



Leading a Sustainable Future

Developing and integrating an ESG strategy

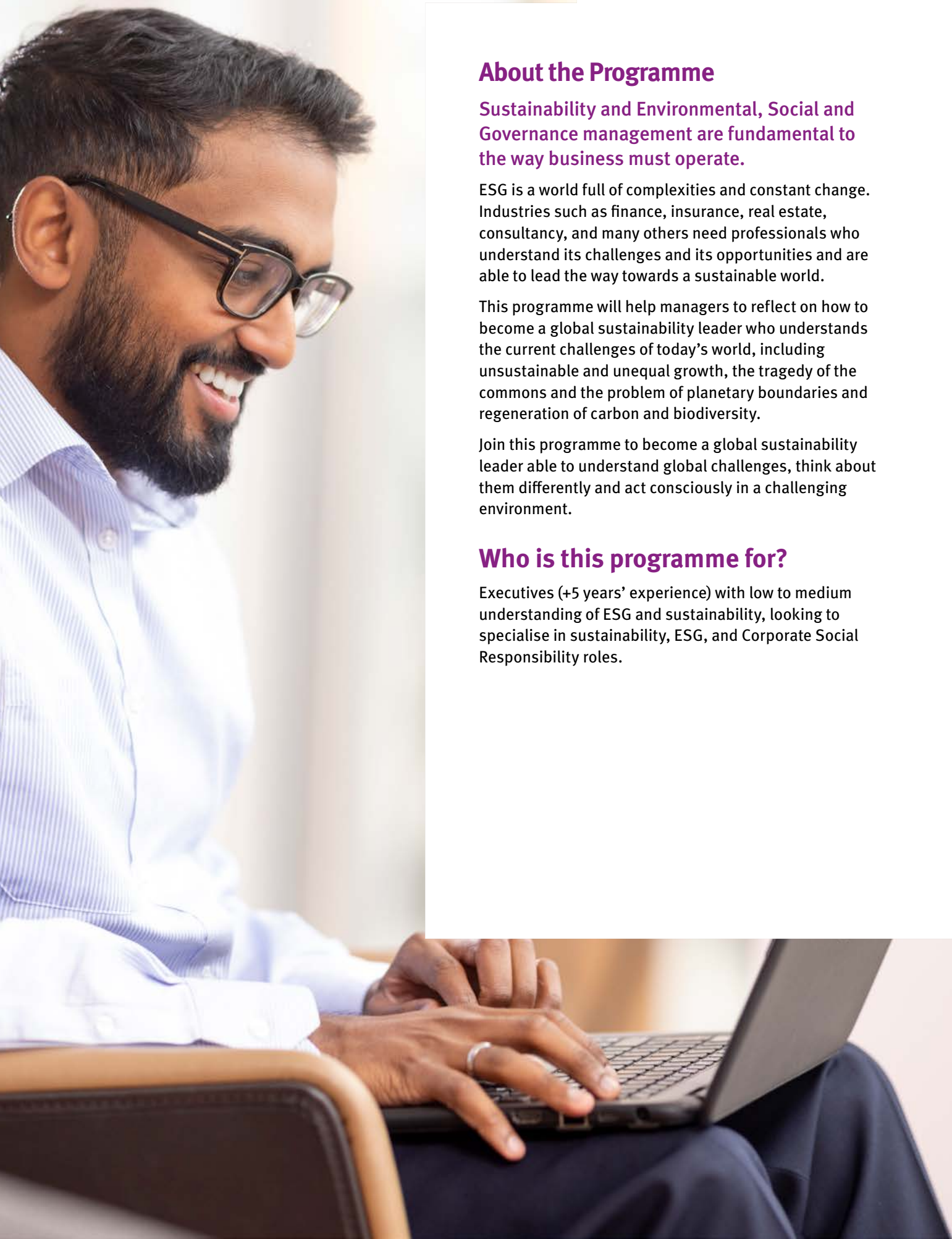
Example programme



BAYES
BUSINESS SCHOOL
CITY, UNIVERSITY OF LONDON

Executive Education

[Always learning]



About the Programme

Sustainability and Environmental, Social and Governance management are fundamental to the way business must operate.

ESG is a world full of complexities and constant change. Industries such as finance, insurance, real estate, consultancy, and many others need professionals who understand its challenges and its opportunities and are able to lead the way towards a sustainable world.

This programme will help managers to reflect on how to become a global sustainability leader who understands the current challenges of today's world, including unsustainable and unequal growth, the tragedy of the commons and the problem of planetary boundaries and regeneration of carbon and biodiversity.

Join this programme to become a global sustainability leader able to understand global challenges, think about them differently and act consciously in a challenging environment.

Who is this programme for?

Executives (+5 years' experience) with low to medium understanding of ESG and sustainability, looking to specialise in sustainability, ESG, and Corporate Social Responsibility roles.

What we offer

Bayes Business School (formerly Cass) is a leader in creating custom programmes that are tailored to meet the needs of your business and the ESG challenges it faces. Our experienced team of Programme Directors will work with your in-house team to understand your requirements and develop a custom-made curriculum, delivered by outstanding faculty and industry practitioners who are leaders in their field.

What you will learn

Through five core modules you will discover how to:

- Shape the sustainable finance strategy of your business
- Anticipate and respond to changing ESG regulations and accountability systems
- Engage efficiently with your stakeholders
- Successfully integrate ESG across the organisation.

Working in these areas requires a combination of knowledge, critical thinking, system thinking and relational skills, to ensure success in a rapidly changing environment. It requires the courage to reflect about what transformative and radical change management means and develop the mindset to approach them.

Learning objectives and outcomes

- Critically discuss the challenges and opportunities ESG presents to companies across strategic planning, operations, marketing, accounting and finance.
- Understand the complexity of the ESG environment and how to respond to shifting regulation.
- Develop an in-depth appreciation of the science, policies and technologies linked to ESG, evaluating the scientific basis and economic rationale underpinning responsible investment standards.
- Learn how ethics and innovation are essential components for organisations dealing with ESG challenges, including climate change, inequality and corruption.
- Deliver an ESG strategy by empowering your collaborators.
- Communicate your ESG strategy effectively with stakeholders.
- Respond to the challenges and pressures from non-market stakeholders.
- Improve the ESG market positioning of your organisation.



Topics include



Leading the ESG Integration

Reflect on today's challenges like climate change to establish sustainable governance and transform your business to address key ESG issues, and develop skills to become a global sustainability leader, understanding and tackling challenges consciously in a complex environment.

Shaping ESG Markets

Stay informed on the latest sustainable finance theories, principles, and tools, such as green loans, bonds, and equity capital markets. Engage in critical discussions on current portfolio risk analysis approaches. Innovate by designing new ESG products and services, incorporating insights from behavioral finance, performance analysis grounded in ESG principles, and strategic global asset allocation.

Foreshadowing ESG Regulation

Be proactive in the ESG landscape by anticipating regulatory changes. Implement strong accountability and disclosure systems. Engage in discussions on evolving regulatory trends, and explore innovative technologies in ESG investing. Address challenges and seize opportunities in transitioning to climate justice and fostering sustainable, just, and equitable societies.

Engaging and Communicating

Gain a deep understanding of global challenges like climate change and navigate a conflicting environment as a relational organisation. Manage stakeholders effectively, develop stakeholder engagement practices, and explore communication strategies in both mass and social media. Reflect on the political role of organisations and address challenges related to greenwashing and miscommunication.

Embedding ESG throughout the Organisation

Acquire the skills to embed ESG policies throughout your organisation and design management control systems with an ESG focus. Reflect on effective strategies for incentivising ESG practices across the organisation and delve into the debates and criticisms surrounding ESG investing and sustainability management.

Elective modules

You can select from a range of additional modules, to customise the curriculum to your organisation's specific objectives.

- Climate Risk and Climate Mitigation Strategies
- Asset Management and Modelling in Responsible Investment
- Climate-tech and Innovation
- Diversity, Equality and Inclusion
- Green Finance, Carbon Trading & Shipping Decarbonisation
- Climate Change: Socio-Political Challenges
- ESG Reporting Practices, Challenges and Opportunities
- Governance and Ethics in new Technology development
- Leading Change for sustainability

Teaching and assessment

Programmes can be delivered on site at your premises, or at our state-of-the-art hub for **Executive Education in Finsbury Square** – placing you in the heart of the City of London. The building is home to high-spec syndicate rooms, with translation booths for international clients, offering learning in your own language.

In-person programmes deliver an interactive classroom experience, where you engage and network with faculty, industry practitioners and peers in person. On-site delivery also incorporates simulations, role plays, group exercises and case studies, for a truly enriched learning experience.

Feedback is provided in a variety of ways throughout the course, both formally and informally, to support your learning. All modules will include formal evaluations, continuous assessment through quizzes, participation and group projects. There is a final assessment based on the capstone project, evaluating the application of ESG principles in participants' organisations.

Upon successful completion of the programme, you will be awarded an ESG Executive Programme Certificate, showcasing commitment to sustainable business practices.



Teaching faculty

Course leader: Dr Itziar Castello-Molina, Reader in Sustainability and Digital Economy

Itziar is also Head of the Social Purpose Group at Bayes, and Programme Director for the new **MSc Sustainable Management and Finance**. She has extensive experience as an advisor and consultant, having worked with leading organisations to develop sustainability and ESG strategies and stakeholder engagement processes.



Other world-leading faculty on the programme include:

Professor Bobby Banerjee, Professor of Management

Professor Daniel Beunza, Professor of Social Studies
of Finance

Professor Jean-Pascal Gond, Professor of Corporate
Social Responsibility

Professor Aneel Keswani, Professor in Investment
Management

Dr Joelle Evans, Senior Lecturer in Organisational
Behaviour

Dr Ioannis Moutzouris, Senior Lecturer, Associate
Dean for Engagement

Professor Roman Kräussl, Professor of Finance

The programme is supported by a steering group composed of members of the industry drawn from ESG-related organisations including rating agencies, asset owners, insurance companies, advisory firms, Non-Governmental Organisations and think tanks. This ensures that the programme content is relevant and continues to evolve with sector developments.

The programme also leverages the expertise of several leading Research Centres at Bayes Business School including **ETHOS, the Centre for Responsible Enterprise**, the **Costas Grammenos Centre for Shipping, Trade and Finance**, the Centre for Banking Research and the Centre for Financial Analysis and Reporting Research.



About Bayes Business School

For more than 50 years, **Bayes Business School (formerly Cass)** has been leading the way in **Executive Education**. Our **custom programmes** help organisations excel in uncertain environments, becoming better prepared to respond to a world which is ever changing.

Based in the City of London, Bayes is among the global elite of business schools and holds the gold standard of **'triple crown' accreditation** from **AACSB, AMBA** and **EQUIS**.

Our faculty consist of world-class academics and industry-leading practitioners. Bayes academics explore imaginative new angles, asking difficult questions to produce ground-breaking research that has a positive impact on business, society and the environment.

Enquire about a
custom programme
for your organisation



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