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Leadership



The background of the slide features a photograph of several hippopotamuses resting in a body of water. The water is a vibrant blue, and the hippos' heads and backs are visible above the surface. The background is a lush, green, out-of-focus landscape. A white, flowing line graphic starts from the bottom left, curves upwards and to the right, and then downwards again, partially enclosing the central text area.

The Business & Sustainability Programme Africa

Day 2

17 March 2025
Naivasha, Kenya



2.1 Morning Syndicate Groups / Reflections – Organisational Focus

Susan Njoroge

CISL Fellow | Managing Director, Responsible Business Consulting
| Programme Director of BSP Africa



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Morning Syndicate Groups

Organisational Focus



2.2 Orientation: Roadmap and Reflections

Susan Njoroge

CISL Fellow | Managing Director, Responsible Business Consulting
| Programme Director of BSP Africa

Housekeeping

- **Move around and sit at a different table – mix and mingle 😊**
- **Please put aside your devices – phones, laptops, tablets, etc.**
- **Journals/notebooks – ideas, reflections, write away**
- **Evaluations Day 1**
- **Link to WhatsApp Group Chat**

Learning Journey

- **Be with it for today**

Day 2 - Agenda

Timings	Agenda
08.15 – 09.10	2.1 Morning syndicate groups – organisational focus
09.10 – 09.30	2.2 Orientation: roadmap and reflections
09.30 – 10.30	2.3 The need for a new economic model: Can (African) markets be re-designed, re-imagined?
10.30 – 10.50	Refreshment break
10.50 – 11.50	2.4: How is the financial sector responding? Why isn't capital going to where it's most needed? What needs to change?
11.50 – 12.50	2.5 "ESG is dead, Long Live ESG!" The changing (geo)political landscape: implications for sustainability
12.50 – 13.50	Lunch
13.50 – 14.50	2.6 What does it mean for BAU (Business as Usual)? What needs to change?
14.50 – 15.10	Refreshment break

Day 2 - Agenda

Timings	Agenda
15.10 – 15.55	2.7 Evolving stakeholder expectations
15.55 – 16.55	2.8 Afternoon syndicate – reflection
17.00 – 17.45	Free time
17.45 – 18.45	2.9 Fireside Chat – Role of Technology for business in Africa- enabler/disruptor or inhibitor– what needs to shift?
18.45 – 19.15	Dinner



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2.3 The Economy and Sustainable Growth – Conundrum or Paradox (Pt 1)

Malcom Gray

Senior Associate, CISL and Partner and Chief Financial Officer
ERM Libryo



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The background of the slide features a photograph of several hippopotamus heads above the water's surface. The water is a vibrant blue, and the hippo heads are dark grey/brown. The slide uses a white wavy line to frame the text area on the right.

The Business & Sustainability Programme Africa

17 March 2025
Naivasha, Kenya

"For thousands of years [t]he same three problems preoccupied [humanity, whether]... the people of twentieth-century China, of medieval India and of ancient Egypt.

Famine, plague and war

Yuval Noah Harari
New York Times Bestselling
Author of *Sapiens*



Homo Deus

A History of
Tomorrow

" Yet at the dawn of the third millennium, humanity wakes up to an amazing realisation....we have managed to rein in famine, plague and war. Of course, these problems have not been completely solved, but they have been transformed from incomprehensible and uncontrollable forces of nature into manageable challenges....we know quite well what needs to be done in order to prevent famine, plague and war –and we usually succeed in doing it."

Yuval Noah Harari
New York Times Bestselling
Author of *Sapiens*

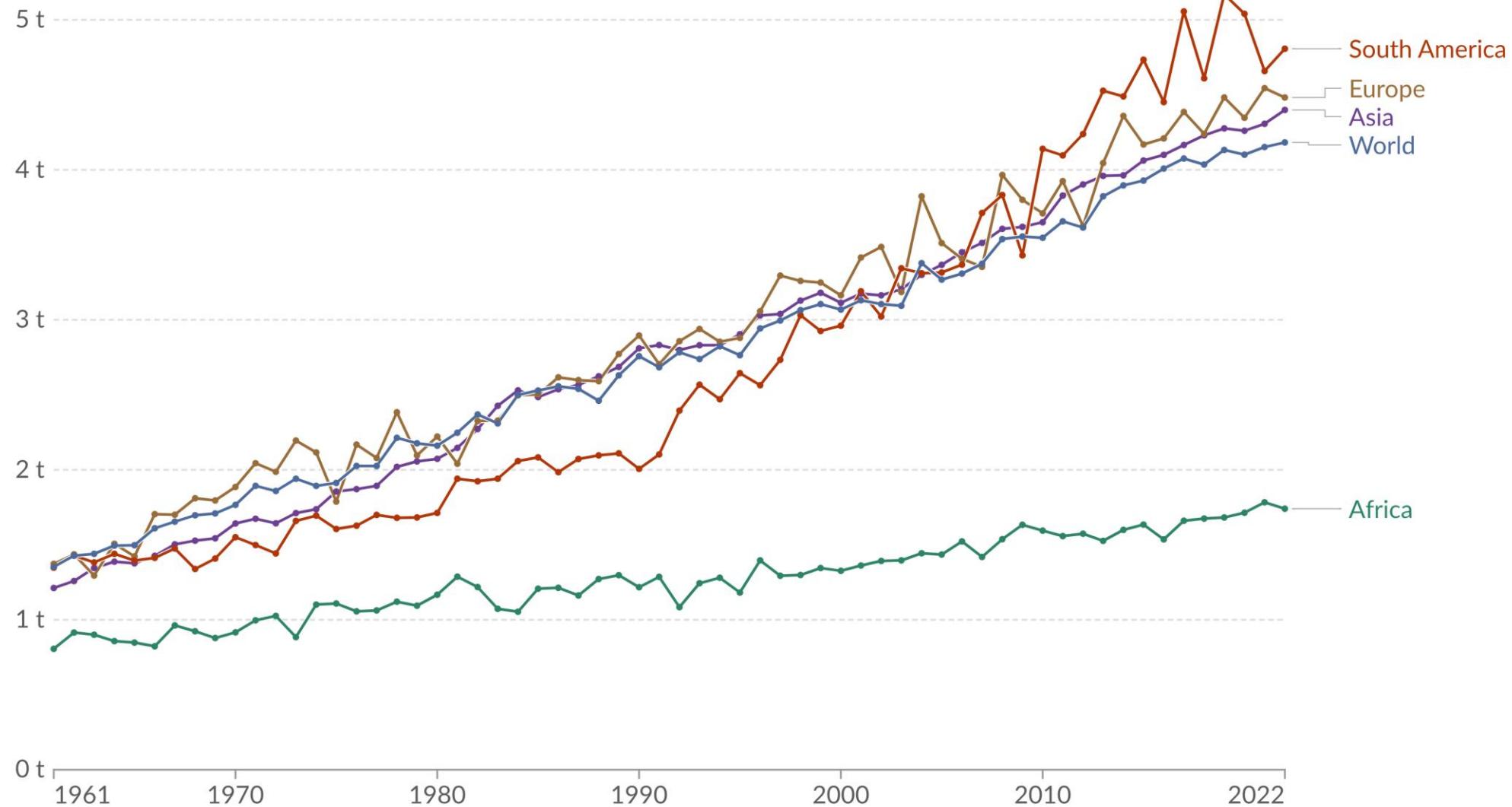


Homo Deus

A History of
Tomorrow

Cereal yields

Yields are measured in tonnes per hectare. Cereals include wheat, rice, maize, barley, oats, rye, millet, sorghum, buckwheat, and mixed grains.

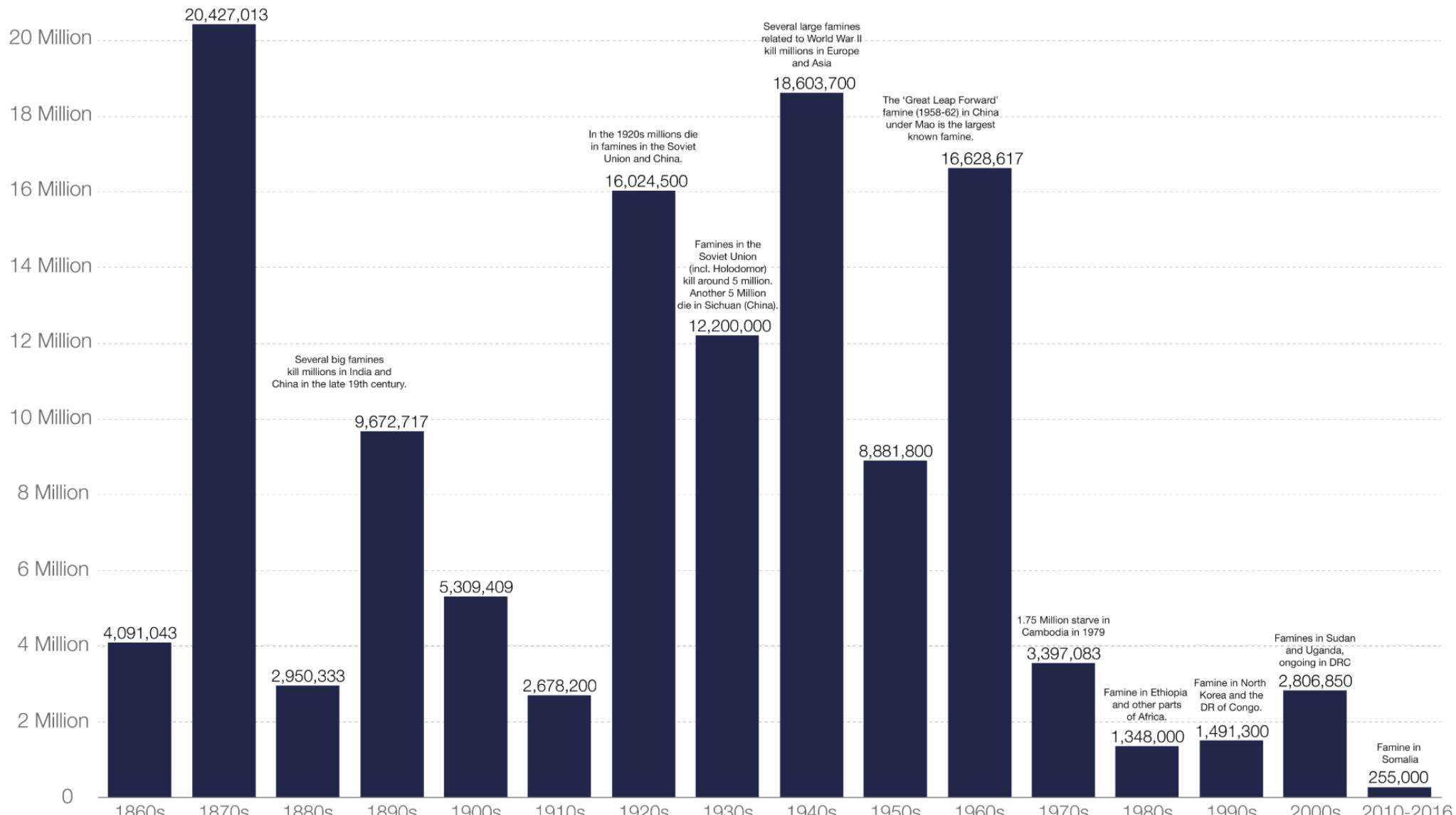


Famine victims worldwide since the 1860s

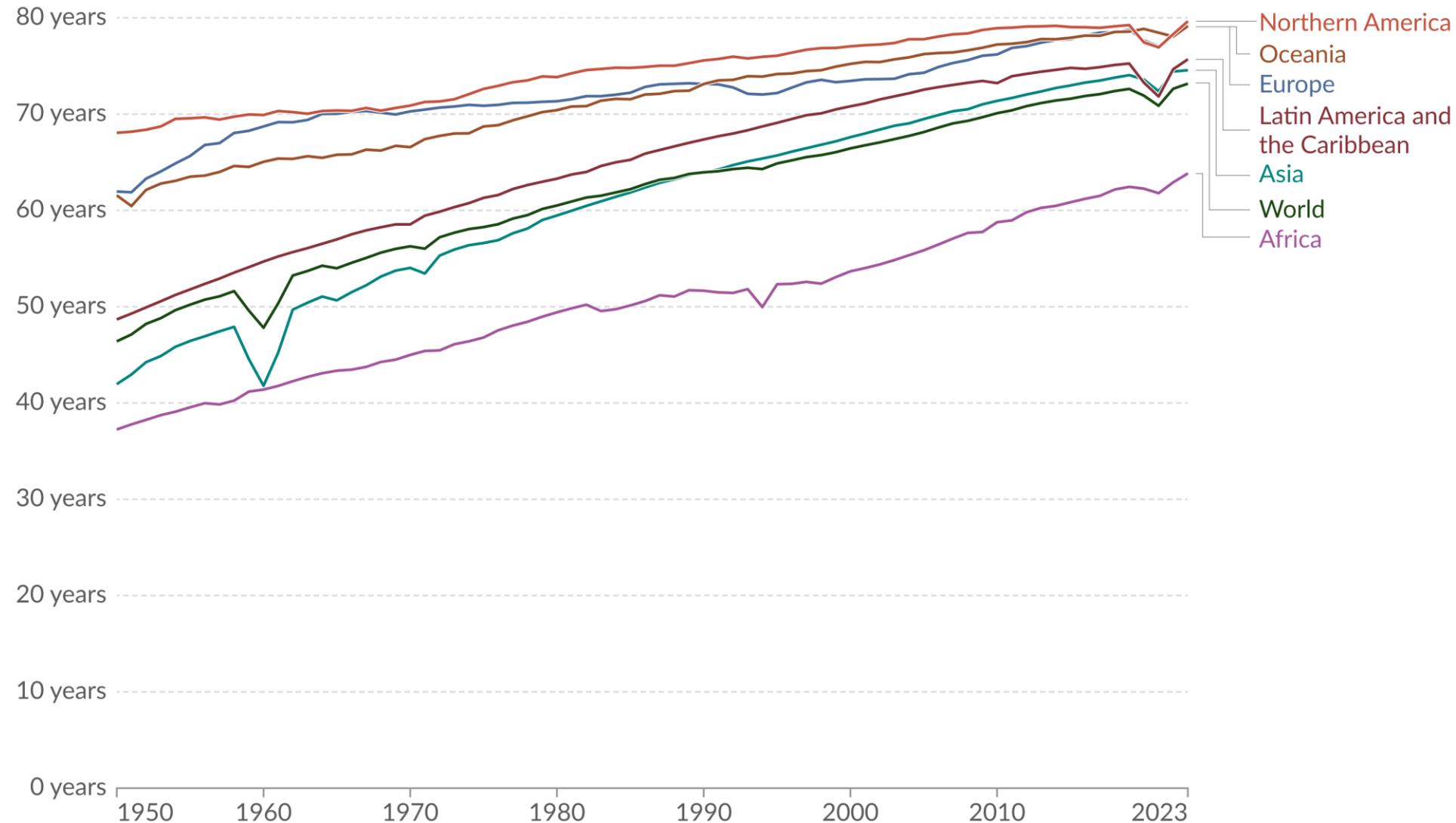
The excess mortality due to famines shown here is presented in detail on OurWorldInData.org.

For famines that happened at the end of a decade and the beginning of the next decade the famine victims are split by decade on a year by year basis.

For famines for which different excess mortality estimates are published the midpoint between these estimates is shown here.

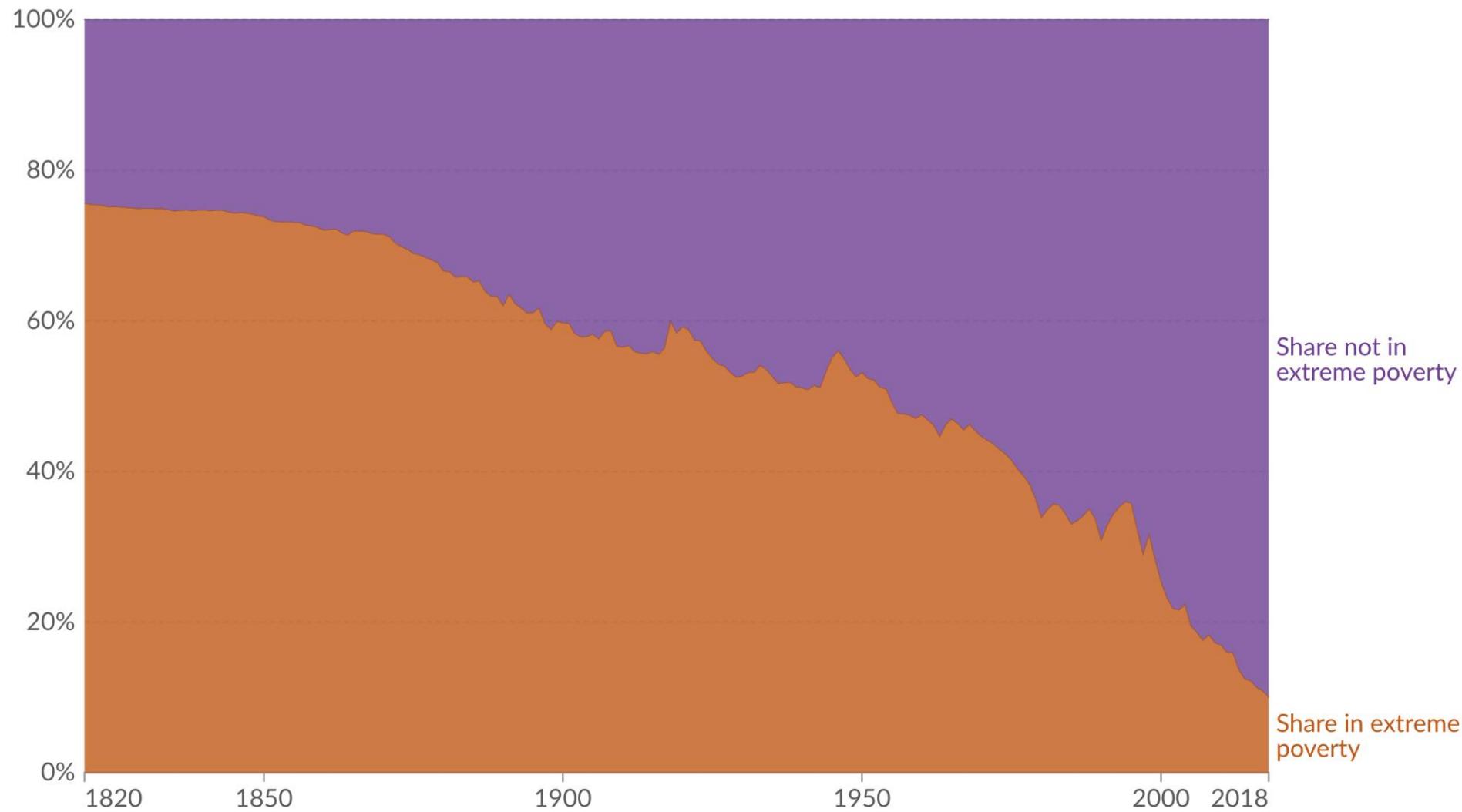


Life expectancy at birth



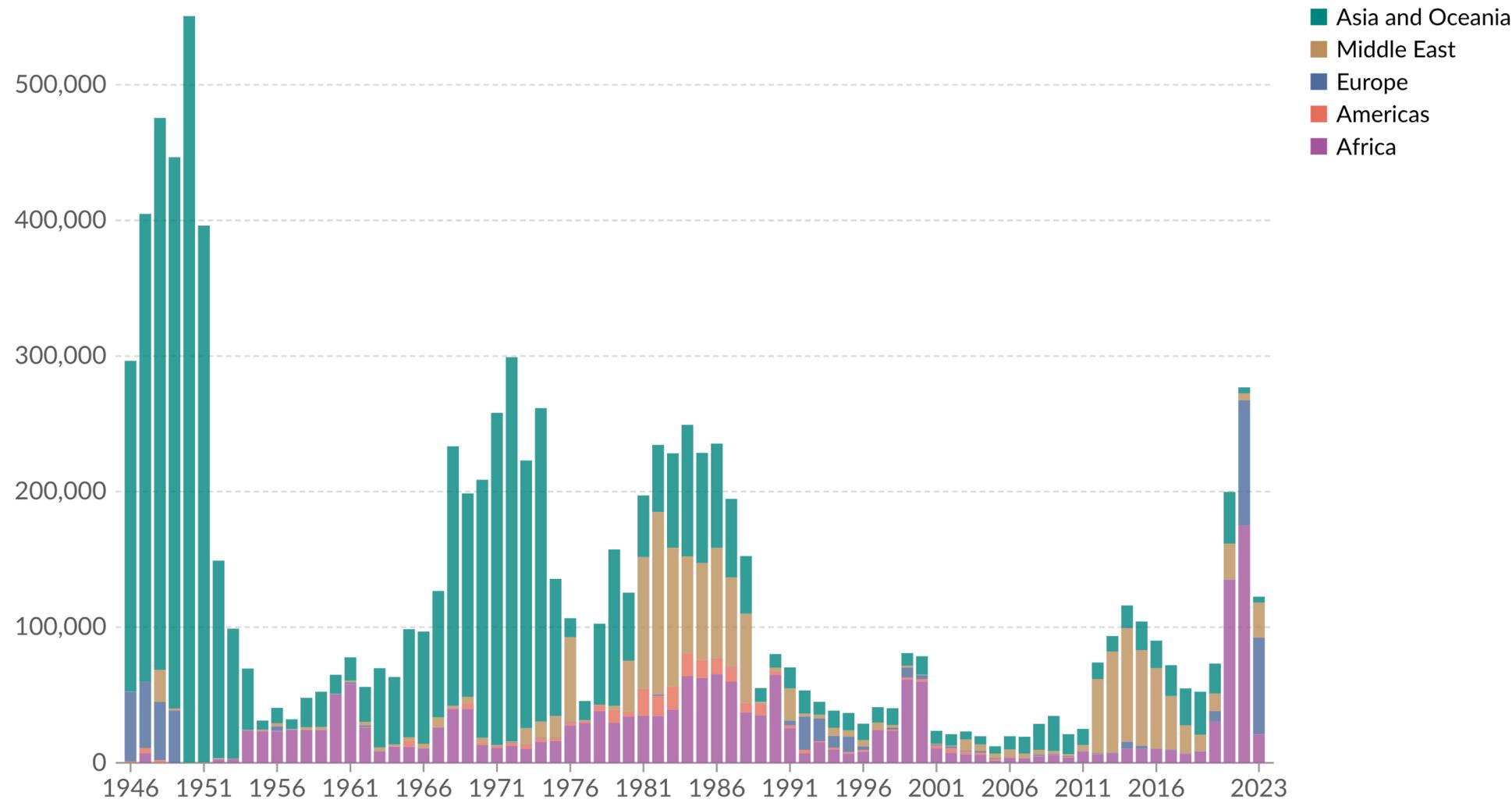
Share of population living in extreme poverty, World

This data follows a "cost of basic needs" approach: it represents the share of the population unable to meet basic needs (including minimal nutrition and adequately heated shelter) according to prices of locally available goods and services.



Deaths in state-based conflicts by region

Included are deaths of combatants and civilians due to fighting in interstate¹, intrastate², and extrasystemic³ conflicts that were ongoing that year.





.....

So, let's pause and consider this..

..we have managed to bring
famine, plague and war under
control thanks largely to our
phenomenal economic growth,..

Yuval Noah Harari
New York Times Bestselling
Author of *Sapiens*



Homo Deus

A History of
Tomorrow

"Yet this same growth destabilises the ecological equilibrium of the planet in myriad ways, which we have only begun to explore.

Humankind has been late in acknowledging this danger, and has so far done very little about it."

Yuval Noah Harari

New York Times Bestselling
Author of *Sapiens*



Homo Deus

A History of
Tomorrow



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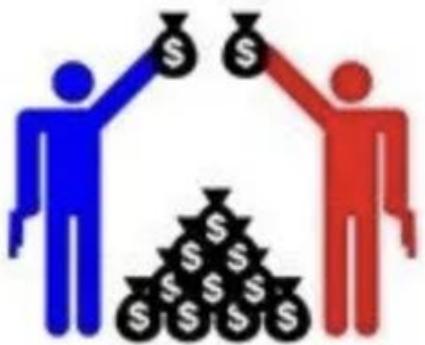
So...

....now what?



.....

Which System? A contested space....



capitalism
(described by capitalists)



capitalism
(described by socialists)



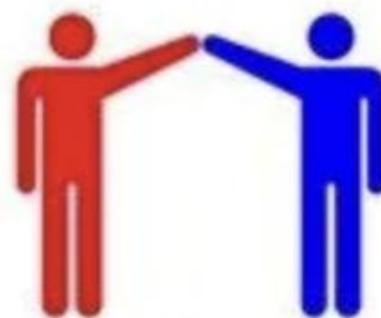
fascism



socialism
(described by socialists)



socialism
(described by capitalists)



anarchy
(described by anarchists)

LARRY FINK'S 2022 LETTER TO CEOS:

The Power of Capitalism

Stakeholder capitalism is not about politics. It is not a social or ideological agenda. It is not “woke.” *It is capitalism*, driven by mutually beneficial relationships between you and the employees, customers, suppliers, and communities your company relies on to *prosper*. This is the power of capitalism.

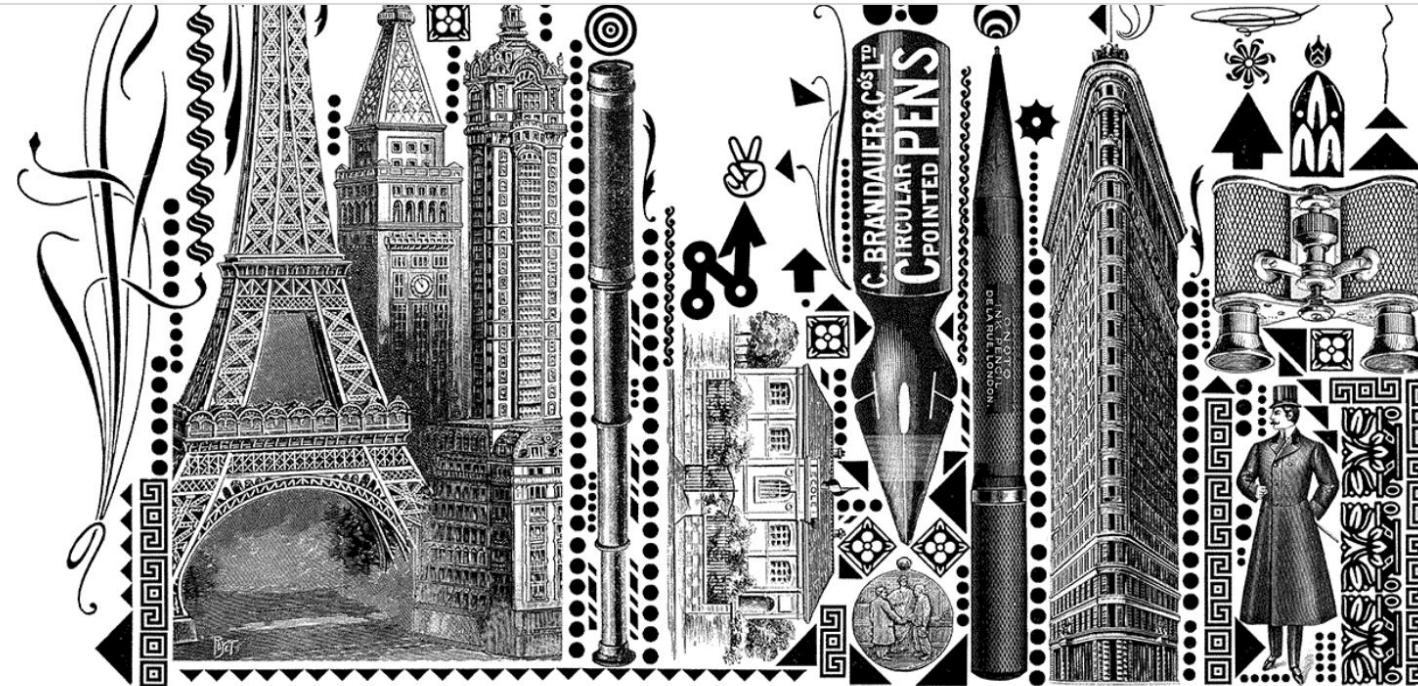
We focus on sustainability not because we’re environmentalists, but because we are capitalists and fiduciaries to our clients. That requires understanding how companies are adjusting their businesses for the massive changes the economy is undergoing. As part of that focus, we are asking companies to set short-, medium-, and long-term targets for greenhouse gas reductions. These targets, and the quality of plans to meet them, are critical to the long-term economic interests of your shareholders. It’s also why we ask you to issue reports consistent with the Task Force on Climate-related Financial Disclosures (TCFD): because we believe these are essential tools for understanding a company’s ability to adapt for the future.

Our conviction at BlackRock is that companies perform better when they are deliberate about their role in society and act in the interests of their employees, customers, communities, and their shareholders.



Larry Fink

Chairman and Chief Executive Officer



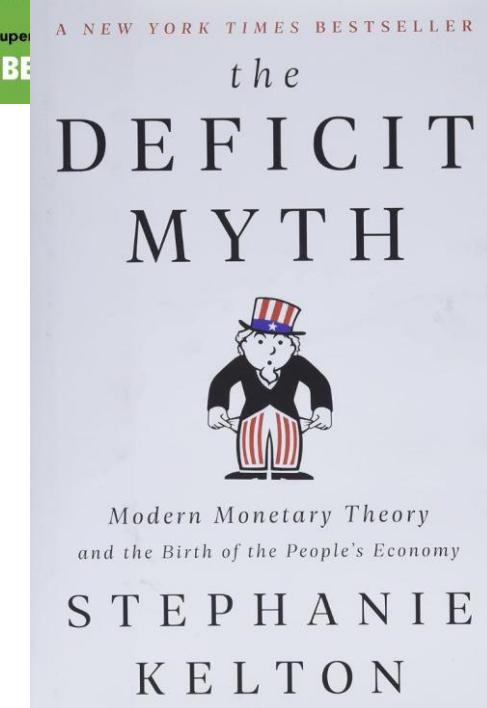
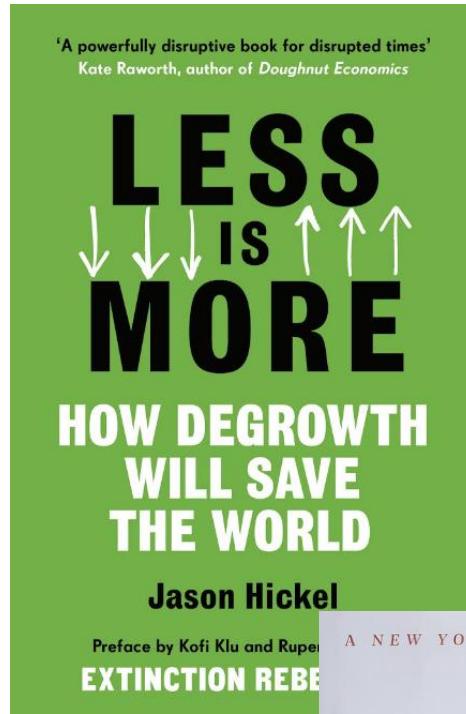
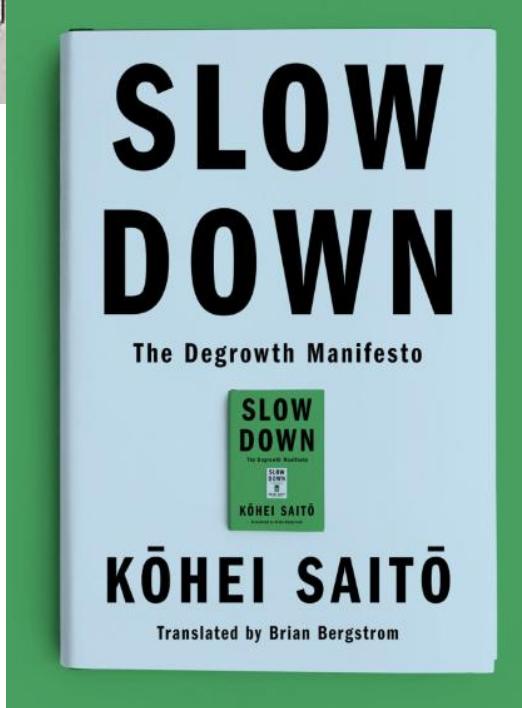
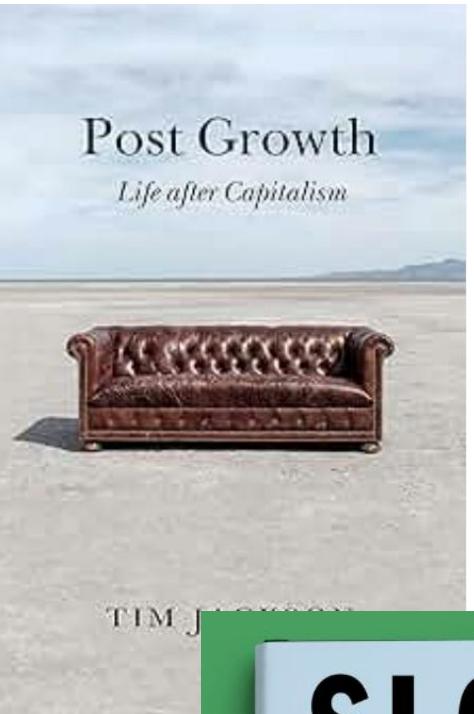
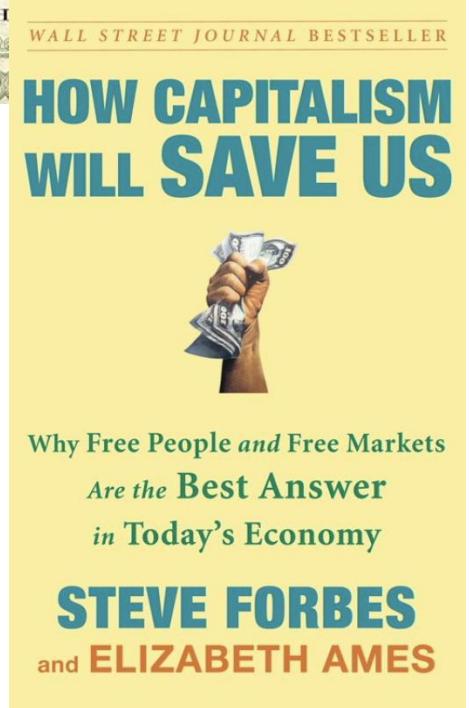
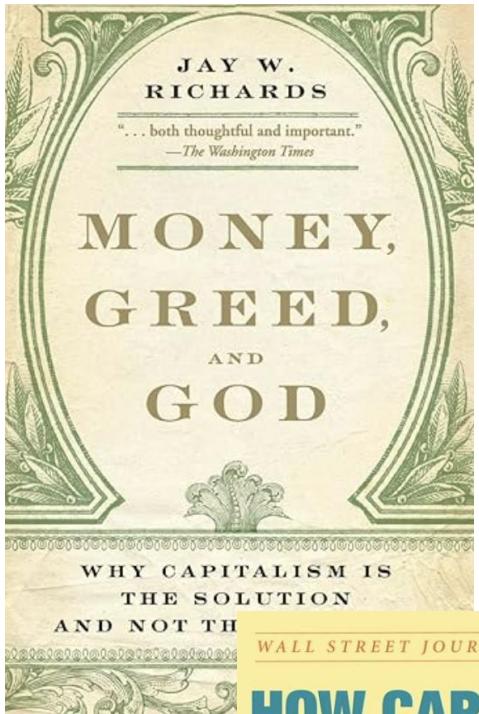
SHARED VALUE

Creating Shared Value

by Michael E. Porter and Mark R. Kramer

FROM THE JANUARY-FEBRUARY 2011 ISSUE

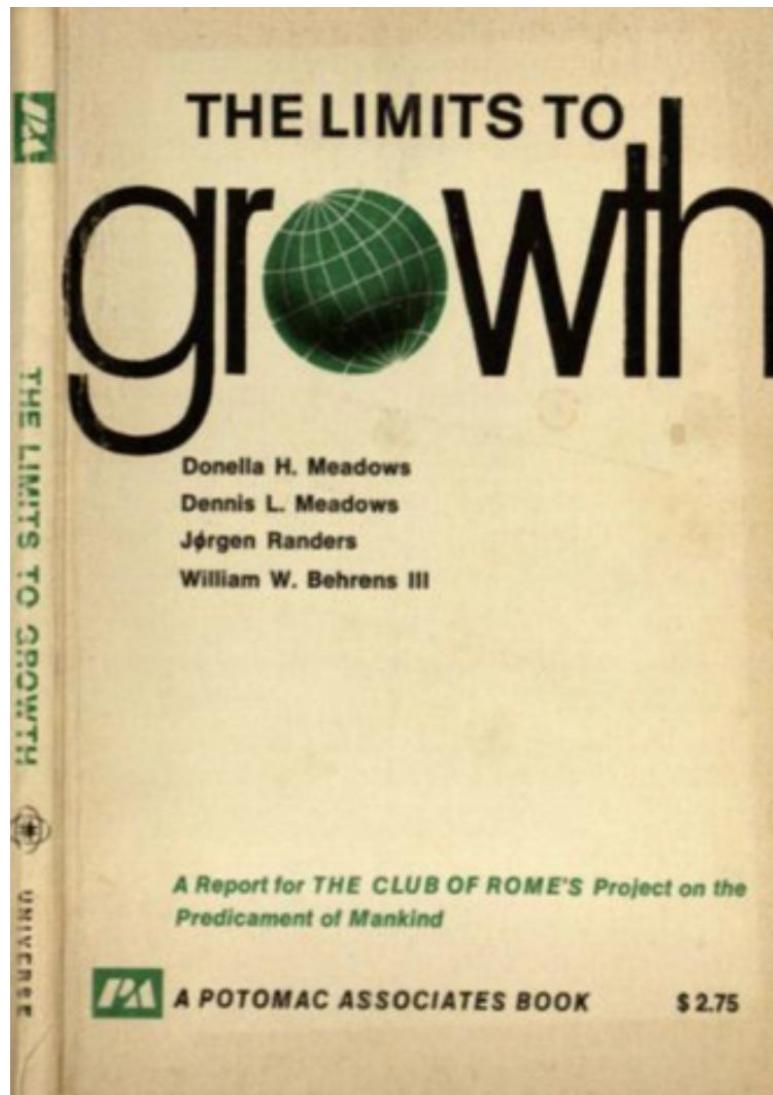
1. Reconceiving products and markets
2. Redefining productivity in the value chain
3. Enabling local cluster development





.....

.... and what about growth?

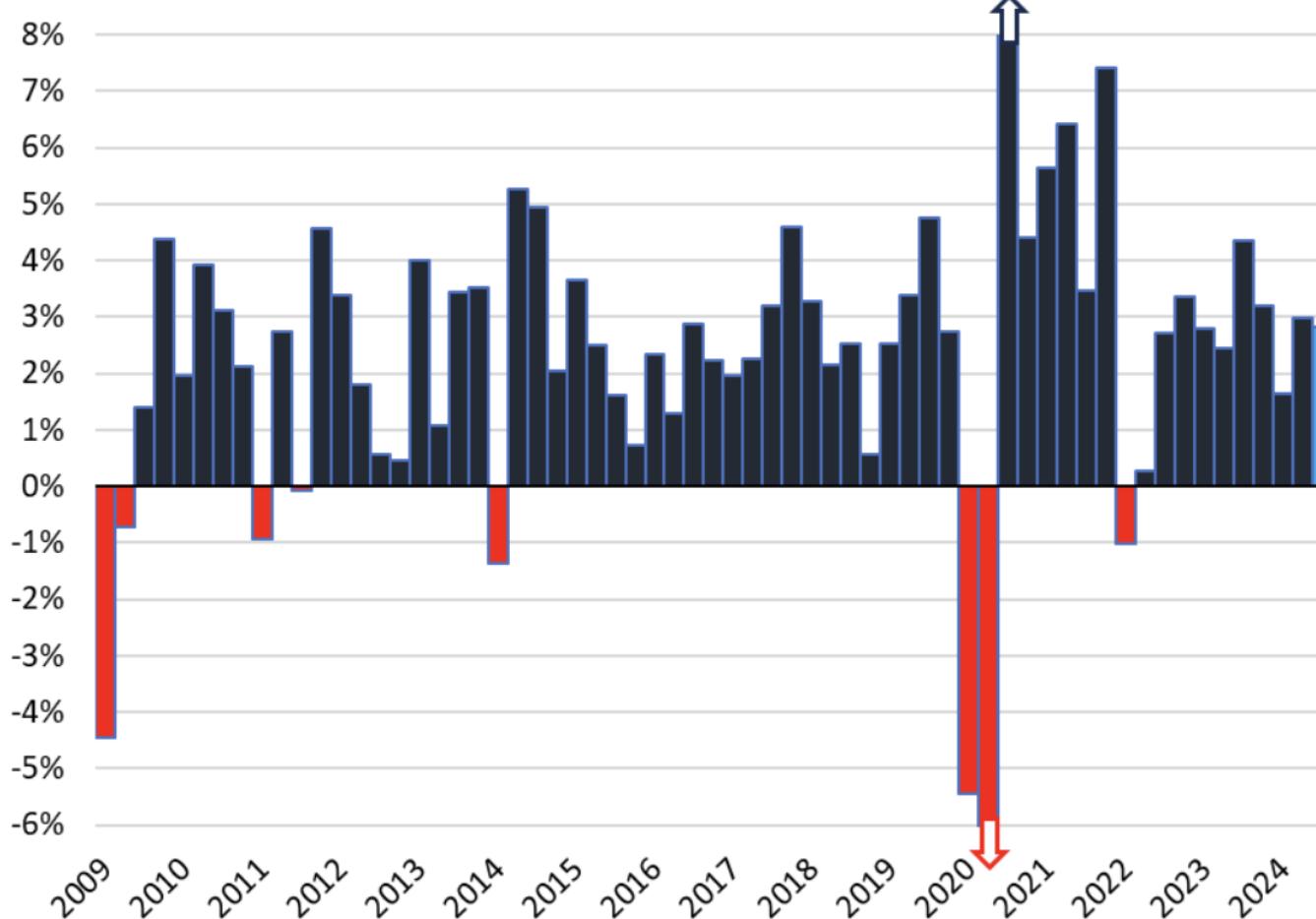


“The earth’s interlocking resources – the global system of nature in which we all live – probably cannot support present rates of economic and population growth much beyond the year 2100, if that long, even with advanced technology.”

1972

.....

US "Real" GDP, % Change from Prior Quarter, Annualized



GDP consists of the total value of the nation's production and is made up of purchases of domestically produced goods and services by individuals, businesses and the government

Source: BEA

WOLFSTREET.com

Is sustainable growth possible?



2015

02 Feb 2015

[J. L. Morin](#)



Join our WhatsApp group

We do a lot without thinking, like using GDP growth as a standard of excellence. Most 21st century activity is based on a 'given' that underpins the soft science of economics: 'Growth is good' — not just a big assumption, a wrong assumption. Pudding with no proof.

Let's face it, the economic crisis was good news for the environment. Greenhouse gas emissions dropped by half during the economic low point in 2008.

'Sustainable Economic Growth' is an Oxymoron

GDP is like a Speedometer



So, some of the Limitations of GDP

- **Ignores Inequality**
 - how wealth is distributed across a population
 - growing disparities in income and wealth
 - misleading assumptions about overall prosperity
- **No Measure of Well-being or Happiness**
 - GDP values economic output not factors such as mental health, work-life balance, or overall happiness
- **Environmental Costs are Overlooked**
 - GDP treats environmental degradation as an externality
 - Activities that harm the environment, like deforestation or fossil fuel extraction, can increase GDP in the short term, ignoring long-term environmental impacts
- **Social Impact Neglect**
 - GDP doesn't capture the negative social impacts such as increased stress, poor working conditions, or loss of community cohesion.



Image Source: Jon Berkeley



.....

So, is there another way.....?

The Doughnut of social and planetary boundaries (2017)



Kate Raworth



The Aims of the OECD shall be to promote policies designed to...

1960

...achieve the highest sustainable rate of growth and employment and a rising standard of living in member countries.



2020

...create regenerative and distributive economies that enable humanity to thrive, whether or not they grow.



For 21st century progress, pick your paradigm. Neither is easy, nor proven.

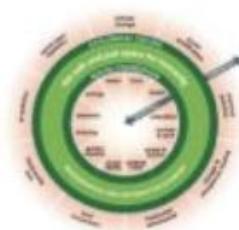


“Today’s uber-capitalism demands maximum growth”

(as summed up by Branko Milanovic)

- People are greedy, insatiable & competitive.
- The metric of success is money and everyone wants more of it.
- This can't be changed in any foreseeable future.
- Hence pursuing wellbeing calls for maximizing GDP growth.
- Achieving this depends upon overcoming environmental limits to growth – and, thanks to technology, it can be done.

“Tomorrow’s thriving future must be growth agnostic”



(as summed up by Kate Raworth)

- People are greedy and generous, competitive and collaborative – and it's possible to nurture human nature.
- The metric of success is to meet the needs of all within the means of the planet (aka get into the Doughnut)
- This is essential for humanity's common future.
- Hence pursuing wellbeing calls for distributive and regenerative economies – with GDP adjusting in response.
- Achieving this depends upon overcoming today's financial, political and social addictions to GDP growth – by no means easy, but it can be done.

Alternatives to GDP

- **Genuine Progress Indicator (GPI):**
 - starts with GDP but adjusts for factors like income inequality, environmental damage, and the value of household and volunteer work
- **Human Development Index (HDI)**
 - Developed by the UN, HDI includes life expectancy, education, and income per capita as indicators of well-being. HDI is widely accepted as a way to compare countries' social and economic achievements.
- **Social Progress Index (SPI)**
 - SPI measures social progress directly by focusing on basic human needs, foundations of well-being, and opportunity. This index is used to assess how well countries convert economic wealth into quality of life and social outcomes.
- **Gross National Happiness (GNH)**
 - Pioneered by Bhutan, GNH uses metrics like psychological well-being, health, time use, education, cultural diversity, and ecological resilience. It reflects a philosophy that economic success should support social harmony and happiness.

What does a successful, “good” economy look like to you?



“That’s a relatively easy question to answer: when you ask people, they say much the same things. A good economy meets everyone’s basic needs. It means people are healthy and happy with life. It avoids storing up potential sources of long-term trouble, such as extreme inequality and environmental collapse.”

Stewart Wallis, 2016 in “*Five measures of growth that are better than GDP*”

GOOD JOBS



Average annual deterioration of 1.0% over 4 years

61% of the labour force has a secure job that pays at least the Living Wage

WELLBEING



Average annual improvement of 0.9% over 4 years

Average life satisfaction is 7.6 on a scale of 0-10

ENVIRONMENT



Average annual deterioration of 1.8% over 4 years

Carbon emissions are 2% below a limit set to avoid dangerous climate change

FAIRNESS



Average annual deterioration of 0.8% over 4 years

After tax, average incomes of the top 10% of households are 8.7 times higher than the bottom 10%

HEALTH



Average annual improvement of 1.8% over 4 years

23% of deaths in England and Wales could have been avoided through good quality healthcare or public health interventions

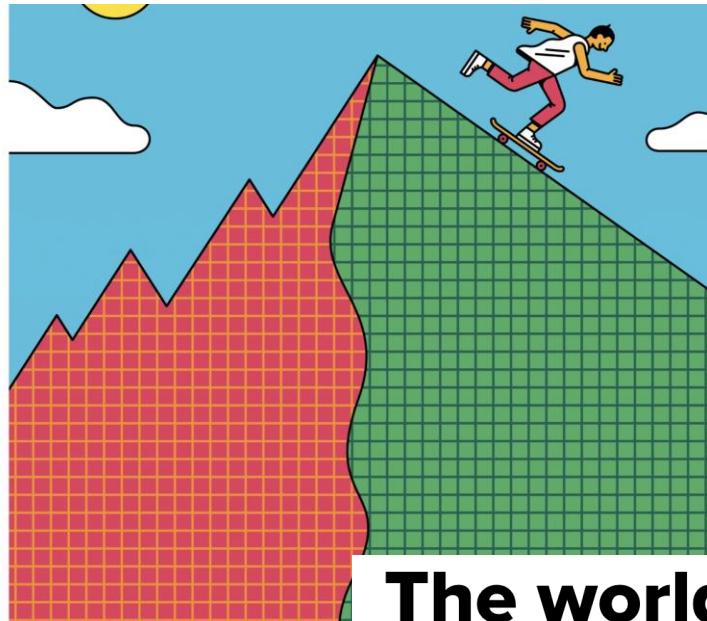
Stewart Wallis, 2016 in “*Five measures of growth that are better than GDP*”

DEPT. OF FINANCE

CAN WE HAVE PROSPERITY WITHOUT GROWTH?

The critique of economic growth, once a fringe position, is gaining widespread attention in the face of the climate crisis.

By John Cassidy
February 3, 2020



The world's in a 'polycrisis' — and these countries want to quash it by looking beyond GDP

PUBLISHED SUN, DEC 25 2022 11:14 PM EST | UPDATED MON, JAN 2 2023 6:25 AM EST



Sam Meredith
@IN/SAMUELMEREDITH
@SMEREDITH19

SHARE [f](#) [X](#) [in](#) [e](#)

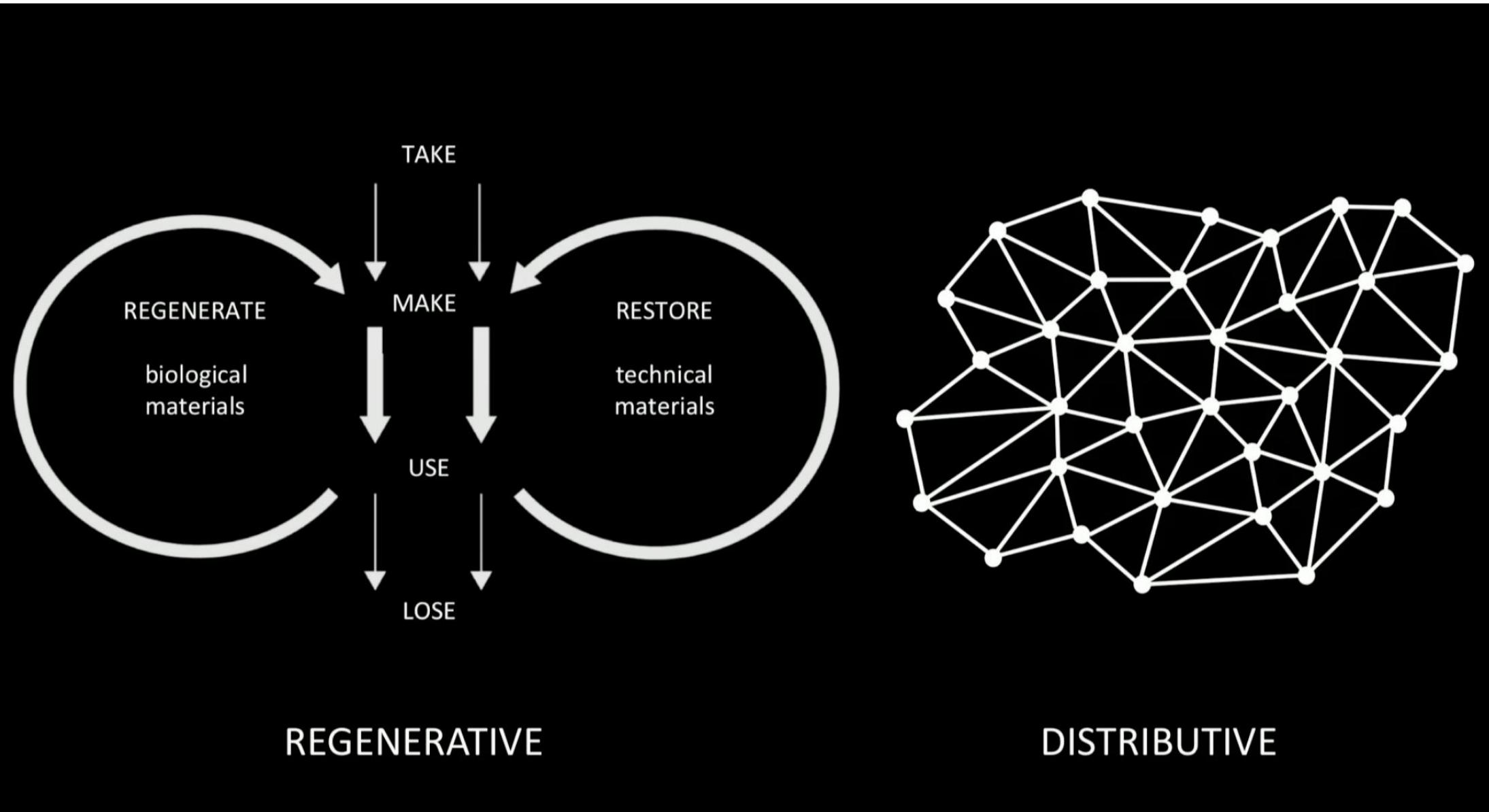
KEY POINTS

- Finland, Iceland, Scotland, Wales and New Zealand are all members of the Wellbeing Economy Governments partnership.



.....

So... what does the future ~~of growth~~ **economy**
look like?



"One central project will be to protect humankind and the planet as a whole from the dangers inherent in our own power..."

..when the moment comes to choose between economic growth and ecological stability, politicians, CEOs and voters [*and investors*] almost always prefer growth. **In the twenty-first century, we shall have to do better if we are to avoid catastrophe.**

Yuval Noah Harari
New York Times Bestselling
Author of *Sapiens*



Homo Deus

A History of
Tomorrow

.....

So... what does the future of growth and economics look like for you and your stakeholders?

.....

So how do we think about this, what are your thoughts and reflections, what are the tensions you sense, what are the trade offs?

Go into your allocated groups for the next 40 mins and explore your thoughts and responses to these economic questions? What are you sensing within yourself? What are your instincts telling you? What are you observing in your organisations or other experiences about the current and future system options?

We will meet for a 30 mins plenary reflection, report back. Be back at 11:20



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Refreshment Break

Organisational Focus



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2.4: The Economy and Sustainable Growth – Conundrum or Paradox (Pt 2)

Malcom Gray

Senior Associate, CISL and Partner and Chief Financial Officer
ERM Libryo



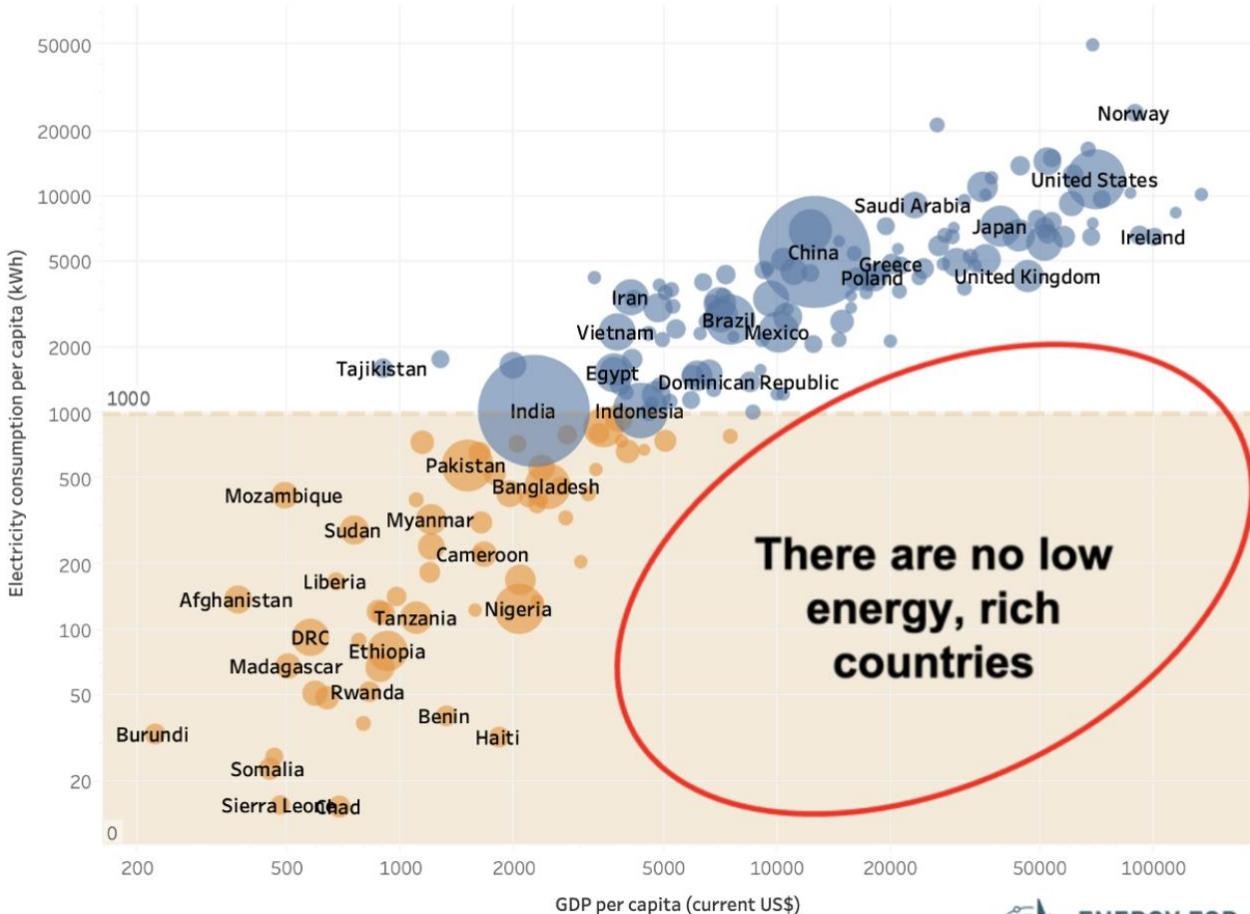
.....

.... and energy?

GDP & Energy

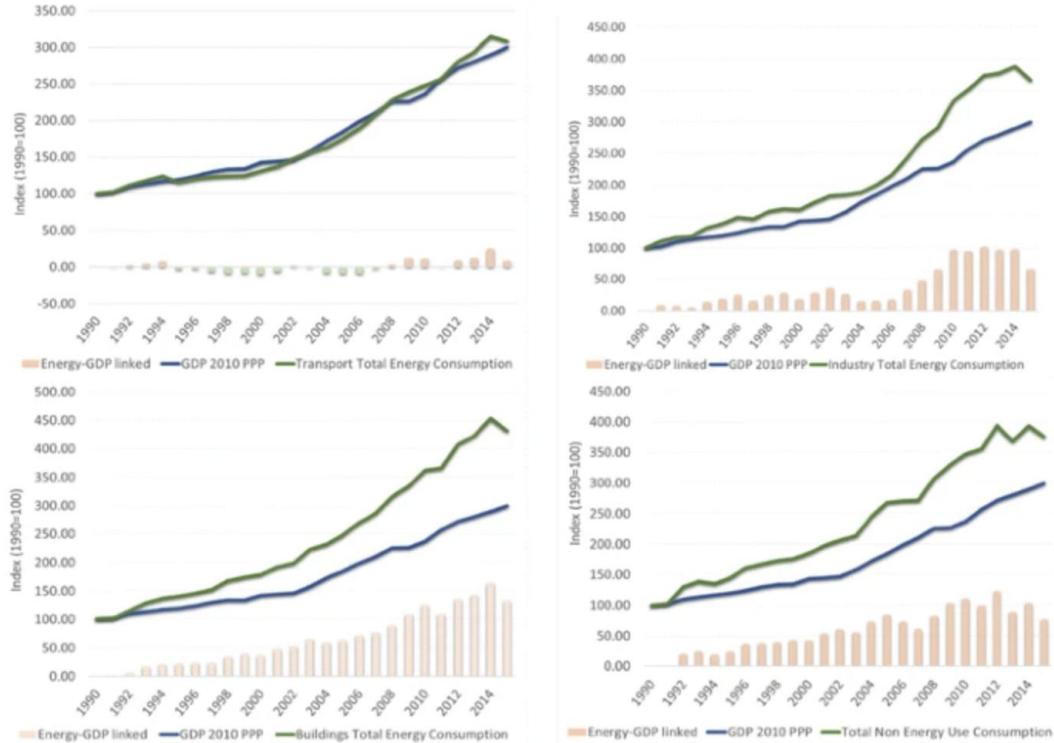
FIGURE 1: Electricity consumption vs GDP per capita, 2021

But is energy a
prerequisite for
growth?



GDP & Energy

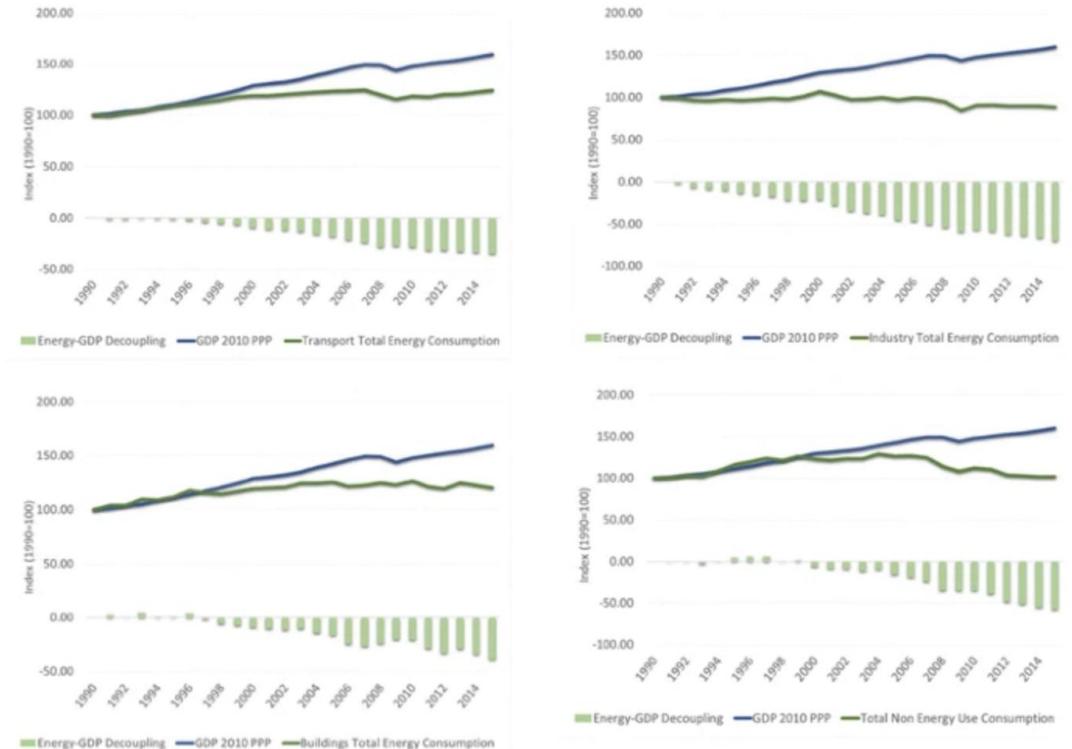
Fig. 7



Energy consumption and GDP linking and delinking—GCC countries. Source: KAPSARC based on IEA (histogram shows difference energy-GDP)

Howarth, N., Galeotti, M., Lanza, A. *et al.* Economic development and energy consumption in the GCC: an international sectoral analysis. *Energy Transit* 1, 6 (2017). <https://doi.org/10.1007/s41825-017-0006-3>

Fig. 8



Energy consumption and GDP linking and delinking OECD reference group. Source: KAPSARC based on IEA (histogram shows the difference between the indices)



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2.5 “ESG is dead, Long Live ESG!” The changing (geo)political landscape: implications for sustainability

Professor Richard Calland

Director: CISL Africa | Director: Board Programmes, CISL



INFLEXION POINT I: GEO-POLITICS & MULTILATERALISM

01



WAR AND PEACE

Security is now part of the global sustainability agenda...

...'Twas ever thus for many African countries, no?





Trump's America and Multilateralism

Trump moves to close facility that helps track planet-warming pollution

The lab is connected to the Mauna Loa Observatory, where scientists gather data to produce the Keeling Curve, a chart on the daily status of atmospheric carbon dioxide concentrations.

Updated March 14, 2025 at 2:28 p.m. EDT

4 min 215



- **De-funding science-orientated Federal agencies and institutions**
- **Left the World Health Organisation (WHO)**
- **Pulled out of the Paris Treaty**
- **Undermined NATO**
- **Abandoned Europe over security and Ukraine; adopted Putin talking points in Oval Office condemnation of Zelenskyy**
- **Forging alliances with other autocrats across the world**
- **Threatening the G20...**

Mario Rubio, Secretary of State, by Tweet, on 6 February 2025:

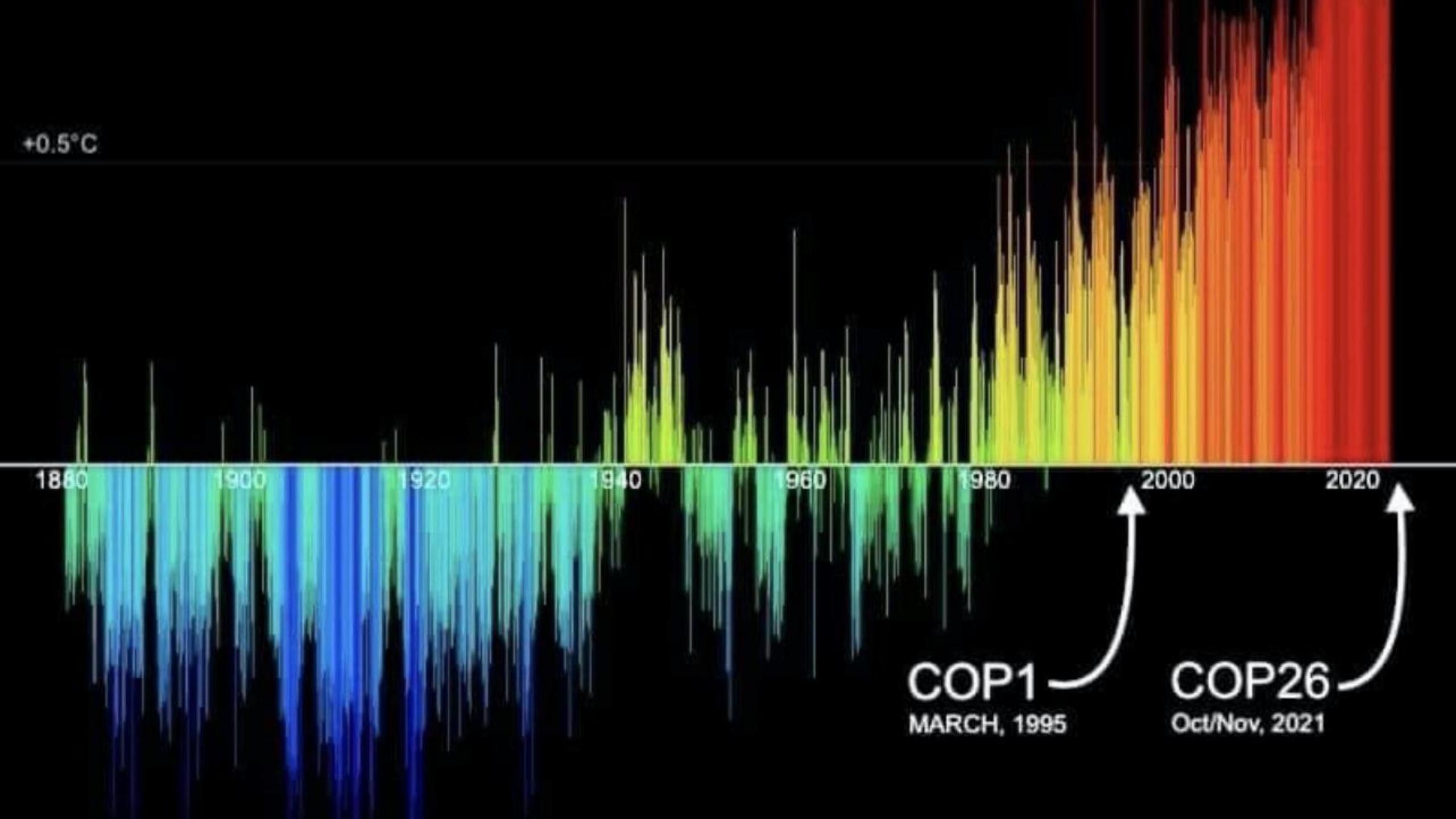
“I will not attend the G20 summit in Johannesburg. South Africa is doing very bad things. Expropriating private property. Using G20 to promote ‘solidarity, equality & sustainability.’ In other words: DEI and climate change. My job is to advance America’s national interests, not waste taxpayer money or coddle anti-Americanism.”



INFLEXION POINT II:

Qua Vadis 'ESG'?

02



ESG reporting 'revolution'

ESG related regulations are increasing globally

dun & bradstreet



ESG regulations are
growing more complex



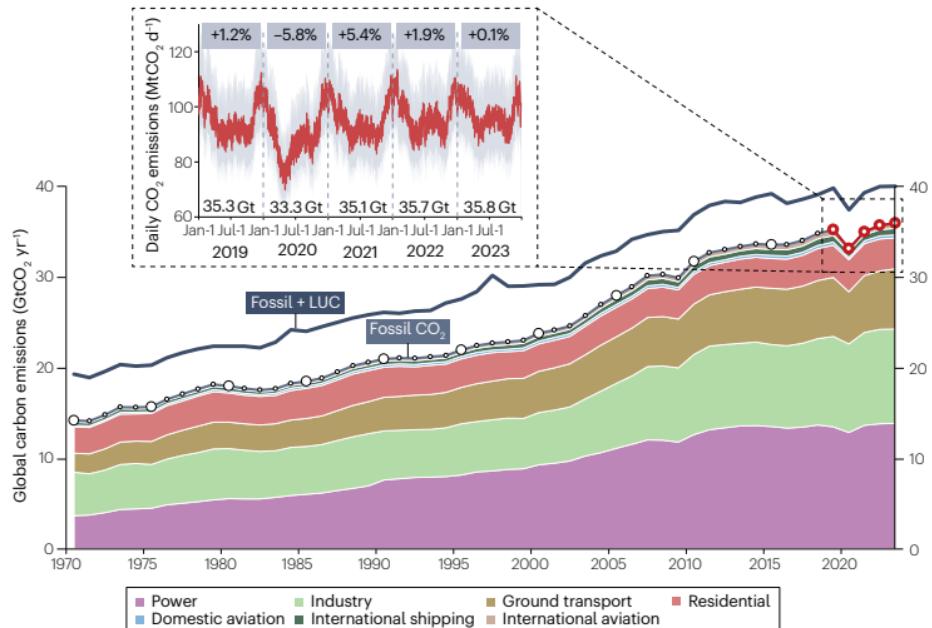
Current regulations
regarding ESG practices



Change in private
company data due to
upcoming ESG regulations



WE ARE NOT WINNING...AND ESG IS DOING MORE HARM THAN GOOD



Despite decades of corporate commitments and innovation and the massive flow of capital into clean technologies, the crisis is deepening, not alleviating. The problems are growing faster than the solutions. The trends on climate, nature and inequality continue to head in the wrong direction.

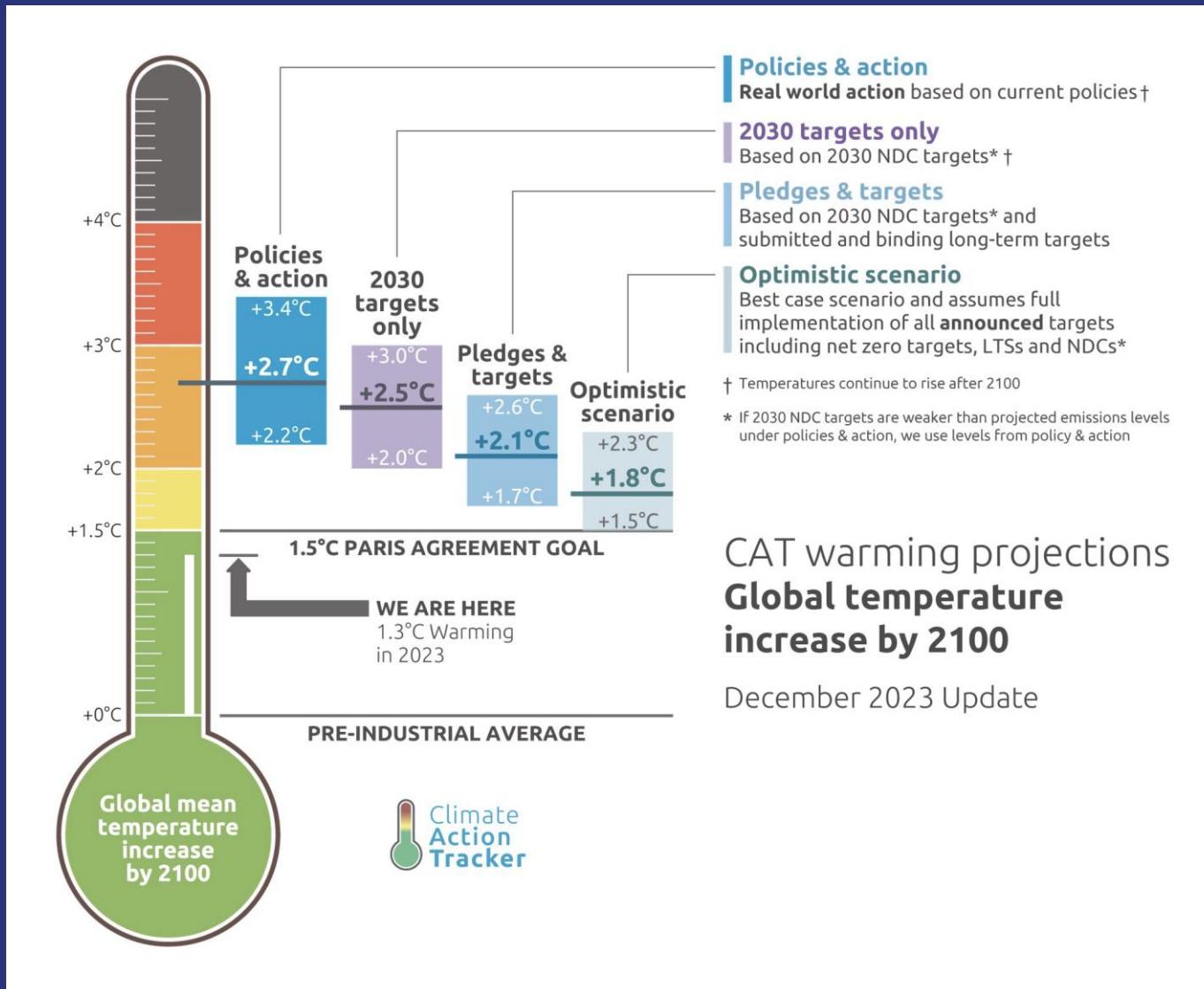
Lindsay Hooper, CISL CEO

<https://www.ft.com/content/47b334a9-69eb-4cd0-af22-6ad0b92c0ef6>

'In 2023, global annual emissions reached an all-time high of 35.8 Gt CO2'

'Given dwindling carbon budgets to constrain warming to 1.5 °C [...] the absence of a clear downward trend in emissions is troubling.'

'The window of opportunity to meet the most ambitious international climate goals is rapidly closing.'



Action does not match the science...

...even though public wants it to

nature climate change 

<https://doi.org/10.1038/s41558-024-01925-3>

Article

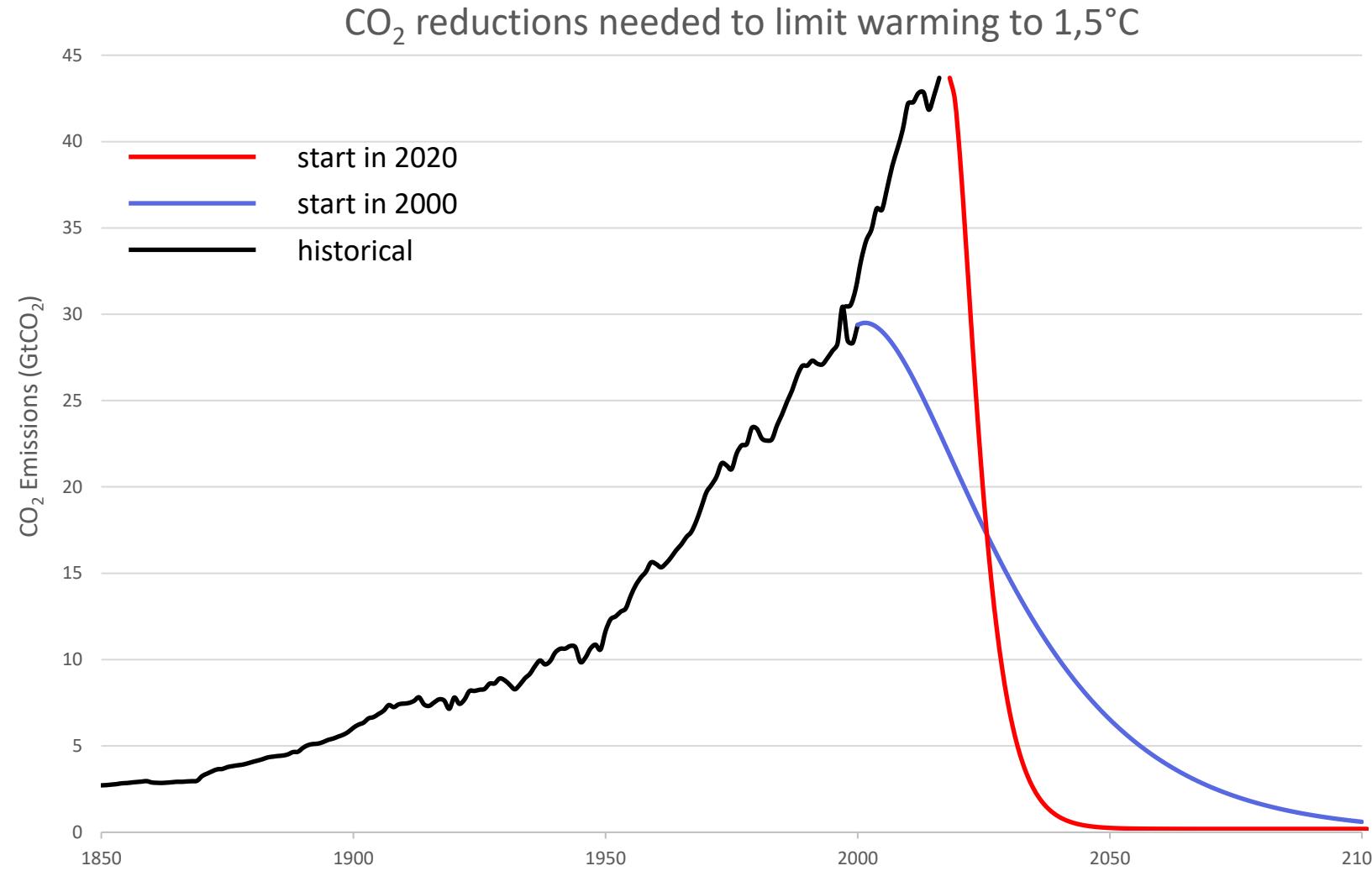
Globally representative evidence on the actual and perceived support for climate action

Received: 13 July 2023
Accepted: 4 January 2024
Published online: 09 February 2024
Check for updates

Peter Andre  ¹, Teodora Boneva  ², Felix Chopra  ³ & Armin Falk  ² 

Mitigating climate change necessitates global cooperation, yet global data on individuals' willingness to act remain scarce. In this study, we conducted a representative survey across 125 countries, interviewing nearly 130,000 individuals. Our findings reveal widespread support for climate action. Notably, 69% of the global population expresses a willingness to contribute 1% of their personal income, 86% endorse pro-climate social norms and 89% demand intensified political action. Countries facing heightened vulnerability to climate change show a particularly high willingness to contribute. Despite these encouraging statistics, we document that the world is in a state of pluralistic ignorance, wherein individuals around the globe systematically underestimate the willingness of their fellow citizens to act. This perception gap, combined with individuals showing conditionally cooperative behaviour, poses challenges to further climate action. Therefore, raising awareness about the broad global support for climate action becomes critically important in promoting a unified response to climate change.

Implications of Inaction & Lack of Urgency: The Transition Curve has got steeper and steeper



ESG IS DEAD. LONG LIVE ESG.



FINANCIAL TIMES

S COMPANIES TECH MARKETS CLIMATE OPINION LEX WORK & CAREERS LIFE & ARTS HTSI

Opinion Sustainable capitalism

ESG is dead. Long live ESG

We must urgently address the tension between profitability and sustainability

LINDSAY HOOPER [+ Add to myFT](#)

Drill, baby, drill!



CISL WORLDVIEW: SHIFT TO ‘COMPETITIVE SUSTAINABILITY’

- You can't do business on a dead planet
- Economic transition is inevitable - the question is what shape it will take
- Markets remain the best route to deliver change at scale – but they aren't yet designed to do so
- Lobby aggressively for market shifts & appropriate regulation
- Build social engagement and buy in for transition
- Prepare to compete and win on superior sustainability performance.



<https://www.cisl.cam.ac.uk/news/blog/esg-dead-long-live-esg>

It is in leading business's interest for governments to:

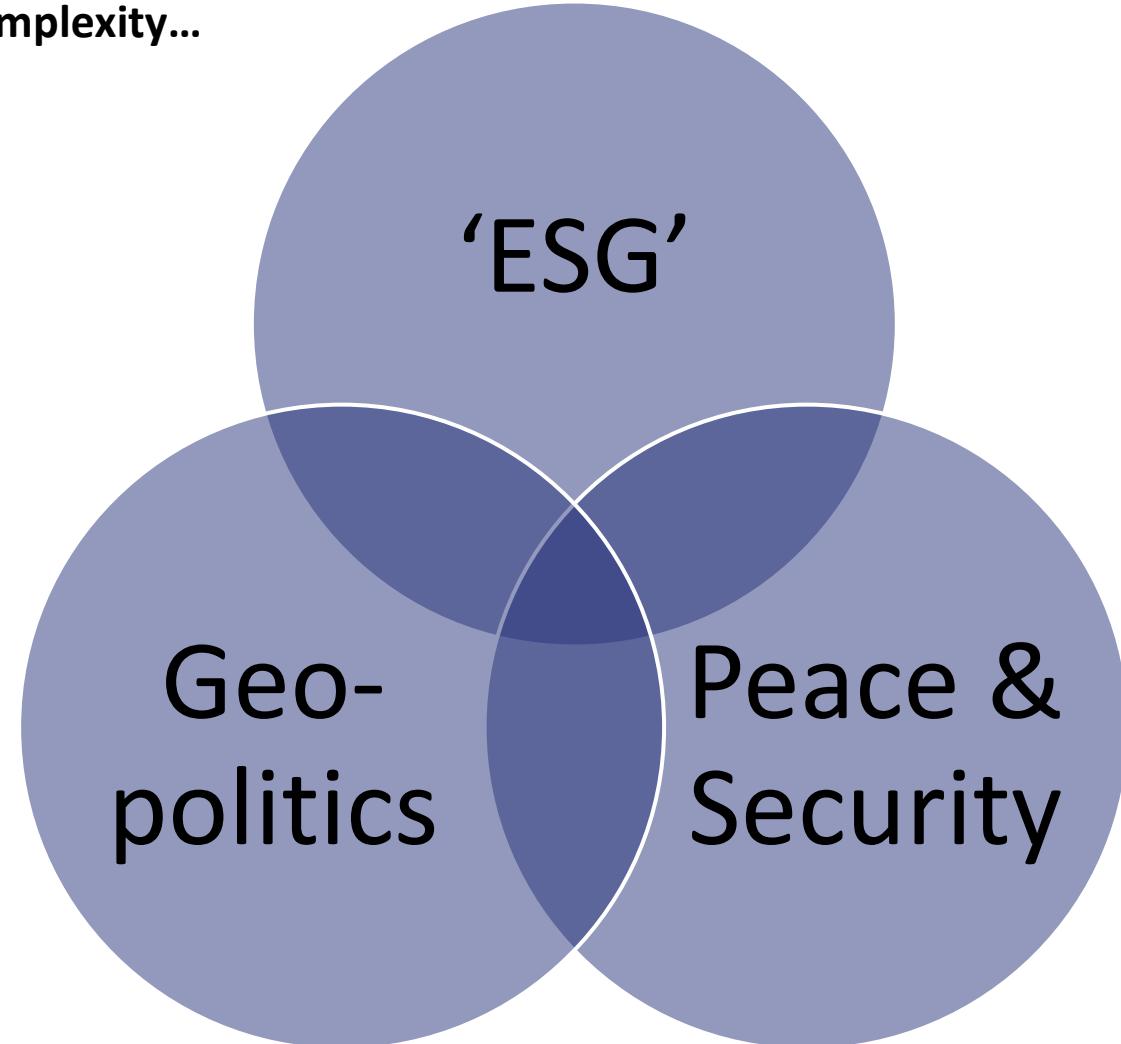
- ban egregious practices; and
- price in environmental impacts

to remove the tension between sustainability and profitability.



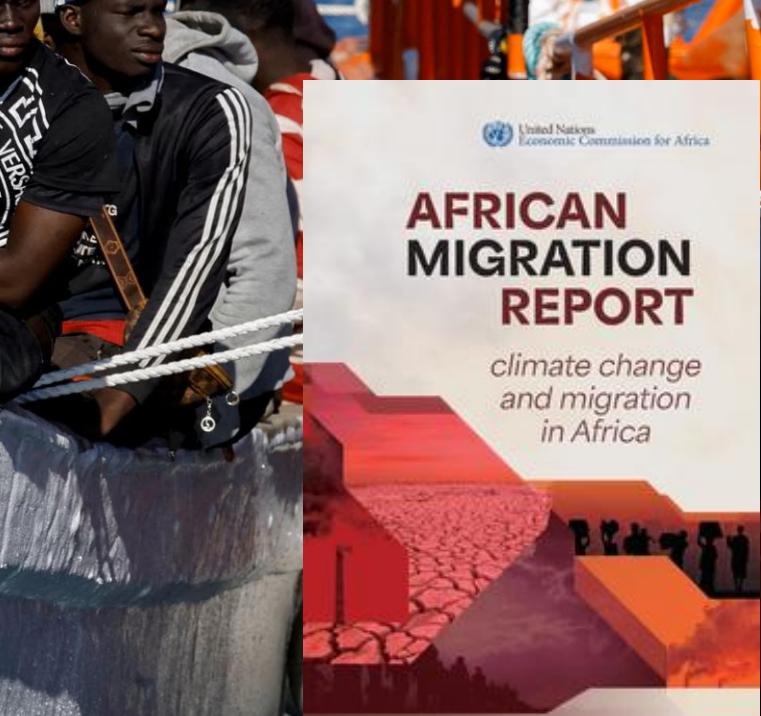
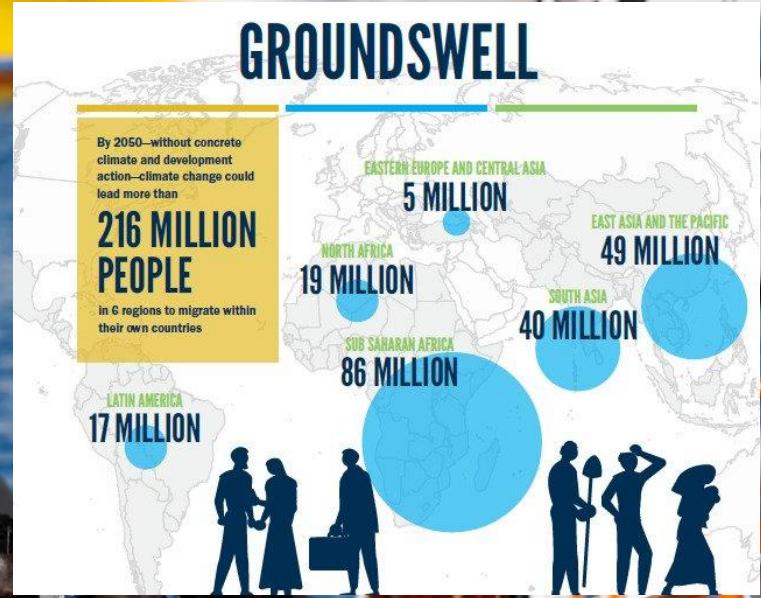
The Leadership Challenge

To Navigate Complexity upon Complexity...



Protests...could lead to another kind of revolution, once a tipping point is breached

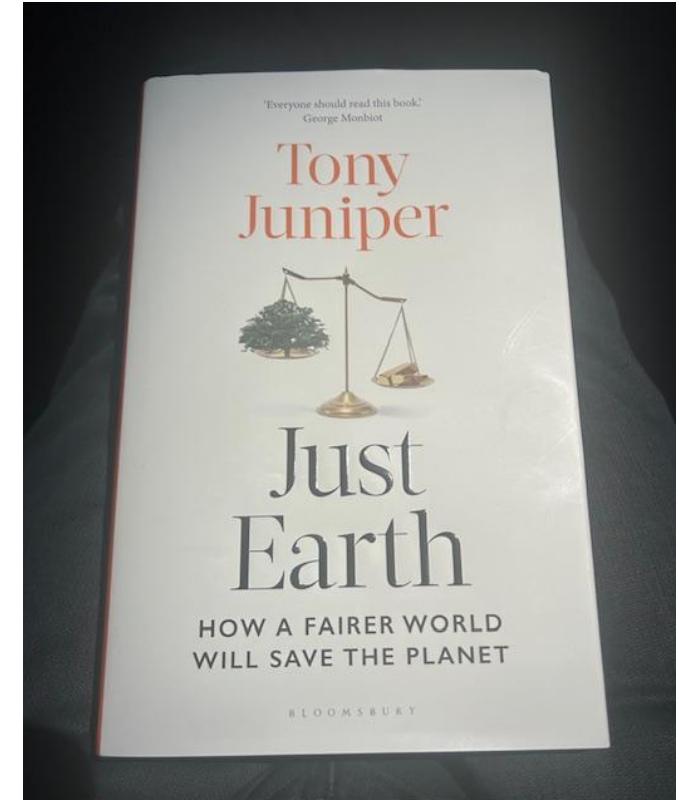
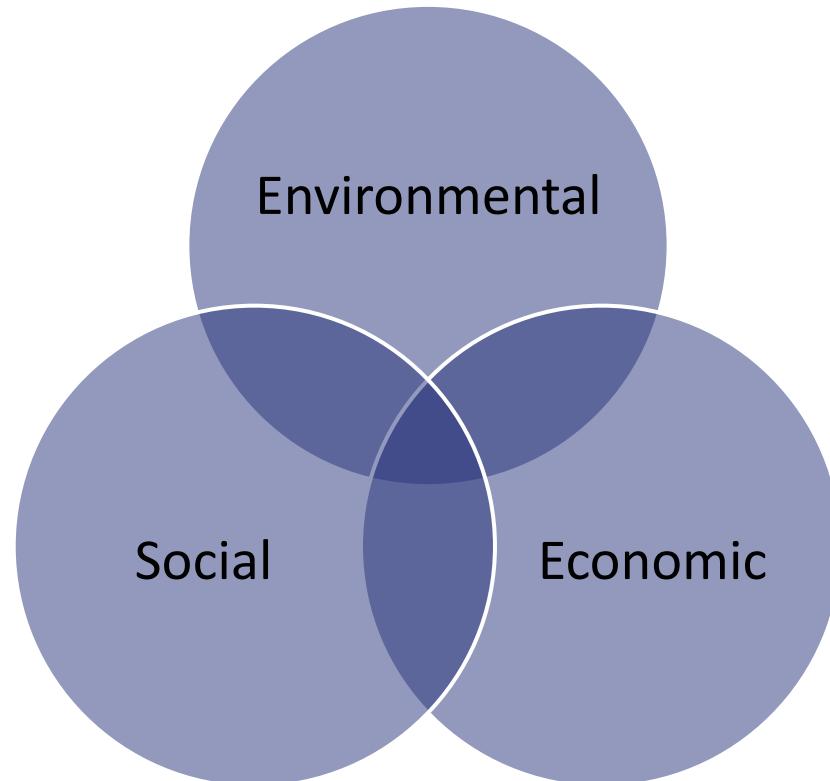
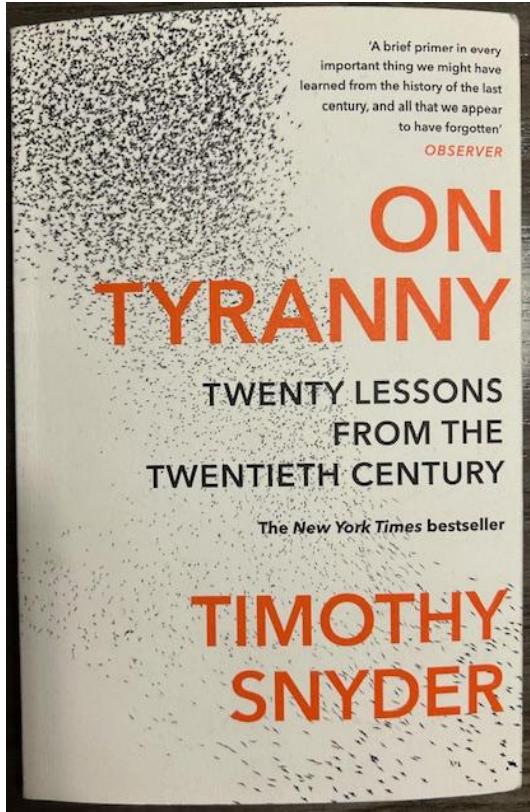






Old conceptions of sustainability, renewed and reset

Sustainability is fundamentally political...both in terms of allocation of resources and public support for action



INEQUALITY AND SOCIAL AND ENVIRONMENTAL CHALLENGES

Figure ES1: A country's level of health, social and environmental problems is significantly and strongly associated with inequality

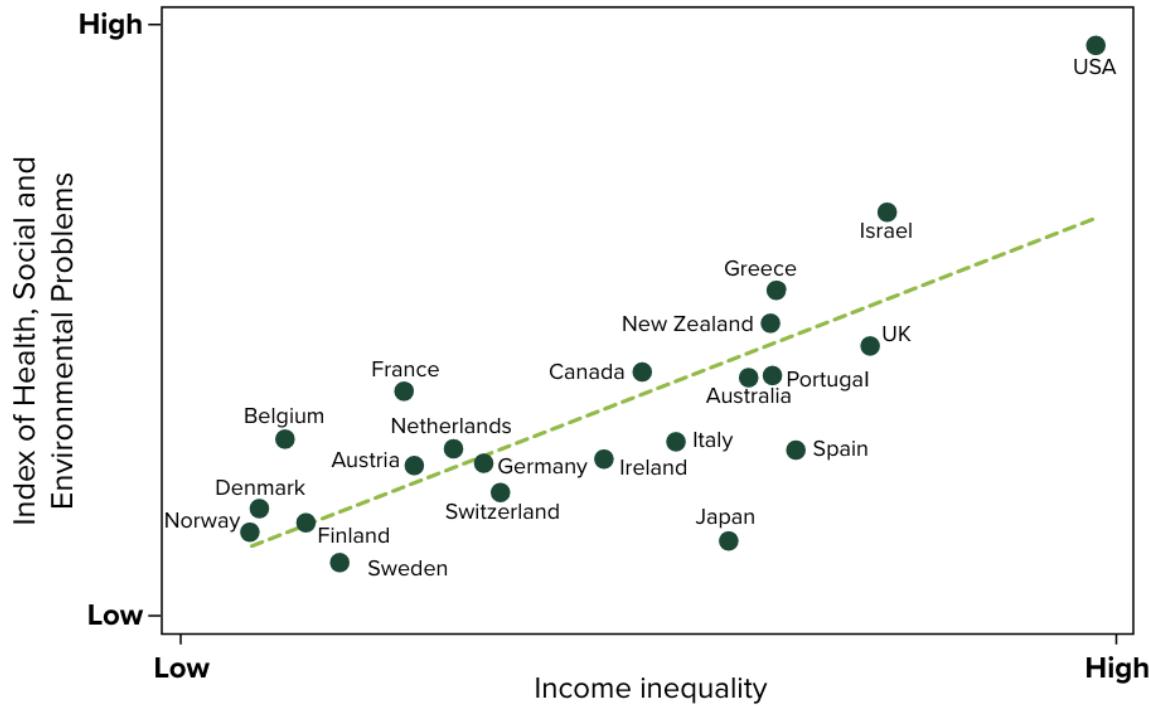
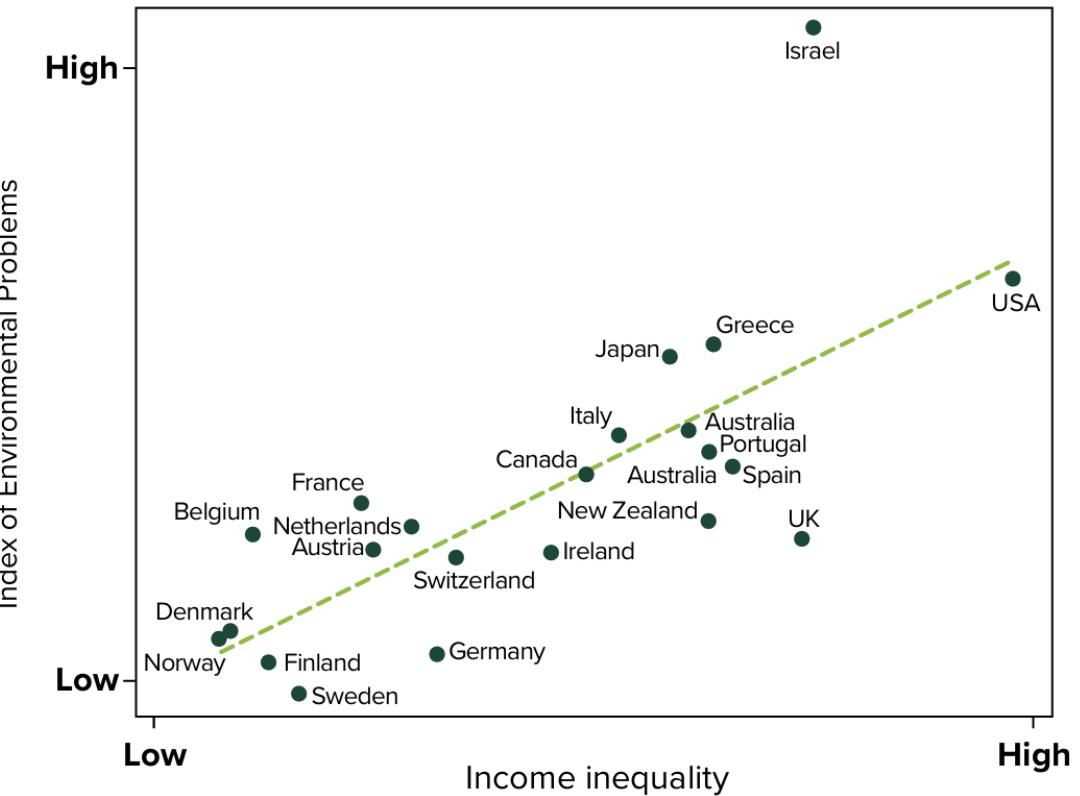


Figure ES2: Environmental problems are significantly and strongly associated with inequality



INSERT REFERENCE



How to lead the systemic transition? (Juniper's 'Thrivalism')

The challenge and the Opportunity:

“...there is no one thing that will create system level change needed. Instead networks of organisations and leaders will need to collaborate to build a multi-layered programme of change, working simultaneously at different levels. Collaboration between leading businesses, financial institutions, influential individuals, academics, policy-makers, campaigning organisations, Indigenous groups, activists, political figures, thinktanks, philosophers, writers, musicians, artists, economists, scientists, marketeers and commentators, could put national and global conversations onto a new track if they converged on broad ideas that recognise how environmental and social challenges are deeply connected with one another and that integrated approaches are necessary”.

- Tony Juniper CBE in *Just Earth* (2025).



IMPLICATIONS FOR LEADERSHIP IN AFRICA

03

Some questions to consider:

- How can Africa/African economies and countries navigate this complexity? How should we engage?
- Is Africa/African economies and countries resilient enough to withstand these global trends, shocks and pressures? Are new alliances or networks needed?
- What can be done to preserve or replace multilateral processes?
- What do we need to do differently? How should business models change?
- Is it feasible to redesign markets to eliminate the tension between sustainability and profitability?
- Is there a robust and credible form of 'competitive sustainability' in Africa? What does it look like?



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Thank you

Please contact us for further information

richard.calland@cisl.cam.ac.uk

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| [@cisl_Cambridge](https://twitter.com/cisl_Cambridge)



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Lunch Break



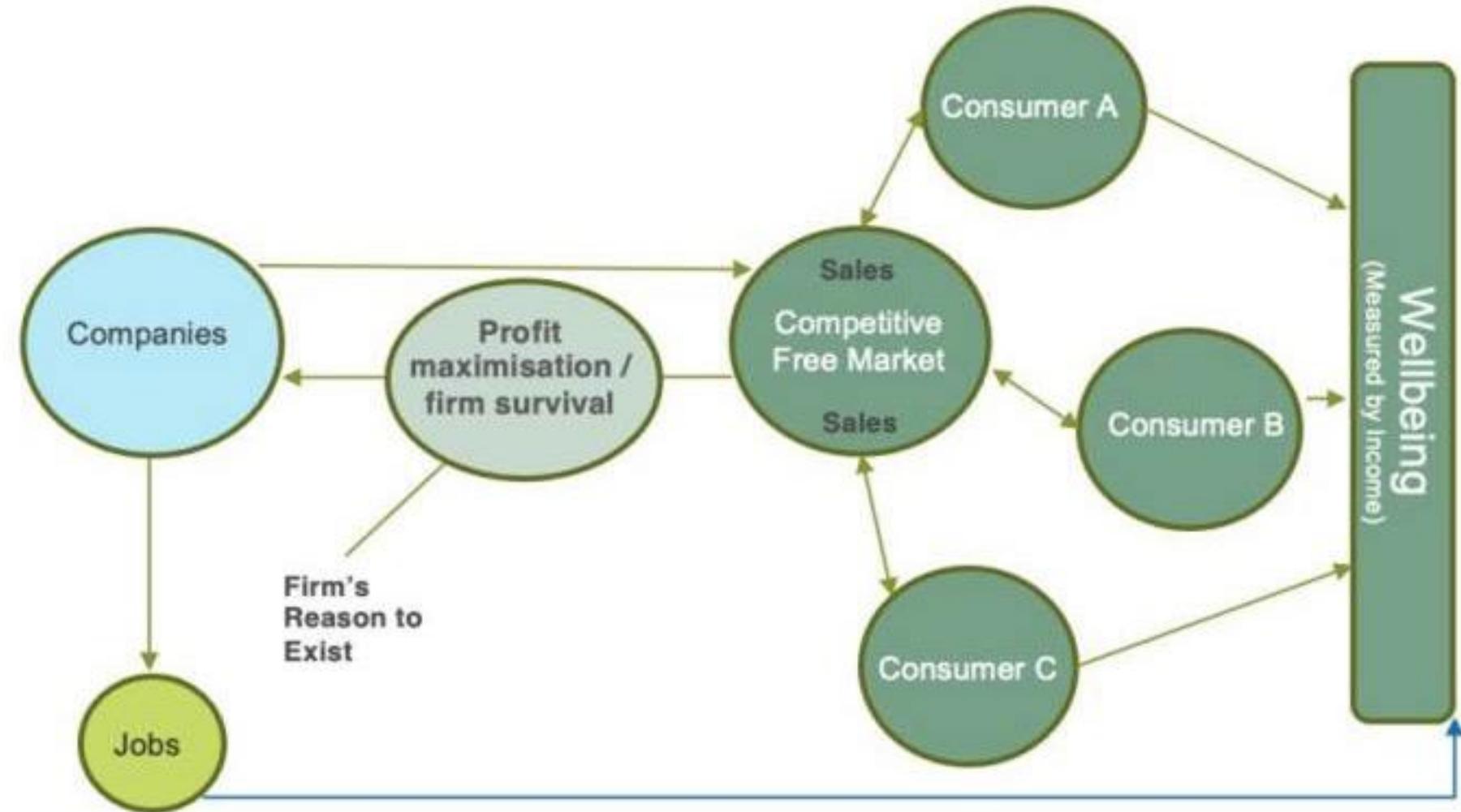
2.6 What does it mean for BAU (Business as Usual)? What needs to change?

Faculty

Business as usual (BAU)



<https://www.cisl.cam.ac.uk/resources/unleashing-sustainable-business>





Business as usual (BAU) Assumptions

WELLBEING CREATION:

Companies engaging in self-interested profit maximisation for itself/shareholders
=
wellbeing is optimised for society automatically.

HUMAN BEHAVIOUR:

Customers and companies are (boundedly) rational – they can and will act in their own self-interest and are financially motivated (because money buys wellbeing in the marketplace).

RULES OF THE GAME:

Obey the law (compliance)

Focus on accurately reading customer demand – not seeking to change it and government will sort out the rest

Basing decisions on competitive behaviour will limit negative issues of self-interest.



Business as usual (BAU) Assumptions

WELLBEING CREATION:

Companies engaging in self-interested profit maximisation for itself/shareholders
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MYTH/ FALSE

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MYTH/ FALSE



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2.7 Evolving stakeholder expectations: Understanding the shifting activism, campaigning, and advocacy landscape

Susan Maingi

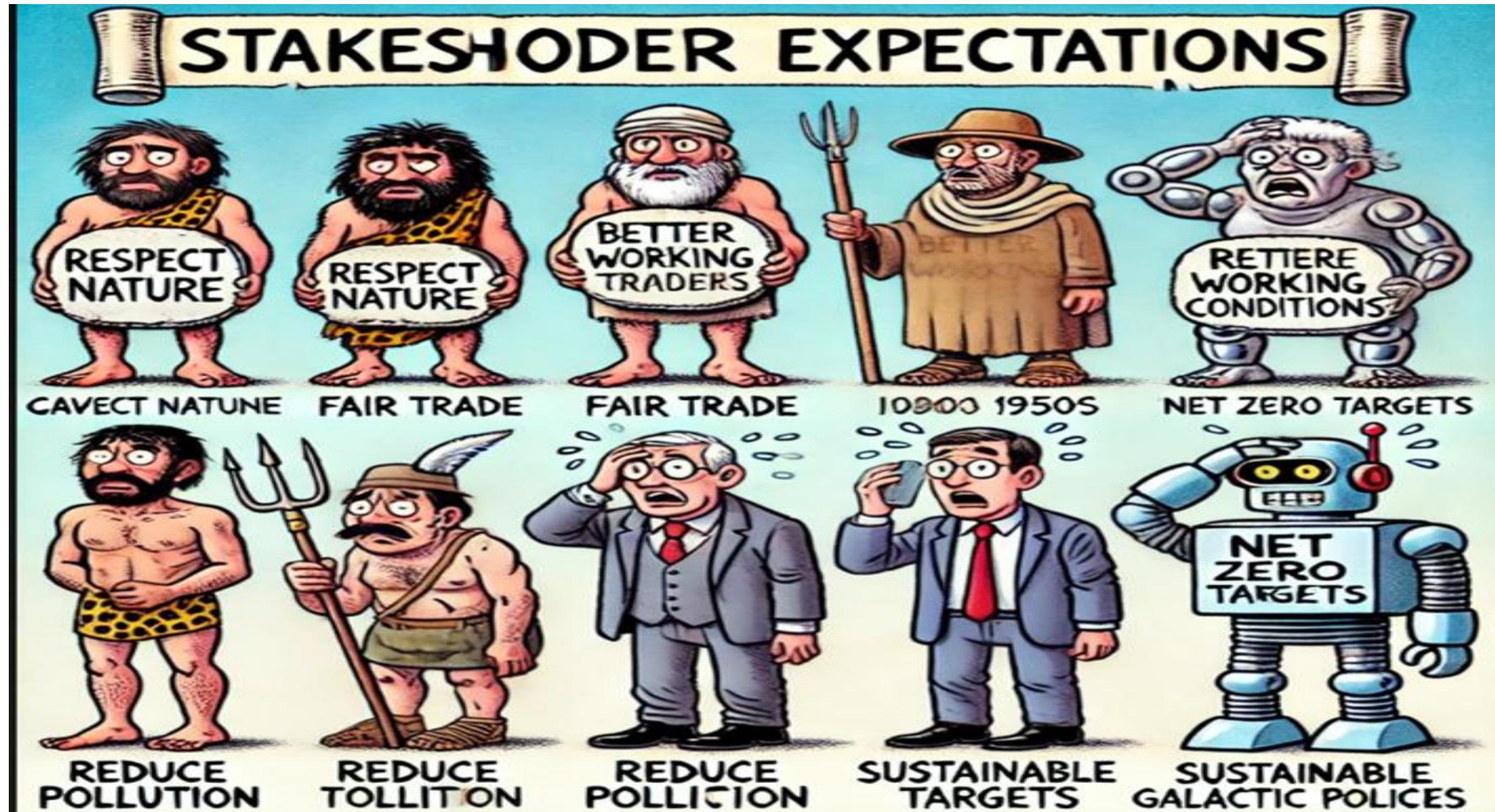
CISL Senior Associate and Public Affairs and Communications
Director, Coca-Cola Beverages Africa



“You cannot buy stakeholder trust; you must earn it through action, transparency, and accountability.”

– Paul Polman, Former CEO,
Unilever

What do Stakeholders Expect?



The landscape of Stakeholder and their expectations is changing fast...



Kenya's High Court ruling against a coal power plant in Lamu



Greenpeace legal actions against fossil fuel companies
A first test of the European Union's anti-SLAPP Directive by filing a lawsuit in Dutch court
against US-based fossil fuel pipeline company Energy Transfer (ET).



EU Corporate Sustainability Due Diligence Directive (CSDDD) is aimed at holding companies accountable for human rights and environmental risks in their supply chains. Requires businesses operating in the EU to identify, prevent, address adverse impacts on human rights and the environment, within their operations and across their value chains

The landscape of Stakeholder and their expectations is changing fast...



South Africa introduced a carbon tax in June 2019, starting with a rate of R120 per ton of CO₂ equivalent (tCO₂e), with plans for phased increases to R308 by 2026 and R462 by 2030. The carbon tax introduced in June 2019 as part of a phased approach to transition to a low-carbon economy. The aim to establish a clear carbon price signal to incentivize industries to adopt low-carbon technologies and provide a predictable price path to 2050



#StopEACOP campaign

Campaign is a global initiative opposing the construction of the East African Crude Oil Pipeline (EACOP), a proposed 1,445-kilometer (approximately 900 miles) heated pipeline designed to transport oil from Hoima in western Uganda to the port of Tanga on the Indian Ocean in Tanzania'

The landscape of Stakeholder and their expectations is changing fast...

- Increasing demands for corporate responsibility and sustainability
- Greater sophistication in advocacy strategies, including public interest litigation
- Policy shifts influencing regulatory frameworks:
- Role of digital activism and social media, Example: Twitter/X campaigns influencing corporate policies, ie NIKE on labour rights

So, what is the Impact on Business and Economy

- Increased scrutiny from NGOs, regulators, and consumers
- Economic shifts driven by sustainable finance and ESG-driven investments
- Risk of reputational damage for non-compliance or greenwashing
- Opportunities for innovation and long-term resilience



What are the strategies business can take to navigating the shift.....

- **Proactively engaging with stakeholders**
- **Building transparency and accountability in ESG reporting**
- **Strengthening advocacy and partnerships with NGOs, policymakers, and communities**
- **Leveraging sustainability commitments for competitive advantage**



African Context – unique challenges and opportunities

Rise of grassroots activism and community-driven advocacy

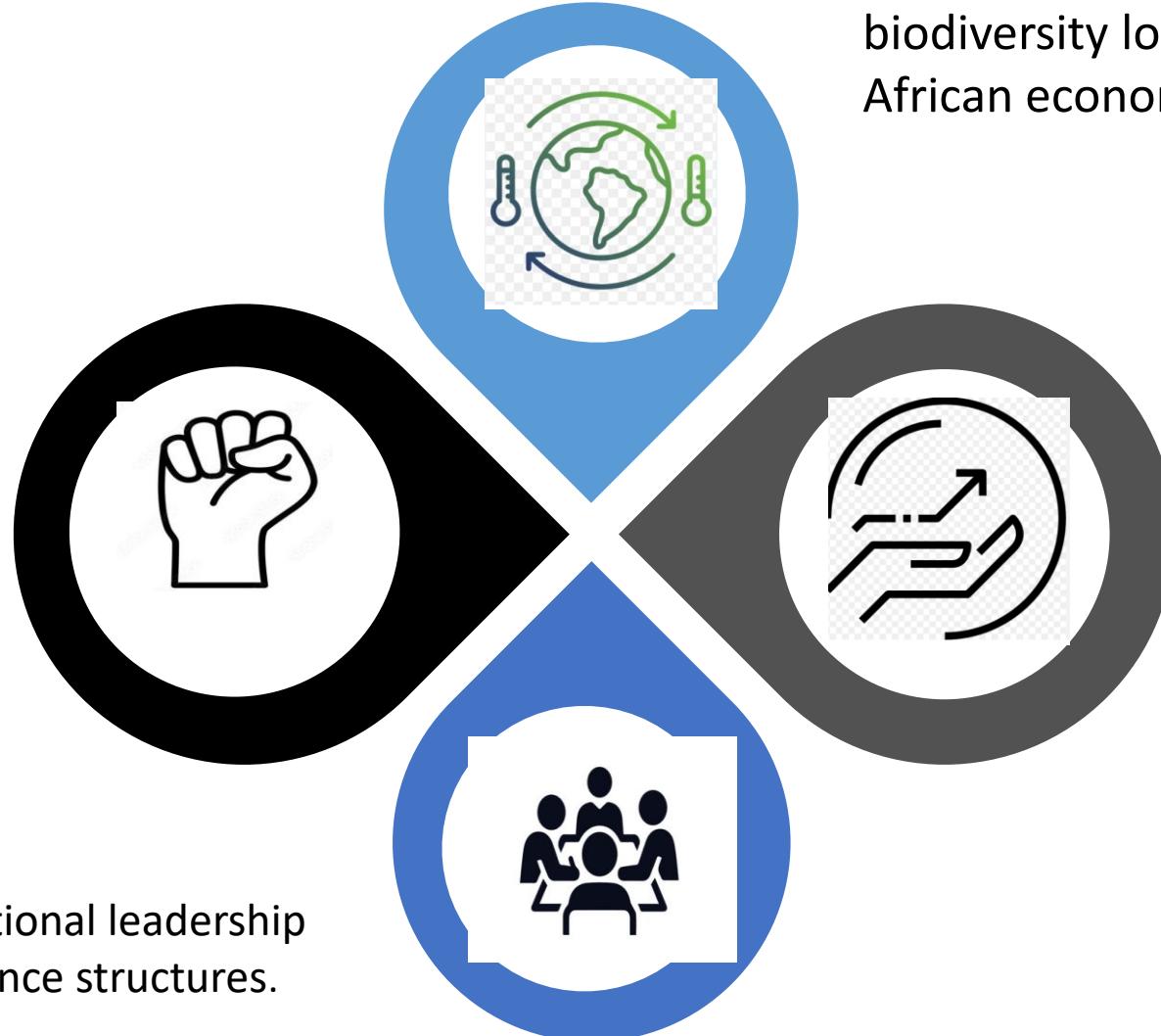
Ogoni Movement Against Shell (Nigeria)

Shell settlement with Ogoni people stops short of full justice
John Vidal



Shell's decision to settle out of court with a group of Ogoni people rather than take them on in New York means a measure of justice has come to the

Influence of traditional leadership and local governance structures.



Impact of climate change, biodiversity loss, and social justice on African economies



The Nature Conservancy

<https://www.nature.org/en-us/africa/stories-in-africa>

Nature-Based Solutions Are Protecting Cape Town's Water ...

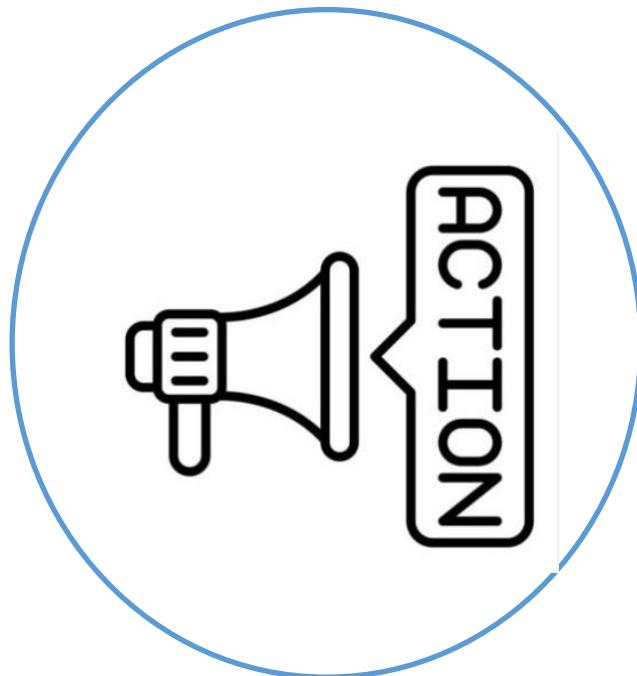
3 Nov 2023 — In early 2018, the name Cape Town became synonymous with water scarcity after a three-year drought drew the city dangerously close to "Day ...

Businesses driving inclusive growth and systemic change

Example of the success of



Some reflectionsWhere do we go from here to Shape the Future Together



Own It and Move Fast:

Businesses must proactively adapt to evolving expectations

Collaborate for Impact:

Engage with regulators and civil society to co-create solutions

Take Lead:

Embrace ESG principles for long-term sustainability and positive impact

Act with Integrity: Do what is right

Commit to ethical leadership and responsible business practices



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2.8 Afternoon Syndicate

Reflection

Syndicate Groups

GROUP 1	GROUP 2	GROUP 3
Faculty: Malcolm Gray	Faculty: Patricia Dwyer	Faculty: Stef Raubenheimer
Adrienne Francesca , Sustainability Manager Raffles Group, Seychelles	Dr. Akinwale Aboyade , Acting Regional Head for Africa, Global Energy Alliance for People and Planet, South Africa/UK	Prof Barend Erasmus Dean, Faculty of Natural & Agricultural Sciences, University of Pretoria, South Africa
William Nyaoke , Regional Director, East Africa, Norfund, Kenya	Mimi Mavuti , Head of Business Communication & Sustainability, BAT Sub-Saharan Africa Area, South Africa	Yvonne Namukonda , Director of Finance, Tanzania Institute of Bankers Tanzania
Abiola Oshunniyi , Chief Responsibility Officer, ParallelPoint Consult, Nigeria	Carol Misiko , Group Sustainability, Risk & Compliance Executive, Old Mutual, Kenya	Antje Hargarter , Head of School, Studio Education, South Africa
Saad Banzi , Registrar, Tanzania Institute of Bankers, Tanzania	Sandy Okoth , Technical Specialist, Green Capital Markets, FSD Africa Kenya	Damane Hlalele , Director Planning and Advisory Business, ARUP South Africa
Pauline Abiola-Oshunniyi , DiBadili Institute, Executive Director, Kenya	Bezait Amare Teklemariam , Sustainability/ESG professional, Ethiopia	Thabisile Phumo , Executive Vice President Stakeholder Relations, Sibanye- Stillwater, South Africa



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2.9 Fireside Chat - Innovation and Technology for business in Africa, enabler/disruptor or inhibitor– what needs to shift?

Dr. Vincent Ongutu
Vice Chancellor, Strathmore University



2.9 Fireside Chat

**Innovation and Technology for business in Africa,
enabler/disruptor or inhibitor– what needs to shift?**



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