Business Intelligence & Data · BI457

ESG Governance & Board Oversight

Duration	Category	Ref
2 Weeks	**Business Intelligence & Data**	**BI457**
Language	Certificate	
English	**Certificate of attendance**	

Introduction

Environmental, Social and Governance (ESG) considerations have become an increasingly important component of corporate strategy, risk management, stakeholder expectations, and long-term value creation. Boards of Directors are now expected to understand ESG-related opportunities and risks and to provide effective oversight of how these issues are integrated into organizational strategy and governance.

ESG Governance & Board Oversight is an advanced executive programme designed specifically for Board Directors, senior executives, and governance professionals. The programme provides participants with a comprehensive understanding of the Board's role in ESG governance, strategic oversight, risk management, sustainability, reporting, regulatory developments, and stakeholder accountability.

Over 10 days, participants will explore how Boards can establish effective ESG governance structures, challenge management decisions, oversee ESG performance, assess climate and sustainability risks, strengthen corporate accountability, and align ESG priorities with long-term organizational strategy.

Course Objectives

By the end of the programme, participants will be able to:

- Understand the strategic importance of ESG and its implications for Boards of Directors.
- Define the Board's responsibilities for ESG governance and oversight.
- Evaluate how ESG factors influence corporate strategy, risk, reputation, and long-term value.
- Establish effective ESG governance structures, policies, and Board oversight mechanisms.
- Identify and assess material ESG risks and opportunities.
- Strengthen Board oversight of climate-related and sustainability risks.
- Evaluate ESG strategies, targets, KPIs, and management performance.
- Understand major ESG reporting, disclosure, and regulatory requirements.
- Assess the quality and credibility of ESG information presented to the Board.
- Strengthen Board oversight of ESG-related compliance and accountability.
- Integrate ESG considerations into strategic decision-making and corporate planning.

- Understand the relationship between ESG, corporate governance, ethics, and stakeholder expectations.
- Evaluate executive compensation and performance through an ESG perspective.
- Strengthen oversight of supply-chain, human-rights, social, and reputational risks.
- Understand the Board's role in sustainability transformation and net-zero strategies.
- Enhance Board-level decision-making through ESG scenario analysis and emerging-risk assessment.
- Develop practical frameworks for strengthening ESG governance within the organization.

Target Audience

This programme is specifically designed for:

- Board Directors
- Non-Executive Directors
- Independent Directors
- Chairpersons and Board Committee Members
- CEOs and Managing Directors
- Chief Sustainability Officers
- Chief Risk Officers
- Chief Compliance Officers
- Corporate Governance Professionals
- Company Secretaries
- Senior Executives responsible for ESG and sustainability
- Senior Public-Sector Board Members
- Government-Owned Entity Board Members
- Investment Committee Members
- Senior Risk, Audit and Compliance Professionals

Course Outline

Day 1

ESG, Corporate Governance & the Role of the Board

- Introduction to ESG and its evolution
- Why ESG matters at Board level
- ESG as a strategic and governance issue
- Understanding Environmental, Social and Governance dimensions
- ESG and long-term organizational value
- The changing expectations of Boards and Directors
- Board responsibilities in relation to ESG
- ESG oversight versus management responsibility
- ESG, corporate purpose and stakeholder expectations
- The relationship between ESG and corporate governance
- Emerging ESG challenges facing Boards
- Board-level ESG governance maturity assessment

Day 2

ESG Governance Frameworks & Board Oversight

- Designing an effective ESG governance framework

- Board and management responsibilities
- ESG governance structures and reporting lines
- Role of Board committees in ESG oversight
- ESG responsibilities of Audit, Risk, Nomination and Remuneration Committees
- Establishing ESG policies and governance principles
- ESG delegation of authority
- Board reporting structures
- ESG governance charters
- Management accountability for ESG performance
- Escalation of material ESG issues to the Board
- Measuring the effectiveness of ESG governance
- Practical Board ESG governance framework

Day 3

ESG Strategy & Strategic Decision-Making

- Integrating ESG into corporate strategy
- ESG and long-term value creation
- Connecting ESG priorities with business objectives
- Materiality and strategic relevance
- Identifying ESG opportunities
- ESG-driven business transformation
- Board oversight of sustainability strategies
- ESG objectives, targets and strategic priorities
- Evaluating management ESG strategies
- ESG scenario planning
- Strategic decision-making under ESG uncertainty
- Board questions for evaluating ESG strategy
- Case study: Board review of an ESG strategy

Day 4

ESG Risk Management & Board Accountability

- Understanding ESG-related risks
- ESG risk identification and assessment
- Integrating ESG into Enterprise Risk Management (ERM)
- Environmental and climate risks
- Social and human-capital risks
- Governance and compliance risks
- Reputational and stakeholder risks
- Emerging ESG risks
- ESG risk appetite and tolerance
- Board oversight of ESG risk registers
- ESG risk monitoring and reporting
- Crisis and emerging-risk oversight
- Board responsibilities for ESG-related failures
- Practical ESG risk assessment exercise

Day 5

Climate Risk, Sustainability & Net-Zero Governance

- Climate change from a Board perspective
- Physical and transition climate risks
- Climate-related financial risks
- Board oversight of climate strategy
- Carbon emissions and organizational footprint
- Net-zero strategies and corporate commitments
- Decarbonization and transition planning
- Climate scenario analysis
- Climate targets and performance monitoring
- Greenwashing and climate-related claims
- Board oversight of sustainability investments
- Climate-related opportunities and business resilience
- Reviewing management climate proposals
- Board-level climate risk case study

Day 6

ESG Reporting, Disclosure & Regulatory Oversight

- The importance of ESG reporting for Boards
- ESG disclosure and corporate accountability
- Understanding major ESG reporting frameworks
- Sustainability reporting principles
- ESG data quality and reliability
- Material ESG information
- Board approval and oversight of ESG disclosures
- Assurance and verification of ESG information
- Regulatory developments affecting ESG reporting
- ESG compliance and regulatory risk
- Avoiding misleading ESG statements and greenwashing
- Board oversight of sustainability reports
- Evaluating ESG reports presented to the Board
- Practical ESG disclosure review

Day 7

Social Responsibility, Human Capital & Stakeholder Governance

- The "S" in ESG from a Board perspective
- Human capital management
- Employee wellbeing and organizational culture
- Diversity, equity and inclusion
- Human rights and modern slavery risks
- Labor and workforce governance
- Talent, succession and leadership
- Executive culture and ethical behavior
- Supply-chain social risks
- Community engagement and social impact
- Stakeholder expectations
- Stakeholder mapping and Board oversight
- Social-risk indicators and KPIs
- Board oversight of corporate culture

Day 8

Governance, Ethics, Compliance & Board Effectiveness

- The "G" in ESG
- Principles of effective corporate governance
- Board composition and ESG competencies
- Board independence and accountability
- Ethics and corporate integrity
- Anti-bribery and anti-corruption
- Conflicts of interest
- Whistleblowing and speak-up culture
- Compliance oversight
- Governance failures and lessons learned
- Board effectiveness and ESG
- Director duties and accountability
- Governance KPIs
- Evaluating Board ESG effectiveness
- Case study: Governance failure and Board response

Day 9

ESG Performance, Executive Accountability & Stakeholder Expectations

- ESG KPIs and Board dashboards
- Measuring ESG performance
- Linking ESG performance to executive accountability
- ESG-linked executive remuneration
- Incentive structures and ESG objectives
- Evaluating management ESG performance
- ESG benchmarking
- ESG ratings and their limitations
- Investor expectations
- Stakeholder engagement
- ESG communications and reputation
- Managing ESG controversies
- Responding to activist investors and stakeholders
- Board-level ESG performance review
- Developing an effective ESG Board dashboard

Day 10

Future ESG Governance & Board-Level ESG Action Plan

- Emerging ESG trends and future challenges
- ESG and the future of corporate governance
- Artificial Intelligence and ESG governance
- Technology, data and ESG oversight
- Future climate and sustainability risks
- Regulatory and stakeholder expectations
- ESG transformation and organizational resilience
- Integrating ESG into Board decision-making

- Board ESG maturity assessment
- Developing an ESG governance improvement plan
- Establishing Board ESG priorities
- Defining ESG oversight responsibilities
- Developing a Board ESG dashboard
- Practical Board-level ESG governance simulation
- Final case study: Board ESG strategic decision
- Individual Board ESG Action Plan
- Course review and key takeaways

Ask us for a date for this course

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