

# Environmental, Social and Governance:

Three pillars for building  
strong organisations



One-week professional development workshop  
10 to 14 November 2025 in London



ACCREDITED

BRITISH ACCREDITATION COUNCIL  
ACCREDITED SHORT COURSE PROVIDER

PAI is accredited by the  
British Accreditation Council  
for Independent Further and Higher Education

### About the workshop

Environmental, social and governance (ESG) considerations are becoming increasingly important for governments in many countries. Concern from citizens about environmental standards, social justice, corporate responsibility and sustainability is driving leaders and managers in the public, private and non-government sector to respond positively to growing ESG requirements. Organisations without effective ESG strategies fully integrated into their ethics, strategies, and operating practices will face increasing pressure and difficulties.

The Sustainable Development Goals (SDGs) have set a demanding agenda for governments. There are regulations and international standards that require governments, organisations and individuals to take and demonstrate that they are taking appropriate actions. ESG reporting requirements have been introduced and are being further developed for the public and private sectors. The International Financial Reporting Standards (IFRS) and International Public Sector Account Standards (IPSAS) are actively developing sustainability standards for application to the public sector. This creates a further imperative for the development of effective ESG financial strategies.

Senior managers and finance practitioners need to have a broad appreciation of the issues that their organisations face in terms of their net zero, Nationally Defined Contributions (NDC) and broader ESG goals.

Our Environment, Social, and Governance (ESG) workshop focuses on helping you develop policy, economic, financial and sustainability strategies that are coherent and targeted in this fast-moving field. The sessions, discussions and practical case studies covered will enable you to relate the briefings and materials to your needs and align the learning with planning your next steps for implementing ESG in your organisation.

We will examine why sustainable ethics matter. We will evaluate why significant resources are being devoted to reporting and assurance on environmental, social, and governance issues throughout the public and private sectors. We will explore the different impacts of ESG in the developed and developing worlds, the role of donor partners and the prospects for commitments made at Communities of Practice (COPs) to be put into practice.

The workshop will focus on:

- The big picture, managing corporate resources sustainably - best practice approaches to supply chain management, budget setting and a monitoring process that enables timely remedial action when things go wrong
- Ensuring that the ESG transition becomes central in public and private sector corporate governance and in achieving strategic objectives
- Optimising the opportunities presented by technological innovation to transform the whole sustainable agenda in the public interest
- The adoption as individuals and linkages between politicians, donors, managers and professionals (lawyers, accountants and auditors) in ESG
- Reporting consistently in line with the latest international standards.

### Who is the workshop for?

The workshop is designed for lawyers, accountants, policymakers, financial practitioners, line managers and politicians with ESG responsibilities and those with an interest in implementing sustainable solutions.

### How participants will benefit

The workshop will enable you to:

- Incorporate ethical and holistic sustainable development into financial strategies and operations
- Implement stable planning frameworks for sustainability
- Understand the role of politicians, donors, managers and professionals (lawyers, accountants and auditors) in ESG
- More effectively support Management Boards and the political/managerial processes
- Appreciate the social and corporate governance implications of better management of resources
- Use professional accounting and audit techniques to inform then plan for a sustainable future
- Link sustainability to risk management, performance management and resource allocation
- Understand the principles, challenges and benefits of International Sustainability Accounting and Auditing Standards (and associated guidance)
- Understand the sustainability requirements of donor partners.

### What the workshop will cover

During the week you will learn about:

- The key elements of good practice in sustainability: ESG
- The implications of the Sustainable Development Goals
- How to develop sustainable strategies for you as a practitioner and for your organisation
- Integrating ESG factors into effective supply chain management and procurement, including with respect to PPPs
- Financial implications of environmental, social and governance (ESG) factors
- ESG reporting requirements
- Preparing for sustainability reporting under the IFRS and forthcoming IPSAS standards.

The workshop has been designed to be flexible so that it can be adjusted wherever practicable to your particular requirements and those of your organisation.

Programme outline:

|       | AM   | PM  |
|-------|--|---|
| Day 1 | Welcome and introductions<br><br>Good practice in sustainability: introduction and overview<br><br>Introduction to action planning | Roles in ESG<br><br>Participants' informal presentations: what are your hopes and expectations from this week?  |
| Day 2 | SDGs obstacles and progress<br>Donor partner interventions   | International standards for ESG   |
| Day 3 | Supply chain management, procurement and green transition  | <i>Guest speaker or face-to-face visit to EBRD Green Hub or Environment Agency, an audit agency or activist group</i>   |
| Day 4 | Using professional accounting and audit techniques to report on effective ESG in organisations                                     | Coping with green-washing, green-hushing and other negativities   |
| Day 5 | Political scrutiny and review ensuring sustainability beyond the electoral cycle   | Environmental, social, and governance (ESG) considerations: summary of discussions from participants'<br><br>Review, feedback and scope for follow-up<br><br>Presentation of certificates of attendance |

We reserve the right to change the programme as necessary.

Workshop Director

The Workshop Director will be Dr Peter Boulding. Peter will be supported by guest speakers to provide a varied and comprehensive learning experience.

Peter is an experienced independent trainer and consultant. He was previously the Practice Leader in Public Management for Maxwell Stamp PLC and has worked as a staff member at the Chartered Institute of Public Finance and Accountancy (CIPFA), Development Alternatives Incorporated (DAI) and Crown Agents. He is a fully qualified professional accountant (full member of CIPFA) with over 30 years of experience providing technical leadership in financial management and reform. He has worked in Nigeria, Ghana, Cameroon, Sierra Leone, Ethiopia, Somaliland, Uganda, Rwanda, Mozambique, Zambia and Zimbabwe.

Peter's professional finance experience derives from starting his career at the UK National Audit Office. Then, as a senior member of CIPFA's international team, he led several professionalisation, capacity development and training initiatives. He is an Associate Consultant at PAI. He holds a PhD in Economic and Social Geography from the University of Durham and is committed to sustainability, development, and the natural world.

How to apply

Please complete the PAI application form online via our website:

<https://public-admin.co.uk/booking-form/>.

You can also complete our hard copy application form. Please contact us at [pai@public-admin.co.uk](mailto:pai@public-admin.co.uk) to obtain a copy. Once completed, please return to Amanda Anderson, Programme Manager, at the same email address.

If you would like to discuss this workshop, any of our other international workshops or our consultancy services, please contact Claire Cameron, Director. We also have extensive experience of designing tailor-made training (from one day to two or three weeks) which can be run in your own country or in the UK to meet the specific needs of groups or individuals at all levels within your organisation. Please contact us if you would like further information.

### Language

The workshop is conducted in English. You will need to have a good working knowledge of the language.

### Location and arrival arrangements

The workshop is based in central London. We can arrange travel to and from one of the London airports into central London if you let us have your flight arrival details in good time. The cost of airport transfers is included in the workshop fee.

### Fees

The fee for the workshop will be £2,550 and is payable at least 21 days before the first day of the workshop. It includes tuition, travel to and from the airport in London, travel on scheduled visits which form part of the programme<sup>1</sup>, presentation material and other documentation. It also includes an Android tablet for you to use during the workshop and take home with you for future reference and follow up. We provide lunch and refreshments during each working day as part of the fee.

### Other costs

Airfares and daily travel to and from the workshop venue are not included. Our workshops are non-residential and you are responsible for your accommodation costs. We can help you with booking hotel accommodation so please let us know if you would like us to advise you or make a reservation. We suggest that you should allow approximately £160 per day for a modest standard of hotel (for example, three-star), local travel in the UK, meals (apart from lunch on working days) and other incidental expenses.

### Value Added Tax

We do not have to charge UK Value Added Tax (VAT) if you can provide written confirmation from your government or its accredited representative that you are "employed by the government in furtherance of its sovereign activities". In all other cases, we will have to charge VAT (currently 20%) in addition to the fee.

### Ways to pay

You, or your government agency, can pay by bank transfer or by cheque, made payable to Public Administration International. We accept payment by credit or debit card but there is a surcharge for this way of paying. Please contact us if you would like to pay by credit or debit card.

### Discounts

We offer a 10% reduction on the full tuition fee if we receive payment no later than 28 days before the first day of the workshop. If we receive payment after that, we will charge the full tuition fee.

### Cancellation

If you have to cancel your booking, you must let us know in writing and we will acknowledge in writing your cancellation. For cancellations received up to 29 days before the start of the workshop we will refund the tuition fee, minus a charge of £200 to cover our administration costs. For cancellations received within 28 days or fewer of the start of the workshop, we will charge the full tuition fee. If you have paid the tuition fee and have subsequently been refused a visa to enter the UK, we will refund the tuition fee, minus a charge of £200 to cover our administration costs, providing you send us the original letter from the British High Commission/Embassy confirming refusal of a visa and providing you have not entered the UK.

### Substitutions and transfers

If you have booked a place on a workshop and are not able to attend, we will accept an appropriate substitute at any time without penalty, but our normal terms and conditions will apply. Also, it is possible to transfer to a future workshop, but only one transfer is permitted. Please get in touch with us and we will advise you about transfers.

*Please see our website for our full terms and conditions. If you would prefer a hard copy of our full terms and conditions, please let us know.*

<http://www.public-admin.co.uk/terms-and-conditions-for-booking/>

### Insurance

We advise you to arrange travel and health insurance cover before you leave your home country.

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<sup>1</sup>Travel to and from the airport in London and on scheduled visits during the workshop are provided at cost.

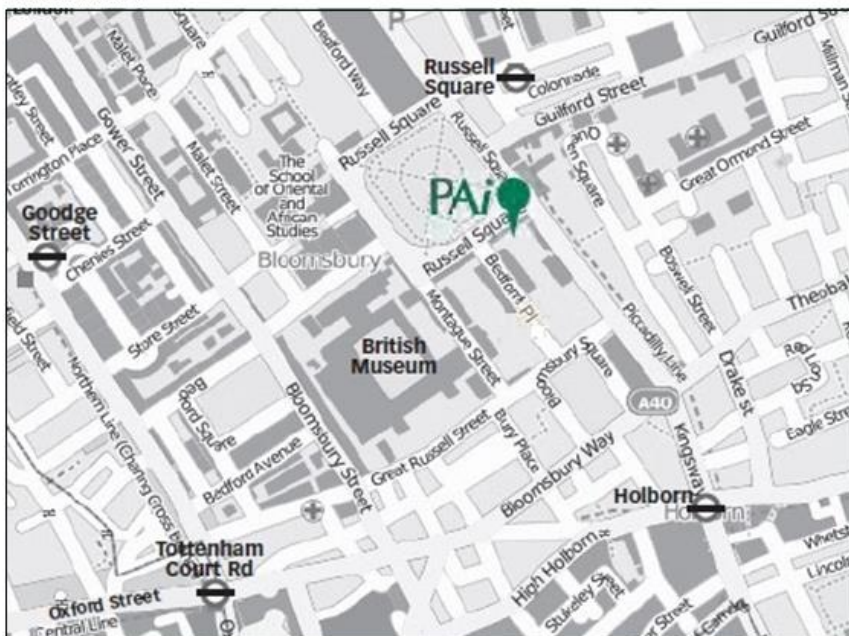
### Who we are

PAI (Public Administration International) specialises in management consultancy, training and development services for organisations in, and associated with, the public sector worldwide. We provide advice and support for governments going through political, economic, structural and legislative change. Our extensive network of associates includes practitioners, academics and independent consultants. Our key objectives are promoting good governance and good practice in delivering public services. This workshop is one of a number of specialist UK-based professional development workshops designed to meet the needs of public services worldwide.

We pride ourselves on our:

- High quality, practical advice and support for our clients
- Professionalism and integrity
- Ability to offer excellent value for money
- Sound experience and track record internationally
- Networks and partnerships across the world
- Flexible, collaborative approach
- Friendliness and focus on putting people first.

### Where we are



### Public Administration International

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