

The Steward Leadership Advantage

Driving Profitable Growth in the AI Era



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About the Programme

Universal connectivity coupled with powerful AI is making everything transparent and everyone naked. Geoeconomics is once again fragmenting our world into rival power blocks. We're at the mercy of extreme weather events. Social inequality is worse than ever.

Against this backdrop, three urgent questions emerge:

01

How can companies still ensure profitable growth and business longevity?

02

How can we save planet Earth and humanity without sacrificing profit or material self-interest?

03

How can individuals maximise financial success and find deep happiness?

Status Quo is Not Working

Let's face it, the world order as we know it is ending. Until now, we have deployed either Milton Friedman's doctrine of maximising profits at any cost, or the ESG philosophy of addressing environmental and social sustainability mostly through regulatory compliance. Both approaches have failed. The Friedman doctrine has led to uneven economic growth and unchecked exploitation of the environment. In today's naked era, where every action is visible, traceable, and digitally recorded, maximising profits at the expense of people or planet is untenable. Many companies are learning this the hard way. On the other hand, ESG as practised currently has increased costs, created a heavy regulatory compliance burden, but has failed to make meaningful progress on environmental or social challenges.

The Solution:

Sustainable Profitability $\Leftrightarrow$ Profitable Sustainability

Whether the goal is to simply maximise profitable growth (sustainable profitability) or to viably address environmental and social challenges (profitable sustainability), we need bold new ways of thinking and acting. The winning strategy for both objectives is Steward Leadership, which is *doing well by doing good*.

Sustainable Profitability

In the 21st century, only those businesses that can earn and retain customer trust will generate sustainable profitability. But who will earn and retain trust? Research at Stewardship Asia Centre shows customers will trust only those businesses that make their returns by genuinely solving pressing human problems, i.e. *doing well by doing good*.

Profitable Sustainability

To make meaningful progress against environmental and social challenges, sustainability itself must be profitable. Here again, the answer is to *do well by doing good*—creating innovative, profitable solutions for today's challenges.

The SLA programme shows how doing well by doing good is not only possible but the only way to succeed in an environment where everything can be fact-checked and nothing is hidden.

Programme Directors



MR RAJEEV PESHAWARIA

CEO,
Stewardship Asia Centre

Rajeev is CEO of Stewardship Asia Centre in Singapore and President of Leadership Energy Consulting in the United States. With 22 years at Fortune 100 companies including Coca-Cola, American Express, Goldman Sachs, HSBC and Morgan Stanley, Rajeev blends corporate experience with research-driven insights on leadership, governance, AI ethics, and stewardship. He is a bestselling author of five books (Simon & Schuster, McGraw-Hill, Penguin Random House); sits on the World Economic Forum's Global Futures Council on the Human Science of Environmental Action; advises the Government of Malaysia's Higher Education Leadership Academy; and was recognised among the Top 100 Global Thought leaders for Trustworthy Business.



DR FLOCY JOSEPH

Deputy Senior Director,
SMU Executive Development,
Singapore Management
University

Dr Flocy Joseph leads her team of Client Directors and Business Development Managers at SMU Executive Development. As a leadership researcher, she has designed and delivered bespoke learning journeys for her clients across business sectors and geographies – focusing on senior leaders in the public and private sectors in Asia. Through her professional and academic experiences, she has successfully forged business partnerships with several overseas business schools in Europe, the Americas, and Asia, and maintained through uniquely curated Singapore-based immersion programmes for the executives from these partner schools.

Flocy has authored and published several case studies on leadership and remains an active participant in the ecosystem. Her work has won awards and recognition – most recently earning the Runner Up award for her case on Bold and Responsible Leadership at the FT Awards in 2021. She has also won the inaugural 'Dissertation Impact Award' from SMU which assesses the impact of the thesis of the Doctoral students in real life. She has co-authored the book "Living the Corporate Purpose: Insights from Companies in Asia" which is a collection of case studies of purpose led organisations operating in Asia.

Programme Overview

Across the 3-day programme, some of the topics that will be covered are:

1. Our World Today: 10 Megatrends Shaping Today and Tomorrow
2. The 'Why' and 'What' of Steward Leadership
3. The Role of Generative AI and Data
4. Introduction to Sustainable Finance and Decentralised Finance
5. Personal Transformation with Steward Leadership
6. Profitable Growth and Business Longevity with Steward Leadership

*Day 2 includes a special evening event at the Temasek Shophouse.

Location:

Delivered on campus at SMU and at the iconic Temasek Shophouse.



Format:

The programme comprises interactive exercises, case studies, external visits, fireside chats with business leaders, and simulations to dive deep into various aspects of steward leadership.

Programme Faculty



PROF LIM SUN SUN

Vice President, Partnerships & Engagement, Professor of Communication and Technology, Singapore Management University

Professor Sun Sun Lim is Vice President, Partnerships & Engagement and Professor of Communication and Technology at the Singapore Management University. A veteran of higher education, she has held leadership positions at the National University of Singapore where she was faculty for fourteen years, and was Dean of Humanities, Arts and Social Sciences at the Singapore University of Technology Design for six years. From 2018-2020, she was Nominated Member of the 13th Parliament of Singapore, raising issues such as governance of big data, support for gender diversity in the technology sector, and digital rights for children. She is an honoree of the inaugural Singapore 100 Women in Tech list in 2020.



PROF THEODOR COJOIANU

Associate Professor of Sustainable Finance Urban Fellow (Urban Growth) Singapore Management University

Dr Theodor Cojoianu is an Associate Professor in Sustainable Finance at the Singapore Management University, within the College of Integrative Studies. Theodor's work at the intersection between sustainability, finance, geography and data science has led him to be invited as a Member of the European Commission's Platform on Sustainable Finance, where he advises the Commission on EU sustainable finance policy and on HM Treasury's Green Technical Advisory Group. Theodor received his D.Phil in Geography and the Environment (Responsible Investing & Innovation) from the University of Oxford and his MSc in Carbon Finance (Distinction) and MEng in Electrical Engineering and Management from the University of Edinburgh.



MR SUNIL PURI

Senior Vice President, Research & Engagement, Stewardship Asia Centre

Sunil leads the Research and Engagement team. He is responsible for research, thought leadership and programme/event design. Prior to joining SAC, Sunil was a Senior Director, Research, Innovation and Product Development with Center for Creative Leadership in Singapore and India, where he led pan-Asia research and new product development. He has over 25 years of experience in research, advisory and consulting, and has authored several research studies and contributed thought pieces to the Harvard Business Review, The Straits Times, Economic Times and The Business Times. He is an alumnus of Indian Institute of Technology, Delhi and Indian Institute of Management, Ahmedabad, India.

THE STEWARD LEADERSHIP ADVANTAGE

— An Executive Education Programme based on the Steward Leadership Compass®.



SATISFACTION RATING

Over the past 4 years, each run of this programme has earned an overall satisfaction rating of 4.8 out of 5. Many have described it as a life-changing experience.

Guest Speaker



HO KWON PING

Founder, Executive Chairman, Banyan Tree Holdings and Laguna Resorts and Hotels

Ho Kwon Ping is the Founder and Executive Chairman of Banyan Tree Holdings and Laguna Resorts and Hotels, and Executive Chairman of Thai Wah Public Company. All three family-owned companies are listed in Singapore and Thailand.

He was the founding Chairman of Singapore Management University (SMU), and has chaired Singapore Power and MediaCorp Singapore. He has served on the boards of Standard Chartered Bank, Diageo, Singapore Airlines, and GIC.

Among various awards, Mr Ho has received the London Business School Entrepreneurship Award; CEO of the Year at the Singapore Corporate Awards; CNBC Travel Business Leader Award; Distinguished Alumnus Award from the National University of Singapore; and Lifetime Achievement Awards from the American Creativity Association, China Hotel Investment Summit, Australia Hotel Investment Summit and School of Hotel and Tourism Management The Hong Kong Polytechnic University. Honoured for his contributions and accomplishments in the hotel industry in the Asia Pacific region and globally, Mr Ho is the only two-time recipient of Hotel Investment Conference Asia Pacific - HICAP's Innovation Award (2003) and Lifetime Achievement Award (2019) in its 30-year establishment.



ABOUT SINGAPORE MANAGEMENT UNIVERSITY

Highly regarded for excellence in management practice, SMU is one of Asia's leading universities. SMU offers an unparalleled wealth of expertise in issues of business and management in Asia. The SMU city campus is a modern facility, enabling a technologically integrated learning experience in the heart of the Singapore's business district. Uniquely, SMU represents a fusion of Western and Asian theory and practice, with a strong foundation in the research of management and business practices. SMU's Office of Executive Development is dedicated to international talent development, integrating the best of Asian and Western practices and theories. Our Programmes deliver outstanding returns on investment for individuals and organisations, leveraging meticulously-designed curricula which address business challenges in the unique Asian context.



**Stewardship
Asia
Centre**
by Temasek Trust

ABOUT STEWARDSHIP ASIA CENTRE (SAC)

Stewardship Asia Centre (SAC) is a non-profit organisation dedicated to helping business and government leaders, investors, and individuals accelerate leadership action on environmental and social challenges through catalytic knowledge and advisory. We are part of the Temasek Trust ecosystem with a shared purpose of building a better future for every generation. Temasek Trust is the philanthropic arm of Singapore-based global investor Temasek Holdings.

ABOUT TEMASEK SHOPHOUSE

Honouring the Past, Shaping the Future

Housed within a century-old heritage building, Temasek Shophouse stands as a bridge between history and progress — a space where purpose-driven change takes root.

It is a social impact hub in the heart of Singapore, dedicated to building connected communities. By convening changemakers, fostering meaningful collaborations, and catalysing solutions for positive impact, it serves as a point of convergence for those working towards social good.

Stewardship Asia Centre, as part of the Temasek Trust ecosystem, contributes to this vibrant network, driving initiatives that create lasting societal value.



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Learning Objectives

1. Enable enterprise-wide innovation to drive profitable growth and business longevity in an AI-enabled future
2. Design profitable solutions to address environmental and social sustainability
3. Uncover the *leadership energy*® required to remain resilient against all odds
4. Refine governance models to suit today's fundamentally different landscape
5. Explore the challenges and opportunities of responsible and ethical use of data and AI
6. Recognise the current direction and future capital flow trends in sustainable finance

Who Should Attend

- Senior executives and board directors who want to drive both business and personal success
- CXOs looking to maximise profitable growth in today's turbulence
- Sustainability enthusiasts looking to address today's existential challenges in a profitable way
- Anyone looking to shape a legacy

If you are open to challenging conventional thinking and leading rather than living life, this programme is for you.

Application

Applications should be submitted online as early as possible, preferably at least two months before programme commencement. Applications are reviewed by the Admissions Committee and places on the programme are confirmed on a first-come, first-served basis, taking into account the applicant's profile.

To register for the programme, apply online at
<https://exd.smu.edu.sg/short-courses/the-steward-leadership-advantage>

Programme Fees

SGD 5,000 + prevailing GST**

Programme Dates

1–3 Sep 2026 (3 Days)

Location

SMU Executive Development,
 SMU Administration Building,
 81 Victoria Street, Singapore 188065

Contact Us

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Interested to
find out more?



SCAN QR CODE
FOR MORE DETAILS

* GST applies to individuals and Singapore-registered companies.

** Fee is subject to change. GST is not applicable to foreign based companies.



SMU EXECUTIVE DEVELOPMENT

Singapore Management University

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