

Finance Leaders Sustainability Programme



Richard Clinton

Group Commercial Director, Dawn Meats

Selling the proposition of regenerative Irish agriculture, as a critical element of the solution to climate change, could not be more important for the future of Irish farming and food production. All functions and disciplines within a business have a role to play in how we continuously improve and reinforce our credentials as leaders in sustainability. The Bord Bia Leaders Sustainability Acceleration Program delivers key insights, informs peer-to-peer challenge and allows for robust debate, which has helped to sharpen our approach, broaden business capability and deliver on our commitments.

Programme Purpose

Accelerate sustainability within your organisation by learning the tools to ensure sustainability is incorporated into your organisations overarching business strategy and investment decisions.

The Inflection Point

The commitment to reducing the impact of business on climate change and other Environmental, Social and Governance (ESG) goals has gained momentum. The establishment of the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) represents one aspect of the inflection point and the momentum of sustainability on the global policy agenda. The gathering and sharing of this information will lead to increased scrutiny of public and private firms in society. One likely impact of this is a change in the ability and increased unwillingness of the investment community to invest in activity which is not climate friendly, regenerative or restorative. The food, drink and horticulture industry is accelerating towards these changes which are having a profound impact on how the industry organises resources and allocates our capital. The central position of agriculture and food in the Irish government's ambition to meet carbon emission goals, both from a reduction and an investment perspective further underlines the looming inflection point.

Accelerating Sustainability Leadership

In 2012, the Origin Green programme pioneered a pathway for the Irish food, drink and horticulture industry to begin its sustainability journey. Customers demand for sustainability and the national requirement for carbon reduction cannot be dealt with by sustainability professionals working alone and isolated in the organisation.

We must now enact a step change and elevate the issue of sustainability to a guiding principle for businesses. To achieve this, in 2022 Bord Bia in partnership with UCD Smurfit Executive Development launched the Leaders Sustainability Acceleration Programme (LSAP) which was specifically designed for senior executives in the Irish food, drink and horticulture industry. Through these programmes, we believe that the finance function may be the most important one in the ultimate delivery of effective sustainability initiatives, and so we have designed a one-off sustainability programme specifically targeted at senior financial executives.

By incorporating sustainability considerations into their decision making processes and ensuring sustainability is seamlessly integrated into business strategy and investment decisions, senior financial executives can contribute uniquely and significantly to the long-term success and resilience of their organisations, and the sustainability of the Irish food, drink and horticulture sector as a whole.

Accelerating Finance Leaders Ability to Integrate Sustainability into Business Decisions

Using expert international faculty, led by Professor Damien McLoughlin, the programme will cover the following subject areas:

This programme is a modular offering designed to provide a rapid and concentrated input to the toolkit of senior financial leaders and the organisations that sponsor them.

Key Programme Features:

- The overall emphasis of this programme is on the development of actionable insights for financial executives to accelerate sustainability within their organisation.
- The executives will be encouraged to share part of the learning journey with their colleagues in their finance department in order to further embed the learnings throughout the organisation.
- In-person residential modules delivered in UCD Michael Smurfit Executive Development.
- Discussion and analysis of sustainability and food specific industry examples. The introduction of new and existing case studies with thought leaders in sustainability.
- Peer-to-peer learning through immersive discussions with fellow participants and alumni of the Leaders Sustainability Acceleration Programme.
- Executive exchange with global industry thought leaders.
- Participants will be provided with a thought provoking toolkit at the end of each module, summarising all learnings.

Programme Format and Dates

The format of the programme will be **5 in-person delivery days** in the UCD Michael Smurfit Graduate Business School, Blackrock, Co Dublin as follows:



Sustainability in a Strategic and Governance Context

- Why Sustainability? What does it mean for me?
- Discover how stakeholder engagement, materiality assessment and double materiality are essential components of corporate sustainability and responsible business practices.
- Governance and Sustainability - how effective integration of governance and sustainability is essential for organisations to manage risks, seize opportunities, and create value sustainably and responsibly.

Sustainable Finance 1

- How taking environmental, social and governance (ESG) considerations into account when making real or financial investment decisions, leads to more long-term investments in sustainable economic activities and projects.
- Evaluate investment through an ESG lens.
- Investors Activism – this session addresses the rise of ESG activism in the past and its prospect for the future.

Sustainable Finance 2

- ESG Financing: explore the financial options that are available to companies trying to finance a green transition.
- ESG Make or Buy?

The Decision Maker on Investment

- Evaluating Investment through a sustainable lens and associated ESG reporting frameworks.
- Corporate reporting, metrics and assurance.
- Bringing the Organisation Along: Governance and Resourcing for Success.
- Developing a Corporate Transition Plan.

Strategy and Sustainability

- The Narrow Path to Sustainability Success.
- Moving the Needle on Sustainability.
- Business Model Innovation for Sustainability led Growth.

World Renowned Expert Faculty



Professor Damien McLoughlin
Anthony C. Cunningham
Professor of Marketing, UCD
Michael Smurfit Graduate
Business School.



Professor Salvatore Cantale
Professor of Finance, IMD
Business School



Dr. Julie Byrne
Academic director of the MSc
Finance programme at the
UCD Michael Smurfit Business
School



Professor Goutam Challagalla
Professor of Strategy and
Marketing
IMD



Professor N. Craig Smith
Senior Affiliate Professor
of Ethics and Social
Responsibility INSEAD



Russell Smyth
Partner, Head of KPMG
Sustainable Futures

Next Steps How Do I Apply?

For further information on the programme fees and how to apply please visit:
[Finance Leaders Sustainability Programme](#)
or email Michael Shiel at Michael.shiel@ucd.ie



John McGrath

**Head of Business Development,
Marketing and Communications –
Dawn Farms**

In addition to the expertise and up to date insights from recognised experts in the evolving field of ESG and sustainability, this programme provides a stimulating cross sectoral environment to debate the challenges and opportunities that lie ahead for the agri-food sector in Ireland. If ever a topic required joined up thinking and action by all parties invested in our most important indigenous industry, this is it.



Alison Cowzer

Co-Founder – East Coast Bakehouse

The Bord Bia Leaders Sustainability Acceleration Programme was inspirational in re-setting my views on the importance of sustainability to our business. The world-class presenters and case-studies gave us a real insight in how to blend business strategy and sustainability strategy to succeed as a sustainable business for the future. The class discussions with food industry peers brought a real-live dynamic to the sessions and drove us all to think deeply and creatively about the sustainability agenda for our industry. I would recommend the course to any food industry professional looking to build a business for future success.



Dave Fitzgerald

Sustainability Director - Ornu

The Bord Bia/ Smurfit Executive Development programme gave me fresh perspective and insight delivered by leading thinkers in the sustainability field. The opportunity to learn from global leaders, as well as engage with peers from different sectors of the food industry was invaluable. I would recommend this programme for any senior leader who wants to embed and accelerate the sustainable transition in their organisation.