Peter Boyd

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Areas of Teaching Interest

- Personal and Team Leadership: Purpose-Driven Leadership that connects purpose to next-level performance, including Time
 maximization and Time management for individuals and teams
- Systems Thinking, especially in context of entrepreneurial solutions to Climate Change
- Helping start-up and growth-stage ventures for social and environmental good

Aligned purpose of Time4Good (Peter's company):

Vision: Everyone can see their path to Great Work

Mission: Inspire and help curious leaders to build purpose-driven paths together; connecting their life's purpose to the systems and people they care about

Education

• 1991 - 1994 BA Hons: Philosophy, Politics, Economics (2:1) University Of Oxford, Keble College

Positions and Activities at Yale

•	2020-	LECTURER	YALE SCHOOL OF THE ENVIRONMENT
•	2019-	LECTURER IN THE PRACTICE OF MANAGEMENT (EMBA)	YALE SCHOOL OF MANAGEMENT
•	2018-	RESIDENT FELLOW	YALE CENTER FOR BUSINESS AND THE ENVIRONMENT
•	2017-	Mentor-In-Residence / Venture Advisor	TSAI CENTER FOR INNOVATIVE THINKING, YALE
•	2016-2018	EXECUTIVE FELLOW	YALE SCHOOL OF FORESTRY & ENVIRONMENTAL STUDIES
•	2015-2016	Executive-In-Residence	YALE CENTER FOR BUSINESS AND THE ENVIRONMENT

Current positions at Yale include the following roles and responsibilities:

Students' Academic Life

Lecturing and Guest-lecturing on courses and group independent studies for YSE students, MBA & Exec MBA programs, and World Fellows.

Courses, Lectures and workshops that Peter leads and co-leads includes and has included:

- Courses
 - MGT835 E | SOM EMBA Elective: "A Toolkit for Agents of Change: From Self to System" (Spring '19, '21)
 - ENV553 | YSE Perspectives on Environmental Leadership
 - ENV953 | YSE Sustainable Business Capstone Consulting Clinic
 - ENV958 | YSE Sustainable Business Capstone Consulting Clinic Entrepreneur Clients
- Lectures:
 - SOM EMBA "Using Time to Maximize Your Potential" (Spring '18 and various since) Feedback from this
 workshop was the primary catalyst to the SOM EMBA Course (invited by SOM EMBA admin to apply)
- Facilitator / Instructor.
 - FES/SOM Sustainable Environmental Consulting (Spring '17-'19 advisor, Spring '20 lead faculty) Staff Facilitator
 and Coach on Group Independent Study where Student entrepreneurs earn credit for being 'Clients' and groups of
 students earn credit for undertaking a Consulting project for the Client. Became ENV953/958
- Guest-Lectures:
 - YSE Fundamentals of Working With People (Spring '20, '21, '22) Class: From Purpose to Performance Planning Your Path on a Page (Spring '18, '19, '20) Class17/21: "A Case Study in Leadership/Management Building teams in cultural context History, Culture and Health in South Africa" Developed with Stuart DeCew and Brad Gentry based on personal experience as CEO of Virgin Mobile South Africa. Video case available
 - SOM SNOC Natural Capital (Spring '16, '17, '18, '19, '20, '21, '22) for Todd Cort Delivered live online class on "Introduction To Climate Change and the economic opportunity to solve it"

- CBEY Online Certificate in Financing and Deploying Clean Energy (Fall '19, Summer '20, Summer '21) "People Day" People and Leadership skills with co-lecturer Stuart DeCew
- Jackson Institute of Global Affairs World Fellows Program "Time Maximization for Leaders Connecting Purpose to Prioritization and Productivity" (Fall '17, '18, '19) ref. Holly Salter
- Guest Lectures (one-offs)
 - SOM MBA Leaders Lab "Personal Growth for Leadership A time maximization toolkit" (Fall '18) ref. Sarah Biggerstaff
 - SOM MOOC Natural Capital "Net-Zero Economy" Video interview by Todd Cort
 - SOM MAM "Working With People South Africa" (Fall '16, '17) ref. Valerie Berenger
 - SOM MAM "Time Maximization" (Spring '18) ref. Valerie Berenger
 - SOM MBA "International Experience South Africa" (Spring '17, '18) ref. Marissa King
 - Guest speaker on "7x7 Wicked Problems" (Fall '17) ref. Todd Cort
 - SOM EMBA "Sustainability Marketing" (Spring '16, '17) ref. Kosuke Uetake
 - SOM EMBA Sustainability Track Colloquium Guest Speaker "My Journey Climate Change & Time4Good" (Fall 2016) – ref. lan Rogan
 - SOM Founders Practicum "Time Maximization for Entrepreneurs" ref. Jen McFadden
 - FES Professional Skills Workshop "Now What? Clarifying your purpose & priorities, making a plan" (Sept 2018, 2019) ref. Minna Brown, Kevin Doyle
 - FES 'Jumpstart' Professional Skills Workshop "Time Maximization and Management" (Sept '17, '19)' ref. Minna Brown
 - FES Workshop "Using Your Time to Maximize Your Potential" (March 2017)
 - FES Independent Study The Nature Conservancy and Walmart (Fall 2017) "Help TNC create a Walmart-ready sustainable sourcing strategy for Beef" Facilitator / Student Counsel
 - FES Independent Study Transformative Corporate/NGO partnerships: Independent Study Group (Spring 2017) ref. Brad Gentry and Stuart DeCew

Facilitating / Coaching on student discussion/study groups and practical workshops (not for credit)

- CBEY/CITY Planetary Solutions Generator (previously Climate Change Solutions Generator; Spring '19, '20, '21, '22)
- CBEY/Tsai CITY joint-run initiative Net-Zero Action Group (Spring '18, '19)
- CBEY Net-Zero Think Project: CBEY (Spring '16, Fall '16)
- Tsai CITY Change-Maker Retreat Designed a two-day retreat for Yale students who aspired to create true change in the world (Fall '18, Spring '20)
- Tsai CITY Org Clinic "Time Maximization for Entrepreneurs" (Spring '18)
- Tsai CITY Summer Fellowship "Priorities, Goals and Next Steps" (Summer '18)
- Tsai CITY Student Advisory Board Co-Chairs Counsel for 4-person group (Fall '17)
- Tsai CITY Social Innovation Intensive Course "Getting to our Whys" Guest lecture (Spring 2018)
- SOM Executive Education Mentored / facilitated student teams reviewing corporate sustainability plans (Spring and Fall 2016)

Mentorship, Entrepreneurship & Intrapreneurship

Mentoring and helping progress social & environmental entrepreneurship and innovation at Yale,

- I have mentored 100+ Yale students on everything from discovering and navigating life and career changes to helping them get start-up ideas off the ground or accelerate those already formed
- Venture Advisor and previously mentor-in-residence for various entrepreneurial teams in Tsai CITY accelerators

Serving on / Assisting judging panels of Prizes & Fellowship awards;

- Sabin Prize for Environmental Entrepreneurship Keynote speaker and Judging Panel April '15, Judging Panel ('15-'16), Counsel to Jurors, including Andy Sabin ('17-current)
- Sobotka Prize Advisor to Jurors (insights useful for the judging panel due to being a mentor to many of the entrants)
- Rothenburg Prize Convener for Jurors' deliberations (Spring '18)

Running practical workshops on careers and starting ventures

- Tsai CITY (and YEI before TsaiCITY) and CBEY "Business Planning for Impact" (sometimes more than once across Fall 2016, Spring 2017, Fall 2017, Spring 2018, Fall 2018)
- SOM MAM "Careers Chat over Lunch" (October 2017)
- Tsai CITY "Fundraising for Non-Profits" with Katie Thatcher (Spring 2018, Fall 2018)

Advisor to Yale Teams & Creating effective institutions

Assisting and advising Yale staff teams on various initiatives including:

- Helped conceive, create and run the secretariat team of the campus-wide Yale Collaborative on Social Entrepreneurship
 – ten centers and programs across Yale: http://www.entrepreneurshipacrossyale.com/ ('16-'19 now led by Clare
 Leinweber, ED at Tsai CITY)
- Strategy, Team Alignment and Time Maximization for e.g.:
 - CBEY management team (ref Stu DeCew)
 - Dwight Hall management team (ref Peter Crumlish)
- Yale Carbon Charge project informal advisor to Casey Pickett (previously to Jennifer Milikowsky and Ryan Laemel)

Articles

- Esty, D. C. and Boyd, P. (2018) 'To Move Paris Accord Forward, Bring Cities and Companies On Board', Yale E360, 20
 March. Available at: https://e360.yale.edu/features/to-move-paris-accord-forward-bring-cities-and-companies-on-board.
- Boyd and Pickett (2020): Defining Net-Zero: Addressing climate change requires a clear, bold explanation of our shared global goal https://cbey.yale.edu/research/defining-net-zero
- Boyd and Pickett (2020) Green Biz op-ed: To Achieve Net-Zero, Let's Agree on One Definition of Success" https://www.greenbiz.com/article/achieve-net-zero-lets-agree-one-definition-success
- Boyd, Sherman, Bialowitz (2021) "The Case for Net-Zero Healthcare" New England Journal of Medicine Catalyst: https://catalyst.nejm.org/doi/full/10.1056/CAT.21.0372

In pre-published draft:

- Boyd (2021) "The Ambitious City" Chapter in a forthcoming book "The Climate City" edited by Martin Powell
- Boyd (2021) "Net-Zero Targets What is good enough and when?..."

Other Invited Speaking Events Through Yale

- Yale Young Global Scholars "Time Maximization: Purpose to Performance Essentials" (Summer '19)
- Yale L(U)CY Program Spoke on Climate Change opportunity and Leadership fundamentals for Yale-China Association's Lingnan (University) College and Yale Program, an exchange program in which Chinese Students from Lingnan college come to Yale for a symposium on "Sustainability and Social Responsibility." (Spring '19)
- Global Network of Advanced Management (GNAM) workshop at UBC, Vancouver "Two Massive Opportunities that Look Like Problems Perspectives on Climate Change and Time" (Spring '18)
- Moderator and Master of Ceremony for "Carbon Pricing in Business and Education" (Summer '18)
- Yale Young Global Scholars "Introduction to Climate Change" for Technology track (Summer '17)

Professional Experience

Oct'14 - FOUNDER & CEO TIME4GOOD GROUP WESTPORT, CT

- Assist and advise CEOs, Executive Directors and senior management across borders and sectors private, non-profit and education
- Created a strategic consultancy practice to maximize Leaders' potential and positive impact through coaching and practical tools
- Created an innovative marketplace for the discretionary time of people in high demand. (Invited to give TED talk in October 2016 http://bit.lv/T4GatTED)

Oct'15- Lecturer ('20-) Yale School of the Environment New Haven, CT

LECTURER*, EXECUTIVE MBA ('19-) YALE SCHOOL OF MANAGEMENT

RESIDENT FELLOW ('15-) YALE CENTER FOR BUSINESS AND THE ENVIRONMENT ('CBEY')

MENTOR / ADVISOR ('17-) TSAI CENTER FOR INNOVATIVE THINKING AT YALE ('TSAI CITY')

- <u>Academic</u> As Lecturer in the Practice of Management (*full title), created a new course for Yale's EMBA program for Spring 2019: "A Toolkit for Agents of Change: From Self to System". Currently lecture and guest-lecture in-person and online for various Graduate degree, MBA, EMBA and World Fellows programs. Help facilitate workshop series and independent studies eg Climate Change Solutions Generator (list above)
- <u>Entrepreneurship & Intrapreneurship</u> Help progress social & environmental entrepreneurship and innovation at Yale, including serving on judging panels of Prizes & Fellowship awards; running workshops and 1x1 coaching & career-advice clinics
- <u>Advisory & Creating effective institutions</u> Assisting and advising Yale staff teams on various initiatives
 including time maximization, carbon pricing and a campus-wide collaborative on social entrepreneurship

Oct'14-Dec'15 Senior Advisor, Climate The B Team

New York

- Advised and led the climate initiative for an innovative, international non-profit focusing on driving a better
 way of doing business for people and the planet. (The B Team Leaders include Sir Richard Branson,
 Arianna Huffington, Mo Ibrahim, Paul Polman, Mary Robinson, Muhammad Yunus)
- Achievements: Led project for Leaders that called for 'Net-Zero Greenhouse-Gas emissions by 2050' that
 was covered in FT, Guardian & Reuters to coincide with UNFCCC climate negotiations in Feb. 2015; with
 follow-up commitments and high-level stakeholder engagement through to COP21 in Paris (Dec. 2015)

Feb'09 – Sep'14 CHIEF OPERATING OFFICER CARBON WAR ROOM L

LONDON, WASHINGTON DC, NEW YORK

- The first executive hired on Sir Richard Branson's global initiative harnessing entrepreneurship to accelerate profitable solutions to climate change. Reported to Jose Maria Figueres, Former President of Costa Rica. Served as Launch Director, Director of Operations, then COO:
- Responsible for coordination of projects across multiple sectors where we identified opportunity for
 increased profit and reduced emissions. The NGO had an implementation focus defining business
 opportunities, gathering the best people in the world to solve the problem, then mobilizing capital to pursue
 strong returns, while bringing about systemic and lasting change. Activities included, but were not limited to:
 - Leading teams spanning Research & Intelligence, Events & Marketing, and Operations
 - o Building partnerships with international companies, NGOs, capital sources, and governments
 - o Co-hosting and speaking extensively at conferences around the world
- Achievements of team included:
 - Shipping: Accelerated efficiency reform & new capital flows in the international Shipping industry.
 Created the first ubiquitous vessel efficiency index in maritime (www.shippingefficiency.org)
 - Islands: Assisted Island nations transitioning from fossil fuels to Renewable Energy (eg Aruba, St Lucia)
 - Trucking & Aviation: Through online portals & events, increased fuel-saving technology adoption in the Trucking industry and highlighted the potential of renewable jet fuels in Aviation
 - o Buildings: helped convene the first EE deals beyond pilot scale using PACE financing in the USA
 - Other: Created thought leadership on variety of topics. Awarded BusinessGreen's NGO of the Year 2014 (largest sustainability awards in EU). Helped on merger with RMI (https://rmi.org/carbon-war-room/)

May'12 - May'14 CHAIR, EEDO

DEPARTMENT OF ENERGY AND CLIMATE CHANGE

LONDON

Served on a two-year post to the UK government's Department of Energy and Climate Change (DECC) as
Expert Chair of the Energy Efficiency Deployment Office (parallel to Carbon War Room position). EEDO was
a team of c.40 civil servants leading the coordination of UK strategy and delivery of Energy Efficiency policy

- Achievements Internal: Performed board-level advisory function with relevant UK government teams, focusing on how UK EE policy could be improved (including publication of the UK's first Energy Efficiency strategy in November 2012 http://loit.lv/UKEEstrat/); and engaged with government stakeholders ranging from Treasury team to strategic marketing planning for consumers
- Achievements External: Chaired EEDO Advisory Board and represented EEDO at a wide variety of events
 in and outside UK, including facilitating and speaking at the 'UK EE Mission' launch in Feb'13 with the Prime
 Minister & Secretary of State. One of four to accompany the PM to the Northern Futures Forum in Latvia

JOHANNESBURG

- Recruited shortly after launch to lead first virtual network operator in Africa. Full accountability for 500-strong team, business plan and governance. Has subsequently become a case-study at Yale University
- Achievements:
 - Business: Tripled revenue and customer base over two years to ZAR450m Revenue (\$55-60m @ '08 e/r), ZAR350m OpEx (\$45-50m) while hitting EBITDA targets. Surpassed 500,000 cumulative new customer acquisitions and 190,000 active customers through 80,000 points of distribution
 - People: Re-structured top management team and right-sized headcount to 400 in highly challenging talent environment (skills shortage, Black Economic Empowerment legislation, HIV/AIDS prevalence). Championed Virgin's 'Zero Percent Challenge' (HIV) in a team that had minimum 15% HIV infection rate. Outsourced IT billing infrastructure and retail staff, and launched franchising
 - <u>Consumer</u>: Re-launched brand, liaised with media, launched Unlimited SMS, a Virgin2Virgin rate, and introduced Virgin Festival music event series to Africa. Championed issues for consumer such as Mobile Number Predictability and stood up to less-obvious anti-competitive practices

Jan'04 – Dec'06 VP MARKETING VIRGIN MOBILE USA NEW YORK

- Coordinated marketing calendar for fast-growing youth-orientated wireless company owned by Virgin and Sprint (reached 4m customers <4 years after launch). Oversaw \$20m budget and led teams (25 FTEs) running Promotions, Events & Sponsorship, Channel Marketing, Digital Marketing & Direct Online Sales, Brand Partnerships, Non-Traditional (Network) Marketing and Pro-Social. Originally hired as VP of Promotions & Partnerships
- Achievements:
 - Led company to sponsor first proprietary music festival in the USA 'Virgin Festival By Virgin Mobile' which attracted 20 top international acts and over 40,000 fans. Activated MTV's Video Music Awards sponsorship (15m audience reach: was dubbed "the super-bowl of youth" in marketing industry)
 - Managed a network of 2,000 'insiders' who seeded the marketing plan before it aired on conventional media, and informed the team on future trends
 - Advised USA's largest retailers on managing their wireless category, and grew the direct online business >80% year on year - setting up online referral which grew to >5% of new customers
 - Launched \$5m Pro-Social initiative on teen homelessness (subsequently expanded to other Virgin companies): maximizing customer engagement and impact through innovative partnerships

Feb'00 - Dec'03

Managing Director

VIRGIN STUDENT LIMITED (VIRGIN D3)

LONDON

- MD for youth marketing company, owned by Virgin Group: 25 FTEs and 1,000-strong student field-marketing force. Consulted for many of UK's largest youth brands: owned and ran the largest UK student website (virginstudent.com reached 7m impressions per month), a student field-marketing group, an Email and SMS marketing database, a student discount card and research products
- Achievements
 - Led team to more than ten-fold revenue growth in tough advertising environment and reduced costs by 35% (including 25% reduction in staff). EBITDA -£4.5m (2000) to -£750k and break-even forecast 2004
 - Restructured business from website to combined agency and media-owner business model. "The Virgin empire may well have conquered another market" New Media Age, Feb'02
 - Originally hired as launch Commercial Director to manage all commercial opportunities. Led takeover of rival website in equity deal and took equity stakes in SMS provider and a Student Insurance co.

Aug'97 - Jan'00

HEAD OF MARKETING

VIRGIN COLA COMPANY (VIRGIN DRINKS)

LONDO

- Hired as Brand Manager, promoted to Marketing Manager, then Head of Marketing reporting to MD
- Achievements: Drove brand strategy and marketing plan for Virgin-owned soft drinks competitor to Coke and Pepsi (growing to c.£40m revenue by 1999). Structured and spent £8m budget to help grow business 26% yoy in flat market; won Drinks Industry award for best 'Soft Drinks Press and TV Campaign'

Aug'95 - Jul'97

BUSINESS ANALYST

MCKINSEY & Co. INC.

LONDON, JOHANNESBURG, DELHI

- Two-year graduate program with strategic management consultancy on several projects for retail, industrial, insurance and public clients. Offered MBA scholarship at end of program
- Achievements: Projects included personally managing major change program in five of South Africa's "worst 100 police stations" for one of McKinsey's largest Pro-bono studies "Project Lifeline"

Public Speaking, Advisory Positions & Interests

Current

Speaker / Moderator / Master-of-Ceremony at variety of international events on the opportunities to solve climate change through entrepreneurial approaches; and on Time Maximization and Aligning Vision, Mission & Priority-setting to create a more impactful and effective organization. (Speaking profile: http://speaking.com/speakers/peter-boyd/)

- Advisory Board and/or Senior Advisor roles include:
 - Integrity Council for Scaling Voluntary Carbon Markets (Senior Advisory Council) served on advisory board of Taskforce SVCM, a global initiative championed by Mark Carney and Bill Winters with 300+ participants
 - UNFCCC Race To Zero Expert Peer Review Group (UNFCCC global campaign to rally leadership and support from businesses, cities, regions, investors for a healthy, resilient, zero carbon recovery)
 - o Blackstone Energy Services (senior advisor to CEO Canadian integrated 'Net-Zero' energy services company)
 - o ROAR AFRICA (advisory board bespoke, responsible travel in Africa)
 - South Fork Natural History Museum (advisory council)
- Voluntary work includes:
 - Sustainable Westport Chair. The Town of Westport's First Selectman (equivalent to Mayor) publicly stated the
 town's goal of 'Net-Zero by 2050' in October 2015. It was the first town in Connecticut to ratify 'Net-Zero' resolution by
 Representative Town Meeting in 2017 and was one of the first to sign "We Are Still In" following USA's stated
 intention to withdraw from the Paris Agreement
 - Christ & Holy Trinity Church, Westport CT Co-Warden (equivalent to co-chair of advisory board of non-profit org)

Previous

Previous speaking/facilitator events have included:

- Keynoted on Climate Change Leadership at National Grid Annual NE Conference, Foxboro Stadium October 2019
- **TEDWomen** 2016 "In the market for time" http://bit.ly/T4GatTED
- TEDx Vilnius 2014 "https://www.youtube.com/watch?v=800BPFWFo5Y
- Facilitated UK DECC's launch of 2012 Energy Efficiency Strategy (with UK Prime Minister, David Cameron and Minister for Climate Change, Gregory Barker)
- Keynote at CanSIA (Canadian Solar Industry Association) conference
- Keynote at All Energy Conference (Aberdeen UK),
- Spoke / Ran Carbon War Room's own conferences on Caribbean Island energy, Maritime Shipping, Trucking and more.
- Spoke at, and served on Judging panel for, Yale University's Sabin Prize for Sustainable Business (2015).
- Master-of-Ceremony at World Climate Summit in COP23 Bonn '17, COP24 Katowice '18, COP25 Madrid '19

Advisory Board and Senior Advisor roles have previously included:

- Earthplace (Board of Trustees for Nature Discovery & Environmental Learning Center, Westport CT, 2014-2017)
- Microtron Technologies (advisor to CEO for international technology development firm for a sustainable future, 2015)
- World Bank (Advisory Group for Vice President of Sustainable Development, 2013-14)
- The Economist (magazine's advisory board for World Ocean Summit, 2013-14)
- Corporate Responsibility Officers Association (Advisory Board, 2013)
- BLUE Communications (senior advisor to Founding team marine & energy communications firm, 2016-'19)
- Fenix International (advisor to CEO for social business delivering solar power to Africa)
- Viking Peak Energy (advisory board for developer of alternative energy infrastructure)
- Respondent.io (senior advisor to CEO for growth-stage, online market research marketplace)
- Spend Consciously (advisor to CEO unique platform to empower consumers to buy according to their values)
- Branson School of Entrepreneurship (Board Director and Head of Investment Committee in South Africa, 2007-2008. The school invested in, and incubated 21 social businesses, and educated >1,000 students all potential entrepreneurs from previously disadvantaged backgrounds. The school is still active and has expanded internationally)

Other Interests

- Ran Marathon des Sables in 2003 "the toughest footrace on earth": 6 marathons in 6 days across the Sahara Desert, finishing in fastest 20% and raising over £15k for charity. Earned Comrades Marathon back-to-back medal completing 2007 'down run' and 2008 'up run' (56 miles/90 km each way the largest-participation ultra-marathon in the world). Completed 17 other marathons including the original Marathon-to-Athens route in 1996 and Hartford in 2021!
- · Enjoy spending time with family (wife and three children under nine years old), Kayaking, Swimming, Skiing