



A4S

ACADEMY

2022
YEARBOOK



Well done to the A4S Academy Graduates 2022! It is fantastic to see the progress you have made and the impact you have had over the past 18 months. I look forward to hearing about the next steps that you take, drawing on the knowledge and networks that the A4S Academy has helped to build. As finance professionals, we have the power to play an instrumental role in achieving progress towards a sustainable future. I hope that the programme has left you feeling empowered and motivated to continue on this journey, using your skills to change the world for the better.

Jessica Fries, Executive Chair, A4S



The implementation objectives undertaken as part of the Academy programme are critical in ensuring that we provide products and services that help our customers build secure tomorrows, support the communities in which we do business, and attract, retain and grow our employees by fostering a culture of inclusion and embracing all dimensions of diversity.

Warren Zaccaro, Executive Vice President & Chief Financial Officer, Securian Financial

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Foreword



**Zoë Franklin, Senior Manager
A4S Academy, A4S**

It gives me great pleasure to offer my congratulations to the A4S Academy graduates of 2022. You are now the second cohort to graduate from this programme, and are joining a network of finance and accounting professionals who are taking great steps towards embedding sustainability into their organizations.

Over the past 18 months, the team at A4S has been privileged to have experienced your drive, enthusiasm and passion. We value greatly your ambition, your contributions during sessions, your support of one another and your dedication to building a resilient and sustainable economy.

When you joined the programme in June 2021, you started to explore the role that you, as finance and accounting professionals, could play in incorporating social and environmental factors into strategy and decision making. I am delighted that through the Academy programme you have been equipped with the skills, knowledge and tools to bring about positive change in your organizations and beyond, which is evident in the key achievements outlined in the progress you have reported to us.

In a recent survey of finance leaders ([A4S Finance Leaders' Sustainability Barometer](#)), it was found that there is a gap between sustainability ambitions and the work needed to make them a reality. Less than half of those surveyed believed their finance team had the skills and competencies for supporting ESG efforts. By taking part in the Academy programme you are helping to close this gap and making sustainability ambitions a reality.

It is great to take stock and reflect on all you have achieved throughout your time at the Academy. Reading through your plans and key achievements has been both inspiring and motivating – from those who have put great effort into influencing culture and educating peers, to those making impressive progress on reporting. I hope you enjoy looking through the following pages and seeing what you and your peers have achieved over the past 18 months.

As the A4S Academy chapter ends, we hope you stay committed to this ongoing journey. I encourage you to continue learning, develop new processes, challenge the status quo and continue to be an ongoing advocate for the hugely important role finance plays in delivering a sustainable future.

I wish you all success in the future, and look forward to seeing what you go on to achieve next.

Judges' commentary



**Helle Bank Jørgensen, CEO and
Founder, Competent Boards**



**Helen Slinger, Head of Sustainable
Business, Yorkshire Water**



**Vânia Maria da Costa Borgerth,
Head of CBARI, The Brazilian
Network for Integrated Reporting**

We would like to congratulate the 2022 A4S Academy graduates. As each year of the Academy passes, we see ambition and impact growing. In assessing the winners for this year's A4S Academy Awards, we were deeply impressed by the quality of the 2022 cohort.

The A4S Academy programme was designed to upskill and empower finance professionals to embed sustainability into decision making and strategy, and it is inspiring to see this come to life when reading about the progress made by this year's participants. We can see that the projects you have worked on, and continue to work on, will have a real, lasting and positive impact on the planet and broader society.

It is hugely encouraging for us to see that these objectives are not being worked on in isolation and as individual projects, but instead they are effecting real change within your organizations' processes. As the judging panel, we see this as important to ensuring longevity and it becoming a core part of your organizations' decision making.

We look forward to seeing your work go beyond the Academy programme and we encourage you to continue to set ambitious targets, to evolve your objectives and to embed sustainability into strategy and decision making. As the newest graduates, you will be inspiring others to take action – from your colleagues and peers to future A4S Academy participants. The examples you have set are now a starting point for the next cohorts and this will help to strengthen the Academy programme going forward.

We hope you will continue to amplify the important role that finance professionals have when it comes to embedding sustainability into day-to-day decision making and that as A4S Academy graduates you will now lead, influence and empower others to do the same.

We wish you the best of luck in your future endeavours and congratulate you once again on your achievements.

The A4S Academy 2022 in numbers



108

Graduates



68

Organizations



26

Countries



165

Hours of sessions
and webinars

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

98%

...would recommend
the Academy to a peer.

98%

...were satisfied with
learning quality.

93%

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

98%

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

90%

...reported that their
participation has already
made an impact on ESG
integration in their
organization.

A4S Academy award winners



Advocacy

The participant championed sustainability by supporting the Academy; presenting on webinars or supporting new members of the Academy; and/or advocating for integrating sustainability within and outside their organizations.

This category was judged by A4S.

Winners:

Bethan Pearce, Head of Financial Reporting, BBC

Chris Moreton, Deputy Director of Finance, Velindre University NHS Trust

Ton Brown, SVP International Tax, Moody's Corporation

➤ [Read Bethan's story](#)

➤ [Read Chris' story](#)

➤ [Read Ton's story](#)



Impact

The participant achieved tangible environmental and/or social benefits, which were clearly linked to the participant's implementation plan and objectives. These benefits are in addition to delivering positive financial outcomes.

This category was judged by the Judging Panel.

Winner:

Lisa Marie Kar Yee Djeng, Managing Director, Portfolio Manager, ESG Specialist, Keywise Capital Management (Hong Kong)

Highly commended:

Ashleigh Langs-Saltzman, Director, Reporting and Technical Accounting, Autodesk

➤ [Read Lisa's story](#)



Innovation

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

This category was judged by the Judging Panel.

Winner:

Lindsay Murray, Senior Finance Business Partner, Asahi UK Limited

Highly commended:

Emily Francis, Senior Manager, Group Financial Reporting, Burberry

➤ [Read Lindsay's story](#)



Inspiration

The participant inspired others to take action, and the entry clearly demonstrates that others are following the participant's positive example.

This category was judged by the Judging Panel.

Winner:

Dr Jeannette Vinke, Chief Operating Officer, American University of Sharjah

Highly commended:

Andy Mounsey, Director of Corporate Finance and Control, John Lewis Partnership

➤ [Read Jeannette's story](#)



Resilience

The participant faced and overcame (or has plans to overcome) significant challenges, and made progress despite the obstacles faced.

This category was judged by the Judging Panel.

Winner:

Hélène Reymond, Sustainability Reporting, Zurich Insurance Group

➤ [Read Hélène's story](#)

List of 2022 graduates

Adele Hutchings, Financial Controller – NG Ventures, National Grid	10	Asuncion Caparros, Head Performance Analysts, ABN AMRO	15	Darragh Hanley-Crofts, Head of Finance, Vertical Aerospace	20
Adesh Sharma Soyjaudah, Manager Financial Accounting, Mauritius Ports Authority	10	Barbara Clark, Director of Group Finance, Ashtead Group plc	15	David James Watson, Head of Finance, Greggs plc	21
Alicia Ryan, Corporate Accountant, Greggs plc	11	Bethan Pearce, Head of Financial Reporting, BBC	16	David Wright, Managing Director, Finance-Portfolio Grosvenor Property Europe, Grosvenor	21
Alyson Tong, Australasia Chief Financial Officer, ARUP	11	Caitlin Wallis, Finance Manager – Future Energy, Ampol Limited	16	Dick Moerdijk, VP Finance, ofi	22
Amaro Cosme, Director, Funding management and Investor relations, CDPQ	12	Carina Sun, Chief Financial Officer, China CHANEL	17	Dylan Griffiths, Strategic Finance Partner, NatWest Group	22
Andy Lloyd-Williams, Head of Foundational Economy in Health and Social Services, Welsh Government	12	Celine Kaplan, Chief Financial Officer, Luxembourg, CHANEL	17	Eanna Glynn, Financial Controller, BidX1 Technology Limited	23
Andy Mounsey, Director of Corporate Finance and Control, John Lewis Partnership	13	Chris Moreton, Deputy Director of Finance, Velindre University NHS Trust	18	Edward Stillion, Senior Finance Business Partner – Sustainability, Diageo	23
Ann Chai, Head of Finance – USMM, Zurich North America	13	Chris Power, Senior Manager, Technical Accounting and SEC Reporting, Salesforce Inc		Emily Francis, Senior Manager, Group Financial Reporting, Burberry	24
Anna Miskin, Finance Director – Financial Control, QBE	60	Christine Laban, Finance Manager, Zealandia Te Māra a Tāne	18	Emmanuelle Orth, Finance VP Pet Nutrition Europe, Mars Inc	24
Anu Kalliomäki, SVP Controlling & Strategy, Forest Division, Stora Enso	14	Christophe Scholer, Global Strategy Manager, Mars Inc (Petcare)	19	Fiona Rose, Group Treasurer, Burberry	25
Asheeka Sharma, Head of Transformation and Performance Reporting, QBE	60	Claire Adams, Group Financial Controller, Busy Bees	19	Fraser Masson, Head of Commercial Finance – Onshore Europe, SSE plc	25
Ashleigh Langs-Saltzman, Director, Reporting and Technical Accounting, Autodesk	14	Dallas Leung, VP Finance & Administration, GCT Canada	20	Gabriella Dispenza, Head of Rating Agency Relations, NatWest Group	26
				Grace Goh, MD Finance, Head Investment Services, Temasek International Pte. Ltd.	26

Graduates listed alphabetically. Award winners are highlighted in bold.

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Gregory Giardiello, Deputy Finance Chief Operating Officer, QBE	60	Joao Vitor Zocca Moreira, Controller and FP&A Director, Suzano	33	Li Li Lian, VP-Accounting, Moody's	39
Guillermo Gutierrez de Piñeres, Vice President Latin America, International Paper Company	28	John Whang, Chief Financial Officer, Korea YH CHANEL	34	Lily Jiang, Chief Financial Officer, Kuala Lumpur, CHANEL	39
Gus Carbery, Head of Finance, Amundi Ireland	28	Jonatas Silva, Director, US Responsible Business Reporting, National Grid	34	Lindsay Murray, Senior Finance Business Partner, Asahi UK Limited	40
Hayford Kumah, Senior Accountant, West African Monetary Institute (WAMI)	29	Julian Easthope, VP Investor Relations, Burberry	35	Lisa Marie Kar Yee Djeng, Managing Director, Portfolio Manager, ESG Specialist, Keywise Capital Management (Hong Kong)	40
Heather Beddoe, VP Finance, Heritage Royalty	29	Julie Maconochie, Head of Business Finance, LiveWest	35	Lizza Chiu, Chief Financial Officer, All-Stars Investment Limited	41
Hélène Reymond, Sustainability Reporting, Zurich Insurance Group	30	Karly Dyck, SVP, Brookfield		Lizzy Vissia, Director Internal Audit EAI, LyondellBasell Industries	41
Henning Rütther, Global Head of Tax Operations, Accounting & Reporting, Zurich Insurance Group	30	Kelly Lange, Director – Enterprise Procurement, Securian Financial	36	Lynne Fulton, Financial Controller, United Utilities	42
Jacki Farman, GM Financial Control and Assurance, Genesis Energy	31	Koh Wei Ling, Director, Investment Services (Data Stewards), Temasek International Pte. Ltd.	36	Martin Bailey, Finance Director, Financial Control, Heathrow Airport	42
Jackie Jacques, VP Finance, Deutsche Post DHL Group	31	Laura Barbrook, Group Financial Controller, National Grid	37	Martin Momberg, VP CREST Finance Business Intelligence & Analytics, Deutsche Post AG	43
James Adams, Group Treasurer, Chalhoub Group	32	Laura Guittard, VP Global Finance Risk Management & Controls, GSK	37		

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Meagan Phillips, Chief Risk Officer, Securian Financial	44	Rick Lau, VP, Investment Finance (Private Equity), OMERS	49	Sylvain Desrosiers, Senior Director, Performance, CDPQ	54
Michael Cross, Director, Investor Relations, Archer Daniels Midland (ADM)	44	Robert Lee, Group Financial Controller, United Utilities	50	Ting Ting Kwok, Chief Financial Officer, Asia Pacific, CHANEL	54
Nadine Ponomarenko, Sustainability Manager, Swinburne University of Technology	45	Rodrigo Garcia, Deputy Finance Manager, Esva	50	Tobin Shields, Senior Manager, Valuation, Ontario Teachers' Pension Plan	55
Nicola Wright, Partnership FP&A Lead, John Lewis Partnership	45	Rory Carson, Segment Controller, Global O&P, LyondellBasell Industries	51	Ton Brown, SVP International Tax, Moody's Corporation	55
Nicholas Bell, Senior Finance Manager – FP&A, Landsec	46	Sailesh Shenoy, Head of Group Performance Analysis, QBE	60	Tom Stuart, Head of Finance, Corporate Responsibility & Sustainability, Sainsbury's	56
Nicolas d'Avout, Global ESG Finance Director, Procter & Gamble	46	Sanna Ahvenniemi, Investor Relations Manager, Stora Enso	51	Valentin Senechal, Chief Financial Officer, Singapore, CHANEL	56
Nigel McCann, Chief Finance Officer, Betsi Cadwaladr University Health Board	47	Sarah Chi, Finance Officer, United Nations World Food Programme (UNWFP)	52	Vanessa Tracey, Financial Controller, Premier Lotteries Ireland Limited	57
Norbert Scholz, FAR Controller Germany, Zürich Beteiligungs-AG	47	Shari K Graves, Global Director Enterprise Risk Management, Archer Daniels Midland (ADM)	52	Vicky Sinclair, VP, Global Financial Reporting, IHG Hotels & Resorts	57
Phil Booth, Group Head of Reporting, Planning and Analysis, Hill & Smith Holdings PLC	48	SL Tay, Chief Financial Officer and Head of FP&A, Asia, QBE	60	Victoria Blatova, Executive Vice President of Sustainability, Sistema PJSFC	58
Pui Fun Gladys Chan, Chief Financial Officer, Hong Kong & Macau, CHANEL	48	Steven Naismith, Interim Head of Retail, Edinburgh Airport	53	Yulia Lebedeva, Business Tax Manager Cluster Nutrition, Royal DSM	58
		Sumit Jhaveri, Chief Financial Officer, Taiwan CHANEL	53	Yulia Muscat, Americas Region Accounting & Sustainability Reporting Leader, ARUP Americas	59

Graduates listed alphabetically. Award winners are highlighted in bold.



Adele Hutchings

-  Financial Controller – NG Ventures
-  National Grid
-  Reporting, Capex, Budgeting

nationalgrid

Key achievements

- Identified and allocated roles and responsibilities for driving the sustainability agenda of National Grid.
- Developed a roadmap for integrating sustainability into all capex decisions and for inclusion into budgeting, forecasting and planning processes.
- Facilitated the development and release of National Grid’s first Responsible Business Report in 2022, and started to improve data collection and reporting on sustainability, bringing it in line with financial processes.

“ Adele has made a significant contribution in championing the inclusion of non-financial metrics in the investment decision process, bringing our focus to sustainability.

Laura Barbrook, Group Financial Controller, National Grid



Adesh Sharma Soyjaudah

-  Manager Financial Accounting
-  Mauritius Ports Authority
-  Capex, Budgeting, Strategic Planning

MPA
Mauritius Ports Authority

Key achievements

- Embedded ESG considerations into capital investment and strategic decision making by adopting a multifactor analysis. This analysis includes evaluating financial metrics alongside environmental and social factors.
- Introduced a Green Port concept to reduce the negative impact of port activities on the environment, resulting in approval for a renewable energy project at the port.

“ The A4S Academy provides the practical guidance, approach and tools to embed sustainability in financial decision making, with a view to empower the finance department to play a crucial role in ensuring that the business is conducted in a sustainable manner.

Adesh Sharma Soyjaudah, Manager Financial Accounting, Mauritius Ports Authority



Alicia Ryan

 Corporate Accountant

 Greggs plc

 TCFD, Carbon and Net Zero



Key achievements

- Created a roadmap for the full implementation of the recommendations of the Task Force for Climate Related Financial Disclosures (TCFD).
- Took the lead in writing the first draft of the TCFD disclosures for the 2021 Annual Report.
- Ensured consistent use of ESG metrics, both internally and externally.
- Identified areas for future activity, including setting, agreeing and publishing Science-Based Targets (SBTs) in 2022 and carrying out climate scenario analysis.

“ Our implementation of TCFD reporting is shining a light on our approach to climate risk and provoking active consideration of carbon in our decision making... It is great to be able to talk knowledgeably about the challenges we face... and to feel I am doing something constructive about addressing climate change.

Alicia Ryan, Corporate Accountant, Greggs plc



Alyson Tong

 Australasia Chief Financial Officer

 ARUP

 Culture, Capex, Carbon and Net Zero



Key achievements

- Provided a space for the finance function within ARUP to increase knowledge and awareness of sustainability through engaging with specialists.
- Set sustainability as a regular agenda item for finance meetings, as well as incorporating it into appraisal objectives.
- Included sustainability factors in capex decision making for the office fit-out.
- Developed a carbon budget for travel planning.

“ Alyson’s key achievements include raising awareness of sustainability within our business and challenging senior leadership to put sustainability on the agenda.

Rob Boardman, Global Chief Financial Officer, ARUP



Amaro Cosme

-  Director, Funding management and Investor relations
-  CDPQ
-  Investor Relations, Culture, Debt Finance



Key achievements

- Promoted CDPQ’s sustainability credentials through all communications and proactively led dialogue on sustainability with partners.
- Started the process of including the ESG performance of partners in the evaluation and selection processes for brokers.
- Built knowledge and capacity within the treasury function on sustainability matters and related legislation. This included developing cross-communications with the sustainability team.
- Reviewed the Green Bond Framework.

“The treasury team at CDPQ plays an important role in raising awareness of sustainability, not only by issuing green bonds that are attached to specifically identified green assets, but also by incentivizing our dealers to focus on their own sustainability actions.

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



Andy Lloyd-Williams

-  Head of Foundational Economy in Health and Social Services
-  Welsh Government
-  Strategic Planning, Capex, Culture



Key achievements

- Incorporated a foundational economy approach into NHS Wales’ planning processes, increasing the focus on doing more to support local businesses and people.
- Added a weighting for “social value” within the decision-making process for procurement.

“My finance colleagues want to be the drivers for behavioural and cultural change to improve sustainability, rather than the barriers they are often perceived to be.

Andy Lloyd-Williams, Head of Foundational Economy in Health and Social Services, Welsh Government



Andy Mounsey

- Director of Corporate Finance and Control
- John Lewis Partnership
- Strategic Planning, Capex, Culture



Key achievements

- Embedded ethics and sustainability (E&S) in John Lewis' financial strategy, setting out how profits should be invested in 'Happier Business', 'Happier World' and 'Happier People'.
- Integrated E&S into investments. For example, business cases now include information on how investments impact sustainability targets.
- Began development of a new mechanism for measuring E&S linked appraisals, including increasing the weighting scores for investments that enhance E&S.
- Increased awareness among finance of their role in driving sustainable business.

“ My proudest achievement was leveraging everything I have learned from the A4S Academy programme and using it to embed ESG into the heart of the Partnership's financial strategy – creating a 'Happier World' as part of our Partnership's purpose is intrinsically linked with driving financial success.

Andy Mounsey, Director of Corporate Finance and Control, John Lewis Partnership



Ann Chai

- Head of Finance – USMM
- Zurich North America
- Management Information, Carbon and Net Zero



Key achievements

- Expanded the data collected by Zurich North America to measure travel emissions.
- This included moving historic travel spend data to a new platform.

“ This project achieved improvements in our current way of tracking sustainability targets and will provide more transparent target setting.

Peter Hirs, CFO, Zurich North America

“ We all share similar sustainability challenges and it is most important to take the first step, even if it is small.

Ann Chai, Head of Finance – USMM, Zurich North America



Anu Kalliomäki

- SVP Controlling & Strategy, Forest Division
- Stora Enso
- Strategic Planning, Management Information, Reporting



Key achievements

- Created a 'Biodiversity Leadership Programme' to achieve Stora Enso's long-term goal of having a net positive impact on biodiversity within and beyond its own forests and plantations around the world by 2050.
- Set science-based biodiversity KPIs for internal and external reporting.
- Continued to drive the mindset within the company that biodiversity can create value.

“Stora Enso wants to be a leader in biodiversity. The implementation objective – the Stora Enso Biodiversity Leadership programme – and related KPIs is one key step in that direction.”

Seppo Parvi, Chief Financial Officer & Country Manager Finland, Stora Enso



Ashleigh Langs-Saltzman

- Director, Reporting and Technical Accounting
- Autodesk
- Debt Finance



Key achievements

- Supported the launch of several sustainability financing initiatives, driving investments in innovative projects that advance sustainable outcomes.
- Launched the Sustainability Financing Framework, which helps incorporate sustainability into finance strategy.
- Issued the first sustainability bond offering, totaling US\$1 billion.
- Refinanced Autodesk's line of credit to meet sustainability targets, including reducing CO₂ emissions and increasing the number of women in tech.

“Finance teams and accountants can do more than crunch the numbers; they can help deliver real impact in establishing and achieving measurable ESG objectives that will yield tangible environmental and social benefits.”

Ashleigh Langs-Saltzman, Director, Reporting and Technical Accounting, Autodesk



Asuncion Caparros

- Head Performance Analysts
- ABN AMRO
- Culture, Strategic Planning



Key achievements

- Made sustainability an integral part of the performance management cycle by increasing sustainability knowledge in the Controlling team. This included running weekly and half-yearly educational sessions for the Controlling community.
- Created a plan to develop an information hub to enhance this further.

“ Our Controlling team has been a clear business partner in advising on the topic of sustainability and has helped enable our Board to take the right decisions.

Lars Kramer, Chief Financial Officer, ABN AMRO



Barbara Clark

- Director of Group Finance
- Ashtead Group plc
- TCFD, Reporting



Key achievements

- Enhanced external disclosures on climate-related matters and achieved further progress against the TCFD recommendations through better depth and quality of disclosures in the 2022 Annual Report, including relevant scenario analysis.
- Published the first standalone sustainability report and further developed our ESG rating submissions.

“ Rigour is a key financial skill set and bringing this to bear on sustainability data and information will enable better decision making and provide better information to stakeholders, which will contribute to a better outcome for stakeholders.

Michael Pratt, Chief Financial Officer, Ashtead Group plc



Bethan Pearce

 Head of Financial Reporting

 BBC

 Capex, TCFD

B B C

Key achievements

- Enabled the finance team to work alongside the sustainability team.
- Set up a working group to look at how to embed quantitative sustainability information into investment appraisal processes.
- Supported the delivery of the financial implications of climate risks for TCFD reporting.

“ Finance teams now work alongside the Sustainability team, sharing best practice on reporting daily. The Finance team is in a unique position to help integrate sustainability planning into our processes, improving accountability across all departments.

Bethan Pearce, Head of Financial Reporting, BBC

➤ **Award Winner – Advocacy.** [Read Bethan’s story here](#)



Caitlin Wallis

 Finance Manager – Future Energy

 Ampol Limited

 Budgeting, Capex, Reporting



Key achievements

- Added decarbonization spend as a category to Ampol’s five-year capital planning.
- Included energy and financial savings from decarbonization projects in planning discussions and internal presentations.
- Incorporated shadow carbon pricing in project investment appraisals to help demonstrate the additional value of decarbonization projects. This contributed to the approval of a solar roll out programme at retail stores.
- Created a management reporting KPI dashboard to capture both financial and non-financial metrics.

“ The set up of clear management reporting on Future Energy KPIs (both financial and environmental) has helped give clear visibility on project performance, facilitated decision making, and provided information for various stakeholder groups.

Greg Barnes, Chief Financial Officer, Ampol Limited



Carina Sun

- Chief Financial Officer, China
- CHANEL
- Carbon and Net Zero, Reporting

CHANEL

Key achievements

- Fully complied with group carbon reporting requirements to understand hotspots and to gain better clarity over actions needed and ownership for decarbonization pathways.
- Led discussions to raise awareness on carbon reporting and the need to move to decarbonization.
- Commenced carbon reduction discussions with stakeholders, such as landlords and renewable energy suppliers, to work toward decarbonization.

“ It has been useful to be able to have many insightful conversations with a group of similar-minded finance professionals.

Carina Sun, Chief Financial Officer, China, CHANEL



Celine Kaplan

- Chief Financial Officer, Luxembourg
- CHANEL
- Governance, Management Information, Strategic Planning

CHANEL

Key achievements

- Categorized investments according to their objective, with a view to reviewing them for social and environmental considerations.
- Identified key players and their requirements, for example Luxembourg Green Exchange and various European banks.

“ Celine has provided a valuable perspective on CHANEL’s global ESG initiatives and created dialogue... with our global players. She talks with confidence and passion and legitimacy, and has engendered change in the business.

Steven Wright, Head Of Global Financial Accounting and Reporting, CHANEL



Chris Moreton

-  Deputy Director of Finance
-  Velindre University NHS Trust
-  Culture



Key achievements

- Progressed cultural change for NHS Wales leadership through roundtable sessions and the establishment of a forum for knowledge sharing at a national level.
- Developed an “Introduction to the Foundational Economy” guide for finance and non-finance professionals for presentation at NHS Wales Finance Academy’s national conference and through an online platform for All Wales public sector professionals.
- Worked to identify and close the skills gaps and capabilities needed for sustainable development.

“The implementation objectives within the A4S Academy programme helped educate our finance and procurement professionals... on delivering the sustainability agenda. It has helped colleagues across NHS Wales to recognize their key role in planning, allocating and assessing the impact of resource utilization to achieve better economic, social and environmental outcomes for the population, alongside improved wellbeing.

Matthew Bunce, Director of Finance, Velindre University NHS Trust

➤ **Award Winner – Advocacy.** [Read Chris' story here](#)



Christine Laban

-  Finance Manager
-  Zealandia Te Māra a Tāne
-  Governance, Management Information, Reporting



Key achievements

- Utilized the TCFD reporting framework as a tool to improve governance and risk management processes around climate-related risks and opportunities, with a view to reporting Zealandia’s first disclosure in the 2022 Annual Report.
- Explored Zealandia’s contribution to the Sustainable Development Goals, and looked at the management information metrics that could be added or amended to support desired outcomes.

“Zealandia and the A4S Academy have inspired me to make the biggest impact I possibly can for the future of our planet and society.

Christine Laban, Finance Manager, Zealandia Te Māra a Tāne



Christophe Scholer

-  Global Strategy Manager
-  Mars Inc (Petcare)
-  Management Information, Reporting



Key achievements

- Improved management information systems relating to sustainability in order to improve performance tracking and ensure that reporting is automated, frequent and actionable.
- Progressed towards increased transparency and reporting over sustainability-linked investments and spend.

“ This is hugely transformational work with very few predefined answers, but there was a lot of positive energy in being able to connect with counterparts in different industries, exchange learnings and see the collective energy in the business world and finance functions globally to tackle this challenge head on.

Christophe Scholer, Global Strategy Manager, Mars Inc (Petcare)



Claire Adams

-  Group Financial Controller
-  Busy Bees
-  Management Information, Reporting, TCFD



Key achievements

- Commenced a review of current ESG strategy and KPIs on reporting to assess gaps in data required to track progress.
- Carried out a TCFD gap analysis to assess business readiness to report against the recommendations.
- Developed a network to support on scenario modelling, and enhanced awareness and knowledge of TCFD within the organization.

“ Claire has been instrumental in getting us to where we are now, which is a Board-agreed ESG strategy for the Group with appropriate targets for our business.

Matthew Muller, Group Finance Director, Busy Bees



Dallas Leung

 VP Finance & Administration

 GCT Canada

 Capex, Culture



Key achievements

- Added ESG factors into GCT Canada's capital expenditure request (CER) process.
- Raised the importance of ESG issues with the organization's finance team and created a working group of finance staff to lead on actionable ESG decisions.

“ Including ESG factors in the CER – our key approval form for all capital projects – will ensure that ESG is considered as part of every investment decision we make... It has also elevated the ESG knowledge base in our finance team, who can now better support the implementation of the ESG goals of our organization.

Cheryl Yaremko, Chief Financial Officer, GCT Canada



Darragh Hanley-Crofts

 Head of Finance

 Vertical Aerospace

 Debt Finance, Investor Relations, Culture



Key achievements

- Transitioned a team that was fit for purpose in a privately owned setting to one that was ready to operate in a listed environment.
- Developed the right mindset and culture to operate in a listed environment.
- Embedded a new governance structure with suitable controls and appropriate decision making channels.

“ My most significant takeaway from the A4S Academy is that sustainability is not all about climate change – it is a much wider topic including the UN Sustainable Development Goals.

Darragh Hanley-Crofts, Head of Finance, Vertical Aerospace



David James Watson



Head of Finance



Greggs plc



Capex, Budgeting, Management Information



Key achievements

- Incorporated sustainability factors into key operational decisions, including making carbon considerations a mandatory part of the capex appraisal process.
- Included sustainability in budgets, forecasts and internal reporting. For example, fully costing Greggs' sustainability commitments into financial plans and increasing carbon reporting in monthly reports for the Board.
- Strengthened the finance team's relationship with the Head of Sustainability and allocated more resources from finance to embed sustainability into the business.

“ David has implemented a practical, appropriate solution. He has reallocated resources within his team to reflect the importance of this agenda, and has enthused team members to support the journey that we are all on.

Richard Hutton, Finance Director, Greggs plc



David Wright



Managing Director, Finance-Portfolio Grosvenor Property Europe



Grosvenor



Investor Relations, Reporting



Key achievements

- Obtained investor support for all of Grosvenor's planned ESG actions for 2022 by doing "deep dives" with investors on ESG strategy.
- Obtained support and approval to implement energy saving initiatives to help achieve net zero goals.
- Outlined progress on ESG goals in investor reporting.
- Secured support for various social initiatives in the local community, such as work experience and homework clubs for young people.

“ My proudest achievement is increasing my knowledge, not only on sustainability, but also on how my peers in different industries are approaching sustainability challenges, and how finance teams are making a difference.

David Wright, Managing Director, Finance-Portfolio Grosvenor Property Europe, Grosvenor



Dick Moerdijk

 VP Finance

 ofi

 Capitals Accounting



Key achievements

- Developed a foundation for Olam Cocoa's natural capital account income statement and balance sheet approach. This included publishing an illustration of the approach within the FY21 annual report.
- Provided a key supporting role in aligning the company's natural capital accounting with conventional accounting and governance around underlying data and stakeholder alignment.

“Dependency on natural capital is endless and hence it is key to focus on material changes in the natural capital account when defining impact and dependency pathways.

Dick Moerdijk, VP Finance, ofi



Dylan Griffiths

 Strategic Finance Partner

 NatWest Group

 Culture, Management Information



Key achievements

- Delivered workshops across finance teams to develop a mindset around climate and purpose, and to embed this into NatWest's business partnering role.
- Developed climate management information for finance, group governance forums and franchise teams.
- Made strong progress in embedding climate action plans within financial plans.

“Our climate transition plan is a key priority for the bank, and Dylan's work with our finance business partners and other teams is a key part of the development of our transition plans.

Supriya Sobti, Head of Climate & Purpose Finance, NatWest Group



Eanna Glynn

 Financial Controller

 BidX1 Technology Limited

 Management Information, Budgeting, Culture



Key achievements

- Educated decision makers from different teams on the potential of integrating ESG impacts into the business and equipped the finance team with training and tools to include sustainability KPIs in accounting and budgeting.
- Appointed a 'People Partner' to address internal ESG integration issues in the business.
- Adapted business processes, such as risk management, impact assessments for new project propositions, and supplier due diligence, to include ESG.
- Built ESG data into existing systems rather than collecting it manually.

“Eanna’s key achievement in delivering the implementation plan has been to broaden responsibility for sustainability from the sustainability team to the whole business, allowing it to permeate into the thinking of the business. Key to this success has been clear and consistent communication of the objectives, as well as extensive and effective knowledge sharing.

Emma Down, Chief Financial Officer, BidX1 Technology Limited



Edward Stillion

 Senior Finance Business Partner – Sustainability

 Diageo

 TCFD



Key achievements

- Improved the implementation of TCFD, including providing detailed climate scenario analysis referenced in the Annual Report in 2022.
- Improved scenario analysis of the climate risks posed to Diageo and encouraged extensive collaboration across the business to gather the data needed to model the climate risk.

“I have been incredibly proud of the great work my team has done to complete scenario analysis for a large multinational such as Diageo.

Edward Stillion, Senior Finance Business Partner – Sustainability, Diageo



Emily Francis

- Senior Manager, Group Financial Reporting
- Burberry Group plc
- TCFD, Culture



Key achievements

- Responsible for extremely high engagement in Burberry's 'Sustainability in Action' educational series and expanded this across the organization.
- Published Burberry's TCFD 2022 Annual report disclosures, including quantification within the scenario analysis.
- Gained external assurance of TCFD disclosures.

“The A4S Academy implementation objectives were critical in raising awareness of the multiple dimensions of sustainability to the corporate operations teams and delivering the FY 2022 TCFD disclosures.

Julie Brown, Chief Operating and Chief Financial Officer, Burberry



Emmanuelle Orth

- Finance VP Pet Nutrition Europe
- Mars Inc
- Culture, Strategic Planning



Key achievements

- Inspired and educated the finance team in Petcare Nutrition (PN) about their business partnering role on sustainability by building a team of regional representatives.
- Cascaded sustainability objectives into regional PN teams, aligning them with the strategic planning process.
- Developed detailed roadmaps to deliver sustainability objectives.
- Agreed investments in PN needed to deliver two key sustainability objectives: 100% designed-for-circularity packaging and reducing CO₂ emissions by 30% by 2050.

“I see sustainability as an investment that will drive growth, rather than as a 'cost'.

Anoop Aggarwal, Global Petcare Nutrition Chief Financial Officer, Mars Inc



Fiona Rose



Group Treasurer



Burberry



Culture, Debt Finance, Governance

BURBERRY
LONDON ENGLAND

Key achievements

- Started a dialogue with banks about their sustainability credentials and encouraged them to consider products that promote investments or projects with positive ESG principles.
- Launched a £300m sustainability bond and published an assured report on how the proceeds were allocated.
- Supported a successful sustainability educational series for the finance team.
- Delivered Burberry's compliance certificate to participating banks, covering reductions in scope 3 emissions and Burberry's listing in the Dow Jones Sustainability Index – World, as part of the organization's sustainability-linked revolving credit facility.
- Reduced Burberry's cost of borrowing as a result of achieving scope 3 emissions targets.

“ I believe that the pressure put on banks and financial institutions by their corporate clients will deliver long-term changes through greater awareness of sustainability matters. These organizations finance many corporations and businesses around the world; together we can make a positive difference to both the environment and society more widely.

Fiona Rose, Group Treasurer, Burberry



Fraser Masson



Head of Commercial Finance – Onshore Europe



SSE plc



TCFD, Culture

sse
Renewables

Key achievements

- Improved the controls, processes and governance around the production of the annual TCFD risks and opportunities disclosures. The aim of this was to improve the robustness and auditability of climate-related financial disclosures, enhancing the Board's understanding and therefore decision making capabilities.
- Further developed the sustainability culture within the renewables operations department and set a strong foundation for future collaboration across the business.

“ The climate-related risks and opportunities facing the renewables side of our business are central to the growth ambitions of SSE. This makes it imperative that all information communicated internally and externally on these matters is scrupulously accurate... The work carried out by the finance and sustainability teams this year has provided the required rigour.

Barry O'Regan, Renewables Finance Director, SSE plc



Gabriella Dispenza

- Head of Rating Agency Relations
- NatWest Group
- Investor Relations, Reporting



Key achievements

- Improved dialogue with investors and rating agencies on ESG issues and relevant KPIs, including introducing new ESG-related investor slides and Q&As.
- Created better alignment of NatWest Group's KPIs to existing reporting standards.
- Shared external stakeholder feedback on NatWest Group's ESG and climate disclosures with internal teams, including reporting on progress with large ESG rating agencies.

“ Gabriella's constant attention to ESG rating agencies and investor needs, and her willingness to share knowledge and bring about change within the organization, are her best achievements. Collaboration across a broad set of internal and external stakeholders is key to success and Gabriella does this well.

Katie Murray, Group Chief Financial Officer, NatWest Group



Grace Goh

- MD Finance, Head Investment Services
- Temasek International Pte. Ltd.
- Culture, Carbon and Net Zero, Reporting

TEMASEK

Key achievements

- Increased awareness of the role of finance in supporting Temasek International's sustainability goals.
- Established a robust data management and governance process for the efficient collation of carbon reporting data.
- Enabled accurate and timely reporting of portfolio carbon emissions data to support the tracking and monitoring of progress toward net zero.

“ Finance can play an important role in building a better world. There is no perfect framework for ESG data sets, so leaders in finance must take actions to build capability, incorporating ESG information within the evaluation assessment process in order to influence decision making.

Grace Goh, MD Finance, Head Investment Services, Temasek International Pte. Ltd.



Greg Bohne

-  Vice President – Corporate Financing
-  OMERS
-  Debt Finance, Management Information



Key achievements

- Expanded OMERS' internal taxonomy for green assets to include not only clean energy, but also other ESG issues, helping the organization to better evaluate its exposure.
- Updated investor materials to include OMERS' track record in sustainability.
- Issued OMERS' first sustainable bond, which helped the organization raise US\$1.1 billion in support of its sustainable investment objectives.

“As an issuer in the sustainable bond market, our investments in sustainable assets unlock access to new capital at attractive rates and support continued investment that advances sustainable outcomes.

Jonathan Simmons, Chief Financial Officer, OMERS



Greg Krueger

-  Associate Director Financial Reporting
-  City of Vancouver
-  Culture, Reporting, TCFD



Key achievements

- Held roundtables with stakeholders from public sector, accounting and sustainability groups to discuss how to work together to improve public sector sustainable financial reporting and management, including TCFD capabilities.
- Led a series of group discussions to generate ideas for advancing the City of Vancouver's TCFD reporting and put in place a plan to reach full disclosure.
- Held meetings with Metro Vancouver to encourage and support their TCFD reporting.
- Proposed an A4S Public Sector Circle of Practice to advance public sector sustainability activities in Canada.

“The work completed on the A4S project helps us clarify the road ahead to meet our sustainability reporting aspirations and collaborate with other organizations that share our passion for public sector sustainability.

Patrice Impey, Chief Financial Officer and General Manager of Finance, City of Vancouver



Guillermo Gutierrez de Piñeres

- Vice President Latin America
- International Paper Company
- Reporting, TCFD, Investor Relations



Key achievements

- Conducted a comprehensive review of ESG reporting frameworks to meet the needs of the organization, stakeholders and investors. As a result of this review, International Paper Company’s 2022 Global Sustainability report included a TCFD reporting framework.
- Developed and implemented a comprehensive ESG communications plan for investors, which included an ESG section in a quarterly investor roadshow presentation, and a planned redesign of the investor pages on the company’s website with a focus on ESG.

“ Finance must be a catalyst to advance sustainable strategies.

Guillermo Gutierrez de Piñeres, Vice President Latin America, International Paper Company



Gus Carbery

- Head of Finance
- Amundi Ireland
- Management Information, Culture



Key achievements

- Enhanced Board reporting by introducing more KPIs on sustainability.

“ By designing a new process around the collection of environmental information to present to the Amundi Ireland Local Board and Amundi Ireland management, Gus has been able to demonstrate how Finance can provide more than just financial information.

Domenico Aiello, Chief Financial Officer, Amundi AM

“ What has resonated with me at the A4S Academy is that I was not alone in being overwhelmed by the environmental situation – everyone involved was passionate but admitted they are on a journey as there is no ‘perfect’ solution.

Gus Carbery, Head of Finance, Amundi Ireland



Hayford Kumah



Senior Accountant



West African Monetary Institute (WAMI)



Culture, Management Information



Key achievements

- Embedded a culture of sustainability within the finance team and outlined their role in the organization.
- Included sessions on how to conduct ESG assessments in project appraisals and execution requirements.
- Included sustainability impacts in management reports.

“Accountants can save the world...I was sold on the fact that metrics can be developed to measure the various capitals, and not just economic output.

Hayford Kumah, Senior Accountant, West African Monetary Institute (WAMI)



Heather Beddoe



VP Finance



Heritage Royalty



Strategic Planning, Culture, Carbon and Net Zero



Key achievements

- Increased awareness of sustainability within the management team, notably shifting its focus towards embedding and integrating sustainability into strategic objectives.
- Commenced scope 1 and 2 greenhouse gas (GHG) emissions measurement and started a project to incorporate sustainability metrics into 2023 business planning.
- Initiated a project to identify material sustainability topics and key reporting frameworks, with a view to developing a framework toward standardized reporting.

“The A4S Academy’s implementation objectives have supported us in developing foundational knowledge around sustainability, understanding reporting frameworks, and recognizing the need to embed measurable and defined metrics in order to take meaningful action.

Glenn McNamara, President & CEO, Heritage Royalty



H el ene Reymond

-  Sustainability Reporting
-  Zurich Insurance Group
-  Culture, Management Information



Key achievements

- Successfully designed and built a system for collecting and reporting on relevant KPIs from the Sustainability Accounting Standards Board (SASB), World Economic Forum and TCFD. This included changing KPI definitions, linking them to one of Zurich's sustainability pillars and the clear allocation of KPIs to group functions.
- Raised awareness of sustainability and challenged Zurich's finance Executive team on how sustainability is embedded within the group finance department.

“ It was great to get insights into what organizations such as CHANEL, Heathrow Airport, the NHS, QBE and others are working on. Although the trade of these companies is different, we all share the same ambition: that our companies make a positive difference in the world.

H el ene Reymond, Sustainability Reporting, Zurich Insurance Group

➤ **Award Winner – Resilience.** [Read H el ene's story here](#)



Henning R uther

-  Global Head of Tax Operations, Accounting & Reporting
-  Zurich Insurance Group
-  Culture, Reporting



Key achievements

- Updated Zurich's tax strategy to ensure it meets evolving reporting standards and is easy for non-specialists to understand.
- Reviewed Zurich's website disclosure and improved the narrative in order to appeal more to the general public.
- Raised awareness and challenged Zurich's finance Executive team on how sustainability is embedded within the group finance department.

“ Henning has had to think about how to influence his colleagues rather than just communicate to them. I think he has been able to not only create a group of advocates, but also to nudge a larger group into thinking about their contribution to this issue.

George Quinn, Group Chief Financial Officer, Zurich Insurance Group



Jacki Farman

- GM Financial Control and Assurance
- Genesis Energy
- Culture, Debt Finance, Reporting



Key achievements

- Grew the culture of sustainability in the finance team, through involvement in reporting and business-led initiatives, but also through educational sessions.
- Supported the treasury team in developing a sustainable finance framework for issuing and managing green bonds and loans.
- Moved towards integrated reporting, which has enhanced Genesis Energy's investor engagement.

“ My most significant takeaway has been an increase in awareness of the key role Finance teams play in lifting an organization's sustainability maturity, and the various ways that shows up.

Jacki Farman, GM Financial Control and Assurance, Genesis Energy



Jackie Jacques

- VP Finance
- Deutsche Post DHL Group
- Culture, Management Information



Key achievements

- Formed a regional ESG committee within finance to work together on communications, training and raising awareness of the environmental agenda within the finance team.
- Worked in collaboration with global and EMEA teams to learn and share best practice, and delivered a series of events, newsletters and webinars to the 750 strong UKI finance community.
- Improved processes around ESG data collection and management for group reporting purposes.

“ My most significant takeaway from the Academy is the size of the opportunity. I came into it thinking I couldn't achieve much as a finance lead in a region as part of a global company, but I've seen that I can make a difference.

Jackie Jacques, VP Finance, Deutsche Post DHL Group



James Adams



Group Treasurer



Chalhoub Group



Strategic Planning, Debt Finance, Culture



Key achievements

- Started a pilot programme for sustainable finance and investments, which will provide financial incentives to Chalhoub Group's suppliers linked to their sustainability scorecards.
- Built sustainability into the treasury team's KPIs, as well as its three-year plan.

“ Sustainability is a key priority that needs to be addressed today, and the finance teams are exceptionally well placed to support their companies in leading and driving the necessary change.

James Adams, Group Treasurer, Chalhoub Group



Jana Jung



Head of Finance Office



Allianz Global Investors



Culture, Management Information, Strategic Planning



Key achievements

- Completed an 'Environmental Roadmap' that outlines tailored initiatives for each regional entity in order to reach 2025 targets. This roadmap is integrated into Allianz Global Investors' planning and budgeting cycle.
- Hired a dedicated team to integrate a culture of sustainability, including a CSO and ESG specialist. This team has begun to roll out training and facilitate cross-corporate collaborations on sustainability.

“ During the A4S programme I realized that all aspects of ESG are equally important: Environmental, Social, Governance. The key is to set up a workforce and culture where all three aspects are intrinsically part of our behaviours and activities.

Jana Jung, Head of Finance Office, Allianz Global Investors



Dr Jeannette Vinke

-  Chief Operating Officer
-  American University of Sharjah
-  Culture, Carbon and Net Zero, Budgeting

AUS | الجامعة الأميركية في الشارقة
American University of Sharjah

Key achievements

- Trained the operations and finance department teams on the severity of sustainability issues.
- Developed a 'Climate Action Plan' that includes full financial calculations to make the cost of carbon visible. This also included engaging the wider community such as students, staff and governmental organizations.
- Put the finance team at the heart of the Climate Action Plan to ensure financial and carbon budgets are aligned.

“ Sustainability is a very complex issue and can be overwhelming. A4S taught me to just start and find like-minded people who will keep you going during tricky times, and then it's incredible what can be achieved.

Dr Jeannette Vinke, Chief Operating Officer, American University of Sharjah

➤ **Award Winner – Inspiration.** [Read Jeannette's story here](#)



Joao Vitor Zocca Moreira

-  Controller and FP&A Director
-  Suzano
-  Capex, Management Information, Governance



Key achievements

- Ensured that KPIs designed to measure and manage 15 long-term sustainability goals were measured consistently using the same methodologies. The evolution of this project is now discussed in all key management meetings.
- Embedded a 25% weighting for ESG criteria into all capital allocation processes as of July 2022.
- Commenced pilot testing for a process to embed carbon considerations into capital allocation processes.

“ One of Joao's key achievements is his success in connecting multiple stakeholders across finance, sustainability, engineering, industrial and forestry teams in order to further embed sustainability into our financial routines.

Marcelo Feriozzi Bacci, Chief Financial Officer, Suzano



John Whang

- Chief Financial Officer, Korea YH
- CHANEL
- Culture, Management Information

CHANEL

Key achievements

- Increased awareness of ESG initiatives at a regional level. This included creating a cross-functional regional taskforce with a view to developing a robust ESG plan with clear milestones.
- Began development of a powerful tracking tool that captures KPIs to enhance current regional ESG reporting capabilities.
- Continued to work with third parties to strengthen responsible sourcing and to ensure that suppliers meet CHANEL's ESG standards.

“ CHANEL has committed to a bold mission, and CHANEL Korea needs to play an active role. We need to ensure everyone is clear on the WHAT and WHY in order to achieve traction on the path to sustainability.

John Whang, Chief Financial Officer, Korea YH, CHANEL



Jonatas Silva

- Director, US Responsible Business Reporting
- National Grid
- Reporting

nationalgrid

Key achievements

- Assessed and analysed US-specific ESG reporting frameworks against wider reporting frameworks to identify similarities and differences.
- Provided enhanced US-based ESG information to stakeholders to enable like-for-like comparisons between other US entities.
- Transformed external US reporting on ESG and sustainability using a format developed by the American Gas Association and Edison Electric Institute (the EEI-AGA template).

“ Incorporating the EEI-AGA template into our portfolio of ESG frameworks created an opportunity to streamline and finetune our responsible business data collection process.

Laura Barbrook, Group Financial Controller, National Grid



Julian Easthope

 VP Investor Relations

 Burberry

 Investor Relations, Culture

BURBERRY
LONDON ENGLAND

Key achievements

- Raised the profile of Burberry’s sustainability credentials among investors and in external quarterly financial reporting.
- Ran successful bitesize briefings with the finance department on the importance of ESG and why it is being incorporated into Burberry’s decision making.

“ Within finance there was limited understanding but a willingness to learn about the importance of ESG in Burberry. My proudest achievement was to get a substantially better understanding of the important issues in this area.

Julian Easthope, VP Investor Relations, Burberry



Julie Maconochie

 Head of Business Finance

 LiveWest

 Capitals Accounting, Budgeting

LiveWest
A home for everyone

Key achievements

- Incorporated environmental and social considerations into procurement tenders.
- Piloted the use of a shadow carbon price within the tendering process to assess impact over traditional procurement methodologies.
- Developed a set of sustainability KPIs to assess suppliers and monitor improvements over time toward sustainability targets.

“ This project has raised the awareness across our organization of the environmental and social impacts of our procurement decisions... Although environmental and social impacts are already considered in many of the financial choices that we make, by agreeing more focused criteria in the tendering process, we can confirm that sustainability will also become embedded into financial decision making in our procurement choices.

Melvyn Garrett, Deputy Chief Executive/ Executive Director of Finance, LiveWest



Kelly Lange

 Director – Enterprise Procurement

 Securian Financial

 Management Information,
Carbon and Net Zero

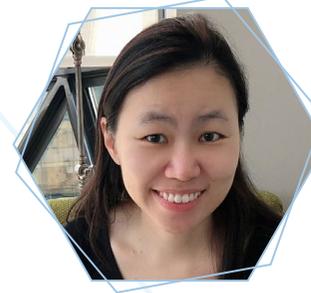


Key achievements

- Built a framework that includes standard templates with Corporate Social Responsibility (CSR) topics for the team to use when interacting with suppliers. This also involved creating a plan to engage suppliers in the drive to net zero emissions goals, including resources to support suppliers and recognizing champions within the procurement team.
- Created an annual benchmark survey to start collecting data on the efforts suppliers are making in this space.
- Developed a plan for understanding scope 3 emissions with a view to setting targets.

“ Only when scope 3 emission data is known and understood can the wider organization fully appreciate why certain suppliers are being targeted, why goals are being set, and why we’re driving to deliver those results.

Kelly Lange, Director – Enterprise Procurement, Securian Financial



Koh Wei Ling

 Director, Investment Services
(Data Stewards)

 Temasek International Pte. Ltd.

 Carbon and Net Zero,
Management Information

TEMASEK

Key achievements

- Measured and tracked portfolio carbon emissions, ensuring data integrity.
- Identified a list of portfolio companies to encourage carbon measurement and reporting, and conducted workshops on reporting requirements, including scope 3 emissions.
- Built new processes to collate financial and sustainability information and integrated these into the organization’s existing systems.
- Built a calculator and dashboard to measure and track portfolio emissions and generate insights for decision makers.

“ Regardless of where the ESG function sits within an organization, there is always a critical role for finance professionals to play and contribute to the sustainability journey.

Koh Wei Ling, Director, Investment Services (Data Stewards), Temasek International Pte. Ltd.



Laura Barbrook

-  Group Financial Controller
-  National Grid
-  Governance, Culture, Reporting

nationalgrid

Key achievements

- Agreed the CFO function’s sustainability ambitions, including roles and responsibilities.
- Set up a centre of excellence for financial control staff to integrate responsible business metrics into all finance processes.
- Created a baseline for scope 3 emissions and targets.
- Voluntarily adopted the EU taxonomy for sustainable activities.

“The Academy made me realize the contribution finance professionals can add in non-finance areas... A lot of this does not require reinventing the wheel... it just requires focus and resources.

Laura Barbrook, Group Financial Controller, National Grid



Laura Guittard

-  VP Global Finance Risk Management & Controls
-  GSK
-  Culture, TCFD, Management Information

GSK

Key achievements

- Led education and awareness programmes to embed sustainability into finance culture and activities.
- Enhanced and expanded TCFD risk quantification and assessment, using a cross-functional working group and identifying key stakeholders for collaboration.
- Developed rigorous controls for data feeding into the TCFD reporting framework.

“Thanks to these initiatives, we have succeeded in embedding a TCFD reporting process across Sustainability, Supply Chain and Finance, which we have leveraged for 2022 reporting.

Iain MacKay, Chief Financial Officer, GSK



Leah Ramoutar

-  Head of Climate and Nature Risk
-  Phoenix Group
-  TCFD, Culture



Key achievements

- Published Phoenix Group's first comprehensive, standalone climate report.
- Met regulatory requirements related to embedding climate within the organization's risk management framework.
- Made significant progress in implementing all 11 TCFD recommendations across the four pillars.
- Developed an ESG integration framework and completed analysis across Phoenix Group's entire investment portfolio and defined areas of focus.
- Built an internal 'Climate Hut' on the intranet, which includes five learning modules. A more formal training programme is being developed for all 8000 employees.

“ The TCFD programme was a critical one for the business and Leah led this exceedingly well. Through her commitment, leadership and enhanced knowledge of the subject matter, the group made significant progress in understanding and managing climate-related impacts on our business.

Rakesh Thakrar, Group Chief Financial Officer, Phoenix Group



Leonard Galais

-  Manager, Corporate Finance
-  National Grid
-  Investor Relations, Debt Finance, Culture



Key achievements

- Improved the score on National Grid's S&P ESG evaluation report.
- Raised more green financing, totaling almost £3 billion since the creation of National Grid's Green Financing Framework in 2020.
- Launched the organization's first sustainability-linked financing, which includes ESG metrics in the loan documentation.
- Promoted the role of the treasury teams in these initiatives and the embedding of ESG into the organization.

“ Sustainability has been core to our business for a number of years, but it has historically been an add-on for the finance function. It is now incorporated into all strategic objectives and the whole finance function has a crucial role to play in shaping and implementing National Grid's ESG strategy.

Leonard Galais, Manager, Corporate Finance, National Grid



Li Li Lian

- VP-Accounting
- Moody's
- Governance

MOODY'S

Key achievements

- Documented methodologies and controls used to measure the impact of CSR activities to provide more transparency and accountability within Moody's.
- Reviewed methodologies to ensure they were effective and compliant with the latest standards and policies.

“ Before I joined the A4S Academy, I had some knowledge on climate reporting, but not how pervasive sustainability can be for the entire company. The exposure I had gave me the tools to become the project lead to implement the new EU Corporate Sustainability Reporting Directive reporting requirement and the UK TCFD reports in our local communities.

Li Li Lian, VP-Accounting, Moody's



Lily Jiang

- Chief Financial Officer, Kuala Lumpur
- CHANEL
- Culture, Carbon and Net Zero

CHANEL

Key achievements

- Increased ESG awareness within local teams by sharing local and regional ESG initiatives and progress.
- Conducted a CSR audit of local suppliers.
- Ensured all retail premises in Malaysia are LEED (Leadership in Energy and Environmental Design) certified. The new distribution centre will have renewable energy thanks to environmental issues being embedded in capex.

“ Finance... should take the lead and be heavily involved in ESG initiatives, to embed ESG not only into Finance but all business operations and decision making.

Lily Jiang, Chief Financial Officer, Kuala Lumpur, CHANEL



Lindsay Murray

-  Senior Finance Business Partner
-  Asahi UK Limited
-  Carbon and Net Zero, Management Information, Budgeting



Key achievements

- Created a UK matrix for calculating CO₂ emissions and virgin plastic in order to track the environmental footprint for Stock Keeping Units.
- Began to build CO₂ emissions, plastic and water budgeting into the 2023 budgeting cycle, covering both capex and opex in key areas.
- Took the UK&I finance lead on communicating the need for change, both within finance and at Board level, explaining the methodology and impact on overall P&L.
- Drove the adoption in the UK of 'Sustainability-EBITA', which tracks scope 1 and 2 emissions, as well as scope 3 packaging and transport emissions, in reporting.

“ Lindsay has taken the UK&I finance lead on communicating the need for change both within finance and at Board level, calculating and explaining the methodology and impact on our overall P&L. Where structurally possible, this has enabled the business to make better investment decisions to ensure we have our impact on the planet in mind.

Mike James, Finance Director, Asahi UK Limited

➤ **Award Winner – Innovation.** [Read Lindsay's story here](#)



Lisa Marie Kar Yee Djeng

-  Managing Director, Portfolio Manager, ESG Specialist
-  Keywise Capital Management (Hong Kong)
-  Culture, Capex



Key achievements

- Further strengthened climate knowledge by joining the Asia Investor Group on Climate Change.
- Identified areas of the business with low awareness of sustainability and provided training. For example implemented training on climate disclosures for the investment team, the investor relations team in Beijing and Shanghai, as well as the management, trader and compliance teams.
- Made it compulsory to include ESG considerations in every investment.

“ Lisa has been instrumental in helping the team to handle ESG disclosures and investor due diligence enquiries. She also brought in a culture, and an awareness, of sustainability to the investment team.

Franke Li, Chief Operating Officer, Keywise Capital Management

➤ **Award Winner – Impact.** [Read Lisa's story here](#)



Lizza Chiu

- Chief Financial Officer
- All-Stars Investment Limited
- Capex, Budgeting, Governance



Key achievements

- Incorporated ESG considerations into investment decisions to drive sustainable investments.
- Developed a policy and action plan to embed ESG into operations and internal decision making while also setting up an ESG committee overseeing integration.

“ I have gone from having a minimal understanding of ESG, to being actively involved in the policy set up and becoming a member of the ESG Committee.

Lizza Chiu, Chief Financial Officer, All-Stars Investment Limited



Lizzy Vissia

- Director Internal Audit EAI
- LyondellBasell Industries
- Reporting, Management Information



Key achievements

- Carried out an internal review of sustainability data and reporting, in line with LyondellBasell Industries' internal audit standards.
- Provided a gap analysis for management use to identify areas for improvement in sustainability data and reporting.

“ Disclosure of qualitative, comparable and consistent information about climate change will impact the business and investment decisions.

Lizzy Vissia, Director Internal Audit EAI, LyondellBasell Industries



Lynne Fulton



Financial Controller



United Utilities



Carbon and Net Zero, Capex, Budgeting



Key achievements

- Facilitated and enabled the development of a ‘multicapital’ approach for day-to-day investment decisions.
- Led a cross-functional working group to look at taking carbon into account for business case reviews, scorecard reporting and budgeting.
- Developed capability to measure and monitor targets and efficiency and to consider balanced decision making.

“ I am proud of the changes my implementation plan is bringing and will continue to bring to the business. It has provided a framework to deliver real value, where sustainability and commerciality go hand in hand. I am immensely proud to feel I have achieved that in some way.

Lynne Fulton, Financial Controller, United Utilities



Martin Bailey



Finance Director, Financial Control



Heathrow Airport



TCFD, Governance

Heathrow

Key achievements

- Improved TCFD disclosures by strengthening climate scenario analysis and by providing clear linkage between scenario analysis and accounting judgements, such as impairments and valuations.
- Improved controls and assurance over GHG emissions and TCFD reporting and made significant advances within the finance function in terms of adopting TCFD-aligned risk management.

“ By raising internal awareness, deepening our TCFD reporting with a robust scenario-based methodology, and upgrading our control framework, Martin is embedding carbon in our decisions. Through his critical contribution, Martin is delivering on our ambition of protecting the benefits of aviation in a world free of carbon.

Javier Echave Esport, Chief Financial Officer, Heathrow Airport



Martin Momberg

 VP CREST Finance Business Intelligence & Analytics

 Deutsche Post AG

 Carbon and Net Zero, Culture, Management Information

Deutsche Post DHL Group

Key achievements

- Agreed clear ESG KPIs and integrated them into decision-making processes.
- Embedded ESG reporting alongside financial reporting and developed internal controls for ESG data.
- Increased colleagues' awareness of the importance of sustainability to the business.
- Implemented EU taxonomy reporting.
- Registered science-based targets.

“ The main lever to embed sustainability into an organization is people. And colleagues are very open to support something where they see the positive impact on the environment and society.

Martin Momberg, VP CREST Finance Business Intelligence & Analytics, Deutsche Post AG



Mary-Lee Stillwell

 Vice President – Accounting & External Reporting

 Verizon Communications, Inc

 Reporting



Key achievements

- Carried out a gap analysis to assess how Verizon's ESG reporting compares to proposed Securities and Exchange Commission (SEC) rules, and to identify what needs to be improved.
- Developed a working group comprising representatives from legal, risk and external reporting and policy to support the development of a tool to improve the consistency of reporting and to enhance controls around ESG-related metrics.

“ Having a well-controlled process in place around our sustainability data and reporting is essential for us... This allows us to have confidence in our sustainability data that informs some of our business decisions, as well as ensuring that we continue to have best-in-class ESG reporting.

Matthew D Ellis, Executive Vice President & Chief Financial Officer, Verizon Communications, Inc



Meagan Phillips

- Chief Risk Officer
- Securian Financial
- TCFD, Reporting



Key achievements

- Developed and began implementing a climate risk management framework for the organization, aligned to TCFD.
- Improved awareness across the organization of financial risks and opportunities associated with climate change.
- Incorporated climate risk into Securian Financial's Own Risk and Solvency Assessment (ORSA) reporting and plan to expand this next year.

“The advancement of our climate risk framework has resonated with our Executive Leadership Team and our Board. Enterprise Risk Management is the cornerstone of our financial strength and this work has accelerated mobilization of our ESG programme.

Warren Zaccaro, Executive Vice President & Chief Financial Officer, Securian Financial



Michael Cross

- Director, Investor Relations
- Archer Daniels Midland (ADM)
- Investor Relations



Key achievements

- Incorporated sustainability topics into ADM's Global Investor Day, including the importance of sustainability initiatives to the current business model and future goals.
- Engaged with over 50 ESG-focused investors to determine their information needs. This resulted in a review of the timings and forum for publishing ESG goals, as well as including ESG factors in compensation programmes.

“Michael has embraced the importance of sustainability in the success of our long-term plan and the importance of us effectively communicating this to our investors... I have been very pleased with Michael's participation in the A4S Academy and the translation of knowledge and awareness to the Investor Relations function.

Ray Young, Vice Chairman, ADM



Nadine Ponomarenko



Sustainability Manager



Swinburne University of Technology



Capex, Carbon and Net Zero



Key achievements

- Piloted the incorporation of sustainability factors into the strategic procurement process for the purchase of a supercomputer.
- Involved the sustainability manager within the procurement evaluation team, with a view to incorporating a sustainability weighting within capex decision making in this pilot scheme.

“Nadine’s ability to influence the University and its procurement processes to embed new criteria with weighting was a key and significant achievement. Whilst this had been discussed previously, it had never been implemented and the drive and commitment that Nadine showed ensured it was a success.

Michael O’Shea, Chief Financial Officer, Swinburne University of Technology



Nicola Wright



Partnership FP&A Lead



John Lewis Partnership



Strategic Planning, Management Information, Culture



Key achievements

- Incorporated the new financial strategy that has the John Lewis Partnership’s purpose at its heart – ie ‘Happier Partners, Happier People and Happier World’ – into business planning processes. This thinking supported an investment of £16 million in UK farming, to support industries in ethical sourcing and to protect partner wellbeing.
- Included progress against ESG goals in monthly reports to the Executive and Board, with the positive or negative impact of decisions made that month. This involved educating the team on how to report these metrics.
- Set up a ‘Finance Sustainability Squad’, bringing together finance staff who are personally passionate about sustainability, to help drive this agenda forward.

“The finance team is now working collaboratively with our Ethics and Sustainability team to promote the ESG goals of the Partnership and to provide improved reporting and assurance over how we achieve those goals.

Berangere Michel, Executive Director, Finance, John Lewis Partnership



Nicholas Bell

 Senior Finance Manager – FP&A

 Landsec

 Budgeting, Carbon and Net Zero



Key achievements

- Developed an approach for monitoring the investment programme behind Landsec’s net zero carbon reduction plans.
- This was achieved by ensuring corporate targets were reflected appropriately within the annual financial budget, making sure the appropriate controls were in place to measure spend on net zero projects, and checking that adequate reporting was put in place to provide quarterly updates on progress of spend.

“ It has been really interesting to see how different organizations are adapting to the challenges faced by climate change. Sometimes the intentions are easier to define than the actions are to deliver, but coming together to share ideas and best practice as part of the A4S Academy has been a great way to help.

Nicholas Bell, Senior Finance Manager – FP&A, Landsec



Nicolas d’Avout

 Global ESG Finance Director

 Procter & Gamble

 Strategic Planning, Management Information, Culture



Key achievements

- Incorporated environmental sustainability impacts into financial analysis policies and business decision making frameworks, including but not limited to capex appraisal.
- Developed a roadmap for improving ESG reporting capabilities with a dedicated multifunctional team of experts.
- Progressed cultural change of the finance team through senior level engagement and cross functional collaborations.

“ The implementation objectives were spot on in helping to further integrate ESG into the business and, more specifically, to elaborate our financial analysis and decision making frameworks.

Monica Boutchard, Vice-President, Global ESG Finance, Procter & Gamble



Nigel McCann



Chief Finance Officer



Betsi Cadwaladr University Health Board



Strategic Planning, Culture



Key achievements

- Shaped a wider organizational approach to embed sustainability across Finance, HR, Information Management & Technology and other corporate functions. This was achieved through advocating for sustainability champions and identifying competency requirements for finance personnel in particular.
- Took up the Chair of the Divisional Capital and Estates Strategic Group, which helped to place sustainability at the heart of every discussion and decision.
- Worked toward embedding sustainability into medium-term business strategy and planning.

“ Sustainability is much more real and tangible to me now. I talk about sustainability in most discussions about how we use our resources more effectively for the citizens that we serve.

Nigel McCann, Chief Finance Officer, Betsi Cadwaladr University Health Board



Norbert Scholz



FAR Controller Germany



Zürich Beteiligungs-AG



Management Information, Culture



Key achievements

- Defined KPIs for the company's operations and sustainable revenues with reports compiled on a quarterly basis.
- Set up a specialist team in finance dealing with sustainability topics that regularly meets with the sustainability and business units.
- Established a process to collect, calculate and store data relevant for sustainability reporting.
- Started impact analysis to establish what additional sustainability data is needed to meet EU regulation requirements.

“ Finance has an important role in having the right measures and KPIs in place and enabling us as a company to report on our progress in a consistent and transparent manner.

Torsten Utecht, Chief Financial Officer, Zürich Insurance Germany



Phil Booth

-  **Group Head of Reporting, Planning and Analysis**
-  **Hill & Smith Holdings Plc**
-  **Strategic Planning, Budgeting, Culture**



Key achievements

- Helped set up a process whereby each business within Hill & Smith Holdings Plc now considers ESG issues. This included setting objectives in line with the group's strategic plan.
- Developed and delivered the company's first ESG-costed plan to achieve net zero targets by 2040.
- Revised the capex process so that it included a greater focus on environment and health and safety.
- Championed sustainability and ESG within the wider finance team.

“ For the first time this year, the five year strategic plan included the output of the costed plan that Phil led on. In addition, Phil has taken the lead on ensuring that ESG factors are considered in this year's budget process, which again is a first for our organization. Both initiatives provide a good framework and approach that we can develop in the coming years.

Hannah Nichols, Group Chief Financial Officer, Hill & Smith Holding Plc



Pui Fun Gladys Chan

-  **Chief Financial Officer, Hong Kong & Macau**
-  **CHANEL**
-  **Culture, Management Information**

CHANEL

Key achievements

- Built awareness of CHANEL's ESG ambitions and facilitated a culture change within the finance team, by incorporating ESG into performance objectives.
- Educated the finance team on the purpose of ESG management information and the importance of data collection and reporting, with specific focus on an energy reporting tool.
- Engaged with stakeholders, such as landlords, to drive the green agenda.

“ The most significant takeaway from the A4S Academy is in understanding that climate change is an issue for humanity and for business, and there is a need for an urgent response. It also provides us a platform to connect with other finance professionals for best practice sharing.

Pui Fun Gladys Chan, Chief Financial Officer, Hong Kong & Macau, CHANEL



Rhiannon Dowdall

-  Head of Finance – Capital Portfolio & Investment Appraisal
-  Heathrow Airport
-  Capex, Culture



Key achievements

- Evaluated the use of an internal carbon price within capital investment case studies, with a view to implementing a shadow carbon price within the organization.
- Progressed toward integration of carbon impact assessments within investment appraisal decisions.
- Drove engagement and advocacy for sustainability issues across the finance team through the creation of a sustainability taskforce.

“ My proudest achievement so far has been the design and production of our internal Carbon Price Masterclass workshop, which revolutionized many colleagues’ understanding of how Finance can truly transform the business processes to affect our Heathrow 2.0 goals.

Rhiannon Dowdall, Head of Finance – Capital Portfolio & Investment Appraisal, Heathrow Airport



Rick Lau

-  VP, Investment Finance (Private Equity)
-  OMERS
-  Governance, Investor Relations



Key achievements

- Compiled a set of ESG criteria to benchmark OMERS’ vendors and used this to develop a supplier code of conduct.
- Developed a vendor governance process for private equity businesses, ensuring they undergo due diligence on six key factors covering ESG considerations and climate risk mitigation, to identify risky vendors.

“ As one of the major Canadian pension funds, our power to influence our vendors is significant. We expect that vendors who want to work with us will adopt or strengthen their ESG commitments.

Jonathan Simmons, Chief Financial Officer, OMERS



Robert Lee

-  Group Financial Controller
-  United Utilities
-  Investor Relations, Culture



Key achievements

- Integrated ESG messaging into all equity market communications.
- Ensured the provision of bespoke ESG messaging through delivery of an ESG capital markets day, which may now become an annual event.
- Increased understanding of ESG at Board level, and improved coordination and communication of ESG activities across the organization to facilitate cohesive reporting.

“As an organization, we now have a more consistent and transparent drum beat of engagement with the equity markets in relation to our sustainability agenda.

Phil Aspin, Chief Financial Officer, United Utilities



Rodrigo Garcia

-  Deputy Finance Manager
-  Esval S.A.
-  Reporting, Culture



Key achievements

- Incorporated ESG information into Esval's annual financial report.
- Identified over 150 recommendations to improve disclosure, which the organization is now working on.
- Formed an ESG reporting group from different areas of the company (IR, sustainability, risk finance, company secretary) to engage senior management and the Board.

“Rodrigo's key achievement is his contribution to the company's realization that the finance team can and should add value from an ESG perspective and that investors require strategic ESG disclosures from the company.

Manuel Camiruaga Mezzano, Finance and Management Control Manager, Esval S.A.



Rory Carson

- Segment Controller, Global O&P
- LyondellBasell Industries
- Carbon and Net Zero, Capex



Key achievements

- Established a standalone business unit for circularity and low carbon, and work is underway to build out the team. The team will have dedicated finance roles including reporting and internal controls focused on ESG.
- Established carbon pricing mechanisms to include in capital investment.

“ Finance will continue to be the trusted business partner for our new Circularity and Low Carbon business unit and I am confident that we will continue the progress and momentum that we have achieved to date.

Michael McMurray, Executive Vice President, Chief Financial Officer, LyondellBasell



Sanna Ahvenniemi

- Investor Relations Manager
- Stora Enso
- Reporting



Key achievements

- Established an internal working group for EU taxonomy reporting, led by the finance group.
- Implemented EU taxonomy reporting as part of Stora Enso's annual reporting and set up a process to accommodate more detailed reporting.

“ Implementation of EU taxonomy reporting as part of annual reporting is one of the proof points to show the importance of sustainability in financial decision making. This kind of initiative shows signs that sustainability reporting is getting closer to more standardized financial reporting. Decision making is easier when there are commonly agreed standards and reporting criteria.

Seppo Parvi, Chief Financial Officer, Stora Enso



Sarah Chi



Finance Officer



United Nations World Food Programme (UNWFP)



Management Information, Reporting



Key achievements

- Participated in webinars and key initiatives relating to the six strategic objectives set by the organization, and participated in feedback to develop organizational understanding of efficiencies within the finance function.
- Supported wider organizational objectives to ensure the finance function is engaged, has access to learning and development opportunities and achieves gender parity.

“ One of my key achievements is having a greater sensitization and awareness of the extent and impact of how sustainability influences finance culture and how this ultimately affects and contributes to the organization’s efficiency as a whole.

Sarah Chi, Finance Officer, United Nations World Food Programme (UNWFP)



Shari K Graves



Global Director Enterprise Risk Management



Archer Daniels Midland (ADM)



TCFD



Key achievements

- Identified specific ESG-related risks and increased awareness and understanding of these throughout the organization.
- Redesigned ADM’s Enterprise Risk Management system to incorporate ESG, including valuations of potential risks and key mitigating activities.
- Enhanced ESG risk reporting to Executive Management and the Board of ADM.

“ The inclusion of ESG considerations into our Enterprise Risk Management process has allowed us to sensitize our leaders to the risks, and to develop mitigation actions. In addition, it has allowed our leaders to incorporate ESG considerations into our strategy development and long-term plan.

Ray Young, Vice Chairman, ADM



Steven Naismith

-  Interim Head of Retail
-  Edinburgh Airport
-  Management Information, Governance



Key achievements

- Developed a Sustainability Scorecard to facilitate quarterly reporting on sustainability KPIs and set targets against key KPIs to ensure that progress could be measured effectively.
- Implemented a governance framework around the sustainability scorecard to ensure robust data reporting, and to provide decision-useful information to senior leaders within the organization.

“ The Sustainability Scorecard has proven to be a vital tool in tracking and incentivizing performance against Edinburgh Airport’s sustainability objectives. The Scorecard is presented to the Sustainability Executive Committee on a quarterly basis and is our principal tool for holding the business to account.

Graeme Gibson, Finance Director, Edinburgh Airport



Sumit Jhaveri

-  Chief Financial Officer, Taiwan
-  CHANEL
-  Strategic Planning, Management Information

CHANEL

Key achievements

- Led market reporting to support global climate-related initiatives.
- Developed a roadmap to 2025 to further embed sustainability within local operations and business planning.
- Worked towards incorporating sustainability considerations into business processes, such as client events.

“ Through sustainability we have brought more meaning to the finance teams’ roles and put them at the centre of strategic discussions for the first time.

Sumit Jhaveri, Chief Financial Officer, Taiwan, CHANEL



Sylvain Desrosiers

- Senior Director, Performance
- CDPQ
- Carbon and Net Zero, Strategic Planning



Key achievements

- Facilitated the development of a tool to create a framework on climate footprint performance attribution, by asset class and across CDPQ's portfolio. This is now being expanded to cover wider ESG considerations.
- Scenario analysis was used within the framework to better understand the impact of the investment decisions.

“The work done by Sylvain has been instrumental in providing the organization with quantifiable performance data on the impacts of sustainable investing. This will create further demand for this information within the organization and eventually cause investment decisions to be made based on it.

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



Ting Ting Kwok

- Chief Financial Officer, Asia Pacific
- CHANEL
- Culture, Management Information

CHANEL

Key achievements

- Oversaw discussions across the organization to drive forward ESG initiatives, with a particular focus on the role and contribution of finance.
- Involved in a variety of ESG initiatives, including renewable energy negotiations, an energy management tool and vendor ESG audits.
- Implemented the first ESG KPI for investment decisions for retail / corporate projects, including the requirement to ensure they follow appropriate green building guidelines.

“Having all my CFOs be part of the A4S Academy is my proudest achievement, as it helps to facilitate change... transforming culture and deepening understanding.

Ting Ting Kwok, Chief Financial Officer, Asia Pacific, CHANEL



Tobin Shields

- Senior Manager, Valuation
- Ontario Teachers' Pension Plan (OTPP)
- Strategic Planning, Culture



Key achievements

- Developed a framework model for climate change impacts to be used by all investment teams when performing investment underwriting analysis and valuations.
- Enabled successful collaboration between valuations, responsible investing and sustainability reporting teams, to provide relevant information for informing accurate and timely reporting on carbon emissions for portfolio companies.

“As a long term and global investor, we are an active steward and engaged owner of the business – not only to earn returns, but to help shape a better future. The finance division plays a key role in supporting the rest of the organization to meet these goals... The implementation objectives have led to explicit consideration of sustainability in decision making for investments, valuations and meeting the OTPP's net zero commitment.

Tim Deacon, Chief Financial Officer, Ontario Teachers' Pension Plan



Ton Brown

- SVP International Tax
- Moody's Corporation
- Governance



MOODY'S

Key achievements

- Documented methodologies and controls that Moody's uses to measure the social and human capital impact of CSR activities in order to provide more transparency and accountability.
- This also included reviewing methodologies and the associated risks to ensure they were effective and compliant with the latest standards and policies.

“We achieved our objective by setting clear goals and timetables with the Sustainability and CSR teams and having open and regular communication with all relevant stakeholders.

Ton Brown, SVP International Tax, Moody's Corporation

➤ **Award Winner – Advocacy.** [Read Ton's story here](#)



Tom Stuart

-  Head of Finance, Corporate Responsibility & Sustainability
-  Sainsbury's
-  Management Information

Sainsbury's

Key achievements

- Allocated targets to food category teams based on group sustainability commitments around health, food waste, scope 3 emissions and plastic packaging.
- Enabled reporting for the first time on progress against category level targets, allowing the ownership of progress at divisional levels and the identification of areas where increased support may be required.

“ Key lessons learnt included getting the decision makers in the same room, clearly surfacing the key sustainability commitment levers and commercial trade-offs to support decisions, providing training and support materials for the category teams, and being bold in setting stretching time-bound category targets when there is not yet a fully developed plan.

Tom Stuart, Head of Finance, Corporate Responsibility & Sustainability, Sainsbury's



Valentin Senechal

-  Chief Financial Officer, Singapore
-  CHANEL
-  Strategic Planning, Carbon and Net Zero, Culture

CHANEL

Key achievements

- Provided clarity over the role of finance at a local level by embedding ESG into strategy and business planning.
- Developed a roadmap to 2025, including ESG initiatives with clear ownership and accountability.
- Supported the roll out of a global emissions reporting tool at a local level.

“ Integrating ESG into strategic planning, as well as linking it to employee performance management, is a key factor of success in steering the right behaviors and allocating the proper and necessary resources.

Valentin Senechal, Chief Financial Officer, Singapore, CHANEL



Vanessa Tracey



Financial Controller



Premier Lotteries Ireland Limited



Carbon and Net Zero, Budgeting, Management Information



Key achievements

- Built and commenced a carbon reduction strategy and roadmap for scope 1 and 2 emissions, and agreed scope 3.
- Embedded sustainability into budgeting and forecasting processes to better align business performance with sustainability strategy.
- Enhanced internal reporting of key metrics, including the development of a carbon tracking tool to feed into monthly reporting.

“ The finance team plays a critical role in the climate transition and the key objectives outlined have helped lead the way to embedding sustainability into financial decision making.

Shane Naughton, Chief Financial Officer, Premier Potteries Ireland Limited



Vicky Sinclair



VP, Global Financial Reporting



IHG Hotels & Resorts



Capex, Carbon and Net Zero, Strategic Planning



Key achievements

- Undertook a carbon price exposure assessment for IHG Hotels & Resorts' premises and franchises.
- Introduced an internal carbon price in the company's decision making processes.
- Explored how to help franchisees decarbonize.

“ My proudest achievement is being involved in strategic decisions about how we can influence owners and franchisees, which will lead to tangible carbon reductions.

Vicky Sinclair, VP, Global Financial Reporting, IHG Hotels & Resorts



Victoria Blatova

 Executive Vice President of Sustainability

 Sistema PJSFC

 Strategic Planning, Investor Relations, Culture



Key achievements

- Helped to develop the first Board-approved ESG strategy.
- Assisted portfolio companies with their ESG roadmap, sustainability strategy, reporting and ESG rating.
- Supported a portfolio company in issuing its first social bond.
- Set up knowledge sharing workshops and training for management and other functions.
- Updated a communications plan and materials for investors to include sustainability.

“ A4S provided the tools and concepts for integrating a sustainability lens into finance, and to start speaking one language with financial specialists.

Victoria Blatova, Executive Vice President of Sustainability, Sistema PJSFC



Yulia Lebedeva

 Business Tax Manager Cluster Nutrition

 Royal DSM

 Reporting, Culture



Key achievements

- Developed a country by country approach to tax reporting that captures best practice and takes into account new legislation, including EU directives.
- Raised awareness of the importance of transparent tax reporting for embedding sustainability and creating trust among stakeholders.

“ Linking tax transparency and sustainability presents a great opportunity for stakeholder engagement and could increase the level of trust between the business and society at large.

Yulia Lebedeva, Business Tax Manager Cluster Nutrition, Royal DSM



Yulia Muscat

 Americas Region Accounting & Sustainability Reporting Leader

 ARUP Americas

 Carbon and Net Zero, Management Information

ARUP

Key achievements

- Enhanced and improved cultural awareness of sustainability within the Finance team by undertaking workshops with finance professionals.
- Improved data capture processes and reporting around scope 3 travel emissions to increase transparency over the impact of travel decisions.
- Revised travel policies and provided business travel scenarios to demonstrate carbon impacts of travel decisions to employees.

“ The Finance team is an active participant in the implementation of sustainable development goals and we have started to raise awareness, educate the team and generate interest.

Alan Jennat, Americas region Chief Financial Officer, Arup Americas

Overview

QBE's Academy participants developed a project to measure insurance-associated emissions in line with the developing industry methodology.

Topics: Carbon and Net Zero, Management Information, Strategic Planning

Key achievements

- Engaged with underwriting, risk and sustainability colleagues to run 'test and learn' pilots, which informed the contribution to the Net Zero Insurance Alliance / Partnership for Carbon Accounting Financials working group responsible for developing the industry-specific methodology.
- Addressed data challenges by identifying suitable proxies for gaps and due to the large volumes of data required to perform the calculations, fast-tracked a solution that automates and stores the data.
- Developed a plan to calculate the emissions based on emerging industry methodology and automated the calculation to generate "actual" emissions information periodically, to help integrate into planning and performance management.
- Established a senior Executive steering committee with representation from Data, Finance, Sustainability and Underwriting teams.

“ QBE has supported a collaboration between our Finance, Underwriting, Risk and Sustainability teams to support the required work to establish the baseline emissions. This will help establish targets, as well as embed data within planning, performance management and internal reporting processes to support decision making.

Inder Singh, Group Chief Financial Officer, QBE

QBE Insurance Group Ltd enrolled six senior staff on the A4S Academy course:



Gregory Giardiello

Deputy Finance Chief
Operating Officer



Asheeka Sharma

Head of Transformation
and Performance
Reporting



Sushma Segal

Group Finance Chief
Operating Officer



Anna Miskin

Finance Director
– Financial Control



SL Tay

Chief Financial Officer
and Head of FP&A, Asia



Sailesh Shenoy

Head of Group
Performance Analysis

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