GETTING YOUR BOARD ON BOARD

2025

A CALL TO ACTION FOR BOARDS TO LEAD WITH PURPOSE AND STEWARDSHIP

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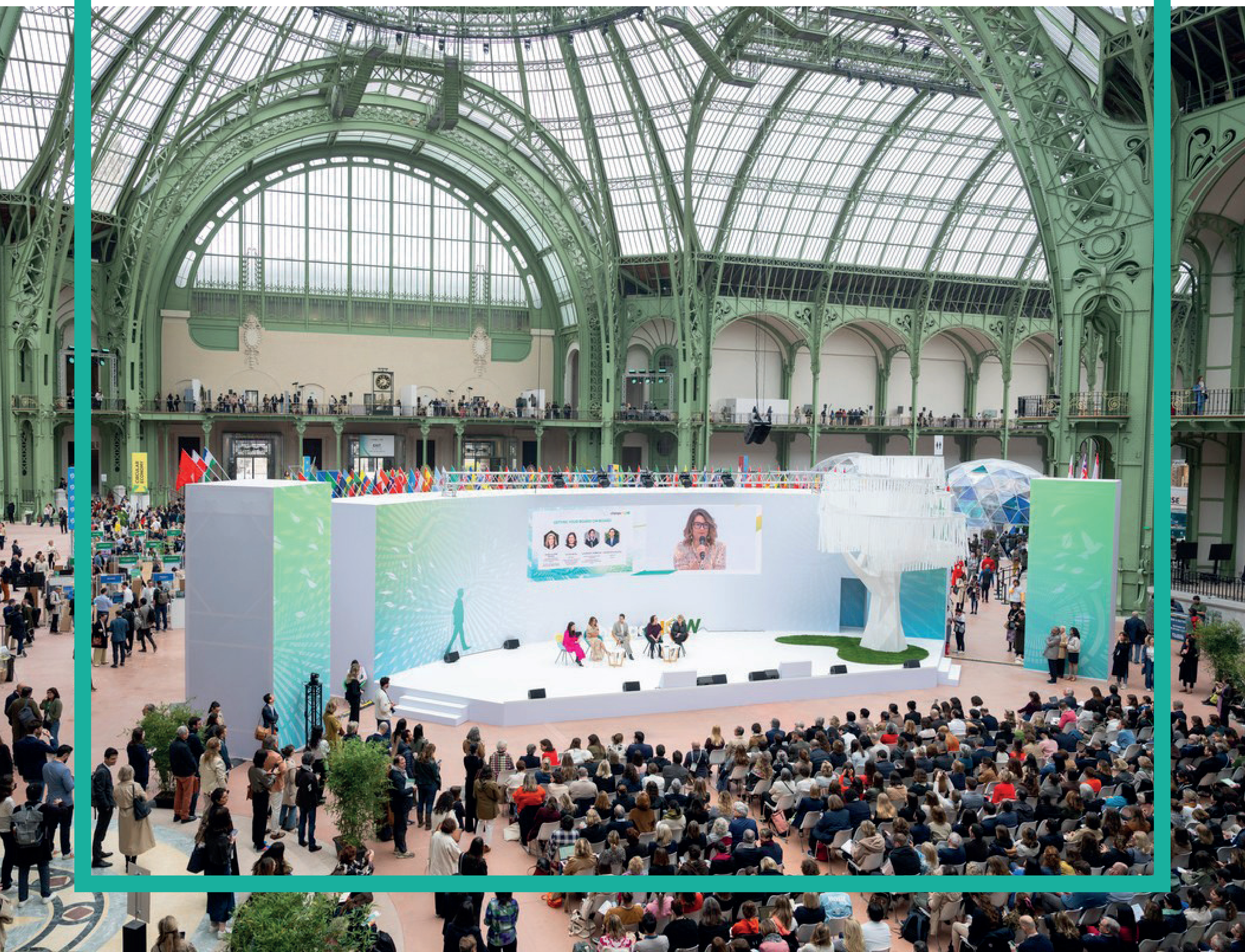

FOREWORD

Amid complex global challenges, as trust in traditional institutions wanes and environmental, social, and governance (ESG) crises escalate, businesses are increasingly viewed as vital actors capable of addressing societal challenges (Edelman Trust Barometer (2025).

With ESG emerging as a central criterion for investors to assess corporate leadership and ethical practices, and as the European Union seems best placed to spearhead corporate responsibility innovation in the coming months, Boards have a vital role to play.

Boards hold the keys to shaping the way businesses operate today, and the way they will operate tomorrow. *It is time for them to look beyond short-term pressures to shape long-term strategies, earn trust through action, and help business become a force for positive change.*

Bravery in the boardroom today is not about resisting change—it's about realizing that sustainability is no longer a trade-off, but a source of strategic advantage. Leading with courage means aligning long-term value with the resilience of our economies, societies, and ecosystems."

KEVIN TAYEBALY
Co-Founder of ChangeNOW

We are past the era of pledges and promises. In a world shaken by turbulence, business has become the most trusted force for change. And it all starts in the boardroom. Boards are no longer observers, they are catalysts of transformation. The time to lead is now! »

ISABELLE GROSMAITRE,
Founder and CEO, Goodness & Co

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INTRODUCTION

A new mandate for business stewardship

PRESSURE POINTS: WHAT THE DATA TELLS US

Purpose pays off

- **64% of consumers rank** sustainability among their top 3 purchasing considerations. (Simon-Kucher, 2024)
- **88% of consumers** show increased loyalty to businesses that advocate for social or environmental issues (Key ESG, 2024)

Capital is paying attention

- **88% of institutional investors** have increased their use of ESG information in investment decisions. (EY Global Institutional Investor Survey, 2024)
- **92% of investors** express concern that ESG initiatives may negatively impact short-term corporate performance. (EY Global Institutional Investor Survey, 2024)
- **85% of investors believe greenwashing is a growing problem,** highlighting concerns over the credibility of ESG disclosures (ESG Today, Dec. 2024)
- In 2024, US global ESG funds experienced a record $20 billion in outflows following political attacks on ESG initiatives, while Europe's funds experienced $37.3 billion in inflows, and China $818 billion. (Bloomberg, 2025)

An expertise shortfall at the top

- **70% of Board directors say their Board is only moderately or not at all effective at integrating ESG into company strategy and governance** — due to a lack of knowledge, data, and expertise. (BCG-INSEAD Board ESG Pulse Check, March 2022)
- Only 28% of executives feel their Boards are armed with the right combination of skills and expertise for today's business environment. (PwC, 2024) *Business environment not solely related to ESG.

A global shift in ESG regulation

As scrutiny over corporate sustainability intensifies, regulators are stepping in to standardize and enforce transparency. In Europe, the Regulation on the Transparency and Integrity of ESG Rating Activities—formally adopted in April 2024 and set to take effect by late 2025—marks a major milestone in the EU's Sustainable Finance Strategy. It aims to bring greater clarity and credibility to ESG ratings, with direct implications for institutional investors, asset managers, and large corporations across the continent.

Meanwhile, in the United States, the Securities and Exchange Commission (SEC) finalized its long-awaited climate disclosure rules in March 2024. These rules will require thousands of U.S. companies to report their greenhouse gas emissions, climate-related financial risks, and in some cases, Scope 3 emissions. While facing political pushback, the move signals growing regulatory momentum and raises the bar for transparency and Board-level accountability on both sides of the Atlantic.

ESG is no longer viewed as separate from business strategy—it is now recognized as fundamental to financial performance and corporate resilience. With investor expectations and global regulations rapidly evolving, Boards are increasingly expected to address systemic issues like climate change, inequality, and human rights, recognizing that corporations wield significant influence over social and economic well-being.

Integrating ESG into corporate governance is not just about mitigating risks; it is about unlocking opportunities in sustainable finance, business innovation, and long-term value creation. Companies with robust ESG strategies are better equipped to attract top talent, sustain consumer trust, and navigate market shifts—especially in industries undergoing sustainability-driven transformation.

And no matter how much societies awake on environmental issues, the reins of businesses and their impacts are still held by a few individuals able, or not, to lead us towards better futures.

Overcoming today's challenges demands that Boards evolve their mindset, strengthen ESG capabilities, and establish accountable governance. This means shifting from short-termism to holistic stakeholder value creation, building strategic foresight leveraging the power of AI, and reappraising inclusive, transparent governance structures. By doing so, Boards can drive sustainable business success that is both financially resilient and socially responsible.

BOARDS FOR CHANGE at CHANGENOW 2025

The half-day program was specifically designed to get Boards on board with driving the transformation of business models to meet today's environmental, social, and governance challenges. Built on the conviction that the time for pledges is over and the next decade demands bold action, the program equips directors with the mindset, tools, and peer network they need to embed impact at the heart of strategy and governance.

In 2025 and for its 3rd edition, the Boards for Change program brought among 300 international Board leaders together to discuss current trends and challenges, explore the best practices among Boards of directors in terms of sustainable development and chart pathways toward future-fit business.

This paper outlines these emerging ESG governance imperatives, capturing insights from Board dialogues, expert panels, and leading practitioners.

Draw inspiration regarding the role Boards should play in the transformation process. Gain insights into how Boards can actively reconcile business and ESG performance, highlighting the imperative for governance evolution.

THE BOARD'S TRANSFORMATION AGENDA

Five enablers of purpose-driven leadership

Boards today stand at a defining crossroads. As the world calls for more responsible, inclusive, and forward-thinking business, governance is expected to rise to meet this moment—not with incremental change, but with bold, systemic transformation. The opportunity? To move from passive oversight to active leadership. From box-ticking to value creation. From reaction to regeneration.

These five levers, drawn from the insights and voices shared at this ChangeNOW 2025, offer a path ahead for Board members ready to lead with purpose—and to help business become a true force for good.

1. Evolving Board composition and mindset

What is at stake

Many Boards operate today with a legacy mindset rooted in short-term financial performance, risk aversion, and political neutrality. This traditional approach often underestimates the scale and urgency of today's systemic crises—climate breakdown, widening inequality, biodiversity collapse—and the level of leadership courage required to address them. And while regulatory pressure, investor scrutiny, and public expectations are all intensifying, internal inertia within boardrooms remains strong. In many organizations, sustainability is still perceived as a reputational risk or a politically sensitive topic—something to cautiously manage rather than strategically embrace. This hesitancy limits Boards' capacity to meaningfully engage with long-term societal challenges.

This is compounded by **a persistent disconnect in Board composition.** Many Boards lack the diversity of skills, perspectives, and lived experience required to govern effectively in today's fast-changing world. As Robert G. Eccles, Mary Johnstone-Louis, and Colin Mayer observe, "Most directors are male, white, and from a similar background, and many are retired executives who came of age professionally at a time when the link between ESG factors and corporate performance was not clearly understood" (Harvard Business Review, September–October 2020).

Without ESG fluency and cognitive diversity—including voices from science, civil society, and younger generations—Boards risk reinforcing blind spots, falling into groupthink, and missing emerging risks and opportunities.

Additionally, in today's increasingly polarized landscape, ESG has become **a major flashpoint for ideological conflict**—especially in markets like the U.S., where political backlash against "woke capitalism" has intensified. In 2025, this tension continues to fuel reputational risk and internal hesitancy. Many Boards, wary of public scrutiny and shareholder resistance, retreat from bold action. As a result, ESG commitments are often diluted or deferred, undermining both their transformative potential and the organization's credibility. And research confirms that "political polarization among directors negatively affects corporate Board effectiveness by reducing forced CEO turnover-performance sensitivity" (Hoang, Ngo & Zhang, Journal of Corporate Finance, April 2025).

At the root of this impasse lies a deeper challenge: **many boards have yet to fully grasp or articulate the company's purpose beyond shareholder value.** As Eccles, Johnstone-Louis, and Mayer argue in Harvard Business Review, a Board's most important role is to define and uphold a purpose that guides corporate strategy in service of the long-term health of society and the planet. Without that anchor, ESG becomes performative rather than transformative.

Without a shift in composition and mindset, even the best frameworks and data cannot drive meaningful progress. Boards risk becoming a drag on transformation—when they could be the very force that accelerates it.

The way forward

Boards that want to remain relevant and resilient need to evolve their mindset—from short-term oversight to long-term stewardship. **This shift is not just philosophical; it's strategic.** Today, sustainable value creation requires a broader lens—one that considers financial performance alongside social and environmental impact and embraces complexity rather than avoiding it.

This evolution begins with a fundamental reframing of theB's role: not merely to protect shareholder value, but to **uphold and activate the company's purpose**—its reason for being in the world beyond profit.

Purpose must become the Board's true north—guiding decisions in the face of uncertainty and change, anchoring the organization in long-term value for all stakeholders, and serving as a bulwark against short-termism and ideological distraction. The Board is here to ensure your company keeps its purpose alive—to safeguard its long-term relevance, stability, and the trust it holds with all stakeholders. But purpose should also be made actionable—reflected in clear commitments, measurable progress, and strong alignment between strategy, investment decisions, and how value is truly created.

> *Boards provide stability—but stability should never mean complacency. We need governance frameworks that are robust yet agile, supporting performance, resilience, and sustainability. Directors must dare to be ambitious—defining clear policies while remaining open to diverse perspectives. This cross-fertilization of ideas is what helps Boards address complex challenges and ensure long-term viability."*

CÉLINE FORNARO, Deputy Head of APE (Agence des participations de l'Etat – French Governments Shareholding Agency), Board Member of Air France-KLM, ENGIE, Safran and Orange – ChangeNOW 2025

To lead with purpose, governance can make space for curiosity, challenge, and foresight—through structured scenario planning, open dialogue, systems thinking, and future-back strategy. **Boards are called to act as stewards of transformation, not just guardians of continuity.**

It's not just about what we do—it's about how we lead. Boards must create the conditions that enable leadership aligned with sustainable transformation. Performance still matters, but lasting success depends on aligning profit with responsibility. It's about ensuring the company not only performs today—but endures tomorrow."

SYLVIE NICOL, Executive Vice President Human Resources, Infrastructure and Sustainability, Henkel – ChangeNOW 2025

Crucially, this transformation depends on **who is in the room.** Boards benefit from actively seeking diverse profiles, lived experiences, and independent perspectives. This goes beyond demographic representation to include environmental and social expertise, fostering what Marie-Claire Daveu of Kering calls a kind of "biodiversity" within the boardroom. By embracing cognitive and interdisciplinary diversity—from climate science to ethics, civil society to next-generation voices—Boards can cultivate collective intelligence, systemic thinking, and a matrix approach to navigate today's complex challenges. Such diversity is essential to unlock innovation, surface blind spots, and build legitimacy.

Culture matters too. Forward-looking Boards cultivate psychological safety and intellectual openness, where questioning is welcomed and dissent is viewed as a strategic asset. They prioritize learning over certainty, principle over performance optics. And in an era of polarization, they remain grounded not in headlines—but in purpose and long-term trust.

Boards that embrace this mindset shift won't just adapt to the future—**they'll help shape it.**

Compliance and performance both matter—but so does behavior in the boardroom. Good governance requires more than diversity; it demands the courage to speak up, challenge, and contribute from conviction. The chair's role is essential: to foster open dialogue and help the Board function as a true collective. When Boards are misaligned, companies falter. When they are courageous and united, better decisions follow."

DENIS TERRIEN, Chair IFA (Institut Français des Administrateurs – French Board Members Institute) – ChangeNOW 2025

2. Shifting from compliance to competitiveness

The challenge

Despite rising expectations from regulators and stakeholders, ESG remains trapped in a compliance mindset in many boardrooms. Too often, sustainability is treated as a reporting obligation or reputational safeguard—confined to risk disclosures, CSR checklists, or legal frameworks—rather than as a strategic lever for innovation, growth, and resilience.

This mindset is reinforced by shareholder pressure for short-term returns, which continues to overshadow the long-term vision required for climate resilience, social equity, and sustainable innovation. As financial analyst Stacey L. Morin put it, *"short-term thinking undermines corporate growth and sustainable value creation."* A recent study published in Financial Markets, Institutions and Risks (February 2025) further warns that this obsession with immediate performance distorts strategic decision-making and erodes long-term value creation.

When ESG is viewed primarily through a lens of compliance, its transformative potential is missed. Companies may fulfill disclosure requirements yet fail to align sustainability with strategy, investment, or product development—missing opportunities to future-proof their business in a rapidly evolving market.

Meanwhile, **companies that lead with integrated, forward-looking ESG strategies are already seeing the benefits:** better capital access, stronger customer loyalty, faster adaptation to regulation, and increased competitive relevance. The divide between compliance-focused and future-focused governance is rapidly becoming a defining factor of performance.

The way forward

Boards are invited to reframe ESG not as a regulatory burden but as **a strategic enabler of long-term competitiveness.** This requires moving beyond tick-box reporting to fully embedding environmental and social performance in the company's value creation model. When seen through the lens of innovation, risk management, and stakeholder trust, sustainability becomes a driver of growth—not a constraint.

> *Many companies continue to view sustainability primarily as a compliance exercise, rather than a lever for value creation. In an environment where growth remains a key priority, the real challenge is translating sustainability into measurable, performance-driven outcomes. Boards should ensure they have a robust, forward-looking strategy, and that executive teams are equipped with reliable data and credible scenario planning to navigate uncertainty."*
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> **PATRICIA TORRES LEANDRO,** Global Head of Sustainable Finance Solutions, Bloomberg – ChangeNOW 2025

To lead this shift, Boards should ensure ESG is tightly connected to the company's core strategy and market positioning:

- Align sustainability with executive incentives and KPIs,
- Integrate environmental and social factors into product development, capital allocation, and investment decisions,
- Use ESG data as a source of strategic foresight—not just compliance.

By doing so, Boards unlock new sources of competitive advantage: enhanced innovation, improved access to capital, greater resilience, and deeper stakeholder loyalty. This is how ESG transitions from the margins of governance to the heart of strategic decision-making—and how companies secure their relevance in a future shaped by both performance and purpose.

3. Strengthening ESG competencies

The challenge

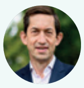
In a rapidly shifting regulatory, environmental, and geopolitical landscape, too many Boards remain **underprepare**d to effectively oversee sustainability-related risks and opportunities. Despite growing recognition of ESG's strategic importance, **competency gaps persist at the highest levels of governance.**

According to INSEAD (2025), **85% of Board members** acknowledge they need to significantly improve their knowledge of climate-related issues—yet structured learning is often absent. Many Boards are hindered by outdated governance models, low exposure to ESG-critical domains (such as biodiversity, human rights, or just transition), and a lack of familiarity with the evolving regulatory landscape. Ideological polarization can further fuel hesitancy, reducing ESG oversight to cautious, surface-level engagement.

This lack of fluency has consequences: when Boards cannot meaningfully interrogate sustainability data, assess emerging risks, or connect ESG to core strategy, they default to delegation—or inaction. In doing so, they limit their organization's ability to lead, innovate, and build long-term resilience.

> *Fundamentally, boards must focus on choosing the right leadership, from the CEO to the senior team, who can truly navigate these turbulent times and bring crucial topics to the forefront. The knowledge required is changing incredibly fast, covering issues like AI and sustainability; boards need to deeply understand these and ensure they are central to executive discussions in a grounded way. This necessitates essential training, moving boards beyond mere compliance towards seeing these topics as sources of competitiveness. It's about equipping board members with actionable approaches and preparing them to navigate the complex dilemmas they will inevitably face."*



FRANCISCO VELOSO,
Dean of INSEAD – ChangeNOW 2025

The way forward

Boards should treat **ESG literacy as a strategic capability,** not a compliance necessity. Competency building needs to become a continuous priority—not a one-off training. This means embedding **structured learning journeys** that include deep dives into material topics, regulatory frameworks, and stakeholder expectations, as well as **immersive experiences** such as site visits, peer exchanges, and scenario planning exercises.

Peer learning is particularly powerful: studying how other Boards navigate complexity—through case studies or cross-sector dialogue—can unlock practical insight and foster a culture of shared accountability. Technology also has a critical role to play. AI and advanced analytics can support better decision-making by helping Boards identify weak signals, generate predictive insights, and visualize future scenarios—especially when paired with clear ESG metrics and impact dashboards.

Boards should also consider inviting **external advisors, scientific experts, or next-generation voices** into the room—whether formally or through dedicated learning sessions—to broaden perspective and sharpen foresight.

"Training must go beyond the boardroom—combining insights from external experts with on-the-ground learning from internal teams, especially on issues like supply chain resilience. The chair plays a crucial role in fostering a culture where Board members feel empowered to speak up, challenge assumptions, and embrace a collective approach. And above all, transparency between the Board and the executive team is key—not just for compliance, but to build trust. And trust is the most important asset we have—and the hardest to earn."

MARIE-CLAIRE DAVEU, Chief Sustainability and Institutional Affairs Officer at Kering; Board Member at Groupe Crédit Agricole and ENGIE – ChangeNOW 2025

Building ESG competency isn't just about responding to risk. It's about equipping Boards with the knowledge, context, and confidence to see sustainability as a driver of innovation, relevance, and value creation.

And technical fluency is only part of the equation. Driving change also demands emotional intelligence, clarity of purpose, and the ability to connect with others—even in the face of disagreement or uncertainty.

If we are serious about the board owning Sustainability, then slotting it into compliance, risk and performance metrics is not going to get us there. These are important, but real change lies in the ability to navigate tensions, connect with others on a human level, especially if they disagree with us, and lead and inspire with principle."

KARINA LITVACK, Ambassador & Founding Chairman, Climate Governance Initiative, Non-Executive Director, Terna S.p.A – ChangeNOW 2025

4. Enabling effective governance mechanisms

The challenge

Even as ESG rises up the corporate agenda, **Board-level governance mechanisms often lag behind.** In many companies, sustainability remains peripheral to formal structures—with unclear ownership, fragmented reporting lines, and limited integration into key committees. ESG may appear on the agenda, but it is rarely embedded in how decisions are made or followed through.

This lack of structural integration undermines strategic alignment, weakens accountability, and slows progress. ESG responsibilities are frequently siloed—assigned to risk, legal, or communications functions—severing them from core value creation and long-term planning. As a result, ambition exists on paper, but execution remains patchy and reactive.

Stakeholder engagement suffers as well. Too often, Boards rely on ad hoc outreach or reputationally motivated dialogue, rather than building formal channels to consistently engage with employees, civil society, local communities, and future generations. Without these mechanisms, Boards miss weak signals, lose trust, and limit their ability to innovate. In the absence of consistent and inclusive governance, **ESG efforts risk becoming superficial.**

The way forward

To move from intention to impact, Boards should **build governance mechanisms that integrate ESG into the fabric of decision-making.** This means going beyond symbolic gestures to create dedicated, cross-functional structures—such as sustainability committees, mission Boards, or stakeholder advisory councils—that report directly to the Board and surface material risks, opportunities, and stakeholder insights.

> *A well-functioning Board acts as a critical friend to management—offering both support and challenge on the right issues. Its role is to keep the compass steady on strategy, especially in turbulent times."*
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> **LAURENCE DEBROUX,** Board Member Novo Nordisk, HEC, Randstad, Kite Insights, Mérieux – ChangeNOW 2025

Boards are also expected to hold themselves—and each individual director—**explicitly accountable for sustainability oversight.** ESG responsibilities should be written into Board mandates, committee charters, performance evaluations, and even succession planning. When ESG becomes part of how directors are assessed and selected, it moves from the sidelines to the center of governance. And these mechanisms provide more than structure—**they create strategic coherence.** They clarify roles, ensure ESG is addressed in all relevant Board decisions, and help leadership teams stay aligned and empowered to act.

Equally important is shifting from performative consultation to proactive, sustained stakeholder engagement with a broad set of stakeholders—including employees, customers, NGOs, and local communities. Effective ESG governance requires a more collaborative posture and allow for structured stakeholder input—through listening forums, external panels, or thematic dialogues—to strengthen legitimacy, deepen foresight, and avoid insular decision-making.

The role of Boards is pivotal in identifying and prioritizing among the interests of stakeholder groups. One of their key responsibilities is to help executives navigate trade-offs between sustainability and shareholder value creation. Boards must clearly communicate the business case for sustainability initiatives in their engagement with shareholders and they can leverage mechanisms like 'Say on Climate' to secure a clear mandate for action."

THOMAS KEUSCH,
Assistant Professor in Accounting and Control at INSEAD – ChangeNOW 2025

Governance needs to remain adaptive. As regulations, risks, and stakeholder expectations evolve, so too should the structures that guide oversight. Boards are encouraged to regularly review and evolve their governance setup to ensure it is future-fit, agile, and aligned with their sustainability ambition. ESG can no longer be treated as a once-a-year agenda item. Instead, Boards are expected to adopt a continuous oversight model—embedding sustainability into every strategic discussion, investment decision, and risk scenario.

The goal isn't governance for governance's sake. It's to create the conditions for ESG to become truly strategic—anchored in the Board's core mandate: delivering long-term value for business, society, and the planet

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5. Leveraging AI & Technology for ESG transformation

The challenge

In 2025, the speed of disruption has outpaced many Boards' ability to anticipate and respond. While AI, advanced analytics, and scenario modeling have matured dramatically, too many Boards still see them as tools—rather than as core instruments of strategic foresight and ESG governance. As a result, directors are navigating volatility with outdated dashboards, backward-looking metrics, and fragmented data. This limits their capacity to identify emerging risks, understand cross-system dynamics, or seize sustainability-driven innovation opportunities.

Boards often overlook emerging risks because they're harder to measure—but that's exactly where their focus is most needed. The real challenge is preparing for the unpredictable. Agility in decision-making will define the companies that endure."

CLARA GAYMARD, Co-founder of RAISE, Board Member of Groupe Bouygues and LVMH – ChangeNOW 2025

This is more than a visibility gap—it's a credibility risk. In a world shaped by climate shocks, polarized markets, AI-generated misinformation, and rapidly shifting regulation (such as the EU's upcoming AI Act), the inability to harness digital tools at the Board level has become a strategic liability. And Boards that overlook the strategic role of digital tools risk falling behind—not just in performance, but in transparency, trust, and legitimacy.

In 2025, explaining decisions is no longer enough; Boards be able to **evidence** them—grounding choices in science, data, and measurable impact. Without this foundation, ESG risks becoming performative, and the Board's contribution to long-term value creation increasingly difficult to justify.

> *Too many leaders still treat sustainability as a 'nice to have.' But the science is unequivocal. Boards can no longer afford to act from a place of fantasy — they must act from a place of legacy. That means educating themselves on the realities we face, responding to the data with urgency, and asking the deeper question: what are we truly leaving to the next generations?"*
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> **CLOVER HOGAN,**
> Climate Activist and founder Force of Nature – ChangeNOW 2025

The way forward

It is time for Boards to embrace AI and digital technologies as core enablers of effective governance—not just for efficiency, but as powerful tools for strategic insight, impact measurement, and informed decision-making. When used thoughtfully, AI can help simplify complexity, reveal contextual connections, and surface anomalies. More importantly, it can strengthen Board curiosity and the quality of the questions directors ask—**critical capabilities for navigating uncertainty and driving sustainability goals.**

When thoughtfully deployed, digital tools can help Boards:

- Detect emerging risks and weak signals in real time
- Run future-facing scenarios and test strategic resilience
- Measure ESG performance with greater depth and granularity
- Visualize trade-offs and long-term value creation across stakeholders
- Support transparent, decision-useful disclosures rooted in science

Technology also enables Boards to close the gap between **intention and impact**—by linking their sustainability commitments to verifiable data, scientific thresholds, and dynamic KPIs. But tools alone are not enough. Boards must pair them with ethical judgment, systems thinking, and a clear understanding of their purpose. They should also invest in their own **digital and scientific fluency**—through structured learning, external expertise, and regular exposure to emerging technologies and data ethics.

The future of ESG governance will belong to Boards that govern with insight—grounded in data, guided by science, and driven by purpose.

CONCLUSION

Reclaiming the future through courageous governance

This is not a crisis—it's a profound transformation, the biggest shift since the 1930s. Geopolitical upheaval, shifting norms, accelerating climate disruption—what seemed impossible yesterday is happening today. And yet, we're still debating whether sustainability is optional. It's not. The science is clear. The question now is: do we lead, or do we fall behind?

Boards must stop operating in CSR mode. Writing sustainability reports that are 'less bad' is not enough. We need a mindset shift—from minimizing harm to maximizing good. Regenerative thinking. Restorative action.

If you think your Board is moving fast enough, it probably isn't. This is your wake-up call."

PAUL POLMAN,
Business leader, investor, philanthropist – ChangeNOW 2025

In a world marked by uncertainty and a growing erosion of trust, Boards are no longer peripheral—they are **central to the future of business and society.** ESG is not a reporting trend or a risk silo. It is a transformative force. And it demands a new kind of governance: one that is inclusive, intelligent, and deeply intentional.

The conversations at **ChangeNOW 2025** revealed one urgent truth: Boards need to evolve from **guardians of legacy to architects of tomorrow.** This means aligning governance with long-term purpose, embedding sustainability into every strategic choice, and unlocking the full power of technology and collective intelligence.

To board members across industries and regions:

The time for incremental change is over. Step fully into your leadership role—not as overseers, but as architects of a resilient, regenerative future.

Make purpose your anchor. Embed sustainability into every decision. Build fluency in the data, technologies, and societal shifts reshaping your business.

Champion courage over caution. Redesign incentives. Make room for dissent. And above all—govern for the world you want to leave behind.

Because the future will not be shaped by those who wait—but by those with the courage to lead when it matters most.

About ChangeNOW

ChangeNOW is an independent initiative created in 2017 in the aftermath of the COP 21, whose mission is to accelerate the change needed to solve the greatest environmental and social challenges of our time.

Every year, ChangeNOW organizes the largest world expo of solutions for the planet. The summit brings together entrepreneurs, investors, change leaders, policymakers, and the general public from around the world in an inspiring and action-oriented format.

In less than 8 years, ChangeNOW has become the largest event of solutions for the planet, with over 40,000 participants from 140 countries, over 1,000 innovators dedicated to improving our world and 500 speakers.

Additionally, ChangeNOW carries out influential actions aimed at promoting systemic changes in various areas, such as impact-driven recruitment, supporting major educational institutions on ecological and social transition issues, empowering women engaged in the transition, and activating sports as a catalyst for change.

About Goodness & Co

Goodness & Co is a consulting platform for positive transformation. We work alongside business leaders to turn their purpose into a strategic compass, guiding their decision-making and fostering stakeholder engagement. As catalysts for change, we help organizations reinvent themselves for better futures.

THANK YOU

We extend our sincere thanks to all our partners who made Boards for Change 2025 possible: **Kering, INSEAD, Chapter Zero France, Institut Français des Administrateurs (IFA).**

Your expertise, commitment, and collaboration were instrumental in shaping a bold and forward-looking dialogue on the future of governance.