HSM | Dr Hasan Murad School of Management

EXECUTIVE EDUCATION

TWO-DAY EXECUTIVE PROGRAMME 2026

ESG LEADERSHIP FOR BOARDS AND C-SUITE EXECUTIVES

Building the Strategic and Governance Capability to Lead ESG Transformation

A Practitioner-Led Programme for Board Members, CEOs and C-Suite Leaders across Pakistan

2 Full Days

6 Modules

1 Action Roadmap

IFC Standards

THE OPPORTUNITY

ESG is no longer a Western corporate trend — it is rapidly becoming a commercial and regulatory reality for Pakistani businesses. The Securities and Exchange Commission of Pakistan (SECP) has introduced mandatory ESG disclosure requirements for listed companies. International lenders and development finance institutions — including the IFC, ADB, and bilateral donors — are embedding ESG conditions into financing arrangements. Global buyers are applying ESG audit requirements to Pakistani exporters and manufacturers across textiles, agriculture, and manufacturing.

For boards and senior leaders of PSX-listed companies, family conglomerates, and large private enterprises, the pressure is converging from multiple directions simultaneously. Yet most board members and C-suite leaders have not had the opportunity to develop the strategic and governance capability required to lead their organisations through this transformation.

This programme addresses that gap directly. It equips boards and C-suite leaders with the knowledge, frameworks, and governance architecture to lead ESG — not delegate it.

PROGRAMME AT A GLANCE

Format	Two-Day In-Person Executive Programme
Audience	Board Directors, CEOs, CFOs, Chief Risk Officers, and Senior C-Suite Leaders of PSX-listed firms, large private companies, and family conglomerates
Delivery	Defence Raya Golf and Country Club Lahore
Language	English/Urdu
Group Size	Up to 20 participants
Output	Each participant completes a personalised, board-ready ESG Action Roadmap

WHAT MAKES THIS PROGRAMME DIFFERENT

- **Designed exclusively for boards and C-suite leaders.** Every session is framed around governance accountability and board-level oversight, not operational compliance.

- **Built around the Pakistani regulatory and commercial reality.** SECP mandatory ESG disclosure, SBP sustainability guidelines, IFC financing conditions, and international buyer requirements — giving participants intelligence directly actionable in the Pakistani context.

- **Incorporates the IFC Performance Standards.** Enabling participants to model their own ESG policies against a globally recognised benchmark and understand the pathway to IFC financing and the broader international capital ecosystem.

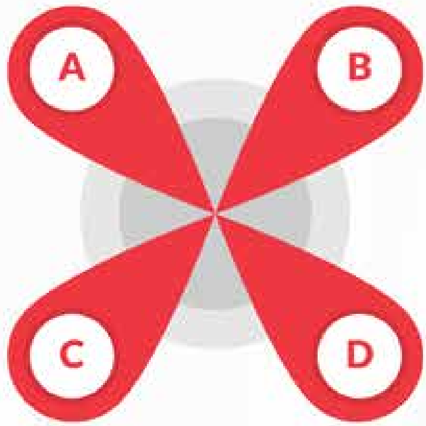
- **Addresses family conglomerate dynamics.** Addressing the unique ESG governance challenges of concentrated ownership, related-party transactions, succession risk, and governance transparency under increasing institutional scrutiny.
- **Every participant leaves with a concrete deliverable.** A personalised ESG Action Roadmap designed to be presented to the board within 30 days.
- **Developed and delivered by practitioners.** Not a theoretical exercise — grounded in real boardroom and governance advisory across Pakistan and international markets.

WHO SHOULD ATTEND

This programme is designed for leaders who set strategy and are accountable for organisational governance and performance. It delivers most value when the leadership team attends together.

Board Members and Directors
Exercising strategic oversight and ESG governance

CEOs and Managing Directors
Leading ESG transformation at the enterprise level



CFOs, CROs and Company Secretaries
Governing ESG risk, reporting and capital allocation

Family Business Leaders
Navigating ESG under family ownership structures

WHAT YOU WILL GAIN

ESG Strategic Clarity

The ability to make the business case for ESG within your organisation — to boards, investors, lenders, and management teams.

Regulatory Intelligence

A governance-level understanding of Pakistan's ESG regulatory landscape — SECP, SBP, and international financing conditions.

Governance Architecture

How to build ESG committees, appoint champions, set KPIs, and link executive accountability to ESG performance.

IFC Performance Standards

How to model ESG policies against IFC benchmarks and access international development finance.

Risk and Reporting Confidence

How to govern ESG risk as enterprise risk and oversee credible ESG disclosure that meets SECP and lender requirements.

A Board-Ready Action Roadmap

A completed ESG Action Roadmap you take back and present to your board within 30 days.

THE PROGRAMME JOURNEY

The programme follows a single connected arc — from ESG urgency, through regulatory intelligence, business model impact, governance architecture, risk and reporting, IFC standards, to a concrete action roadmap.

DAY ONE:
THE STRATEGIC IMPERATIVE — WHY ESG CANNOT WAIT

MODULE 1

THE BURNING PLATFORM — ESG AS A BOARD-LEVEL CRISIS AND OPPORTUNITY

Establishes with evidence and urgency why ESG has moved permanently to the boardroom for Pakistani businesses.

- The forces converging on Pakistani corporates: SECP disclosure, lender conditions, international buyer requirements
- The commercial upside of ESG leadership versus the compounding cost of inaction
- Director liability and board accountability when ESG governance fails

MODULE 2

THE ESG LANDSCAPE — REGULATORY REALITY AND MARKET FORCES IN PAKISTAN

The strategic intelligence every board and C-suite leader in Pakistan needs — a governance-level understanding of the regulatory and commercial environment.

- SECP mandatory ESG disclosure requirements for listed companies
- SBP sustainability guidelines and green financing frameworks
- IFC, ADB, and international lender ESG financing conditions
- Reporting frameworks: what boards must understand

MODULE 3

REIMAGINING THE BUSINESS MODEL THROUGH AN ESG LENS

The centrepiece of Day 1 — moving participants from understanding pressure to seeing strategic opportunity in the Pakistani context.

- The ESG business model canvas: how E, S and G factors affect value creation
- Sector perspectives: textiles and export manufacturing, agriculture, energy
- Business Model Stress Test: a structured exercise using participants' own organisations

DAY TWO:
GOVERNING FOR ESG LEADERSHIP

MODULE 4

BOARD ARCHITECTURE — COMMITTEES, CHAMPIONS AND ACCOUNTABILITY

Translates ESG conviction into governance structure for the Pakistani corporate context.

- ESG Committee: composition, terms of reference, and integration with Audit and Risk Committees
- Board-level ESG KPIs and executive accountability mechanisms
- Workshop: designing your ESG governance structure

MODULE 5

ESG RISK, REPORTING, STRATEGY AND THE IFC PERFORMANCE STANDARDS

Covers the four areas where boards carry the greatest accountability — governing risk, overseeing disclosure, embedding ESG into strategy, and understanding IFC Performance Standards.

- ESG risk taxonomy: physical, transition, regulatory, reputational
- The eight IFC Performance Standards as a practical ESG policy framework
- Green finance pathways: how IFC alignment opens doors to international capital

MODULE 6

YOUR ORGANISATION'S ESG ACTION ROADMAP

Every participant leaves with one concrete, board-ready output: a personalised ESG Action Roadmap.

- Board-level ESG governance architecture recommendation
- Initial materiality assessment and ESG risk register outline
- Prioritised strategic decisions and a 30/90/365-day implementation timeline

The question is not whether ESG transformation is coming for your organisation. The question is whether your board will lead it — or be forced into it.

PROGRAMME FACILITATOR

AMER QURESHI

Former Director
Deloitte Australia

Amer Qureshi is an Australian Fellow Chartered Accountant, international management consultant, and author with over two decades of hands-on experience across Australia, the Middle East, and Asia. His career spans senior leadership roles including CFO and CEO, alongside advisory work with global institutions such as the IFC (World Bank Group) and the Bill & Melinda Gates Foundation.

Amer has served as a Master Trainer for the IFC's ESG capacity-building initiatives and is a Faculty Member at the Pakistan Institute of Corporate Governance (PICG), where he delivers director training programmes on corporate governance and ESG. This combination of IFC institutional expertise and PICG governance training provides a distinctive foundation for this programme.

A practitioner with deep operating and governance experience, Amer has worked extensively with leading Pakistani organisations on strategic planning, corporate governance, and leadership development. He has served as faculty and Director of the SME and Entrepreneurship Centre at LUMS, and as a Director at Deloitte Australia. He is the author of multiple books published internationally, including Leadership Insights — one of the early contributions focused on leadership through an Asian lens. He is a graduate of the Australian National University with an Executive Education Programme completed at Harvard Business School.

Programme Details

- Format: Two-Day In-Person
- Language: English/Urdu
- Location: Defence Raya Golf and Country Club Lahore
- Group Size: Up to 20 participants
- In-house delivery available

Participants Receive

- ESG Burning Platform Self-Assessment
- ESG Action Roadmap template
- IFC Performance Standards reference guide
- All workshop materials and workbook
- Certificate of Completion

PART OF AN EXECUTIVE PROGRAMME SUITE

This programme is one of a suite of executive offerings designed for senior leaders and boards. Each stands alone, but they complement one another:

- **Strategic Leadership** — vision, strategy, execution, teams, governance, and action
- **ESG Leadership for Boards and C-Suite Executives** — strategic and governance capability for ESG transformation
- **Building a Sustainable Family Business** — succession planning, governance, and successor development

ENQUIRIES AND REGISTRATION

For group enrolment, and in-house delivery options, please contact us.

HSM | Dr Hasan Murad School of Management EXECUTIVE EDUCATION

REGISTER NOW.

- Limited seats
- Certificate of Completion provided

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