Climate Competency in the Boardroom:

WHAT EFFECTIVE GOVERNANCE DEMANDS IN 2026

Contents

"As Chairs and non-executive directors, our role is to ensure that boards govern well under complexity, not to become subject matter experts in any single issue. Climate considerations are increasingly intertwined with strategic resilience, risk oversight and long-term value creation, and boards must be capable of interrogating these dynamics with judgement and confidence.

This framework helps boards articulate what that capability looks like in practice — not by prescribing outcomes, but by supporting disciplined governance that integrates climate into the core remit of board leadership."

Martin Scicluna,
Chair, J Sainsbury plc

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Foreword

In 2025, Chapter Zero set out to do something genuinely ambitious: to bring together a highly competitive sector — some of the world's leading executive search firms — and unite them around a shared framework for defining non-executive director climate competency.

This initiative has built on the Chapter Zero Search Firm Declaration, which saw 22 leading search firms committing to support the development of boardroom climate capability.

Our aim was to draw on the experience and insight of senior board experts from this sector to explore how the knowledge, skills and mindsets of directors could shape the boardroom cultures capable of leading the net zero transition of our economies and societies.

As transition, uncertainty and systemic change accelerate, expectations of boards are evolving – and governance standards are adapting accordingly. In recent years, a growing body of governance guidance has reinforced this shift. International initiatives, notably the World Economic Forum's *Guiding Principles for Climate and Nature Governance*, have clarified the expectations placed on boards to embed climate and nature into oversight, strategy, risk management and disclosure to strengthen resilience, maintain competitiveness and capture emerging growth opportunities for the companies they serve. As these principles take hold, a related question becomes increasingly important: what capabilities must directors and boards possess to fulfil them effectively? This publication seeks to clarify what climate competency means at board level in a UK context.

Now, in the summer of 2026, we have reached alignment on a framework for NED climate competency that defines what this kind of leadership can mean in practice for individual directors and non-executive directors (NEDs) in a UK context.

Alongside the framework, our accompanying *Checklist* is designed for dual use: as an aide-mémoire for search firms and board advisors when approaching new board mandates; and as a self-scoring tool for individual NEDs.

The United Kingdom is globally recognised for its leadership and expertise in corporate and institutional governance. This framework for director climate competency is a further expression of that tradition – a contribution to leading the way in a world changing faster than any of us can fully anticipate.

Boards and Chapter Zero members form the golden thread connecting our economy, with directors and trustees representing corporations, civil society and government alike. Chapter Zero exists to equip and inspire directors to lead on climate from the boardroom. This framework and checklist set out what we believe that leadership requires.

We are deeply grateful for the collaboration of Spencer Stuart, Heidrick & Struggles, Russell Reynolds Associates, Egon Zehnder, Korn Ferry, Fidelio Partners, Norman Broadbent, Nurole and Teneo. We would also like to thank Professor Andreas Rasche from Copenhagen Business School for bringing valuable academic perspective to the approach. And we extend our thanks to our own board members and Supporting Chairs for their thoughtful review.

Vicky Moffatt
Chief Executive Officer
Chapter Zero

About this publication

The report first sets out why climate sits at the heart of governance and strategic oversight. It then defines NED climate competency and introduces a practical framework structured around knowledge, skills, leadership & mindset for directors to use for their own self-assessments.

This publication provides a shared reference point for boards, individual directors and those who support them, strengthening collective understanding of the knowledge, skills, leadership & mindset required to oversee climate-related risk and opportunity as part of mainstream governance. This has resulted in the climate competency framework summarised opposite, which will be explored in more detail in this publication.

1 Knowledge

of the strategic, economic and regulatory context

An informed understanding of climate science, climate-related policy and regulation, reporting standards, and the wider economic and transition dynamics shaping strategic risk, opportunity and long-term value.

2 Skills

to integrate climate into board decision-making

The ability to apply climate understanding within the relevant sector and business context, integrate climate-related risks and transformation opportunities into strategy, capital allocation and risk oversight, and interrogate assumptions in board decision-making.

3 Leadership & mindset

to steward business transition

Demonstrable understanding of responsible leadership, perhaps evidenced by engagement with learning forums with a strong climate or sustainability component.

This publication is intended for:

- **Boards**, including Chairs and non-executive directors, seeking to strengthen oversight of climate-related issues and opportunities as part of mainstream governance and strategy.
- **Board advisors**, including search firms, evaluators and reviewers, who support board evaluations, assessments and appointments.
- **Individual non-executive directors**, who wish to understand how climate competency contributes to their role and responsibilities.

The report first sets out why climate sits at the heart of strategic governance. It then defines climate competency and introduces a practical framework structured around knowledge, skills, leadership & mindset.

"For a number of years there has been growing discussion about the importance of climate competence for Boards, but limited robust analysis or understanding of what that means. This report strips the question back to what adds value at Boards in practice, setting out what Board climate competence means and, equally important, what it does not."

Dame Ruth Cairnie, DBE,
Chair, Babcock International Group plc;
Senior Independent Director,
BT Group plc; Non-Executive Director, CBI

Why climate sits at the heart of strategic governance in 2026

Climate and climate-related issues are among the structural forces reshaping the strategic and economic context in which companies operate. They extend beyond reporting requirements, compliance obligations or the management of specific risks. For boards across sectors and geographies, climate has become one of the strategic variables shaping markets, capital allocation, competitive advantage and long-term resilience.

The climate transition is contributing to shifts in cost structures, supply chains, consumer expectations and regulatory environments, and influencing technological development. It also has implications for risk profiles, from physical and operational exposure to transition-related pressures that cut across sectors. Climate-related risk sits within a wider landscape of structural risks, interacting with energy markets, trade patterns, infrastructure resilience and broader geopolitical and economic developments. Inherently, climate and nature sit alongside these other structural forces.

Boards that treat climate as a narrow ESG concern risk underestimating its strategic significance, particularly where it intersects with investment, innovation and business model evolution. Climate brings into focus a long-standing governance tension between short-term performance pressures and long-term value. Directors must exercise judgement where risks may not yet be fully reflected in financial metrics but remain strategically material.

Directors' duties to promote the long-term success of the company increasingly require informed oversight of climate-related risks and opportunities. Strong governance demands that climate considerations are embedded within mainstream board deliberations – in strategy discussions, capital allocation decisions, risk oversight and executive accountability. Where boards lack the confidence or capability to interrogate climate-related assumptions, or to challenge management's preparedness, the quality of oversight is weakened.

Engaging with climate considerations is therefore a question of governance, strategic decision-making and stewardship. In a context of structural change and evolving risk, boards must consider how climate-related developments affect resilience, competitiveness and long-term value.

"Climate is one of a number of structural risks that boards must now engage with alongside technology and geopolitics."

Kit Bingham,
Head of UK Board Practice, Heidrick & Struggles

"Climate transition has implications not only for markets and business models, but for the wider systems within which organisations operate. Its effects extend across supply chains, communities and long-term economic resilience — including increasingly visible impacts on public health.

As these interconnections become clearer, boards must exercise stewardship with a broader perspective, recognising how environmental change influences both enterprise value and human wellbeing. I welcome Chapter Zero's collaboration with Wellcome in exploring the links between climate and health and their implications for board leadership. Building climate competence in this wider context strengthens not only individual board effectiveness, but the resilience of the systems in which our organisations operate."

Richard Gillingwater CBE,
Senior Independent Director at Spirax Group plc and Whitbread plc; Board of Governors at The Wellcome Trust

"If you've sat in a board meeting recently, you'll know that the agenda is already crowded — geopolitics, technological disruption and changing patterns of demand competing for attention. Climate now sits firmly alongside those forces.

The reality is that climate has moved well beyond being an ESG or compliance topic. It is shaping where resilience, growth and competitive advantage will come from.

The boards that are navigating this well aren't treating climate as a separate issue, but as part of how they think about long-term performance. In that sense, climate becomes part of the core remit of governance, integral to how directors discharge their responsibilities in overseeing the long-term success of the business."

Katy Jarratt,
Partner, Board, Sustainability & Climate Strategy, Spencer Stuart

The vital role of individual directors

How effectively this oversight is exercised ultimately depends on the individuals around the board table. Boards act collectively, but governance is exercised through the judgement of individual directors. Strategy is shaped by how directors interpret context, test assumptions and weigh trade-offs. Effective oversight depends on whether directors use their knowledge, skills, experience and mindset to bring clarity and challenge to complex decisions.

Directors are entrusted with promoting long-term success, balancing risk and opportunity, and stewarding the organisation through uncertainty. This requires more than technical competence. It calls for independence of thought, intellectual curiosity and the confidence to engage constructively on difficult issues.

> **Individual directors influence:**
> - **How emerging issues are prioritised;**
> - **How rigorously strategy is interrogated;**
> - **How risk is integrated into board judgement; and**
> - **How clearly long-term value creation is defined and pursued.**

Board culture reflects the cumulative behaviour of its members. Directors who engage deeply with the strategic and economic environment strengthen the board's capacity to steer with foresight.

As expectations of boards rise, attention turns to the capabilities individual directors contribute to the whole. Board composition is not a checklist exercise, but a strategic question about whether the board possesses the judgement, experience and mindset required to fulfil its duties over the long term. From this foundation emerges a more specific question: what capabilities are required to govern effectively in an era of structural change and climate transition?

"Boards are not responsible for creating shareholder value alone. They have wider responsibilities to society and to future generations — in particular, to participate in the battle against climate change.

As part of their approach, boards are inevitably connected to boards of other companies and institutions. So, constructive dialogue with others and shared standards will contribute to the effectiveness of the whole system. Together, companies can build climate competence and this will help to create success."

David Tyler,
Chair, Domestic & General Insurance plc; Chair, PZ Cussons plc

"Accountability for the sustainable success of the company sits with the Board and the Boardroom is where the toughest issues are tackled. This is why climate competence among Board Directors matters.

Climate may not be the most immediate risk or urgent agenda item but a Board neglects climate at its peril. The Board's role is pivotal in overseeing risks today and building resilience and opportunity for tomorrow. Embedding climate into decision-making, horizon-scanning and Board composition is essential. We take the role of Board advisor very seriously both in terms of building climate capability in the Boardroom and also developing the Board's judgement muscle for the climate risks and opportunities ahead."

Gillian Karran-Cumberlege,
Head of Board Advisory, Fidelio Partners

"Ultimately, board effectiveness comes down to the individuals around the table. All board members, from experienced Chairs and Committee Chairs through to first time Non-Executive Directors, play a role in shaping the tone of discussion, the level of challenge and the quality of decisions being made. In areas like climate, where the issues are evolving and often uncertain, that individual contribution becomes even more important. The strongest boards are not relying solely on formal structures or committees, but on directors who are willing to engage, ask the right questions and build their understanding over time.

The difference, in practice, is mindset. The best directors lean into the complexity, they do not wait to become experts, but are curious, informed and prepared to test how the business is thinking about risk, resilience and future growth."

Dominic Schofield,
Chair, Board & CEO Services, EMEA,
Korn Ferry

The importance of defining climate competency

A double materiality view of the climate context is increasingly recognised as a strategic board issue; both the impact of the changing climate on the entity and the impact the entity has on the climate. Strengthening capability at board level therefore depends on a clear understanding of what that means.

The term "climate competency" is increasingly used across governance discussions. It appears in recruitment briefs, skills matrices and investor expectations. Yet it is often interpreted narrowly or inconsistently. In some contexts, it is taken to mean technical knowledge of emissions reporting. In others, it is assumed to refer to sector expertise or sustainability credentials.

Without a clear definition, boards risk treating climate competency either too narrowly to reflect the breadth of board responsibilities, or too vaguely to guide board evaluation, succession planning and director development.

> "The old axiom applies here too: what gets measured gets done. Clear definitions of climate competencies in the boardroom create the basis for alignment, shared understanding, and systematic skills development."
>
> **Sabine Dembkowski,**
> Managing Partner, Better Boards

In the absence of a shared reference point, aggregate board capability cannot be assessed with confidence. Nomination and succession processes can struggle to define what experience is needed, and boards and their advisors may have different reference points. This can result in uneven capability and inconsistent expectations.

Defining climate competency at board level is therefore not an academic exercise, but a governance necessity. A shared reference point enables more disciplined discussion about board composition, development and performance, while allowing emphasis to vary by sector and context.

The framework set out in this publication seeks to contribute to that shared understanding. It articulates climate competency as a combination of knowledge, skills, leadership & mindset that together enable directors and boards to steward long-term value in the context of transition.

> "Expectations of boards have increased significantly in recent years, alongside greater scrutiny of board composition and capability. As board search specialists, we continually review how we assess candidates to ensure our approach reflects evolving stakeholder expectations. Climate competency is still an emerging area. It spans knowledge, judgement and mindset, and links directly to core board capabilities such as strategy and risk oversight. Chapter Zero's framework is a valuable tool in helping assess candidates and define what strong climate capability looks like at board level."
>
> **Louise Angel,**
> Senior Managing Director & Head of Board Practice, Teneo

Defining climate competency

Climate competency at board level refers to the combination of knowledge, strategic capability, leadership judgement and mindset required to oversee climate-related risk and opportunity as part of effective governance.

It encompasses an informed understanding of the scientific, regulatory and economic context shaping climate transition and climate-related developments; the ability to integrate climate and sustainability considerations into strategy, capital allocation and risk oversight; and the disposition to exercise informed challenge, apply sound judgement and act with confidence in the face of long-term uncertainty and structural change.

It is a governance capability that enables directors to shape direction, interrogate assumptions and ensure that climate-related issues are addressed as an integral part of board strategy, oversight and decision-making. It is not confined to technical expertise, nor limited to sustainability oversight; rather, it is a fundamental aspect of effective board governance and stewardship.

The framework opposite translates this definition of climate competency into three core components: knowledge, skills, leadership & mindset.

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to steward business transition

Demonstrable understanding of responsible leadership, perhaps evidenced by engagement with learning forums with a strong climate or sustainability component.

“Directors’ climate competency should not be reduced to just knowledge on climate issues. The critical differentiator is the ability to recognise when and how this knowledge must shape boardroom decisions: across strategy, capital allocation, risk oversight, and performance monitoring.

This is fundamentally a question of judgment and leadership. Effective directors move beyond a compliance-oriented lens and treat climate change as a core business variable: one that introduces material risks but also drives strategic repositioning and value creation.

In practice, climate competency emerges from the integration of knowledge, applied skills, and a forward-looking mindset that embeds climate considerations into the board’s routine decision-making architecture.”

Professor Andreas Rasche,
Professor & Associate Dean,
Copenhagen Business School

PILLAR 1

Knowledge

Knowledge at board level is not about technical expertise or scientific specialism. It is about understanding the strategic, economic and regulatory context within which the company operates, and how transition, climate, nature and sustainability issues are reshaping that context across markets and geographies.

For many boards, expectations in this area have evolved rapidly. Regulatory developments, investor scrutiny, reporting standards and litigation risk have accelerated. At the same time, climate transition dynamics are influencing sector competitiveness, supply chains, capital flows and long-term business framework viability. Where knowledge has not kept pace with this shifting landscape, climate risks may be underestimated, opportunities overlooked, and oversight reduced to disclosure compliance rather than strategic judgement.

The expectation is not that every director becomes a climate and sustainability expert. It is that boards collectively possess sufficient grounding to ask informed questions, interpret management responses, and understand how climate-related developments intersect with strategy, capital allocation and risk oversight. Without that contextual awareness, effective governance becomes materially harder to exercise.

Knowledge

of the strategic, economic and regulatory context

- **Understanding of the scientific foundations of climate change and transition dynamics**
- **Understanding of directors' duties and the evolving climate-related policy, regulatory and reporting landscape relevant to the company and its sector**
- **Understanding of how climate-related risks and opportunities affect strategy, performance, capital allocation and investor or legal exposure**
- **Demonstrates understanding of responsible leadership, perhaps evidenced by engagement with learning forums with a strong climate or sustainability component**

“In recruitment terms, this is not about identifying climate experts and placing them into board roles. As boards grapple with emerging areas such as climate, technology or geopolitical risk, there is often a temptation to prioritise domain expertise, but in practice this is rarely the right solution.

Non-executive directors operate across a broad and complex agenda, and deep expertise in one area cannot come at the expense of overall board effectiveness. What we are increasingly seeing is a shift towards appointing strong generalists with proven business leadership experience, for whom climate forms part of a broader capability set. The expectation is not deep technical expertise, but sufficient understanding to engage meaningfully, ask the right questions and exercise sound judgement in context.

Effective climate oversight ultimately depends on mindset as much as knowledge. The strongest directors are those with the curiosity and discipline to build their understanding over time and test management thinking with confidence.”

Kit Bingham,
Head of UK Board Practice,
Heidrick & Struggles

PILLAR 2

Skills

If knowledge provides context, skills determine how that context is used.

Climate competency at board level is demonstrated not by familiarity with the issues, but by the ability to integrate climate and sustainability considerations into decision-making. This requires directors to interrogate assumptions, challenge management constructively, and ensure that climate-related risks and opportunities are considered alongside financial, operational and strategic priorities.

Effective application also depends on the ability to absorb complex and evolving information, test it against the specific context of the company, and translate it into practical board judgement. Directors who serve across multiple boards can bring valuable comparative insight, interpreting emerging standards and practices across sectors and adapting them thoughtfully rather than by imitation.

Boards are increasingly required to navigate complexity and competing demands. Climate transition dynamics rarely present as isolated topics; they intersect with capital allocation, growth strategy, resilience planning, remuneration, stakeholder engagement and long-term performance. Effective directors are able to recognise these interconnections and embed climate oversight into core governance processes, rather than treating it as a separate agenda item.

Prior exposure to climate-related roles or functions does not automatically equate to board-level competence. What matters is the ability to interpret and apply climate-related developments within the broader strategic, financial and governance context of the business.

These skills translate knowledge into impact. They enable boards to move beyond compliance towards strategic integration, ensuring that climate considerations are reflected in how organisations allocate capital, manage risk and pursue opportunity.

Skills

to integrate climate into board decision-making

Strategy response

- **Uses knowledge of climate risk and resilience to provide effective oversight and challenge on strategy execution and transition progress**
- **Looks beyond risk and compliance to articulate climate transition as a driver of capital allocation and business transformation**
- **Navigates complexity and competing priorities, applying climate understanding to strategic and operational decisions within the company's organisational and sector context**

Embedding and scaling impact

- **Integrates climate oversight, metrics, risks and opportunities into wider board processes, linking purpose, performance and long-term value**
- **Effectively utilises governance levers, including incentives and policy engagement, to influence organisational direction and accelerate transition**
- **Communicates a clear strategic narrative on climate and builds alignment across the organisation**

"The NED skillset required for effective climate oversight builds on core directorial capabilities: taking a long-term view, understanding systemic risk and ensuring the resilience and sustainability of the business model. Climate is not a discrete topic, but one that must be integrated across strategy, operations and capital allocation.

Where it differs is in the level of complexity and lack of precedent. Few NEDs can draw on direct experience of navigating disruption of this scale, which places greater emphasis not just on knowledge, but on judgement and adaptability.

While baseline climate literacy is essential, the critical capabilities are the ability to interrogate how climate risk and opportunity translate into strategy, to embed these considerations into the board agenda and to operate confidently amid ambiguity."

Tanya Gass,
Head of Board Practice,
Norman Broadbent

PILLAR 3

Leadership & mindset

"Egon Zehnder's board advisory work shows that, in an increasingly complex and uncertain environment, effective governance depends on the quality of judgement in the boardroom. Boards that navigate change well treat climate and other emerging risks not as standalone topics, but as integral to strategy, risk and long-term value creation. This elevates the role of individual directors; to bring informed judgement, curiosity and constructive challenge, and to help the board engage confidently with uncertainty rather than defaulting to process."

Natalie Dewhirst,
Consultant, Egon Zehnder

Knowledge and skills create the conditions for effective oversight. Leadership and mindset shape how effectively that oversight is brought to bear in practice.

Climate transition presents boards with strategic choices, trade-offs and uncertainty. It calls for directors who approach these issues with long-term orientation, intellectual curiosity and a willingness to engage constructively in difficult debates. Effective governance in this context depends not only on technical capability, but on judgement, confidence and stewardship.

Depth of engagement matters. Climate competence requires more than headline familiarity; it calls for sustained attention to how emerging risks and opportunities are reflected in strategy, reporting and market signals.

Independent research by Kantar, comprising in-depth interviews with 16 non-executive directors, highlights that knowledge alone is not sufficient. These findings reinforce that while knowledge and skills create the conditions for effective oversight, Leadership and mindset shape how widely and how effectively that oversight is brought to bear in practice. The study re-iterated the importance of boardroom culture alongside the mindset of individual directors in creating the optimal enabling conditions for the transformation.*

Leadership at board level is not limited to internal governance. Many directors serve across multiple boards and sectors, shaping norms, expectations and standards through their other portfolio positions. Climate leadership therefore includes the ability to influence beyond a single boardroom — building alignment, reinforcing standards and maintaining focus on long-term value creation across the governance ecosystem.

This dimension of climate competency is ultimately about stewardship: ensuring that climate-related issues are treated not as peripheral concerns, but as integral to long-term business success.

**Drawing on insights from Chapter Zero's NED Mindset Shift research (2023), developed in partnership with Kantar.*

Leadership & mindset

to steward business transformation

- **Demonstrates a long-term stewardship mindset that goes beyond compliance, providing clear, principled and active leadership on climate and related environment issues**
- **Maintains intellectual curiosity and a commitment to deepening understanding of climate and related environmental issues, including nature and biodiversity**
- **Demonstrates systems thinking and, where appropriate, acts as a 'firestarter' and catalyst for transformation**
- **Builds alignment within and beyond the boardroom, shaping norms and expectations across portfolio roles, and inspiring other leaders through principled example and constructive challenge**

"The mindset of a high-performing Board is inquisitive, forward-looking, willing to change and ready to challenge management. It sees sustainability as a source of differentiation, value creation and operational resilience, not an obligation.

Effective Boards bring an integrated perspective, connecting people, processes and assets to identify the most material sustainability risks and opportunities, and embedding sustainability into the oversight and governance of risk, capital allocation and long-term value creation."

Caroline Turner,
Head of Sector, Board Search, Succession Planning & Advisory,
Nurole

"Boards that integrate climate effectively into governance do not treat it as a standalone sustainability issue. Instead, they embed it into strategy, risk oversight, capital allocation, and growth decisions. The greatest gap we see is rarely a lack of technical knowledge; it is the leadership mindset and confidence to challenge assumptions, connect climate considerations to enterprise value, and ensure the board has the right mix of competencies through thoughtful succession and candidate assessment."

Sarah Galloway,
Global Co-Head of Sustainability,
Russell Reynolds Associates

Strengthening governance through climate competency: A shared responsibility

Strengthening climate competency at board level is not the responsibility of any single actor. It requires alignment across boards, advisors and individual directors. This publication provides a shared reference point, but its impact will depend on how it is used in practice.

> For boards

Boards are ultimately accountable for the capability they bring to oversight. Climate competency should be considered not as a reporting requirement, but as a question of composition, evaluation and succession. The framework set out in this publication can support more disciplined conversations about aggregate capability, skills matrices and board development. It provides a structured way to assess whether climate-related knowledge, skills, leadership & mindset are sufficient to steward long-term value in a changing environment.

> For the board advisor community

This climate competency framework builds on the success of the Chapter Zero Search Firm Charter launched in 2022. Through this partnership, signatory executive search firms committed to challenge themselves and one another to strengthen board-level climate capability.

This framework forms part of a second, more ambitious iteration of this Charter, which will include embedding this climate and sustainability competency framework into assessment criteria wherever possible, adhering to agreed best practice guidelines, and working in partnership with Chapter Zero to further strengthen climate capability in the boardroom.

The willingness of firms and individuals within the sector to engage and collaborate with one another in this way, demonstrates their commitment to lead on this critical topic and the value of convening across an industry sector. As a next step, Chapter Zero looks forward to engaging more widely across the sector to further these commitments, including adoption of this climate competency framework.

> For individual directors

The framework and accompanying *Checklist* also provide a basis for personal reflection and development, inviting directors to consider how their knowledge, skills and leadership approach contribute to effective oversight, both within the boardroom and across their wider portfolio roles.

Strengthening climate competency now is an opportunity to raise the standard of governance in a period of structural change. As expectations evolve, boards that take a deliberate approach to capability will be better positioned to govern and steward for growth, innovation and long-term value. Continued collaboration across the governance ecosystem will be essential in translating this aspiration into established governance practice.

“Sitting on boards today, I see firsthand how deeply climate and nature are shifting our strategy and long-term value. What has been truly inspiring about this project is seeing the UK’s leading search firms put their fierce industry competition aside to collaborate openly. When a highly competitive sector unites like this to lift the bar for board capability, it signals something powerful: building climate competence isn’t a solo mission.

It takes an entire ecosystem. Boards, nomination committees, search consultants, and independent reviewers all have a vital part to play. Keeping this capability at the heart of the boardroom isn’t about ticking boxes; it requires genuine collective effort, continuous focus, and a shared commitment from all of us to lead with real rigor and judgment.”

Susan Hooper,
Senior Independent Director, Naked Wines plc;
Non-Executive Director, Moonpig plc;
Non-Executive Director, Uber UK;
Senior Independent Director, Chapter Zero

Chapter Zero's value proposition

Climate change is no longer a background risk — it is one of the structural forces reshaping markets, investment flows, regulation and long-term business value. For non-executive directors and Chairs, the question is no longer whether to engage with climate, but how to provide climate oversight and governance with confidence and credibility. Chapter Zero exists to answer that question.

Practical tools for the boardroom

We offer practical information for directors to reflect on questions to put to management, and examples of practical application and insights from global peers – all designed to sharpen oversight and stimulate debate. We help to strengthen alignment between ambition and delivery.

A programme constructed around members

Members benefit from climate change roundtables, workshops and conferences, as well as access to briefing materials, toolkits and films. We bring together non-executive directors, Chairs, other senior leaders, regulators, trusted advisors and key experts to learn from and influence each other's perspectives.

Knowledge that builds genuine competency

The Directors' Climate Journey is a self-directed learning experience that takes members through the core topics underpinning the business case for acting on climate, moving from briefings and key takeaways through to deep dives, data and reports. Whether non-executive directors are new to climate governance or looking to sharpen their expertise, Chapter Zero's resources meet them where they are.

A peer community of influence

Chapter Zero is a lively, influential and supportive community of non-executive directors and Chairs – it is a space in which to develop the knowledge and confidence to embed climate targets and transition plans into strategy. A key differentiator is peer to peer engagement. This is what helps non-executive directors and Chairs identify how far their boardrooms have come on climate compared with their peers and helps build confidence.

With thousands of business leaders already members, and a global network spanning over 70 countries through the global body (Chapter Zero Alliance), non-executive directors and Chairs are joining a significant group of leaders who are ready to act on climate.

Chapter Zero's impact

Chapter Zero's purpose is to equip and inspire non-executive directors to lead on climate from the boardroom. During their membership, four in five members have increased their climate awareness, four in five members have improved their climate knowledge and skills, and three in four members are now more confident talking about climate after support from Chapter Zero.

How do we know membership supports senior leaders to have impact?

When climate shows up in capital expenditure decisions, and the pathways and milestones to investment are documented, we know board members and other senior leaders are taking action on climate.

Our members tell us they take information directly from Chapter Zero to their boardrooms, ask better questions in those boardrooms and have clearer climate-related oversight of all boardroom decisions.

Membership of Chapter Zero delivers proof points. Non-executive directors and Chairs can see what's been done and what is possible.

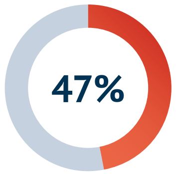
Helping senior leaders imagine a decarbonised future

We ensure that senior leaders not only know about climate science, but they also know what to do about it in their boardrooms.

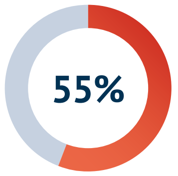
We do this by surfacing case studies based on real board engagement on climate, and by demonstrating the positive effect of that board action on the decarbonisation of individual companies, economies and therefore the global economy.

These case studies also demonstrate that what is good for the planet is also good for business.

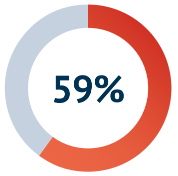
Longer membership and greater engagement with Chapter Zero results in more boardroom action on climate



47% of board directors and Chairs have taken action in the boardroom following their engagement with Chapter Zero



This increases to **55%** when board directors and Chairs have been a member of Chapter Zero longer than two years...



...and **59%** when board directors and Chairs are highly engaged with Chapter Zero

Source: Kantar's Chapter Zero member survey 2025

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chapterzero.org.uk/events

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