



A4S

ACADEMY

The learning and implementation programme for finance leaders to embed sustainability.



Participation gave me clarity on the 'how to'. Practical examples of different techniques were very useful – where people are using finance tools to make more sustainable decisions.

Stephanie Crinnegan
Senior Investor Relations
Manager, Burberry

BURBERRY
LONDON ENGLAND



A4S Academy participants are being viewed as the thought leaders in the organization.

Gregory Giardiello
Deputy Finance Chief Operating
Officer, QBE

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

Dr Jeannette Vinke
Chief Operating Officer, American
University of Sharjah

AUS | الجامعة الأمريكية في الشارقة
American University of Sharjah

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“A finance team’s reputation is based on ‘know how’. The access and insights on offer from the A4S Academy are essential for any finance professionals looking at how to embed sustainability. It’s through initiatives like this that the profession will maintain relevance and shape the future.”

Mark Kaye
CFO, Moody’s

THE A4S ACADEMY

The A4S Academy is an online learning and implementation programme for finance leaders to embed sustainability.

The programme empowers and equips finance teams with the skills needed for their businesses to succeed in the face of environmental and social risks and opportunities. The Academy is designed for senior finance professionals who have the capacity and desire to influence change within their organization, and are endorsed by their CFOs.

The Academy is focused on practical implementation, with structured support provided for participants. The programme draws on leading practice and helps participants to utilize the right tools and guidance developed for finance, including the A4S Essential Guide Series. Participants have access to a variety of knowledge-based materials, experienced practitioners

and skills development sessions to support them.

Making a direct impact on the organization is built into the course.

After completing the seminars, participants develop and deliver a personal plan to drive change across their organization. Graduation from the Academy is dependent on the completion of a report, evidencing the progress participants have made against objectives they have set. Graduates are invited to join the Academy Alumni Network, where they will have ongoing access to events, support and a global community of peers from whom they can continue to draw inspiration.



ACADEMY SNAPSHOT

- 18-month programme, with 5 months of specialized live, interactive seminars
- 12 months of implementation within own organizations
- Between 21-37 hours of contact time, and approximately 20-30 hours of pre-work
- Access to specially curated resources lists and useful guidance
- Guidance and support designing a bespoke, actionable implementation plan
- Peer to peer learning, and inspiration from leaders
- Check-in calls and dedicated support from A4S
- A final progress report, to assess the impact and outcomes achieved
- Exclusive Academy Alumni Network



“I have changed how I look at ESG within finance processes. I now also understand how impactful finance professionals can be in furthering the ESG agenda... I can now say I am an advocate for sustainability in finance.”

Joao Vitor Zocca Moreira
Controller and FP&A Director,
Suzano

THE BENEFITS

The A4S Academy benefits both the participant and their organization. This is achieved through equipping participants with technical know how, empowering them with leadership and influencing skills, and connecting them to peer resources and networks.



EQUIPPING

WITH TECHNICAL KNOW HOW

Equipping finance professionals with new knowledge, tools and guidance is a key focus for the Academy. Live seminars, delivered by experts, will provide insights into the challenges and opportunities for finance professionals to implement sustainable change.



EMPOWERING

WITH LEADERSHIP AND INFLUENCING SKILLS

Strong leadership is vital to the success of any change programme. Embedding sustainability into finance is no different. Participation in the Academy will enhance leadership and influencing skills, helping to empower participants to apply their new knowledge and drive the necessary change.



CONNECTING

TO PEER RESOURCES AND NETWORKS

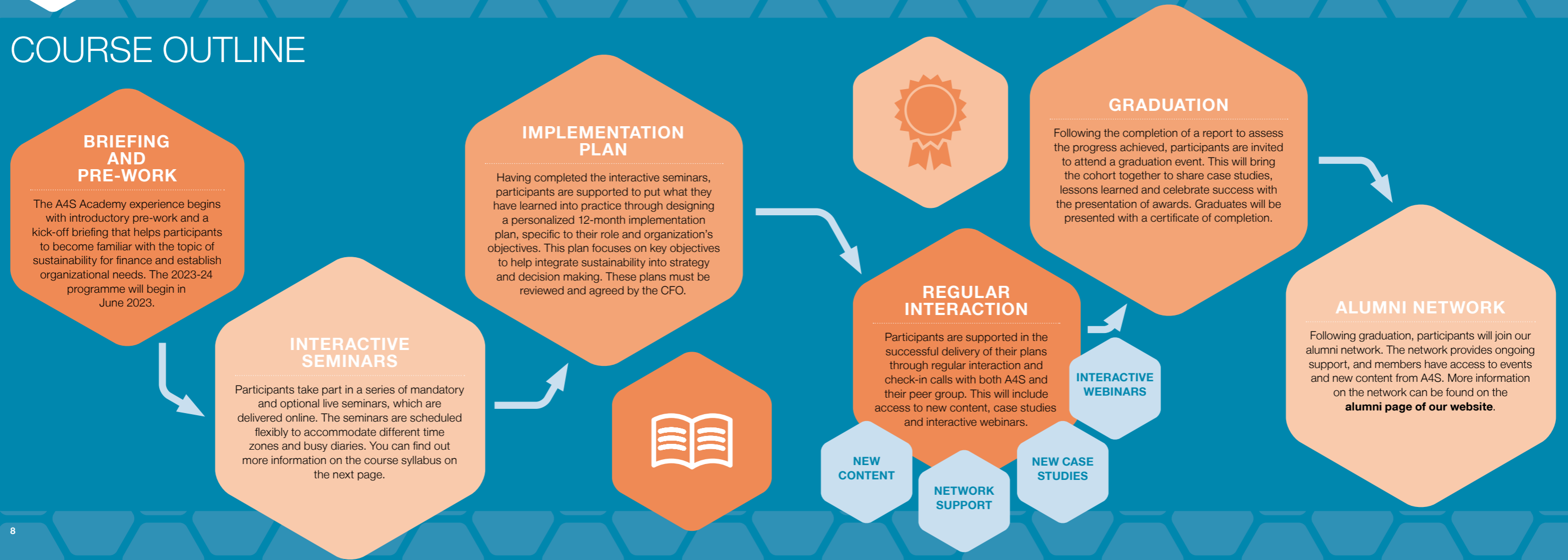
Leading organizations and finance professionals have created the learning materials, case studies, presentations and webinars that make up the programme.

The Academy provides a unique opportunity to network with peers from some of the world's largest organizations, share best practice and exchange insights. The connections formed will provide active support as the participants progress through the programme and into the alumni network.

WHAT THE 2022 GRADUATES SAID:

- **93% of participants said they have gained the technical knowledge and skills to lead on change.**
- **98% of participants have felt empowered to drive change as a result of the Academy.**
- **90% of participants reported that their participation made an impact on ESG integration in their organization within a year.**

COURSE OUTLINE



SYLLABUS

During the interactive learning phase of the programme, participants must take part in a minimum of seven live seminars, with the option to attend more if interested.

Below is a summary of the seminars available to A4S Academy Participants*:

KICK-OFF BRIEFING

This session runs through key sustainability concepts and what relevance sustainability has for the participant, their organization, and their CFO. The Kick-off Briefing also provides key details about the A4S Academy and what to expect over the next 18 months.

*Course syllabus outlined on this page is based on the 2022 programme. The 2023 programme might differ slightly.

CONTEXT AND CONCEPTS

This seminar reflects on traditional business norms and what a transition to sustainable business means for finance teams. During the session participants explore different perspectives on accounting, risk and sustainability.

INSPIRATION AND APPLICATION

This session provides an informal opportunity to hear inspiring stories and examples from the A4S CFO Leadership Network. It covers how sustainability can be driven by the CFO and finance teams, and gives participants exclusive insights on the journey each leader has taken and what lessons they have learnt.

LEADERSHIP AND INFLUENCE

This seminar gives participants the skills to lead, persuade and influence the direction of their business to be more sustainable. It covers pitching an idea to persuade others to change, developing a core message, and how to create a convincing narrative.

TOOLS AND KNOW-HOW: FOUNDATION

This seminar covers a typical journey for embedding sustainability into the finance function. Participants explore the foundations needed for an organization to address engagement with, and integration of, sustainability across all levels of decision making.

TOOLS AND KNOW-HOW: DEEP DIVES

The deep dive sessions focus on embedding sustainability into specific financial processes. Each session is designed to give participants enough knowledge of the topic to be able to develop an implementation plan and to drive change in that area. There are eight different deep dives to choose from, and participants must attend a minimum of one:

- Strategic planning
- Budgeting
- Management information
- Capex
- Natural, social and human capital accounting
- Debt finance and enhancing investor engagement
- Reporting
- TCFD

IMPLEMENTATION PLANNING

This session focuses on helping participants develop a personalized 12-month implementation plan, specific to their role and organization's objectives. The session covers specific actions to take and which stakeholders to engage to progress towards the ambitious objectives set.

YEARBOOK

To read the stories and key achievements of the 2022 graduates download our [Academy Yearbook](#)



“An innocent decision to join the A4S Academy rapidly became a burning passion for advancing public sector sustainability.”

Greg Krueger
Associate Director Financial Reporting,
City of Vancouver

ELIGIBILITY

The A4S Academy is a global programme and we welcome participants from all regions and geographies.

The programme is designed for senior finance professionals, with a level of seniority comparable with:

- Divisional CFO or functional head of FTSE 100, S&P 500 or equivalent.
- Roles reporting directly to the CFO for smaller organizations.

Participants must have the capacity and aspiration to lead and/or influence change within the finance function. Participants must be endorsed by their Chief Financial Officer.

Typical participants include:

Divisional CFOs, Controllers, Treasurers, Head of Investor Relations, Head of Internal Audit, Financial, Planning & Analysis Leaders, Head of Financial Reporting.

Some knowledge of sustainability issues may be useful, but is not essential.



COST
£4,500 per participant

*Discounts available when organizations send more than five participants.

**A small number of subsidized places are available for participants from emerging/developing markets and the public sector. To find out more about the subsidized places [click here](#). Alternatively, please email academy@a4s.org.

PREVIOUS PARTICIPANTS

412 participants from 178 organizations have already taken part in the A4S Academy, including:

- | | | |
|--------------------------|-----------------------------|----------------------------|
| ABN AMRO | Equinix | QBE |
| Allianz Global Investors | Fonterra | Ramsay Health Care |
| Ampol | Gap | Royal Ahold Delhaize N.V. |
| Amundi Ireland | Greggs | Royal Bank of Canada (RBC) |
| Anglian Water | GSK | Royal London |
| Asahi UK | Heathrow Airport Holdings | S&P Global |
| Autodesk | IHG Hotels & Resorts | Sainsbury's |
| Bank of America | Intel | Salesforce |
| BBC | International Paper Company | SAP |
| British Land | Japfa | Schneider Electric |
| BTG Pactual | John Lewis Partnership | Securian Financial |
| Burberry | Landsec | Sky TV |
| Campbell Soup | Levis Strauss & Co | Stora Enso |
| Capita | Mars | Storebrand |
| Centrica | MassMutual | Suzano |
| CHANEL | Metro Pacific Investments | TELUS |
| Cisco | Moody's | Temasek International |
| City of Vancouver | National Grid | The Co-operators Group |
| Coca Cola Amatil | NatWest Group | The Crown Estate |
| Couche Tard | NFU Mutual | THE HERSHEY COMPANY |
| Deutsche Post DHL | Olam Food Ingredients (OFI) | Unilever |
| Diageo | OMERS | Verizon |
| Direct Line Group | Procter & Gamble | Zurich Insurance Group |



MARS

Participating in the A4S Academy has given me valuable insights and useful tools to help me reach our sustainability objectives. I would recommend the A4S Academy to all finance professionals who seriously want to make their organizations more sustainable.

Fred Nieuwland
Chief Investment Officer,
Mars, Inc.

“

The course allowed me to work with other large companies who were at different stages of the journey, sharing ideas and learning from others.

Bethan Pearce
Head of Financial Reporting,
BBC



BBC



ZEALANDIA
TE MĀRA A TĀNE

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

Christine Laban,
Finance Manager, Zealandia Te
Māra a Tāne

HOW TO TAKE PART

Submit your application via our website >

Keep an eye out for upcoming Information Calls (taking place early 2023). Dates and times will be added to the A4S website.

Please check that you meet the minimum eligibility criteria before applying (see page 13).

Applications for the 2023-24 programme are open until 31st March 2023.

The 2023-24 programme starts in June 2023.

OUR WEBSITE

www.accountingforsustainability.org/academy

OUR EMAIL ADDRESS

academy@a4s.org

“At Burberry we are passionate about making a positive contribution to our industry, our communities and the environment. Our finance team are essential to driving our values, which is why the A4S Academy is a perfect fit for us.”

Julie Brown
CFO, Burberry



ABOUT A4S

ABOUT ACCOUNTING FOR SUSTAINABILITY (A4S)

Our aim is to make sustainable business, business as usual.

HM King Charles III established A4S in 2004, when he was The Prince of Wales, with the aim of working with the finance and accounting community to:

- **Inspire finance leaders** to adopt sustainable and resilient business models.
- **Transform financial decision making** to enable an integrated approach, reflective of the opportunities and risks posed by environmental and social issues.
- **Scale up action** to transition to a sustainable economy

A4S has three global networks: the Chief Financial Officers Leadership Network, a group of CFOs from leading organizations seeking to transform finance and accounting; the Accounting Bodies Network whose members comprise approximately two thirds of the world's accountants; and the Asset Owners Network which brings together Pension Fund Chairs to integrate sustainability into investment.

REGISTER FOR OUR NEWSLETTER:

www.accountingforsustainability.org/newsletter



