

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**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_
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

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Neil Sansbury, Finance Director, Ramboll UK

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.

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.”

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.

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
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
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

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
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

"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
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
Management Information, Carbon and Net Zero

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
Tomoko Kono
CFO - Japan
Chanel
Culture

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.

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

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.

• Incorporated a broader range of sustainability KPIs into reporting packages for the leadership group.

• Formed a working group between finance and sustainability to develop the relevant process and reporting packages.

“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
Take part in the A4S Academy

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