



**CBS EXECUTIVE**

# **SUSTAINABLE LEADERSHIP & TRANSFORMATION**

**Mobilizing senior leaders to integrate  
sustainability into core strategy and operations**

Enhance sustainability literacy, drive strategic transformation,  
and proactively manage risks and opportunities

## OUR PROMISE

As governments in the US and EU roll back regulations, the need for leaders with a clearly defined sustainability mindset has never been greater. In an evolving geopolitical landscape, executives must proactively shape resilient business strategies to navigate uncertainty.

With environmental and social risks accelerating, leaders at all levels must develop the sustainability literacy necessary to manage complexity, mitigate risks, and seize new opportunities. Sustainability is no longer just about compliance – it is a license to operate. Integrating it into core decision-making is essential for long-term value creation and competitive advantage.

Andreas Rasche,  
*CBS Professor, Academic Director,*  
Sustainable Leadership &  
Transformation Program



# WHY NOW?

Achieving a net-zero world by 2050 is poised to be one of the most significant capital reallocations in history. Estimates suggest that achieving net-zero will require an average annual investment of \$9.2 trillion in physical assets through 2050, which is \$3.5 trillion more than current levels. However, this transition is occurring amid growing geopolitical tensions, and a rising backlash against sustainability initiatives in some regions.

(McKinsey 2024)

## New Regulations are Changing the Game

Evolving EU legislation is significantly raising the bar for sustainability compliance, introducing new strategic imperatives for senior leadership. Executives must also proactively steer through ongoing regulatory adjustments, particularly those emerging from the omnibus process.

*Examples of new legislation*



## Organizations and Leadership Need to Change

- 39%** Of employees say they are planning to leave their jobs in the next 3-6 months  
(McKinsey 2022)
- 25%** Of employees say their leaders are engaged, passionate and inspire employees  
(McKinsey 2022)
- 5%** Of employees say their organizations have the capabilities they need  
(McKinsey 2022)
- 54%** Of companies say that their sustainability efforts are completely separate from their business strategy  
(EY 2025)

## The Market Opportunities are Beyond Measure

- \$2tn** The global market for green technologies is set to rise from \$700bn in 2024 to over \$2tn in 2035 according to the International Energy Agency
- 25%** Physical climate risks increasingly translate into material costs, with some sectors finding between 5% and 25% of their EBITDA at risk by 2050  
(WEF)

## Sustainability is on the CEO Agenda

- 83%** Of CEOs say sustainability investments will drive better business results in the next 5 years  
(IBM 2022)
- 54%** Of CEOs see sustainability issues as a higher priority than they did 12 months ago  
(EY 2024)

Both practically and morally, corporate leaders can no longer sit on the sidelines of major societal shifts or treat human and planetary issues as “someone else’s problem.” For their own good, they must play an active role in addressing our biggest shared challenges. The economy won’t thrive unless people and the planet are thriving.

– *Net Positive Manifesto* by Paul Polman and Andrew Winston, HBR



*Understanding sustainability across industries within both a strategic, compliance and daily business context is essential. This program provides a solid foundation and motivation to achieve that.*

– Morten Lisberg, Executive Vice President, Nykredit



*The Sustainable Leadership & Transformation program provides up-to-date knowledge about the sustainability agenda through a combination of research-based knowledge and concrete experiences from real-life organizations and companies. The approach is holistic and ESG+, and you obtain tangible tools to use back in your own setting. Inspiring and highly recommended!*

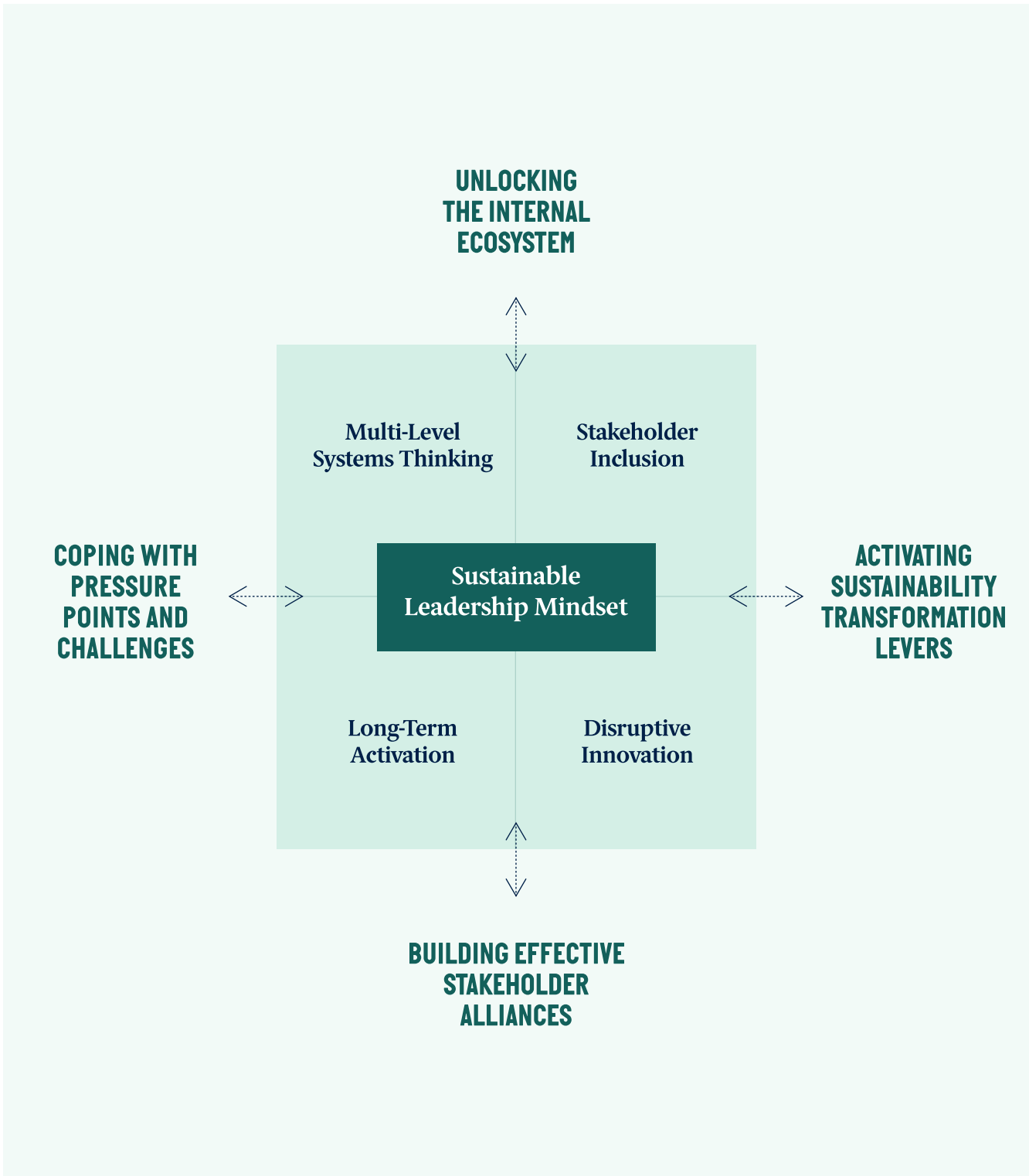
– Lene Krogh, Deputy Secretary General, Danish Red Cross





# OUR FRAMEWORK

Forming a sustainable leadership mindset is deeply intertwined with four strategic areas that need to be worked on for transformation to occur.



# SELECTED FACULTY

## World Class Thought Leaders

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**Katherine Richardson**  
*Professor,*  
University of Copenhagen



**Poornima Luthra**  
*Associate Professor,*  
Copenhagen Business School,  
Thinkers50 Radar



**Julia Binder**  
*Professor,*  
IMD



**Mette Morsing**  
*Professor, Oxford University,*  
Smith School of Enterprise and  
the Environment



**Paul Polman**  
*Business leader, campaigner,*  
*co-author of Net Positive,*  
Former CEO, Unilever

## Industry Leaders and Subject Matter Experts

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**Christian Sparrevohn**  
*Co-Founder,*  
The Footprint Firm



**Georg Kell**  
*Founding Executive Director,*  
UN Global Compact



**Scott Poynton**  
*Advisor,*  
Scott Poynton Guiding



**Mette Stuhr**  
*Adjunct Professor of*  
*Organisational Behaviour,*  
INSEAD



**Dewi Dylander**  
*Senior Director,*  
IMCA, World Climate Foundation



**Rikke Rønholt Albertsen**  
*Post-Doctoral Research Fellow,*  
Copenhagen Business School



**Susanne Stormer**  
*Partner, Sustainability Services Leader,*  
PwC Denmark



**Kristian Eiberg**  
*Managing Director, Partner,*  
Relations People

## Academic Director

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**Andreas Rasche**  
*Professor of Business in Society,*  
Copenhagen Business School

# YOUR TRANSFORMATIONAL JOURNEY

<b>KICK OFF</b>  11 September 15-17 CET, Virtual	<b>We build the foundation for your engagement.</b> We explore how this program can build a solid basis for sustainable leadership and transformation. You will be introduced to the framework that will act as a reference point for the learning journey. You meet your peers for the first time, and you also meet key faculty that are part of the program.
<b>MODULE 1</b>  Cultivating a Sustainable Leadership Mindset  15-16 September	<b>The journey starts by strengthening your sustainability literacy and cultivating your leadership mindset.</b> We look into several pressure points that push organizations towards sustainability. Based on this, we explore key ingredients of a sustainable leadership mindset, and we identify different strategies to develop these. We also discuss which organizational challenges and barriers often impede sustainability transformation processes, and how these can be analyzed and addressed. Our discussion includes reflections on how the current geopolitical environment interacts with these challenges.
<b>MODULE 2</b>  Aligning the Strategy and Organization  3-4 November	<b>We focus on how to align the strategy and organization with sustainable transformation processes.</b> We explore how sustainability priorities interact with an organization's strategic objectives. Our reflections focus on how business value is interlinked with sustainability considerations and how well-designed organizational governance can support these interlinkages. We discuss climate change as an exemplary area where sustainable leaders can push for a deep integration of strategic thinking with sustainability risks and opportunities. Our discussion also explores how recent EU regulation shapes the strategy-sustainability interface.
<b>MODULE 3</b>  Engaging Stakeholder for Sustainable Leadership  15-16 December	<b>This module takes you on a journey to reflect on how stakeholder engagement and communication shape your sustainable leadership decisions.</b> We start by discussing the need to build alliances beyond the boundaries of the organization, for instance partnerships with NGOs. We also reflect on how to navigate greenwashing dilemmas and stakeholder controversies. Our focus is on two key stakeholder groups: investors and consumers. We explore why and both groups matter, and how sustainable leaders can successfully engage with them to add value for the organization.
<b>MODULE 4</b>  Leading the Sustainable Transformation  2-3 February 2026	<b>We explore how to make sustainable transformation happen.</b> This module focuses on the transformative dynamics that underlie change processes for sustainability. We start with a simulation that exposes you to essential dilemmas that underlie transformation processes. Based on this, we discuss sustainable product innovation and the role of key value chain actors in such a process. Our focus is on how to rethink and redesign business models for sustainable value creation. We finally discuss how to design a core sustainability narrative that communicates transformative change.
<b>COMMUNITY OF PRACTICE</b>	<b>Sustained Impact.</b> We engage on a continuous basis through an annual Sustainability Summit where the alumni community meets and is updated on recent sustainable leadership developments. You will also receive regular sustainability updates through a curated newsletter and you will have the possibility to participate in our Executive Morning Brief series where leading voices and thought leaders share the most up-to-date knowledge on sustainable leadership.

# EARN THE JOINT IMD AND CBS EXECUTIVE CERTIFICATE IN SUSTAINABLE LEADERSHIP & TRANSFORMATION

Both IMD and CBS Executive Fonden offer open enrollment programs within corporate sustainable transformation – in the case of IMD, Leading Sustainable Business Transformation including several Sustainability Accelerators, and CBS Executive Fonden, CBS Executive Sustainable Leadership & Transformation Program.

We now offer a joint certificate for CBS Executive participants who complete the CBS Executive Sustainable Leadership & Transformation Program and three IMD Sustainability Accelerators.

Gain the essential knowledge and skills to spearhead sustainable transformation and amplify your impact. To earn your certificate, complete the following steps over 36 months:

## STEP 1

Complete our foundational Sustainable Leadership & Transformation Program.

## STEP 2

Complete minimum three IMD Sustainability Accelerator programs of your choice.

## STEP 3

Attain your Joint IMD and CBS Executive certificate in Sustainable Leadership & Transformation.



# PARTICIPANT PROFILE

- Senior leaders in large organizations with influence to drive strategic change in your functional unit, organization and/or across your value-chain
- Current or aspiring C-suite leaders in mid-sized organizations driving the strategic agenda in their area
- Senior NGO leaders with political influence
- Senior leaders in public organizations influencing legislative decisions or implementation hereof

You are eager to:

**Drive change by integrating a sustainable value proposition** into your organization's strategic objectives." Or maybe better: "Unlock competitive advantage by making sustainability a key driver of your strategic priorities.

**Drive long-term value by integrating sustainability** into your leadership strategy, creating meaningful impact across all stakeholder groups.

**Leverage network and growth opportunities** by joining a community of visionary peers from different sectors and industries.





# PRACTICAL INFORMATION



## Dates

8-day program

**Module 1 (2 days):** Sep 15-16, 2025

**Module 2 (2 days):** Nov 3-4, 2025

**Module 3 (2 days):** Dec 15-16, 2025

**Module 4 (2 days):** Feb 2-3, 2025

- Insights Videos
- Podcasts
- Climate Evening
- CBS Executive Sustainability Summit
- Annual Alumuns Gathering

## Venue

**Module 1:** Frederiksdal Sinatur Hotel  
& Konfernce, Lyngby

**Module 2, 3 og 4:** CBS Executive,  
Porcelæns haven 22, Frederiksberg

## Registration Deadline

August 15, 2025

Sign up at [cbs-executive.dk/sustainable](https://cbs-executive.dk/sustainable)

## Contact

Program Manager,

Mette Amdi

+45 2674 5815

[ma@cbs-executive.dk](mailto:ma@cbs-executive.dk)

## TUITION FEE

All prices excluding VAT

### Join as an individual leader

Join as an individual leader to gain the key learnings of the program and engage with community of practice to leverage network beyond the program.

**DKK 95,000 / EUR 12,750**

### Join as a team

Join as a leadership team to further accelerate the sustainable value creation in your organization.

Join with +4 members and get your own sustainable leadership group coach.

### Join as an NGO or start-up leader

Apply for attendance as an NGO or start-up leader, leverage your innovative ideas and gain valuable business connections. Incoming applications for NGO/start up rate will be evaluated by our commission committee.

**DKK 65,000 / EUR 8,750**

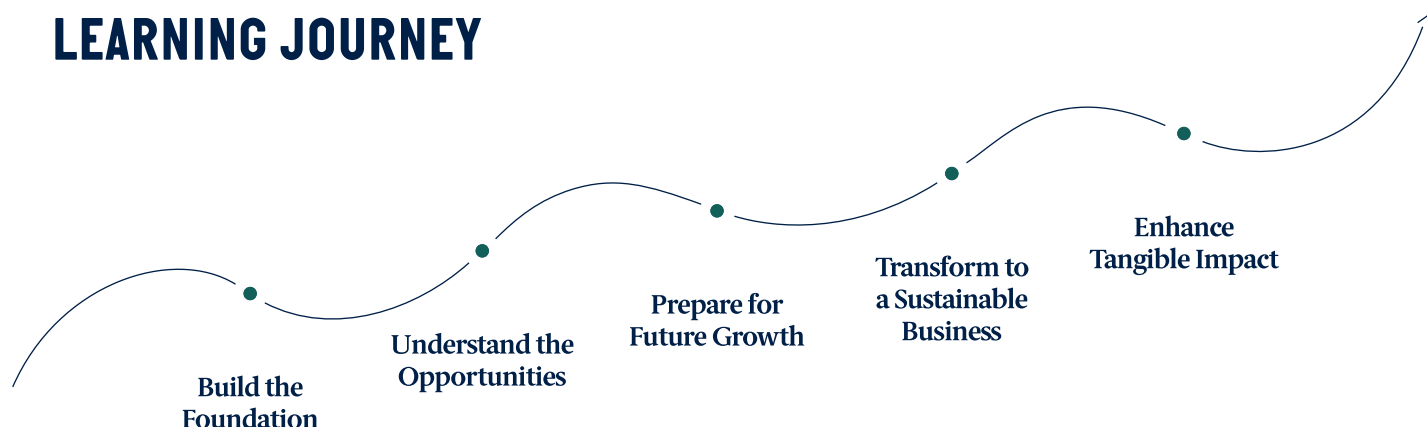
2-3 participants

**DKK 85,000 / EUR 11,500 pr team member**

4-5 participants

**DKK 75,000 / EUR 9,950 pr team member**  
+ your own leadership group coach

# YOUR TRANSFORMATIVE LEARNING JOURNEY



## UNIQUE PROGRAM DESIGN PRINCIPLES

### **Practice meets research**

All touchpoints of the program are designed for actionable learning by leveraging insights from both advisory experts, executive practitioners and world class research faculty and industry leaders turning insights into impact.

### **Nordic ethos**

The Nordic ethos combining long-term perspectives, collaboration and transparency provides a fertile ground for accelerating sustainable transformation. The program will explore the Nordic ways of governing and operating, turning practices into competitive advantage.

### **Long-term value**

The learning journey is designed to establish a community of practice leveraging opportunities for growth and collaboration across value streams beyond the program.

# START YOUR TRANSFORMATIVE JOURNEY



Scan and read more about the  
Sustainable Leadership and  
Transformation program