

SUSTAINABLE LEADERSHIP IN THE ERA OF CLIMATE CHANGE: A FRAMEWORK FOR ETHICAL DECISION-MAKING

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Abstract. *Given the urgency of climate change, sustainable leadership practices are now more important than ever. This paper offers a model of ethical decision-making in sustainable leadership, consistent with action on climate change mitigation and adaptation. The model incorporates leadership values relevant to critical aspects of climate action, justice and gender parity, in alignment with the United Nations Sustainable Development Goals (SDGs). In particular, how strong leadership impacts on SDG 13 (Climate Action), SDG 16 (Peace, Justice and Strong Institutions) and SDG 5 (Gender Equality). The discussion paper explores the place of such transformative leaders in bringing about cross-sectoral collaboration, ethical decisions and climate-resilient regional planning that counters climate change's effects at the same time as addressing issues of social equity and justice in policy development. The study follows a qualitative, conceptual approach. The results identify some key principles of sustainable leadership, including long-term thinking, stakeholder engagement, transparency, and accountability, and highlight the importance of inclusivity in climate decision-making. The study emphasizes the critical role of leaders in driving climate action, promoting social justice, and fostering gender equality, provides examples of successful leaders who have made a positive impact.*

Received 02 April 2025

Revised 26 June, 2025

Accepted 28 June. 2025

Keywords: Sustainable leadership; Climate change; Ethical decision-making; SDG 13; SDG 16; SDG 5; Climate action; Gender equality

Introduction

Concern about climate change and its effects on the world has increased the importance of sustainable leadership. What was once perceived as a threat far off in the distance or in the decades ahead, climate change is now among the top global concerns, shaping the way we live in our environments, manage our economies and govern our societies. Its effects are widespread and

multifaceted, resulting in sea- level rise, extreme weather, insecurity of food and water supply, and interruptions to international production and supply chain, among other negative evolutions. Such challenges call for leadership models that are not merely reactive, but proactive – meeting the pressing demand for sustainability across all levels of governance and organization. Sustainable Leadership, therefore, is the new ‘conceptualizing frame’ for organizations and societies that wish to address the ‘braided challenges’ of climate change, social divisions and economic instability.

Conventional leadership paradigms, dominated by short-term profit maximization, production and process efficiency, and shareholder value orientation, fail to combat the scale, scope and speed of the climate challenge (Carroll & Shabana, 2010). Such models mainly focus on financial performance, rather than on the triple bottom line (environmental, social, and governance), they adopt a business-as-usual model that leads to the deterioration of natural ecosystems, the worsening of social inequalities and the loss of resources. Those models of leadership don't take into long-term effects of their behavior and care more about short-term gains, usually at the cost of future generations. The model of leadership, blinkered to the larger consequences on our environment and society, has become less and less tenable in an age of climate emergency around the world.

Sustainable leadership, on the other hand, is a new model defined by holistic consideration, ethical action and responsible stewardship. Sustainable leadership is about doing good, doing well, and doing good while doing well for others in the interest of current and future generations (Agle et al., 2008). Responsible leaders recognize the symbiotic relationship between environment, society and economy, who view decisions made today as having impacts for the rest of the century, take a systems view. Instead of being driven by financial returns in the short term, sustainable leadership is about meeting the interests of multiple stakeholders (e.g., shareholders, employees and the environment), so that societal and business progression benefits all sides equitably and in a sustainable way.

Sustainable leadership involves leading with conscience, being guided by decision-making principles that balances social, environmental, and economic aspects. This comprehensive approach acknowledges that climate change is not only an environmental concern, but also a social and economic one. It means adopting a leadership that also recognizes the struggles experienced by communities on the front lines of climate change—low-income, Indigenous, and those living in the Global South. Such communities are the so-called victims of climate change, although they are not the cause of the damage it causes. CARE2 Therefore, sustainable leadership champions the kinds of policies and practices that advance justice, equity, and inclusion, and ensures

that the voices of those who are on the margins are heard - that they are represented at the table when decisions are made.

Sustainable leadership practices, within a climate change frame, involve all aspects and dimensions that are consistent with global sustainability targets. The United Nations Sustainable Development Goals (SDGs) is one such framework, with 17 global goals adopted in 2015 for the future of a sustainable planet for all. These goals focus on eradicating poverty, protecting the planet, and securing prosperity for all, with an emphasis on social equity and environmental protection. Of these, SDG 13 (Climate Action), 16 (Peace, Justice, and Strong Institutions) and 5 (Gender Equality) are most relevant for sustainable leadership with a strong focus on addressing climate change mitigation and adaptation, just and peaceful societies and gender equality, respectively (UN, 2015).

SDG 13--"Climate Action"--calls for taking urgent action to combat climate change and its impacts. This target highlights the importance of countries, businesses and individuals cutting their greenhouse gas emissions, investing in renewable technologies, and adopting measures to build greater resistance to climate in their communities. Leaders who internalize SDG 13 not only pledge to cut down on their carbon footprints, but they urge others to do the same." They factor in climate in their decision making and they support policies and programmes that are committed to environmental sustainability. Through modeling the mindset of SDG 13, sustainable leaders can catalyze systemic change within an organization or community, infusing every level of society with thought patterns and action consistent with mitigating climate change.

SDG 16, "Peace, justice and strong institutions", works to build peaceful, just and inclusive societies by bolstering institutions and ensuring access to justice for all. The Climate Crisis is a primary factor in social instability, screaming existing inequities and leading to conflicts over resources, migration, and economic disparity. Under SDG 16 sustainable leadership entails advocating for policies that tackle the drivers of climate injustice and entitlement of developing populations that are most vulnerable to the impacts of climate change. This objective also stresses the need for strong institutions to implement climate policies as well as promote transparency and ensure fighting corruption. Sustainable achievers for SDG 16 are essential in sustaining peace, justice and accountability in an era of climate disruption.

Another important sustainable leadership goal is SDG 5, "Gender Equality," because gender equality is an indispensable part of sustainable development. Climate change effects are received with crushing severity by women and girls as inequalities of social, economic and cultural nature exist. For instance, in many regions of the world, women collect water and food and

are more likely to be affected first by droughts, floods and other climate-linked disasters. Sustainable leaders should acknowledge the gender dimensions of climate change and work to empower women and ensure that they are part of decision making, as this pertains particularly to resource management and climate adaptation and sustainable policy creation. For me, I am content to continue leading by fighting for the equal access of resources, education and opportunity for our girls and women in the emerging green economy. Leaders who incorporate gender considerations into their climate change mitigation and adaptation policies contribute to the progress of SDG 5, which promotes gender equity and empowers women's positive contributions to climate action.

This paper provides an overview of ethics as a strategic framework for sustainable leadership and looks at ethical decision-making in the context of climate change. The framework calls attention to the interrelatedness of climate action, peace, justice and gender equality, and it shows how sustainable leaders can operationalize these priorities in their decisions and leadership practices. It contends that sustainable leadership is not about mitigating the symptoms of climate change, as though it were an ailment, but rather addressing the sources and systems of inequality and environmental destruction. Through the intersectional lens of the SDGs, leaders for sustainability can make impactful systemic change within their organizations, their communities and their societies – leading to a more just, resilient and sustainable future for all.

Drawing on sustainable leadership theory, we investigate the ethics of decision-making pertaining to climate change. The report looks at how leadership can galvanize companies and communities in addressing climate change, and drive social equity, justice and gender equality. The 'whole-of-society' approach presented in this paper highlights the imperative role that leadership plays in inspiring climate change awareness and action and establishing a culture of partnership, empowerment and accountability. Advancing the SDGs As leaders of organizations, sustainable leaders can help to create a future where people and planet flourish by ensuring their actions are aligned with the SDGs.

Nutrient-Induced Water Translocation for Pulsed Laser Source Scanning Probe. First aspect of the present invention is directed to methods and compositions which allow for rapid movement of organic solutes across selective barriers and into solution drunk in vgAES and vgALEH₂O, expressor mg-1 DW from which such solutes may be removed as described herein.

Literature Review

Sustainable Leadership in Definition

The cornerstone of sustainable leadership is a kind of leadership that embraces long-term thinking, ethical behavior, and a dedication to enhancing environmental, social, and economic circumstances for both current and future generations (Doppelt, 2017). This type of leadership is in departure from the historical focus of short-term profitability, and focuses on long-lasting impact for communities and the environment. It involves decision-making that combines the needs of the organization while at the same time taking in consideration the needs of the society and the environment. A sustainability leadership is not exclusively taking care of the performance of its own organization, but also accepting its responsibility towards global goals such as climate protection and equality.

In the era of climate change, sustainable leadership is needed, as the intergenerational impacts of the degradation of the environment demand future thinking leaders who can act in unprecedented times of ecological emergency while privileging social justice and economic fairness. Responsible leadership aims to reconcile business objectives with wider global concerns about the welfare of all stakeholders, from the most vulnerable communities to future generations. Leaders in such a worldview should strive to reduce carbon footprints, create more resilient systems to manage climate impacts, and promote climate crisis solutions that mitigate the impacts of harmful climate change (Northouse, 2018).

Sustainable leaders are not only capable of leading their organizations but are also able to incorporate climate change mitigation and adaptation strategies into their organization. Sustainable leadership has long known the need for decisions that are informed by an awareness of the environment and of society in general as being all of a part. This style of leadership is based on the valuing of the natural capital and the recognition of the bounds of earth system resources. Hence, sustainable leadership requires a change in the way we look at growth, not just in economic terms, but also in their environmental and social impact.

According to Waldman et al. (2006), sustainable leadership includes strategic anticipation. Leaders need to be looking forward, and that means four or five generations into the future, to address issues related to climate change and other long-term challenges-and doing the work now to prepare their organizations and communities to meet those challenges. In that sense, sustainable leaders are both dreamers and doers, combining moral choices with pragmatic engagement.

Sustainable Leadership and SDG 13

Noting the direct relevance of sustainable leadership to the UN SDG 13 that demands urgent action to combat climate change and its impacts (UN, 2015). A reductor in greenhouse gas emissions is the focus of SDG 13, as well as an increase resilience to climate and promotion of the cooperation along countries for the mitigation of climate change. Sustainable leaders are accountable to do their part, to take the action in the battle against climate change, to fully embrace the reduction of organizational emissions, and to lead the fight to combat the emissions from around the world (Sullivan & Mackenzie, 2018).

There is one clear way that sustainability-minded CEOs lead on climate action, and that is by utilizing green technologies and environmentally sound practices. The sustainable leader is the one who selects the investments in alternatives of solids, renewable energies, sustainable chains/supply, waste minimizing, among other actions, to then have a generated culture of sustainability inside the organizations (Senge, 2008). This embodies the pressing necessity for companies to minimize their ecological footprint and align their activities with global sustainability targets.

Leadership also means supporting for climate adaptation. The first (mitigation) frames climate change as something that needs to be combated by addressing its root causes, while the second (adaptation) sees climate change as an inevitable reality and focuses on responding to existing impacts. Climate-resilient leadership is focused on supporting organizations, communities and governments to cope with the challenges of shifting weather patterns, extreme events, rising seas and limited resources. As Stern (2007) stresses, leaders must incorporate climate change adaptation into their planning process to protect their community and maintain long-term viability. Sustainability leaders, focused on SDG 13, develop not only a reduction in emissions but also develop adaptive capacity of people, organization and communities to survive challenges as a result of climate. This two-sided coin of mitigation and adaptation is necessary to meet climate goals and sustainable ecosystems and human societies in the future (IPCC, 2018).

Sustainable Leadership and SDG 16

SDG 16 – to promote peaceful, just and inclusive societies – is a part of sustainable leadership. Climate change has also exacerbated preexisting social injustices in dividing of resources, forced migration, and economic instability as exacerbated by climate change (Schlosberg, 2012). These are climate-related challenges and they highlight the importance of strong leadership to work for peace, justice and equitable distribution of resources.

Sustainable leaders can help to drive this by leading in SDG 16 by creating inclusive policies that provide access to resources and opportunities for all. This means creating the space for diverse and marginalized voices—those who are most impacted by climate change in our communities (Kouzes &

Posner, 2017)—to be heard when decisions are being made. Through transparent governance structures and anti-corruption mechanisms, sustainable leaders help to develop institutions that can tackle climate-focused and indeed in all kinds of social injustice.

There is also a strong peacebuilding rationale for addressing climate change (Galtung, 2013). Climate change, he says, can be a trigger for conflict – particularly in places that are resource-stressed or where people are being pushed away by environmental ruin. Thus, responsible SDG 16 leadership is about promoting international cooperation and ensuring that climate conflict management institutions are robust enough to even raise the possibility that the most vulnerable can be sheltered from the ravages of climate change.

Leaders that are taking up SDG 16 principles must guarantee that their decisions lay the groundwork for social and environmental justice. This can mean promoting policies that safeguard vulnerable populations, such as based on their indigeneity or low absolute income, from being disproportionately burdened by the consequences of climate change (Mayer et al., 2008). Sustainable leadership builds and reinforces institutions, such as climate justice, ensuring that peace is maintained among nature and humans, and that the soul of the environmental insurgency endures, say, in the impulse to preserve and the counter-vision on behalf of the ecosystems.

Sustainable Leadership and SDGs 5: Gender Equality

Gender equality is at the heart of sustainable development, and sustainable leadership is achieved through gender-responsiveness in addressing climate change. Gendered dimensions Women and girls are especially affected by climate change since they tend to disproportionately experience social and economic impacts of this phenomenon as a result of prevailing gender inequalities (Alston, 2013). Their roles as primary care givers, community managers and natural resource managers expose them to the threats associated with climate-induced shocks including droughts, floods and extreme weather conditions.

Sustainable leaders should hence employ approaches that address gender equality in the context of climate action. In line with the UN Women (2018) report, leadership that is sustainable will prioritize the participation of women in decision-making related to resource management, climate change adaptation, and strategies to address climate change. Gender equality, the focus of SDG 5, is an important component of enabling all communities, particularly those at a disadvantage experiencing gender-based imbalances, to cope and adapt to climate change.

From the perspective of sustainable leadership in SDG 5, it is about working towards equal access to resources, education, and opportunities,

particularly those offered within the green economy, for women too. Supporting women's economic empowerment is not only central to the realization of a just and sustainable society, it is also essential to the fuller engagement of women in actions to reduce greenhouse gas (GHG) emissions and to adapt to climate change and, as the 2013-15 climate negotiations move into high gear, this is the time to reflect on how the discussions of Women's participation and gender responsive IPCC can benefit from the experiences and insights of those working to promote economic empowerment. This way, sustainable leaders invite women's input into leadership roles and climate decision-making, so that women's views become fully incorporated in climate action (Grown et al., 2015).

The incorporation of gender considerations in climate change mitigation and adaptation policies is critical to realize SDG 5. Sustainable leadership supports gender equality by listening to women and making sure they have an equal say in and how climate policy is governed, and it helps to ensure inclusivity and equality in climate change solutions (Dube, 2017).

The functions of sustainable leaders in this domain are considerable and crucial with respect to the success of global response efforts toward alleviation of environmental damage. By embedding SDGs 13, 16 and 5 within leader practice, systemic changes can be affected, which help both to reduce the effects of climate change and to challenge and address issues of justice, equity and gender. Humane leadership transcends the old one-dimensional profit driven mindset and ensures long term success. As the climate crisis becomes more apparent each day, the demand for leaders who believe in sustainability, ethics, and inclusivity has never been greater. Through their behaviors and choices sustainable leaders have the capacity to contribute with a world that is more resilient, fair and inclusive for generations to come.

Research Gaps

The paper has looked for filling the research gaps in the existing literature by integrating climate action, social justice, and gender equality. As a result, it will provide a holistic framework that would highlight the interconnectedness of these themes in sustainable leadership. Furthermore, it would provide a sort of practical framework for leaders to drive climate action, promote social justice, and foster gender equality, addressing the need for actionable guidance in sustainable leadership. Lastly, the paper is supposed to emphasize on inclusivity and equity. By addressing these gaps, the paper contributes to the development of sustainable leadership practices that can help organizations and societies address the challenges of climate change while promoting social justice and gender equality.

Selection of the Case Examples

Two cases Paul Polman (Unilever) and Mary Robison Foundation have selected as case examples on the basis some critical criteria. First, the cases have relevance to sustainable leadership, climate change, and the United Nations Sustainable Development Goals (SDGs). Second, the cases under consideration appear to be the prime examples of demonstrating commitment to sustainability, social justice, and gender equality, aligning with the principles of sustainable leadership. Third, these examples showcase leaders who have made a significant impact in driving climate action, promoting social justice, and fostering gender equality. Fourth, they reflect diversity. Lastly, these examples have the availability of relevant information and data, allowing for a thorough analysis and illustration of sustainable leadership principles.

Theoretical Framework

Theoretical background of sustainable leadership for climate change Based on the theories on leadership and sustainability, the theoretical foundation for sustainable leadership in climate change is conceptually rooted. Systems Theory which was developed by Senge (2008) is that organizations and leaders exists in and operate within, complex inter-dependent systems where economic, social and environmental dimensions are intertwined. It prompts sustainable leaders to look at their actions in a more holistic sense, understanding that their decisions need to take the future environmental and social effects into account. Sustainable leadership, then, requires a systems view in which leaders embed sustainability into the very fabric of how they make decisions within an organization—all in such a way that leaders' choices not only meet the needs of the business today, but also contribute to long-term, ecosystem and community health.

Another important theoretical construct in sustainable leadership is that of transformational leadership (Bass & Avolio, 1994). Inspirational leaders are those who inspire followers and so build commitment among them, thereby fostering a climate in which Sustainability can indeed be a shared purpose. Transformational leadership, in the context of climate change, therefore requires enabling innovation and engagement for climate action among all parties. Transformational leaders who are sustainable are those who have a desire to inspire change, exhibit ethical behavior, and create an organizational value system for sustainability. By example, they inspire a movement towards sustainable practices and social equity, thereby creating a collective commitment to meet global climate targets.

Last, Stakeholder Theory (Freeman, 1984) is vital for identifying the ethical implications of sustainable leadership. This is a theory that suggests

that leaders should take the interests of human stockholders (employees, consumers, investors), and non-human stockholders (communities, environment) into account when making decisions. Within the context of climate change, sustainable leadership entails making decisions with awareness of all relevant stakeholders, in particular marginalized groups and those who can least afford to shoulder the burden of climate effects. Stakeholder Theory highlights the importance of exclusionist, equal and fair access to climate adaptation and mitigation decision making of marginalized communities is achieved. This method guarantees that sustainable leadership is so much more than simply environmental outcomes, but it also encompasses social justice and equity, meeting the needs of all stakeholder communities, including those who have been historically marginalized from climate considerations.

Methodology

The conceptual paper used a conceptual framework to base the model for ethical decision-making in sustainable leadership with focus on climate change mitigation and adaptation. The model includes values from research on leadership, climate action, and sustainable development. The approach is based on a literature review on sustainable leadership, climate change and the SDGs and case examples of successful leaders related to this topic. The newspaper intends to, in that way, offer a new direction in how guidance is provided to leaders to act on the ethical consideration of solving climate problems aimed at sustainable global stability.

Additionally, sustainable leadership involves long-term thinking, which prioritizes long-term environmental or social goals over short-term financial goals. The fact remains that leaders' responses to climate change today will impact the society and the planet for years to come. Decisions requiring investment that do not benefit the organization financially in the short term but result in sustainability, climate resilience, or social equality in the long term must be implemented. Engaging in sustainable leadership does not only benefit any individual organization but also works towards actualizing global climate achievements. The types of leaders emphasize the long-term impact of specific decisions to the quality of life of the community and ecosystems, respectively. Sustainable leadership instills the value of sustainability among leaders, and they can develop a thought on how to create organizations dream and not burden the future generation with the consequences of today's decisions.

Actively involving others in decisions is another important ethical value in sustainable leadership. At this moment, when climate action also must be justly adapted and implemented, it is crucial for leaders to listen to diverse voices, including those of the marginalized, women and indigenous peoples, to guarantee that climate actions are fair. This openness serves to make

decisions that benefit and consider the interests of all, as opposed to only powerful individuals. Since the impacts of climate change disproportionately impact some communities, such as low income and many in the Global South, sustainable leaders need to ensure that these voices are included and influential in the decision-making process. Inclusive leadership can enhance pursuit of social justice by supporting the development of climate actions that are both effective and equitable, to ensure that all can equitably participate in the sustainable future.

Climate Change is a complex and global challenge and requires a collaborative, partnership approach. To effect systemic change, sustainable leadership needs its leaders to join forces with governments, industry and non-government organizations (NGOs) as well as local communities. Partnership allows for the sharing of resources, information and expertise that is necessary to address climate change at scale. Leaders who forge partnerships contribute to coordinated action for climate change, and multiply achievements at the individual level and maximize the efficiency of climate solutions. The phenomenon has different dimension of threat with serious implications on natural resources degradation, and loss of life and property. Leaders must then focus on cooperation and collaboration -on the inside and the outside – to make sure their climate efforts are as effective as possible.

And, lastly, also socially and environmentally responsible leadership. “Leaders have to think about the impact of their decisions in terms of broader society and what it means for the planet and to the world. This means cutting down on carbon emissions, saving resources, and preserving ecosystems. We need leaders who walk the talk, doing things to sustain the earth that make social justice and economic equity part of the bargain. Taking responsible decisions, leaders also make it so that their company is part of the solution for sustainable development, and are acting to tackle climate change. This obligation is not just to protect the environment and meet targets, but also to build a fairer world where communities prosper without depleting the planet’s resources.

Discussion/Analysis: Use of the Framework for the SDGs

SDG 13 (Climate Action)

Sustainable leaders need to match their decisions to the global climate agenda, which calls for immediate action to address climate change and its consequences. UN’s Sustainable Development Goal (SDG) 13 -urgent action to combat climate change – underscores the critical leadership role that executives must assume to stimulate climate action across their companies and communities. Both public and private leaders have a duty to act proactively and to mitigate greenhouse gases, reduce resource consumption,

and develop renewable energy deployment (IPCC, 2018). For a leader to make a valuable contribution to this global agenda required them to make decisions which have long-term implication in the environment and that scale down carbon foot prints.

One of the many components of SDG 13 is reduction in carbon emissions, this can be achieved through policy, technology and behavior. Sustainable leaders need to establish the culture of taking a climate action so that the sustainability thought can be adopted from top to bottom within the organization. Leaders can also encourage the utilization of eco-friendly technologies like clean energy, energy savings devices and responsible waste management. Leaders can take steps that make a substantial difference in carbon emissions, for example, by moving their organizations to renewable sources of energy like photovoltaic, wind or hydroelectric power demonstrating their commitment to environmental stewardship. Accordingly, sustainable leadership is about promoting a transfer to renewable energy at the level of the organization as well as in society, promoting the transition from fossil to more sunrise industries at the business as well as the societal level.

Leaders should also develop a culture of sustainability in their organization, where employees, stakeholders and consumers identify and adopt sustainable habits. This demands not just by example leadership, but educational campaigns and awareness programmes to underline the significance of sustainability and the part individuals and organisations can play in mitigating our adverse impact on our world. In addition to the infrastructure plans, governments can also drive the climate action goals of SDG 13 by adopting policies to promote sustainability, including waste reduction, water conservation and use of sustainable materials. Further, with the support of partners from the public, private and non-profit sectors, governments and NGOs, leaders can scale up the results of their work to achieve a collective response to climate change.

SDG 13 is inextricably about engaging climate regulation, at its core, but fundamentally it goes further. It's about a reimagining of how organizations work to make them have a positive impact on the environment. SDG 13 focused leaders are a driving force for sustainable development that integrates economic growth with the consideration of natural resources and ecosystems. Sustainable leaders take the initiative to ensure that carbon footprints are reduced and environmental efficiency is maximized, making a major contribution to meeting the United National goals for climate action (IPCC, 2018).

Sustainable leaders play a critical role in driving climate action and reducing greenhouse gas emissions. Effective climate leadership involves both mitigation and adaptation strategies. Leaders should focus on integrating climate change into every level of decision-making, from strategic planning to

operational implementation. They should set some base targets and tracking progress towards reducing greenhouse gas emissions. This can be achieved through engaging stakeholders and promoting climate literacy and awareness.

There is a lesson for all leaders in the sense that they should learn that the most effective leaders will be those who integrate climate change into every level of decision-making, recognizing that climate action is not just an environmental imperative, but also an economic and social one. By doing so, leaders can reduce risks, capitalize on opportunities, and build a more resilient and sustainable future for all.

SDG 16 (Peace, justice and strong institutions)

As SDG 16 seeks to advance peaceful, just and inclusive societies, sustainable leadership also plays a central role in forging resilient institutions that can tackle the impacts of climate change. Climate change amplifies enter-extant inequity to fuel to conflicts like wars for resources, migration issues and disparity in income. With the implications of climate change increasingly evident, strong institutions are needed now more than ever to promote social stability and equity. Sustainable leaders should take care that they are decisions that support solid institution building to address climate-related stress and advance social equity.

For sustainable leaders, at the heart of the job description sits the duty to be mindful of policies and decisions that promote access to resources in such a way that everyone, especially the least privileged and most disadvantage in society, have their needs met. According to Galtung (2013), there are close connections between peace and justice, and a society will be peaceful and sustainable if it allows everyone to enjoy equality. Committed leaders promote sustainable development need to take proactive & positive steps for equitable access to resources such as water, energy and food, particularly in areas of the world that suffer the most due to climate change.” For example, smallholder farmers are supported to cope with the risks of extreme weather events to build resilience in agricultural communities.

Sound Leadership under SDG 16 also entails promoting transparency and accountability. Transparency leadership in communities and organizations establishes trust (Mayer et al., 2008). Transparency in the decision-making process Taking into account the emerging climate change, having transparency in the decision-making process is important to ensure that climate policies and actions are done in a fair and just manner with the participation of all, especially the most vulnerable and marginalized. Leaders need to address climate finance policies that support transparency so that money already being raised and allocated for climate change adaptation and

mitigation is put to use properly and that such funding will effectively reach the people in our community that need it the most.

Further, sustainable leaders also need to reduce corruption and promote inclusive and participatory governance institutions capable to tackle challenges related to climate as well as to area such as those covered by Goal 16. Calling for transparent governance and anti-corruption measures, leaders could support institutions capable of handling climate-related issues as well as social inequalities. Such a methodology will help to make the benefits of climate action available to those who need them most including the wider SDG 16 framework.

Finally, sustainable leaders also have to push for global collaboration, especially in areas already facing climate-driven conflict and scarcity that undermines social stability. In an increasingly climate-changed world, good leadership on SDG 16 means promoting dialogue, collaboration and peaceful conflict resolution in ways that safeguard the rights of those hit hardest by the various impacts of climate change (Galtung, 2013).

SDG 5 (Gender Equality)

Gender equality is a cornerstone of sustainable development, and sustainable leadership will need to actively champion gender equality in supporting climate action. It is women and girls who are most impacted by climate change, because of the pre-existing social, economic and cultural inequalities. These gendered dynamics are particularly pronounced in LDCs, in which women as caregivers, water collectors, and agricultural workers are disproportionately affected by climate change. Women, however, are also key players in terms of addressing climate change and sustainable leadership has to empower them to have a voice in climate change decision-making and to protect their rights in climate change policy (Alston, 2013).

Symposium Long-Term Planning Actions for Sustainable Leadership in Sustainable leadership under SDG 5 includes guaranteeing the participation of women in climate action, especially in resource management, climate adaptation policies, and plans for sustainable policies. As climate change worsens pre-existing gender disparities, it is the responsibility of decision makers to ensure that women have equal access to everything from resources and opportunities to decision making platforms. Sustainable leaders can increase the effectiveness of climate change mitigation or adaptation actions by enabling women to take part in climate governance; as women are known to often bring unique environmental management and sustainability viewpoints.

In addition, Sustainable leadership requires pushing for gender considerations to be included in each and every climate policy and action. This also involves taking into account the particular adaptation and mitigation needs and vulnerabilities of women to climate change. Gender-responsive

disaster-risk reduction (DRR) and climate-resilience programs, for example, can help ensure that basic needs are met for women in crisis, including access to health care, education and livelihood support. Leaders must also enact policies that advance women's economic empowerment, especially in the green economy, by guaranteeing equal access to job opportunities, training, and resources (UN Women 2018).

Leadership on SDG 5 also means pushing for laws and policies to combat violence against women, which is frequently intensified by climate-related disasters. Sustainable leaders have to ensure that the needs of women in terms of safety and security are being taken into account in planning around climate adaptation and resilience. The integration of gender considerations into efforts to combat climate change can assist policy makers in working towards the achievement of SDG 5, to which the Parties should strive by promoting gender equality, empowerment of women in meeting their full potential when it comes to developing and designing climate solutions (Dube, 2017).

Sustainable leadership is very important in attaining the SDGs specifically goals 13, 16 and 5. Sustainable leaders can inspire and shape transformative change by aligning their leadership practices with the global climate agenda, advocating for social justice and equity, and fostering gender equality. They are vital to making sure that climate action is equitable, fair, and effective, and can help pave the way for a more sustainable and just future for everyone. Through their initiatives, leaders for sustainability can help create a world which does not just mitigate the global threats of climate change but promotes peace, justice, and social equity.

Leadership in Practice: Case Examples

Exemplar 1: Paul Polman (Unilever).

Paul Polman, the former Unilever CEO who led by example making climate change mitigation and social equity part of leadership decisions. During his tenure, Unilever committed to significant goals on sustainability, such as minimizing its environmental impact and using its business to drive inclusive growth (Unilever, 2020). The leadership of Polman focused on long-term vision, stakeholders and transparency, ensuring that sustainability was grounded in the heart of Unilever (Agle et al., 2008)

Example 2: Mary Robinson (Mary Robinson Foundation)

An effective climate justice leader I want to highlight is that Mary Robinson, Ireland's former President, who has consistently campaigned for climate actions rooted in gender equality. Through her foundation, Robinson endeavored to guarantee the inclusiveness of climate change strategies, by focusing particularly on the rights and voices of marginalized segments such as women and indigenous people (Robinson, 2018). Her leadership

emphasizes moral reasoning, collaboration, and equity in a climate-changed world (Sullivan & Mackenzie, 2018).

Conclusion

Sustainable leadership is crucial for addressing climate change, social disparities, and development potential. It provides a model that integrates results for both society and the environment in the long term. Sustainable leaders consider the profitability of their companies in the context of the overall social and environmental impacts of their actions. They prioritize ethical governance, long-term perspective, stakeholder inclusiveness, transparency, and social responsibility.

The core attributes of successful sustainable leadership include collaboration, inclusivity, and accountability. Sustainable leaders must create relationships between partners from multiple sectors and foster collaboration at different levels. They should prioritize justice and gender equality in response to climate challenges, contributing to a more inclusive, equitable, and just society.

The impact of climate change is felt most acutely among vulnerable populations, including women, excluded communities, and those living in less wealthy areas. Sustainable leaders must address these disparities and ensure that climate action does not foster greater inequality. By prioritizing justice and gender equality, leaders can create more innovative and wide-reaching solutions.

The paper highlights the importance of integrating climate, justice, and gender into leadership practice. It emphasizes the need for collaboration, inclusivity, and accountability in addressing climate change. Sustainable leaders should be able to create long-term sustainable values that serve both present and future generations.

The paper also identifies areas for future research. First, there is a need of understanding the long-term effects of green marketing approaches as to how consumer behavior changes can be maintained and realized at a broader system scale. Second, one needs to explore the influence of digital channels on attitudes toward sustainable fashion and how they can be used to shape more sustainable consumer behaviors. Market segmentation and adapting sustainable strategies for various cultural and economic circumstances to meet the specific issues and opportunities in different regions, markets, and populations. To sum up, sustainable leadership is necessary for tackling the challenges of climate change, social inequality, and economic development. By integrating climate, justice, and gender into leadership practice, sustainable leaders can maximize value for society and the natural environment. Future research can help leaders fine-tune their strategic leadership to make sustainable leadership practice both current and long-lived. The ultimate goal

is to make sustainability an integral quality of leadership, leading to a future that's both just and resilient for all.

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