

# Imperial Sustainability Leadership Programme

Leadership with a purpose



# Overview

Sustainability is changing the very nature of business. A radical rethinking by consumers – and investors – is pushing corporations to be catalysts in solving the world's biggest challenges, from climate change to social injustice. Business leaders who seize the challenge are being rewarded. For example, global electric car stock has grown by more than 900 per cent, Unilever's sustainable brands have grown twice as fast as others in its portfolio, and UK sales of plant-based meats have grown more than 85 per cent, according to the World Economic Forum.

If you are ready to reinvent your business as a sustainable organisation, the Imperial Sustainability Leadership Programme provides the methods and the mindset to help you create a sustainability plan with real impact. In 15 weeks, you will learn how to run a sustainable business and promote a corporate culture that prioritises social responsibility.

Throughout the programme, your learning will be centred around two threads:

- **Data-informed:** with insights from the thought leaders at Imperial's Leonardo Centre on Business for Society, which houses the GOLDEN database, you will learn about experimental designs for organisations that help examine the impact of stakeholder-orientated change at the core of business.
- **Reflective:** cultivate a sustainability mindset through an optional meditation track, which research proves is crucial for creating lasting change.

## Key takeaways

At the end of this online programme, you will be able to:

- Create a sustainability transformation plan for your organisation.
- Develop a sustainability mindset.
- Communicate the connections between economic and environmental success to key stakeholders.

**Imperial Sustainability Leadership Programme has been awarded the 2022 Financial Times Responsible Business Education Award for driving societal change, promoting sustainable development, and demonstrating novel ways to teach digitally in a more inclusive way.**



**€120  
Billion**

European ESG investments Q1 2021  
Increase of 18% over Q4 2020  
Source: Morningstar

## Who is this programme for?

This programme is designed for senior executives and functional managers who are interested in building a comprehensive understanding of sustainability as a business practice. It is particularly relevant for the following roles:

**Senior executives** responsible for overall business growth and strategic initiatives who are seeking to make strategic changes to their organisation to make it more sustainable, to develop a competitive advantage and to develop a positive brand image for investors and shareholders.

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**CSR and sustainability specialists** who are seeking to minimise their organisation's negative environmental and social impact through sustainability practices, to make a business case for new initiatives and to build an action plan for meeting organisation's sustainability goals.

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**Mid- to senior-level functional managers** in traditional industries, such as energy, industrial goods, logistics and manufacturing, who are seeking to contribute to their organisation's sustainability efforts within their function and to gain an understanding of how sustainability will affect their current role and business practices.

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**Consultants** seeking to offer their clients solutions to help them achieve their sustainability goals, to keep up with industry trends in sustainability and to gain a respected credential to demonstrate specialisation in sustainability consulting.

# The Imperial advantage

# #1

QS World University  
Rankings – 2025  
(Europe)

# #1

Daily Mail University  
Guide – 2024 (UK)

# #2

The Complete  
University Guide  
– 2025 (London)

# #2

The Guardian  
University Guide  
– 2024 (London)

# #3

Times Higher  
Education World University  
Rankings – 2024 (Europe)

# #4

US News Best  
Global Universities  
2022-2023 (Europe)



## Programme highlights

This programme focuses on strategy, finance and the development of your sustainability literacy, including the skills that enable you to:



**Cultivate** the mindset to create lasting change.



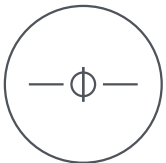
**Identify** processes that sustain business model innovation.



**Create** a triple bottom line business canvas for your organisation.



**Articulate** how sustainability fits into a competitive business strategy.



**Determine** your personal purpose as a leader.



**Develop** a change plan towards a flourishing organisational culture.



**Integrate** stakeholder needs into alternative corporate governance structures.



**Use** the 6P model to evaluate your organisation's sustainable development.

## Programme faculty



### Frank Brueck

Visiting researcher, Imperial College Business School

Cofounder and Executive Vice President of the GOLDEN for Impact Foundation, Amsterdam

Director of the IKIGAI Corp.

With more than 25 years of experience as a consultant, trainer, lecturer and researcher in the fields of CSR/sustainability, cultural change, cross-cultural management, team building and leadership development, Brueck cofounded the GOLDEN for Impact Foundation and is a founding member of the International Association for Cross-cultural Competence and Management at the European Academy of Management. His research focuses on the methodologies of CSR, cultural comparison, value-based management, sustainability, and intercultural management and training.

Brueck holds a PhD in business administration from Vienna University of Economics and Business in Austria.



### Maurizio Zollo

Professor of Strategy and Sustainability, Imperial College Business School

Head of the Department of Management and Entrepreneurship

Scientific Director of the Leonardo Centre at Imperial

Professor Zollo is founder and chairman of the GOLDEN for Impact Foundation and directs research on the neuroscience of innovation and sustainability decisions. His research focuses on the active engagement of corporations in the design and execution of field experiments related to innovation or sustainability challenges.

The author of more than 50 publications with citations in 18,000 scientific articles, Professor Zollo was a strategy consultant and an investment banker before entering academia. He holds a PhD in management from the Wharton School of the University of Pennsylvania and a laurea degree in monetary economics from Bocconi University in Milan.





### Livio Scalvini

Executive Director of the Leonardo Centre,  
Imperial College Business School

With 25 years of international experience in sustainability, entrepreneurship, innovation, social impact, venture and corporate venture capital, strategy, marketing, and investment banking, Scalvini is Executive Director of the Leonardo Centre on Business for Society. He is also cofounder of the GOLDEN for Impact Foundation and CEO of the GOLDEN for Impact Benefit Corp. He holds a degree in economics and business administration and a Master's degree in macroeconomics and international finance from Università degli Studi di Torino.

Scalvini has held managerial positions and helped accelerate 1,200 startups, advised large corporations on open-innovation and stakeholder integration, and built tech-matchmaking platforms for more than 10,000 SMEs.



## Participants testimonials

The programme takes you through the introduction to new tools, processes and ways to establish, implement and measure better ESG initiatives within the business. My intent was always there, but I was often unsure how to implement it. Access to experts from around the world gives you a unique opportunity to learn from them.

**– Lisa Munro, Managing Director, Europe, Marke Creative Merchandise**

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The optional and mandatory assessments were excellent and really made me think and apply the learning to real-life scenarios (i.e. my own business). I feel I have come out of the programme with a tangible action plan as well as useful knowledge of sustainability innovation strategy.

**– Helen Shellabear, Managing Director, Shellwin PLC**

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The programme created an appreciation of sustainability topics and gave us tools to address these as leaders. Live sessions, networking opportunities and office hours were engaging and great for learning.

**– Priyavarta Vedasen, Vice President, Credit Suisse**

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The good breadth of subject matter and the delivery through short articles and videos made this very accessible. I have mild dyslexia and was concerned about the prospect of reading lengthy journals or research papers. The content was easy to consume, relevant and applicable.

**– Alan Bastej, Customer Relationship Director, Zenith**

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I thoroughly enjoyed the optional assignments. I completed all of them, and I felt it helped to put my learning into practice. I also really enjoyed all the readings and case studies.

**– Laura Huff, Head of Product Sales Specialists, Amazon**





## What you will learn

This programme will guide you to maximise the positive environmental and social impact of your business decisions over the course of 11 modules. You will hear from expert speakers, complete activities and assignments and, in every module, work on establishing the connection between sustainability and mediation.

### Module 1: The environmental impacts of business

Discover how businesses assess global climate and social challenges through innovative practices, and identify how organisations can become part of the solution.

- Identify the status quo on climate change.
  - Articulate the need for action based on the latest information from the field.
  - Evaluate different strategies for carbon reduction.
  - Analyse how global programmes set goals for long-term sustainable practices.
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### Module 2: The social impacts of business

Draw strategic connections between sustainability and social inequality, evaluating how business can contribute to reducing or eliminating humanity's most pressing challenges.

- Articulate the connections between business and social good.
  - Define metrics for evaluating a successful socially innovative initiative.
  - Analyse how organisations can become part of the solution.
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### Module 3: Assessments and operations

Learn how rating agencies evaluate how well organisations meet sustainability goals, explore value chains and learn how to trace ESG metrics through the supply chain.

- Analyse an organisation's progress towards sustainable development goals.
  - Identify your organisation's sustainability-related metrics.
  - Compare methods for measuring environmental and social impacts.
  - Draw a value chain for an organisation and create a sustainable value chain strategy.
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### Module 4: Sustainable business model innovation

It's a buzz phrase, but what does sustainable business model innovation look like in practice, and what role will it have for the successful future of economies? With insights from guest speakers, explore how technology transforms business-as-usual processes and how it can support innovation.

- Reflect upon the relationship between sustainability and business model innovation.
- Describe the components of a triple bottom line canvas.
- Define innovation in the context of sustainability.
- Identify processes that sustain business model innovation.
- Utilise the TRIZ contradiction matrix to analyse a sustainability design challenge.
- Identify sources of inspiration for innovative business practices.
- Create a triple bottom line canvas for your organisation.
- Generate an effective business model innovation idea for your organisation.
- Develop questions to foster innovative sustainable practices in your organisation.

**Note: this module spans two weeks.**

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### **Module 5: Sustainable business strategies**

Because every organisation must generate value for its stakeholders, learn how sustainability can support rather than detract from economic success.

- Identify how sustainability fits into an overall competitive business strategy.
  - Evaluate how well sustainability initiatives align with broader business strategies.
  - Debate real-world examples of sustainable business strategies.
  - Learn how strategic partnerships and M&A deals can help your organisation achieve sustainability goals.
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### **Module 6: The role of finance and integrated reporting**

A green investment strategy is not the entire focus of financing for sustainable business. Learn more about the finance function as a component of transitioning to sustainability.

- Identify the impacts of integrated reporting.
  - Analyse how finance can support sustainability initiatives.
  - Explore strategies to align an organisation's investment strategies in the direction of sustainability.
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### **Module 7: Purpose-driven leadership and incentive systems for sustainability**

Finding meaning in your work ('ikigai') is the path to global wellbeing. Reflect on the concept and examine how incentives can help you attract, retain and develop talent.

- Reflect upon your leadership goals using the ikigai model.
- Determine your personal purpose as a leader.
- Develop incentive systems to reward employees for meeting sustainability goals.
- Explore the benefits of volunteerism for an organisation and metrics to measure its success.

## Module 8: Organisational culture change and the purpose of the organisation

Your strategic model is only as powerful as the organisational culture supporting it. Transforming your culture is the final step towards becoming a flourishing organisation.

- Identify the importance of an organisational culture.
  - Assess the values of your organisation's culture.
  - Develop a change plan towards a flourishing organisational culture.
  - Evaluate an organisation's commitment to inclusion and diversity.
  - Explore the connection between diversity and sustainability in a flourishing enterprise.
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## Module 9: Stakeholder integration in governance

Because new governance models must reflect the new realities of a post-shareholder primacy era, you will explore alternative ways of integrating stakeholder voices.

- Identify the needs of stakeholders through qualitative research.
  - Integrate stakeholder needs into alternative corporate governance structures.
  - Compare different models of governance structure and evaluate their effectiveness.
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## Module 10: The purpose-driven flourishing enterprise

Examine how to achieve sustainable development goals (SDGs), and consider whether organisations are the problem or the solution to the climate crisis.

- Identify the distinctions between a sustainable and a flourishing enterprise.
  - Create a roadmap for an organisation's strategic purpose.
  - Evaluate your organisation's strategic sustainable development using the 6P model.
  - Compare approaches to building a flourishing enterprise.
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## Module 11: Leading ecosystem change

To shift to a flourishing model, you need a concerted effort from every business ecosystem. This final primary module shows you how to create lasting change.

- Examine the role of the organisation in system transformation processes.
  - Identify how an organisation fits within a larger ecosystem.
  - Define the ecosystem for your organisation.
  - Create a map of relevant stakeholders within your ecosystem.
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## Transformation roadmap presentations

Present your transformation roadmap to your peers, and prepare to take action within your own organisation.

## Case studies

To achieve your own sustainability goals, it is instructive to examine how innovators in CSR have stepped up to the challenge of securing a more stable and prosperous future for the planet while securing growth and prosperity for their businesses. See sustainability in action from the following examples:



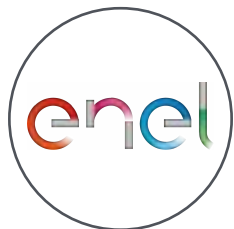
### WOK

On its way to becoming the first 'green' restaurant in Colombia, WOK had to evaluate if the benefits of transitioning towards sustainability outweighed the costs and the risks.



### Novozymes

Consider the ripple effect when the largest producer of industrial enzymes becomes the world's first company to craft a corporate strategy based on the United Nations SDGs.



### Enel

When a global energy company invests in renewable energy sources, it must maintain a dual focus: the health of the planet and shared value creation for its stakeholders.



### Novo Nordisk

As a company's leadership positions sustainability as its primary strategic objective, how does it integrate the organisational culture and affect operations?

# A transformative learning experience

Your instruction will be interactive and diverse and will include collaborative learning, case studies, video lectures, guest speakers and a capstone project.



## Orientation

Introduce yourself to other participants from across the globe, explore the learning management system and become familiar with the learning tools provided.



## Weekly assignments

Activities such as the carbon footprint self-assessment and a sustainability mindset assessment will expand your understanding.



## Video lectures

Recorded video lectures are conducted by programme faculty. These lectures are dynamic, engaging and designed to reinforce learning.



## Live webinars

Programme faculty conduct up to three live sessions to magnify your knowledge of the strategy, finance and mindset of sustainable business practices, including a final live session focused on building a transformation roadmap.



## Interactive activities

Exchange your perspectives with learners around the world by participating in discussions, polls, and surveys.



## Continuous programme access

You will continue to have access to the programme videos and learning material for up to 12 months from the programme start date.



## Capstone project

Begin working on your capstone project in Module 1 by, building a component of a strategic sustainability transformation plan for your organisation. By the end of the programme, you will have a document to present to your CEO or board proposing a sustainability initiative.



## Certificate



Upon completion of the programme, participants will be awarded a verified digital certificate by Imperial College Business School Executive Education.

Imperial College Business School is collaborating with online education provider Emeritus to offer online programmes. This allows us to broaden access in a collaborative and innovative format that stays true to our content, distinctive methods of learning and outstanding quality.



## Programme details



15 weeks, online



6–8 hours per week



£3,000

Flexible payment options and financing are available.

Prospective participants with questions about the programme are encouraged to contact Emeritus for further information.

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