

THE SUSTAINABILITY, ESG AND NET ZERO TOOLKIT FOR BOARDS AND SENIOR EXECUTIVES

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) PORTFOLIO



CROWN AGENTS
ACCELERATING SELF-SUFFICIENCY & PROSPERITY

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THE SUSTAINABILITY, ESG AND NET ZERO TOOLKIT FOR BOARDS AND SENIOR EXECUTIVES

COURSE OUTLINE

This two-week programme combines:

- Responding to Sustainability and ESG Risks and Opportunities for Boards and Senior Executives:** 05 days
- Achieving Net Zero: Environmental Sustainability and Climate Change for Boards and Senior Executives:** 05 days

The environmental, social and governance (ESG) aims of all governments and organisations have shifted dramatically in line with unprecedented risks to sustainability. Stakeholders now expect that Boards and Senior Executives will address unsustainable business practices and seek to make a positive environmental impact.

Global ESG and sustainability standards, measures and reporting requirements are evolving and must also be adhered to. Boards and Senior Executives can no longer continue to “externalise” the costs of degradation, pollution and climate change on others. Environmental goals must now be integrated into organisational strategies and development programmes as a key priority.

This course will equip Boards and Senior Executives to lead the necessary organisational transformation and transition planning to meet their ESG and sustainability targets. Participants will explore how to transition to Net Zero and what opportunities are available for leveraging innovative climate solutions, technological advances and green investments.

This training will act as a catalyst for enhancing standards of governance excellence, performance and compliance, whilst achieving the best outcomes for all of the organisation’s stakeholders. This programme is designed for current and future executive and non-executive Board Members and Senior Executives.

COURSE OBJECTIVES: On completion, you will be able to:

- Understand ESG, sustainability and the causes of environmental degradation, and meet the requirements, standards and expectations of stakeholders
- Detail the relevant global initiatives and accords and how these are driving country and organisational target setting
- Drive and oversee your organisation’s ESG and Net Zero ambitions, transition planning and strategy
- Recognise the transformation and cultural change required to implement an ethical transition

- Enhance corporate governance and risk governance in response to ESG risks and management responses
- Critically assess your organisation’s ESG and sustainable investment programmes and funding opportunities
- Confidently engage with stakeholders on performance and fulfil your organisation’s obligations around ESG and climate reporting

KEY TOPICS

- Sustainability, environment, climate change, society and good governance
- Risk governance and management for sustainability and ESG
- Stakeholder engagement around ESG and environmental issues
- Alignment of organisational direction and structural reassessment, adaption and transformation
- Leading change and communicating the Net Zero ambition and transition plan
- Integrated assurance, oversight and climate risk management
- Measuring emissions, sources of climate data and data assurance
- Environmental and climate investing and impact assessment
- ESG, sustainability and Taskforce for Climate-related Financial Disclosures (TCFD) disclosure, transparency and reporting requirements
- Technological solutions and innovation

DURATION	FEE	DATE	VENUE
10 days	£3,650	26 February - 08 March 2024	Kigali
	£4,450	21 October - 01 November 2024	London

“ON DEMAND” COURSES



In addition to the scheduled dates shown, we are flexible to schedule additional dates to our calendar in a location of your choice. To ensure we can explore adding an additional date, do aim to contact us with your request with a minimum of 4 months’ notice to allow the course to be advertised.

WE REWARD LOYALTY

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FEATURED TRAINER

NIGEL FREEMAN

Nigel Freeman is a Corporate Governance specialist with many years of experience in both the public and private sectors.

Nigel spent 25 years in UK Revenue and Customs in many specialist, leadership and management roles. He has also held lead roles in governance,

risk, audit and counter fraud for the UK health sector regulator. Nigel brings a wealth of experience of leadership, consultancy, training and practitioner roles. He has implemented good corporate governance, risk management, audit and assurance in the UK and many countries around the world.

Well qualified academically and professionally, he has a long and successful association with relevant governance, audit and counter-fraud professional institutes and leading practitioner bodies. In line with international governance trends, Nigel has increasingly embraced an ESG agenda within a governance framework during training.

RESPONDING TO SUSTAINABILITY AND ESG RISKS AND OPPORTUNITIES FOR BOARDS AND SENIOR EXECUTIVES

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RESPONDING TO SUSTAINABILITY AND ESG RISKS AND OPPORTUNITIES FOR BOARDS AND SENIOR EXECUTIVES

COURSE OUTLINE

The ESG aims of all governments and organisations have shifted dramatically in line with unprecedented risks to sustainability. Boards and Senior Executives must now assess these critical issues and seek innovative solutions to environmental threats, which can in turn open up opportunities for a better and more sustainable future. Many stakeholders now demand that business is conducted responsibly and takes into account sustainable economic performance and societal and environmental impact.

This course will equip Boards and Senior Executives to lead the necessary organisational transformation and transition planning to meet their ESG and sustainability goals. It will be a catalyst for enhancing standards of governance excellence, integrating ESG considerations to provide the right strategic direction, leading performance and compliance of the organisation and achieving the best outcomes for all stakeholders.

COURSE OBJECTIVES: On completion, you will be able to:

- Understand ESG and sustainability in a global and local context, and meet the requirements, standards and expectations of stakeholders
- Reassess strategically your organisational direction
- Appreciate the enablers of sustainability and ESG and recognise the transformation and cultural change required to be able to drive through impactful solutions
- Apply effective governance over sustainability and ensure your risk management, compliance and control frameworks are adapted and robust
- Drive forward a culture conducive to fairness, integrity and ethical behaviour, openness and transparency, accountability and competency
- Identify the sources of sustainability and ESG financing and funding opportunities available to the organisation

KEY TOPICS

- Risk governance and management for sustainability and ESG
- Global ESG and sustainability standards, measurement and metrics
- Stakeholder engagement around ESG issues
- Alignment of organisational direction
- Structural reassessment, adaption and transformation
- Cultural and behavioural elements of ESG and sustainability
- Integrated assurance and oversight
- ESG and sustainability disclosure, transparency and reporting requirements

This is week one of **The Sustainability, ESG and Net Zero Toolkit for Boards and Senior Executives**.

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05 days	£1,950	26 February - 01 March 2024	Kigali
	£2,650	21 - 25 October 2024	London

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"Very useful, focused and interactive. Up to date with the current trends and best practices."

STEPHEN KOGI, Director, National Construction Authority, Kenya.



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ACHIEVING NET ZERO: ENVIRONMENTAL SUSTAINABILITY AND CLIMATE CHANGE FOR BOARDS AND SENIOR EXECUTIVES

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ACHIEVING NET ZERO: ENVIRONMENTAL SUSTAINABILITY AND CLIMATE CHANGE FOR BOARDS AND SENIOR EXECUTIVES

COURSE OUTLINE

With the threat of climate change, governments, organisations and citizens around the world are focusing on what actions they can take to slow the negative impacts of CO2 emissions. Boards and Senior Executives can no longer continue to “externalise” the costs of degradation, pollution and climate change onto others. All stakeholders are now expected to address unsustainable business practices and seek to make a positive environmental impact.

This course will take a deep dive into sustainability and ESG from a global environmental perspective. Participants will explore how to transition to net zero and what opportunities are available for leveraging innovative climate solutions, technological advances and green investments. This will support you to deliver economic benefits whilst protecting the environment.

COURSE OBJECTIVES: On completion, you will be able to:

- Understand the causes of climate change and environmental degradation
- Detail the relevant global initiatives and accords including the UN Sustainability Programme, Paris Agreement, COP28 and Net Zero and how these are driving country and organisational target setting
- Challenge the adequacy and effectiveness of your organisation's risk governance and management responses
- Drive your organisation's ambitions and transition planning and maintain effective oversight of your environmental strategy
- Confidently engage with stakeholders on your environmental performance and fulfil your organisation's obligations around environmental and climate reporting

KEY TOPICS

- Environment and climate change issues, standards and initiatives
- Climate risk management

- Measuring emissions, sources of climate data and data assurance
- Environmental and climate investing and impact assessment
- Adapting organisational operations towards Net Zero
- Leading change and communicating the Net Zero ambition and transition plan
- Environmental compliance and control
- Taskforce for Climate-related Financial Disclosures (TCFD) reporting requirements
- Technological solutions and innovation

This is week two of **The Sustainability, ESG and Net Zero Toolkit for Boards and Senior Executives**.

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05 days	£1,950	26 February - 08 March 2024	Kigali
	£2,650	28 October - 01 November 2024	London

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“I have a much deeper understanding of Net Zero and most importantly better tools to contribute and influence policy in ESG.”

WILHELMINA ASAMOAH, Chief Director, Ministry of Energy, Ghana.



FEATURED TRAINER BRENT CLOETE

Brent Cloete is an economist with 17 years' experience analysing and advising on

organisations' decisions and government policies relating to economic development and climate change across Africa.

He was the lead consultant on climate change at two of the largest economic consulting companies in Africa - Genesis Analytics and DNA Economics. Brent's expertise includes identifying, understanding, managing and disclosing climate-related risks and opportunities, as well as assessing the attractiveness of mitigation options, and low-carbon investment enablers and barriers.

Brent acted as expert reviewer for the third edition of the Climate Vulnerable Forum (CVF) and The Vulnerable Twenty (V20) Group's flagship Climate Vulnerability Monitor (CVM3) publication, and authored the CVM3 Southern African summary report. He has also facilitated several strategy and training sessions on climate change for companies, corporate boards, civil society organisations, industry associations, government departments and regulators.

ESG AND INNOVATION IN SUSTAINABLE FINANCING: STRUCTURING SOLUTIONS TO BRIDGE FUNDING GAPS

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ESG AND INNOVATION IN SUSTAINABLE FINANCING: STRUCTURING SOLUTIONS TO BRIDGE FUNDING GAPS

COURSE OUTLINE

Funding ranks as one of the greatest challenges faced by nation-states building sustainable infrastructure. The delivery of environmental and social (E&S) objectives demands levels of financing that cannot be met by national governments and development banks alone.

Projects and other initiatives must increasingly be structured to facilitate the participation of commercial banks and investors, and source the level of financing that is urgently required to transition to greener economies and deliver other E&S goals.

Through comprehensive technical coverage and relevant case studies, this highly practical programme looks carefully at the key issues surrounding the successful structuring and arrangement of, and participation in, financing of sustainable economic initiatives. This course will explore the measurement of E&S impact and the capital structuring of existing firms and special purpose vehicles. It also looks at the sources of revenue generation for the parties involved, such as fees and carbon credits, as well as net interest income.

COURSE OBJECTIVES: On completion, you will be able to:

- Understand ESG, sustainability and climate change in a global context
- Appreciate the role of financial structuring in facilitating participation in sustainable initiatives
- Understand project finance for environmental and social enterprises
- Understand Green Bond and Social Impact Bond markets and investor objectives
- Appreciate the purpose of loan syndication in facilitating participation across financier constituencies
- Analyse the role of different participants, their funding types and interactions

KEY TOPICS

- ESG, sustainability and climate change – green investment opportunities, funding requirements, and implications for the whole financial sector
- The roles of key participants, including government bodies, commercial and development banks and investors
- Collaborate funding and project finance
- Green Bonds and Loans and the “greenwashing” issue
- Loan syndication structures with banking and investor participants
- Key funding types: grants, equity, guarantees and senior and subordinated debt tranches
- Maximising the “additionality” of external funding

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05 days	£2,950	01 - 05 July 2024	London
		18 - 22 November 2024	London

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“It has been an excellent training experience. The course materials, venue and facilitators were all good.”

JULDEH OMARU BAH, Director, National Telecommunications Commission, Sierra Leone. A delegate attending Sustainability and ESG Risks and Opportunities for Boards and Senior Executives.



FEATURED TRAINER DUNCAN HUGHES

Duncan has over 25 years of experience in financial services across the banking, asset management and insurance sectors.

During his career in financial services he has held many senior positions at major financial firms including NM Rothschild and Columbia Threadneedle, where he was responsible for, amongst other things, green bond structuring and the development of sustainable investment products.

Duncan is a tutor for all three levels of the internationally recognised Chartered Financial Analyst (CFA) programme, as well as the CFA's international ESG programme and their Climate Change impact qualification. Working with some of the world's leading banks, he has provided consultancy services to assist with the complex transition of their asset portfolios and capital allocations to meet Net Zero emissions targets and environmental commitments.

With a speciality in ESG training, Duncan has also delivered programmes for all levels within banking organisations to build knowledge capacity to support the transition to more sustainable balance sheets and product ranges.

SUSTAINABILITY FOR BANKS, BOARDS AND SENIOR EXECUTIVES – LEADING ESG RISK AND CLIMATE CHANGE TRANSITION

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SUSTAINABILITY FOR BANKS, BOARDS AND SENIOR EXECUTIVES – LEADING ESG RISK AND CLIMATE CHANGE TRANSITION

COURSE OUTLINE

Banks, Boards and Senior Executives have now wholly accepted the importance of ESG issues as an urgent organisational imperative. Banks know they must move from making ESG pledges, to taking sustainable action. As the world seeks to address climate change and environmental threats, assurance of the sustainability of the bank, including how Boards and Senior Executives are leading the transition to a lower carbon economy, is crucial.

Customers, governments, regulators, investor groups and key stakeholders are pushing harder for bank governing bodies and Senior Executives to now embrace complex ESG concepts, respond to new ESG reporting and regulatory requirements, and demonstrate that they are managing ESG related risks.

Banks must ensure their business models are adapted and sustainable. They must also be able to assess the ESG credentials of their clients as a key criterion in new lending decisions and portfolio strategy; aligning their financing strategies with the goals and timelines of the Paris Agreement. This must all be managed under an effective risk governance framework. This course will be a catalyst for bank leaders to transform their mindset; it will help bank leaders to meet their ESG and climate change challenges.

COURSE OBJECTIVES: On completion, you will be able to:

- Understand ESG, sustainability and climate change concepts
- International and local standards, requirements and laws
- ESG related financial disclosure reporting requirements
- Develop a balanced portfolio of ESG policies and strategies
- Reassess the expectations of bank shareholders and private investors, and assess risks and new opportunities around raising capital for sustainable investment
- Lead the dialogue with clients around green transition plans
- Manage ESG risk through an enhanced risk framework
- Undertake reviews of bank governance and Exec Team effectiveness

KEY TOPICS

- ESG implications for banks: compliance, standards, reporting requirements, strategic re-assessment, business risk and opportunities
- Task force for Climate-related Financial Disclosures (TCFD) – key tenets and implications for banks
- Understanding ESG stakeholder perspectives
- Understanding the bank's exposure to environmental, physical climate, social, societal and transition risks
- Driving the green transition
- Leading key client engagement around ESG transition plans
- Adapting risk governance and integrated assurance frameworks for ESG and climate risk
- Assessing team performance and adapting competency frameworks to meet ESG criteria

DURATION	FEE	DATE	VENUE
05 days	£1,950	04 - 08 November 2024	Lagos

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ESG, SUSTAINABILITY AND CLIMATE CHANGE FOR BANK EXECUTIVES – TRANSITIONING TO NEW LENDING STRATEGIES

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ESG, SUSTAINABILITY AND CLIMATE CHANGE FOR BANK EXECUTIVES – TRANSITIONING TO NEW LENDING STRATEGIES

COURSE OUTLINE

Banks are now expected to demonstrate how they are managing environmental, social and governance (ESG) related risks through their funding activities. They must also show that they are responding positively to emerging opportunities which adds long-term value, satisfies all stakeholders and contributes to national and international Sustainable Development Goals (SDGs).

Investors are increasingly expecting banks to transform their lending strategy and drive their clients' green transition plans. Only banks that do so will be able to maintain and strengthen their credibility and secure new long-term investment. As their risk management and sustainability strategies become increasingly complex, banks must now work closely with their credit clients to develop strategic approaches to migrating their clients' business operations to environmentally friendly and lower carbon models. This is now a key imperative.

This course explores the practical steps required to transform bank lending and influence clients' transition plans. It will also examine climate-related financial disclosure and transparency initiatives and obligations facing banks and their customers.

COURSE PARTICIPANTS

This course is for bank executives responsible for taking client business forward towards sustainable performance. Potential participants may include:

- Risk Managers, Credit Analysts and Relationship Managers
- Sustainability Managers, Strategists and Marketing Directors
- Treasury Managers, Asset-Liability Committee (ALCO) Members and Legal Counsels

COURSE OBJECTIVES: On completion, you will be able to:

- Understand ESG and climate change drivers
- Outline international and local standards, requirements and laws, and their impact on banks
- Meet ESG related financial disclosure reporting requirements
- Conduct robust sectoral analysis to inform credit and investment portfolio strategy
- Review the status of a client's ESG credentials and green transition plans against bank requirements and expectations
- Engage in a strategic dialogue with clients to influence their ESG and green ambitions

- Actively pursue Green and Climate finance opportunities in existing and new business sectors
- Deliver ESG reporting to recognised and emerging standards, including the latest climate-related financial (TCFD) disclosure requirements

KEY TOPICS

- Implications for banks: ethics, compliance, standards, reporting requirements, bank stakeholder expectations, and bank partnership initiatives for peer learning
- Lending portfolio strategies – sector assessment, risk and opportunities, and medium-term viability
- Examining physical climate risk
- Credit and project finance appraisal incorporating ESG/Green criteria and other risks
- Assessing migration plans to lower carbon business models, supply chain resilience and circular economy initiatives
- Managing transition risks: policy changes, legal, technology, market
- Climate change transition in practice, including decreasing funding to carbon intensive enterprises, using green loans and Green Bonds and working with multi-laterals
- Managing client relationships and dialogue around green transition plans

DURATION	FEE	DATE	VENUE
05 days	£1,950	11 - 15 November 2024	Uzbekistan

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INTEGRATING GENDER MAINSTREAMING INTO POLICIES AND PROGRAMMES

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INTEGRATING GENDER MAINSTREAMING INTO POLICIES AND PROGRAMMES

COURSE OUTLINE

The 2030 Agenda for Sustainable Development and the Sustainable Development Goals offer a historic opportunity to eradicate extreme poverty and create a more peaceful and prosperous world for all. To realise this opportunity and achieve SDG5: Gender Equality, governments must act to address gender inequality and ensure that women and girls and people with diverse sexual orientations, gender identities, gender expressions and sex characteristics (SOGIESC) are not left behind.

Public servants must do more to ensure government policies, programmes, and services are responsive to these groups' specific and diverse needs. They must also work harder to identify and address the underlying discriminatory laws, policies, norms, and practices that prevent women and people with diverse SOGIESC from fully participating in and benefitting from all aspects of political, economic and social life. Without this focus on gender equality and equity, public servants risk deepening existing inequalities that hinder the realisation of human rights and hold nations back from achieving their full potential.

Increasingly, national governments that demonstrate a commitment to gender equality are more likely to secure support from the increasing number of bilateral and multilateral donors that make women and girls' human rights a cornerstone of their approach to development cooperation. Public servants demonstrating skills and competencies in gender mainstreaming may also benefit from accelerated professional development.

WHO IS THIS COURSE FOR?

This course is for public servants and others engaged in policy-making and programme delivery who want to learn how to integrate an intersectional gender perspective into the design, implementation, monitoring and evaluation of their policies, programmes, and services. This is to help ensure they are responsive to the specific and

diverse needs of women and girls and people with diverse sexual orientations, gender identities, gender expressions and sex characteristics.

COURSE OBJECTIVES: On completion, you will be able to:

- Ensure you use non-discriminatory language, make gender visible when relevant for communication purposes and invisible when not relevant
- Conduct an intersectional gender analysis to inform the design of your policies, programmes, and/or services
- Integrate gender considerations into the monitoring, evaluating and learning of your policies, programmes, and services
- Forge mutually beneficial and equitable partnerships with civil society organisations, including women-led organisations, movements and groups
- Safeguard against gender discrimination in the workplace and the delivery of policies, programmes and services

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"Women belong in all places where decisions are being made."

RUTH BADER GINSBURG, Associate Justice of the Supreme Court of the U.S.



FEATURED TRAINER LAURA MARTINEAU-SEARLE

Laura Martineau-Searle is a Senior Gender Equality and Social Inclusion Specialist.

She works with governments, international institutions, the private sector and civil society to undertake research and design, influence and implement policies and procedures that put gender equality and social inclusion at the heart of sustainable development and human actions. She also brings deep technical expertise on what works to prevent, mitigate, and respond to gender-based violence. Laura has more than ten years of experience working on standalone and integrated GESI and GBV programmes in the global development sector,

including in-country field work across the African continent, notably Kenya, Ethiopia, Somalia, South Sudan, Uganda, Rwanda, Sierra Leone and Nigeria. She has a proven track record in cultivating and nurturing strategic partnerships to amplify the influence and impact of research, evidence and learning on policymaking and practice internationally.

Laura holds a BA, GDL and MSc in the Humanities and Social Sciences from the University of Oxford. She is also an accredited Gender Pro with George Washington University and the Gender Pro Alliance, comprising Bill and Melina Gates Foundation, UNICEF and UN Women.