



**CRITICALEYE**

The peer to peer Board Community

# CEO

## RETREAT 2021

PUTTING SUSTAINABILITY  
AT THE HEART OF STRATEGY

Held in association with

  
**accenture**

**e-on**

RETREAT PROGRAMME // THURSDAY 14TH AND FRIDAY 15TH OCTOBER 2021

# Overview



**C**riticaleye is the peer to peer Board Community with more than 18 years of experience in transforming senior executives and leadership teams globally. We work with individuals, executive teams and groups of executives across organisations and provide crucial reference points for leaders in today's disruptive markets.

At the heart of all our work is a deep understanding of our Members. We appreciate the realities of leading in global businesses and provide the support to be successful in the three areas of leadership, strategy, and stakeholder management.

Although the needs of our individual Members and executive teams vary, our approach is consistent – to provide a personalised and highly bespoke leadership development framework that leverages the knowledge and expertise of our international leadership community, enhancing the potential of both individuals and teams.

***“At Criticaleye, we believe that great leadership leads to positive outcomes, enabling powerful legacies. Whatever the strategic direction of your business, an effective and cohesive leadership team where there is complete trust and alignment is essential.”***

Matthew Blagg, CEO, Criticaleye



**Criticaleye: The peer to peer Board Community transforming leaders and executive teams globally**



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## 09:00 Arrival

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## 09:20 Welcome Address

Charlie Wagstaff, Managing Director at Criticaleye, welcomes you to our inaugural CEO Retreat 2021.

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## 09:40 Keynote: A New Era for Sustainability & Responsible Leadership

The reasons for developing a business strategy that's both socially aware and environmentally sustainable have never been clearer. From an economic, scientific and social perspective, fundamental changes are required.

If businesses are to win the race to net-zero and show greater social responsibility, then there needs to be a fundamental rethink in how they collaborate, build partnerships and ensure commercial objectives are interlinked with a clearly stated purpose.

We open our CEO Sustainability Retreat by discussing how this transformation is being driven by investors, policymakers, customers and employees. If Boards and senior leaders are committed to the future of their enterprises, then now is the time to start making big and bold decisions.

*Areas to discuss include:*

- New business models
  - Reducing carbon emissions
  - New partnerships to drive innovation
  - The circular economy
  - Responsible leadership
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## 10:10 Socio-Economic Outlook: The Path to Renewal and Growth

The pandemic has created the biggest global economic downturn since World War II and the road back to growth looks both volatile and complex.

The progress on vaccines has raised hopes for a faster recovery, but this optimism has been tempered by the emergence of new variants. Amid this uncertainty, some are predicting the global economy will grow by 5.5 percent in 2021 and 4.2 percent in 2022.

*Areas to discuss include:*

- China's growth story
  - Green New Deal
  - Financial markets vs economic reality
  - The European Union after Chancellor Merkel
  - Cop26
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## 11:00 Break

 @CriticaleyeUK #CEOretreat



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## 11:15 The Board's Role in Driving Sustainability

If companies are to really spearhead sustainability, then they need to ensure it is fully integrated with the overall business strategy. This panel discussion explores what this means in practice for global businesses. What real changes need to be made within large-scale organisations to move at the pace that many stakeholders now demand?

*Areas to discuss include:*

- Defining what sustainability means for your business
- Setting targets that make a difference
- Shareholders and investors
- Why ESG is an accelerant for change
- The link between sustainability, strategy and purpose

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## 12:10 Peer to Peer Connections

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## 13:00 Lunch

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## 14:00 Delivering Innovation Through Partnerships

Many senior leaders understand that new partnerships are required to solve some of the challenges around sustainability. This session focuses on practical examples of how an enterprise has sourced fresh ideas and inspiration through collaboration.

*Areas to discuss include:*

- New approaches to reducing carbon emissions
- Capturing insights from customers
- Partnering with suppliers and third-parties
- Overcoming internal resistance
- The challenge of legacy thinking in divisions with large P&Ls

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## 14:45 Learning Circles

### a) Accelerating Performance through the Circular Economy

For our first Learning Circle, we will split into small groups to discuss how circular economy thinking can accelerate business performance.

How can CEOs and senior executives build strategies and business models based on longevity, renewability, reuse and capacity sharing?

*Areas to discuss include:*

- Practical examples of circular approaches
- Rethinking how you deliver value to customers
- Business model change
- The tech trends that matter
- Ensuring the Board and investors take a medium to long-term view



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## Learning Circles continued

### b) The Impact of ESG on Strategy

Private and public investors are now asking questions around how credible enterprises are on their ESG compliance.

It seems fair to say that this level of scrutiny is only set to increase over the coming years, as institutions, asset managers, regulators, governments and, of course, employees and customers demand transparency around how businesses operate.

In this session, we'll gather into groups to look at how ESG is impacting strategy. We'll explore where executives are focusing their attention given the breadth of ESG.

*Areas to discuss include:*

- Understanding your value chain
- How to be a purpose-led business
- Engaging with stakeholders
- Achieving consistency in reporting
- KPIs and compensation

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### 15:45 Break

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### 16:05 Leading Through a Critical Incident

At some point, every company will experience a situation where its purpose and values are tested by a critical incident.

We conclude Day 1 by exploring how a senior leader has dealt with such a situation. We'll also look at the impact both internally within an organisation and externally across a range of stakeholders. Moreover, what steps were taken to repair relationships and rebuild trust?

*Areas to discuss include:*

- When an organisation falls short of its purpose and values
- Responding to a critical incident
- Communication – both external and internal
- Board dynamics in a crisis
- Managing the expectations of stakeholders

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### 16:45 Peer to Peer Connections

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### 17:45 Break

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### 19:00 Pre-Dinner Drinks

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### 19:45 Dinner



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## 08:15 Breakfast and Peer to Peer Connections

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## 09:15 Building a Purpose-Driven Business

The events of the last 18 months have shown how vital it is for businesses to act with integrity and stay true to a clearly defined purpose.

This session focuses on enterprises that have redefined their reason for being in order to drive large-scale transformation. We'll discuss why purpose needed to be reviewed and how it galvanised stakeholders to embrace a paradigm shift in how a business goes to market.

### *Areas to discuss include:*

- Expectation levels of regulators and policymakers
- Improving business performance
- Why purpose is essential for agile operating models
- Storytelling as a way to drive transformation and renewal
- Trust

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## 10:00 Learning Circles

### a) Alignment on Sustainability in a Global Enterprise

There has been a disconnect in many global enterprises around the sustainability targets set out at Group level versus the reality of what's been happening at a regional and local level, most prominently in regards to carbon emissions.

We are starting to see a new generation of CEOs emerge who are trying to address the disconnect. In this Learning Circle, we'll discuss how, as a global business, you can create a culture, based on transparent metrics, which galvanises leaders so there is real alignment on sustainability across an organisation.

### *Areas to discuss include:*

- Integrating quarterly and annual targets with sustainability goals
- Tensions between global, regional and local leaders on sustainability
- Board engagement
- Data analytics
- Using the United Nations Global Compact as a framework for change

### b) Reimagining Your Supply Chain

New technology enables companies to create far more agile and transparent supply chains which both reduce costs and improve delivery.

However, resilience has been tested during the pandemic. This dovetails with even greater scrutiny on sustainability, as can be seen with the current emphasis on Scope 3 emissions. In this Learning Circle, we will look at taking steps to modernise your supply chain in a way that's both achievable and delivers results.

### *Areas to discuss include:*

- Sustainable supply chains
- Preventing risks e.g. reputational damage
- The impact of data analytics on supply chain management
- Bringing new skills and insights into the procurement function
- Policymakers and the impact of new regulation



# Day Two



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## 11:00 Break

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### 11:15 Creative Disruption Through Green Acquisitions

M&A can be a powerful way to reinvent your business model and operate in a more sustainable way.

In this session, we'll explore how green acquisitions can act as a catalyst to completely transform how a business goes to market. We'll examine how the strategic rationale is communicated to investors, and then look at the main barriers that need to be overcome during the integration process.

*Areas to discuss include:*

- Communicating your story to investors
  - Culture change
  - Leadership capability for the future
  - Keeping focused on customers
  - Steps for integration
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### 12:00 Navigating Complexity as a Leader

We close our CEO Retreat by interviewing a senior leader on the challenges of creating a more sustainable and responsible business in a time of such uncertainty.

The focus of the discussion will be on how a senior leader works with stakeholders to build alignment and then balances the short, medium and long-term pressures on an organisation.

*Areas to discuss include:*

- Challenge in the Boardroom
  - Building coalitions to create transformation
  - Ensuring a leadership team is outward-looking and open to change
  - Moving at pace
  - Engaging institutional investors
  - Personal resilience as a leader
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## 12:45 Lunch

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## 14:00 Retreat Closes

 @CriticaleyeUK #CEOretreat



### Our Values

**Respect:** an appreciation for diverse and varied views and experiences is crucial to high-performance leadership

**Collaboration:** working together to share knowledge and expertise is a defining characteristic of effective executive teams

**Challenge:** strategies and ideas need to be constructively challenged to reach the best outcome

**Trust:** leaders need to trust their colleagues and peers in order to work effectively and drive results

**Integrity:** we inspire leaders to succeed by providing a closed and confidential environment where Members can share openly

To discuss the Retreat in more detail, please contact:

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