

Philippe Joubert

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Champion climate leadership with Philippe as he reveals how boards can embed climate responsibility into governance and strategy, equipping leaders with practical tools to manage risk, unlock opportunities, and turn sustainability into a competitive advantage.



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Risks The Pandora box idea

**Because of the unknow future,
we must not focus on risks and
events to manage but on...**



Resilience is not resistance



Do we need **stronger** or **smarter** solutions?





**Embracing every
dimension of
resilience,
physical and
social**



What do we really want to protect

The purpose of the company **Existential**

The assets **Ecosystem of stakeholders**

The financial **results** of the **company**



Becoming a resilient company

Requires
adaptation, prevention and tradeoffs
efforts at the level of the ecosystem
and serious investment





Accepting some trade-offs

Redundancy vs Lean Operations,
Inventories vs Just in Time,
Reduced Efficiency



Beware of maladaptation



Reinforce the root cause

Displace risk in time or space

Transfer risk to another planetary boundary

Air conditionning

Building sea walls

Sprinkler irrigation





In a multi-crisis world,
**there will not be
resilient companies,
but resilient
ecosystems**