

GOVERNANCE & COMPLIANCE | COURSE BROCHURE

ESG Governance and Board Oversight

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Investors, regulators and society expect boards to oversee environmental, social and governance risks and opportunities. This course covers ESG governance: board responsibilities, integrating ESG into strategy and risk, ESG committees and management structures, metrics and targets, reporting and assurance, and avoiding greenwashing.

ESG is now a core board responsibility, not a side project. You will learn how to govern ESG credibly.

Professional Problems This Course Is Designed to Solve

- Difficulty translating subject knowledge into practical workplace decisions.
- Inconsistent approaches to the activities covered in the course outline.
- Lack of a structured plan for applying and reviewing new skills.

Course methodology

Board case studies, governance structure workshops, disclosure analysis and greenwashing scenarios.

Course objectives

By the end of this course, participants will be able to:
- Explain ESG expectations of boards
- Integrate ESG into strategy and risk oversight
- Design ESG governance structures
- Oversee ESG metrics and targets
- Oversee ESG reporting and assurance
- Avoid greenwashing and reputational risk

Target audience

This course is suitable for:
- Directors and board members
- Company secretaries
- Sustainability leaders
- Senior executives
- Governance professionals



Course content

Target competencies

Participants will develop competencies in:

- ESG oversight
- Strategic integration
- Governance design
- Disclosure oversight
- Reputation management

Course outline

Day 1: ESG and Boards

09:00–10:08	Stakeholder expectations
10:08–11:00	Regulation
11:00–11:30	**Coffee break**
11:30–11:45	Regulation (continued)
11:45–12:53	Board duties
12:53–14:00	Case study

Day 2: Strategy and Risk

09:00–10:08	Material ESG issues
10:08–11:00	Climate and social risks
11:00–11:30	**Coffee break**
11:30–11:45	Climate and social risks (continued)
11:45–12:53	Opportunities
12:53–14:00	Workshop

Day 3: Governance Structures

09:00–10:08	Committees
10:08–11:00	Management roles
11:00–11:30	**Coffee break**



Course content

11:30–11:45	Management roles (continued)
11:45–12:53	Incentives
12:53–14:00	Exercise

Day 4: Metrics and Reporting

09:00–10:08	Targets and KPIs
10:08–11:00	Reporting frameworks
11:00–11:30	**Coffee break**
11:30–11:45	Reporting frameworks (continued)
11:45–12:53	Assurance
12:53–14:00	Exercise

Day 5: Credibility

09:00–10:08	Greenwashing risks
10:08–11:00	Stakeholder engagement
11:00–11:30	**Coffee break**
11:30–11:45	Stakeholder engagement (continued)
11:45–12:53	Board action plan
12:53–14:00	Discussion

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Paris Confirmed dates	16 Nov 2026	20 Nov 2026	**€2,860.–**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.–**
Cape Town Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,890.–**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.–**
Rome Confirmed dates	11 Jan 2027	15 Jan 2027	**€2,450.–**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,250.–**
Amsterdam Confirmed dates	25 Jan 2027	29 Jan 2027	**€2,540.–**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.–**
Barcelona Confirmed dates	15 Feb 2027	19 Feb 2027	**€2,840.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.–**
Dubai Confirmed dates	8 Mar 2027	12 Mar 2027	**€3,150.–**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,250.–**
London Confirmed dates	29 Mar 2027	2 Apr 2027	**€2,450.–**
Online Confirmed dates	29 Mar 2027	2 Apr 2027	**€1,250.–**
Istanbul Confirmed dates	19 Apr 2027	23 Apr 2027	**€2,650.–**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.–**
Barcelona Confirmed dates	3 May 2027	7 May 2027	**€2,840.–**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	24 May 2027	28 May 2027	**€2,450.-**
Online Confirmed dates	24 May 2027	28 May 2027	**€1,250.-**
Dubai Confirmed dates	14 Jun 2027	18 Jun 2027	**€3,150.-**
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,250.-**
London Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,450.-**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.-**
Frankfurt Confirmed dates	26 Jul 2027	30 Jul 2027	**€2,650.-**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.-**
Dubai Confirmed dates	9 Aug 2027	13 Aug 2027	**€3,150.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**€1,250.-**
Cape Town Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,890.-**
Online Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,250.-**
Vienna Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,940.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Cape Town Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,890.-**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.-**
Vienna Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,940.-**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	15 Nov 2027	19 Nov 2027	**€2,450.-**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,450.-**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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