

Transparency INCLUSION RISK
AI Climate change Compensation
Stakeholder engagement
Human rights Diversity

Sustainability & ESG



CERTIFICATE PROGRAM

Regulations Anti-corruption SDGS
TAXATION
TRUST Cybersecurity
Environment BIODIVERSITY
Governance Compensation
INVESTMENT Sustainability



World-class education
for board members
and business leaders

**Gain the mindset
leaders of today need to
adapt, transform and pivot
to a new global reality.**

**Sustainability & ESG
training program designed
by and for board members,
executives, investors, and those
who advise them.**

Endorsed by



Competent Boards programs are designed and led by Helle Bank Jorgensen, a 30 year sustainability veteran and author of *Stewards of the Future: A Guide for Competent Boards*. Helle is a member of the Nasdaq Center for Board Excellence’s Sustainability & ESG Insights Council; the World Economic Forum’s Expert Network for Corporate Governance, Leadership, and Emerging Multinationals; and HRH Prince of Wales A4S (Accounting for Sustainability) Global Expert Panel.



Learn directly from renowned global leaders about crucial sustainability issues. Learn to create value, enhance resiliency, and establish good governance.

12 STRATEGIC SESSION TOPICS

- Understanding New Geopolitical Risks and Expectations for Companies
- Dealing with Dilemmas: Turning Business Risks into Opportunities
- How to Use the UN Sustainable Development Goals Strategically
- Impacts of Climate Change and Biodiversity: A Board’s Accountability
- How to Build ESG Oversight and Foresight
- Understanding Human Rights and Environmental Issues in Supply Chains
- Elevating Oversight of Human Capital Management (HCM) and Diversity, Equity, Inclusion, and Belonging (DEIB)
- Gaining Trust: Anti-Corruption, Integrity and Transparency Best Practices
- Understanding Responsible Use of Data, Cybersecurity, AI and Digitalization
- Addressing Tax, Investment & Pay in an ESG-Focused World
- Maximizing Shareholder and Stakeholder Engagement Around Disclosures
- Becoming a Steward of the Future: Best Practices in Corporate Governance

GET THE INSIGHTS AND TOOLS NEEDED...

to confidently provide oversight and foresight on the sustainability and ESG issues all board members, investors, and executives must master for effective decision-making. Demonstrate you are future-fit with a Certificate from our highly reputed global Sustainability & ESG Competent Boards Self-Study Certificate program.

- 12-modules filled with insight from global experts.
- Complete on your own time, you have six months.
- Competent Boards Certificate upon successful completion.
- Receive the Competent Boards Sustainability & ESG Certificate Program Credly™ Badge!



WHY TAKE THIS PROGRAM

- Enrich your understanding of the critical components of good sustainability performance, and enhance important competencies essential to be an effective, insightful Board Director or Senior Business Professional.
- Learn how to better respond to new enterprise risk, business complexity, technological disruptions, and social and environmental obligations.
- Ask the right questions and effectively participate in discussions around the fast-evolving international sustainability landscape.
- Get up to speed on global trends and developments, and what's likely to gain greater relevance going forward.
- Have greater visibility into what other leading companies are doing and why.

WHAT'S INCLUDED

- 12 modules containing dozens of in-depth Leader Insight interviews with renowned global subject matter experts and board members on the most pressing issues executives are facing.
- Questions to evaluate whether your current approaches appropriately consider changing risks and opportunities.
- A curated list of recommended readings, reports, tools, and frameworks.
- Course materials are available online 24/7 - complete the program at your own pace.
- Access to a monthly live online Q&A Forum with other self-guided participants hosted by Helle Bank Jorgensen, Founder and CEO of Competent Boards.



PROGRAM

Session Overview

Session 1

Understanding New Geopolitical Risks and Expectations for Companies

- Discuss how major global events, such as climate change, the war in Ukraine and ongoing pandemics, are changing stakeholders' expectations of companies.
- Understand how business trends, such as the “Great Resignation”, the use of data and social justice are shaping the future of work.
- Look at organisational purpose and how to ensure it adds value.
- Study the tidal wave of guidelines, regulations and ESG reporting frameworks that are impacting the ability of businesses to operate.
- Examine new business models such as stakeholder capitalism, the circular economy, regenerative and net-positive businesses, and the 5th industrial revolution.
- Understand how asset managers, hedge funds, high-wealth individuals and proxy advisors are impacting boards of directors and board agendas.
- Study the fast-evolving views and understandings of fiduciary duty across regions.
- Explore the role of board committees in embedding ESG in business strategy.

Session 2

Dealing with Dilemmas: Turning Business Risks into Opportunities

- Learn how to lead and plan to ensure business continuity during major disruptions such as geopolitical upheaval, climate change, pandemics, societal changes and digital innovation.
- Identify how a board of directors can fulfil its critical strategic role and set the cultural tone from the top.
- Understand how to balance short-, medium- and long-term goals, objectives, compliance and accountability.
- Examine the board's role in shareholder and stakeholder communications, including creating trust and integrity.
- Study how incentives can drive wanted or unwanted behaviour.
- Scrutinise oversight, accountability and the role of the board committees.
- Learn how to address shareholder expectations, letters and proposals, ratings and rankings, activist investors, and disclosure expectations.



PROGRAM

Session Overview

Session 3

How to Use the UN Sustainable Development Goals Strategically

- Learn about the United Nations (UN) Sustainable Development Goals (SDGs) and how regulatory trends and government incentives affect them in different parts of the world.
- Understand how companies and investors are embracing the SDGs and using them for innovation and investment.
- Explore the use of the SDGs as a common language to communicate with stakeholders.
- Examine how to use the SDGs framework as a strategic tool to understand your company's biggest pain points to determine risks and new opportunities.
- Examine the link between the SDGs and ESG, as well as a company's purpose and licence to operate and grow.
- Discover how global events and megatrends have prioritised and accelerated the implementation of SDGs by businesses and governments.

Session 4

Impacts of Climate Change and Biodiversity: A Board's Accountability

- Take a closer look at why and how climate change impacts the global economic and socio-economic outlook.
- Learn how climate change affects businesses, supply chains, customers, employees and society.
- Assess short-, medium- and long-term transitional, regulatory, insurance and political risks.
- Discover how to seize opportunities within renewable energy, carbon markets and a just transition.
- Discuss the concept of net zero and using science-based goals around emissions, such as Scope 1, 2, 3 and 4 commitments, actions and reporting.
- Examine the growing expectations for asset managers, proxy advisors and investors around initiatives such as Climate Action 100+ and the UN Principles for Responsible Investment.
- Learn how companies, investors, insurance companies and regulators are responding to growing demands for climate action.
- Understand scenario analysis and disclosure expectations, as well as adaptation, mitigation, and transition strategies.
- Learn about the relevant regulatory bodies and non-regulatory bodies: SEC (US), European Union, International Sustainability Standards Board and Task Force on Climate-related Financial Disclosures.



PROGRAM

Session Overview

Session 5

How to Build ESG Oversight and Foresight

- Learn about the growing expectations for disclosure around ESG topics and how companies are best responding to those demands.
- Look at what investors are asking for and why does that matter.
- Get under the skin of ESG in businesses to see the difference between greenwashing and successful corporate sustainability.
- Uncover how ESG disclosure issues are leading to securities class actions and civil litigation.
- Understand ESG ratings, rankings, indices and integration frameworks, as well as materiality risk and opportunity assessments.
- Discover why financial materiality assessments are integral for companies to embed ESG in strategy and board oversight.
- Anticipate future trends and new requirements, while learning how to integrate emerging risks into enterprise risk management (ERM) frameworks.
- Scrutinise oversight, accountability and the role of the board committees.

Session 6

Understanding Human Rights and Environmental Issues in Supply Chains

- Learn about the impact of environmental and social disasters on supply chains, and how to identify, assess and manage important risks.
- Examine whether child labour, forced labour, modern slavery or other human-rights issues exist in your business supply chain.
- Understand the impact of your products on the natural world, such as water scarcity, air pollution and deforestation.
- Come to grips with compliance, looking at existing and emerging regulations as well as how to disclose support for major international norms and soft law initiatives.
- Understand how to create mutually beneficial long-term relationships with suppliers.
- Learn how to avoid supply shortages and reputational setbacks, plus align procurement with incentives.



PROGRAM

Session Overview

Session 7

Elevating Oversight of Human Capital Management (HCM) and Diversity, Equity, Inclusion, and Belonging (DEIB)

- Define the expectations from investors, proxy advisors, and society to encourage diversity in the workplace.
- Learn how to foster a pipeline of diverse talent into and through your company and achieve diversity of thought.
- Understand the full spectrum and business value of diversity, as well as the regulations around it.
- Learn how to address employee misconduct and workplace culture issues.
- Identify the many forms of diversity — including culture, race, religion, age, sexual orientation, gender, disability, socioeconomic background and lived experiences — and the value they bring.
- Address the power of data, the barriers to progress and best practices for diversity, equity and inclusion (DEI) in the workplace.
- Understand the importance of mental health and wellness at work.
- Examine the relevant laws and regulations for DEI in a business, looking at board composition and structure, oversight, accountability and the role of the board nomination committee.
- Learn performance evaluation methods, incentives, and accountability.

Session 8

Gaining Trust: Anti-Corruption, Integrity and Transparency Best Practices

- Learn the changing risks and expectations associated with anti-corruption, integrity, ethical practices and transparency.
- Understand the steps companies can take to reduce fraud and corruption at work, including facilitation payments.
- Examine public and self-disclosure, including the importance of company reputation matter in decision-making.
- Understand how to manage and oversee investigations.
- Learn how to anticipate new forms of corruption, such as cybercrime and dark money, as well as the misuse of private and public goods.
- See how to build public trust, relations and reputation.
- Navigate the political involvement of companies and businesses.
- Develop questions to ask management to test the robustness and effectiveness of its anti-corruption approach.



PROGRAM

Session Overview

Session 9

Understanding Responsible Use of Data, Cybersecurity, AI and Digitalization

- Learn the business impact of the digital revolution, including the hybrid workplace, big data and AI-generated opportunities.
- Examine the ethical use of data, including collection, stakeholder privacy concerns and managing confidential information as part of a company's cybersecurity strategy.
- Consider the balance between increased organisational and personal data protection against using data for good.
- Understand how cyber risks can affect whether stakeholders view a company as acting responsibly.
- Learn about business continuity through disaster containment and recovery in the face of cyber-attacks.
- Examine antitrust laws and stakeholder expectations, including how to manage online propaganda and "fake news".
- Understand how cybersecurity ties into the United Nations Sustainable Development Goals (SDGs).

Session 10

Addressing Tax, Investment & Pay in an ESG-Focused World

- Learn the latest global trends in taxation, investments and pay policies that will help drive ESG best practices at your business.
- Uncover when tax optimization is no longer carried out in a responsible manner.
- Understand the cost of ownership in a volatile world, looking at the dilemmas you face when making long-term investments.
- Learn what information you need to make well-informed capital investment and capital expenditure (CapEx) decisions.
- Uncover how to incentivize leadership for ESG in the short, medium and long term.
- Examine the ripple effects of the COVID-19 pandemic on tax, investment and pay strategies, including income inequality.
- Look to the future changes in global tax policies that will drive ESG investments.



PROGRAM

Session Overview

Session 11

Maximizing Shareholder and Stakeholder Engagement Around Disclosures

- Learn and manage the material issues that you need to communicate to your shareholders and stakeholders.
- Uncover how to deal with the rise of shareholder activism, including best practices in engagement strategies before and after the proxy season.
- Examine common standards and frameworks, such as the International Sustainability Standards Board (ISSB) and Task Force for Climate-related Disclosures (TCFD).
- Study regulations and requirements, including the Sarbanes-Oxley Act, Dodd-Frank Act, human capital accounting and stock exchange requirements.
- Look at future trends in reporting.

Session 12

Becoming a Steward of the Future: Best Practices in Corporate Governance

- Learn what good governance means now, and how that will evolve in the future.
- Recap the previous 11 modules and see how that knowledge impacts the future of governance at your company.
- Get ready for the evolving role of the board, executives, shareholders and other stakeholders.
- Learn what it means to be a steward of the future — including having good judgement, courage and asking meaningful questions.

A FINAL ASSIGNMENT MUST BE PASSED TO OBTAIN THE CLIMATE COMPETENT BOARDS CERTIFICATE.

Price: USD \$3,595.00

Register now

ONE-TIME PAYMENT FOR FULL PROGRAM; IMMEDIATE ACCESS TO ALL COURSE MATERIALS



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Business leader, campaigner,
co-author of “Net Positive”



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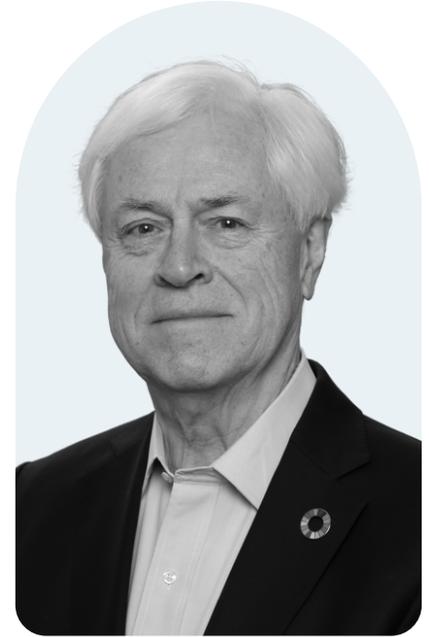
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HERMAN MULDER

CO-FOUNDER AND CHAIR, IMPACT ECONOMY FOUNDATION;
CHAIR, SDG CHARTER NETHERLANDS; FORMER CHAIR, GLOBAL
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BANK

‘The ESG Competent Boards program is a unique, insight-raising, thought-provoking and action-inspiring platform among a great diversity of business leaders, linking yesterday’s learnings and today’s realities with future perspectives.’



LESLIE F. SEIDMAN

FORMER CHAIR, FINANCIAL ACCOUNTING STANDARDS BOARD
(FASB), NON-EXECUTIVE DIRECTOR AND AUDIT CHAIR, MOODY’S
CORP. & GENERAL ELECTRIC

‘I think this program is more relevant than ever, and I would highly recommend it. I feel better equipped to oversee ESG and sustainability issues in my board rooms. Take a look at the topics covered over the 12 sessions to give yourself a sense of the breadth and depth of the curriculum.’





KATIE SCHMITZ EULITT

DIRECTOR, INVESTOR RELATIONSHIPS; HEAD APAC OUTREACH,
VALUE REPORTING FOUNDATION

‘I highly recommend the Competent Boards Certificate Program. The case study-based program puts one in the proverbial shoes of corporate board members re-examining the strategies and practices of the companies of which they are stewards, related to ESG issues which many corporate boards are currently ill-equipped to do. This certificate program is well worth your time and investment.’



ALLEN WHITE

VICE PRESIDENT AND SENIOR FELLOW, TELLUS INSTITUTE;
CO-FOUNDER, GLOBAL REPORTING INITIATIVE, AND GLOBAL
INITIATIVE FOR SUSTAINABILITY RATINGS

‘Corporate boards are custodians of the long-term well-being of the enterprise. In a turbulent world replete with economic, social and ecological uncertainties, effective custodianship requires both clarity of corporate purpose and a deep understanding of the systemic risks impinging upon the organization’s future. I applaud ESG Competent Boards for devising an innovative educational and convening strategy to realize both of these critical objectives.’





Your education. Our future.

Competent Boards™ is the original and world-leading provider of online sustainability, ESG, climate and biodiversity education programs for board directors, senior business leaders and investors across the globe.

More than 180 of the world's top board members, C-suite executives, investors and other experts make up the faculty who deliver the programs.

Competent Boards programs are designed and led by Helle Bank Jorgensen, a 30-year sustainability veteran and author of *Stewards of the Future: A Guide for Competent Boards*.

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