



Webinar: Sustainability Strategy in the Boardroom



Webinar
8 June 2026

Agenda

- 1** 15:00 - 15:05 Introduction and welcome
- 2** 15:05 - 15:15 Mindsets: how boards think about sustainability
- 3** 15:15 - 15:25 The board's responsibility - and how you can speak their language
- 4** 15:25 - 15:35 Integrating sustainability, purpose and financial success
- 5** 15:35 - 15:45 Board competencies
- 6** 15:45 – 16:00 Live audience Q&A (curated via chat)

Panel



Mads Nipper

Mads Nipper has served as CEO of Ørsted, the global renewable energy company, from 2021 to 2025. Previously, he was CEO of Grundfos and spent over two decades at LEGO Group. Today, Mads among others is chair for MacArtney underwater technology and NED in the PwC Global Board. Known for championing sustainability, Nipper takes a prominent voice in the green energy transition.



Jeanette Fangel Løgstrup

Jeanette Fangel Løgstrup is a Danish business leader and sustainability expert with broad experience in ESG, corporate responsibility and board governance. She has held senior roles at Danske Bank and Codan, serves on several boards, and authored the bestselling book *Bæredygtig ledelse - ESG som den nye ABC for ledelser og bestyrelser*.



Andreas Rasche

Andreas Rasche is a Professor of Business in Society at Copenhagen Business School (CBS), where he also serves as Associate Dean. His research focuses on corporate sustainability, ESG, business ethics, and the UN Global Compact. A prolific author, he has published widely in leading academic journals and regularly advises organizations on responsible business practices.

Mindsets: How boards *think* about sustainability

Which of these 4 mindsets dominates the boardroom?

Boards may approach sustainability as a compliance issue, a business risk, a way to strengthen existing value drivers, or a source of long-term growth.

The key question is not whether all four perspectives exist, but **which one dominates boardroom discussions**, and whether that mindset supports the company’s strategic ambition.

	Sustainability as Risk Management	Sustainability as Value Creation
Board as a Monitor	<p>Compliance Mindset Sustainability discussions focused on compliance with legislation; meeting minimum standards</p>	<p>Traditional Value Mindset ESG issues framed around value creation, but focused on the firm’s established value drivers</p>
Board as a Steward	<p>ESG Risk Mindset ESG issues perceived as critical business risks, reaching beyond legal compliance</p>	<p>ESG Growth Mindset Sustainability seen as an opportunity for long-term value creation, focused on disruption and innovation</p>

Source: Andreas Rasche, Bringing Sustainability into the Boardroom – Structure, Mindset, Competencies (2025)

The board's responsibilities regarding sustainability



Boards must own the sustainability agenda.

Boards have 3 key sustainability responsibilities

Boards must understand how the company contributes to society (its **purpose**);

Boards must know what **stakeholders** expect of the company and Boards must be updated on **sustainability regulation**;

Boards must ensure that the **company culture** supports both its purpose and stakeholder expectations.

All of these areas require embedding sustainability at the top leadership level.

On integrating sustainability, purpose and financial success

Sustainability at the heart – not on the sidelines.

Three lessons from a CEO turned co-chair.



Purpose

“What would the world miss, if your company did not exist?”

Mads Nipper, keynote, Spencer Stuart /WomenCorporateDirectors event, Copenhagen, 2022



Embedding sustainability

“Companies should make sustainability a heart of the business – not something on the side of the it.”

Mads Nipper, UN Global Compact Climate Ambition Accelerator, 2021



The hard trade-offs

“The biggest detriment we can throw ourselves is continuing to invest in loss-generating projects.”

Mads Nipper, WindEurope, 2023



Boards must own the sustainability agenda.

“When I first brought a new CSR and sustainability strategy to a group management team years ago, the response I got was ‘show me the money.’

Back then, sustainability was considered nice enough, but not a necessity.”

Interview with Akademikerbladet, October 2022

Board competencies

Board still have an ESG expertise gap – but they’re improving

Only **1%**

of boards plan to add sustainability skills¹



43%

of 1,188 Fortune 100 board directors were found to possess relevant ESG credentials¹

Boards are the single most decisive governance body for embedding sustainability into corporate strategy, yet the vast majority of directors lack the environmental, social, and governance expertise needed to fulfill that oversight role credibly. This competency deficit can push boards to treat ESG as a regulatory box-ticking exercise rather than as a source of strategic value, risk management, and long-term resilience.

¹WPwC, 2025 Annual Corporate Directors Survey

²Whelan, Tensie, “Boards Still Have an ESG Expertise Gap — But They’re Improving”, Harvard Business Review, April 18, 2024

Questions or comments?

Thank you for your attendance