

**CREATIVE
BOARDROOM:
COLLABORATE
4 CLIMATE**

Scaling Climate
Leadership
Through Creativity,
Governance and
Public Engagement

**Phase 2
Evaluation Report**

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1. Foreword

Creative Boardroom: Collaborate4Climate was created in response to a simple truth: the climate crisis is not only a challenge; it is also an invitation to lead differently. Phase 1 demonstrated the power of bringing together future generations and board-level decision-makers through creativity and design thinking—building a shared understanding, developing confidence to act, and making the journey public through a flagship exhibition. This report documents the next chapter of that journey. Phase 2 was designed to extend the impact of the programme beyond the original cohort—taking what was learned and created in Phase 1 and bringing it into organisations, public spaces and decision-making contexts across the island of Ireland.

By touring the exhibition, supporting directors through practical workshops and toolkits, and recognising leadership through awards, Phase 2 deepened the programme’s legacy: embedding climate as a governance priority and equipping boards to turn intention into action.



2. Executive Summary

Creative Boardroom: Collaborate4Climate is a pioneering all-island collaboration supported by the Shared Island Fund and through Creative Ireland’s Climate Action Fund, delivered by Creative Futures Academy under the auspices of the National College of Art and Design (NCAD) and Dún Laoghaire Institute of Art, Design + Technology (IADT), in partnership with Institute of Directors Ireland and Institute of Directors Northern Ireland. Phase 2 (2025–2026) also welcomed a new project partner, Forvis Mazars.

Phase 2 was designed as a direct extension of Phase 1, focusing on scaling reach, deepening application in real governance contexts, and strengthening long-term legacy.

Key Achievements in Phase 2:

- The Collaborate4Climate Exhibition toured 13 venues across the island of Ireland (Northern Ireland and the Republic of Ireland), bringing the story into workplaces, public institutions, transport hubs, and shared public spaces.
- A series of design thinking “Strategising for Sustainable Futures” workshops supported Chartered Directors and board members to explore how boards can collectively “raise the temperature in the boardroom” and move from awareness to practical, accountable action.
- The programme produced practical legacy tools—including the Business as Usual Toolkit within the Creative Boardroom: Courageous Climate Conversations Guide – offering prompts and methods to embed climate into governance and strategic decision-making.
- The initiative helped incentivise and celebrate director-led climate leadership through awards recognition, including a dedicated category at the Sustainable Energy Authority of Ireland awards and recognition at the Institute of Designers in Ireland awards.

Across its lifetime, Creative Boardroom achieved strong engagement through in-person participation, public exhibition reach, web traffic, communications outputs, and partner amplification. This report documents Phase 2 delivery and consolidates evidence of reach, learning and legacy, while the evaluation section assesses how effectively Phase 2 delivered its objectives.

Phase 2 benefited from strong and visible senior-level support across government, public agencies, enterprise, infrastructure, higher education and the professional services sector. North-South engagement was a crucial aspect of this phase with a focus on shared learnings between equivalent bodies north and south of the border: Translink and Irish Rail, Institutes of Directors and third level providers. The touring exhibition was formally launched and hosted by Ministers, Secretary Generals, senior civil servants, chief executives, managing directors, heads of sustainability and university leadership. This level of engagement signals institutional confidence in the programme’s approach and demonstrates the extent to which Creative Boardroom has positioned climate leadership as a board-level, cross-sector and cross-jurisdictional priority.

“The Creative Ireland Programme has shown how imagination and shared purpose can help us shape a brighter, more connected future for everyone who calls this island home”

Michael Martin, An Taoiseach.

3. Background

Creative Boardroom: Collaborate4Climate starts from a shared premise: climate action requires systems change—across how we live, work, design, govern, and decide. The programme reframes climate from a topic of compliance to a leadership opportunity: to create value, resilience and relevance in a rapidly evolving green economy.

A defining feature of the programme is its intergenerational and all-island approach. Phase 1 brought together Chartered Directors and students through design thinking to explore climate “wicked challenges” and prototype responses across core systems (including food, transport, textiles and the built environment). The approach recognised that while the island shares a common climate ambition, the policy landscape, oversight structures and legislative context differ across jurisdictions—making cross-border learning both necessary and valuable.

Directors operate in a complex environment. Awareness of climate risk and opportunity is increasing, alongside growing regulatory expectations and reporting requirements. Yet persistent barriers remain: gaps in knowledge, difficulties translating intention into action, uncertainty about what “good” looks like in practice, and decision-making inertia. Phase 2 was designed to respond to those barriers using the programme’s core strengths: creativity, practical tools, peer learning, and public storytelling.



4. Aims and Deliverables

Phase 2 maintained the Phase 1 learning model – **KNOW / ACT / SHOUT** –while shifting emphasis from programme development to **impact, reach and legacy**.

KNOW

Aim: Build a shared understanding of urgency, key principles and frameworks, and how climate relates to core systems and board responsibilities.

Phase 2 delivery included:

- Touring the exhibition across the island (target ≤10 hosts; achieved 13).
- Updating core climate statistics on exhibition panels.
- Publishing guidance and signposts that support credible climate action.

ACT

Aim: Empower directors and boards to use design and systems thinking to unpack complex challenges and develop actionable, accountable responses.

Phase 2 delivery included:

- Delivering design thinking workshops alongside the exhibition.
- Using structured future-scaping / design sprint approaches tailored to each cohort.
- Capturing practical actions and encouraging governance mechanisms that embed climate at the table (e.g., standing agenda item, named champion).

SHOUT

Aim: Build confidence and motivation to lead beyond authority—sharing learning, influencing peers, and making the journey public.

Phase 2 delivery included:

- Touring the exhibition as a public-facing mechanism.
- Capturing director testimonials in formats suited to peer sharing.
- Amplifying the work across partner channels and through sector recognition, including SEAI and IDI awards.



5. The Evolution: From Programme to Platform

Phase 1 of Creative Boardroom: Collaborate4Climate established a structured, intergenerational learning journey that brought together Chartered Directors and students to explore climate challenges through creativity and design thinking, culminating in the Collaborate4Climate Exhibition.

Phase 2 was intentionally designed as a direct extension of that foundation. Rather than re-running the original programme, it focused on amplifying impact, extending reach, and embedding legacy by bringing the exhibition and design-led methods into new organisational, public and governance contexts across the island of Ireland.

This evolution can be understood across three interrelated shifts:

Scaling Reach

In Phase 1, the exhibition functioned as a culmination point—showcasing the work of programme participants and inviting wider audiences into the conversation. In Phase 2, the exhibition evolved into a touring, all-island engagement mechanism, travelling to 13 venues across Northern Ireland and the Republic of Ireland. By appearing in workplaces, public institutions, transport hubs and shared civic spaces, the exhibition extended the Creative Boardroom story far beyond the original cohort, building awareness and normalising climate leadership as an everyday concern.

Deepening Practice

Phase 2 shifted emphasis toward application in real organisational contexts. Short, focused design thinking workshops were delivered alongside the exhibition, enabling directors and senior leaders to apply systems and design thinking tools to live challenges within boards and organisations. This supported participants to move from reflection to

action, strengthening shared accountability and helping boards explore what meaningful climate leadership looks like in practice.

Embedding Legacy

To ensure learning could continue beyond the exhibition tour, Phase 2 produced practical, design-led resources—most notably the Business as Usual: Courageous Climate Conversations Guide—designed to help boards embed climate considerations into routine governance and strategic decision-making. Structured around the programme’s learning pillars, these tools enable directors to initiate and sustain climate conversations over time, supporting longer-term behavioural and cultural change.

This evolution from programme to platform was further reinforced through recognition and incentive. By engaging with national awards platforms—including the introduction of a dedicated “Warming up the Boardroom” category at the SEAI Energy Awards and recognition at the Institute of Designers in Ireland Awards—Creative Boardroom signalled that director-led climate leadership is not only expected, but worthy of celebration.

6. Phase 2: Delivery

6.1. Touring Exhibition

Building directly on the culmination of Phase 1, Phase 2 saw the Creative Boardroom: Collaborate4Climate exhibition evolve from a single showcase into a touring, all-island engagement mechanism. The exhibition was intentionally designed to extend the learning and conversations initiated through the original programme into new organisational, public and civic contexts—making the Creative Boardroom journey visible, accessible and relevant well beyond the original participant cohort.

Designed using sustainable design principles, the exhibition brings into focus four core systems central to Ireland’s climate responsibilities—food, transport, textiles and the built environment—presented in an accessible, evidence-based and action-oriented format. Rather than positioning climate as a specialist or technical issue, the exhibition reframes it as an everyday governance and systems challenge, relevant to decision-makers, employees, students and the wider public alike.

In Phase 2, the exhibition toured 13 venues across the island of Ireland during 2025 and into early 2026, spanning Northern Ireland and the Republic of Ireland. Host locations included corporate workplaces, government departments, transport hubs, higher-education settings and national conferences. This breadth of settings was intentional: each venue provided a different entry point for engagement, allowing climate leadership to be encountered in places where people work, travel, study and gather.

Across the tour, the exhibition functioned as a conversation starter—creating space for reflection, discussion and practical consideration of action. Hosts consistently reported that the exhibition helped to distil complex climate information into formats that felt credible, relevant and actionable, while also prompting dialogue across teams and stakeholder groups that might not otherwise engage directly with climate topics.

“CBRE Ireland was proud to host the Creative Boardroom: Collaborate4Climate exhibition in our Dublin office. The initiative sparked meaningful conversations around sustainability, creativity, and climate action - engaging our staff, clients, and partners. It aligned perfectly with our values and helped us explore how creative collaboration can shape strategic thinking and drive positive change across the built environment. It was great to see so many thoughtful ideas sparked just by walking past the panels - proof that creativity really does inspire action.”

Myles Clarke, Managing Director, CBRE Ireland.

The touring model also enabled the exhibition to be adapted to context. In several venues, content was supplemented with organisation-specific perspectives, highlighting where host institutions were already taking action and how governance decisions intersect with climate outcomes. This reinforced one of the programme’s central messages: that climate responsibility cannot be delegated, but must be actively owned at board and leadership level.

By moving through workplaces, public institutions and shared spaces, the Phase 2 exhibition normalised climate leadership as part of everyday decision-making. It extended the Creative Boardroom narrative from learning about climate to seeing how climate considerations are embedded within organisations and systems in practice.

The scale of public exposure achieved through the touring exhibition significantly exceeded initial expectations, with strong engagement recorded across both workplace and public settings. Taken together, the exhibition tour represents a core pillar of Phase 2’s contribution to impact, reach and legacy—ensuring that the insights and ambitions generated in Phase 1 continued to circulate, influence and resonate across the island.

To illustrate how the touring exhibition functioned across different organisational and public contexts, the following case boxes highlight three contrasting host settings—a public transport hub, a central government department, and a national energy provider.

CASE STUDY 1

Belfast Grand Central Station Exhibition

Dates: 19–31 August 2025

Location: Belfast

Estimated Attendance: 250,000

Overview

Translink hosted the Creative Boardroom: Collaborate4Climate exhibition at Belfast Grand Central Station, bringing climate leadership into a high-footfall public transport setting. Positioning the exhibition in a space embedded in daily routines enabled the programme to reach a broad cross-section of the public alongside staff, students and commuters.

Engagement and Context

The location strongly reinforced the programme’s focus on transport and mobility as a key climate system, while demonstrating how public infrastructure can function as a platform for shared climate conversation. Hosting the installation in an everyday environment helped take climate leadership “out of the boardroom and into the everyday” supporting informal reflection and discussion beyond typical sustainability audiences.

Governance and Learning Value

This setting illustrated how climate leadership can be normalised through visibility and accessibility, particularly when aligned with a host organisation actively delivering climate action through operational and investment decisions. The exhibition functioned as both an awareness-raising tool and a prompt to consider how governance decisions translate into everyday climate outcomes.

Host Reflection

“Bringing this initiative into a public space helped take climate leadership out of the boardroom and into the everyday—reaching a diverse cross-section of the community including customers, staff, students, and visitors. It sparked meaningful conversations about climate action as a shared creative responsibility, right in the heart of a place that’s part of people’s daily lives.”

Chris Conway, Group Chief Executive, Translink



CASE STUDY 2

Department of Climate, Energy and the Environment (DCEE) Exhibition

Dates: 24 November – 12 December 2025

Location: Tom Johnson House, Dublin

Estimated Attendance: 700 staff and visitors

Overview

The Creative Boardroom: Collaborate4Climate exhibition was hosted at the Department of Climate, Energy and the Environment (DCEE), Ireland’s central government department responsible for national climate and energy policy. Placing the exhibition within Tom Johnson House created a direct connection between the programme’s design-led approach and the institutional context in which climate policy, delivery, and oversight are shaped.

Engagement and Context

The exhibition was embedded within a working government environment, allowing staff and visitors to engage with the content informally over time—passing panels en route to meetings, encountering prompts during lunch breaks, and discussing messages in everyday professional settings. This mode of engagement reinforced the exhibition’s core intent: to normalise climate reflection and leadership as part of routine organisational life rather than as a standalone intervention.

Governance and Learning Value

Hosting the exhibition within the Department responsible for national climate action reinforced the relevance of Creative Boardroom’s design-led approach to public leadership, organisational culture, and policy implementation. The exhibition supported reflection not only on national targets and frameworks, but also on the everyday behaviours, decisions, and systems that underpin delivery.

Host Reflection

Reflecting on the exhibition’s presence within the Department, **Oonagh Buckley, Secretary General of the Department of Climate, Energy and the Environment, observed:**

“Over recent weeks, Department staff and guests have been walking past the exhibition panels on their way to meetings or sitting beside them at lunch. They’ve certainly sparked conversations around the building and challenged us to stop and think differently about climate action – from the food we eat, to what we wear, how we get around, and how we heat our buildings – the very areas where Ireland must deliver on our climate commitments.”

She further highlighted the alignment between the exhibition and the Department’s own sustainability journey, noting that Tom Johnson House is an A2-rated building now using 40% less energy following a deep retrofit supported by staff engagement.

Key Reflections

This case illustrates the exhibition’s effectiveness within a central government setting, where climate leadership intersects with policy development, organisational culture, and public accountability. By situating the exhibition inside the Department responsible for national climate action, Creative Boardroom demonstrated how design-led engagement can complement policy frameworks by supporting reflection, dialogue, and shared ownership of climate responsibility within the public service.

CASE STUDY 3

ESB Headquarters Exhibition

Dates: 15 December 2025 – 16 January 2026

Location: 27 Fitzwilliam Square, Dublin

Estimated Attendance: 9,000+ (host estimate)

Overview

ESB hosted the exhibition at its headquarters, marking a symbolic and practical milestone given ESB's central role in Ireland's energy system and the national transition to net zero. The exhibition returned to the organisation where Creative Boardroom was originally launched, providing a sense of continuity between the programme's origins and its expanded impact.

Engagement and Context

Displayed within a large, professional workplace, the exhibition prompted reflection and discussion among staff and visitors about how climate action is shaped by organisational culture, governance decisions and everyday practices. Senior involvement in the launch reinforced the message that climate leadership requires participation across roles and levels, not solely within sustainability teams.

Governance and Learning Value

This case demonstrates how the exhibition can function as an internal engagement tool within large organisations, reinforcing shared responsibility and linking individual behaviours with system-scale transition. Hosting the exhibition within a national infrastructure organisation highlighted the importance of board-level leadership, long-term investment and innovation in delivering climate outcomes.

Host Reflection

“The exhibition has travelled the length and breadth of the island, initiating important conversations on how each of us can engage with climate change through collaborative and constructive exchange, and the pursuit of actions, both big or small, through our professional and private lives.”

Brian Gray, Sustainability Lead for Climate Action, ESB



A full list of exhibition venues, dates and locations is provided in Appendix A.

6.2 Design Thinking Workshops

Building on the learning model established in Phase 1, Phase 2 of Creative Boardroom: Collaborate4Climate integrated a series of short, focused design thinking workshops alongside the touring exhibition. These workshops were designed to support board members and senior leaders to move from awareness and discussion to practical application, using design-led methods to explore climate challenges within real organisational contexts.

Each workshop was delivered as a 2–3 hour design sprint, tailored to a predetermined, climate-related challenge relevant to the participating organisation or cohort. Facilitated by experienced design thinking practitioners, the sessions introduced participants to a human-centred, iterative approach to problem-solving—supporting future-scaping, collective sense-making, and the identification of actionable next steps.

Across Phase 2, three workshops were delivered with Chartered Directors and board-level leaders in Northern Ireland, the Republic of Ireland, and within an individual organisation. Together, these sessions extended the Creative Boardroom approach from a programme-based learning environment into live boardroom and governance settings, reinforcing the programme’s ACT objective: enabling directors to translate climate intent into strategic action.

CASE STUDY 4

IoD Northern Ireland Chartered Director, Design Thinking Workshop

Date: 22 October 2025

Location: Riddel Hall, Queen’s University Belfast

Overview

As part of the Creative Boardroom: Collaborate4Climate initiative, the Institute of Directors Northern Ireland, in collaboration with the Institute of Directors Ireland, Creative Futures Academy, and Forvis Mazars Ireland, convened members of the Northern Ireland Chartered Director community for a design thinking workshop focused on climate leadership and governance.

The session was designed to support directors in exploring how boards can collectively “raise the temperature” on climate action, reframing climate change as a strategic leadership and decision-making issue rather than a technical or compliance-driven concern.

Approach

The workshop was facilitated by Lara Hanlon, Lecturer in Design Thinking at Dún Laoghaire Institute of Art, Design and Technology, and Lucy McKenna, Learning Specialist and Facilitator at the National College of Art and Design, who is based in Belfast. Participants engaged with design-led tools and collaborative exercises that encouraged reflection, challenge of assumptions, and peer learning.

Design thinking methods were used to surface different perspectives, enabling directors to consider climate risks and opportunities through a governance and systems-thinking lens, grounded in real boardroom contexts.

Learning and Engagement

The workshop demonstrated the value of design-led processes in fostering collective problem-solving among directors. Participants actively engaged with the exercises, using creative methods to explore complex climate challenges in a structured yet open way. The participatory format supported dialogue, shared understanding, and deeper consideration of the role of boards in climate leadership.

Contributions and Collaboration

The session was supported by contributions from Heather White, Laura Magahy, Louise Allen, Sharon O'Connor CDir, Sara Lynch, and Pace Borza-Butterly, reflecting the collaborative, cross-sector, and all-island nature of the Creative Boardroom programme.

Key Reflections

This workshop illustrates how design thinking can be effectively applied in a director-level context to enhance understanding, surface assumptions, and support strategic discussion on climate action. It provides a strong example of how creative facilitation can help boards engage with climate challenges in a meaningful, governance-relevant way.

“This was a fantastic event well done to Institute of Directors, Northern Ireland”

Glynis Hobson CDir



CASE STUDY 5

IoD Ireland Directors, Design Thinking Workshop (Dublin)

Date & Location: 18 November 2025, National Concert Hall, Dublin

Participants: 22 Chartered Directors (13 survey responses)

Overview

This workshop brought together Chartered Directors from across Ireland to explore climate change through a design thinking lens, explicitly framed around board-level responsibility, governance, and strategic leadership. The session was delivered as part of the Creative Boardroom: Collaborate4Climate programme and combined futures-focused thinking with practical, participatory exercises. The workshop intentionally moved away from technical or compliance-led climate discourse, instead positioning creativity and systems thinking as essential tools for directors navigating complex climate-related decisions.

Approach

Participants engaged in futurescoping and collaborative design exercises, working with analogue tools (markers, post-it notes, visual mapping) to explore climate challenges across themes including food waste, the circular economy, renewable energy, and organisational culture. The facilitation encouraged experimentation, peer learning, and challenge to established assumptions. Notably, several participants reflected on initial apprehension about participatory methods, which shifted to positive engagement and open dialogue as the session progressed.

Learning and Engagement Outcomes

Survey responses indicate strong perceived value and engagement:

- 81% of respondents agreed or strongly agreed that the workshop was useful overall
- 65% agreed or strongly agreed that the workshop improved their understanding of climate issues within their sector

- 70% reported increased motivation to act following the workshop, with no negative responses recorded. Qualitative feedback highlighted the value of stepping away from traditional boardroom formats and using creative tools to surface new perspectives and conversations.

Key Reflections

This workshop demonstrates how design-led approaches can effectively engage directors who may be cautious about participatory learning, while still delivering credible, governance-relevant outcomes. It reinforces the value of creativity as a means to deepen understanding, increase motivation, and challenge the status quo at board level.

“From trepidation about a ‘participatory workshop’ to enjoyable learning and conversation”

Gearóid Ó Riain CDir



CASE STUDY 6

Furthr Design Thinking Workshop

Date & Time: Thursday 27 November 2025, 12–2pm

Location: Guinness Enterprise Centre, Dublin

Participants: 10 Furthr board members and senior executives

Overview

This short, focused design thinking workshop was delivered for the Furthr board and executive team, with the aim of exploring Furthr’s long-term climate ambition and identifying the challenges and opportunities associated with delivering that ambition through its start-up and accelerator ecosystem. Despite its limited duration, the session demonstrated how design-led processes can support collective problem-solving and enable board-level discussion on climate strategy in a practical and structured way.

Approach

The workshop opened with a brief overview of Ireland’s climate context and key learnings from Phase 1 of the Creative Boardroom programme. Participants then engaged in a futurescoping exercise, creating positive headlines they would like to see five years into the future in relation to Furthr and climate change. Working in two small groups, participants selected headlines to explore further using the Double Diamond design methodology. Groups mapped challenges, identified root causes, and generated ideas to address barriers to achieving their chosen future outcomes.

Outputs and Insights

Participants generated ambitious futurescoping headlines, including delivering net zero ahead of schedule across start-ups and supporting first-to-market climate innovations internationally. Root cause analysis surfaced systemic barriers such as investor culture, perceived lack of commercially viable sustainability models, and confidence among entrepreneurs.

Ideas focused on influencing wider ecosystems, including investors, funders, and policy actors, as well as strengthening Furthr's role in showcasing successful climate business models.

Learning and Action Intent

Survey feedback identified **problem mapping** as the most useful tool used during the session (selected by 6 of 8 respondents). Participants also articulated clear intentions to:

- Embed sustainability as a standing item on the Furthr board agenda
- Upskill internally and integrate sustainability thinking into client frameworks
- Engage executive leadership to maintain consistent focus on climate priorities
- Explore development of viable climate-focused business models, subject to capacity

Key Reflections

This case illustrates how a short, well-designed intervention can support boards in moving from aspiration to action. The workshop reinforced the importance of structured reflection, systems thinking, and shared ownership in addressing climate challenges at governance level.

“Going through the workshop really helped to surface big ideas and I’m pretty confident that we will move forward with some of those. I am a member of the IoD myself so I was very interested to learn about the collaboration between students and directors, it’s potentially a really impactful collaboration. I think what really stood out to me is that within my organisation both at board level and senior executive level there is a really strong and positive disposition towards doing more for sustainability but in order to turn that into real action is really challenging, and a workshop like today helps us to tackle some of those challenges.”

Martin Murray, CEO, Furthr



6.3 Business as Usual Toolkit - Courageous Climate Conversations Guide

As part of Phase 2, Creative Boardroom developed the Business as Usual: Courageous Climate Conversations Guide to support boards and leadership teams in translating climate awareness into sustained governance practice. The Guide was created in direct response to learning from Phase 1, which identified a clear need for practical tools to help directors move from intention to action within the realities of boardroom decision-making.

The Guide is structured around the programme’s three core learning pillars:

- **KNOW** – supporting boards to build a shared, evidence-based understanding of climate urgency, risk, and opportunity, and to challenge assumptions that may limit effective action
- **ACT** – enabling boards to translate understanding into clear priorities, practical interventions, and accountable next steps aligned with organisational strategy
- **SHOUT** – empowering directors to use their influence to inspire others, share learning, collaborate across sectors, and sustain momentum for change over time

In keeping with the design-led methodology used throughout Creative Boardroom, the Guide combines boardroom prompts with practical design thinking tools that can be used flexibly within board meetings, strategy sessions, or dedicated climate discussions. These include futurescoping exercises, problem-framing tools, “How might we?” questions, stakeholder mapping, and prioritisation frameworks—each designed to support inclusive, action-oriented dialogue rather than abstract debate.

Importantly, the Guide is positioned as a business as usual resource. Rather than requiring specialist facilitation or additional structures, it is intended to integrate into existing governance processes, supporting the embedding of climate considerations into agenda-setting, decision cycles, and organisational culture. The Guide also signposts directors to further board-level climate governance resources, enabling continued learning beyond the Creative Boardroom programme.

The Guide was officially launched at the Shared Island Conference on 13 November 2025 by **Laura Magahy**, Public Sector Consulting Lead at Forvis Mazars and Creative Boardroom Chair, and **Louise Allen**, Director of Creative Futures Academy. It represents a key legacy output of Phase 2, providing a practical bridge between programme learning and the ongoing work of boards navigating climate responsibility in complex and evolving contexts.



The Creative Boardroom: Courageous Climate Conversations Guide is being made available to businesses and organisations to start and continue conversations that may lead to action on the impacts of climate change.

This guide is designed around 3 core pillars which aim to build understanding, incite action and inspire others. It provides practical talking points to spark discussion on how climate action can be embedded into strategic decision-making and suggests design thinking tools to help to facilitate these conversations.

1. Know — Have a common understanding of the urgency for change and the key principles and frameworks associated with climate action.

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

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



1. Know

Clarify what you understand, and challenge what you assume, about climate action in your organisation. Identify gaps in knowledge, risks, opportunities, and blockers. Ground discussions in transparency and evidence.

Questions

How might we obtain an understanding of how climate change will affect our organisation?

How might we gain an understanding of our organisation's impact on the environment?

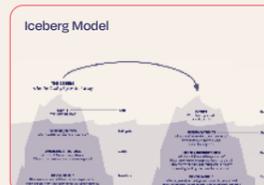
How might we reimagine our organisation in a climate-changing environment?

Design Thinking Activities

Futurescaping: a method that can be used to imagine and depict potential future scenarios.

Problem Tree Mapping: a visual tool that helps identify the main issue, its root causes, and effects.

Iceberg Model: a systems thinking tool that helps expose underlying causes such as structures and mental models.



2. Act

Elevate climate action as a strategic priority. Translate knowledge into clear, actionable steps that are appropriate for your organisation. Champion accountability and ensure that actions create measurable impact.

Questions

How might we prioritise key initiatives to address the challenges and opportunities of climate change for our organisation?

How might we support our teams to innovate in a way that is sustainable for our organisation as well as for the environment?

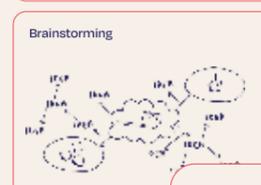
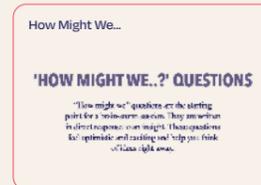
How might we track our progress against the climate change priorities we have agreed?

Design Thinking Activities

'How Might We' Questions: Open-ended prompts used to reframe a challenge into a solvable problem.

Brainstorming: a creative way of generating a large quantity of ideas in a judgement-free environment.

Empathy Mapping: a collaborative tool used to understand people's needs, feelings, thoughts, and behaviours.



3. Shout

Use your influence to inspire others within your organisation and beyond. Share lessons learned and models for success with peers in your wider industry. Lead by example, act as a climate advocate on a personal and professional level.

Questions

How might we transparently share our climate change journey with our stakeholders?

How might we collaborate on climate change with our internal and external stakeholders?

How might we maintain a sense of urgency for our climate change actions?

Design Thinking Activities

Active Listening: the practice of fully engaging with users and stakeholders to understand their needs, motivations, and emotions beyond their surface-level words.

Stakeholder Mapping: the process of identifying all of your project stakeholders and documenting their role, needs and level of influence.

Feasibility/Impact Matrix: a 2x2 grid used to prioritise solutions by evaluating them based on two criteria: impact (the potential value or benefit) and feasibility (the effort, time, or cost to implement).



6.4 Awards

As part of Phase 2, Creative Boardroom extended its impact beyond learning and engagement by introducing formal recognition mechanisms that celebrate director-led climate leadership in practice. The Awards strand was designed to reinforce programme learning, incentivise board-level accountability, and make visible the role of governance in driving sustained climate action. By recognising directors who have embedded climate considerations into strategy, oversight, and decision-making, the awards support a culture where climate leadership is understood as a core board responsibility rather than an operational add-on.

Together, the awards strand reinforces the Creative Boardroom learning model by evidencing knowledge acquisition and shared understanding (KNOW), recognising demonstrable board-level implementation and accountability (ACT), and amplifying leadership practice through public recognition and peer exemplars (SHOUT).

6.4.1 SEAI Awards

Recognising that meaningful climate action must be owned at board level, Creative Boardroom launched the inaugural Creative Boardroom SEAI Award during Phase 2. The award was developed in partnership with SEAI to recognise excellence in governance and strategy, specifically rewarding directors who demonstrate urgency, accountability, and leadership in embedding sustainability within boardroom practice.

The award was open exclusively to participants from Phase 1 of the Creative Boardroom: Collaborate4Climate programme, reinforcing continuity between learning, reflection, and real-world application. The award criteria were directly informed by recommendations articulated by directors during the programme and focused on four core areas:

- Building a shared understanding of climate challenges at board level
- Demonstrating tangible organisational change
- Making the sustainability journey visible and public
- Giving climate a central and sustained role at the board table

The Creative Boardroom SEAI Award was presented at the SEAI Awards Ceremony on 27 November 2025 at the InterContinental Hotel, Ballsbridge, Dublin. Directors from both Northern Ireland and the Republic of Ireland were nominated, reflecting the all-island nature of the programme.

Award Winner - Republic of Ireland

The inaugural Creative Boardroom SEAI Award was awarded to **Maura Moore CDir**, Deputy Chairperson of the Governing Authority at Maynooth University.

Ms Moore's submission demonstrated strong board-level leadership in embedding sustainability as a core governance and strategic priority within a large public sector institution. As Chair of the Finance, Human Resources and Capital Development Committee, she provided structured oversight of the University's Climate Action Roadmap, ensuring alignment with national public-sector targets and integrating climate considerations into capital investment, risk management, and long-term strategic planning.

The application evidenced clear accountability mechanisms, including regular reporting to board committees, designation of an executive Climate Champion, and approval of funded capital programmes delivering measurable energy and carbon reductions. Sustainability performance was monitored through defined KPIs and established governance pathways, enabling ongoing challenge and oversight at Governing Authority level.

Ms Moore also demonstrated the wider organisational and community impact of board-led climate governance, including the achievement of high environmental building standards, external certification, and active engagement with regional sustainability initiatives. The submission illustrates how consistent board ownership, data-driven oversight, and strategic alignment can translate climate ambition into sustained, measurable outcomes.



Award Winner - Northern Ireland

The Creative Boardroom SEAI Award was also awarded to **Roger Henderson CDir**, Network Assets and Investment Director at NIE Networks.

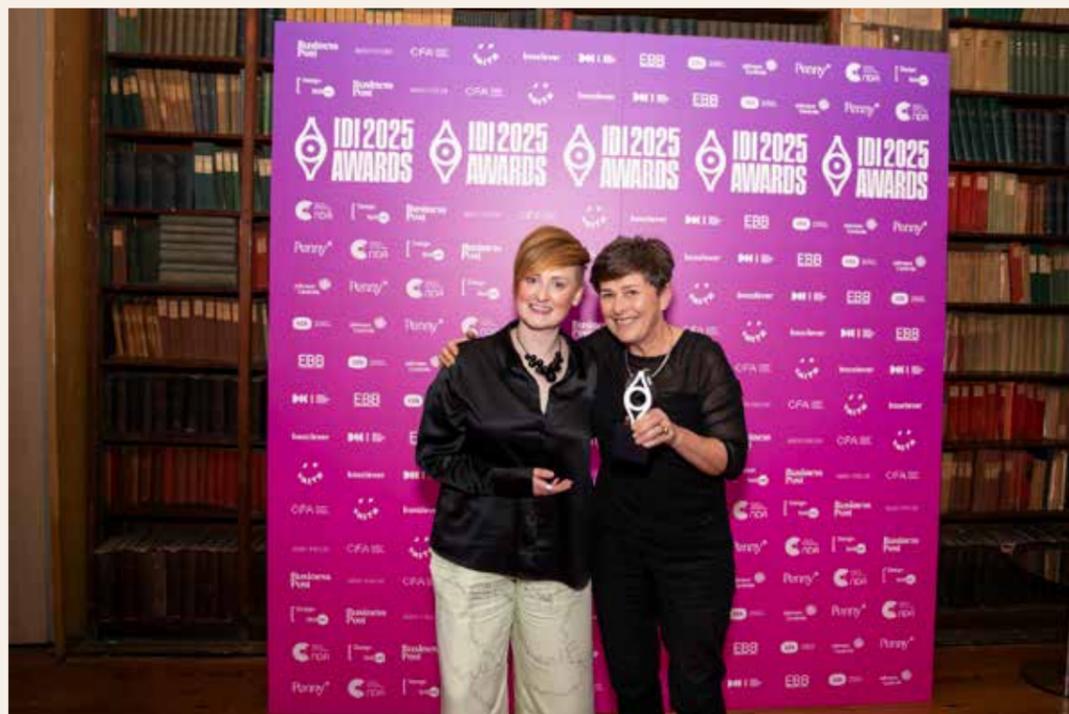
Mr Henderson’s submission demonstrated strong executive and board-level leadership in embedding sustainability as a core strategic and governance priority within a complex, asset-intensive organisation central to Northern Ireland’s energy transition. His leadership included the development and board approval of NIE Networks’ People, Planet, Places Plan 2025–31, elevating sustainability to a standing board agenda item and establishing a dedicated Sustainability and Environmental Committee to ensure structured oversight and accountability. The application evidenced a step-change in organisational practice, including the integration of climate mitigation, biodiversity, circularity, ethical supply chains, and community impact into investment planning, procurement frameworks, and operational standards. Sustainability outcomes were embedded into performance and remuneration frameworks, and climate risk was integrated into design standards, site

selection, and long-term network resilience planning. Mr Henderson also demonstrated the external impact of board-led sustainability governance, including enhanced investor confidence, successful international bond issuance, and long-standing independent environmental accreditation. The submission illustrates how board ownership, transparent reporting, and whole-organisation alignment can drive measurable, system-wide sustainability outcomes in a critical national infrastructure context.



6.4.2 Institute of Designers in Ireland (IDI) Award Winner Education and Research

Creative Boardroom: Collaborate4Climate received recognition at the **IDI Awards 2025**, where the project won the overall award in the Education and Research category. The IDI Awards benchmark excellence in Irish design against international standards, and recognition in this category highlights the programme’s methodological strength and wider societal relevance. Recognition at the IDI Awards affirms the value of applying design-led, intergenerational approaches to complex governance challenges, and underscores the programme’s contribution to advancing climate leadership learning at board level.



Together, the touring exhibition, director workshops, governance tools, and awards programme demonstrate how Phase 2 moved from awareness-raising to application, visibility, and institutional reinforcement.

7. Communication and Dissemination

Communication and dissemination formed a core delivery strand of Phase 2, supporting the programme’s **SHOUT** objective by making learning, participation, and leadership visible across sectors and jurisdictions. Creative Boardroom leveraged the combined communications reach of its delivery partners and host organisations to amplify engagement with the programme’s exhibitions, workshops, and leadership narratives.

A detailed communications report prepared by the programme team provides a full platform-by-platform analysis, what follows is a synthesis of key outputs and reach metrics relevant to the evaluation.

7.1. Communications Approach

Phase 2 communications were delivered through a layered approach combining:

- Programme-owned channels (Creative Boardroom and Creative Futures Academy platforms)
- Partner and stakeholder channels (IoD Ireland, IoD Northern Ireland, Creative Ireland, host venues)
- Earned media coverage
- Video-based leadership storytelling

This approach enabled the programme to reach both **targeted director audiences** and **wider public and professional communities**, reinforcing the all-island and cross-sector nature of the initiative.

7.2. Digital, Media and Video Outputs

Website, Press and Video Content

- Creative Boardroom content on the Creative Futures Academy website recorded 5,842 views by 19 January 2026.
- The Creative Boardroom homepage received 3,587 views since launch (November 2023).
- Three press articles were secured during Phase 2, including coverage in the Irish Examiner (estimated readership and digital reach of 181,000).
- Additional regional and sectoral coverage appeared in Killarney Today, Tralee Today, Business & Finance, CareersNews.ie, and Public Service Transformation Week listings, contributing to an estimated media reach exceeding 412,000.

Video Content

- 11 Creative Boardroom videos were produced during Phase 2, featuring Chartered Directors, institutional leaders, and programme partners.
- Videos were disseminated across social platforms and continue to be released and shared into early 2026, extending programme visibility beyond delivery timelines.
- A list of video testimonials is provided in Appendix D.

7.3. Social Media Reach and Amplification

Programme and Partner Channels

- Creative Boardroom’s dedicated LinkedIn page recorded **18,106 impressions during 2025**.
- Creative Futures Academy platforms (Instagram, Facebook, LinkedIn) generated in 2025:
 - o Instagram views: **441.5k**
 - o Facebook views: **324.1k**
 - o Newsletter subscribers: **3,730**
- The collective CFA network (CFA, NCAD, IADT, UCD) reached a combined audience of approximately **650,000**, with **30,000+ new followers added during 2025**.

Stakeholder Amplification

Programme partners and host organisations (including CBRE, Translink, Invest NI, IoD Ireland, IoD Northern Ireland, government departments, ESB, Irish Rail, Queen’s University Belfast, and others) further amplified content through their own channels, contributing to substantial secondary reach and reinforcing credibility through peer endorsement.

Example LinkedIn post by a host organisation:

“Proud to feature the Creative Boardroom: Collaborate4Climate exhibition at our 1GQ office in Dublin over the last month. This inspiring initiative, developed by Creative Futures Academy in partnership with the Institute of Directors Ireland and Northern Ireland, reframes the climate challenge as an opportunity for transformative change. Through creative collaboration, it explores key areas such as: Food & Agriculture, Transport & Mobility, Textiles & Consumables and The Built Environment. A big thank you to Louise Allen, Director at Creative Futures Academy, for delivering an engaging session to introduce the exhibition, and to Myles Clarke, Managing Director of CBRE Ireland, and Seán Arthur, Associate Director in our cost management team, for making this possible by bringing the exhibition from CBRE’s offices to ours. We’re proud to continue the journey of this exhibition and encourage everyone to take time to engage with it during its stay until February. Together, we can spark conversations and inspire action for a more sustainable future”

Philip Matthews, Managing Director, Ireland at Turner & Townsend

7.4. Overall Phase 2 Engagement Metrics (Summary)

Category	Metric	Phase 2 Delivery
Exhibitions hosted	Target: 10	13 delivered (ROI & NI)
Workshops delivered	Target: 3	3 delivered
Exhibition attendance	Potential footfall	1,000,000+
Workshop participants	Chartered Directors	53
Website views	Creative Boardroom	5,842
Press coverage	Articles	3 (412k+ reach)
Videos produced	Phase 2	11
LinkedIn impressions	CB page (2025)	18,106
CFA network reach	All platforms	650,000+
New followers (2025)	CFA network	30,000+

7.5. Contribution to Programme Objectives

Communication and dissemination activity during Phase 2 played a central role in delivering the programme’s SHOUT objective by making climate leadership visible, shareable, and normalised across board, organisational, and public contexts. Through a combination of high-footfall exhibitions, director-focused workshops, earned media, social media amplification, and video storytelling, Creative Boardroom ensured that learning outcomes and leadership practice extended well beyond direct participants, supporting peer influence, public accountability, and sustained momentum for climate action.

8. Evaluation Process

8.1 Evaluation Methodology

The Phase 2 evaluation built directly on the structured evaluation methodology developed and tested during Phase 1, maintaining a focus on continuous feedback, reflection, and iterative improvement. This approach ensured consistency across programme phases while allowing for adaptation in response to the expanded scale and diversity of Phase 2 activity.

As with Phase 1, the evaluation was guided by six core principles:

- 1. Dedicated evaluation leadership** – A named evaluation lead ensured evaluation activity was embedded throughout delivery, with findings reviewed and acted upon.
- 2. Alignment with learning outcomes** – All evaluation instruments were explicitly mapped to the programme’s KNOW, ACT, and SHOUT learning objectives.
- 3. Ongoing monitoring** – Structured post-workshop surveys were used to capture self-assessment and immediate feedback at the end of each workshop.
- 4. Open feedback channels** – Participants were encouraged to share reflections through email and social media, informal conversations, and follow-up engagement.
- 5. Iterative improvement** – Facilitator retrospectives and digital whiteboard reviews were used to adjust content, pacing, and facilitation across workshops.
- 6. Triangulation of evidence** – Quantitative data was interpreted alongside qualitative feedback, observation, and testimonial evidence.

8.2 Evaluation Instruments

Evaluation evidence was gathered through a mixed-methods approach, including:

- Feedback from each workshop via structured surveys
- Limited survey feedback from exhibition hosts
- Recorded testimonials from directors and senior leaders

- One-to-one interviews with participants, facilitators, and steering committee members
- Observational notes from workshops and exhibitions
- Digital media documentation capturing engagement and interaction

This approach prioritised depth and credibility of insight over volume, recognising the time constraints and seniority of participants.

8.3 Evaluation of Learning Outcomes (Know, Act, Shout)

Evaluation findings were analysed against the programme's three learning objectives.

KNOW – Knowledge and Understanding

Survey data indicates that 65% of workshop participants agreed or strongly agreed that their understanding of climate issues within their sector improved as a result of participation. A relatively high neutral response (30%) and a small level of disagreement (5%) suggest that participants entered the programme with varied levels of prior knowledge. This reflects the seniority and diversity of the cohort and highlights an opportunity to further tailor content depth for mixed-experience audiences.

These findings are reinforced by exhibition host reflections (Section 6.1), where organisations including Translink, DCEE and ESB reported that the exhibition successfully translated complex climate data into accessible, credible and context-specific insights for staff, visitors and decision-makers.

ACT – Motivation and Readiness to Act

Progress towards ACT is reflected in strong motivational outcomes, with 70% of respondents agreeing or strongly agreeing that they felt more motivated to take action following the workshop, and no negative responses recorded. Neutral responses indicate that while motivation increased, some participants would benefit from additional practical tools, clearer pathways, and examples to support translation of intent into action.

Evidence of action readiness is further demonstrated in the workshop case boxes (Section 6.2), where participants articulated concrete governance intentions including embedding climate as a standing board agenda item, applying design tools to strategic decisions, and assigning ownership for sustainability outcomes.

SHOUT – Engagement, Confidence and Visibility

The SHOUT objective is indirectly evidenced through high perceived usefulness, with 81% of participants agreeing or strongly agreeing that the workshop was useful overall. This suggests strong engagement and receptiveness to the design-led approach, providing a foundation for confidence, advocacy, and peer influence beyond the workshops themselves.

The SHOUT objective is additionally evidenced through the public touring model and awards strand (Sections 6.1 and 6.4), which made director-led climate leadership visible across public, corporate and policy settings, and elevated peer exemplars through formal recognition.

8.4 Workshop Participation and Engagement

Three design thinking workshops were delivered during Phase 2, engaging a total of 53 Chartered Directors and senior leaders. Survey responses were received from 31 participants, representing an overall response rate of approximately 58%.

Response rates varied by workshop, ranging from 48% to 80%. The highest response rate was achieved at the Furthr / GEC workshop, providing strong confidence in the representativeness of findings for that session. Lower response rates at IoD workshops are attributed primarily to time and logistical constraints rather than lack of engagement, a pattern consistent with Phase 1.

Workshop	Chartered Directors	Survey Responses	Response Rate
IoD Northern Ireland	21	10	48%
IoD Ireland	22	13	59%
Furthr / GEC	10	8	80%

Total workshop participants: 53 Chartered Directors

Total survey responses: 31

Across all workshops, design-led tools were consistently identified as valuable, with **problem mapping** emerging as the most frequently cited tool. Participant outputs and self-reported action intentions indicate increased readiness to introduce structured climate discussions, embed climate as a standing board agenda item, and apply design thinking to governance and strategic decision-making.

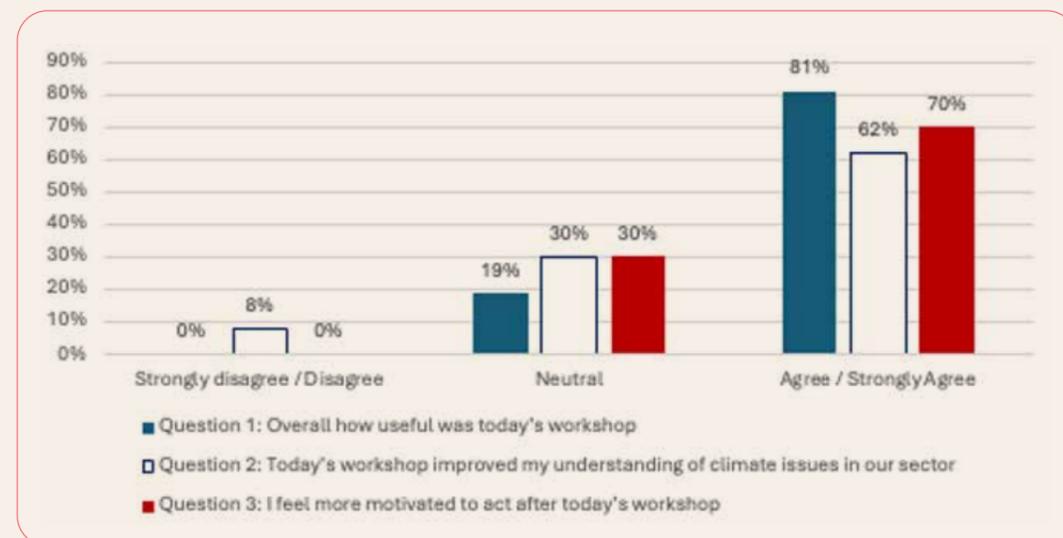


Figure 1: Workshop participant self-assessment against core evaluation questions (Phase 2)

8.5 Case Box Insights

Evaluation evidence from the workshop case boxes reinforces these findings. Both the IoD Northern Ireland and IoD Ireland workshops demonstrated strong engagement with design-led methods and surfaced shared systemic challenges, including policy coherence, organisational readiness, and the role of board-level urgency. Action intentions across both contexts suggest movement towards more structured, intentional governance responses to climate risk and opportunity.

8.6 Exhibition Engagement and Behavioural Insights

While survey response rates from exhibition hosts were limited, overall engagement with exhibition hosting exceeded expectations. Thirteen organisations hosted the exhibition during Phase 2, with two progressing from exhibition hosting to workshop participation. Estimated exhibition footfall exceeded **1,000,000** potential viewing opportunities when accounting for daily figures across the entire exhibition run, indicating substantial awareness-building at scale.

To contextualise this reach, estimated attendance across exhibition venues is summarised below.

Total confirmed potential exhibition attendance:
≈1,000,000+

Attendance figures are based on host-reported footfall and venue estimates multiplied by days the exhibition ran. Figures represent potential viewership rather than unique individuals, ie: Connolly Station has 40,000 daily visitors which could translate to a potential audience of 840,000 visitors across a 3 week (21 day) period.

<p>19–31 Aug (3 weeks)</p> <p>Belfast Grand Central Station Translink 18,000 daily passengers</p>	<p>4–28 Nov (3 weeks)</p> <p>Department of Culture, Communications & Sport Killarney 400 staff</p>	<p>24 Nov–12 Dec (3 weeks)</p> <p>Department of Climate, Energy and the Environment Dublin 700 employees</p>
<p>4–19 Sep (2 weeks)</p> <p>Invest NI Office, Belfast 550 employees</p>	<p>10–28 Nov (2–3 weeks)</p> <p>Guinness Enterprise Centre Dublin 1,500 entrepreneurs</p>	<p>8 Dec–3 Feb (2 months)</p> <p>Turner & Townsend Offices Dublin 400 employees</p>
<p>16 Oct (1 day)</p> <p>IoD Conference, Aviva Stadium 397 attendees</p>	<p>13 Nov (1 day)</p> <p>Shared Island Conference Croke Park, Dublin 350 attendees</p>	<p>15 Dec–16 Jan (1 month)</p> <p>ESB Dublin 9,000+ employees</p>
<p>6–24 Oct (3 weeks)</p> <p>Department of Culture, Communications & Sport Dublin 400 employees</p>	<p>17 Nov–5 Dec (3 weeks)</p> <p>Irish Rail Connolly Station Dublin 40,000 daily passengers</p>	<p>23 Jan–20 Feb (1 month)</p> <p>Peter Froggatt Centre at Queens University Belfast 1,000 daily visitors</p>

8 May–31 Oct
(6 months)

CBRE
Dublin
750 employees

Exhibition Attendance and Reach (Phase 2)

Interactive exhibition elements provided particularly valuable behavioural insight. The “**Where will you make change?**” prompt engaged **396 participants** across exhibition sites, offering a window into how individuals respond when invited to prioritise climate actions in a low-pressure, everyday context. The volume and consistency of responses indicate that the prompt functioned as an active engagement and reflection tool rather than a passive information exercise.

Analysis of responses reveals a clear preference for **relatable, low-effort actions with immediate personal or systemic impact**. This suggests that framing climate action around accessible, everyday behaviours is particularly effective in prompting engagement—even within professional, institutional, and public settings where audiences may not self-identify as climate-focused.

These findings align closely with host reflections documented in Section 6.1, which emphasise the value of repeated, informal exposure to climate content in everyday environments. Taken together, the evidence suggests that low-pressure engagement—encountered while commuting, working, or moving through shared spaces—can prompt meaningful reflection and conversation without disengagement or fatigue.

Most Selected Actions (Ranked by Frequency)

The following actions were most frequently selected by participants, highlighting the types of messages that resonated most strongly:

Reducing unnecessary emails

If each of the 4.26 billion global email users refrained from sending one unnecessary email per day, carbon emissions would be reduced by approximately 852 tonnes annually—equivalent to 2,939 return flights from London Heathrow to Berlin.

Reducing plastic waste in Ireland

Each person in Ireland produces approximately 65kg of plastic waste annually, compared to an EU average of 33kg, making Ireland the largest per-capita producer of plastic waste in Europe.

Addressing household food waste

Irish households account for 26% of total food waste, costing households an average of €700 per year.

Water conservation through everyday habits

Turning off the tap while brushing teeth for two minutes saves approximately 12 litres of water. A family of four doing this twice daily could save nearly 100 litres per day

Reducing beef consumption

Skipping one serving of beef per week for a year saves emissions equivalent to driving approximately 560 kilometres in a car.

Reducing digital streaming impact

Streaming an album more than 27 times consumes more energy than producing and manufacturing the same album or CD.

Evaluation Insight

Overall, the results indicate that participants were most motivated by actions that are simple, surprising, and immediately actionable, particularly where the climate impact is not widely understood (such as digital behaviour or waste). These insights provide a strong evidence base for future exhibition content, suggesting that behavioural engagement is maximised when factual information is paired with clear, relatable actions that feel achievable within everyday life.

8.7 Observations and Learning

Across the full body of evaluation evidence, several consistent themes emerge:

- Creativity acts as a powerful catalyst for engagement, lowering barriers and inviting participation.
- Design-led approaches support systems thinking and collective problem-solving at board level.
- Public and everyday contexts normalise climate conversations and extend reach beyond formal learning spaces.
- Strong motivation exists among directors, but structured pathways are

required to support sustained action.

- The all-island, cross-sector nature of the programme enhances relevance, legitimacy, and shared learning.

Together, these findings indicate that Phase 2 achieved meaningful progress across all three learning objectives, while also identifying clear opportunities to strengthen action readiness, deepen board-level application, and refine evaluation approaches for future phases.

“The content of the exhibition was spot on, the observations, focus areas and recommendations and the data was correct (which is not always the case). From my experience it may still be challenging for directors to fully appreciate and understand the action/ask, so possibly add some steps that they can take in each category or back to board as recommended (I know you had some of these).”

Giuseppe Whelan, Medicine Development & Industrialisation, Sustainability & Ecodesign Head at GSK, Company Director, Vice President at IoD Conference.

9. Impact and Outcomes

9.1 Overview

Phase 2 of Creative Boardroom: Collaborate4Climate generated impact across multiple levels: individual directors, boards and organisations, and the wider public and professional ecosystem. While the programme does not seek to claim sole causality for organisational change, the evaluation evidence demonstrates clear contribution to shifts in understanding, confidence, visibility, and governance practice related to climate leadership.

Impact is evident both in **direct participation outcomes** (workshops, tools, action intentions) and **indirect influence** (exhibitions, communications, peer learning, and public discourse).

9.2 Impact on Directors and Senior Leaders

At an individual level, Phase 2 strengthened directors' confidence and capability to engage with climate issues as part of their governance role. Survey data, workshop outputs, and testimonials indicate that participants:

- Developed a clearer understanding of climate risks and opportunities relevant to their sector
- Reported increased motivation to act at board level
- Valued design-led tools that supported systems thinking and collective problem-solving
- Felt more equipped to initiate or structure climate conversations within boards

Importantly, participants consistently described a shift from viewing climate as a technical or operational issue to **recognising it as a strategic leadership and governance responsibility**.

9.3 Impact on Board-Level Practice and Organisational Readiness

Evidence from workshops, SEAI award submissions, and participant reflections indicates that Phase 2 contributed to tangible changes in governance practice, including:

- Embedding climate as a standing board agenda item
- Appointment of named climate or sustainability champions at executive or board level
- Integration of climate considerations into strategy, risk, capital investment, and reporting processes
- Use of design-led tools to structure board discussions and decision-making

Award-winning submissions provide concrete examples of how Creative Boardroom learning translated into formal governance mechanisms, accountability structures, and measurable organisational outcomes.

9.4 Cultural and Behavioural Impact

The programme achieved significant cultural impact by normalising climate leadership across professional and public contexts. High-footfall exhibitions placed climate conversations into everyday environments, prompting informal discussion and reflection among staff, visitors, and stakeholders who may not typically engage with climate programming.

Interactive exhibition elements revealed strong engagement with accessible, relatable actions, suggesting that behaviourally informed framing can lower barriers and increase willingness to engage. This reinforces the value of combining creativity, participation, and factual clarity to support mindset shift without disengagement or fatigue.

9.5 Visibility, Influence and System-Level Outcomes

Phase 2 substantially increased the visibility of climate leadership practice through:

- Public touring exhibitions across 13 host organisations
- Video testimonials from directors and senior leaders

- Cross-sector communications and earned media
- Formal recognition through national awards

These activities amplified peer learning, reinforced social norms around board-level climate responsibility, and created visible exemplars of leadership in action. The all-island nature of the programme further strengthened legitimacy and relevance, supporting shared learning across jurisdictions and sectors.

“This all-island partnership reflects the power of cross-border collaboration, and we’re excited to bring the exhibition to Queen’s University - sparking dialogue and inspiring action on sustainability across diverse sectors and communities. Our 2030 Strategy and Net Zero Plan set out our ambition to Shape a Better World - not only through world-leading research and education, but also through our role as a social and civic leader in the transition to net zero in Northern Ireland and across the island of Ireland. In a time of significant global political and societal change, we believe it is imperative to reaffirm our support for actions that enable people to live more sustainable lifestyles.”

Sara Lynch, Head of Sustainability, Queen’s University Belfast.

9.6 Legacy and Forward Momentum

Key legacy outcomes from Phase 2 include:

- A tested and scalable exhibition model capable of engaging both leadership and public audiences
- A growing library of leadership stories and case examples
- Practical governance tools, including the Business as Usual: Courageous Climate Conversations Guide
- Established partnerships supporting continued dissemination and peer learning

Together, these outcomes position Creative Boardroom to sustain and extend its impact beyond the delivery period, supporting ongoing leadership development, cultural change, and governance innovation in response to climate and sustainability challenges.

10. Acknowledgements

As phase 2 of the Creative Boardroom: Collaborate4Climate programme draws to a close, we would once again like to 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 the Shared Island Fund—for their continued support in enabling this cross-sectoral, all-island collaboration. It was an honour for the Creative Boardroom to be showcased at the Creative Ireland Shared Island Conference.

We are deeply grateful for the continued support of our programme partners, the Institute of Directors Ireland, the Institute of Directors Northern Ireland, and the Creative Futures Academy, whose commitment to leadership and innovation was central to the programme's success. Engagement with our new phase 2 partner Forvis Mazars enhanced the positioning of Creative Boardroom in corporate and public sector contexts. Thank you to Feena Kirrkamm for her support in the development of our Courageous Climate Conversation's Guide and co-hosting our Directors workshop at the National Concert Hall.

Many thanks to Tom Halpin and Declan Meally at SEAI for supporting the creation of our inaugural 'warming up the boardroom award' and to Charlotte Barker and the team at IDI for their acknowledgement of the success of the programme within the design community.

Thank you deeply to all the staff at the venues where our exhibition was located: Seán Arthur, Bernie O'Hanlon and Myles Clarke at CBRE, Lynda Shannon & Emma Thompson at Translink, Paddy Robb, Christine Armstrong & Paul Devlin at Invest NI, Des McGann, Shane Colgan and Michael Moore at the Department of Culture, Communications and Sport, Anna Hannigan, Owee Srakhunthod & Caroline Kinsella at the Institute of Directors Ireland, Niamh Collins at Guinness Enterprise Centre, Orla

McGovern & Anne-Marie Bell at Creative Ireland, Joanne Bissett & Niamh Horan at Irish Rail, Sorcha Loughnane at Department of Climate, Energy and the Environment, Brian Gray at ESB and Siobhan Purnell & Sara Lynch at Queens University Belfast.

We extend our sincere appreciation to our CFA Steering Group, chaired by Laura Magahy (Forvis Mazars) with Louise Allen (CFA Director), Sheila Byrne (IoD Ireland), Heather White (IoD Northern Ireland), and Karen Sugrue Hennessy (Chartered Director Community).

To the Creative Boardroom Team: Lucy McKenna and Pace Borza Butterly, Creative Boardroom Coordinators, our Design Thinking facilitators at NCAD and IADT including Lucy McKenna, Lara Hanlon and the wider CFA team. To Claire Campion (NCAD) & Karl Toomey for their submission to the IDI awards. Once again, Thank you to our friends and colleagues across both institutions and for the leadership shown by Prof Sarah Glennie and David Smith in their championing and continued support of the Creative Futures Academy programme.

Where possible we have tried to use local suppliers in the various jurisdictions. We would like to thank our photographers: Leon Farrell, Sasko Lazarov and Leah Farrell at Photocall Ireland in Dublin. Darren Kidd at PressEye in Belfast and Don MacMonagle Photography in Killarney, as well as videographer Sean Jackson, for the photo content throughout this report.

We would like to extend a sincere thank you to Brian Heffernan & Johnny Kelly and all the team at Wove, a certified B Corp design consultancy who were awarded the design and delivery of the Creative Boardroom Exhibition after a competitive tendering process. Their contribution to the programme delivery in this phase went above and beyond the brief and added so much value to the programme.

Thank you to also to several CDir programme participants from phase 1, who participated in phase 2 including:

- Tom Bean, Director, Innovation & New Products, ESB. - brought the exhibition to ESB and attended the launch on 18th December 2025.

- 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 - attended the launch in the Department of Culture, Communications and Sport and won the SEAI Award.
- Deirdre Smith, Non-Executive Director, BRE Global Assurance Ireland; Anthropic AI Ireland; Board member, Furthr hosted a Design Thinking workshop with her board at Furthr and encouraged the GEC to host the exhibition.
- Roger Henderson, Northern Ireland Electricity Networks - spoke at the launch of the Invest NI exhibition and winner of the the SEAI Award.
- Sharon O'Connor, Sustainable Energy Authority of Ireland attended the IoD Northern Ireland Design Thinking workshop in Belfast in October and also spoke at the launch of the Invest NI exhibition.
- Chief Executive, Utility Regulator hopes to attend the opening in Queen's University on 4th February.
- Joanne Grant, Managing Director, JCDecaux; Director, France Ireland Chamber of Commerce; Director, Outdoor Media Association hopes to host a Design thinking workshop with her board on the France-Ireland Chamber in the future.

And finally to all the Directors in the North and South, who joined us in this phase of the programme and who kept their minds open and agile to learning new ways of seeing, doing and leading. We hope they will take with them the learnings from the programme, and continue to show leadership and resilience as climate champions.

11. Appendices

Appendix A – Touring Exhibition

The Creative Boardroom exhibition toured 13 venues in 2025 and 2026.

No	Venue	Location	Dates
1	CBRE Offices	Burlington Road, Dublin 4	8 May–31 Oct 2025
2	Grand Central Station (Translink)	Belfast	19–31 Aug 2025
3	Invest Northern Ireland Offices	Bedford Square, Belfast	4–19 Sept 2025
4	Institute of Directors Conference	Aviva Stadium, Dublin	16 Oct 2025
5	Dept. of Culture, Communications & Sport	Leeson Lane, Dublin	6–24 Oct 2025
6	Dept. of Culture, Communications & Sport	Killarney, Co. Kerry	4–28 Nov 2025
7	Guinness Enterprise Centre	Dublin 8	10–28 Nov 2025
8	Shared Island Conference	Croke Park, Dublin	13 Nov 2025
9	Irish Rail – Connolly Station	Dublin	17 Nov–5 Dec 2025
10	Dept. of Climate, Energy & the Environment	Tom Johnson House, Dublin	24 Nov–12 Dec 2025
11	Turner & Townsend Offices	1 Georges Quay, Dublin 2	8 Dec 2025–3 Feb 2026
12	ESB Headquarters	27 Fitzwilliam Square, Dublin	15 Dec 2025–16 Jan 2026
13	Queen's University Belfast	Belfast	23 Jan–20 Feb 2026

Appendix B – Touring Exhibition: Venue Details

1. CBRE Offices

Location: Burlington Road, Dublin 4

Dates: 8 May–31 October 2025

The Creative Boardroom: Collaborate4Climate Exhibition was launched at the offices of CBRE Ireland in May 2025. CBRE Ireland is a major commercial real estate services firm employing over 750 staff across Dublin and Cork. The exhibition was introduced to staff by Creative Futures Academy Director Louise Allen, alongside CBRE Managing Director Myles Clarke.

The extended exhibition period allowed staff to engage with the content over time, supporting reflection and discussion across teams. The exhibition aligned closely with CBRE’s sustainability priorities and provided an accessible framework for understanding climate challenges within the built environment.



2. Belfast Grand Central Station

Location: Belfast

Dates: 19–31 August 2025

Translink hosted the exhibition at Belfast Grand Central Station as part of its commitment to sustainable transport and climate leadership. Positioned in a high-footfall public transport hub, the exhibition reached a broad and diverse audience, with approximately 250,000 rail passengers passing through the station during the exhibition period. The location reinforced the programme’s focus on transport as a critical climate system and demonstrated how public infrastructure can act as a powerful platform for climate engagement and awareness.



3. Invest Northern Ireland Offices

Location: Bedford Square, Belfast

Dates: 4–19 September 2025

The exhibition was hosted at Invest Northern Ireland’s headquarters in Belfast and formally opened by Kathryn Hill, Chief Operating Officer of Invest NI, alongside Louise Allen, CFA Director and Laura Magahy, Head of Public Sector Consulting, Forvis Mazars In Ireland, and Chair of the Creative Boardroom Steering Group. Invest NI employs over 500 staff and plays a central role in economic development across Northern Ireland.

The exhibition provided a focal point for staff engagement on climate leadership, innovation and the green economy. Phase 1 Creative Boardroom participants were invited to share reflections on their journey through the programme, helping to connect the touring exhibition back to its original learning cohort.



4. Institute of Directors, Leading in Governance Conference

Location: Aviva Stadium, Dublin

Date: 16 October 2025

The Creative Boardroom exhibition featured as part of the Institute of Directors Ireland’s annual Leading in Governance Conference, an exclusive member event for Chairs, Non-Executive Directors and senior executives.

With 397 attendees, the exhibition offered a targeted opportunity to engage decision-makers directly on climate leadership, governance and strategy, reinforcing the programme’s relevance at board level.



5. Department of Culture, Communications & Sport (Dublin)

Location: Leeson Lane, Dublin

Dates: 6–24 October 2025

The exhibition was officially launched by Patrick O’Donovan T.D., Minister for Culture, Communications and Sport, alongside Feargal O’Coighligh, Secretary General, with senior departmental and sector representatives. Approximately 400 staff members had access to the exhibition during its display period.

Hosting the exhibition within a central government department highlighted the role of public policy and cultural leadership in addressing climate challenges and reinforced the all-island, cross-sector nature of the initiative.



6. Department of Culture, Communications & Sport (Killarney)

Location: New Road, Killarney, Co. Kerry

Dates: 4–28 November 2025

Following its Dublin installation, the exhibition travelled to the Department’s Killarney offices, where it was formally launched by Adele Mealy of Creative Ireland with Michael Moore, Department of Culture, Communications and Sport and Pace Borza-Butterly of Creative Futures Academy. The exhibition was open to both staff and the public and coincided with Public Service Transformation Week. The launch was attended by approximately 50 people. 400 staff members are employed by the department, all with access to the exhibition while on display..

This regional setting extended the programme’s reach beyond Dublin-based institutions and supported engagement with climate leadership in a broader public service context.



7. Shared Island Conference

Location: Croke Park, Dublin

Date: 13 November 2025

The exhibition featured as a pop-up installation at the Shared Island Conference, hosted by Creative Ireland with keynote speakers Michael Martin, An Taoiseach, and Patrick O'Donovan Minister for Culture, Communications and Sport. The conference brought together over 350 attendees representing 47 Shared Island projects.

As part of the event Sheila Byrne, Head of Learning & Education at Institute of Directors Ireland and Kirsty McManus Dip. IoD, MBA, IoD Northern Ireland, contributed to a panel discussion entitled: 'Weaving Resilience: Environmental, Economic and Social Sustainability on a Shared Island' to discuss the impact Creative Boardroom had on engaging Directors across the island. The inclusion of the exhibition provided a visible and tangible expression of the Creative Boardroom approach within a national policy and collaboration setting, reinforcing the programme's alignment with shared climate ambitions across the island.



8. Guinness Enterprise Centre

Location: Dublin 8

Dates: 10–28 November 2025

The Guinness Enterprise Centre hosted the exhibition within its innovation hub, which supports over 1,500 entrepreneurs and early-stage businesses. The exhibition resonated strongly with the Centre's focus on innovation, enterprise and sustainable growth.

Positioned within an entrepreneurial environment, the exhibition encouraged reflection on how climate leadership intersects with innovation, business development and long-term value creation.



9. Irish Rail, Connolly Station

Location: Dublin

Dates: 17 November–5 December 2025

The exhibition was installed in the main concourse of Connolly Station, one of Ireland’s busiest transport hubs, with approximately 40,000 passengers passing through the station daily. This highly visible public setting significantly amplified the reach of the programme and reinforced the exhibition’s focus on transport as a key climate system. The installation included a specific focus on where Iarnród Éireann is already taking action, connecting the exhibition content directly to organisational practice.

The exhibition was launched by Barry Kenny, Corporate Communications Manager, Iarnród Éireann Irish Rail and Joanne Bissett, Arts and Social Officer, Iarnród Éireann Irish Rail with Cllr Janet Horner who chairs the Mobility and Public Realm SPC at Dublin City Council and Pace Borza-Butterly, Coordinator, Creative Boardroom: Collaborate4Climate.



10. Department of Climate, Energy & the Environment

Location: Tom Johnson House, Dublin

Dates: 24 November–12 December 2025

The exhibition was hosted at the Department of Climate, Energy and the Environment and formally introduced to staff by Oonagh Buckley, General Secretary of the Department of Climate, Energy and the Environment with Laura Magahy, Chair, Creative Boardroom Steering Group, Tania Banotti, Director, Creative Ireland and Pace Borza-Butterly, Coordinator, Creative Boardroom: Collaborate4Climate. The Department employs approximately 700 staff.

Displaying the exhibition within the Department responsible for national climate policy reinforced the alignment between Creative Boardroom’s design-led approach and Ireland’s wider climate action agenda.



11. Turner & Townsend Offices

Location: 1 Georges Quay, Dublin 2

Dates: 8 December 2025–3 February 2026

The exhibition was displayed at the offices of Turner & Townsend Ireland, a global professional services firm with approximately 400 staff in Ireland. An introductory session was delivered by Louise Allen, Director at Creative Futures Academy, to contextualise the exhibition and support staff engagement.

The exhibition aligned closely with the organisation’s focus on the built environment and infrastructure, highlighting the role of professional services firms in driving climate-positive change.



12. ESB Headquarters

Location: 27 Fitzwilliam Square, Dublin

Dates: 15 December 2025–16 January 2026

The exhibition opened at ESB headquarters, marking a return to the location where the Creative Boardroom programme was originally launched. The exhibition was opened by Sharon McManus, Group Head of Sustainability at ESB with Laura Magahy, Chair, Creative Boardroom Steering Group, Brian Gray, Sustainability Lead Climate Action, Centre of Sustainability, ESB Group and Tom Bean, Director of Innovation & New Products at ESB. ESB employs approximately 9,000–9,600 staff across Ireland and Great Britain.

Hosting the exhibition at ESB provided a symbolic and practical closing point for the 2025 phase of the tour, connecting the programme’s origins with its extended impact and legacy.

A special thanks to Tom Bean, one of the participant Chartered Directors from the Institute of Directors Ireland who took part in phase 1 of the programme alongside students from NCAD and IADT, for his ongoing engagement and support of the project.



13. Queen’s University Belfast – Peter Froggatt Centre

Location: Belfast

Dates: 23 January – 20 February 2026

The exhibition was hosted at the Peter Froggatt Centre at Queen’s University Belfast, a busy campus location with high daily footfall from staff, students and the public. The exhibition coincided with a programme of related events, including guided viewings, a Sustainability Student Summit and the NI Science Festival. It is estimated that up to 1,000 people pass the area each day (Monday to Friday) including staff, students and members of the public, as the café is open to the public.

This higher-education setting extended the programme’s intergenerational ethos, reconnecting the exhibition with student audiences and future leaders while maintaining public accessibility.



Appendix C – Design Thinking Workshops

IoD Northern Ireland, Chartered Director Workshop

Date: 22 October 2025

Time: 12.00 – 14.00

Location: Riddel Hall, Queen’s University Belfast

Duration: 2 hours

Participants: 20+ Chartered Directors and senior leaders

Workshop Overview

A short, focused design thinking workshop was delivered as part of Phase 2 of Creative Boardroom: Collaborate4Climate, guiding members of the Institute of Directors Northern Ireland through a structured design sprint focused on climate leadership and governance.

The session explored participants’ aspirations for climate-related change in Northern Ireland, supported them to define and frame the challenges associated with achieving these ambitions, and facilitated collective ideation around potential solutions. The workshop demonstrated how design-led processes can foster a shared approach to problem-solving while increasing awareness of both climate challenges and leadership opportunities at board level.

The workshop built on learning from Phase 1 of the programme and supported participants to consider how insights from the session could be translated into boardroom practice.

Participants

Workshop Participants

- Jonathan Williamson, CEO, EY
- Stephen Kearney, Director, Fitzpatrick & Kearney
- Niall McGill, Consultant, Aviation Construction
- Jeremy Biggerstaff, Director, Flint Studios / Pinnacle
- Andrew Bing, Non-Executive Director
- Debs Lange, Non-Executive Director
- Bonnie Anley, Non-Executive Director
- Sharon O’Connor, Non-Executive Director

- Glynis Hobson, Director of Customer Services, Co-Ownership Housing
- Clare Guinness, CEO, Belfast Chamber
- Karen Bailey, Chief Executive, Business Services Organisation
- David Smith, Finance Director, Firmus Energy Supply
- Kathryn Thomson, Chief Executive, National Museums NI
- John Ahern, Independent Consultant
- John Stewart, Group Director, SHS Group
- Cathy McLean, Director, KPMG
- Joanne Mallon, Head of Business Engagement, Queen's University
- Emer Hinphey, Partner, AAB People
- Sara Lynch, Head of Sustainability, Queen's University
- Professor Brendan Murtagh, School of Natural and Built Environment, Queen's University Belfast
- Neil Stewart, Queen's University

Creative Boardroom Team and Facilitators

- Heather White, Institute of Directors Northern Ireland
- Louise Allen, Director, Creative Futures Academy
- Laura Magahy, Chair, Creative Boardroom
- Lucy McKenna, Design Thinking Facilitator, National College of Art and Design
- Lara Hanlon, Design Thinking Facilitator, Dún Laoghaire Institute of Art, Design + Technology
- Pace Borza-Butterly, Coordinator, Creative Boardroom

Workshop Design and Methodology

The workshop opened with a short presentation outlining Ireland's climate context and summarising key outputs from Phase 1 of Creative Boardroom: Collaborate4Climate.

Futurescaping Exercise

Participants were invited to imagine a positive newspaper headline they would like to see on the front page of the Belfast Telegraph or Irish News five years into the future, in relation to climate action in Northern Ireland. Reflections focused on:

- the headline itself

- professional actions participants had taken or could take to contribute to that future
- personal actions aligned with the headline.

This exercise was designed to establish shared ambition and frame subsequent discussion.

Design Sprint (Double Diamond Framework)

Participants worked in small groups using the Double Diamond design methodology. Each group selected one futurescaping headline and progressed through three structured activities:

1. Understanding the Challenge – Groups identified the key challenges associated with achieving their chosen headline and used problem mapping to explore root causes and impacts.
2. Generating Ideas – Participants focused on one root problem and used individual and collective brainstorming techniques to generate potential solutions.
3. Reflection – Individuals reflected on insights gained during the sprint and considered what they could bring back to their own boards or organisations.

Workshop Outputs

Futurescaping Headline Themes

- Transport
- Communication
- Energy
- Food waste
- Water
- Housing
- Policy
- Lobbying
- Reducing fossil fuel use and decarbonisation
- Tackling waste (macro and micro levels)
- Research and innovation
- Raising meaningful questions within business

Headlines Selected by Groups

- “Lough Neagh is algae free”
- “Northern Ireland achieved 50% of renewable natural gas targets”
- “End to curtailment”
- “Record numbers sign up to climate pledge”

Root Problems and Ideas Generated

Key Root Problems Identified

Two themes emerged consistently across groups:

- Lack of coherent policy
- Passive public and limited sense of urgency

Example Ideas Generated

Lack of Coherent Policy

- Earlier and broader stakeholder engagement in policy processes
- Public sector commitment to renewable energy use
- Use of excess energy for alternative applications (e.g. hydrogen)
- Collective lobbying by business bodies
- Centralised procurement approaches
- Cross-jurisdictional collaboration with GB and ROI
- Learning from international examples (e.g. Denmark)
- Use of storytelling to engage the public

Passive Public

- Taxes and incentives to drive behaviour change
- Education using high-profile champions and influencers
- Youth education to influence adult behaviour
- Support for grassroots and community-led movements
- Creation of assemblies to lobby for change
- Stronger accountability mechanisms for political leadership
- Development of a network of directors to influence change

Feedback and Survey Results

Ten participants completed a post-workshop feedback survey.

- The most useful tool identified was Problem Mapping, selected by 7 of 8 respondents who answered this question.
- Feedback indicated strong engagement with the structured, design-led approach and its relevance to board-level discussions.

Intended Actions Identified by Participants

Participants indicated a range of actions they intended to explore following the workshop, including:

- Using workshop tools to structure board discussions
- Brainstorming climate issues at upcoming meetings
- Applying design models to reinvigorate climate agendas
- Bringing insights back to boards and senior teams
- Raising awareness and sustaining focus on climate strategy
- Broadening advocacy and education within business communities
- Considering waste and resource use in a broader systems context



IoD Ireland – Chartered Director Workshop

Date: 18 November 2025

Time: 17.00 – 19.30

Location: National Concert Hall, Dublin

Duration: 2.5 hours

Participants: 21 Chartered Directors and senior sustainability leaders

Workshop Overview

A short, focused design thinking workshop was delivered as part of Phase 2 of Creative Boardroom: Collaborate4Climate, engaging members of the Institute of Directors Ireland in a structured design sprint focused on climate leadership, governance, and strategic decision-making.

The workshop guided participants through a sequence of exercises designed to explore long-term ambition, define systemic challenges, and generate practical responses to climate-related issues facing Ireland. The session demonstrated how design-led methodologies can support collective problem-solving, deepen understanding of climate complexity, and enable board-level leaders to move from awareness to action. The workshop built directly on outputs from Phase 1 of the programme and supported participants to reflect on how learning could be applied within their own boards and organisations.

Participants

Workshop Participants

- Patricia Ball O’Keeffe CDir, Lawyer / Director, Musgrave Charitable Trust
- Mary Rose Burke CDir, CEO, Dublin Chamber
- Alan Casey CDir
- Shane Clarke CDir, SCC911SC Limited
- Inez Cooper CDir, Independent Director
- Jonathan Cooper CDir, Managing Director, Cooper Resilience Consulting
- Brian Cremin CDir, CEO, 3SIXTY
- Gabriel D’Arcy CDir, Senior Vice President, Stratagem Partners
- John Bartley Doyle CDir, Group COO, Mainstream Renewable Power
- Vanessa Foran CDir, Practice Principal, Recovery Partners
Confidential

- Rebecca Gageby CDir, Non-Executive Director
- Michael Garvey CDir, Retired Insurance Executive
- Kieran Kelly CDir, Independent Non-Executive Director
- Brian McCormick CDir, Board Member, National Transport Authority
- Gearóid Ó Riain CDir, Director, 3SIXTY & Talav Investments
- Sue O’Neill CDir, Managing Director, Shellcove Limited
- Ethel Power CDir, Managing Director, Ethel Power Strategy Consultancy
- Eilis Quinlan CDir, Accountant, Quinlan & Co
- Patrick Ryan CDir, Non-Executive Director, ājīva ventures
- Margaret Sweeney CDir, Independent Board Director, Bank of Ireland Group
- Johnny Meehan, Head of Sustainability Consulting, Forvis Mazars
- Feena Kirrkamm, Senior Sustainability Manager, Forvis Mazars

Creative Boardroom Team and Facilitators

- Sheila Byrne, Institute of Directors Ireland
- Caroline Kinsella, Institute of Directors Ireland
- Owee Srakhunthod, Institute of Directors Ireland
- Louise Allen, Director, Creative Futures Academy
- Laura Magahy, Chair, Creative Boardroom
- Lucy McKenna, Design Thinking Facilitator, National College of Art and Design
- Lara Hanlon, Design Thinking Facilitator, Dún Laoghaire Institute of Art, Design + Technology
Lucy McKenna, Coordinator, Creative Boardroom
- Pace Borza-Butterly, Coordinator, Creative Boardroom

Workshop Design and Methodology

The session opened with a short presentation outlining Ireland’s climate context and summarising outputs from Phase 1 of Creative Boardroom: Collaborate4Climate.

Futurescaping Exercise

Participants were asked to imagine a positive Financial Times headline five years into the future, reflecting successful climate action in Ireland.

Participants shared:

- their proposed headline
- professional actions contributing to that future
- personal actions aligned with the headline

This exercise was used to establish shared ambition and frame subsequent challenge definition.

Design Sprint (Double Diamond Framework)

Participants worked in small groups using the Double Diamond design methodology and progressed through three structured stages:

1. Understanding the Challenge

Groups identified barriers to achieving their selected headline and used problem mapping to explore root causes and impacts.

2. Generating Ideas

Participants focused on priority root problems and generated potential solutions using individual and collective brainstorming techniques.

3. Reflection

Individuals reflected on insights gained and considered how learning could be applied within their boards and organisations.

Workshop Outputs

Futurescaping Headline Themes

- Renewable energy
- Public transport
- Finance
- Food waste
- Water
- Community
- Forestry

Professional Action Themes

- Increase support for creative solutions
- Share experience and expertise
- Empower communities
- Reduce household food waste
- Encourage cooperative models

Headlines Selected by Groups

- “Ireland Makes Leaps in Circular Economy”
- “Irish Households Exceed Targets for Food Waste Reduction and Upcycled Foods”
- “Ireland Leading in Surpassing Targets”
- “90% of Irish Homes Powered by Renewables by 2035”

Root Problems and Ideas Generated

Key Root Problems Identified

Two themes emerged consistently across groups:

- Lack of leadership and strategic investment
- Lack of motivation and urgency across public and private sectors

Example Ideas Generated

Circular Economy & Community Action

- Greenschools / Tidy Towns-style local circular economy models
- National competitions and community incentives
- Farm-based salvage and reuse initiatives
- Revival of barter systems and cooperative “meitheals”
- Adaptation of Rural Water Group models

Food Waste

- Public campaigns targeting children and households
- Awareness of financial costs of food waste
- Media-led initiatives (e.g. competitive TV formats)
- School programmes
- Carbon or waste ranking on food labels
- Financial incentives and penalties

Renewable Energy & Planning

- Reform of planning processes for renewable energy
- Adoption of best practices from other jurisdictions
- Collective lobbying and citizen-led assemblies
- Public awareness campaigns
- Incentivising investors through financial and non-financial mechanisms

Feedback and Survey Results

Thirteen participants completed a post-workshop feedback survey. The Problem Mapping tool was identified as the most useful by 5 of 11 respondents to that question.

Feedback indicates strong engagement with the structured design-led approach and its relevance to board-level climate discussions.

Intended Actions Identified by Participants

Participants indicated a range of actions they intended to pursue following the workshop, including:

- Adding climate as a standing agenda item at board meetings
- Using design thinking tools to inform board discussions
- Running similar workshops with boards
- Raising awareness of climate as a strategic risk
- Promoting climate as a priority within organisations
- Taking personal responsibility and advocacy actions

Appendix D – Creative Boardroom Videos (Phase 2)

Louise Allen, Director, Creative Future Academy
<https://youtu.be/8Z0KAP006Qg?si=tMSOQU8qhQOmCkW>

Martin Murray, Chartered Director & CEO, Furthr
<https://youtu.be/4grahxrMgh8>

Eilis Quinlan, Chartered Director, Institute of Directors Ireland & Principle, Eilis Quinlan & Co
<https://youtu.be/FDH75wyp2Lg>

Ethel Power, Chartered Director, Institute of Directors Ireland & Managing Director, Ethel Power Strategy Consultancy
https://youtu.be/W_Wte5GP3aQ

Deirdre Smith, Chartered Director, Institute of Directors Ireland & Chair of Furthr
<https://www.youtube.com/watch?v=PshEpSZafQ>

Sheila Byrne, Head of Learning & Education at Institute of Directors Ireland
https://youtu.be/INv5_M4azXo

Laura Magahy, Head of Public Sector Consulting, Forvis Mazars, and Chair, Creative Boardroom Steering Group
<https://youtu.be/V-j15vs7lpg>

John Ahern, CDir, Independent Consultant
<https://youtu.be/F6DYSJuqPGE>

Sara Lynch, Head of Sustainability, Queens University
https://youtu.be/a3Bw1ZacJnc?si=guN3VJhWtDeeN_3w

Charlotte Barker, CEO of the Institute of Designers in Ireland
<https://youtu.be/OhOEhTkIRk>

Tania Banotti, Director, Creative Ireland
<https://youtu.be/ZRCgjCl8Ck0>

This programme was funded and supported by:



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