

Re-imagining Leadership in the Environment Sector

Webinar

29 January 2026

Welcome and introductions

- The Why - Esmée Fairbairn Foundation
- The vision that inspires this project

Project Overview

The project was divided into:

Phase 1: Data collection

Phase 2: A co-design process

Phase 3: Building a business model

Phase 4: Testing and refining the model

Phases 1 & 2: Data collection

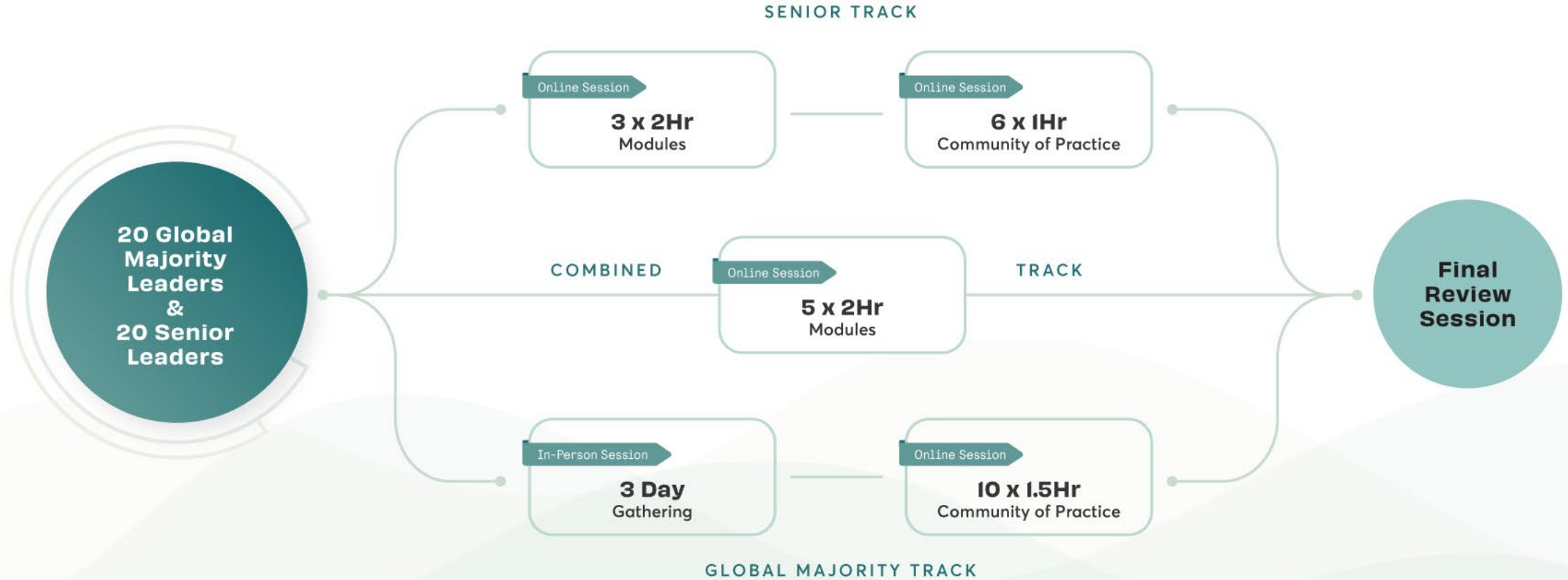
Phase 1: Literature review, two focus groups, and 5 interviews

Phase 2: A co-design process that actively involves emerging Global Majority leaders

Phase 3: From Ideas to a Model

In Phase 3 we developed an ecosystem approach to leadership, recognising under-representation as a systemic challenge requiring collective, multi-level action across the sector

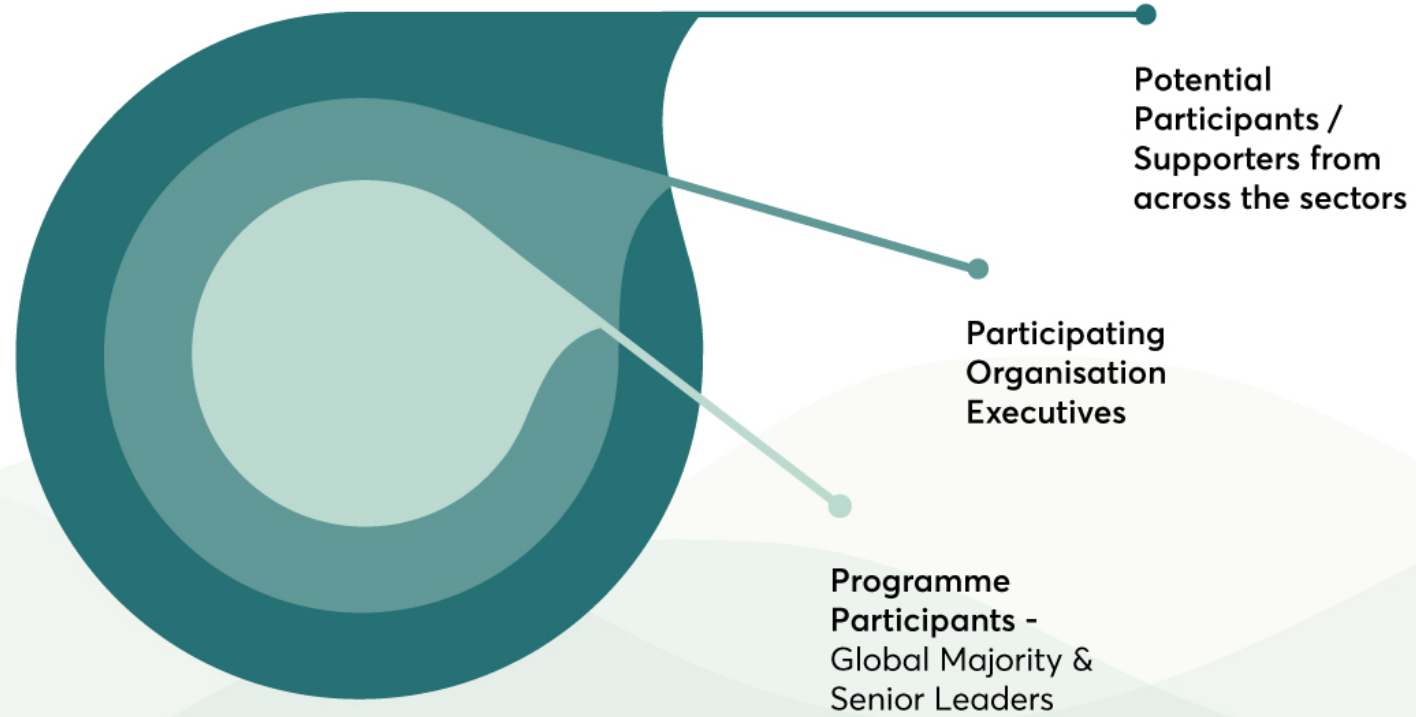
Proposed Structure - 12 Month Programme



←..... Community of practice for Leadership/HR/DEI Professionals 4 x 1 hr sessions→

Annual Gathering

24 HOURS IN-PERSON | 50 PEOPLE



Phase 4

- A six-month phase: testing and refining the model
- Including a one-day in-person workshop, interviews & consultations

Key learnings –senior executive interviews and workshop (Nov 2025)

- Strong demand exists for leadership programmes supporting Global Majority leaders, with clear agreement that senior leaders must be actively involved.
- Organisational diversity across the sector makes a collaborative, cohort-based model essential for pooling resources, ideas, and experience.
- The ecosystem approach was widely endorsed as a credible and appropriate response to the complexity of the challenge.
- There are relatively few Global Majority professionals at senior management levels and so a future programme would need to include leaders aspiring to, but not currently in, senior roles.

Recommendations

- Take an ecosystem approach addressing structural and intersectional barriers at individual, organisational, and sector levels.
- Adopt a cohort-based model where senior leaders and Global Majority professionals apply together, signalling organisational commitment.
- Combine shared and parallel learning tracks to support role-specific development and joint learning.
- Create a community of practice for leadership and EDI leads to share learning and align approaches.
- Ensure affordability and access through tiered fees and bursaries, supported by external funding in early phases.