

CREATIVE BOARDROOM: COLLABORATE 4 CLIMATE

Evaluation Report

Creative
Climate Action



Clár Éire Ilánach
Creative Ireland
Programme



Rialtas na hÉireann
Government of Ireland



Shared Island
Initiative



Institute
of Directors
Ireland



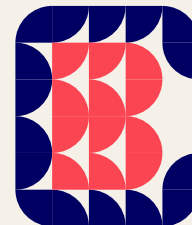
Northern Ireland



Creative
Futures
Academy

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Foreword

We are very pleased to present this evaluation report on **Creative Boardroom: Collaborate4Climate (CBC4C)** - a unique, all-island initiative that brought together some of Ireland's highly experienced Chartered Directors and Ireland's emerging student creative talent to explore, question, and respond to the urgent climate crisis. From its inception, this programme was driven by the belief that climate action must be cross-generational, cross-sectoral, cross-island, and rooted in creativity as much as in strategy. By combining the structure of governance with the agility of design thinking, we aimed to equip leaders - present and future - with the tools, confidence, and shared language needed to create meaningful change in their workplaces.

Over the course of ten months, participants engaged deeply with complex systems familiar to them - food, transport, textiles, and the built environment - while developing a collective understanding of circular economy principles and climate leadership. The outcome was not just a series of well-developed ideas, but a fundamental shift in how many viewed their role in addressing environmental challenges, and the need for its urgent attention. The partnership between students and directors, North and South, created an extraordinary space for dialogue, insight, and creativity.

What has emerged is a model of collaboration that is scalable, practical, and hopeful. Through workshops, exhibitions, and open discussion, this programme has built a foundation for continued learning and leadership on climate action across Ireland's boardrooms and lecture rooms. On behalf of the Steering Group, I want to thank our core partners, the Institute of Directors, Ireland (IoD), the Institute of Directors, Northern Ireland (IoD NI), the Creative Futures Academy, NCAD, IADT and UCD, for their openness and vision. I would also like to recognise the dedication and enthusiasm of the creative boardroom team, our programme participants, our supporters, and workshop venue hosts, without whom this vision would not have happened. As we look ahead, the momentum generated here reminds us that climate leadership starts with connection, imagination, and action. And that real change is not only necessary—but entirely possible.

Laura Magahy,
Chairperson

Executive Summary

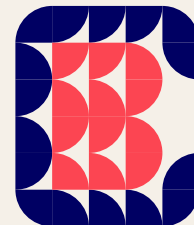
Creative Boardroom: Collaborate4Climate represents a pioneering, cross-border collaboration that leveraged creativity and intergenerational dialogue to address one of the most urgent global challenges of our time—climate change. Funded by Creative Ireland’s Climate Action Programme and the Shared Island initiative, and delivered through a partnership between Creative Futures Academy, the Institute of Directors Ireland, and the Institute of Directors Northern Ireland, the programme brought together Chartered Directors and design students from NCAD and IADT in a unique, empathy-led, design thinking process.

A Transformative Collaboration for Climate Leadership

In this first-of-its-kind initiative between the Institutes of Directors North and South, boardroom leaders—those shaping decisions across Ireland’s private, public, and not-for-profit sectors—were invited to step into a new role as climate action leaders. Students contributed fresh perspectives, creativity, and urgency. This intergenerational learning journey challenged behaviours and attitudes, building a bridge between future visionaries and current decision-makers.

Through eight in-person and online workshops and a four-pathway learning approach (Intergenerational, Student, Director, and North-South), participants explored the climate impact of key systems—transport, built environment, food and agriculture, and textiles. The programme helped them understand the root causes of inertia, while equipping them with the tools to champion sustainable, circular solutions at the highest levels of organisational governance.

The process was intensely interactive, demanding sustained effort, deep collaboration, and open-ended, sometimes messy experimentation between students and directors. This dynamic, co-creative approach was a completely fresh way of working for both groups, breaking down traditional hierarchies and fostering genuine learning.



Key Achievements

The **Creative Boardroom: Collaborate4Climate** programme delivered measurable impact across both participant learning and wider public engagement. Through a thoughtfully designed intergenerational and cross-sectoral approach, the programme empowered directors and students alike to become confident climate leaders. From deep knowledge gains to the formation of a committed community of practice, the achievements reflect the transformative potential of creative collaboration. Alongside these outcomes, the programme successfully reached broad audiences through strategic media coverage, digital content, and a high-impact public exhibition, amplifying its message well beyond the participants. Notably it:

- **Empowered Change Agents:** By the fifth workshop, 100% of respondents strongly agreed they had clarity on their role and responsibility in addressing climate change.
- **Knowledge Gains:** Substantial increases in climate systems knowledge, policy understanding, and circular economy frameworks.
- **Creative Problem Solving:** Strong gains in ideation and design thinking skills, affirming the power of creative processes in unlocking scalable, innovative solutions.
- **Community Building:** A community of practice emerged, rooted in collaboration, shared values, and a commitment to long-term impact.

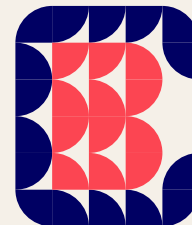
Public Engagement

Public engagement was a core pillar of the **Creative Boardroom: Collaborate4Climate** programme, ensuring that its insights, innovations, and impact reached far beyond the workshop setting. Through a strategic mix of digital outreach, media coverage, and an interactive public exhibition, the programme successfully connected with diverse audiences across the island of Ireland.

In brief, over the course of 10 months CBC4C attracted:

- 2,901 homepage visits and 2,449 page views through the CFA website.
- Over 120,000 social media impressions and features in The Irish Times and The Journal reaching over 412,000 people.
- 15 videos produced and over 800 visitors attended the exhibition at NCAD – now set to tour in 2025.





Impact Through Design Thinking

Using the Double Diamond framework (Discover, Define, Develop, Deliver), participants tackled climate challenges with empathy, creativity, and systemic insight. This approach enabled them to:

- Promote understanding of circular strategies to reduce emissions.
- Identify tailored, viable climate solutions.
- Foster cross-sector collaboration.
- Embed innovation in strategy and practice.

Robust Evaluation and Evidence of Change

A comprehensive evaluation strategy guided the programme's development, grounded in the KNOW, ACT, SHOUT framework. Participants reported stronger climate literacy, increased confidence in applying systems thinking, and a deepened motivation to act.

A Blueprint for Future Action

Creative Boardroom: Collaborate4Climate succeeded in building a replicable and scalable model for climate-focused collaboration. It offers a new standard for board-level climate leadership—one that integrates creativity, diverse perspectives, and practical action. The momentum generated now extends beyond the programme itself, catalysing ongoing dialogue and change across the island of Ireland.

The programme is a call to lead with purpose, to act with imagination, and to collaborate across generations, sectors, and borders for a sustainable future.

Background

Creative Boardroom: Collaborate4Climate is an urgent call to action in the face of one of the most pressing challenges of our time: climate change. Funded by Creative Ireland's Climate Action Programme and the Shared Island initiative, Creative Futures Academy and the Institute of Directors Ireland and Northern Ireland came together to deliver a programme aimed at impacting participants' behaviours and attitudes using the creative iterative process - Design Thinking. Students from NCAD and IADT together with Chartered Directors used empathy-driven exercises to share diverse perspectives and gain a deeper understanding of complex climate-related issues and the underlying challenges that prevent behavioural change.

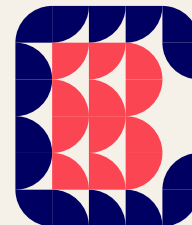
The Need

This being the first funded partnership between the Institutes of Directors Ireland and Northern Ireland, it was appropriate that its focus was the application of collaborative methodologies to address a universal challenge. Creative Boardroom: Collaborate4Climate has helped foster future relationships and networks, specifically around climate challenges which affect the island of Ireland.

The participants that the Institutes sought to attract were the most senior and experienced individuals who have shown genuine commitment to raising standards of leadership and governance within their organisations. They have worked tirelessly to improve performance and contribute something of value to their sectors. For most chartered directors, this was a timely introduction to creative processes and design-led methodologies that brought a new way to unpack the challenges they face. The voice of the students carried young and energetic perspectives on how challenges could be addressed and brought into sharp focus the need for immediate and sustained action to safeguard their future.

The Partners and Their Roles

Creative Futures Academy, brought together the creative expertise of three higher education institutions. Academic leads from NCAD and IADT developed



an indepth series of workshops which combined design processes with expert insight into climate related challenges and solutions, showcasing innovative approaches that demonstrated how a lateral and alternative approach can create the conditions to reframe climate challenges as opportunities.

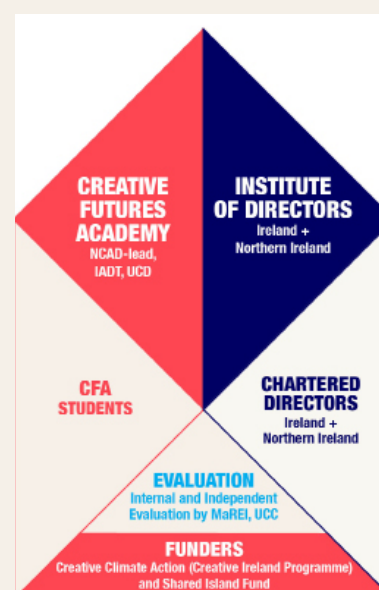
Company boards in Ireland are an important community with whom to engage on climate change. Their decisions in running businesses in a sustainable manner – whether private sector, public sector, or social enterprises directly influence the production and consumption behaviour of their staff, their communities and the wider public. They have both reach and influence, and as key players in their businesses and their communities, they play a leadership role that can be effectively harnessed to address climate change. A key element of the interaction during this programme was the shared perspectives from participants from the whole island of Ireland, identifying pressing climate issues and the opportunities to solve for these. The participation of Directors from both North and South of Ireland enriched the learnings and outcomes of this programme due to the differences in policy and regulations, and it enabled the programme promoters to extend the learnings to a wider and more diverse audience.

Programme partners:

- Institute of Directors Ireland (IoD)
- Institute of Directors Northern Ireland (IoD NI)
- Creative Futures Academy (CFA)
- National College of Art and Design (NCAD)
- Institute of Art, Design + Technology
Dun Laoghaire (IADT)
- University College Dublin (UCD)

The team:

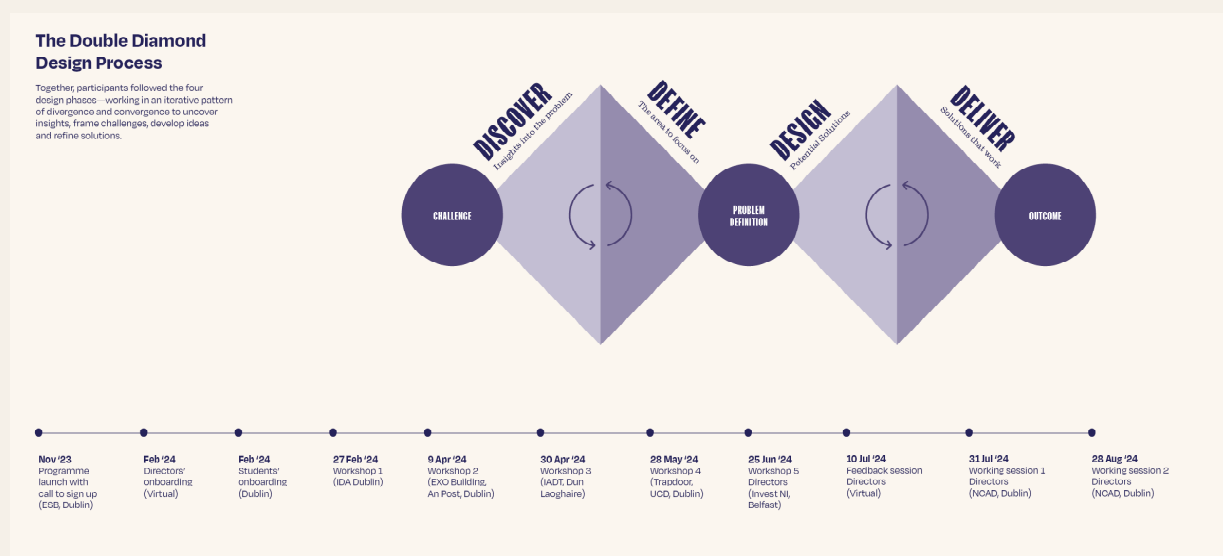
- Laura Magahy, (Chartered Director Community)
Chair of Steering Group

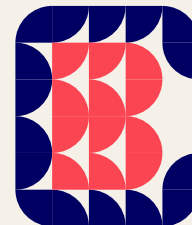


- Karen Sugrue Hennessy, (Chartered Director Community) Steering Group and Internal Evaluation
- Louise Allen, (CFA Director) Steering Group
- Sheila Byrne (IoD) Steering Group
- Heather White (IoD NI) Steering Group
- Gwen Cunningham, (NCAD) Sustainability and Circularity Lead
- Karl Toomey, (NCAD) Assistant Lecturer, Communication Design
- Claire Campion, (NCAD) Assistant Lecturer, Communication Design
- Lara Hanlon (IADT) Systems Lead and Design Thinking Lecturer
- Pace Borza Butterly (CFA) Communications Lead
- Ciara Layden (CFA) Creative Boardroom Coordinator
- Bernie McCoy (CFA) Academic Lead

Our approach

Design thinking is a process for solving problems. It relies on observing, with empathy, how people interact with their environments, and employs an iterative, hands-on approach to creating innovative solutions to various problems. For most people, the scale of the climate crisis is overwhelming. Taking a design-led approach helps to unpack these overwhelmingly complex challenges in a creative way at a manageable scale.





The design thinking steps we used are based on the Design Council UK's double Diamond - **Discover, Define, Develop, Deliver.**

We recognised the opportunity for the role of design thinking to foster understanding and harness creativity in exploring issues like climate change challenges. Effecting behavioural change involves the head, the heart and the hand, and peer interaction and validation. In working with the Boardroom and student communities in a creative, engaging, evidence based, and systematic way, we sought to encourage dialogue, engagement, understanding, action, and the positive energy of this community, not just for the benefit of the companies they are directing, but also for all of society. The **Creative Boardroom: Collaborate4Climate** programme had four main pathways comprised of:

- The intergenerational learning journey.
- The student journey.
- The director's journey.
- The North, South journey.

Creative Ireland Climate Action Funding

Creative Ireland's Climate Action Fund is an inspired and essential mechanism through which solutions to these challenges can be found. For Creative Boardroom, this funding provided the space and opportunity to take an intergenerational and inter-island approach. It has helped to raise voices that shared perspectives North and South, between students entering into a rapidly changing world and Directors with a wealth of lived experience.

The value of a creative approach to this must be underlined; it gave voice and agency to those with creative minds and it opened up worlds of opportunity, imagination and innovation. It allowed participants to reframe how we approach the climate crisis as a challenge that can become an opportunity for all.

Summary of Corporate Governance Framework Used

To ensure strong process and effective oversight the partners set up the governance structure set out below. Meetings were held regularly and documented appropriately.

Steering Group:

The Steering Group comprised representatives of the partner bodies and those inputting directly into the learning elements of the programme.

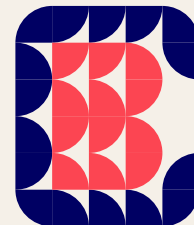
Chair:

- Laura Magahy, Chartered Director Community

Committee members:

- Louise Allen, CFA/NCAD
- Sheila Byrne, IoD Ireland
- Heather White, IoD NI
- Karen Sugrue Hennessy, Chartered Director Community
- **Finance Committee:** Sheila Byrne, IoD Ireland, Heather White IoD NI, Louise Allen, CFA/NCAD
- **Evaluator:** Karen Sugrue Hennessy, CDir





Aims & Deliverables

From the outset **Creative Boardroom - Collaborate4Climate** sought to generate a community of agents for positive climate change - creative climate champions - among boardroom company directors, across the island of Ireland North and South. We aimed to foster a Community of Practice between the 24 Chartered Directors and 20 Students, co-creating a series of climate solutions which are beneficial in terms of wellbeing and the wider economy. We endeavoured to reshape behaviours and attitudes so that participants felt empowered to promote change within their direct spheres of influence, and beyond their immediate authority, both as leaders and community collaborators.

The programme was built around the following three pillars to build understanding, incite action and inspire others:

Know — Have a common understanding of the urgency for change and the key principles and frameworks associated with sustainability and circular economy.

Act — Feel empowered to act and to practically use design thinking tools to collectively and inclusively approach challenges, and develop new solutions.

Shout — Feel motivated and inspired to spread the word to communities of interest, and lead change locally.

Using this approach we delivered on the following:

Promote Understanding and Dialogue on circular strategies and practices and how they will contribute to reducing greenhouse gas emissions and mitigate the impacts of climate change. We did this by sharing detailed statistics and insights on the current state of Ireland's climate crisis.

Identify Opportunities for circular strategies and practices, such as reducing waste, reusing materials, and recycling. We did this by sharing examples of international best practice for circular strategies.

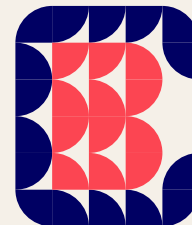
Encourage Collaboration to develop more effective and equitable solutions that consider the perspectives and needs of key stakeholders. We did this using an intergenerational approach, encouraging shared perspectives between students and directors.

Provide Resources with training to help adopt circular strategies and practices. We did this through the development of the **Creative Boardroom: Collaborate4 Climate** exhibition which is available as a downloadable PDF on the CFA website along with links to a range of design processes and tools.

Foster Innovation to develop new strategies and practices that are tailored to specific needs and circumstances. Leading to the development of new products, services, and business models that are both environmentally sustainable and economically viable. We did this by showcasing Ireland's 'Disruptors and Innovators' who are using the climate challenge as an opportunity to innovate.

Create a Community of Practice and advocates for climate change among key members of the business, policy and not-for-profit directors. We did this through workshop engagement and the creation of a LinkedIn Creative Boardroom group.

Create a scalable exhibition to share our findings and recommendations that acts as a catalyst for dialogue and change across professional bodies and communities of interest. We continue to do this through engagement with IoD members and partners and by touring the CBC4C exhibition on the island of Ireland as phase 2 of CBC4C rolls out.



Programme Overview

Creative Boardroom: Collaborate4Climate is a partnership between CFA, the Institute of Directors Ireland (IoD), and the Institute of Directors in Northern Ireland funded through Creative Ireland's Climate Action & Shared Island fund.

Our key objective was to reshape behaviours and attitudes so that participants feel empowered to promote change. Using an iterative design led process, this programme sought to develop strategies that promote change at boardroom level within companies and organisations across the Island of Ireland. Central to this dialogue is the voice and perspective of our future generations. Taking an intergenerational approach, the programme harnessed the expertise and collective imagination of Ireland's Chartered Director and CFA student communities. **Creative Boardroom: Collaborate4Climate** focused on the four complex systems—transport and mobility, the built environment, agriculture and food, and textiles that contribute most significantly to our carbon emissions. It aimed to educate, collaborate, motivate and innovate.

Recruitment process - students and directors

Following the programme's launch on 30 November 2023, Chartered Directors from the Institute of Directors (IoD) were invited to apply through an Expression of Interest (EOI). The selection process assessed:

- Motivation for climate leadership
- Time commitment (17 days over 10 months)
- Sectoral relevance and expertise
- Readiness for intergenerational collaboration

Out of 50+ EOIs, 24 directors were selected, representing diverse sectors including mobility, agri-food, built environment, and manufacturing. Each participant signed a collaboration agreement outlining attendance, data use, intellectual property, sustainability commitments, and content-sharing protocols.

Director Onboarding (zoom)

At an onboarding session on 13 February, the Directors were welcomed by Tania Banotti, Director of Creative Ireland and the Creative Boardroom steering group, chaired by Laura Magahy. The Creative Boardroom team provided an overview of the programme.

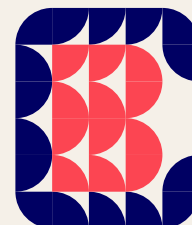
Student Onboarding (in-person)

Students were nominated by NCAD and IADT faculty. Their onboarding at NCAD on 20 February introduced them to:

- Boardroom roles and governance (Sheila Byrne, IoD)
- Career insights from Chartered Directors (Karen Sugrue Hennessy)
- An overview of the programme's collaborative goals

Students signed the collaboration agreement and were integrated into all workshops as equal contributors.





Programme participants

Institute of Directors Ireland, 20 Chartered Director participants:

- Tom Bean, Director, Innovation & New Products, ESB.
- Peter Carroll, Lead Partner, Business Outsourcing Support Services, BDO Ireland.
- Jim Frawley, Former Board Member, Viatris, Mylan Irish, European Operations, and Amgen; Former Governor, Rotunda Hospital; Former Honorary Treasurer, Rotunda Hospital.
- Michael Hand, Non-Executive Director, EirGrid plc; Non-Executive Director, Dublin Port Company; Non-Executive Director, Irish Archaeological Consultancy Ltd; Non-Executive Director, EGIS Engineering Ireland Ltd.
- Yvonne Harris, Board Member, Threshold; Board Member, Residential Tenancies Board; Former Board Member, Uisce Éireann.
- Ronan Holahan, Bank of Ireland.
- Miriam Hughes, Strategic Business Consultant, Chaptique Consulting.
- David Jones, Former Director BEST Menswear; Non-Executive Director, 53 Degrees North.
- Geraldine Kelly, Director, rXi Ventures.
- Mick Long, Board Member, An Bord Pleanála.
- Cathy McGennis, Adjunct Teaching Fellow (MSISS), Trinity College Dublin; Co-Founder & Director, Habaca Ltd.
- Declan Mohan, Co-Founder, COO, and Executive Director, ProTunesOne.
- Maura Moore, Board Member and Deputy Chair, Maynooth University Governing Authority; Maynooth University, Standing Committee, Chairperson: Finance, Human Resources and Capital Projects; Board Member, Business to Arts.
- Derek Mowlds, Operations Director, Ireland & Western Europe, PM Group.
- Mary Ryan, Managing Director, Crédit Agricole Assurances.
- Fiona Slevin, Director, Irvia.
- Deirdre Smith, Non-Executive Director, BRE Global Assurance Ireland; Anthropic AI Ireland; Board member, Furthr.

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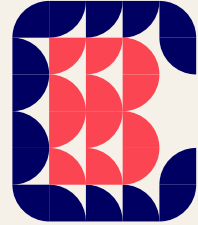
- Anthony Staines, Public health academic, Dublin City University; Chair, North Dublin Regional Drugs and Alcohol Task Force; Board Member, ARC Cancer Support Services; Board Member, St. Michael's House.
- Lisa Vaughan, CEO, Tipperary Energy Agency.
- Paul Turpin, Non-Executive Director.*

* The CBC4C team wishes to acknowledge the enthusiastic engagement and valuable contribution of Paul Turpin CDir, member of the director group, who sadly passed away in April 2025. RIP.

Institute of Directors Northern Ireland, 4 Chartered Director participants:

- Joanne Grant, Managing Director, JCDecaux; Director, France Ireland Chamber of Commerce; Director, Outdoor Media Association.
- Roger Henderson, Northern Ireland Electricity Networks.
- Sharon O'Connor, Sustainable Energy Authority of Ireland.
- John French, Chief Executive, Utility Regulator.





18 Student NCAD undergraduate participants:

- Anna Aleksejeva, BA Graphic Design, NCAD.
- Sara Madeleine Andreassen, Erasmus programme, BA Graphic Design, NCAD.
- Franziska Bourget, BA Graphic Design, NCAD.
- Patricija Bredovska, BA Graphic Design, NCAD.
- Scarlett Butler, BA Graphic Design, NCAD.
- Sophie Burns, BA Graphic Design, NCAD.
- Julia Calle Benito, Erasmus programme, BA Graphic Design, NCAD.
- Sean Curraoin, BA Graphic Design, NCAD.
- Emma Doyle, BA Graphic Design, NCAD.
- Isabel Duignan, BA Graphic Design, NCAD.
- Molly Ennis, BA Graphic Design, NCAD.
- Alexander Fitzgerald Graham, BA Graphic Design, NCAD.
- Emma Gutiérrez, Erasmus programme, BA Graphic Design, NCAD.
- Marie Gillet, Erasmus programme, BA Graphic Design, NCAD.
- Béibhinn O'Brien, BA Graphic Design, NCAD.
- Amine Reda, Erasmus programme, BA Graphic Design, NCAD.
- Mikah Smillie, BA Graphic Design, NCAD.
- Mark Winters, O'Connor BA Illustration, NCAD.

2 Student IADT postgraduate participants:

- Anna Eniko Illesi, MSc User Experience Design, IADT.
- Liam Keane, MSc User Experience Design, IADT.



Participant Journeys

The Intergenerational Learning Journey

Directors and students learned about four key systems impacting Ireland's climate responsibilities – food, transport, textiles and the built environment – and then worked together to explore positive ways forward.

The Student Journey

Students used their learnings to explore solutions related to their third year Graphic Design course work. These solutions focused on areas relevant to themselves and their peers.

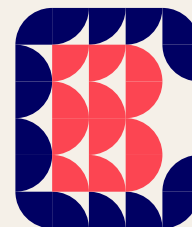
The Director Journey

Directors worked together to identify the common barriers blocking change in the boardroom, before developing and proposing impactful solutions.

The North, South Journey

We live on a shared island and while we share a common climate goal, policymakers, oversight bodies, support mechanisms and legislation differ significantly. Directors North and South took time to share their lived experience, challenges and hopes for the future.





Programme Launch

30 November 2023

Creative Boardroom: Collaborate4Climate launched at an event at the ESB HQ in Dublin. At the official launch the Creative Boardroom team were delighted to be joined by Oonagh Buckley, Secretary General, Department of the Environment, Climate & Communications; Caroline Spillane CDir, Chief Executive Officer, Institute of Directors in Ireland, Kirsty McManus CDir, Chief Executive Officer, Institute of Directors in Northern Ireland and Peter O'Shea, Head of Corporate and Regulatory Affairs, ESB; along with Chartered Directors from across the island of Ireland. At the launch, details of the Climate Action Fund and the focus of **Creative Boardroom: Collaborate4Climate** were shared alongside a call for expressions of interest to participate. Onboarding of students and Directors took place in February 2024.



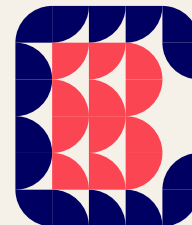
The Workshops

1. Workshop 1 (Discover) 27 February

The first in-person session of **Creative Boardroom: Collaborate4Climate** took place on 27 February at the IDA Ireland offices in Dublin city centre. The group of Chartered Directors and CFA students were introduced to the key challenges of the climate emergency by our keynote speakers:

- **Laura Burke, Secretary General of the EPA** updated participants on policy, priorities and progress that Ireland is making.
- **Niall McCaffrey, Director at Ipsos Ireland** gave an overview based on their research on the urgency to act, highlighting the role and importance of behavioural change.
- **Gwen Cunningham, Sustainability and Circularity Lead at NCAD** provided a systems deep dive into the complexities, challenges and practices of the textiles industry highlighting circular strategies that can have meaningful impact.
- **Lara Hanlon, Design Thinking Lecturer at IADT** provided an overview of the power of Design and Systems Thinking in tackling wicked problems and highlighted issues linked to agri-food systems.

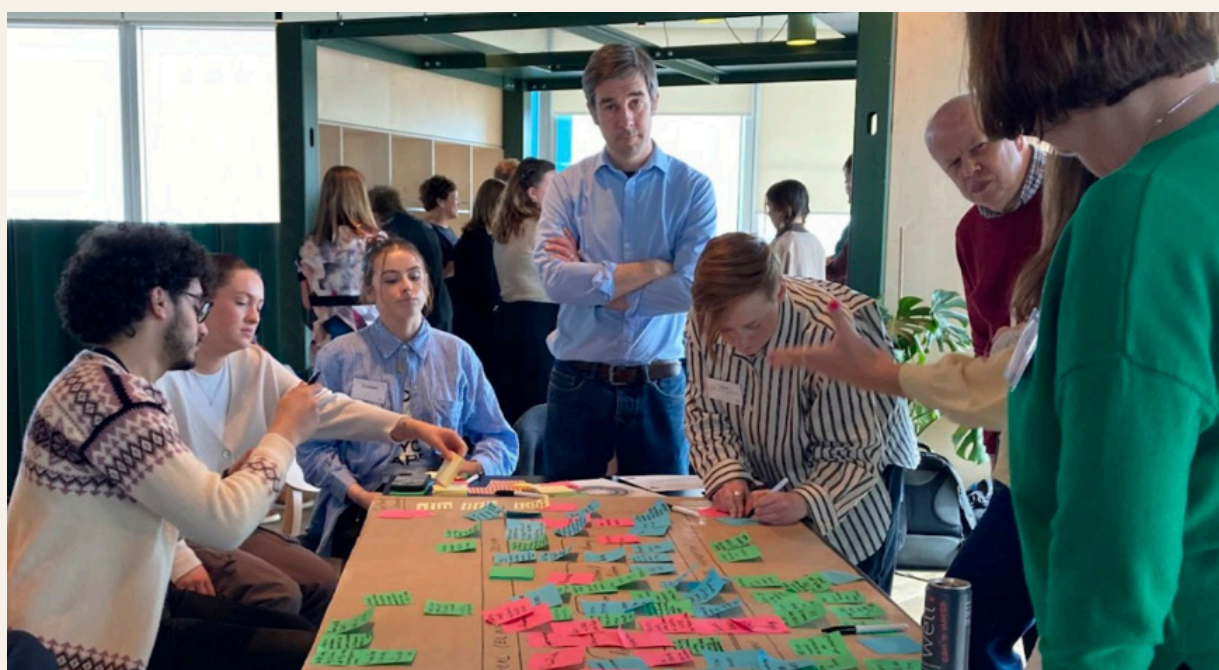




2. Workshop 2 (Define) 9 April

Our second in-person session of **Creative Boardroom: Collaborate4Climate** took place on 9 April. The group were welcomed by Anna McHugh, Head of Corporate Communications at An Post to their new HQ in The EXO Building in Dublin's docklands.

In this session, participants sought to 'define' their understanding and assessment of systems challenges ahead and prioritise key pain points to tackle for change. The morning consisted of an information session with guest speakers and an expert panel discussion. Speakers included: **Ilektra Kouluumpi**, introduced Doughnut Economics – Keeping Materials and People at their highest potential. **Morgane Veillet Lavallée**, Senior Lead CGR Ireland, Circular Economy who gave an introduction to the concept of the Circular Economy exploring the current state of the world and circularity on a growing planet. Both speakers brought an international perspective which was invaluable for the participants.

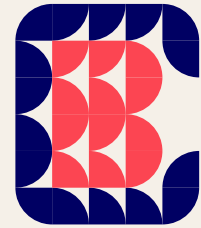


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The panel discussion was chaired by Laura Magahy with Elektra, Morgane and additional expert guests **Dr. Geraldine Brennan**, Head of Circular Economy, Irish Manufacturing Research (IMR) and **Philip Nugent**, Assistant Secretary General in the Department of Environment, Climate and Communications.

For the midday session, the group were delighted to welcome **Dr Lorraine D'Arcy**, TU Dublin's Sustainability Action Research & Innovation Lead and **Brian O'Brien**, MRIAI Registered Architect, Solearth Design, Open Plan Design Ltd. to join existing facilitators Gwen Cunningham (NCAD) & Lara Hanlon (IADT) to lead the introduction to the different systems which the group explored over the course of the programme. This included an overview of design thinking tools used. The group was divided into 4 systems teams: Textiles, Food, Mobility and Built Environment for breakout sessions.





After lunch a host of experts and innovators from the various systems were welcomed and introduced. Participants had the opportunity to work in their respective system teams once more, providing them with the opportunity to interview the experts related to each system.

These professional experts came from a variety of industries with the Textiles, Food, Mobility and Built Environment spheres. Topics discussed included the key issues and challenges recognised within the system from a sustainability perspective, the underlying trends, patterns, structures and mindsets that create or perpetuate these challenges and identifying opportunities for meaningful change.

The day finished with an invitation to the teams to cluster and map their expert interviews onto their research wall and advise on homework for the next session later that month.



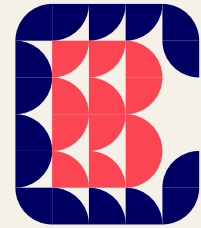
3. Workshop 3 (Design) 30 April

The third session of **Creative Boardroom: Collaborate4Climate** took place on 30 April on the IADT campus in Dun Laoghaire. This session launched the participants into the design phase of this collaborative innovation process by exploring the practical impact and value of design-led ideation across industries.

David Smith, President of IADT and **Louise Allen**, Director of Creative Futures Academy welcomed the group to the IADT campus. Keynote speaker **Kate Lydon**, Chief Design Officer, The Holding Co. (Former-IDEO) gave the group an introductory talk on ‘Power of Ideation & Design’. Kate set the scene on the role and power of design and creativity in generating and developing breakthrough ideas, sharing some of her case studies with a climate focus that demonstrate the design thinking process.

Gwen Cunningham, NCAD, introduced the group to their next task: Working in their 4 systems teams to develop a Design Sprint & Empathy Map.





Lara Hanlon, IADT, went through a rapid fire exercise demonstrating the process of stakeholder mapping.

In the afternoon, **Dr. Hilary Kenna**, Lecturer in Design & User Experience at IADT gave a short introduction on the power and impact of visual thinking and making, including the concept of creative confidence. The group explored examples of how the visualisation of ideas and information help us to understand, explain, organise, communicate, provoke, empathise and prove. She proposed a rationale for the importance of divergent and playful thinking and the ability to visualise ideas through a set of warm-up visual exercises.

Hilary then led the group in a rapid ideation sprint which focused on the identified challenge space for each team, encouraging them to generate ideas and commence a series of short visual exercises in their groups.

The desired outcomes for these sessions was for participants to have gained a foundational knowledge of sustainable design principles, frameworks and approaches to design thinking and would feel equipped with a set of creative, design thinking tools and methods that can be utilised to generate and test novel and impactful ideas, concepts and solutions at varying levels of intervention in their various roles.



CREATIVE BOARDROOM: COLLABORATE 4 CLIMATE

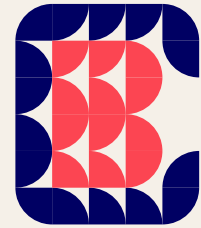
4. Workshop 4 (Deliver) 28 May

Our fourth session of **Creative Boardroom: Collaborate4Climate** took place on Tuesday 28 May at the Trapdoor in UCD. This session launched the group into the delivery phase of the collaborative innovation process.

Louise Allen, CFA Director, welcomed the group to the newly developed 'black box' theatre space on the Belfield campus, home of the Creative Futures Academy in UCD.

Karl Toomey, NCAD lecturer, shared an overview of the participating students' work carried out during the programme.

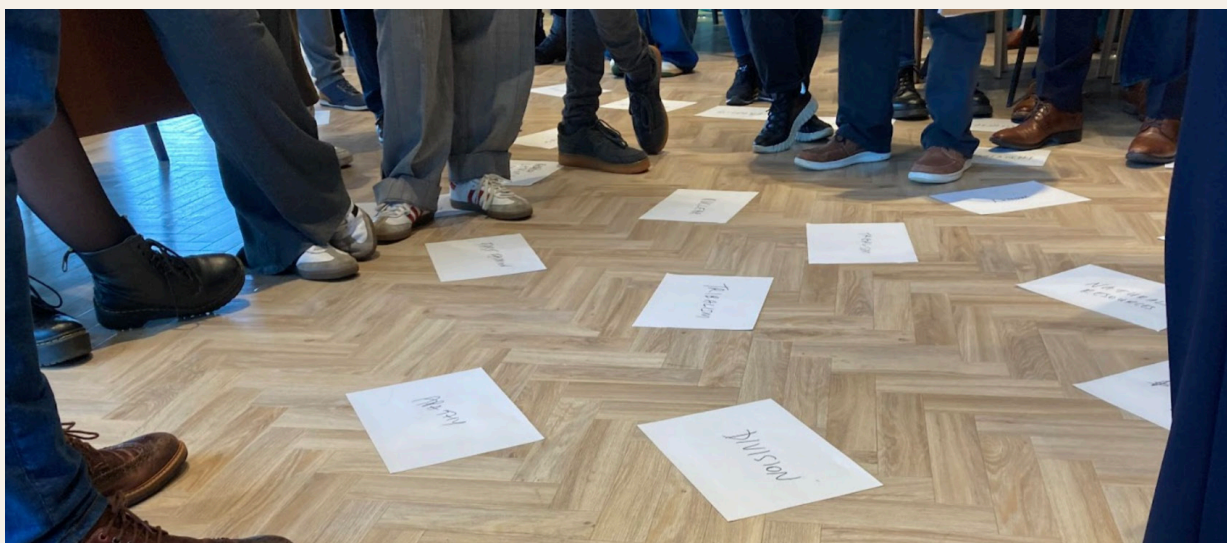




He presented some of the visual communications strategies and prototypes they have developed and considered in relation to textiles and agri-food sectors specifically.

Brian O'Brien who led the Built Environment systems team gave a lightening demo of the sector and some innovative ideas in this space. A short presentation by sustainable mobility expert, Ciaran Ferrie, showed the group examples of successful mobility solutions in other European jurisdictions alongside domestic examples of positive and green mobility solutions. The group explored the practical impact and value of creative problem-solving and design-led ideation across industries. Teams continued with the co-creation of 'empathy' and 'stakeholder' maps to relate to the actors in their various 'challenge space' and flexing their 'ideation' muscles by collectively generating creative ideas and solutions.

In the afternoon, the group worked once again with Kate Lydon, Chief Design Officer, The Holding Co./ex-IDEO on prototyping and how to transfer the knowledge, skills and processes honed during this programme to the Boardroom. The day concluded with prototype presentations from the group in the Trapdoor performance space.



5. Workshop 5 (Co-design) 25 June

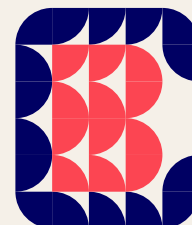
The fifth session of **Creative Boardroom: Collaborate4Climate** took place in Northern Ireland on Tuesday 25 June at the offices of Invest NI in central Belfast.

This workshop focused on '**Bringing Climate Change to the Boardroom: the barriers and roadblocks to change**'. In this session, the Chartered Directors focused the knowledge and skills they had gained and discussed on how best to enact them at boardroom level.

The group was welcomed to Belfast by **John Healy**, Chair of Invest NI, followed by **Sheila Byrne**, Director Development & Training Manager at Institute of Directors in Ireland, who gave an overview on the state of play of from a climate perspective for Directors and Boards, both at home and abroad.

Directors were asked to consider the barriers within the Boardroom and to develop a set of collectively generated guiding principles on 'how to change the climate in the boardroom'. Participants were encouraged to share their experiences and perspective through active listening exercises and group discussions.

In the afternoon, **Lara Hanlon**, Member of Design Declares Ireland introduced 'Design Declares' as a model for committing to and harnessing the tools of industry to reimagine, rebuild and heal our world. Inspired by this Design Declares format, the participants worked together to outline 8 tangible actions that a board / board member can take to positively impact the Climate Crisis to 'change the climate in the boardroom' and develop positive outputs to enable businesses to organise for change.



Caroline Spillane, Chief Executive Officer, IoD Ireland and **Kirsty McManus**, National Director, Institute of Directors in Northern Ireland were present to hear the deliberations of the participating Chartered Directors before the closing out of this final in-person session.

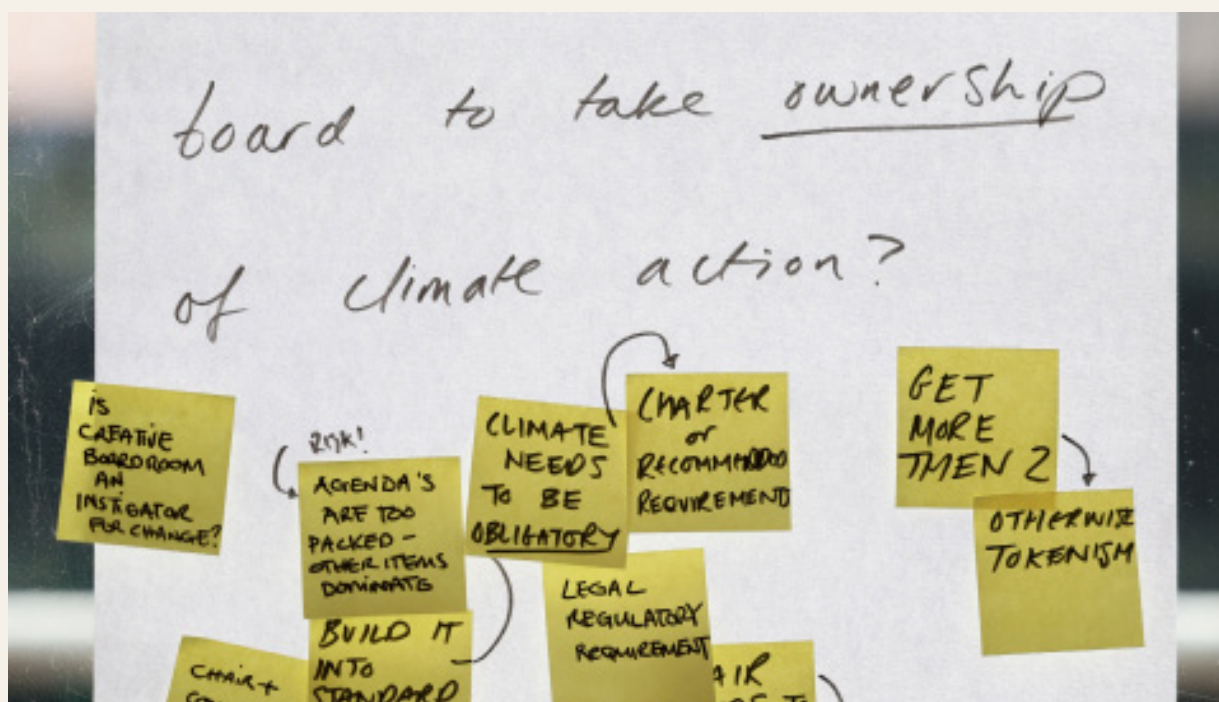


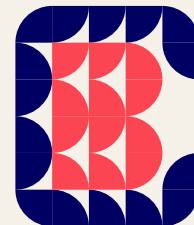
6. Virtual feedback session with Directors to agree next steps, 10 July

Sixteen Chartered Directors took part in this hour-long virtual feedback session, hosted by Laura Magahy, Heather White, Karen Sugrue Hennessy and Karl Toomey.

Directors were asked: how can we action the outcomes that were explored in Workshop 5?; Can we refine them further?; Which actions might be most effective, and who owns these outcomes?

It was agreed that two further sessions would be useful to investigate these questions and set out concrete, actionable, discrete and specific outcomes. The Directors expressed interest in focusing on opportunities and successful case studies that Directors can leverage, rather than solely on the barriers.





7. Directors session - 31 July

Seven Chartered Directors took part in this workshop facilitated by Laura Magahy (Chair), Sheila Byrne (IoD) and Karl Toomey (NCAD) from the Creative Boardroom team. Over the course of 3 hours, the team collaborated on a number of design thinking tasks that resulted in over 40 initial ideas focused on changing the temperature in the boardroom.

The group revisited the barriers and blockers to creating change in the boardroom that had been initially identified in our Belfast workshop with a focus on 3 core questions;

- WHAT ARE WE WORKING TOWARDS?
- WHAT DO WE NEED TO OVERCOME TO GET THERE?
- HOW MIGHT WE DO THAT SPECIFICALLY?

With time and space to reflect on the barriers, the Directors refined each one to better meet the working brief and reflect their experiences. Some barriers listed for example were the differing levels of understanding that Board Members have around what the climate emergency means for their organisation and how sustainability, for example, is not always embedded into the strategic planning cycle or the general business of the board.

Taking these revised barriers, the Directors then used a simple 'What If' template to generate initial ideas for each barrier. The goal here was to generate as many ideas as possible that connect to the working brief.

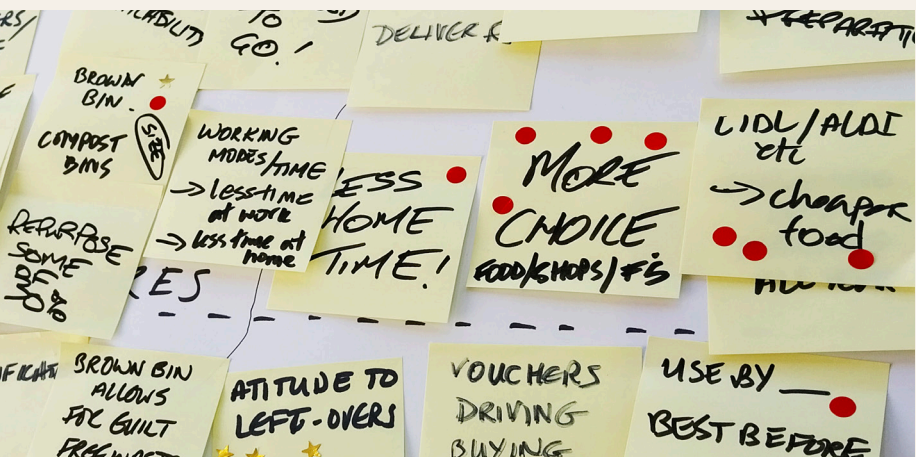
The Creative Boardroom team reviewed the 40+ ideas, merging ideas that represented crossover and commonality. To help navigate and digest the thinking they arranged ideas into impact areas. This process resulted in the following 5 recommended actions:

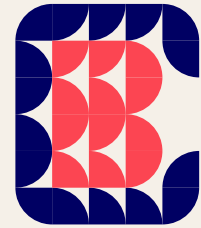
- and understanding
- change actually looks like
- money public
- permanent, central role around the table
- and celebrating progress

Session - 28 August

part in this session, facilitated by the Creative Boardroom campus. UCC researcher Lily Purcell joined in an advisory capacity. The aim was to refine the brief developed at the last meeting and to explore the various ways in which the brief could be interpreted on what ideas feel most suited to the Creative Boardroom campus.

ed a 'bright star matrix' of ideas for development focusing on the actions discussed (cited above). After a series of discussions throughout the morning the Directors and I fully discussed the recommended actions and prioritised them on the basis of impact and viability. With a focus on the Boardroom context, we sought to reflect how they could be further developed and incorporated into the exhibition held in NCAD in December.





The Exhibition

21 November - 6 December

Creative Futures Academy, the Institute of Directors Ireland and the Institute of Directors Northern Ireland were delighted to announce the **Creative Boardroom: Collaborate4Climate** exhibition which was officially opened by Oonagh Buckley, Secretary General, Department of the Environment, Climate and Communications on Thursday 21 November 2024 at the NCAD Gallery on Thomas Street, Dublin.

Commenting on the exhibition, she noted: “We are really interested in this programme because one of the most important aspects of the future work of the Department of Environment, Climate and Communications will be around the circular economy. Government can require people to do this, but the government does not have the ingenuity to design products, and for that, we need the private sector. We need people at the level that the Institute of Directors speaks to bring focus to what they can do to be part of the solution so that we all work together to achieve this outcome.”

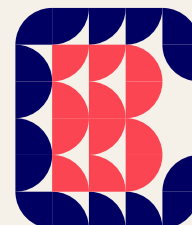


CREATIVE BOARDROOM: COLLABORATE 4 CLIMATE

Louise Allen, Director CFA said “**Creative Boardroom: Collaborate4Climate** has been instrumental in deepening understanding of the challenges we face. It has given a voice to CFA students to share their perspectives. Through mentorship and collaboration with Chartered Directors, these student voices were integral to finding solutions and bridging generational divides to encourage ecologically responsible behaviours within domains of influence such as the boardroom”.

Caroline Spillane CDir, Chief Executive Officer, Institute of Directors Ireland noted “Embracing ESG and climate change is not just about meeting targets, but values. Taking an intergenerational approach, **Creative Boardroom: Collaborate4Climate** provided a dynamic and creative outlet to address the complex climate challenges we are all facing. Since January this year, Chartered Directors (from across Ireland) and students (from NCAD and IADT) came together to create dynamic solutions utilising design thinking. We were delighted to be a partner in this all-Island initiative facilitating an intergenerational approach.”





Kirsty McManus, Nations Director, Institute of Directors, Northern Ireland agreed “The Creative Boardroom programme has provided IoD Chartered Directors from NI and Ireland with an excellent forum to come together to work on a shared ambition to create actionable solutions for our planet. For many, the scale and complexity of the climate challenge is overwhelming, but by working intergenerational, pursuing collaborative solutions and sharing the talents, experience and desire to do the right thing, the collective CDirs from across the island have played a huge part in providing focus on this issue. IoD NI and IoD Ireland will work to ensure this is the start of future shared working.”

The exhibition ran from 22 November to 6 December and was open to the general public from 11am to 6pm daily, Monday to Friday. A digital version of this exhibition is available for download on the CFA website.



Communication and Dissemination

Communications

Creative Boardroom used the combined reach of its partners to maximise the reach of the initiative. This resulted in:

Website, press and videos:

- Creative Boardroom home webpage: 2,901 visitors
- Creative Boardroom project webpages: 2,449 vies
- 5 press articles: Over 412k reach in media
- 15 Creative Boardroom videos: 450+ views

Social media:

- Creative Boardroom dedicated LinkedIn page: 32,053 impressions
- CFA Facebook page (CB was featured extensively): 83.7k reach
- CFA Instagram page (again CB was a major focus): 120.1 k reach

Total CFA reach: 203,800

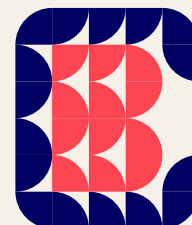
Total followers across CFA partners and stakeholders 148,309

Partners and stakeholders include: CFA, Creative Ireland, IoD, IoD Northern Ireland.

Tables:

The overall engagement statistics are detailed below.

Engagement (from the original application)	Aim	Actual
The Institute of Directors ROI (members of the Institute of Directors)	3,000	460 Chartered Directors & +3,000 IOD members via newsletters
The Institute of Directors NI (members of the Institute of Directors)	1,000	900 members widely & 81 Cdirts.



Chartered Directors RoI (accredited members of Institute of Directors)* 3 x workshops were added resulting in a reduction in online engagement with the wider membership.	400	21
Chartered Directors NI (accredited members of Institute of Directors)* as above	60	4
Champions	25	24
CFA/NCAD Student Body engaged	25	20
Students' awareness of the programme overall (through college ezines and dissemination of the outputs by the CFA/NCAD Student body engaged directly in the programme)	2,000	CFA Newsletter: 3,437 people
Public Exhibition	2,000	800
Public Awareness Traditional media Social media - partners Social media - CFA/CB	250,000	412,000 148,309 203,800
Policy Makers (through direct information sharing, participation of their expert input to webinars, and circulation of the outputs of the design thinking process)	100	80+

Impact and Outcomes

Creative Boardroom: Collaborate4Climate delivered a number of transformative outcomes that extended beyond individual learning to catalyse change at the organisational and system level. These include:

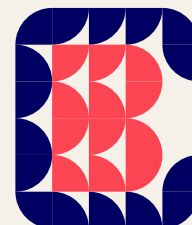
Shifting boardroom culture: The programme created space for Chartered Directors to explore their leadership role in addressing climate change and to critically reflect on their influence and responsibilities. Directors left with a clearer sense of urgency and actionable ways to lead on climate.

Building climate confidence: Students and directors alike gained a strong foundation in climate literacy, with marked improvement in their understanding of systems thinking, circular economy, and policy frameworks. This was particularly evident in questions Q1, Q4, Q6 and Q10.

Strengthening intergenerational collaboration: The programme fostered meaningful engagement between students and senior leaders, breaking down hierarchical barriers and surfacing new ways of thinking. This approach unlocked fresh ideas and perspectives not typically found in traditional boardroom training.

Embedding design thinking: Participants were introduced to the Double Diamond framework and a suite of creative tools, such as stakeholder mapping, empathy mapping, and the 'How Might We' method. These approaches helped reframe complex problems and inspired practical, imaginative solutions.

Generating scalable outputs: The programme culminated in a public exhibition, downloadable resources, and the co-creation of a five-point recommendation framework to embed climate into boardroom governance. These outputs now serve as a foundation for wider dissemination and continued engagement under phase 2.



Impact on Partners

The Students

From the students' perspective, the Collaborate4Climate programme was an insightful and empowering journey. Engaging in intergenerational collaboration and applying design thinking across four intensive workshops, they not only deepened their understanding of the systemic nature of the climate emergency but also gained valuable insights into the real-world barriers to change and how collaborative approaches can overcome them. A recurring reflection among students was the realisation that design is not just an aesthetic tool, but an effective vehicle for sparking real change, giving them a new sense of voice and agency for driving real-world impact. Their initial exposure to the workings of the business community, facilitated by direct collaboration with the Directors, proved invaluable, fostering a new appetite to become changemakers and influence their peers.

The Directors

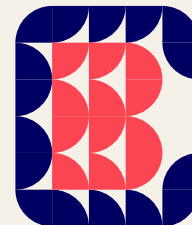
For the Director community of the IoDs both in ROI and NI, the space and creative environment that **Creative Boardroom: Collaborate4Climate** provided was not just an opportunity to work across industries but also to spend time among a peer group applying their experience to a specific but universal challenge, climate change. The cross-jurisdictional nature of the collaboration amplified the benefits of taking an open-minded approach to problem solving. It was a highly engaging and valuable experience and a new way of working for them.

For the Institutes of Directors in Ireland and Northern Ireland, effective collaboration is recognised as essential for leaders tackling today's challenges, especially climate change. Prioritising opportunities to strengthen collaborative skills within and beyond the organisations themselves is critical. CBC4C enabled and fostered partnerships across sectors, generations and borders.

CREATIVE BOARDROOM: COLLABORATE 4 CLIMATE

As transport and energy are all-island issues, connectivity between the two communities by way of both infrastructure and collaboration is critical in addressing the challenge of climate change. Having representatives from these sectors at a director level participate enabled the formation of synergies and relationships among senior leaders working in these areas to start to look for pathways to creative solutions.





Evaluation

Evaluation Methodology

A structured evaluation methodology ensured continuous feedback, reflection, and adaptation. Six guiding principles were followed:

Appoint an evaluation lead – A dedicated team member ensured evaluation activities were sustained, analysed, and acted upon.

Align with learning outcomes – All evaluation instruments mapped to KNOW, ACT, and SHOUT objectives.

Capture baseline knowledge – Participants completed a MentiMeter survey.

Monitor progress throughout – Each workshop concluded with a structured Google Forms survey capturing self-assessment and feedback.

Provide open channels for feedback – Participants could offer input via email, check-ins, or informal conversations.

Enable iterative improvement – Post-workshop retrospectives using digital whiteboards enabled the team to adapt content, facilitation, and pacing.

Evaluation instruments included:

- Longitudinal climate literacy surveys.
- (Questions 1 to 10 set out in the Appendix)
- Workshop reflection surveys
- Group discussions
- Facilitator and speaker debriefs
- One-to-one interviews with participants and academic partners
- Observational notes and digital media documentation

Evaluation of Learning Outcomes:

10 Core Questions: Participants were assessed across 10 questions, grouped into three domains:

KNOW – Climate and Circular Economy Knowledge

Q1: Understanding climate and environmental systems

Q2: Understanding intersections with social justice and human rights

Q3: Understanding of climate policy targets (national and international)

Q4: Understanding of sustainability and circular economy frameworks

ACT – Systems and Design Thinking Skills

Q5: Application of systems and design thinking

Q6: Ability to ideate and evaluate impactful solutions

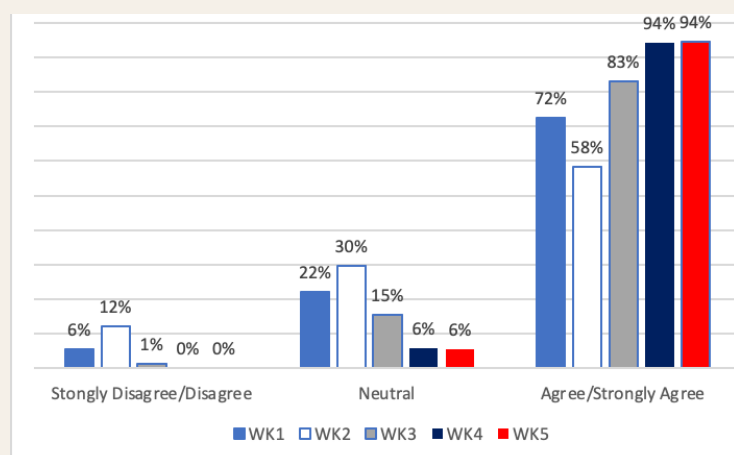
Q7: Confidence in interdisciplinary, intergenerational collaboration

SHOUT – Confidence, Motivation, Role Clarity

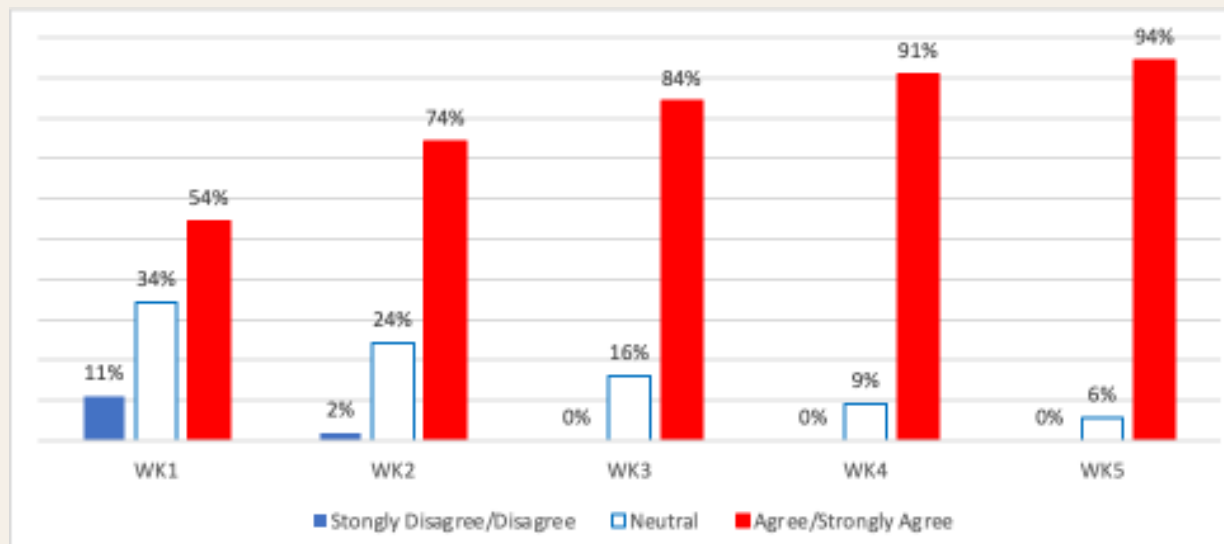
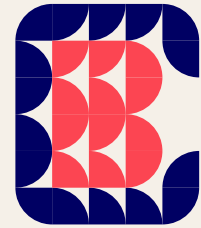
Q8: Confidence in using creativity and design for climate action

Q9: Sense of community and motivation to act

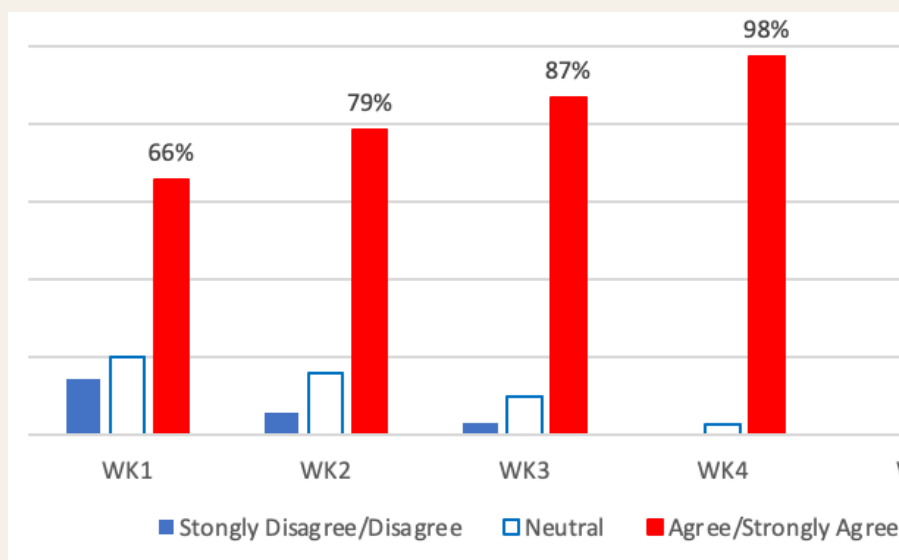
Q10: Clarity on personal role and responsibility



Above table insight: Over the 5 workshops there was a strong increase in awareness and engagement.



This graph shows the upward trend in participant self-assessment scores across the five main in-person workshops, reflecting growing confidence in their climate knowledge, systems understanding.



Student participants started with higher overall awareness levels in sustainability topics and maintained strong engagement throughout the

programme. Chartered Directors, while initially less confident in their climate knowledge, showed the greatest gains across the KNOW and ACT domains over time.

Key Findings:

- 100% of respondents agreed/strongly agreed with Q10 by workshop 5
- Greatest increases were in Q1, Q4, Q6, and Q10
- Students showed notable gains in SHOUT; Directors in ACT and KNOW
- Participants responded especially well to systems mapping, challenge framing (“How Might We”), and the Doughnut Economics model.

Reflections and Feedback

Programme Impact Quotes:

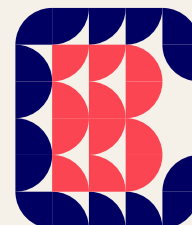
- “An excellent programme... practical tools and peer learning made a real impact.”
- “The Doughnut model helped make the complexity of climate systems feel tangible.”
- “How Might We’ transformed our approach to barriers—opened up new ways to act.”
- “If Directors put climate on the board agenda, progress will follow.”
- “We’re just at the beginning. The foundation is there—now we must act.”

Following workshop 5:

- 7 of 9 director participants agreed to join a follow-up session
- 6 expressed interest in the Action Phase focus group
- 2 volunteered for a Toolkit development track

Webinar Topics Proposed by Participants:

- Circular Economy
- Doughnut Economics
- Climate Justice
- Design Thinking for Boardrooms



Inspirational Speakers Highlighted:

- Laura Burke (EPA)
- Niall McCaffrey (Ipsos)
- Lara Hanlon (IADT)

Attendance and Engagement

Workshop	Chartered Directors	Students	Key notes
WS1 - Discover	23	18	Launch session, strong start
WS2 - Define	22	20	Peak energy and participation
WS3 - Design	19	20	High student-led collaboration
WS4 - Deliver	22	8	Attendance dip due to exams
WS5 - Co-Design	21	0	Outside student calendar

Average director attendance: 89%

Average student attendance (WS1–WS4): 82.5%

Observations:

- Student participation was strongest in Workshops 2 and 3
- Directors remained consistently engaged across all workshops and locations
- Cross-sectoral collaboration peaked during mid-programme workshops

Feedback Culture and Iteration

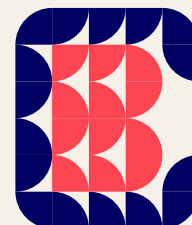
Each workshop concluded with a Creative Boardroom team retrospective using digital boards to explore:

- What worked well?
- What didn't?
- What should we adapt next?

Facilitators applied real-time feedback, adjusting pacing and activities. Notable tools like Stakeholder Mapping and Empathy Mapping were introduced based on this feedback. Academic leads also provided reflections weekly. Team retrospectives after workshop 4 led to a reordering of content in workshop 5, ensuring earlier focus on boardroom challenges.

Independent external evaluation

Independent external evaluation was carried out by MaREI the SFI Research Centre for Energy, Climate and Marine, UCC throughout the duration of the programme.



Acknowledgements

As we close this report on the **Creative Boardroom: Collaborate4Climate** programme, we extend our heartfelt thanks to all those who made this ambitious and impactful initiative possible.

Our sincere gratitude goes to our funders—Creative Ireland and their Climate Action Fund and the Shared Island Fund—for their vision and generous support in enabling this cross-sectoral, all-island collaboration.

We are deeply grateful to our core partners, the Institute of Directors Ireland, the Institute of Directors Northern Ireland, and the Creative Futures Academy, whose commitment to leadership, innovation, and intergenerational learning was central to the programme's success.

Special thanks to our CFA Steering Group, chaired by Laura Magahy, whose leadership and dedication guided the programme throughout. We acknowledge with appreciation the valuable contributions of Sheila Byrne (IoD Ireland), Heather White (IoD Northern Ireland), and Karen Sugrue Hennessy (Chartered Director Community), whose expertise and insight were instrumental in shaping and delivering this initiative and to the Creative Boardroom Team: Ciara Layden, Creative Boardroom Coordinator, Pace Borza Butterly, Communications Lead, Gwen Cunningham and Lara Hanlon academic leads at NCAD and IADT and the wider CFA team.

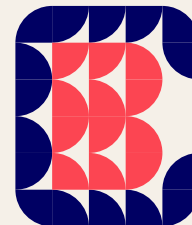
To all our participants, facilitators, students, and supporters—thank you for your time, energy, and openness. Together, you have helped to spark a new conversation on climate leadership that will continue to grow and inspire across the island of Ireland.

Louise Allen,
Director,
Creative Futures Academy

Appendices

1. Vox Pops

- Oonagh Buckley, Secretary General, Department of the Environment, Climate and Communications
- Gwen Cunningham, Lead for Sustainability and Circular Economy, NCAD
- Louise Allen, Director, Creative Futures Academy
- Karen Sugrue Hennessy, CEO of Real Leaf Farm
- John French, CEO, Utility Regulator of NI
- Laura Magahy, Executive Chair, CreativeBoardroom: Collaborate4Climate
- Heather White, Institute of Directors, Northern Ireland - Creative Boardroom - Collaborate4Climate
- Alexander Fitzgerald Graham, BA Graphic Design, NCAD at Creative Boardroom - Collaborate4Climate
- Liam Keane, MSc. User Experience Design IADT and Isabel Duignan, BA Graphic Design, NCAD
- Sharon O'Connor, Board member, Sustainable Energy Authority of Ireland at Creative Boardroom
- Jim Frawley, Chartered Director, Member of Institute of Directors Ireland
- David Jones, Executive Director, Member of Institute of Directors Ireland
- Laura Burke, Director General of the Environmental Protection Agency (EPA)
- Louise Allen, Director, Creative Futures Academy - Exhibition Launch



2. Collaborative Agreement

1. PURPOSE OF THE PROGRAMME

Creative Boardroom: Collaborate4Climate is the joining of forces between the Institute of Directors in Ireland, Institute of Directors Northern Ireland with Creative Futures Academy, NCAD. This initiative is funded by the Creative Ireland Initiative and the Shared Island Fund.

Our common purpose is to bring influence to bear on the urgency of addressing climate change among student and boardroom networks across the island of Ireland. The programme aims to assist with the challenge presented to us by the climate emergency through following an innovation process based on design thinking principles. This will combine collaborative workshops, expert sessions and peer mentoring to provide strategic design tools and methodologies that can be used in boardroom and other contexts. The goal is to harness the intergenerational expertise and collective imaginations of Ireland's Chartered Director and CFA student communities.

2. KEY WORKSHOP DATES

We encourage maximum participation in order to build networks and communities of peer exchange.

27 February 2024- Dublin (8 hrs)

9 April 2024 - Dublin (8 hrs)

30 April 2024 - Dublin (8 hrs)

28 May 2024 - Dublin (8 hrs)

25 June 2024 - Belfast (8 hrs - This workshop is for director participants only)

We do request and plan that all participants will partake in all of the programme elements. By exception, and in a non-emergency event, where a participant is unable to attend a workshop, they are requested to inform the Creative Boardroom Coordinator as soon as they know they are unavailable to attend: info@creativeboardroom.collaborate4climate.ie

Participation is encouraged at a Creative Boardroom: Collaborate4Climate showcase exhibition at the National College of Art & Design Gallery in November 2024

3. COMMUNICATIONS, INFORMATION SHARING & STORAGE

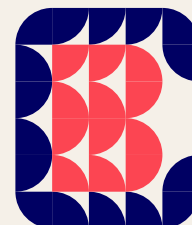
Chatham House Rules

By hosting workshops and webinars under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed. Chatham House Rules.

Google Folders: All Director participants have access to a centralised Creative Boardroom Google folder. This folder is where all content from the programme will be housed. It's only accessible by Creative Boardroom Director participants and the Creative Boardroom team and can be found [here](#).

Student participants have access to a Google classroom for all content.

LinkedIn closed group page: To help build our community there will be a closed LinkedIn group Creative Boardroom: Collaborate4Climate - Participants Forum which we request all participants to join for the purpose of collaboration and discussion. In addition to the closed forum for programme participants, Creative Boardroom: Collaborate4Climate also has a public LinkedIn page. Please follow and encourage your network to follow this public LinkedIn page. Email: In the main, information will be shared and sent to



Director participants via email to the email addresses submitted on application. Please ensure that your email address is current and check spam folders.

4. CAPTURING CONTENT AND INFORMATION FOR EVALUATION

Over the course of the programme we will be collating surveys, interviews, evaluations, recorded webinars, audio, photographs, video footage and testimonials with programme participants and partners. The aim of this content capture is for evaluation purposes, in order to report back to funders on the impact of the programme on building awareness, and changing behaviour and attitudes.

5. CAPTURING CONTENT AND INFORMATION FOR PUBLIC DISSEMINATION

Over the course of programme we will also capture video and photo footage to use for public dissemination. This will include general footage of workshops and the closing exhibition. In signing this agreement you agree to be part of this general documentary process.

In addition, we will invite participants to participate in a brief interview about their participation. This may be captured using audio and/or video and used on the Creative Boardroom/ CFA/IoD/NCAD/Creative Ireland websites for promotional purposes. Permission will be sought for the public use of this type of footage and a separate consent release form will be provided at the time of recording to be signed.

Example: Consent Forms for Video, Photography and Audio Recordings

6. INTELLECTUAL PROPERTY - CREATIVE COMMONS LICENCE

Creative Futures Academy, adheres to Creative Commons Licence principles.
<https://creativecommons.org/licenses/by/4.0/>

Transparency:

Our hope is the Creative Boardroom:Collaborate4Climate will give rise to new connections and activities taking place outside of Creative Boardroom: Collaborate4Climate, for the purposes of transparency and evaluation, we ask that the programme partners are informed.

7. GDPR

By taking part in this programme you agree to CFA holding and processing the data provided by you strictly in accordance with the General Data Protection Regulation (GDPR) under the legal basis of contractual necessity. We will use this data for the purposes of administering our relationship with you as a participant in the Creative Boardroom: Collaborate4Climate programme.

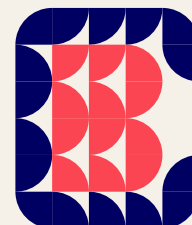
We will not, without your consent, supply your data to any third party except where such a transfer is a necessary part of the activities that we undertake in the course of the Creative Boardroom: Collaborate4Climate programme. This will require sharing data with programme partners. Should you need to contact us please email: communications@creativefutures.ie

8. SUSTAINABILITY PRACTICE

Sustainability refers to the ability to maintain or support a process continuously over time. In business and policy contexts, sustainability seeks to prevent the depletion of natural or physical resources, so that they will remain available for the long term. We endeavour to adhere to sustainable practices as much as possible throughout the duration of this programme, doing our best to ensure our suppliers, movement, venues and participants do their best to keep their carbon footprints as low as possible.

9. CONFLICT OF INTEREST

We do not anticipate any conflicts of interest but if you have a concern, please raise this with the lead IoD or academic representative.



10. COMMITMENT TO THIS PROJECT

I confirm clear support and commitment to the: Creative Boardroom:
Collaborate4Climate programme.

I have a strong interest and motivation to increase knowledge and understanding of sustainability, and to assess and adopt sustainable practices.

I confirm a willingness and openness to share and collaborate with peers and the wider industry by participation in the programme, alongside fellow chartered directors and students and by sharing and showcasing the learnings and outcomes of my participation in the programme.

For Participating Directors:

I understand that I will cover the cost of travel to workshop locations and events for the duration of the programme.

For Students:

Travel costs outside of Dublin City Centre will be reimbursed on presenting a valid travel receipt. (Public transport is preferred).

As a participant in the Creative Boardroom: Collaborate4Climate I confirm that I have read and understood the contents of this agreement and the purpose and principles outlined. This agreement is valid from the date of signature until this programme ends in December 2024.

Print Name: _____

Signed: _____

Date:_____

Creative Boardroom: Collaborate4Climate is funded through the Creative Ireland Climate Action and Shared Ireland funds. It is delivered by Creative Futures Academy under the auspices of the National College of Art & Design in partnership with The Institute of Directors in ROI and NI.

Report date: August 2025

This programme was funded and supported by:



Clár Éire Taidnách
Creative Ireland
Programme



Rialtas na hÉireann
Government of Ireland



Shared Island
Initiative

