

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

# Sustainability & ESG

DESIGNATION AND CERTIFICATION

GCB.D

Regulations Anti-corruption SDGS  
TAXATION  
TRUST Cybersecurity  
Environment BIODIVERSITY  
Governance Compensation  
INVESTMENT Supply chain  
Shareholder activism



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.**

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.



Join online dialogues with renowned global leaders focusing on crucial Sustainability & ESG issues. Gain access to carefully curated reading lists, original case studies and thought-provoking questions to help you 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



# Prepare for the Next Decade of Corporate Decision Making

- Upgrade your Sustainability & ESG Competencies with the knowledge that \ investors, nomination committees, and recruiters are looking for.
- Achieve the Global Competent Boards Sustainability & ESG Designation and Certification (GCB.D).
- Learn with and from world-renowned leaders and build a global network without having to travel.
- Get the insights and tools needed to be confident in providing oversight and foresight on the Sustainability & ESG issues all board members, investors, and executives must master.



## MEET Our Experts

Over 180+ faculty leaders and experts from around the world contribute directly to our program content through speaking to and engaging with participants in the interactive sessions, pre-recorded Leader Insight interviews, podcasts, and related mediums. This allows for rich and varied content, and a global viewpoint for all session modules.

[View our experts on CompetentBoards.com](https://www.competentboards.com)

**NAME**

CURTIS RAVENEL

**POSITION**

SENIOR ADVISOR TO MARK CARNEY,  
COP26 PRIVATE FINANCE HUB, SECRETARIAT, TCFD

“... a certificate from Competent Boards would be extremely useful in giving comfort to investors, that they have at least begun their journey, and are looking at these issues with clarity, competence and a strategic view.”



# ABOUT

## The Competent Boards

### Sustainability & ESG Designation and Certification

A professional development opportunity for board members, executives, investors, and their advisors to identify and act upon the most material sustainability, environmental, social, and governance aspects of their businesses.

#### WHAT DOES STEWARDSHIP IN THE 21ST CENTURY LOOK LIKE?

Learn with an international network of peers discussing real cases and dilemmas. Receive insight from over 180 globally renowned leaders, recommended readings, tools, emerging best practices, case studies, and questions that will help you create value, resiliency, and enhance good governance that reflects the latest in public discussion.

- Provided in an interactive online setting for your convenience.
- Twelve 1.5-hour sessions, hosted bi-weekly.
- Upon successful completion, receive the Global Sustainability & ESG Competent Boards Certificate and Designation (GCB.D)
- Join the Competent Boards global alumni group and receive special invites to events, alumni update sessions, unique offerings and insight from global leaders, mentoring opportunities, webinars and much more.
- Program registration is capped at 36 participants to ensure rich opportunity for dialogue.

#### SESSION PREPARATION MATERIALS

- Concise videos/podcasts featuring interviews with global leaders, and industry experts..
- A list of questions to help you evaluate whether your approaches appropriately consider changing risks and opportunities.
- Real life case studies to be discussed with peers during the session.
- Recommended readings, reports, tools, and frameworks.
- Bios and head-shots of the global dialogue session attendees.

#### SESSION AGENDA

- Discussion of preparation material provided.
- Discussion of the session topic with [global faculty members](#)
- Brief presentation of the session case study.
- Breakout discussion sessions with 4-6 people per group.
- Question and answer period.
- All sessions are held under Chatham House Rule.

# PROGRAM STREAMS

## The program is divided into two groups:

The content in both programs is identical, though on occasion speakers change.

**Board Members**

Discuss the topics through the lens of serving on the board. You must be serving on at least one board with fiduciary responsibility to enter this program.

**Business Leaders**

Discuss the topics through a wide range of executive perspectives and comprise senior-level executives, investors, board advisors and those who aspire to become board members.

# WHAT YOU WILL GET FROM 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 Business Leader.
- Learn how to better respond to new enterprise risk, business complexity, technological disruptions, and social and environmental obligations.
- Get equipped to ask the right questions and effectively participate in discussions around the fast-evolving international Sustainability & ESG 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.
- Certified Credly™ badge for use on LinkedIn and a Certificate & Designation.



# PROGRAM

## Session Overview



Visit [CompetentBoards.com](https://www.competentboards.com)

For more program detail including session speakers, payment plans, FAQs, and more.

### Strategic Topics |

#### 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.

#### 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.





### 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.

### 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

### Strategic Topics |

#### 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.

#### 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.





## 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.

## 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

### Strategic Topics |

#### 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).

#### 10 ADDRESSING TAX, INVESTMENT AND PAY IN AN ESG-FOCUSED WORLD

- Learn the latest global trends in taxation, investments and pay policies that will help drive Sustainability & 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 Sustainability & 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 Sustainability & ESG investments.

#### NAME

PAUL POLMAN

#### POSITION

BUSINESS LEADER, CAMPAIGNER AND CO-AUTHOR OF "NET POSITIVE"

"I urge all leaders to stay informed and check out the global programs that Competent Boards offers."





## 11 MAXIMISING 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.

## 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.



**Visit [CompetentBoards.com](https://www.competentboards.com)**

For more program detail including session speakers, payment plans, FAQs, and more.

**Want to learn at your own pace?**
























### **THE SUSTAINABILITY & ESG CERTIFICATE PROGRAM**

Designed for those who are seeking an overview of the latest Sustainability & ESG topics with a more flexible, self-guided schedule



**REGISTER FOR THE CERTIFICATE PROGRAM**

# OVERVIEW OF Program Options

PROGRAM ELEMENTS	BOARD MEMBERS	BUSINESS LEADERS	*CERTIFICATE PROGRAM
Concise videos/podcasts featuring interviews with global leaders on pressing board issues			
In-depth Leader Insight interviews with global leaders on how they deal with the strategic subjects			
Recommended readings, reports, tools, and frameworks			
Set of questions to evaluate whether your approaches appropriately consider the changing risks and opportunities			
Real life case studies to be discussed with peers during session			
Bios and head-shots of session attendees			
Certificate upon course completion and test evaluation (written and oral)			
Designation (GCB.D) upon course completion and test evaluation (written and oral)			
12 live, interactive sessions with global peers discussing the strategic imperatives			
Program Price	US\$6,495.00	US\$6,495.00	US\$3,595.00

# PROGRAM

## Testimonials



### NAME

KATIE SCHMITZ EULITT, GCB.D

### POSITION

DIRECTOR, INVESTOR OUTREACH AT SASB –  
SUSTAINABILITY ACCOUNTING STANDARDS BOARD,  
USA

“Whether you are a newcomer to considering the impact of companies on society and the potential impacts of ESG issues on the value creation prospects of companies or consider yourself to be an expert on these issues, this certificate program is well worth your time and investment.”



### NAME

SAMANTHA MOOI, GCB.D

### POSITION

ENVIRONMENTAL MANAGER, INVESTEC

“This course should be something that all senior leadership and board members should take part in, even if they have an ESG subject matter expert available to them.”



# PROGRAM

## Testimonials

### NAME

ERIC WETLAUFER, GCB.D

### POSITION

MEMBER, BOARD OF DIRECTORS: TMX GROUP,  
INVESTMENT MANAGEMENT CORPORATION OF ONTARIO (IMCO),  
ENTERRA SOLUTIONS LLC, NIYOGIN

“The Competent Boards Program is hands down the best director education out there. Global in its scope, deep in its content, extraordinary speakers and excellent interactivity, I am so glad I found it (or it found me)!”



### NAME

SHAILESH HARIBHAKTI, GCB.D

### POSITION

CHAIRMAN, BLUE STAR LTD., LARSEN&TOUBRO FINANCE

“The permanent value I have derived is so immense, that anyone acceding to my recommendation to take this course is likely to be grateful!”





# PROGRAM

## Testimonials



### NAME

LESLIE F. SEIDMAN, GCB.D

### POSITION

FORMER FASB CHAIRMAN,  
NON-EXECUTIVE DIRECTOR AND AUDIT CHAIR,  
MOODY'S CORP. AND GENERAL ELECTRIC

“I think this program is more relevant than ever, and I would highly recommend it. Take a look at the topics covered over the 12 sessions to give yourself a sense of the breadth and depth of the curriculum.”



### NAME

JUDITH MOSELY, GCB.D

### POSITION

NON-EXECUTIVE DIRECTOR, BLACKROCK WORLD MINING TRUST PLC,  
GALIANO GOLD, TRUSTEE, CAMBORNE SCHOOL OF MINES TRUST,  
BOARD MEMBER, WOMEN IN MINING, UK

“ESG Competent Boards has been able to bring together not only excellent opinion leaders from industry and academia but also a broad church of board members. I have been incredibly impressed by the scope and depth of the program. It was a really enjoyable 6 months.”



# PROGRAM

## Testimonials



### NAME

DORIS HONOLD, GCB.D

### POSITION

NON-EXECUTIVE DIRECTOR AT CREDIT SUISSE INTERNATIONAL,  
CHAIR OF BOARD RISK COMMITTEE

“Competent Boards has succeeded in creating a high-class virtual experience bringing together a truly international group of professionals for a thoughtful learning experience as well as a stimulating exchange of ideas. The agenda topics are highly relevant and thought-provoking. The whole program is well thought through and tailored for global board leaders or those that aspire to become one.”



### NAME

JAN-MAARTEN MULDER, GCB.D

### POSITION

BOARD MEMBER, ROOT CAPITAL & DIGITAL DIVIDE DATA

“Having considered several executive board programs, I am glad I chose to participate in the ESG Competent Boards Certificate Program. I have gained practical insights that I deploy in my board work already. Highly recommended for any board member!”



See more testimonials here  
[competentboards.com/program testimonials](https://competentboards.com/program-testimonials)

# HELLE BANK JORGENSEN CEO & Founder, Competent Boards

Helle has a 30-year track record in turning Environment, Social, Governance (ESG), Climate and Sustainability risks into innovative and profitable business opportunities.

She has worked with many global Fortune 500 board members and executives, as well as smaller companies and investors



#### **BESIDES BEING A BOARD MEMBER, SHE SERVES ON:**

- Nasdaq Center for Board Excellence's Sustainability & ESG Insights Council;
- His Royal Highness Prince of Wales A4S (Accounting for Sustainability) Global Expert Panel;
- The Non-financial Digitisation Working Group of the Impact Management Project (IMP);
- World Economic Forum (WEF) Expert Network for Corporate Governance, Leadership, and Emerging Multinationals;
- The Reuters Panel of Expert Judges for the Responsible Business Awards;
- Canadian Climate Governance Experts—a Commonwealth Climate & Law Initiative.

Helle has served as the Chair of the European Sustainability Reporting Association (ESRA); the Global Compact Network Canada; Datamaran; and as a member of International IDEA Finance and Audit Committee; The European Policy Centre (EPC) Governing board; the Sustainability Advisory Panel of the American Institute of Certified Public Accountants (AICPA), and at the Sustainability Policy Group of the Institute of European Accountants (FEE).

**In 2020 she was awarded the Global Impact Award and named one of “5 people in ESG to look out for”.**

**She is the Amazon best-selling author of *Stewards of the Future: A Guide for Competent Boards***



# 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*.

Follow us on:



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[competentboards.com](https://www.competentboards.com)