

Leading Sustainability

ModularMaster in Sustainability Programme for Chief Sustainability Officers, ESG Consultants, sustainability professionals and corporate leaders



PROGRAMME SYNOPSIS

51% of CEOs cite sustainability as among their greatest challenges in the next 2-3 years

Source: IBM 2022 CEO study

The number of companies that appointed a Chief Sustainability Officer **tripled** in 2021

Source: PwC study



Sustainability is changing the nature of business, with investors, regulators, consumers, and employees pushing for corporations to address global issues such as climate change, social injustice, and digital governance. The role of the Chief Sustainability Officer (CSO) has emerged as the sustainability function professionalises. However, the CSO's role is often not clearly-defined. CSOs are seeking new, transdisciplinary skillsets as they catalyse sustainability outcomes across different business functions. This programme will help CSOs develop the requisite ESG competencies to confidently drive sustainable change in a complex, fragmented, technical, and rapidly-evolving sustainability landscape.

HOW THIS PROGRAMME IS UNIQUE

Holistic and all-encompassing

Most sustainability resources focus on a single topic (e.g., reporting), requiring CSOs to spend a lot of time and expense researching various courses to learn from. This one-stop programme amasses the full range of sustainability topics that CSOs will need to gain competence in, from designing sustainability strategies to ESG reporting, sustainable design to sustainable transformation.

In-depth and detailed

The programme consists of a series of six 5-day courses that delve deep into each aspect of Sustainability and the associated skills and knowledge needed by CSOs.

Best-in-class

This programme brings together the best-in-practice with leading industry practitioners, distinguished professors, and guest speakers from prestigious organisations such as dss+, Frankfurt School, Imperial College, NVPC, Oracle, Paia, Singtel, Singapore Institute of Directors, Stewardship Asia, and UOB. Through expert sharing, real-world case studies, and hands-on practice, participants will be equipped with the most cutting-edge ESG knowledge.



WHO SHOULD ATTEND

This programme is primarily for Chief Sustainability Officers, ESG Consultants, and sustainability professionals who are responsible for integrating sustainability in their organization across different business functions such as strategy, finance, risk management, human resources, marketing, communications and more. We also welcome learners seeking to deepen their understanding on sustainability in a corporate setting to pivot their careers into this exciting new field.

PROGRAMME STRUCTURE

The programme will equip Chief Sustainability Officers to effectively influence other CXOs in charge of Strategy, Reporting, Operations, Marketing, Finance, and Human Resource functions. The content coverage across the six courses are complementary but not overlapping, and participants may elect to only complete individual courses. After completing all six courses, participants should be able to:

- Craft a sustainability strategy for the organisation
- Report on their organisation's sustainability performance in line with international standards and frameworks
- Design low carbon operations and value chains
- Develop innovative value propositions that are sustainable
- Garner sustainable financing using suitable financing instruments
- Develop a roadmap of sustainable transformation for the organisation

CERTIFICATION

Participants that successfully complete each course will be awarded a certificate of completion by SUTD Academy. Upon completion of three courses, participants will additionally be awarded one of two SUTD Academy Graduate Certificates:

A) Graduate Certificate in Sustainability Leadership

- Strategic Approaches to Sustainability
- Sustainable Innovation
- Driving Sustainable Transformation

B) Graduate Certificate in Sustainability Management

- Measuring and Reporting on Sustainability
- Low Carbon Design and Operations
- Sustainable Finance

With the attainment of both graduate certificates, SUTD Academy will award participants with an additional ModularMaster certificate.

Strategic Approaches to Sustainability

This course would enable the CSO to work with the CEO and Board members, to draft a sustainability strategy for the organisation.

DAY
01

INTRODUCTION TO ESG

- History & Evolution of ESG
- ESG Drivers
- ESG Risks and Opportunities

DAY
02

STEWARDSHIP AND ENGAGEMENT

- Objectives and Obstacles
- Steward Leadership at: I) Management and corporate level; II) Board and investor level; III) Value chain and societal level
- Engagement: Forms, strategies, tools

DAY
03

DEVELOPING A SUSTAINABILITY STRATEGY

- Activating Corporate Citizenship and Corporate Purpose
- Performing a Materiality Assessment
- Systematic Value Chain mapping
- Identifying and leveraging Core Competencies
- Implications of Triple Bottom Line Accounting
- Target-Setting and developing a realistic glide path for Decarbonisation

DAY
04

GOVERNANCE

- Why and when Governance matters more
- Management Structure and Compensation for Sustainability
- Audit and Reporting activities
- Recognising and avoiding Greenwashing
- Strengthening Data Governance and building Digital Trust

DAY
05

FINAL PROJECT PRESENTATIONS AND PEER SHARING

Key Learning Objectives:

- Explain ESG drivers, risks, and opportunities
- Appreciate various complexities and perspectives of stewardship, engagement, and governance
- Understand and emulate the process of developing a sustainability strategy

Measuring and Reporting on Sustainability

This course would enable the CSO to develop competencies in orchestrating cross departmental efforts in measuring and reporting an organisation's environmental performance.

DAY
01

SUSTAINABLE ACCOUNTING

- Sustainable Accounting: Objectives and Obstacles
- Impact-weighted Accounting, True Cost Accounting, Natural Capital Accounting
- Total Impact Measurement & Management

DAY
02

STANDARDS FOR SUSTAINABILITY REPORTING

- Reporting requirements in Singapore
- United Nations Sustainable Development Goals (SDGs), Global Reporting Initiative (GRI) Standards, International Standards Organisation (ISO) Codes
- Investor-focused standards: International Sustainability Standards Board (ISSB) disclosures, Climate and nature-focused standards: TCFD and TNFD

DAY
03

CARBON REPORTING

- Carbon Footprinting Methodologies and Reporting standards
- Carbon Commitments: Are they worth making?
- Ambition-setting for Decarbonisation

DAY
04

REPORTING TOOLS

- Digital Sustainability Reporting tools: Do you need one?
- Free Carbon Calculators: IMDA
- Excel-based tools: E.g., Responsibility Index Communicator for Enterprises (RICE), Carbon & Emissions Recording Tool (CERT), ERP-based and AI-based tools: E.g., Oracle, IBM Envizi, Unravel Carbon

DAY
05

FINAL PROJECT PRESENTATIONS AND PEER SHARING

Key Learning Objectives:

- Compare and contrast different sustainability reporting frameworks
- Understand the process of making a carbon commitment
- Gain confidence in calculating an organisation's environmental footprint

Low Carbon Design and Operations

This course would enable the CSO to work with the COO, in order to redesign a low carbon operation and value chain for the organisation.

DAY
01

APPROACHING DECARBONISATION

- Circularity and the Circular Economy
- Life Cycle Assessment and managing waste streams
- Carbon Footprinting diagnostics including Scope 1, 2 and 3
- Responsible sourcing, procurement, and supply chain performance

DAY
02

ETHICAL SOURCING AND SUPPLY STRATEGIES

- Legal, ethical, and sustainable approaches for effective management
- Responsible Sourcing: Ethical practices for acquiring materials sustainably
- Ensuring integrity through transparent and traceable processes

DAY
03

CARBON MARKETS

- Carbon Capture, Utilisation and Storage
- Nature-based approaches for carbon removal
- Carbon Pricing and Taxes
- Carbon Offsets and Voluntary Credits
- Mandatory Carbon cap-and-trade systems

DAY
04

REDUCING YOUR ENVIRONMENTAL FOOTPRINT

- Energy Performance and Efficiency
- Efficient Energy Purchasing and on-site generation
- Smart systems for Energy Management
- Sourcing for Renewables and Renewable Energy Credits
- Technological and Financing options for Decarbonisation

DAY
05

FINAL PROJECT PRESENTATIONS AND PEER SHARING

Key Learning Objectives:

- Understand the concepts of circular economy and how to apply them
- Develop effective supply chain management strategies to reduce the carbon footprint of products and services throughout their lifecycle
- Implement carbon management strategies and energy performance and efficiency measures to reduce greenhouse gas emissions and improve energy and resource efficiency in buildings, infrastructure, and operations

Sustainable Innovation

This course would enable the CSO to work with the CMO and CIO, to roll out an innovative product with a sustainable value proposition.

**DAY
01**

SYSTEM INNOVATION

- Leading Industry Transformation by Innovating as a System
- Building a Systems-level Theory of Change
- Causal Loop Diagram analysis
- Identifying Shared Value
- Barriers and resistant forces to System Innovation
- Ecosystem Strategies

**DAY
02**

SOCIAL BUSINESS MODELS

- Social Business Models: Market-based vs Collaboration-based approaches
- Fair trade, benefit corporations, and social enterprises
- Community-based models
- Public-Private Partnership models

**DAY
03**

CO-CREATION WITH STAKEHOLDERS

- Using Co-creation to ensure Inclusive Innovation
- Stakeholder Capitalism
- Participative Decision-making
- Asset-based Community Development
- Living Labs and Co-labs

**DAY
04**

SUSTAINABLE VALUE PROPOSITION DEVELOPMENT

- Sustainable Design Principles
- Economics of Sustainability (e.g., Unit economics, customer's techno-economic business case, demand analysis)
- Green Marketing (e.g., Influencing demand, consumer messaging, avoiding greenwashing)

**DAY
05**

FINAL PROJECT PRESENTATIONS AND PEER SHARING

Key Learning Objectives:

- Understand Innovation through a Systems perspective
- Apply social business models to create innovative and sustainable solutions
- Develop and implement co-creation methodologies for inclusive innovation
- Design a sustainable value proposition that communicates the sustainability benefits of innovative products and services to customers and stakeholders

Sustainable Finance

This course would allow the CSO to work with the CFO, to garner green financing for the organisation's investment in sustainability.

**DAY
01**

FINANCIAL IMPLICATIONS OF ESG FACTORS

- Sustainable Corporate Finance: Origin and evolution
- Financial Materiality of ESG factors
- Sustainable Risk Management
- ESG Analysis, Valuation and Integration
- ESG portfolio construction and management
- Investment mandates and client reporting

**DAY
02**

SUSTAINABLE FINANCE INSTRUMENTS AND MECHANISMS

- Sustainable Investment Categories
- Sustainable Channels and Instruments
- Sustainable Debt and Equity Financing
- Transition Finance, Blended Finance, and Project Finance

**DAY
03**

ESG RATINGS

- The impact of Sustainability Ratings on businesses
- Managing the Performance of your Sustainability Ratings
- Notable ESG Ratings frameworks
- Reconciling criteria deviations across Rating frameworks
- ESG Ratings data tools
- Using ratings to create differentiation and competitive advantages

**DAY
04**

FINTECH IN SUSTAINABILITY

- What the rise of Fintech means for sustainability
- Fintech for Energy Management and Carbon Abatement, Microfinance and Sustainable Payments
- Insurtech
- Applications of Blockchain and Web3 technologies

**DAY
05**

FINAL PROJECT PRESENTATIONS AND PEER SHARING

Key Learning Objectives:

- Analyse and apply sustainable corporate finance techniques
- Evaluate and identify the most suitable sustainable finance instruments for various business needs
- Use ESG ratings to report on the sustainability performance of investment portfolios, and explore the potential of fintech solutions for sustainability

Driving Sustainable Transformation

This course would enable the CSO to implement the sustainability strategy throughout the organisation, working together with the CHRO and OD.

DAY
01

SUSTAINABILITY LEADERSHIP

- CSO Leadership styles and versatility
- Style and Strategy differences across industry and function
- Managing your Sustainability team, influencing C-suite members
- Driving the Sustainability Agenda across all levels of the organization

DAY
02

ORGANISATIONAL CHANGE

- Designing the Organisation for Sustainability
- Organisational Structure and Cross-functional Collaboration
- Reporting lines and decision rights, purview of sustainability team
- Sustainability Strategy Integration
- Budgeting for Sustainability

DAY
03

STAKEHOLDER ENGAGEMENT

- Achieving Stakeholder buy-in
- Ensuring Inclusiveness in decision-making processes
- Creating conducive internal communication channels
- Maintaining successful investor relations for Sustainability
- Sustainability Public relations and Crisis Management
- Community Outreach and Engagement

DAY
04

BUILDING A CULTURE OF SUSTAINABILITY

- Developing a Sustainable Culture
- Behavioural and Cultural change
- Culture Champions and Behavioural Nudges for Sustainability
- Incentive Design and Sustainability Performance Management

DAY
05

FINAL PROJECT PRESENTATIONS AND PEER SHARING

Key Learning Objectives:

- Identify and apply leadership styles of the Chief Sustainability Officer to drive sustainable transformation within an organization
- Design an organization for sustainability by integrating sustainable practices across departments, operations, and supply chain
- Develop stakeholder engagement methods and a sustainable culture to embed sustainability in the organization's values and mission



DETAILS FOR EACH COURSE



Duration: 35 hours in total over 5 days (7 hours per day)



Location: Singapore University of Technology and Design campus



Class Size: 15-20 pax



Format: In-person

A corporate run of these modules adapted to your company’s unique context is available if your organization can fill at least 15 places. Interested companies may contact SUTD Academy for more information on corporate runs.

FEES & FUNDING

Full Fee *per Course*

SGD 5,350.00

Singapore Citizens and PRs

SGD 1,605.00 (After 70% subsidy)

Singapore Citizens aged 40 and above

SGD 605.00 (After 90% subsidy)

Singapore Citizen or PR from eligible SMEs*

SGD 605.00 (After 90% subsidy)

The above module fee payable is inclusive of GST. Price is correct as of October 2023.

CONTACT US

Participants who are interested in signing up for the programme can contact SUTD Academy at: sutd_academy@sutd.edu.sg

SOME OF YOUR FACULTY

Calvin Chu Yee Ming is Managing Partner at Eden Strategy Institute, a strategy consulting practice that drives sustainable advantage in the areas of sustainable innovation, business system innovation, corporate social partnerships, shared value business models, social finance, and impact assessment. Calvin has consulted to corporations such as Bell Labs, General Electric, and Samsung; the governments of Singapore, New Zealand, and Saudi Arabia; as well as multilateral organisations such as UNDP, UNESCO, and the UN Global Compact. Before founding Eden, Calvin was VP of Business & Strategy Development at Singapore Exchange, Business Group Director at a London-listed consultancy, and Associate Lecturer in Strategy and Organization with the Royal Melbourne Institute of Technology. He has also served on the boards of Bettr Lives, Biofourmis, Conjoint Consulting, New Energy Nexus Ventures, and the World Toilet Organization. Calvin majored in Psychology and Political Science at the National University of Singapore, and holds an MBA from the University of Chicago.



Mili Fomicov is Co-director of the Centre for Climate Finance & Investment at Imperial College London. Before joining Imperial College, she was a Director and Portfolio Manager in the Multi-Asset Strategies team at BlackRock. Previously, Mili was a Portfolio Manager on J.P. Morgan's CIO team, and managed US and Japan equity funds at Barclays. She started her career at AllianceBernstein in the US. She is a graduate of the University of Chicago Booth School of Business, where she received an MBA in Finance, Economics, Econometrics and Statistics.



Sunil Puri is a part of the leadership team at Stewardship Asia Centre (SAC) and is responsible for research and thought leadership. He leads research efforts at the intersection of sustainability and leadership, designs and delivers senior leadership programmes, and develops toolkits and frameworks. Prior to joining SAC, Sunil was a Senior Director, Research, Innovation and Product Development with the Center for Creative Leadership in Singapore and India, where he led the development of new tools, programs, and events based on research, engaged with partners and clients as a leadership subject-matter expert, and curated and executed the annual research agenda with global stakeholders. Between 2014 and 2016, he was the Head of Research & Insights with Human Capital Leadership Institute, where he led Pan-Asia research initiatives on “global Asian leader development” and facilitated programs for senior business and HR leaders. Sunil is an alumnus of Indian Institute of Technology, Delhi and Indian Institute of Management, Ahmedabad. He has authored several research studies and contributed thought pieces to the *Harvard Business Review*, *The Strait Times*, *Economic Times*, *The Business Times*.



SOME OF YOUR FACULTY

Corrado Forcellati is Managing Director at Paia Consulting. He has actively worked on sustainability over the last 5 years, overseeing the implementation of ESG practices in his previous role as General Manager for a Nordic bank in China and Singapore, heading sustainable finance advisory practices and working closely with a variety of private and public clients in Singapore to embed sustainability into business operations and strategies. Corrado specialises in environmental and sustainability reporting, materiality assessment, stakeholder mapping, engagement strategy and implementation. He has trained bankers, asset managers, and corporations on sustainability related topics. He has delivered a range of training programs, from sustainable finance, sustainability reporting, to carbon management. He regularly speaks at events and moderates panel discussions on topics around biodiversity and circular economy.



Arun Kelshiker is the former Head of Asset Allocation and Portfolio Strategy at Standard Chartered Bank and a senior portfolio manager and country Chief Investment Officer with Allianz Global Investors / Allianz Group. He brings twenty years of multi-asset & ESG career experience, having managed institutional assets and provided investment advisory with leading international asset Managers and banks. Arun delivers responsible / sustainable investing solutions, consultancy and training for asset owners, asset managers and industry organisations, having worked at the University of Cambridge on sustainable investment. He also lectures on ESG, risk management, sustainable finance and responsible investing for the Frankfurt School of Finance and Management and is also on the Advisory Council of BlueOnion, a leading fintech focused on providing ESG data solutions and analysis to asset owners, asset managers and corporates as well as an Advisor to OWL ESG, a US-based best of breed ESG data and solutions provider for the investment community. Responsible/sustainable



Tina Passalari is Global Lead of ESG and Sustainable Strategies at dss+. Tina has more than 20 years of experience in sustainability and management consulting, including business performance, governance, risk and compliance services. She focuses on ESG and sustainable strategy services. Tina joined dss+ through the acquisition of KKS Advisors, where as a partner she led KKS global operations and service offerings. Prior to that, she worked as a senior manager in climate change and sustainability services at Ernst & Young in the United Arab Emirates, and at KPMG in Athens, where she headed the climate change and sustainability, and enterprise risk management services. She holds an MBA from Henley the University of Reading, an MSc in Environmental Technology from Imperial College London, and a BSc in Geology from the University of Athens.



SOME OF YOUR FACULTY

Ali Shabaz is the Chief Creative Officer at M&C Saatchi Singapore. Considered one of Asia's most experienced and highly-awarded creative leaders, Ali's experience spans over twenty five years across South East Asia and the Middle East, with work centering on creating clutterbreaking ideas, building brands and understanding integrating communication across different platforms from ATL to Digital and Social. In his last twenty years in Advertising, he has helped HSBC, P&G, Unilever, Qatar Airways, KFC, LEGO, Fedex, Mondelez, Nestle, Visa and many global brands solve their business challenges with break-through ideas and powerful marketing campaigns. His strengths lie in his understanding of the digital landscape, coming up with inspiring creative ideas and focusing on execution that leads to impact.



Colin Davies is an environmental scientist and ESG professional with over 15 years of diverse experience in resources, infrastructure and industrial projects across Australia, Europe and South-East Asia. As General Manager, Colin leads Regen Strategic's Sustainability and ESG practice. His knowledge on the application of ESG/sustainable development principles and safeguards stems from more than a decade as an independent reviewer, auditor and technical specialist for due diligence and compliance assessments of new and expanded developments. This experience has given Colin specialist knowledge of International Finance Institutions' (IFI) Performance Standards on Environmental and Social Sustainability, Equator Principles and ISO14001. During this time, Colin has worked on a range of high capital investment projects for some of the world's leading international financial institutions including the World Bank, International Finance Corporation and European Bank for Reconstruction and Development. His skillset also includes materiality assessments, ESG strategy, frameworks and reporting across a range of sectors.



Hong Tin Wei is the Associate Director of ESG & Sustainability Services at Grand Thornton Singapore. Having started his career with an integrated oil & gas company in 2004, Tin Wei has extensive experience in ESG advisory and business development, especially within the heavy industry and commodity space. Tin Wei often advises clients on ESG Product/Service vs Market fit and participate extensively in the crafting & execution of their Go-to-Market strategies. Over the years, Tin Wei had advised numerous industrial clients and had assisted financial investors (e.g. asset managers, family offices etc.) in their exposures toward highly pollutive sectors such as shipping, ship building and manufacturing etc.





SOME OF YOUR FACULTY

Adjunct Associate Professor Lynette Cheah is Lynette Cheah is a Professor at the University of the Sunshine Coast in Australia and an adjunct faculty at the Singapore University of Technology and Design (SUTD). She directs the Sustainable Urban Mobility research laboratory, which develops data-driven models and tools to reduce environmental impacts of passenger and urban freight transport. She is Associate Editor for the Journal of Industrial Ecology and served as Review Editor for the United Nations Intergovernmental Panel on Climate Change's (IPCC) Sixth Assessment Report. She received her PhD in Engineering Systems from MIT and master's in management science from Stanford University.

