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## Appendix 1: Lead Member Expressions of Interest (2025/26)

### ***Climate Action***

#### **Role Description**

	Climate Action Lead
Headline role description:	To support the successful delivery, promotion, and communication of the City Corporation's Climate Action Strategy, and to lead on the subject areas of nature recovery and biodiversity.
Supporting Corporation Strategic Goals:	Leading Sustainable Environment - Climate Action Strategy
Main roles and responsibilities:	<ul style="list-style-type: none"><li>• Member point of contact for climate action, nature recovery and biodiversity championing the City Corporation's work on these topics.</li><li>• Support the climate action engagement programme and providing external representation, as agreed by officers/OPC.</li><li>• Liaison with Policy Chairman, Lead Member for Sustainable Finance, and relevant officers, including providing regular updates to the Policy Chairman.</li><li>• Act as sounding board for officers on Climate Action, promoting the work being done in this area.</li><li>• Other climate action activities only as agreed with the Policy Chairman.</li></ul>
Example of possible external representation on behalf of the Policy Chairman	None

#### **Alison Gowman**

Known high profile on issues of climate action and sustainability. Good working relationship over the last 2 years with the Policy Chairman, Lead Member for Sustainable Finance and the Chairs of relevant committees and City officers. Combining support and scrutiny with innovation and initiatives.

I have championed working with the wider community both residential and business/Church/Livery to extend the reach and collaboration of the City's work.

I was pleased to add to the Lead Member portfolio biodiversity, resilience and the circular economy where the City is leading in projects and innovation.

My experience is as a key member in creating the Corporation's Climate Action Strategy. I initiated the Energy and Sustainability Subcommittee (2010 - 2016) and the first Carbon Descent Plan to reduce emissions; was first local authority to be certified under the Carbon Trust Standard (2012).

External profile in work as Deputy Chair, Green Finance Initiative and founding NED at Green Finance Institute (to 2022). Also founder Livery Climate Action Group.

Trusted partner with Government. Engagement with Environmental Audit Committee led to their first enquiry into Green Finance in 2015. Significant liaison with HM Treasury and BEIS as part of Finance Friends of COP 26. Also various international projects such as being appointed by DIT on the UK-Peru Infrastructure Taskforce (2018) working on green financing of new infrastructure deals.

Able and compelling speaker with good network across City, London and internationally. Consultant with DLA Piper a leading firm around S+ESG and renewable energy.

### ***Innovation & Technology***

## Appendix 1: Lead Member Expressions of Interest (2025/26)

### Role Description

Headline role description:	Supporting the Policy Chairman in promotion and communication of the UK's strengths in FPS innovation and technology adoption.
Supporting Corporation Strategic Goals:	<p>Corporate Plan Objective: Dynamic Economic Growth <u>Competitiveness Strategy</u></p> <ul style="list-style-type: none"> <li>• Nurture innovation by supporting potential high growth FPS-tech solutions to scale.</li> <li>• Accelerate technology adoption by FPS firms.</li> </ul> <p><u>Vision for Economic Growth</u></p> <ul style="list-style-type: none"> <li>• Turn the UK into a digital-first economy.</li> <li>• Ensure the UK is internationally competitive in terms of its approach to data, for example by exploring options around advancing digital verification and machine-readable regulation.</li> <li>• Invest in driving an innovation and growth mindset, working with government, regulators and industry to ensure that the UK keeps pace with competing jurisdictions.</li> </ul>
Main roles and responsibilities:	<ul style="list-style-type: none"> <li>• Liaison with Policy Chairman, OPC and relevant officers working on FPS Innovation &amp; Technology.</li> <li>• Member point of contact for regular updates with Policy &amp; Innovation Director on FPS Innovation &amp; Technology.</li> <li>• FPS Innovation &amp; Technology external spokesperson in panels, seminars, speeches and other invited engagements, as agreed through OPC.</li> <li>• Act as sounding board for officers on Innovation &amp; Technology, providing input, including on new proposals External stakeholder engagement in pursuit of Innovation &amp; Technology goals of Competitiveness Strategy and Vision for Economic Growth as agreed with OPC.</li> <li>• Primary point of contact for all Member enquiries on FPS Innovation and Technology, and responsible for promoting Innovation &amp; Tech internally.</li> <li>• Other activities arising as agreed with Policy Chairman.</li> </ul>
Example of possible external representation on behalf of the Policy Chairman	<ul style="list-style-type: none"> <li>• Centre for Finance, Innovation &amp; Technology</li> <li>• Innovate Finance</li> </ul>

## Appendix 1: Lead Member Expressions of Interest (2025/26)

### Simon Burrows

I've spent my 30-year professional career working in Financial & Professional Services, with specific focus on I&T. I'm a Chartered IT Professional and Chartered Engineer, Fellow of the British Computer Society and Liveryman of the Information Technologists Livery (former Chair of its FS Technology Panel). Until 2024 I was a Technology Advisory Partner at EY for 6 years, and Technology Director in PwC prior to that.

I regularly give client and industry presentations on topics relating to I&T, particularly in the context of M&A, payments/regtech and high-growth Fintech businesses. I have advised clients on Gen-AI adoption and worked on industry partnerships, including using my experience to get the best out of working with consultants.

<b>Liaison with Policy Chair, OPC &amp; Officers</b>	I have the soft skills around communication and collaboration to represent CPR, e.g. I introduced myself to Officers in FPS/I&T.
<b>Member Updates / Point of Contact</b>	I'm building my profile with Members who recognise my experience and track record. I will engage with Members on I&T topics and initiatives, relaying inquiries to OPC.
<b>External Representation (OPC-invited)</b>	I regularly present on a variety of external panels and have given short speeches.
<b>Promoting Innovation &amp; Technology internally</b>	I sit on Digital Services and show my passion for effective use of I&T. I will plan lunch & learns, review sessions with members, court updates etc. I proactively joined Projects & Procurement Sub to help embed I&T.
<b>Sounding Board for Officers</b>	I've spent years working with advisory teams and clients, acting as sounding board, and have a strong external network when needed.
<b>Stakeholder engagement</b>	In my role as a partner in Technology, I have liaised/worked with Regulators, trade bodies (CFIT, IF, TheCityUK, TechUK) – as well as many of the large banks, PE/VC investors and other City Institutions.

## Appendix 1: Lead Member Expressions of Interest (2025/26)

### **Melissa Collett**

I am interested in being the Lead Member for Innovation & Technology as I believe I can bring relevant skills and experience to the role. I am currently CEO of Insurtech UK which is a trade association for the insurtech sector in the UK. The mission of the association is to transform the insurance industry through the use of technology and make the UK a global hub for insurance innovation. Essentially my role is to act as a spokesperson for the sector to help it to thrive, and ensure the UK has an optimum environment for driving innovation and growth. In this respect, I believe there is great synergy between the City of London's policy objectives and this mission, therefore I could confidently represent CoL on this topic. I am particularly interested in sitting on the Board of CFIT as this is an area where with my background I can make a significant contribution to the delivery of the government agenda on innovation and growth.

Should I be considered for appointment, I would like to understand how to manage any potential conflicts. For instance, I anticipate there might be a conflict for me with sitting on the Innovate Finance board. Also I would also like to better understand the time commitment that the role involves. I would be prepared to share the role with another member if that would enable me to make a more focused contribution within the time I have available outside my employment.

### **Prem Goyal**

Innovation and technology have been central to my journey since earning a bachelor's degree in Technology. I've remained passionate about leveraging innovation to drive growth across finance, business, and public service.

After leading technological change at Deutsche Bank for 10 years, I supported Hinduja Global Services with their AI-driven transformation and tech-enabled expansion in South Africa. I've also promoted the Khalifa Review's vision for fintech growth. As Chair of City-based fintech firm Greengage, I've shaped strategy and co-hosted a Coinbase roundtable focusing on improving SME access to finance. As an NED at the FSB, I advocate for toolkits to help SMEs embrace technological transformation and expand digital trade overseas.

I've built strong relationships with leading trade bodies, including CFIT, Innovate Finance, and the UK Cryptoasset Business Council (UKCBC), where I recently joined a roundtable with the Lord Mayor on opportunities in the crypto industry. I also joined a delegation of 20 fintech companies to Abu Dhabi with Grow London, engaging potential investors, including the Abu Dhabi Central Bank. As Policy Lead, I'd deepen these partnerships, harnessing tech-driven growth and enhancing the UK's global competitiveness.

To stay current, I've completed training in ethical AI and fintech. I'm committed to meaningful stakeholder engagement, 100% attendance at key events and quarterly progress reports to P&R.

With global experience, strong networks, and deep technical expertise, I'm well-placed to support the Policy Chairman, with whom I've already built a trusted relationship, in advancing innovation and technology in line with the Corporation's Vision for Economic Growth.

## Appendix 1: Lead Member Expressions of Interest (2025/26)

### **Philip Kelvin**

I believe I would bring a unique blend of insight and entrepreneurial leadership to the role. My career spans investment banking (within financial services), fintech, and legal tech, providing a comprehensive perspective on the challenges and opportunities within financial and professional services as we enter into a new era driven by the rise of AI amidst global uncertainty.

I proudly founded a company within the City (out of WeWork Bishopsgate) in the fintech space raising venture capital in both the UK and the US. I successfully sold the company to one of the world's leading legal technology companies, Elite Technology where I now head up product strategy. Previously, as CFO at Trussle, I navigated the complexities of scaling a digital mortgage platform, gaining firsthand experience in regulatory innovation with the FCA.

My involvement in the legaltech sector has deepened my understanding of the intersection between technology and FPS. This experience positions me to effectively advocate for the adoption of AI within the City, while also cognisant of the challenges faced by law firms with these technologies.

I am committed to fostering innovation that enhances the City's global competitiveness. By leveraging my experience and representing the City, I aim to bridge the gap between emerging technologies and policy frameworks, ensuring that we remain at the forefront of digital advancement.

Regardless of this role, I look forward to contributing to the P&R's vision, bringing a proactive and informed approach alongside our partner organisations.

### **Fraser Peck**

I would be well suited for the Innovation & Technology Lead role due to my professional experience, strategic mindset, and commitment to fostering innovation. As a clinical development physician in oncology within a biotech, I work at the intersection of cutting-edge medical research, regulatory strategy, and technology adoption. This experience requires regular engagement with advanced technologies such as machine learning, data-driven decision making, and digital verification methods—all key areas outlined in the role description.

My governance experience within the industry supports my ability to effectively liaise with stakeholders, clearly communicate complex topics, and advocate convincingly for strategic technology investments. My professional networks in life sciences, healthcare innovation, and regulated industries uniquely position me to promote the UK's strengths in innovation and technology, connecting sectors like fintech, healthtech, and financial professional services.

I understand the critical importance of creating an innovation-friendly environment, accelerating technology adoption, and ensuring UK competitiveness on the global stage. In this role, I would provide proactive support to the Policy Chairman and relevant officers, represent the City Corporation externally with credibility, and ensure consistent communication of strategic objectives to key audiences. I am confident my experience in scientific innovation, combined with practical governance skills and a proven track record in stakeholder engagement, would enable me to effectively champion the City's innovation and technology agenda, benefiting our residents, businesses, and broader economy.

## Appendix 1: Lead Member Expressions of Interest (2025/26)

### **Sushil Saluja**

I have over 30 years' experience at Accenture working in technology and financial services in over 40 countries, with significant regulatory and Board experience. I would be honoured to deploy this experience at the City.

I created the UK's first internet bank (egg), launched Fintech accelerators in Hong Kong, Dubai and London, developed a UK/US cyber insurance utility, invested in digital verification and managed innovation programs across New York, London, Tel Aviv, and Bangalore. I helped establish TheCityUK (Board member for 6 years), led various reviews (IRSG, Innovate Finance) and an innovation study trip for prior CPR.

As Head of Technology at the Bank of England, I managed cyber, contributed to the new payments platform, and input on Central Bank Digital Currency. During Covid, I was recruited by the Singapore government to set-up and lead a new capability to accelerate its digital adoption. I sit on multiple Boards today.

Continued leadership in F&PS for the City requires deeper integration of technology, as well as leading on new topics such as digital verification and tokenisation.

As Lead Member for Innovation & Technology, my priorities would be: accelerate AI, partnerships, digital verification; deepen deployment within F&PS, reduce barriers for scale-ups and attract more world-class talent to the City.

I would also seek to advance next-generation topics like Stablecoin, matching previous City leadership (e.g. with RMB bonds). The City has the unique ability to bring parties together, and I believe I bring the skills, networks and global experience to make a significant difference.

## Appendix 1: Lead Member Expressions of Interest (2025/26)

### ***Resident Engagement***

#### **Role Description**

	Resident Engagement Lead
Headline role description:	Supporting the Policy Chairman to improve and enhance the City Corporation's relations with its residents both within the Square Mile.
Supporting Corporation Strategic Goals:	Corporate Plan outcomes: <ul style="list-style-type: none"> <li>• Excellent Public Services</li> <li>• Diverse Engaged Communities.</li> </ul>
Main roles and responsibilities:	<p>To support the Policy Chairman with residential engagement activities.</p> <ul style="list-style-type: none"> <li>• Support a joined-up approach to all City Corporation engagement with residents, including communications, consultation and service delivery across departments.</li> <li>• Ensure concerns and priorities of residents on our three managed estates within the Square Mile are fed back into the wider organisation and political leadership.</li> <li>• Helping to develop better engagement among City residents outside of our managed estates.</li> <li>• Ensure a clear offer to residents is developed and articulated to enable all residents to feel the full benefit of living in the Square Mile.</li> <li>• Work with elected Members with substantial residential communities in their wards to ensure there is sufficient support in place to support their engagement with residents.</li> <li>• Ensure that resident engagement initiatives, such as City Question Time, ward meetings. &lt; perhaps add here some more social/community events?</li> <li>• Help to improve ties between the residential and business City – and with other community organisations and institutions.</li> <li>• Primary point of contact for all Member enquiries on resident engagement.</li> <li>• Other activities arising as agreed with Policy Chairman.</li> </ul>
Example of possible external representation on behalf of the Policy Chairman	None



## Appendix 1: Lead Member Expressions of Interest (2025/26)

### **Jacqui Webster**

As Lead Member for Resident Engagement, I have spent the past year shaping and defining this role, beginning with a comprehensive review of how we communicate and share information around our strategic priorities. This has laid the foundation for a more connected and responsive relationship with City residents.

Through a dedicated listening and learning programme with residents, community groups, and stakeholders, I've led efforts to share understanding and amplify the resident voice. My leadership experience - as Chief Executive of a City-wide community organisation and in government communications - has helped ensure a strategic, values-driven approach to resident engagement.

These face-to-face conversations have informed a series of resident-led meetings with senior officers, fostering mutual understanding and building trust.

#### **Looking ahead, my priorities would include:**

- Creating a lasting framework for dialogue and collaboration
- Strengthening communications so residents feel and are informed and involved
- Building partnerships, connecting communities across the City
- Work with Members to expand events and co-produced initiatives with businesses and residents to showcase the work of the Corporation and create responsive activities that build on recent successes (including the Deutsche Bank Art Tour, and linking workers with local organisations such as the resident carers group)
- Measuring impact by supporting officers to set clear outcome statements and reporting on improvements in engagement
- Supporting key Corporation initiatives through resident-led engagement, continuing to collaborate with knowledgeable and committed residents who are eager to contribute to the shared goal of making the City a vibrant and exceptional place to live, work, and visit.

## Appendix 1: Lead Member Expressions of Interest (2025/26)

### SMEs

#### Role Description

	SME Lead
Headline role description:	Supporting the Policy Chairman to renew the City Corporation's offer to small businesses and enhance engagement with key partners.
Corporate Plan Outcome	<ul style="list-style-type: none"><li>• Dynamic Economic Growth</li><li>• Vibrant Thriving Destination</li></ul>
Supporting Corporation Strategic Goals:	<ul style="list-style-type: none"><li>• SME Delivery Strategy</li></ul>
Main roles and responsibilities:	<ul style="list-style-type: none"><li>• Liaison with Policy Chairman, OPC and relevant officers working on SMEs.</li><li>• Support implementation of the SME Delivery Strategy</li><li>• Member point of contact for regular updates for SMEs</li><li>• External facing role in panels, seminars, speeches and other invited engagements, as agreed through OPC.</li><li>• Act as sounding board for officers on SMEs, providing input on new proposals and supporting partnership building.</li><li>• Other activities arising as agreed with Policy Chairman.</li></ul>
Example of possible external representation on behalf of the Policy Chairman	Heart of the City

#### Shravan Joshi

With the launch of the City's SME Strategy last year, I believe I'm well placed to act as a knowledgeable and active channel of support to CPR, helping to ensure the strategy delivers tangible outcomes for the Square Mile.

With 98% of our businesses falling into the SME category, it's no small task to keep their needs front and centre to ensure we unlock their full growth potential.

The strategy was developed by OPC, with much of its delivery now led by the SBREC team—part of the City Business and Investment Unit under the Director of the Environment. The previous incumbent and Officers took soundings from me in my previous role to ensure alignment during the strategy's development, so I'm familiar with its goals and priorities, as well as in agreement with its overall stance.

I feel I have the ability to represent CPR as needed. I've previously worked closely with the City's leadership and understand the importance of supporting without overstepping. I see real opportunity to enhance our SME engagement, particularly through BIDs relationship management, Destination City and the Concierge service promotion.

This is an exciting time to step into this role, as key elements of our strategy begin to gain momentum. I'm well versed in the City Plan 2040, which rightly highlights the importance of shaping an environment that meets the needs of evolving business sectors. As I have always done, I would work collaboratively across departments to help ensure we deliver on that ambition.

## Appendix 1: Lead Member Expressions of Interest (2025/26)

### *Sport*

#### Role Description

	Sport
Headline role description:	Supporting the Policy Chairman in the delivery, promotion and communication of the City Corporation's new Sport Strategy for the Square Mile
Supporting Corporation Strategic Goals:	<p>Corporate Plan: Vibrant Thriving Destination</p> <p><u>Sport Strategy for the Square Mile (2023-2030)</u></p> <ul style="list-style-type: none"> <li>• Invest in our sport and leisure facilities</li> <li>• Activate our streets and public spaces</li> <li>• Celebrate the impact of sport</li> <li>• Attract more high quality sport events</li> <li>• Support local community sport</li> </ul>
Main roles and responsibilities:	<ul style="list-style-type: none"> <li>• Member point of contact on all sport related issues, including upcoming decisions on sport and leisure provision in the Square Mile</li> <li>• Oversight and support for the City Corporation's overall sport engagement programme, including representation at sport related meetings and events with external partners</li> <li>• Provide guidance and facilitation in moving to Phase 2 of the new sport strategy, helping to determine long term funding and the positioning of sport within the City Corporation</li> <li>• Attendance and representation at external functions and events relating to sport</li> <li>• Other activities arising as agreed with Policy Chairman.</li> </ul>
Example of possible external representation on behalf of the Policy Chairman	<ul style="list-style-type: none"> <li>• London Youth Games</li> </ul>

## Appendix 1: Lead Member Expressions of Interest (2025/26)

### **Edward Lord**

Since my re-appointment last year, I have been dedicated to the delivery of the Corporation's Global City of Sport strategy with a strong focus on our engagement with the Paris 2024 Olympic and Paralympic Games, and the options appraisal for the development of sports facilities.

I have continued to chair the Sport Sounding Board, engaging a wide range of elected colleagues in our sport activities and have recently been working with the Head of Sport to reconstitute the Sounding Board to ensure that it is fit for purpose moving forward.

Alongside the Policy Chairman and Head of Sport, I have spearheaded the Corporation's engagement with sporting bodies at a domestic and international level, and have co-hosted a number of events on behalf of the Corporation, including dinner for World Netball's board, the Pearl Anniversary of the International Working Group on Women and Sport, and Sir Hugh Robertson's and Sir Bill Beaumont's Freedoms.

Looking to the future, I am keen to draw together the Corporation's sports activities, be they within the Square Mile, on our open spaces, or within our housing portfolio. Consequently, I have joined the Natural Environment Board and become its Deputy Chair, and have also joined the Community and Children's Services Committee, which has responsibility for the Golden Lane Leisure Centre, and its Housing Sub-Committee.

I very much hope that I will have the opportunity to continue in this important role, working with the Policy Chairman, Head of Sport and other colleagues to drive forward the sport strategy.

### **Philip Woodhouse**

The Corporation's Sports Strategy 2023-2030 aims to promote health, wellbeing, and community engagement within the Square Mile. It focuses on creating accessible, inclusive and sustainable sporting opportunities for residents, workers and visitors. It emphasises partnerships with local clubs, organisations and businesses to expand sports facilities and programmes.

This is admirable but we have seen a number of opportunities in Football, Golf and Paddle slip away, and our swimming pools remain complicated issues.

I am fortunate to have friends and acquaintances at the top of UK sport - players, ex-players, administrators and CEOs, plus senior management in IMG, Chime, RandA, FA, Arena, MCC – even the owner of Hull KR and The Lion's Captain.

We need to enhance our existing sports infrastructure and develop new facilities, ensuring they meet modern standards and environmental sustainability. To deliver these goals, we need meaningful partnerships with organisations that understand the mutual benefits of our assets and their management in areas we have limited expertise.

The strategy also seeks to embed sports and physical activity into workplace wellness initiatives, to support mental health and productivity for City workers, schools and visitors. We need to engage with the 10 largest corporate employers in the City to help deliver this aim.

Education and youth engagement are central to the plan; our network of schools should provide inspirational initiatives for young people from all groups, including women and those with disabilities. With the right leadership, the City's Sports Strategy could move forward significantly – I would make this happen.

## Appendix 1: Lead Member Expressions of Interest (2025/26)

### ***Sustainable Finance***

#### **Role Description**

	Sustainable Finance Lead
Headline role description:	Supporting the Policy Chairman in the delivery, promotion and communication of the UK's green finance offer.
Supporting Corporation Strategic Goals:	<p>Corporate Plan outcomes: Dynamic Economic Growth, Leading Sustainable Environment</p> <p>Corporate Strategies: Competitiveness Strategy and Vision for Economic Growth</p>
Main roles and responsibilities:	<ul style="list-style-type: none"> <li>• Internal championing of City Corporation work around Sustainable Finance.</li> <li>• Provide regular updates to the Policy Chairman on sustainable finance progress.</li> <li>• Member point of contact for Sustainable Finance updates and enquiries.</li> <li>• Act as sounding board for officers on Sustainable Finance, providing input on proposals.</li> <li>• Liaison with other Member who lead on City Corporation Sustainability work for Climate Action, Policy Chairman, and relevant officers.</li> <li>• Engage external stakeholders to build partnerships and promote Sustainable Finance goals, as agreed via OPC.</li> <li>• Support engagement in agreement with Officers and the OPC.</li> <li>• Other activities related to sustainable finance as agreed with the Policy Chairman.</li> </ul>
Example of possible external representation on behalf of the Policy Chairman	<ul style="list-style-type: none"> <li>• Green Finance Institute</li> <li>• Transition Finance Council</li> </ul>

## Appendix 1: Lead Member Expressions of Interest (2025/26)

### Irem Yerdelen

The City Corporation has a significant role ensuring sustainability is embedded in the UK financial and professional services sector. I am serving as the current LM for Sustainable Finance since Jan24 to drive this agenda and support PCM & officers in creating momentum towards our ambition. With dedication and passion, I successfully led or participated over 50 initiatives and launched the acclaimed Transition Finance Council as Deputy Chair which is putting the UK as leading market in the global arena.

Why me?

In my Managing Partner role at ERM (the largest global sustainability consultancy firm), I am advising FPS sector organisations to take action by setting up dedicated sustainability strategy, identifying and managing their climate-related risks/ opportunities (physical & transition), reporting on climate-related financial disclosures; ultimately advising them to operationalise sustainability in their business whilst performing a pivotal role in the UK's ambitious goal of becoming the world's first net zero-aligned financial center. A recent example was development of a Transition guidance document that outlines minimum requirements for (Re)Insurance market to formulate comprehensive climate strategies.

I am channelling all this technical knowledge into the initiatives and delegations related to the Corporation, as well as working in collaboration with the LM for Climate Action on further areas of interest.

If elected for another year...

I will continue to bring my unique professional expertise in sustainability & low carbon economy transition to the Corporation, offer relevant connections from Public and Private sectors that would support the Corporation's success in this field.