



2024 YEARBOOK

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“

Businesses have the power to accelerate progress towards a sustainable economy. And that's where you come in... you must keep driving change.

”

Coram Williams,
Chief Financial Officer, Adecco Group
(from the Academy Graduation, December 2024)

“

As you look ahead to the future, I encourage you to draw on the learnings from the Academy, and perhaps more importantly, continue to interact with your Academy peers.

”

Karen Higgins,
Executive Vice-President, Finance and
Chief Financial Officer, Co-operators
(from the Academy Graduation, December 2024)

Foreword

Congratulations to our A4S Academy graduates of 2024! As the fourth cohort to graduate from the programme since its launch in 2020, you now join a vibrant alumni network of over 330 finance and accounting leaders at the forefront of advancing sustainability.

It has been truly inspiring to see the enthusiasm, dedication and growth you've demonstrated during your time with the Academy. Your implementation projects covered a remarkable range of areas, including carbon and net zero, capitals accounting, strategic planning, management information, debt finance and investor relations. Across these diverse initiatives, it was interesting to see some common themes emerging around reporting and driving cultural change. There were a number of standout examples where many of you empowered your teams and colleagues by sharing the insights gained from the Academy.

I want to thank you all personally for the dedication and perseverance you've shown in the A4S Academy programme. Learning, developing new skills, and implementing those lessons within your organizations has been no small feat. I recognize the challenges you've encountered, and I deeply appreciate the time and energy you invested in overcoming them and making a real difference.

As we reflect on the past year, the work you have accomplished, and will continue to lead on, could not be more essential. The landscape of sustainability and finance is evolving at an unprecedented pace. More companies are subject to mandatory sustainability reporting, but we must move beyond compliance and focus on driving meaningful action. Nature's lack of visibility in our financial system means that it is being destroyed at an alarming rate, presenting an existential risk to the economy without urgent action. At the same time, an increasingly complex geopolitical landscape is creating new challenges for all stakeholders.

In this context, the role of finance professionals has never been more critical. This is not just a challenge – it is an opportunity. As sustainability expectations rise, so too does the ability of finance leaders to shape the future of business and investment. We encourage all participants to take what they have learned and apply it with confidence, ensuring their organizations are instrumental in leading the way to build a resilient, sustainable future.

I encourage you to explore this yearbook – find out what your fellow graduates have achieved and have been working on. Take inspiration and reach out to find out how they are progressing. Connect with and support each other through the next stages! Congratulations again on all you've achieved so far. I look forward to seeing the continued impact of your work in the future.



Helen Slinger,
Executive Director – Knowledge
and Learning, A4S

Judges' commentary

Congratulations to the 2023/24 cohort on graduating from the A4S Academy.

We were thrilled to judge the awards this year and we truly enjoyed learning about the strides you have taken to make your organizations more sustainable. As a judging panel, we have been working with companies and institutions for many years to embed sustainability practices, and so we understand how challenging it can be to enact change.

We would like to take this opportunity to congratulate every one of you for embracing this challenge and for driving forward the urgent action needed to keep the planet below 1.5 degrees of global warming, and to transform our economy to a more circular and sustainable one.

Judging the awards was not an easy task – there were so many fantastic candidates we found it difficult to agree on a winner in several categories! We were impressed by both the level of ambition, the range of activities across diverse organizations and the scale of impact towards net zero targets. The purpose of the A4S Academy is to equip and upskill finance leaders with the tools and resources necessary to drive forward sustainability targets, and to make a real and measurable impact. We can see that you and your cohort have embraced this purpose wholeheartedly. All of you made a significant difference within your organization, from raising the visibility of sustainability to changing mindsets and altering the way decisions are made.

We hope this isn't the end chapter for you, but the start of something bigger. There is still an urgent need for significant progress to shift toward resilient business models and a sustainable global economy. We encourage you to continue your incredible work as changemakers within your organizations and industries. Share your knowledge, challenge established processes, set ambitious goals, and work collaboratively to inspire and drive positive change. As an Academy alumnus, you are in a community of finance professionals who have the power to not only be a part of the solution, but to develop it as well!

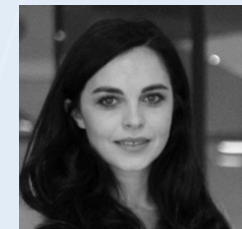
Congratulations once again on this milestone you've achieved, we can't wait to see the further impact this group will have in the years to come. Keep going, keep connecting, and keep making a difference. We wish you the best of luck in the future and congratulations once again for your achievements during the A4S Academy programme.



Tjeerd Krumpelman,
Partner Sustainability &
Impact Services, Impact
House Grant Thornton

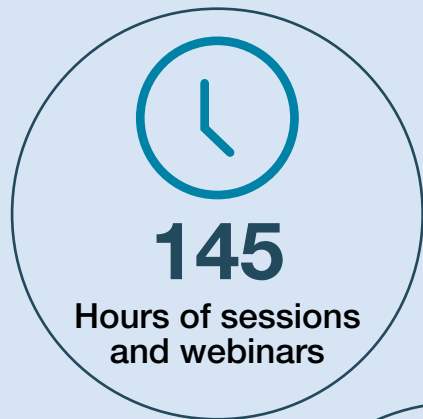


Jeannette Vinke,
Senior Regulatory Officer,
Autoriteit Consument en Markt
and member of the A4S Expert Panel



Nicoleta Voicu,
Head of Sustainability,
Cooper Parry

The A4S Academy 2024 in numbers



...and what graduates value about the Academy

88%

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

91%

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

85%

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

96%

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

A4S Academy award winners



Impact

The participant has achieved, or is likely to achieve, tangible environmental and/or social benefits, and it is clear that the implementation plan and objectives set out by the participant are linked to the benefits achieved. These benefits are in addition to delivering positive financial outcomes.

Winner:

Eva Talhouk,
DHL Express

➤ [Read Eva's story](#)



Innovation

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

Winner:

Caren Lombard,
University of British Columbia –
Sauder School of Business

➤ [Read Caren's story](#)



Inspiration

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

Winner:

Lynn Fortune,
City of Cape Town

➤ [Read Lynn's story](#)



Resilience

The participant has faced and overcome (or has set out a plan to overcome) significant challenges, and has made progress despite the obstacles faced.

Winner:

Giles Ridgley,
Rolls-Royce Holding plc

➤ [Read Giles's story](#)



Advocacy

The participant has played an active role in supporting the A4S Academy and advocated for integration of sustainability within and outside their organizations.

Winners:

Anna Munro, Newcastle University
Caren Lombard,
University of British Columbia –
Sauder School of Business
Nishant Mohan,
Brookfield Corporation
Pankaj Purohit, Meta
Róisín Booth, NatWest Group

➤ [Read Anna's story](#)
➤ [Read Caren's story](#)
➤ [Read Nishant's story](#)
➤ [Read Pankaj's story](#)
➤ [Read Róisín's story](#)

2023/24 graduates

| | | | | | |
|---|----|--|----|--|----|
| Abhinav Ghai, SVP – Risk management, Moody's | 10 | Anna Fent, Chief of Staff, CFO, GlaxoSmithKline | 14 | Cathal Cunningham, Head of Financial Control, Bazalgette Tunnel Limited | 19 |
| Adam Kukielka, Director, Investment Risk, Oxford Properties Group | 10 | Anna Munro, Director of Financial Control, Newcastle University | 15 | Catherine Zimmerman, Vice President Global EHS & Sustainability, Ingredion | 19 |
| Ade White, Associate Director, Financial Reporting, S&P Global | 11 | Anne Wang, Head of Financial Performance Project, Chanel | 15 | Christine Adams, CFO, Chanel ANZ | 20 |
| Adrienn Horvath, ESG Controlling Director, DHL Supply Chain | 11 | Anne Costello, Senior Director, Enterprise Risk Management, Verizon Communications Inc. | 16 | Christopher Woolf, Senior Group Director – Accounting, Chanel | 20 |
| Agnes Aszodi, VP Finance Hearing Instruments Business, Sonova AG | 12 | Annette Lister, Group ESG Governance & Reporting Manager, Weir Group PLC | 16 | Conny LeMieux, VP, Internal Audit, Pure Storage | 21 |
| Aileen Wee, Head of Investor Relations & Sustainability, Japfa Ltd | 12 | Barbara Revello, CFO Italy, Chanel | 17 | Cristie Gordon, General Manager – Finance (Commercial, Capital & Operations), Sydney Airport | 21 |
| Alessandra Mogorovich, Assistant Treasurer, Anglian Water | 13 | Brigitte Zogg, Head of Finance Accounting & Reporting, Zurich Insurance Company Ltd. | 17 | Daniel Storey, Director, Economic Regulation, NATS | 22 |
| Amandine Perrault, Senior Program Manager, ESG, Broadcom | 13 | Caren Lombard, Finance Lecturer and Academic Lead of the SME Climate Clinic, University of British Columbia – Sauder School of Business | 18 | Daniel Americo Robles Tardelli, Head Planning and M&A, Zurich Insurance Company Ltd. | 22 |
| Amy Ma, Senior Manager, ESG Financial Reporting, Levi Strauss & Co. | 14 | Caroline Joly, Director, Financial Operations, Caisse de dépôt et placement du Québec (CDPQ) | 18 | Darrell Spitzer, ESG Controller, Caterpillar Inc. | |

Graduates listed alphabetically. Award winners are highlighted in bold.

2023/24 graduates

| | | | | | |
|---|----|---|----|---|----|
| David Iseral, Thailand CFO, Chanel | 23 | Gloria Du, Senior Director of SEC Reporting & Technical Accounting, Juniper Networks | 27 | Jessica Parrish, VP – CAO and Treasurer, Domino's Pizza | 31 |
| DongHwan (Bruce) Kim, Financial Controller, Chanel Korea | 23 | Hannah Greenaway, Sustainability Reporting Manager, The Crown Estate | 28 | Joe Ritchie, ESG Finance Manager, Cisco | 32 |
| Emily Hunt, Director, Investor Relations, Cisco | 24 | Hicham Kahcha, Head of Business Finance – APAC, Chanel | 28 | Dr. Kathrin Schulte-Krumpen, Head of Principles & Financial Reporting and Non-Financial Reporting, Siemens Energy | |
| Eric Hartelius, Head of Fashion/Watches & Fine Jewellery FP&A and Sustainability, Chanel | 24 | Ian Brealy, Sustainability Reporting Analyst, Zurich Insurance Company Ltd | 29 | Kirsty Law, CFO Sustainability, ofi | 32 |
| Erika Potts, ESG Reporting Hub Director, GlaxoSmithKline | 25 | James Galli, Global Chief of Staff, Chanel | | Lauren Wu Leng, Head of Investor Relations, Burberry | 33 |
| Esra Caglar, Senior Finance Director, UK Commercial, GlaxoSmithKline | 25 | Jamie H Chen, Chief Financial Officer, Chanel | 29 | Lee Coller, Chief Accountant, ASISA | 33 |
| Eva Talhouk, Customer Carbon Accounting and Reporting Manager, DHL Express | 26 | Jaymeeni Patel, Finance Manager / Sustainability, Sainsbury's | 30 | Lori Defnet, ESG Controller, The Hershey Company | 34 |
| Gemma O'Carroll, Head of Climate Transition Planning, NatWest Group | 26 | Jennifer Samson, Financial Controller, Australia, Ramsay Health Care | 30 | Louise Tomicic, Director FP&A, NATS | 34 |
| Giles Ridgley, Head of Technical Accounting, Rolls-Royce Holding plc | 27 | Jesse Gebhardt, Tax Consultant, Securian Financial | 31 | Lynn Fortune, Manager: Investor Relations and Compliance, City of Cape Town | 35 |

Graduates listed alphabetically. Award winners are highlighted in bold.

2023/24 graduates

| | | | | | |
|---|----|---|----|---|----|
| Lynn Adams, Sustainability Reporting Project Manager, Smurfit Westrock Group plc | 35 | Paige Nie, Head of Risk Management, US & UK Regions, Chanel | 40 | Shona Crighton, GM Transformation Delivery, GrainCorp | 45 |
| Marcel van Lankveld, Head of ESG & Carbon Accounting, DHL Supply Chain | 36 | Pankaj Purohit, Director – Head of Data Center Infrastructure Finance, Meta | 41 | Shyam Parthasarathi, Director, Europe Investment Reporting, Oxford Properties Group | 46 |
| Marie Rateau, Head of Finance Transformation UK, Chanel | 36 | Peisan Ngo, Head of Cost Transformation, ofi | 41 | Siew Kim Beh, Chief Financial and Sustainability Officer, The Ascott Limited | 46 |
| Marisa Conde, Vice President and Group Controller, Metro Pacific Investments Corporation | 37 | Peter Kyle, Controller, Cisco Systems | 42 | Stephanie Chevallier Jalkh, CFO Swiss Markets, Chanel | 47 |
| Marisol Piedra Monge, AVP, Financial Planning & Analysis, Moody's Corporation | 37 | Rebecca O'Brien, VP Accounting, Moody's | 42 | Tony Bennett, Finance Director Global Functions, Tate & Lyle Plc | 47 |
| Markku Kalevi Karhunen, Vice President Forest Asset Controlling, Stora Enso | 38 | Rhonda Chan, Associate Director, External Reporting, S&P Global | 43 | Valerie Martin, Senior Director, Finance, Autodesk | 48 |
| Matt Sherlock, Senior Manager – Group ESG Planning and Analysis Lead, National Grid | 38 | Róisín Booth, Head of Sustainability Reporting, NatWest Group | 43 | Victoria Petrella, VP of ESG, Domino's Pizza | 48 |
| Max Greenwood, Senior Finance Advisor, HM Treasury | 39 | Roman Ruehle, VP Group Financial Controlling, Sonova | 44 | Zaida Alia Shaari, Head, Investor Relations, Petronas Chemicals Group Berhad | 49 |
| Nishant Mohan, VP Finance, Brookfield | 39 | Sarah Kingwell, Technical and Sustainability Accountant, SSE plc | 44 | | |
| Omar Hanif, Director, Sustainability Reporting & Analytics, Ontario Teachers' Pension Plan (OTPP) | 40 | Shericha Singh, Vice President, Group ESG Risk Special Projects, Absa Group Limited | 45 | | |

Graduates listed alphabetically. Award winners are highlighted in bold.

Abhinav Ghai



SVP – Risk Management



Moody's



Reporting, Management Information



MOODY'S

Key achievements

- Developed a standardized template for ESG reporting that can be used for both consolidated reporting and standalone statutory reports for any Moody entity.
- Performed a benchmarking exercise to understand sustainability disclosures from other organizations, in particular those in the EU that are reporting under the Corporate Sustainability Reporting Directive (CSRD).
- Performed a gap analysis against CSRD standards.

Key:



Title



Organization



Implementation plan themes



[This] work... has been a great value add to Moody's preparation efforts for CSRD reporting. The outputs of the objectives will be leveraged to ensure the company report for the CSRD regulation is compliant and in line with what companies in our industry are reporting.



Erin Bray,
ESG Controller,
Moody's

Adam Kukielka



Director, Investment Risk



Oxford Properties Group



Reporting, Management Information



OXFORD

Key achievements

- Developed a climate-related taxonomy for investments and guiding principles.
- Provided support and guidance to business units applying the taxonomy.
- Included climate risk considerations into investment risk reporting for several quarters, e.g. decarbonization, green exposure and physical risk exposure.
- Worked with the internal sustainability team to source data regarding the climate attributes of the portfolio and the status of decarbonization activities.



The Academy allowed me to reflect on the maturity of the organization regarding sustainability-related practices (across many dimensions) – and develop a tangible plan to enhance maturity within my functional areas of responsibility.



Adam Kukielka

Ade White



Associate Director,
Financial Reporting



S&P Global



Management Information, Reporting



S&P Global

Key achievements

- Documented the process, calculations and ownership of converting underlying source data to metrics for the company's sustainability reporting and performed a high-level analytical review.
- Worked with others to implement an ESG reporting tool.
- Collaborated extensively to build out detailed internal control process flows.



Establishing a reliable sustainability reporting framework relies on collaboration across a large number of stakeholders way beyond finance. This has allowed me to work with a number of cross-functional teams including legal, procurement and internal audit.



Ade White

Adrienn Horvath



ESG Controlling Director



DHL Supply Chain



Management Information,
Reporting, Culture



Key achievements

- Identified strategic relevant ESG KPIs to be reviewed monthly.
- Automated data collection and created a dashboard (including a Power BI report with commentary).
- Developed a plan to help the finance team develop sustainable decision making, including activities such as training and Q&A sessions.



I am very happy about the progress made during the last few months, as one further important step was taken into our strategy realization. Complex sustainability concepts were translated into simple messages and a dashboard went live which responds to business needs. We [now] have the right tool to look at performance of sustainability in the same manner as we look at financials.



Dietrich Franz,
Chief Financial Officer,
DHL Supply Chain

Agnes Aszodi



VP Finance Hearing
Instruments Business



Sonova AG



Debt Finance, Investor Relations



sonova
HEAR THE WORLD

Key achievements

- Researched the impact of sustainability-linked financing on the market and examined the specifics of project selection, tracking, evaluation, management, reporting, and external review criteria.
- Worked with the internal treasury team to understand current practices on the revolving credit facility, and with the ESG team to understand existing ESG project criteria and associated reporting.
- Determined key next steps for working towards diversification of financial instruments.



Our goal is to talk confidently to our investors about progress against our ESG objectives and raise finance with them at a lower cost of capital... providing greater financial flexibility, further strengthening our solid liquidity position, diversifying the sources of funding and extending the average debt maturity.



Birgit Conix,
Chief Financial Officer,
Sonova

Aileen Wee



Head of Investor Relations
and Sustainability



Japfa Ltd



Culture, Debt Finance,
Investor Relations




JAPFA

Key achievements

- Negotiated a sustainability-linked loan with key relationship banks, with KPIs focused on water, zero coal usage, and reducing malnutrition for students in Japfa-assisted schools.
- Identified material sustainability hotspots and engaged operational teams to explore ideas for initiatives to mitigate these issues.
- Worked with management, finance, HR and business units to establish group-wide social and environmental targets for 2030, 2040 and 2050.



When we first began, many were unsure of where to start or what steps to take. The A4S Academy became a guiding light, helping us navigate the journey... [and] I connected with many like-minded individuals facing similar challenges. Together we have been working hard to advance sustainability initiatives, making our organizations greener and contributing to a more sustainable future. A4S also serves as a rich resource, offering members access to a vast pool of shared knowledge and insight, helping everyone benefit from the collective expertise.



Aileen Wee

Alessandra Mogorovich



Assistant Treasurer



Anglian Water



Debt Finance,
Management Information



Key achievements

- Updated the company's sustainable finance framework, with input from treasury, finance, sustainability, corporate communications, carbon neutrality and business divisions.
- Improved the annual tracking and reporting of sustainability KPIs and the overall progress of projects financed through the framework.
- Tracked questions from investors and developed a set of ESG indicators for investors for the website.
- Improved information on the website for investors, including videos of which projects have been financed and their positive environmental impact.



Making senior business leaders aware of the impact that our performance has on external investors required a lot of training and dedication from Alessandra, with the ability to explain complex financial concepts to a very wide audience being a key attribute.



Fraser Campbell,
Group Treasurer,
Anglian Water

Amandine Perrault



Senior Program Manager, ESG



Broadcom



Governance, Reporting



Key achievements

- Joined an ESG regulatory reporting working group as a founding member, supported by subject matter experts to track and manage compliance with existing and emerging ESG regulations.
- Conducted a regulation scan resulting in the development of an ESG regulation knowledge database.
- Developed a three-year regulation readiness roadmap.
- Collaborated with internal audit to develop a framework for Sarbanes-Oxley (SOX) level processes and controls of the ESG data.



My most significant takeaway from the A4S Academy is the importance of integrating governance for sustainability regulatory compliance into strategic financial decision making. The programme highlighted the critical need for strong cross-functional collaboration between finance and sustainability teams for current and emerging regulations. I learned how to use tools and frameworks effectively to embed sustainability regulatory compliance considerations into business strategies.



Amandine Perrault

Amy Ma



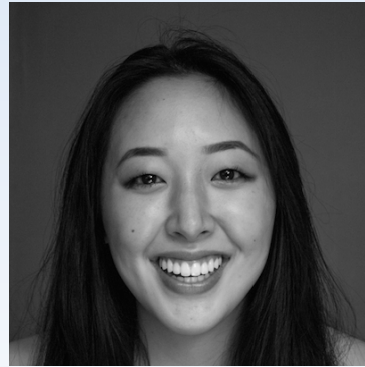
Senior Manager, ESG
Financial Reporting



Levi Strauss & Co.



Culture, Reporting



LEVI STRAUSS & CO.



Amy's implementation objectives helped embed sustainability into financial decision making by fostering awareness and collaboration between teams. This is our first ever controllership-drafted sustainability report, marking a significant accomplishment in connecting finance and sustainability.



Harmit Singh,
EVP, Chief Financial and
Growth Officer,
Levi Strauss & Co.

Key achievements

- Took on the drafting responsibilities of the sustainability goals and metrics report for the first time as part of the financial controllership team.
- Started to embed financial practices into sustainability processes to improve data quality and transparency in readiness for future EU Corporate Sustainability Reporting Directive (CSRD) disclosures.
- Formed a working group with sustainability, controllership, legal and public affairs to discuss the reporting approach for the upcoming year.

Anna Fent



Chief of Staff, CFO



GlaxoSmithKline



Culture, Reporting



GSK



My most significant takeaway from the A4S Academy is that finance plays a vital role in shaping and delivering a company's ESG agenda. Finance uniquely brings together data and analytics, process and systems, and a controls mindset, which in combination acts as the backbone to the business, [enabling it] to deliver on its commitments.



Anna Fent

Key achievements

- Leveraged key communication events and meetings to promote the role of finance in GlaxoSmithKline's ESG trust agenda.
- Launched a new ESG reporting hub.
- Planned to include ESG considerations in the creation and review of global policies, e.g. the new travel and expenses policy ensures that the carbon impact of travel is highlighted and that greener travel options are made available.

Anna Munro



Director of Financial Control



Newcastle University



Culture, Debt Finance, Culture



Key achievements

- Ran sessions with the finance team to improve awareness and understanding of sustainability and the role finance can play.
- Worked with the strategic planning management and head of governance to ensure strategic business cases and board reporting covered ESG factors.
- Revised the ethical investment policy to include ESG factors in investments and banking.
- Included carbon emissions reporting in the integrated annual report.



One of the key achievements is the progressive prominence of ESG matters at various governance and decision-making forums and this is testament to the work Anna has done. There is also an enhanced profile of carbon reporting for Newcastle [University] and this has been recognized by the sector, which is brilliant.



Nick Collins,
Chief Financial Officer,
Newcastle University

Anne Wang



Head of Financial
Performance Project



Chanel



Management Information



CHANEL

Key achievements

- Developed a sustainable supplier financing framework, to prioritize which suppliers to target for sustainable financing and to help them reduce their greenhouse gas emissions.
- Gained an understanding of Chanel's scope 3 emissions hotspots.
- Agreed a set of environmental and social KPIs for a select category of suppliers.
- Researched financial instruments to incentivize suppliers to decarbonize and reduce their environmental impact.



The framework prepared by Anne will help identify the suppliers that could be targeted as a priority and the instruments that could be put in place to help Chanel decarbonize, address risks, impacts and opportunities, and drive positive impact for our value chain.



Severine Nickler,
Global Head of Financial
Planning & Analysis
and Sustainable
Performance, Chanel

Anne Costello



Senior Director, Enterprise Risk Management



Verizon Communications Inc.



Strategic Planning, Governance



verizon

Key achievements

- Established a centre of excellence for the implementation of sustainability standards, and to build awareness of sustainability and the impacts of regulation.
- Conducted two surveys to identify climate-related risks.
- Incorporated climate-related risks into broader risk taxonomy and reporting to executive teams.



Expanding the awareness of the sustainability reporting requirements at Verizon will enable our organization to move quickly [in order to] respond to risks and ensure we are all working towards the same goals.



Anne Costello

Annette Lister



Group ESG Governance & Reporting Manager



Weir Group PLC



Reporting, TCFD, Management Information



WEIR

Key achievements

- Conducted a detailed review of EU Corporate Sustainability Reporting Directive (CSRD) and International Sustainability Standards Board (ISSB) guidelines with input from key functions to identify gaps.
- Conducted a maturity assessment and prioritization of ESG reporting areas.
- Updated Task Force on Climate-related Financial Disclosures (TCFD) slides in the divisional strategic deck.
- Provided assistance to the group sustainability manager, identifying opportunities to embed CO₂ emissions reduction activity within existing financial processes such as capex, budgeting and forecasting. There is now a cross-functional working group set up to explore current barriers and opportunities to overcome these, to drive better decision making.



Annette distilled a very complex landscape into actionable frameworks that will drive implementation of our sustainability strategy and further integration with finance, while driving value for the business and stakeholders.



Paula Cousins,
Chief Strategy &
Sustainability Officer
(CS&SO), Weir Group PLC

Barbara Revello



CFO Italy



Chanel



Management Information



CHANEL

Key achievements

- Improved waste management in Milan boutiques, including transforming waste to recycled materials as much as possible, and started negotiations to expand this activity to boutiques in other Italian cities.
- Found a suitable supplier for Milan, who identified other activities to increase the effectiveness of waste management, e.g. the recovery of furniture fabrics.
- Developed a control system for data on waste.



I am convinced that the finance team, as well as the other corporate teams, are increasingly aware of the importance of our company's sustainability ambition and how it should be a key driver in our future strategic decisions. In the realization of this implementation plan, which different teams worked on, finance was strongly involved.



**Corinne Clabaut Berrios,
General Manager, Chanel**

Brigitte Zogg



Head of Finance Accounting and Reporting



Zurich Insurance Company Ltd



Strategic Planning, NGO partners



Cover-More
TRAVEL INSURANCE • MEDICAL ASSISTANCE
A company of **ZURICH**

Key achievements

- Worked with a range of stakeholders to develop a social impact programme for travel and tourism, addressing issues such as environmental sustainability, community engagement and economic equity.
- Began the process to identify non-governmental organizations to partner with on social impact initiatives.
- Linked social impact themes to the UN Sustainable Development Goals (SDGs).



One of Brigitte's key achievements was her tenacity and inquisitiveness in mastering the subject matter. Her ability to navigate the new and complex information, e.g. SDGs and country specific social impact challenges, ensured her output continuously improved and was critical to the success of the final outcome.



**Katherine Shrill,
Sustainability Lead,
Cover-More Group,
A company of Zurich**

Caren Lombard



Finance Lecturer and Academic
Lead of the SME Climate Clinic



University of British Columbia –
Sauder School of Business



Culture, Carbon and Net Zero,
Carbon Reporting



Key achievements

- Led an initial 30 students through completion of the SME Climate Clinic in 2024, preparing carbon footprints for their allocated small and medium-sized enterprises (SMEs). A second group of students also completed the course in December 2024.
- Created opportunities for 12 students who continued to work as analysts with SMEs on a specific project.
- Supported students to host 'pop-up' clinics at events, e.g. the ESG Symposium for SMEs and career-related events for students.
- Collaborated with the university's career centre, accounting faculty and industry partners.



Caren was instrumental in us successfully completing the pilot cohort with our SMEs by delivering high quality education to students and by supporting the students to deliver high quality work for our SMEs. Student and SME feedback wholeheartedly supported this.



**Kookai Chaimahawong,
Executive Director, Centre
for Climate and Business
Solutions, UBC – Sauder
School of Business**

Caroline Joly



Director, Financial Operations



Caisse de dépôt et placement
du Québec (CDPQ)



Reporting, TCFD



Key achievements

- Performed a gap analysis between the organization's current Activity Report and the Task Force on Climate-related Financial Disclosures (TCFD) and International Sustainability Standards Board (ISSB) reporting requirements.
- Benchmarked disclosures against peers.
- Conducted training sessions with the finance team on general ESG concepts and International Financial Reporting Standards (IFRS) S1 and S2 requirements.



My most significant takeaway from the A4S Academy programme is that transformation towards ESG consciousness (and action above all) is a cultural journey and not only a set of KPIs to measure monthly. It's not just about compliance but making a positive change and communicating (being transparent) with our stakeholders.



Caroline Joly

Cathal Cunningham



Head of Financial Control



Bazalgette Tunnel Limited



Culture, TCFD, Management Information



Key achievements

- Educated the finance team, through presentations and suggested webinars, on how to raise sustainable procurement considerations in their business partnering role.
- Compared Task Force on Climate-related Financial Disclosures (TCFD) against International Sustainability Standards Board (ISSB) requirements and established what improvements to current disclosures need to be made.
- Reviewed green financing reporting and KPIs from comparable organizations and assessed if they were relevant to the Bazalgette Tunnel.

“

Attending the interactive sessions, I could see how the programme is helping those of us who work in finance to work through what have typically been qualitative measures and see them being turned into metrics that can be measured and reported.

”

Cathal Cunningham

Catherine Zimmerman



Vice President Global EHS & Sustainability



Ingredion



Culture, Capex



Ingredion.

Key achievements

- Identified opportunities for knowledge growth among the finance leadership team and provided learning sessions on ESG regulations, sustainability strategy and progress on 2023 goals.
- Researched peers' sustainability capex investment approach.
- Selected the criteria for prioritizing sustainable capex investments, which helped identify water sustainability projects.

“

Catherine has helped to educate, but also serves in an ongoing 'expert' resource for members of my team to come to her with questions regarding operations investment and impact to our sustainability metrics. She has introduced changes to both how we evaluate capital investment return and [to how we advocate] for distinguished capital budget dedicated toward sustainability.

”

Jim Gray,
Executive Vice President
and Chief Financial Officer,
Ingredion

Christine Adams



CFO



Chanel ANZ



Culture, Carbon and Net Zero



CHANEL

Key achievements

- Focused on training and culture to raise awareness and embed sustainability into decision making. This involved training in Climate Fresk (an interactive workshop on the science behind climate change) and advanced training for the sustainability committee.
- Achieved renewable energy targets across the Chanel ANZ network.



Christine's implementation objectives helped the finance team embed sustainability into decision making by providing good recommendations for structure, which have been incorporated into our overall governance model.



Carina Sun,
Regional Chief Financial
Officer, Chanel

Christopher Woolf



Senior Group Director – Accounting



Chanel



Capex



CHANEL

Key achievements

- Brought together cross-functional teams, including architecture, finance, IP and real estate, to agree which sustainability factors to include in the capex process.
- Started to incorporate sustainability into capex documentation.



Taking advantage of opportunities to open a dialogue with various stakeholders has allowed [us] to, at a minimum, start to shift the current 'financial' mindset to a more holistic view that is inclusive of sustainability considerations.



Christopher Woolf

Conny LeMieux



VP, Internal Audit



Pure Storage



Reporting



Key achievements

- Participated in the 'Pure ESG' working group to produce the first statement of operations on the use of natural capital.
- Identified and defined, as part of a working group, five material environmental areas (scope 1, 2 and 3 greenhouse gas emissions, product materials, waste, water, land use) and 38 impact measures across 15 business processes.
- Enabled the identification and understanding of the circularity impact stream through knowledge sharing and translated financial reporting data into the gross value added calculation required for impact accounting.



Conny's key achievement was enabling the cross-functional ESG team to establish an impact accounting model with rigour and control, ensuring it would be ready for regulatory compliance. Her grasp of the major market shift and fluency in sustainability, gained through the Academy programme, have been invaluable in creating our first statement of operations on environmental impact.



Charles Giancarlo,
Chief Executive Officer,
Pure Storage

Cristie Gordon



General Manager – Finance
(Commercial, Capital & Operations)



Sydney Airport



Governance, Capex,
Management Information



SYD

Key achievements

- Incorporated sustainability factors into the eight-stage gate governance framework for all capital projects.
- Consulted extensively across the business to ensure alignment and buy-in.
- Obtained agreement to develop a shadow carbon pricing model in capex.
- Initiated a project to develop a preferred supplier framework that includes sustainability performance.



I benefited greatly from hearing from peers as to what their approach, challenges and lessons learnt were. This provided tangible examples for me to consider when implementing objectives within my own organization.



Cristie Gordon

Daniel Storey



Director, Economic Regulation



NATS



Management Information, Culture



NATS

Key achievements

- Collated flight efficiency data and built an analysis tool to help airlines find more efficient flight paths.
- Extended the original aim to create a flight efficiency league table by agreeing a more collaborative approach using data as a learning tool.
- Involved two leading airlines so far, accounting for 23% of UK flights.

“

Daniel's key achievements [included] promoting the concept of using our own regulatory metrics to work with airline customers to influence their own operational decisions. This should not only assist in securing better carbon outcomes from flights in UK airspace, but also demonstrate... that NATS is proactive in seeking to support the aviation sector as a whole to take all practical steps towards decarbonization.

”

Alistair Borthwick,
Chief Financial Officer, NATS

Daniel Americo Robles Tardelli



Head Planning and M&A



Zurich Insurance Company Ltd



Culture, Budgeting, Capitals
Accounting



Key achievements

- Assessed how current group sustainability revenue goals align to local strategic objectives, analysed the gaps and identified opportunities to increase the share to exceed the target.
- Used group sustainability reporting actions to build a culture of sustainability within finance and local business units.

“

Daniel's expertise ... as well as cross-function exposure and current responsibilities helped him to embed the objectives and drive the change expected. His challenges, from budgeting to strategic planning, have been helpful, and I was able to observe a very positive shift in knowledge and approach.

”

Sven Feistel,
Chief Financial Officer Brazil,
Zurich Insurance Company
Ltd

David Iseral



Thailand CFO



Chanel



Carbon and Net Zero,
Governance, Culture



CHANEL

Key achievements

- Convinced two trade partners to apply for the government's green tariff initiative.
- Improved the sustainability of marketing events.
- Completed social audits and upskilling of key suppliers.



A monumental shift in the role of the finance function has begun, and it will be both challenging and exciting to navigate.



David Iseral

DongHwan (Bruce) Kim



Financial Controller



Chanel Korea



Management Information,
Carbon and Net Zero



CHANEL

Key achievements

- Tracked the total energy, water, paper and waste consumption of Chanel Korea.
- Provided an internal dashboard to monitor consumption patterns on a monthly basis, allowing staff to identify reduction opportunities.



The greatest achievement has been establishing a solid foundation for measuring ESG data and providing accurate and timely information through monthly dashboards.



DongHwan (Bruce) Kim

Emily Hunt



Director, Investor Relations



Cisco



Investor Relations



Key achievements

- Improved access to sustainability information for investors, including adding sustainability insights to financial disclosures and commentary.
- Organized an investor webinar on 'Corporate purpose as a sustainable business driver'.
- Made improvements to the Cisco investor relations website, with links to the organization's corporate strategy and ESG hub.
- Created customer case studies for investors, showing how Cisco's products can improve sustainability performance and create measurable business benefits.



Emily's implementation objectives have helped to engender a greater understanding... of the need to connect our sustainability initiatives to our overarching strategy and business fundamentals, focusing on how they can support customer outcomes, drive revenue, reduce cost and/or support employee retention. This in turn has made it easier to incorporate sustainability initiatives in our regular investor disclosures and engagements.



Scott Herren,
Chief Financial Officer, Cisco

Eric Hartelius



Head of Fashion/Watches & Fine Jewellery FP&A and Sustainability



Chanel



Reporting, Culture, Management Information



CHANEL

Key achievements

- Completed a materiality assessment in preparation for an EU Corporate Sustainability Reporting Directive (CSRD) reporting dry run in 2025.
- Identified responsibilities across finance, HR and sustainability teams, including mobilizing resources in each area.
- Performed a gap analysis and started to identify data sources and owners.
- Increased awareness across the organization of reporting regulations and sustainability initiatives required to reach Chanel's net zero target.



I worked very closely with our sustainability team in the US and globally to build a common understanding of the requirements and how we fulfil them. The teams have started to educate higher level leaders within the organization, which will hopefully drive teams and infuse sustainability in decision making.



Eric Hartelius

Erika Potts



ESG Reporting Hub Director



GlaxoSmithKline



Reporting, Management Information



GSK

Key achievements

- Supported an EU Corporate Sustainability Reporting Directive (CSRD) pilot program and resulting decision report at a group level by expanding and enhancing team capabilities and capacity for anticipated increase in volume and complexity of reporting requirements.
- Aligned stakeholders on ESG data strategy principles, unifying all ESG data sources in a database solution and using the software for financial and nonfinancial annual reporting.
- Selected a single ESG assurance provider to streamline the assurance process and hold the company to a high standard of compliance.

“

We are all in this together! No one has all the answers, but talking about challenges can give valuable new perspectives and comfort in camaraderie.

”

Erika Potts

Esra Caglar



Senior Finance Director,
UK Commercial



GlaxoSmithKline



Culture, Strategic
Planning, Reporting



GSK

Key achievements

- Reviewed current corporate ESG strategies and goals, and compared these to local ESG practices.
- Engaged with senior finance leaders in Europe to understand the current level of ESG activity and to identify best practice.
- Increased awareness of recent sustainability-related legislative and policy developments.

“

My significant takeaway from the A4S Academy is the strategic importance of ESG practices and how sustainability drives long-term business value, competitive edge and business opportunities. Connecting with other finance professionals and learning from their experiences helped me to shape my objectives and commitments for the future.

”

Esra Caglar

Eva Talhouk



Customer Carbon Accounting and Reporting Manager



DHL Express



Management Information, Culture



Key achievements

- Enhanced DHL Express's carbon footprint report for customers.
- Collaborated with IT to develop a Power BI dashboard, presenting more KPIs and visuals, as well as trends over time, to improve data analysis.
- Trained the sales community to retrieve data on customer carbon footprints.
- Introduced shipment-level emissions data.



The key achievement is creating a new and contemporary dashboard which provides transparency on not just customer [emissions], but also shipment-level emissions, presenting how [customers'] investment in emission-reduced services helps them achieve their own sustainability goals.



Joe Joseph,
Chief Financial Officer,
DHL Express

Gemma O'Carroll



Head of Climate Transition Planning



NatWest Group



Strategic Planning, Carbon and Net Zero, Budgeting



Key achievements

- Built an interactive web-based dashboard and completed multiple levels of functionality testing, including extensive engagement with business and finance planning teams.
- Rolled out small group pilots of the dashboard successfully, allowing the teams to test the functionality of emissions impacts based on their activities.
- Worked with business and financial planning teams to design an approach for including carbon constraints in the budget process, presented this to senior stakeholder groups and began implementing it on a shadow basis within the 2024 financial planning cycle.
- Led a review of existing climate ambitions alongside NatWest's climate centre of excellence. The output was discussed at the executive committee and sustainable banking committee.



Gemma's key achievement is bringing stakeholders from across the businesses, as well as the functions' teams together to achieve buy-in on complex tooling and methodologies. Engaging business and wider finance stakeholders from the start is key to successful embedding of the transition planning dashboard, as well as the embedding of climate within the budget process and decision making.



Katie Murray,
Group Chief Financial
Officer, NatWest Group

Giles Ridgley



Head of Technical Accounting



Rolls-Royce Holding plc



Capex, Strategic Planning,
Reporting



Key achievements

- Developed a proposed approach for incorporating cost of carbon into investment appraisals as part of a cross-functional team. Advocated for change, which resulted in the team performing a pilot of 5-6 schemes to test and refine mechanics. The lessons learned are being taken into account as business-as-usual processes are developed.
- Enhanced organizational understanding of climate-related risks and opportunities that could impact business strategy.
- Worked closely with the strategy team to develop a methodology for how carbon pricing can be incorporated into forecasts and scenario analysis. Acted as an interface with the financial planning and analysis team to ensure consistent preparation of forecasts.

“

The work Giles has been involved in on introducing carbon pricing into investment appraisal has accelerated our action in this area. The enthusiasm, knowledge and persistence that Giles has brought into the business, as a result of his A4S attendance, has ensured that change in this area has gained momentum.

”

Tiziana Iacolino,
Group Financial Controller,
Rolls-Royce Holding plc

Gloria Du



Senior Director of SEC Reporting
& Technical Accounting



Juniper Networks



Culture, Reporting



Key achievements

- Assisted the sustainability team to prepare for EU Corporate Sustainability Reporting Directive (CSRD) reporting, including reviewing draft EU taxonomy analysis, double materiality assessment and value chain analysis.
- Identified gaps between current reporting and CSRD / EU taxonomy reporting and started the process of prioritizing and building out actions, identifying owners and developing KPIs.
- Participated in ESG training and knowledge-sharing sessions with internal stakeholders and executives.

“

My most significant takeaways from the A4S Academy are 1) networks: I appreciate the opportunities to meet and work with leaders from different industries and 2) resources: A4S has great workshops and great materials that I can continue to join and utilize.

”

Gloria Du

Hannah Greenaway



Sustainability Reporting Manager



The Crown Estate



TCFD, Culture, Governance



Key achievements

- Completed a gap analysis, peer benchmarking and a delivery plan to operationalize EU Task Force on Climate-related Financial Disclosures (TCFD) and prepare a compliant report.
- Engaged various stakeholders to secure buy-in. This included gaining executive sponsorship, liaising with business unit leads, setting up cross-functional teams, and delivering regular updates on progress, challenges and opportunities.
- Facilitated the identification of enterprise-wide physical and transitional risks and opportunities.
- Enhanced the governance framework by setting up a TCFD steering committee to integrate climate-related considerations into governance, strategy, risk management and disclosures.



Hannah has played a critical role in driving actions to improve our alignment with the TCFD framework. Her leadership in fostering collaboration across the business – bringing together members of finance, sustainability, risk and legal teams – was essential... While we recognize there is more to do, the actions taken this year mark our ongoing commitment to embed sustainability further into our decision-making processes



Robert Allen,
Chief Financial Officer,
The Crown Estate

Hicham Kahcha



Head of Business Finance – APAC



Chanel



Reporting, Management Information



CHANEL

Key achievements

- Supported the definition of ESG priorities through input on the materiality assessment and data analysis.
- Contributed to group roadmap decisions by providing sustainability data analytics, advising on resource planning and evaluating the financial impact of initiatives.
- Ensured sustainability projects are following the process used in financial projects and included sustainability criteria in non-ESG initiatives.



My greatest highlights have been acquiring knowledge and skills to integrate sustainability into decision-making processes and gaining insights into how to inspire [others] and drive action towards sustainability within their organizations.



Hicham Kahcha

Ian Brealy



Sustainability Reporting Analyst



Zurich Insurance Company Ltd



Culture, Reporting



Key achievements

- Gained CFO buy-in and backing for sustainability training for the finance function.
- Agreed the curriculum content for the first training session on the history of sustainability reporting and Corporate Sustainability Reporting Directive (CSRD) requirements, as well as deciding who would present the module.
- Started working closely with CSRD and the Zurich Group sustainability team to agree broader content for training.

“

The A4S Academy for me provides a forum for us to share experiences, hints [and] advice, and connects us with like-minded individuals.

”

Ian Brealy

Jamie H. Chen



Chief Financial Officer



TW Chanel



Carbon and Net Zero, Culture



CHANEL

Key achievements

- Developed the market's renewable energy roadmap with clear actions to increase the proportion of renewable energy consumption in operation.
- Gained the support of internal and external stakeholders, including landlords, government and multiple energy suppliers.
- Progressed a finance education campaign, integrating ESG topics into finance team meetings, transforming ESG-related data collection to meaningful actions and standardized processes. Organized tutorial sessions and arranged external seminars with relevant team members for continuous learning.

“

At the A4S Academy, I have sharpened my ESG related knowledge (such as climate-related financial disclosures and scope 3 emissions accounting standard) to upscale the skillset in net zero and future CSRD requirements as a financial leader. I was able to translate these learnings into the jobs needed to be done by challenging the status quo together with my team. It has been a fruitful journey with A4S community and its finance network; together, we can contribute positively and make larger impact on the overall climate and net zero ambitions as part of our responsibilities.

”

Jamie H. Chen

Jaymeeni Patel



Finance Manager / Sustainability



Sainsbury's



Reporting, Carbon Reporting,
Management Information



Sainsbury's

Key achievements

- Conducted a gap analysis between current Sustainability Accounting Standards Board, Task Force on Climate-related Financial Disclosures and International Sustainability Standards Board (ISSB) reporting requirements, and agreed actions to close the gaps.
- Identified new human rights metrics to help report progress against Sainsbury's five human rights commitments.
- Performed a finance peer review of metrics verification testing, which led to additional tests to ensure verifications are as robust as possible.
- Started examining processes and controls relating to upstream data sources.

“

My greatest highlight was being a guest speaker on the recent 'Sustainability in Action' webinar. I loved sharing what I have learnt so far working on my project, hoping it will be of help to others who will be starting this journey for their business.

”

Jaymeeni Patel

Jennifer Samson



Financial Controller, Australia



Ramsay Health Care



Management Information, Reporting



Ramsay
Health Care

Key achievements

- Identified the information needed for sustainability reporting.
- Set up a framework and processes to collect this data, involving finance in data verification.
- Built relationships and partnerships across the business, including sustainability team members at global and regional levels.

“

My significant takeaway is that there will be increased reporting and reliance on finance to support, validate and be a partner to achieve the strategy. [But] we cannot underestimate the work involved.

”

Jennifer Samson

Jesse Gebhardt



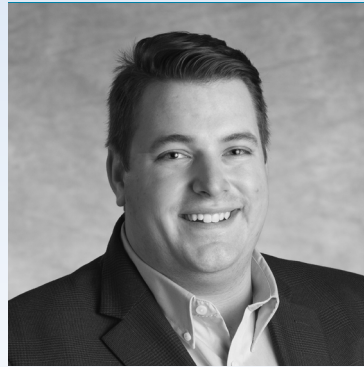
Tax Consultant



Securian Financial



Carbon Reporting, Culture,
Management Information



Key achievements

- Refined scope 1 and 2 greenhouse gas emissions calculations, prepared initial scope 3 materiality assessments and advised on the preparation of internal reporting for these emissions.
- Contributed to the materiality assessment of Securian's priorities through peer benchmarking, and presented a summary of relevant third-party reporting frameworks.
- Increased awareness among the finance team through these activities.



Jesse has long been a passionate advocate for sustainability at Securian. With his knowledge base he was able to work effectively with our sustainability groups internally and our outside experts. We now have a path forward that our executive leadership team can support, execute, report on and be held accountable to, by themselves and our board.



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

Jessica Parrish



VP – CAO and Treasurer



Domino's Pizza



Management Information, Culture



Key achievements

- Started to upskill accounting and financial reporting teams in greenhouse gas (GHG) emissions accounting. This involved streamlining roles to create capacity for this new area of accounting.
- Documented processes and controls around GHG emissions calculations and reporting, and identified any gaps.
- Partnered with the ESG team to communicate GHG emissions by business area, to help leaders better understand how to implement sustainability.



We have made great strides in improving our data collection and reporting processes around GHG emissions. ... [The A4S Academy programme] allowed the different business areas to obtain a more in-depth understanding of the drivers of our GHG emissions, to drive decision making on the different pathways to reducing [them] as we move into the future.



Sandeep Reddy,
Executive Vice President
– Chief Financial Officer,
Domino's

Joe Ritchie



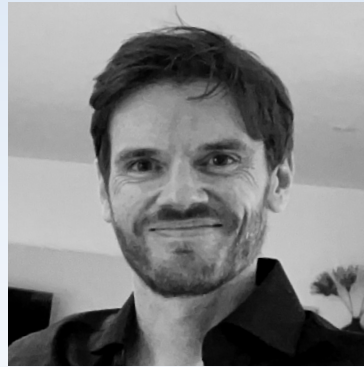
ESG Finance Manager



Cisco



Reporting, Culture,
Management Information



Key achievements

- Created a blueprint for entity level International Sustainability Standards Board (ISSB) reporting, which included gap and metric inventory analysis. This was done in collaboration with various sustainability subject matter experts and data owners.
- Finalized a double materiality assessment and selected material sustainability topics in preparation for EU Corporate Sustainability Reporting Directive (CSRD) efforts.
- Enabled collaboration between finance teams, engineering teams and other stakeholders, which allowed Cisco to communicate the sustainability strategy and purpose, gaining buy-in and support.



The implementation of [A4S Academy] objectives has... educate[d] the members of our finance organization and demonstrate[d] the importance of Cisco's sustainability strategy and purpose. As a result, we can accelerate our sustainability reporting readiness efforts and make strides towards achieving ESG regulatory compliance. Moreover, our finance leaders are now better equipped to make key business decisions related to the implementation of the sustainability-related regulations.



Scott Herren,
Chief Financial Officer, Cisco

Kirsty Law



CFO Sustainability



ofi



Strategic Planning, Management
Information, Culture, Investor Relations



Key achievements

- Strengthened technical content for a new sustainability strategy, using a double materiality assessment to frame impact priorities as well as risk.
- Commenced a data governance project to improve the quality of sustainability data, including building a register for all sustainability data and establishing governance processes.



I hope to leverage all the valuable insights from the A4S Academy to put into practice in my role as CFO Sustainability. Reflecting on this experience really helped me to finalize my contributions to the company's sustainability strategy that was launched mid 2024.



Kirsty Law

Lauren Wu Leng



Head of Investor Relations



Burberry



Investor Relations, Culture



BURBERRY

Key achievements

- Built an ESG-dedicated conference into the company's investor relations programme.
- Engaged with investors to understand the most important issues to them: supply chain and governance structures.
- Drove active engagement with investors, partnering with the sustainability team, ensuring two-way communication between investors and business on key issues.

“

Lauren has built strong working relationships with the sustainability team on ESG-related matters that concern investors, investing time to educate [others] on the investor mindset, and [to] consider external communications on ESG-related matters.

”

Kate Ferry,
Chief Financial Officer,
Burberry

Lee Coller



Chief Accountant



ASISA



Reporting, Capitals Accounting,
Investor Relations



Key achievements

- Established a dedicated project team to integrate the six capitals into financial reporting and identified a provider to guide the board on its role in this approach.
- Discussed how to enhance management information systems to ensure they align with broader sustainability goals.
- Gathered insights from investors on their information needs and developed a comprehensive document outlining ESG initiatives and progress, as well as quarterly sessions with investors to maintain open communication.

“

My most significant takeaway is that the finance team can play a crucial role in the sustainability of the entity and the world. When you put like-minded people together you can really achieve some success.

”

Lee Coller

Lori Defnet



ESG Controller



The Hershey Company



Capex



Key achievements

- Established a cross-functional working group to increase awareness and explore ways to embed sustainability into the capital request process.
- Collaborated with business partners to enhance sustainable data collection by adding a new sustainability questionnaire and project type into the existing capital request process.



Building a professional network of individuals involved in ESG across various industries has helped me learn new ways of thinking and ideas for application to our company processes and procedures. The diverse experiences and backgrounds of other A4S participants in my cohort helped me grow as an ESG professional... and brought new insights and ideas I could share with my organization.



Lori Defnet

Louise Tomicic



Director FP&A



NATS



Carbon and Net Zero, Budgeting



Key achievements

- Analysed past emissions data for business travel.
- Conducted a trial to analyse the best approach and targets for reducing carbon, e.g. cap or tax, from both data and behavioural points of view.
- Increased understanding in the finance and sustainability teams of how to drive change by applying carbon targets to business travel to.
- Gained senior-level support for trialling this approach, with a view to rolling out targets across the business in future planning cycles.



The [A4S Academy] objectives support the implementation of a carbon pricing mechanism... which is designed to support our drive to becoming carbon negative. They have also helped increase the knowledge both within the finance team and also the sustainability team, on the various methodologies for implementation, and allowed them to consider the likely behavioural impacts and therefore support a likely successful outcome in driving down our carbon emissions.



Alistair Borthwick,
Chief Financial Officer, NATS

Lynn Fortune



Manager: Investor Relations and Compliance



City of Cape Town



Debt Finance, Strategic Planning, Net Zero



Key achievements

- Formed a working group comprising management-level officials from finance, risk and resilience, organizational performance management, and the policy and strategy departments.
- Drafted a concept note for the sustainable finance framework and received approval from the CFO and the policy committee chair.
- Finalized the framework, identified eligible funding categories and amended governance structures as needed through the working group.



The work undertaken by Lynn is being used to emphasize the three pillars of ESG, and impact on the priorities of the City [of Cape Town] via decision makers. This project has significantly expanded Lynn's collaborative skills, leading to remarkable growth. Her project influence has gone as far as me appointing a director that controls all grant funding.



Kevin Jacoby,
Chief Financial Officer,
City of Cape Town

Lynn Adams



Sustainability Reporting
Project Manager



Smurfit Westrock Group plc



Reporting, Culture



Key achievements

- Improved data quality and reporting by adding key KPI reporting metrics to the financial reporting tool, allowing the organization to meet new, very tight reporting deadlines.
- Assessed current data collection systems and created a needs and wish list for a new data collection system.
- Shortlisted potential new ESG systems.
- Ran knowledge sessions, including a sustainability reporting webinar for finance and ESG teams, and a presentation on sustainability to senior managers in finance and audit.



My greatest achievement has been playing a part in involving the finance teams throughout the organization in the nonfinancial reporting process. [This included] helping with their training and benefiting from their experience with data quality and strict reporting deadlines.



Lynn Adams

Marcel van Lankveld



Head of ESG & Carbon Accounting



DHL Supply Chain



Culture, Capex, Investor Relations



Key achievements

- Developed a plan to integrate EU taxonomy reporting into the monthly reporting cycle and put it on the agenda in finance meetings.
- Implemented a reporting process to validate and verify EU taxonomy entries.
- Incorporated EU taxonomy reporting into capex processes by amending financial enterprise resource planning software.
- Engaged investors in DHL's sustainability agenda by using real examples and showcasing progress.



By turning complex sustainability material into clear objectives, we as a finance team can effectively communicate and integrate sustainability principles into the finance culture. This fosters a shared understanding and commitment to sustainability across the company.



Dietrich Franz,
Chief Financial Officer,
DHL Supply Chain

Marie Rateau



Head of Finance Transformation
UK Region



Chanel



Management Information, Carbon
and Net Zero



CHANEL

Key achievements

- Worked across the business to develop a Power BI dashboard for users to visualize carbon emissions for various travel options, which also includes a predictive emissions figure based on the current financial budget.
- Included six different scenarios in the dashboard, allowing teams to select different actions for emission reductions.



Marie has been instrumental in developing the travel dashboard with carbon emission targets. This project aims to provide a proactive approach to managing carbon emissions from business travel. She has demonstrated drive and collaborative work skills in the development of the dashboard, engaging effectively with all partners involved in the process.



Fanta Ouka Diawara,
Chief Financial Officer UK
Region, Chanel

Marisa Conde



Vice President and Group Controller



Metro Pacific
Investments Corporation



Strategic Planning, Culture



Key achievements

- Worked across the organization to drive strategic plans for improving healthcare for marginalized and remote communities in the Philippines. This was addressed by offering an online medical consultation package which includes a wifi-enabled tablet, mobile phone, SIM cards, solar panel, battery pack and health passes.
- Exceeded the target of providing 100 of these packages, delivering 118 units.
- Built partnerships with local government units, the office of the First Lady of the Philippines, private organizations and government institutions, who helped local communities access the units.



The Academy provides professional instructors and students from diverse industries. I was able to learn from each of them during seminars and group case studies.



Marisa Conde

Marisol Piedra Monge



AVP, Financial Planning & Analysis



Moody's



Reporting, Management Information



Key achievements

- Developed an ESG reporting template to include SEC, Corporate Sustainability Reporting Directive (CSRD) and International Sustainability Standards Board (ISSB) requirements. This comprehensively covers social governance, and ensures that the template can be used for both consolidated and individual statutory reports.
- Researched CSRD disclosures in EU organizations and conducted a gap assessment. Completed a benchmarking exercise to identify best practice in other ESG reports.



My most significant takeaway from the A4S Academy has been gaining a deeper understanding of how sustainability can be integrated into financial decision making. The focus on practical applications, such as ESG reporting and benchmarking, provided valuable insights into aligning sustainability with business strategy and regulatory compliance.



Marisol Piedra Monge

Markku Kalevi Karhunen



Vice President Forest
Asset Controlling



Stora Enso



Management Information,
Reporting, Carbon and Net Zero



Key achievements

- Improved the sustainability criteria considered in forest assets, e.g. wood sourcing structure, biodiversity and carbon sequestration.
- Included estimated future value and carbon sink analysis for forest asset purchases.
- Increased connections between finance and sustainability specialists to prepare for more detailed financial and sustainability KPIs in the future.

“

Within our company, collaboration between finance and sustainability teams has [been] heavily strengthened.

”

Markku Kalevi Karhunen

Matt Sherlock



Senior Manager – Group ESG
Planning and Analysis Lead



National Grid



Governance, Management Information,
Internal Controls, Assurance



nationalgrid

Key achievements

- Initiated a group-wide project to obtain reasonable assurance for scope 1 and 2 greenhouse gas emissions, including reviewing controls.
- Designed and successfully integrated a new ESG reporting system and created a core working group to oversee the delivery of critical milestones, e.g. training, data migration and stress testing.
- Partnered closely and ran workshops with different teams (operational, finance, sustainability, IT, senior leadership etc.) to get input and buy-in for both projects.

“

The implementation objectives led by Matt have greatly supported finance in embedding sustainability into financial decision making. His leadership, collaboration and communication skills have been instrumental in the plan's successful implementation.

”

Andy Agg,
Chief Financial Officer,
National Grid

Max Greenwood



Senior Finance Advisor



HM Treasury



TCFD, Strategic Planning, Reporting



Key achievements

- Developed draft application guidance for government and the wider public sector to adopt the Task Force on Climate-related Financial Disclosures (TCFD).
- Started supporting the implementation of TCFD disclosures in government through training, webinars and additional guidance.
- Drafted the 2024-25 Sustainability Reporting Guidance for central government, and advised Department for Environment, Food and Rural Affairs (DEFRA) on the development of the Greening Government Commitments for 2025-2030, with a focus on climate adaptation and emissions reporting.
- Contributed to exploratory work to develop a cross-public sector framework for scope 3 greenhouse gas emissions.



The A4S Academy has been invaluable at expanding my understanding on the wide range of options for incorporating sustainability into an organization. I joined most of the technical training sessions... and the breadth of areas being covered was really useful to connect the dots. The in-person development sessions were useful to understand challenges faced in different jurisdictions and industries.



Max Greenwood

Nishant Mohan



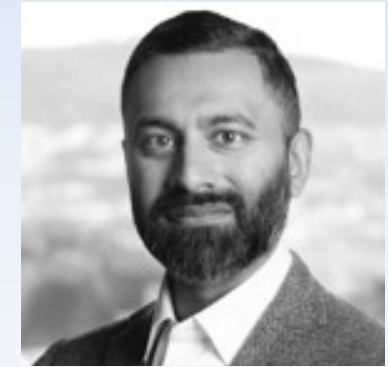
VP Finance



Brookfield



Reporting, Culture, Governance



Brookfield

Key achievements

- Developed an understanding of how global sustainability regulations will impact the business.
- Assessed the applicability of existing sustainability standards, both local and global.
- Performed a gap analysis and began to address existing gaps, e.g. templates to provide a standardized approach to collecting and reporting sustainability data.
- Formed a sustainability finance working group to ensure alignment on sustainability reporting.



My most significant takeaway from the A4S Academy has been the opportunity to connect with other reporting professionals in the same field. Sharing ideas, challenges, and experiences has provided valuable insights and practical solutions, which have greatly supported us during the implementation phase of our sustainability reporting strategy.



Nishant Mohan

Omar Hanif



Director, Sustainability Reporting & Analytics



Ontario Teachers' Pension Plan (OTPP)



Governance, Reporting, Management Information



Key achievements

- Conducted a gap analysis and a materiality assessment in preparation for International Financial Reporting Standards (IFRS) S1 and S2 reporting.
- Developed additional analytics for the organization's portfolio carbon footprint (attribution analysis) to improve understanding of year on year changes.
- Worked with the sustainability reporting and analytics (SRA) team in finance to bring green bond data collection under their responsibility.
- Started developing a dashboard to measure and report the market value of exiting green assets efficiently, automating the calculation of sovereign bonds emissions.



The Academy has allowed me to understand the broader sustainability landscape better and where others are in their sustainability journey. This is helpful knowledge as we explore how we can further move the dial with our own sustainability initiatives, while keeping informed of the general market direction.



Omar Hanif

Paige Nie



Head of Risk Management



US & UK Regions Chanel



Internal Controls, Reporting



CHANEL

Key achievements

- Joined project team, with finance and human resources, to review existing controls, and to redesign controls for collecting third-party worker data.
- Began discussions on accurate data collection and the maintenance of third-party worker information.



Reinforcing the importance of sustainability concepts in decision making has helped drive awareness across the organization. This encourages people to think of sustainability measures and impacts during their day-to-day responsibilities.



Lauren McLane,
Head of Risk Management
Global, Chanel

Pankaj Purohit



Director – Head of Data Center
Infrastructure Finance



Meta



Culture, Net Zero, Management
Information



Meta

Key achievements

- Educated the finance team on their critical role in achieving net zero plans.
- Initiated and fostered ongoing collaboration between the finance and sustainability teams.
- Eliminated silos between teams, enhancing the rigour of net zero plans, identifying data gaps and opportunities, and integrating these insights into the financial planning process.

“

Pankaj's biggest achievement has been his advocacy for greater finance involvement in sustainability matters, to improve the accuracy and fidelity of Meta's net zero plans. This fact-based approach to highlighting gaps in existing processes has been instrumental in driving a shift.

”

Sam Mincer,
VP Finance, Meta

Pei San Ngo



Head of Cost Transformation



ofi



Capex, Strategic Planning
(risk management)



ofi
make it real

Key achievements

- Developed an ESG risk framework against which to assess capex investments.
- Included material sustainability areas, e.g. carbon emissions, deforestation, water consumption, waste generation, and human and community rights.
- Worked with subject matter experts to create a risk database that underpins the scoring system with the framework.

“

Pei San has not just run this as a project but ensured that it gets deeply embedded into organizational decision-making processes. She adapted the framework to meet corporate requirements and conducted training and workshops to get alignment and understanding across multiple stakeholders. This has also further enhanced the role of finance within sustainability and corporate decision making.

”

Rishi Kalra,
Executive Director and
Group Chief Financial
Officer, ofi

Peter Kyle



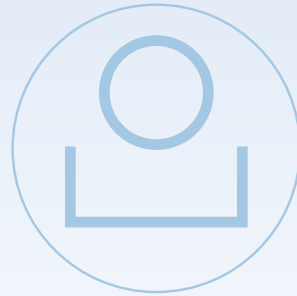
Controller



Cisco Systems



TCFD, Reporting, Culture



Key achievements

- Filed the company's first UK Task Force on Climate-related Financial Disclosures (TCFD) statement, as part of the company's financial statements.
- Balanced the needs of local reporting within the boundaries set by corporate reporting requirements and statements included in Cisco's purpose report.
- Collaborated with many stakeholders, including people in legal, sustainability, and ESG controllership teams.
- Performed a gap analysis and identified where new information needed collecting, and, where new objectives needed developing.



Professionally it is an exciting time to be involved in financial reporting as the shape of financial statements is fast evolving with the inclusion of robust sustainability disclosures... This reporting change is... making business more accountable for its actions, it being one mechanism to force business to consider how it can contribute to wider aims like the UN's 17 Sustainable Development Goals.



Peter Kyle

Rebecca O'Brien



VP Accounting



Moody's



Reporting, Management Information



MOODY'S

Key achievements

- Developed a standardized ESG reporting template that is suitable for both consolidated reporting and individual statutory reports.
- Completed a benchmarking exercise to analyse sustainability disclosures made by various organizations within the EU, against the Corporate Sustainability Reporting Directive (CSRD).
- Conducted a gap assessment comparing these international standards against Moody's own disclosure practice, despite being a US-based company.



Before participating in A4S Academy, I had a limited grasp of climate and sustainability reporting... The training and practical tools provided during the Academy sessions not only increased my interest in these crucial areas, but has also proven invaluable in my regular role, allowing me to integrate sustainability considerations into our financial reporting processes.



Rebecca O'Brien

Rhonda Chan



Associate Director,
External Reporting



S&P Global



Reporting, Management
Information, Carbon and Net Zero



S&P Global

Key achievements

- Implemented an ESG platform for ESG reporting and used it to collect data and create reports, including the Task Force on Climate-related Financial Disclosures (TCFD) report.
- Worked closely with the ESG controller to develop a control framework for using the ESG platform.
- Developed and trialled an internal carbon price.



Rhonda's key achievement in delivering her implementation plan is moving to the Workiva ESG platform for the 2024 reporting year, making the process more efficient and organized for all parties. The carbon pricing approach will help the finance team embed sustainability into financial decision making as it will impact the way we travel for business and also incorporate a cost into our real estate decisions by placing a monetary amount of carbon on these activities.



Chris Craig, Interim Chief Financial Officer and Senior Vice President, Controller and Chief Accounting Officer, S&P Global

Róisín Booth



Head of Sustainability Reporting



NatWest Group



Reporting, Debt Finance,
Investor Relations



Key achievements

- Increased understanding and awareness of the Green, Social and Sustainability (GSS) bond reporting and issuance programme within NatWest Group.
- Improved technical knowledge of GSS bonds in the finance team, enabling the best support to treasury colleagues.
- Enhanced the GSS bond disclosures aligned to NatWest's existing annual reporting suite, working with group communications and investor relations to enhance visibility and prominence on our main investor website.
- Normalized earlier engagement between treasury, data and finance teams to support delivery against the innovative GSS issuance programme.
- Improved the internal control framework supporting the GSS bond reporting.



In delivering her implementation plan, Róisín has shown strong collaborative thinking and ambition to make the best use of available resources. We are receiving positive feedback internally and externally on changes enabled by Róisín's implementation plan and we are also seeing learnings from this implementation plan flowing into other processes across the finance function.



**Katie Murray,
Group Chief Financial Officer, NatWest Group**

Roman Ruehle



VP Group Financial Controlling



Sonova



Culture, Governance, Reporting



Key achievements

- Established a sustainability reporting function under finance.
- Launched the inclusion of sustainability in global finance training.
- Analysed the amount and significance of capex decisions made and identified the most impactful area for integrating environmental decisions.
- Set up a working group with the real estate team to develop and implement an appropriate tool.
- Piloted EU taxonomy reporting for the company's annual report.



Roman's implementation objectives helped bring sustainability into the finance agenda and supported the wider team in developing an understanding of the relevance and importance of sustainability-related activities, including reporting. The objectives helped make the processes tangible in terms of day-to-day activity, and at the same time helped reduce the 'fear' from huge amounts of additional work by embedding sustainability processes as seamlessly as possible into the existing process and tools landscape.



Birgit Conix,
Chief Financial Officer,
Sonova

Sarah Kingwell



Technical and
Sustainability Accountant



SSE plc



Governance, Culture, TCFD/
Reporting



Key achievements

- Established a sustainability-related financial disclosures steering group.
- Developed a project group to focus on a phased adoption of EU Corporate Sustainability Reporting Directive (CSRD) and International Sustainability Standards Board (ISSB) standards.
- Embedded Task Force on Climate-related Financial Disclosures (TCFD) scenario analysis in business units.
- Upskilled finance staff to enable them to provide inputs for scenario analysis, modelling and TCFD regulations.
- Conducted a maturity assessment of SSE's social metrics and disclosures.



The A4S Academy has really opened my mind to a totally different perspective in reporting. Sustainability reporting provides additional insights to traditional financial reporting, giving companies a vehicle to engage with their stakeholders in the transition to net zero.



Sarah Kingwell

Shericha Singh



Vice President, Group ESG Risk
Special Projects



Absa Group Limited



Strategic Planning (risk
management), Reporting



Key achievements

- Led projects to embed priority areas of sustainability into the group risk function.
- Created the group's first climate risk stress testing and scenario analysis section in the Internal Capital Adequacy Assessment Plan (ICAAP), which was approved by the board.
- Prepared a climate scenario analysis assessment report, which shows the reporting standard to work towards.
- Coordinated and drafted the risk management section of the external 2024 sustainability and climate risk report.



My most significant takeaway from the A4S Academy was [the importance of] empowering finance professionals to become changemakers on very complex and life-changing/saving areas. I would like to think of this programme as promoting sustainable finance in human capital.



Shericha Singh

Shona Crighton



GM Transformation Delivery



GrainCorp



Reporting



Key achievements

- Developed a disclosures roadmap for the upcoming Australian Sustainability Reporting Standards (ASRS) and analysed gaps.
- Created climate scenarios, including conducting workshops with the sustainability and finance teams, business representatives, and executives, to further progress physical and transitional risk.
- Included qualitative identification of climate scenarios in the 2024 sustainability report.



Shona has made positive progress on [the] ASRS roadmap and climate scenario analysis. There have also been valuable contributions to various sustainability forums, including [the] sustainability management committee [and] climate working group.



Ian Morrison,
Chief Financial Officer,
GrainCorp

Shyam Parthasarathi



Director, Europe
Investment Reporting



Oxford Properties Group



Reporting, Capex



Key achievements

- Worked with legal and sustainability teams to scope EU Corporate Sustainability Reporting Directive (CSRD) requirements in preparation for future reporting.
- Embedded ESG metrics into the group's operating plan and budgeting process, including capex.
- Collaborated with the sustainability team to define six categories of ESG spend and can now measure and report the amount of ESG capex, by category, over a three-year operating plan period.



A highlight during the A4S programme was to be engaged in discussions with peers from the industry and listening to how ESG reporting is evolving globally. This was certainly eye-opening!



Shyam Parthasarathi

Siew Kim Beh



Chief Financial and
Sustainability Officer



The Ascott Limited



Culture, Management Information,
Carbon and Net Zero



Key achievements

- Piloted and rolled out responsible sourcing guidelines across global operations ensuring alignment with sustainability goals to reduce carbon emissions and minimize environmental impact.
- Held extensive training sessions to provide practical guidance on integrating these sustainability measures into procurement.
- Collaborated with local suppliers to educate them on the new requirements and supported them in meeting the standards.



My most significant takeaway from the A4S Academy is the critical role finance professionals play in driving sustainability within organizations. The Academy emphasized that integrating environmental, social, and governance (ESG) considerations into financial decision making is essential for long-term success.



Siew Kim Beh

Stephanie Chevallier Jalkh



CFO Swiss Markets



Chanel



Carbon and Net Zero



CHANEL

Key achievements

- Presented the business case for creating a regional warehouse to serve the Middle East and switching shipments from air to sea, which will significantly reduce freight carbon emissions.
- Outlined the sustainability benefits (reduction of carbon emissions by moving from air to sea freight) as well as the business benefits (improved efficiency, agility and distribution cost savings).
- The business case was approved mid 2024 and is due to be implemented in 2026 to align with a global IT project.



My most significant take away from the A4S Academy was the connection with other companies and discussing the main challenges for the future. Finance people will play a major role by collecting data and communicating it in a relevant way.



Stephanie Chevallier Jalkh

Tony Bennett



Finance Director Global Functions



Tate & Lyle Plc



Culture, Capex, Carbon and Net Zero



TATE & LYLE
Science \ Solutions \ Society

Key achievements

- Ensured business and performance criteria are balanced against the benefits of sustainability investments by business partnering and attending weekly cross-functional working group meetings.
- Incorporated nature and biodiversity factors into Tate & Lyle's M&A appraisal process.
- Ensured that every capital asset report and new product development now considers financial metrics and environmental impacts, such as water usage, waste and energy efficiency.
- Secured board approval to invest in a power purchase agreement (PPA) to generate renewable electricity from wind farms, which will significantly reduce scope 2 emissions, and to purchase renewable credits for all European and APAC plants.
- Started to include a carbon cost in capital investment analysis.



I needed to be sure that there was strong finance governance within the sustainability team, which is why I brought Tony in, to partner business representatives of the other functions, and enrolled him in A4S. Tony received the CEO hero's award in 2024 by accomplishing a critical milestone in achieving our sustainability goals.



Dawn Allen,
Chief Financial Officer,
Tate & Lyle Plc

Valerie Martin



Senior Director, Finance



Autodesk



Carbon and Net Zero,
Strategic Planning



Key achievements

- Joined Frontier* in 2023, alongside four other organizations, agreeing to contribute a combined US\$100 million in new funds to advance the market for carbon removal technology.
- Signed agreements with several CO₂ removal companies.
- Developed a fund flow approval process for payments.
- Defined a framework to track these projects.

** Frontier is an advance market commitment to buy US\$1 billion+ of permanent carbon removal between 2022 to 2030.*



Leveraging the Frontier fund not only helps with financial decision making but decision making for the company, as it gives us the opportunity to buy credits from reputable suppliers delivering on emerging technologies in the carbon market.



Debbie Clifford,
Chief Strategy Officer,
Autodesk

Victoria Petrella



VP of ESG



Domino's Pizza



Governance, Culture,
Strategic Planning



Key achievements

- Developed Domino's ESG strategy and plan, including key initiatives on supply chain, corporate operations and suppliers.
- Established the role of the ESG team within the organization by creating a new disclosure and reporting committee to align carbon accounting principles as well as an ESG captain's group of departmental representatives that supports decision making.
- Worked together with the accounting, reporting and treasury, investor relations and legal teams, to educate the leadership team and key stakeholders on ESG disclosures and set up clear processes and oversight.
- Implemented a new ESG software platform.



Victoria's key achievement has been crafting the first ESG plan for Domino's. This implementation plan was clearly tied to the long-term strategic planning of the business that allowed for a great collaboration across business units.



Sandeep Reddy,
Executive Vice President,
Chief Financial Officer,
Domino's

Zaida Alia Shaari



Head, Investor Relations



Petronas Chemicals Group Berhad



Investor Relations, Reporting



Key achievements

- Supported the implementation of International Financial Reporting Standards (IFRS) S1 and S2 which included the scenario analysis for climate-related events.
- Conducted a company-wide workshop to enhance all employees' understanding of responsibilities under the capital market's corporate disclosure requirements and the impact of sustainability reporting on investor stakeholder groups.



The greatest highlight for me was the opportunity to meet and network with finance professionals all over the globe. The areas covered by A4S were very comprehensive and I appreciated that the programme recognized the importance of communicating and engaging with stakeholders as a role of finance professionals.



Zaida Alia Shaari

Apply to take part in the A4S Academy

Contact us: academy@a4s.org

[Visit our website to find out more](#)