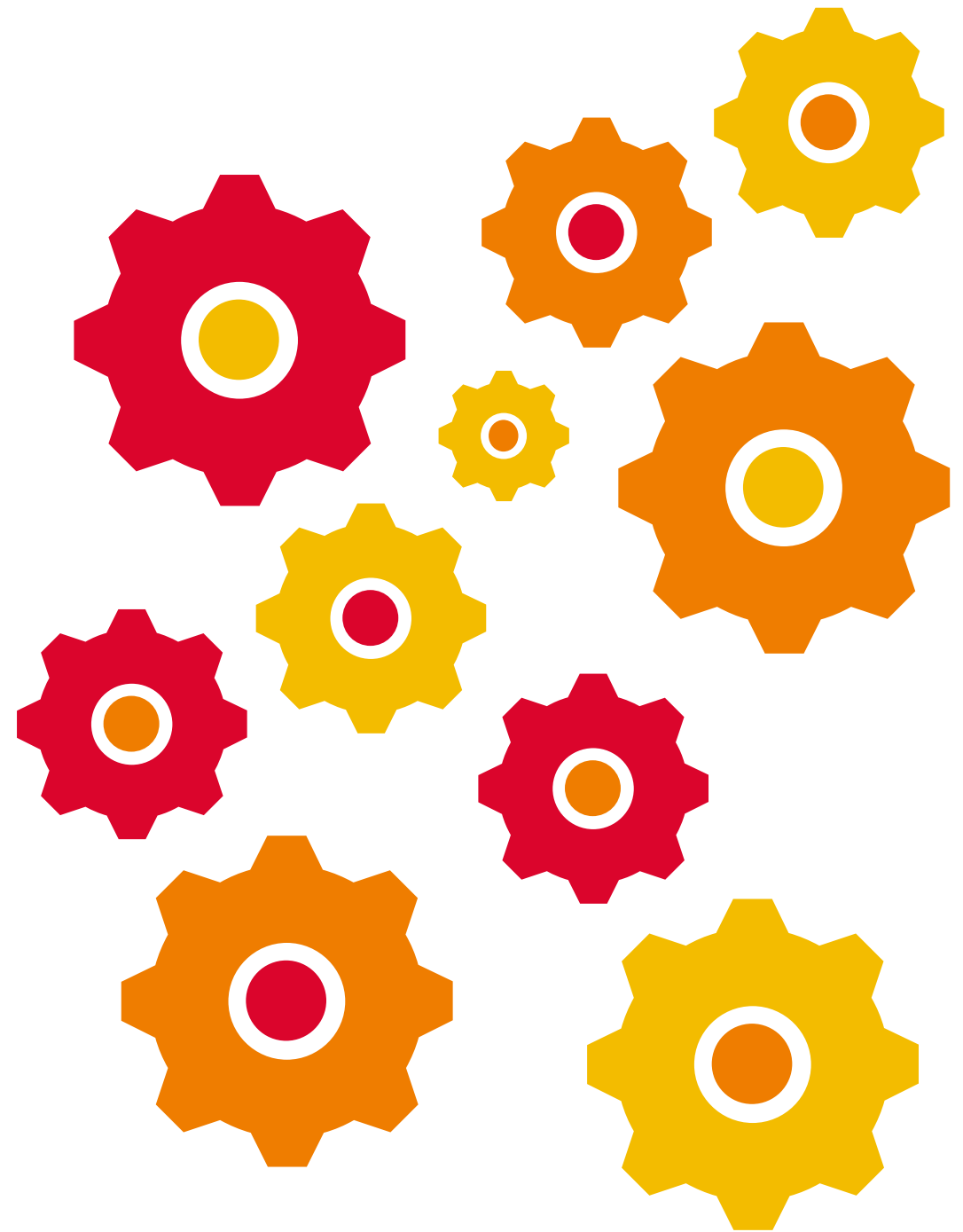


BII ESG-MS Training – Module 4

November 2025

RAMBOLL

Bright ideas. Sustainable change.



Introductions



Andrew Snow



Andy Mather



Meike Verhey



Giulia Rigazio



Chukwudi Iwuozor



Housekeeping



RAMBOLL

British International Investment

BII ESG-MS Training – Module 1

November 2025

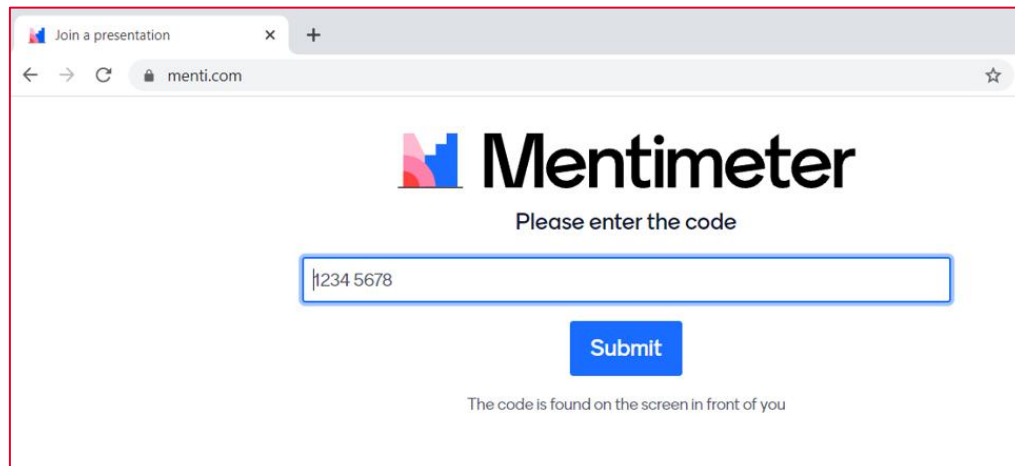
RAMBOLL Bright ideas. Sustainable change.

Norfund

Presenter will appear here

See chat messages here

Ask a question to the speakers here



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Mentimeter

Please enter the code

Submit

The code is found on the screen in front of you

For audience engagement, we will be using Mentimeter for polls. Open an internet browser window and go to www.menti.com and enter the code (which will be shared with you via the chat function) to access the live online polls during the training session.

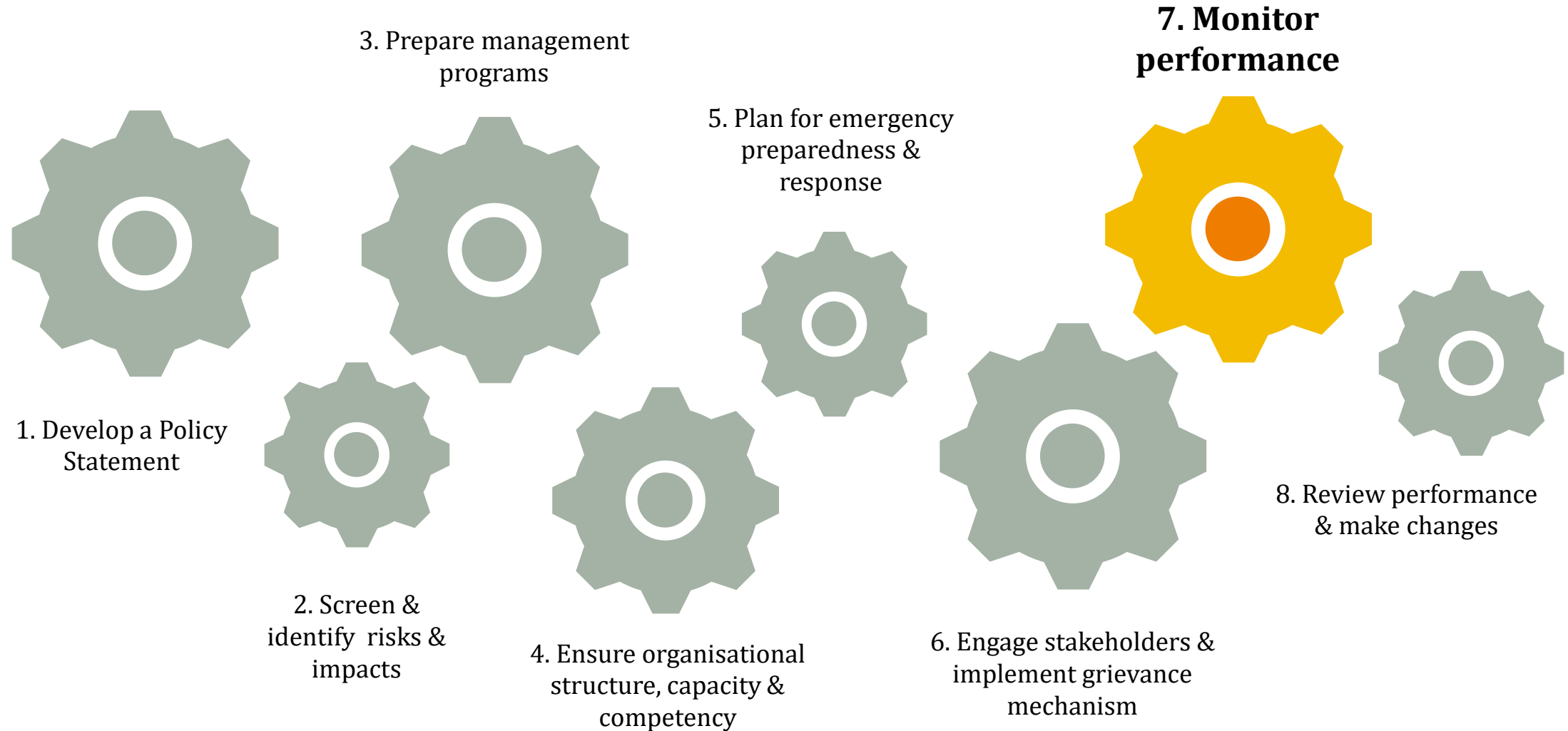
Introduction



Agenda – Full Programme

Module 1	Module 2	Module 3	Module 4
The fundamentals of ESG Management Systems and Corporate Governance Frameworks <ul style="list-style-type: none"> • Introductions • What is an ESG-MS and what's the business case? • Fundamentals of Corporate Governance • Where to start building your ESG-MS • Different Forms of ESG-MS 	The ESG-MS as a vehicle for Operationalizing ESG Risk Management <ul style="list-style-type: none"> • Identify and assess risks and impacts • Management programmes 	Building an ESG-MS – how people make systems <ul style="list-style-type: none"> • How to resource an ESG-MS • Emergency preparedness & response • Stakeholder engagement & grievance mechanism 	Monitoring ESG-MS performance and futureproofing <ul style="list-style-type: none"> • Monitoring and reviewing performance • Adapting your ESG-MS • Getting the best out of an ESG-MS • Concluding remarks and survey
	Focus session – <ul style="list-style-type: none"> • Managing OHS via ESG-MS (including incident management and road safety) • Corruption risk management in ESG-MS (including relevant tools for conducting risk assessments) 	Focus session – <ul style="list-style-type: none"> • Oversight of ESG-MS (including board and senior management accountability of ESG-MS) 	Focus session – ESG-MS Future Priorities and Emerging ESG Themes: <ul style="list-style-type: none"> • ESG regulatory landscape • Risks connected to emerging technologies, including cybersecurity, data privacy and responsible AI

Cogs of an ESG-MS (Overview)



Monitoring: Approach

Physical Monitoring

- **Drivers:** permit/licence requirement, planning condition, commitment in an impact assessment, or legal limit
- **Factors:**
 - Environmental (e.g. air, soil, water quality, noise, etc.)
 - OHS (e.g. air, light, noise, heat, radiation, EMF, etc.)
 - Social (e.g. traffic volumes, noise, vibration, dust, etc)



ESG-MS Performance Monitoring

- **Drivers:** Policy commitments, ESG Risks, Impacts & Opportunities, Lender/Investor requirements, stakeholder interest, regulatory compliance, organisational effectiveness, continual improvement
- **Factors:** Objectives, Targets, Key Performance Indicators (KPIs), performance reviews

The level of monitoring should be commensurate with the ESG risks and impacts and with compliance requirements.

Monitoring: Typical Indicators

Environment & Social KPIs

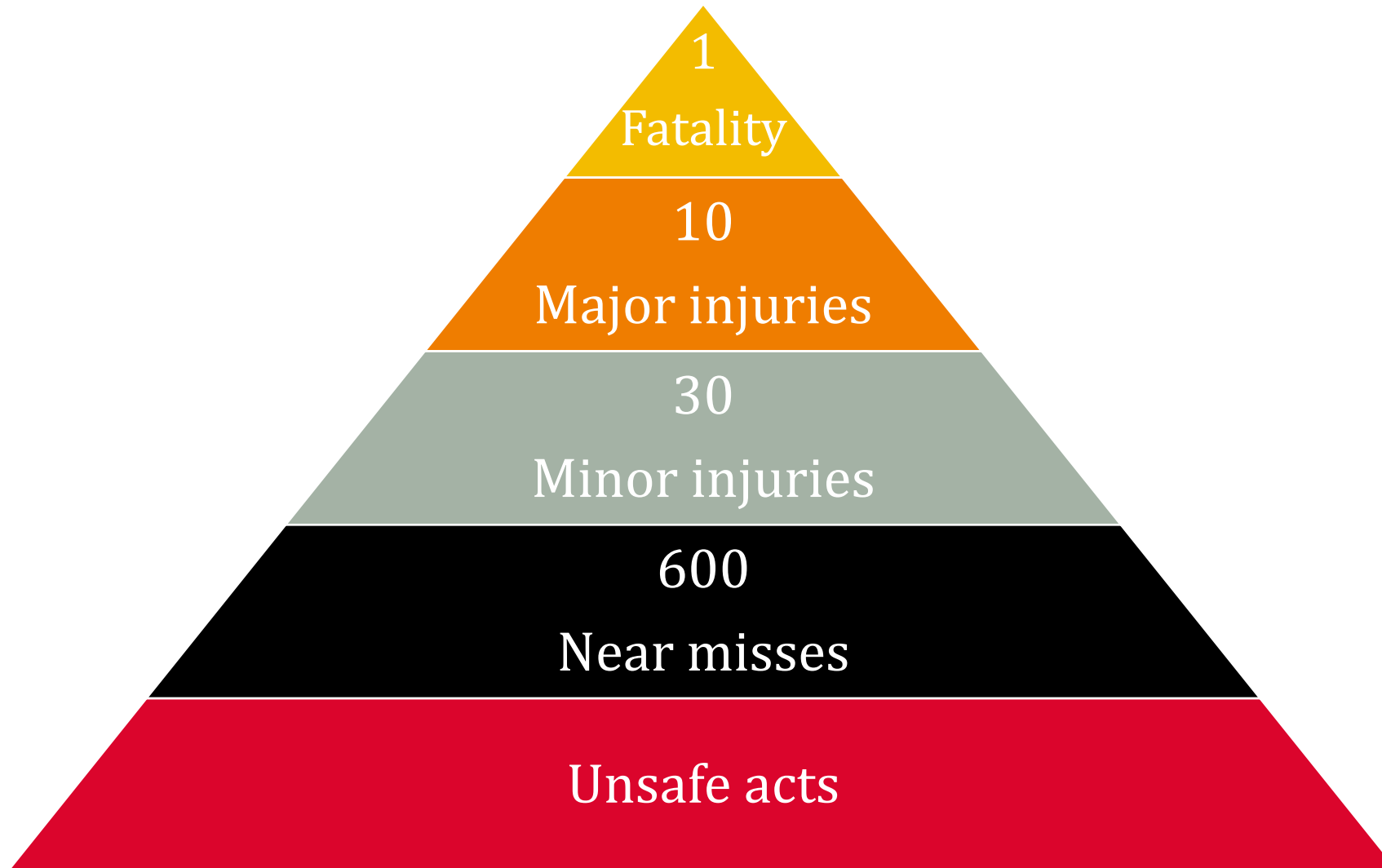
- Number of staff
- Number of person hours worked
- Incidents (incl. environmental, pollution and spill events)
- Number of staff training hours during period and toolbox talks provided
- OHS statistics (NMs, FACs, MTCs, dangerous occurrence, LTIs, FATs)
- Environmental/community incidents
- Water, fuel, electricity consumption, and emission reduction
- Road traffic incidents
- Number of grievances raised (worker & community)
- Community investment spend and highlights
- Waste volumes generated



Governance KPIs

- Number of Board and committee meetings held during the reporting period
- Board diversity (gender, age, skills, tenure, independence)
- Number of policies reviewed and updated (e.g., Code of Conduct, Anti-bribery, Whistleblowing)
- Number of whistleblowing reports raised and resolved
- Percentage of staff who completed mandatory governance-related training (e.g., compliance, anti-bribery, GDPR, conflicts of interest)
- Percentage of high-risk suppliers or contractors screened for governance and compliance risks

OHS Indicators – Accident Triangle



Monitoring: Defining indicators

Objective: Reduce energy consumption (part of Net Zero Strategy)

Target: Reduce energy consumption kW/tonne of product by 25% by 2030 (from 2023 baseline)

Actions:

1. Commission 3rd party energy audit, establish accurate energy use baseline for 2023
2. Develop and implement energy improvement programme (based on audit findings)
3. Develop and implement energy awareness programme

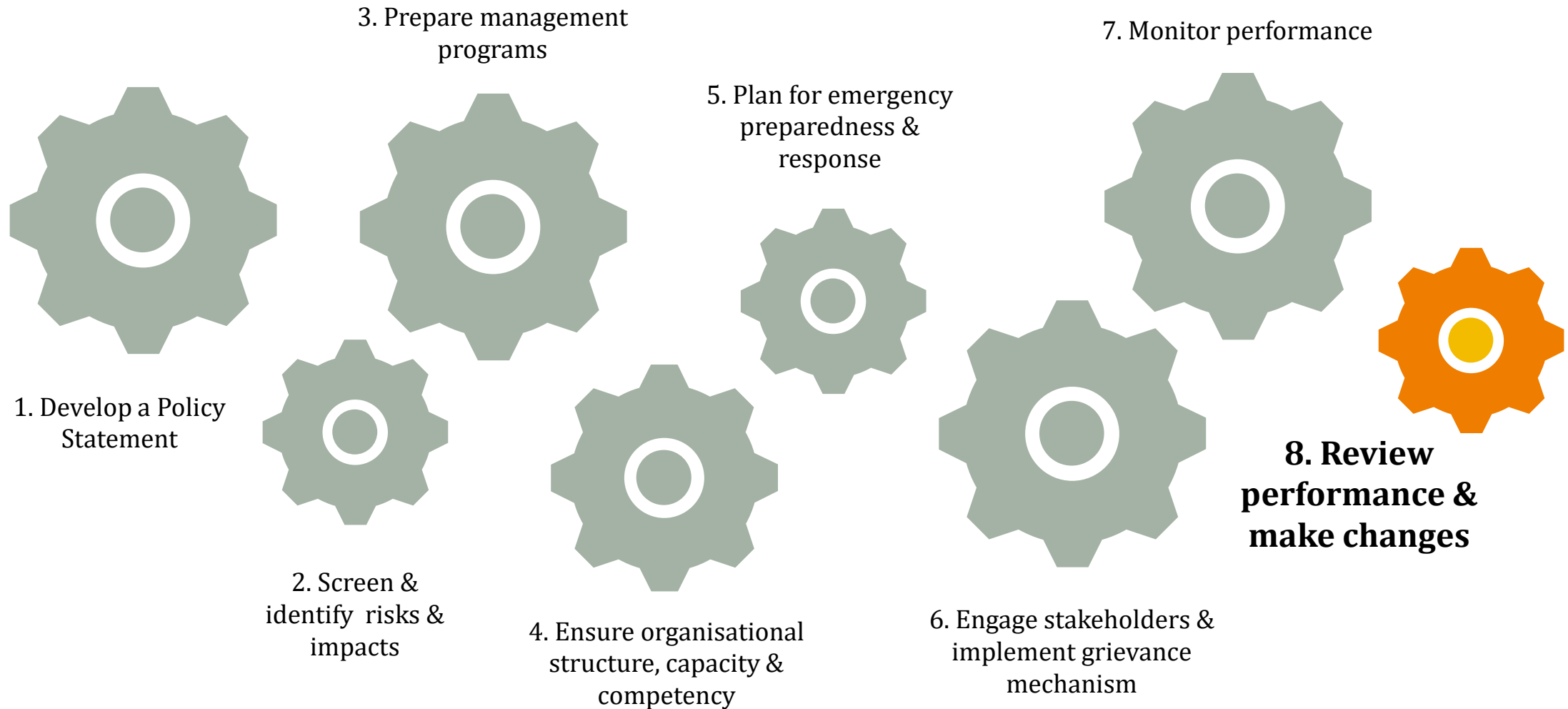
Monitoring indicators	Monitoring records	Monitoring equipment
Total electricity consumption (MW/yr)	Utility bills	Sub-meters
Normalised consumption (kW/tonne)	Principal and sub-meter readings	
Process indicators	Process records	
% floor space covered by PIR lighting	Inspection and maintenance records	
% of maintenance & cleaning staff trained on housekeeping and energy saving practices	Training records	

Principles of Good ESG-MS Reporting

- Effectiveness
- Materiality
- Stakeholders
- Key performance indicators
- Performance targets
- Balance
- Consistency
- Accuracy

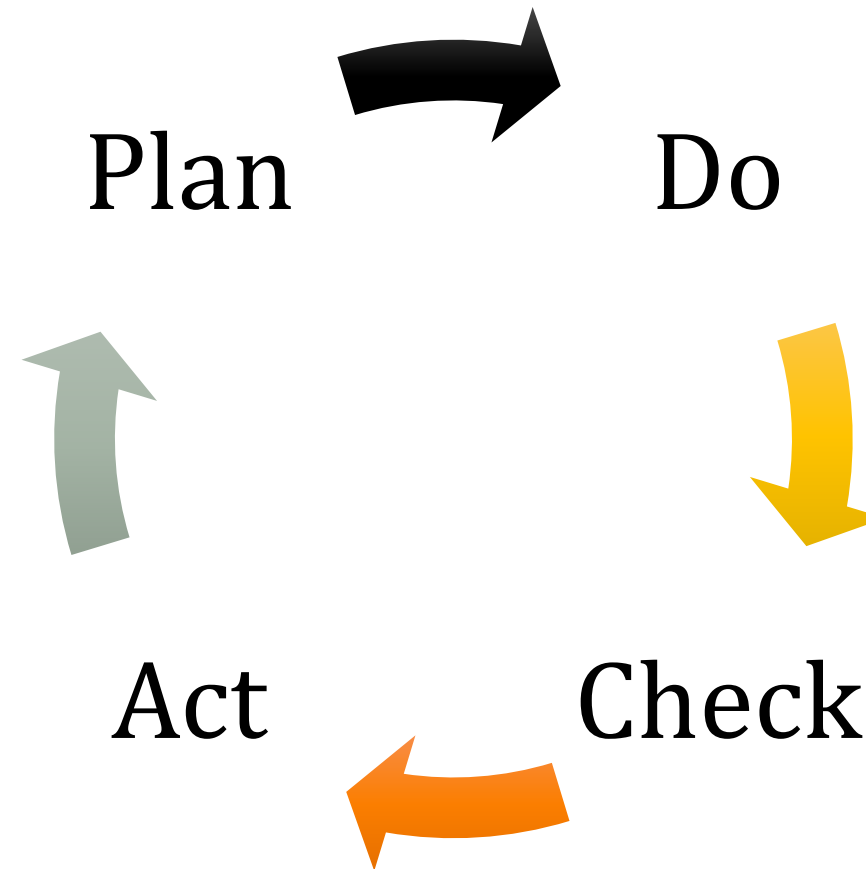


Cogs of an ESG-MS (Overview)



8. Review Performance & Make Changes

- Audit & corrective action
- Lessons learned
- Periodic performance review
 - Continuous improvement
 - Horizon scanning
- Implement change



Case Study – Effective ES Monitoring & Performance Management

Evercare Health Fund

- Integrated healthcare delivery platform in Africa and S.E. Asia.
- Evercare's hospitals, clinics and diagnostic centres fill healthcare capacity gaps.
- TPG developed a new and comprehensive ESG-MS following its investment in Evercare in 2019.



Image source: [Evercare Group](#)

Performance Monitoring & Reporting

- Corporate wide tracking and monitoring
- Proportionate approach – started with a spreadsheet then to ESG software

Evercare's Assurance and Verification

- National inspection agencies
- Corporate ESG Manager
- Internal audits of corporate function

Management Review

- Evercare Group produce an Impact Report
- Internal ESG Reporting to the main board and at business unit level

Key Challenges

- Obtaining consistent information from multiple sites/ countries
- Receiving comfort around the authenticity and accuracy of data collected



Importance and Benefits of Monitoring

- Can only improve what is monitored
- Difficult to measure improvements without accurate data
- Can support business cases for ESG programmes

“Best ESG Fund of the Year”

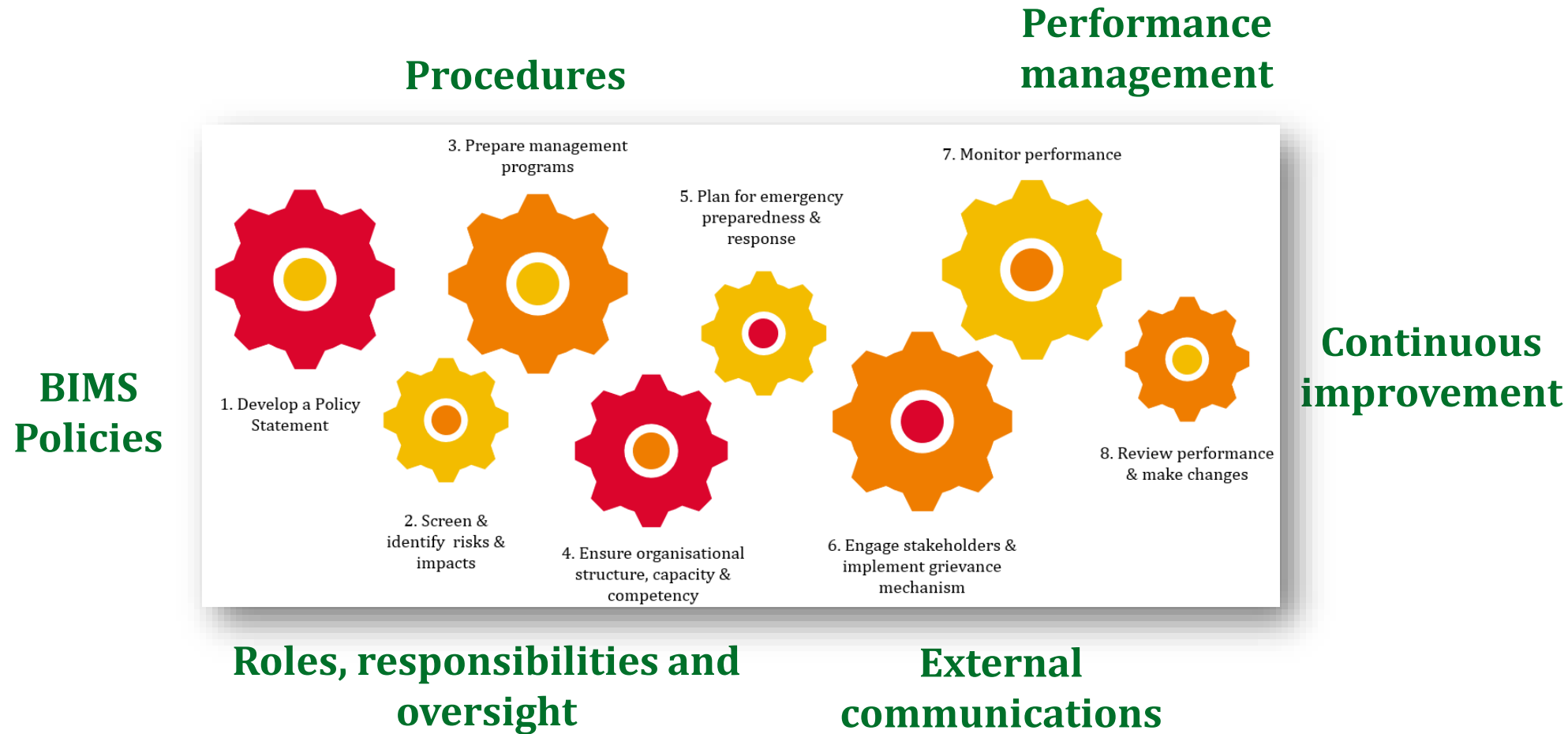
- December 2022

**SuperReturn
Africa**

Adapting your ESG-MS



Integrating BIMS and ESMS



Scenario 1 – Responding to a Supply Chain Crisis



Major disruption to incoming products



Serious impact on customers and hence brand reputation



Serious BI concerns / issues with a supplier



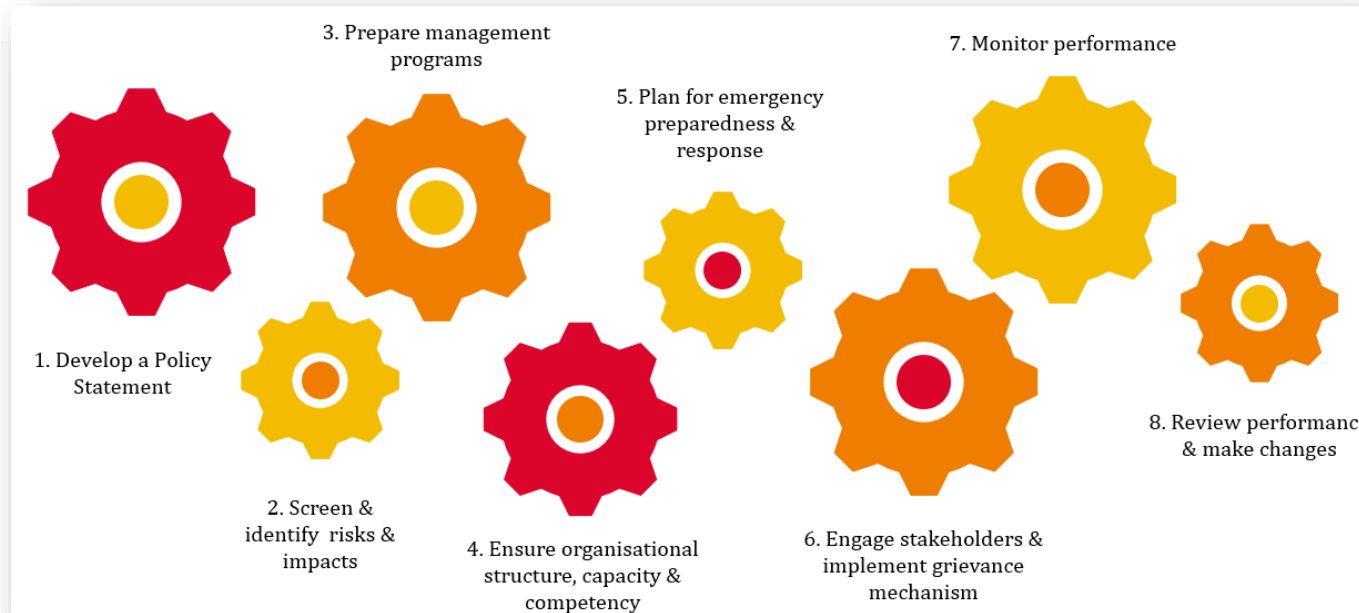
Scenario 1 – Responding to a Supply Chain Crisis

Supply Chain Management
Plan & Comms Plan, ESG
Contract Requirements

Business Continuity/
Crisis Management
Plan, Recovery Plan

Recovery plan and
monitoring

Supply Chain
Policy



Investigation, lessons
learned, system and
contract review

Rapid risk
assessment

Crisis Management Team,
Supply Chain Manager,
training, exercise/strength
test

Assuring
customers/public
– Recovery Plan,
Comms Plan

Scenario 2 – Board composition red flags and audit gaps



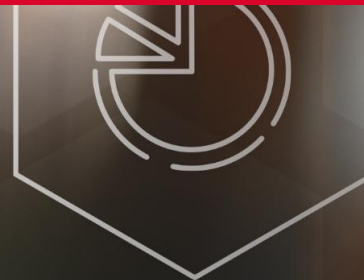
Red flags with Board diversity



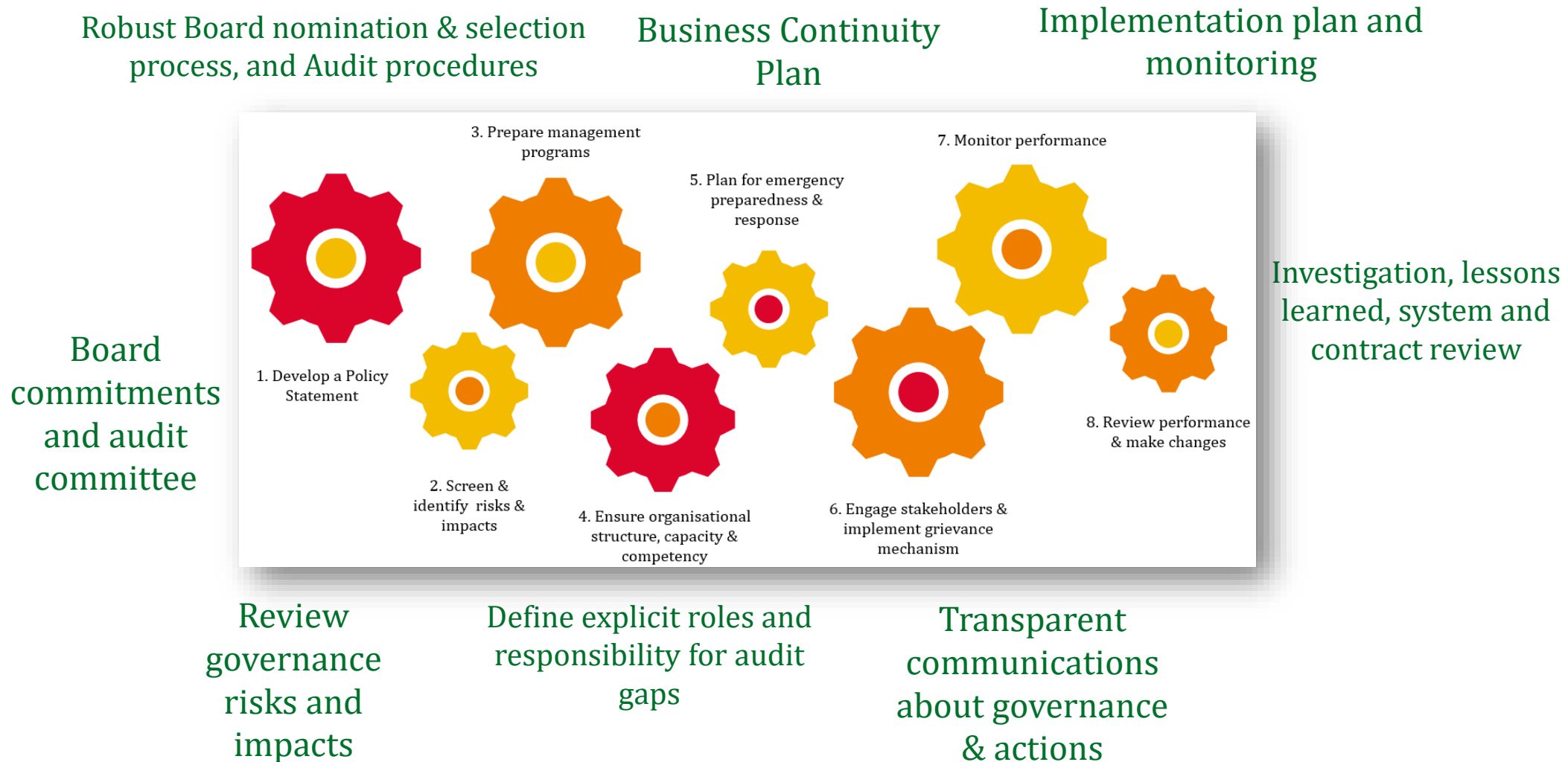
Auditor found gaps in
compliance on BI topics



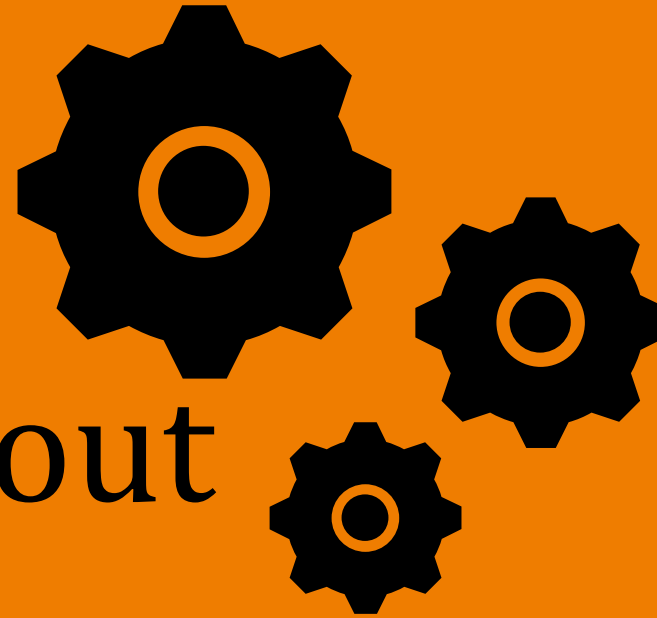
Unclear decision making
on recent business strategy



Scenario 2 – Board composition red flags and audit gaps



Getting the best out of an ESG-MS



Poll: ESG-MS Implementation Challenges

Why do people not implement an ESG-MS as intended?

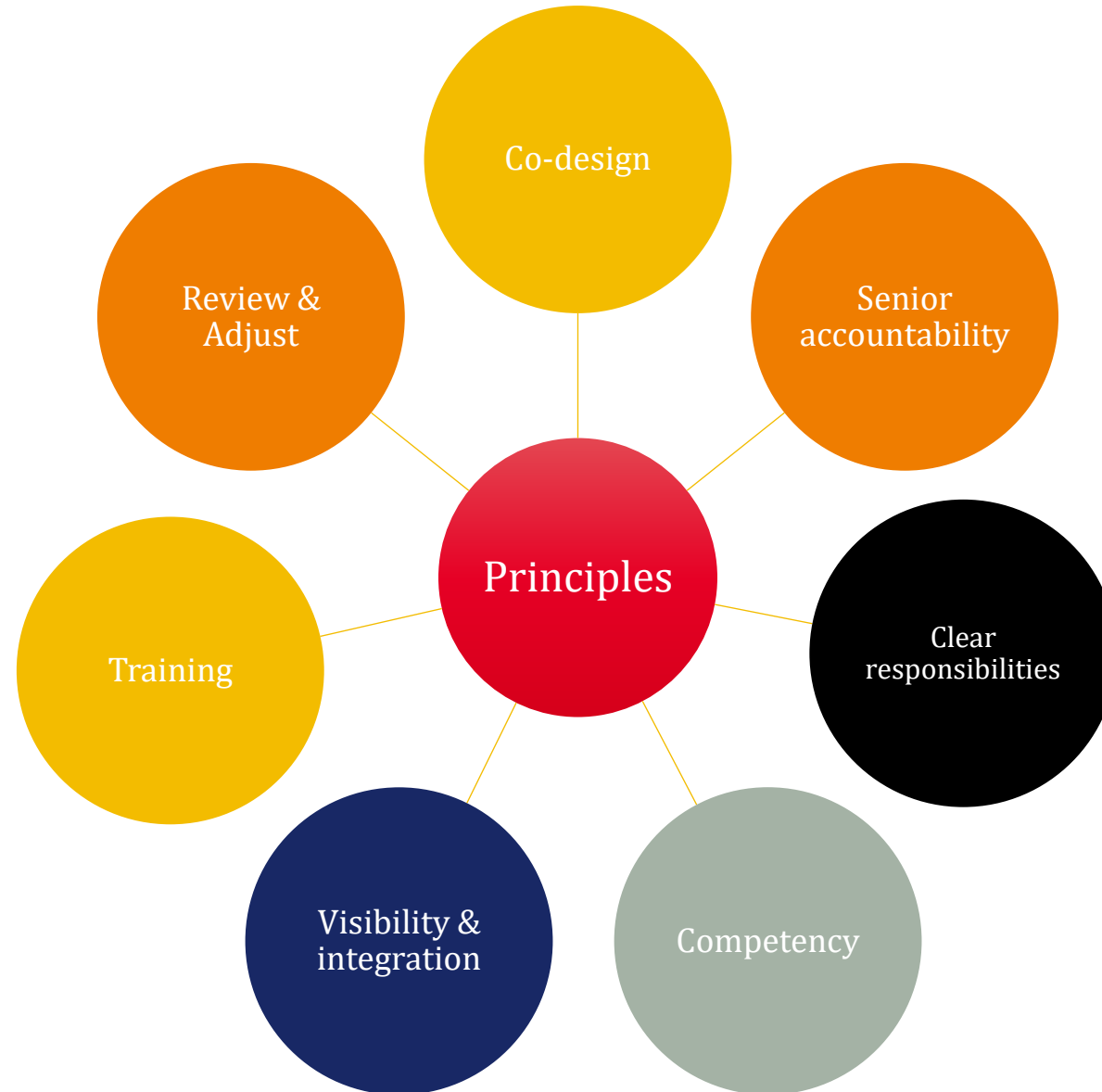
For example:

- Lack of clear lines of accountability and responsibility
- Improper use of the system
- Lack of effective training
- Predisposition to change
- Lack of time/capacity

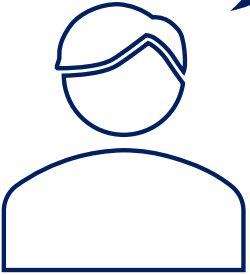
How would you seek to avoid this?



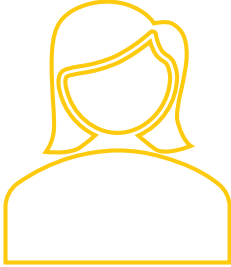
Making an ESG-MS Work



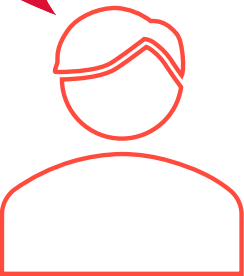
Lessons From Experience



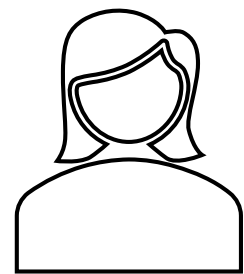
"Companies see an ESG-MS as a one-time thing... Need to realise it is a process, new risk and opportunities may be identified as activities change."



"Help people to see why an ESG-MS is useful, and start by focusing on the basic things people can do"




"Have clear objectives about where you want to get to with the ESG-MS - you have to have your end-goal in mind."



"Bad ESG-MS can have great documents, no one has ever heard of them"
"Someone pulls it off the shelf, blows off the dust and says - here you go"



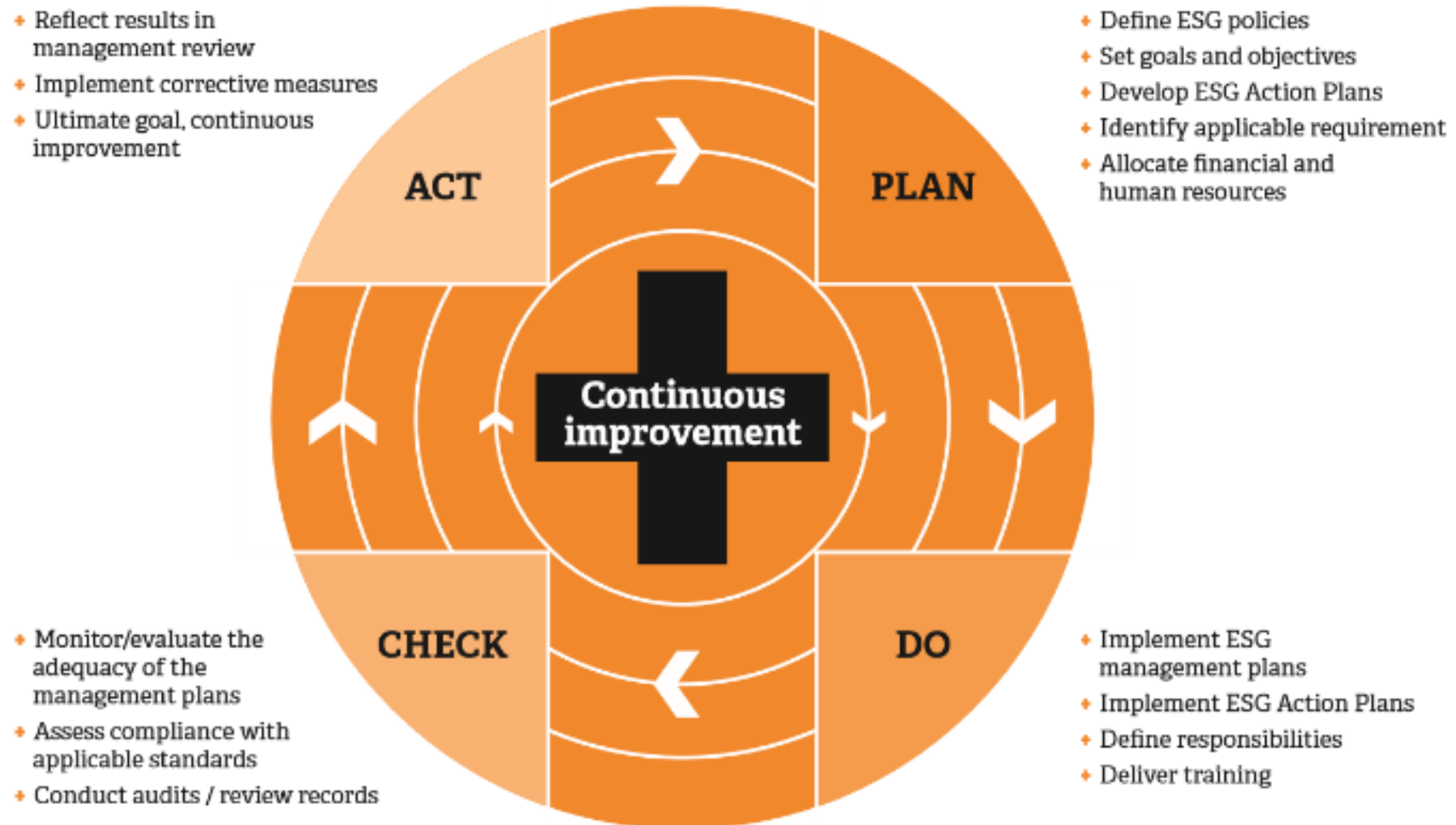
"Always be able to say - we do this because the benefit is this"
"You need to ground everything in the commercial realities"



"Sanity check what you document"
"People get lost in templates and guidance, and lose sight of what they do in practice."

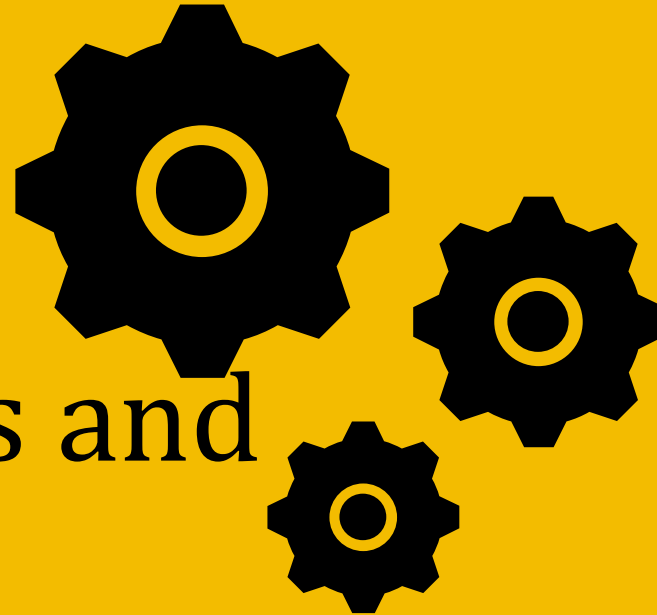
Remember

Change is inevitable, ESG-MSs must respond & evolve to be effective



Focus Session

ESG-MS Future Priorities and Emerging E&S Themes



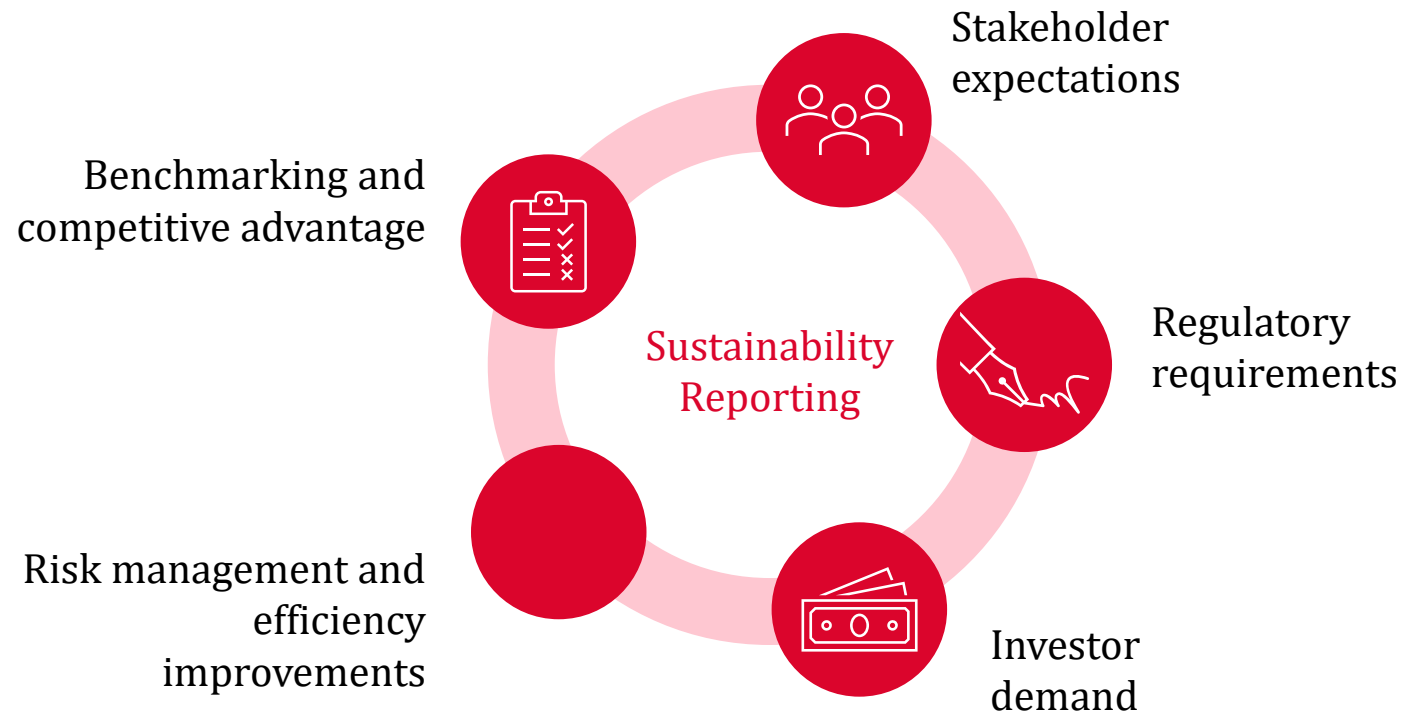
Global Trends and Emerging Agendas



ESG/Sustainability Reporting: internal and external drivers

Companies are increasingly motivated to report on their sustainability performance by a combination of pressures and incentives. Regulatory requirements, investor expectations, and public scrutiny drive greater transparency, while benefits such as improved reputation, access to finance, and efficiency gains encourage voluntary disclosure.

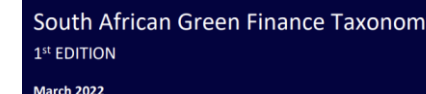
For smaller businesses, this can be challenging due to limited resources. Nonetheless, concise and focused disclosures can effectively demonstrate accountability, strengthen stakeholder confidence, and highlight a commitment to sustainable business practices.



ESG/Sustainability Reporting: internal and external drivers

- Multiple voluntary standards in use since several years. E.g. Global Reporting Initiative (GRI); CDP; Sustainability Accounting Standards Board (SASB)
- Sustainability, climate and ESG related reporting requirements are increasingly becoming mandatory.
- Several Africa countries including South Africa, Nigeria, Kenya, Ghana, Tanzania and Zambia are actively adopting or aligning with the International Sustainability Standards Board (IFRS) S1 and S2 standards

Reporting Standards



Regulations - Examples

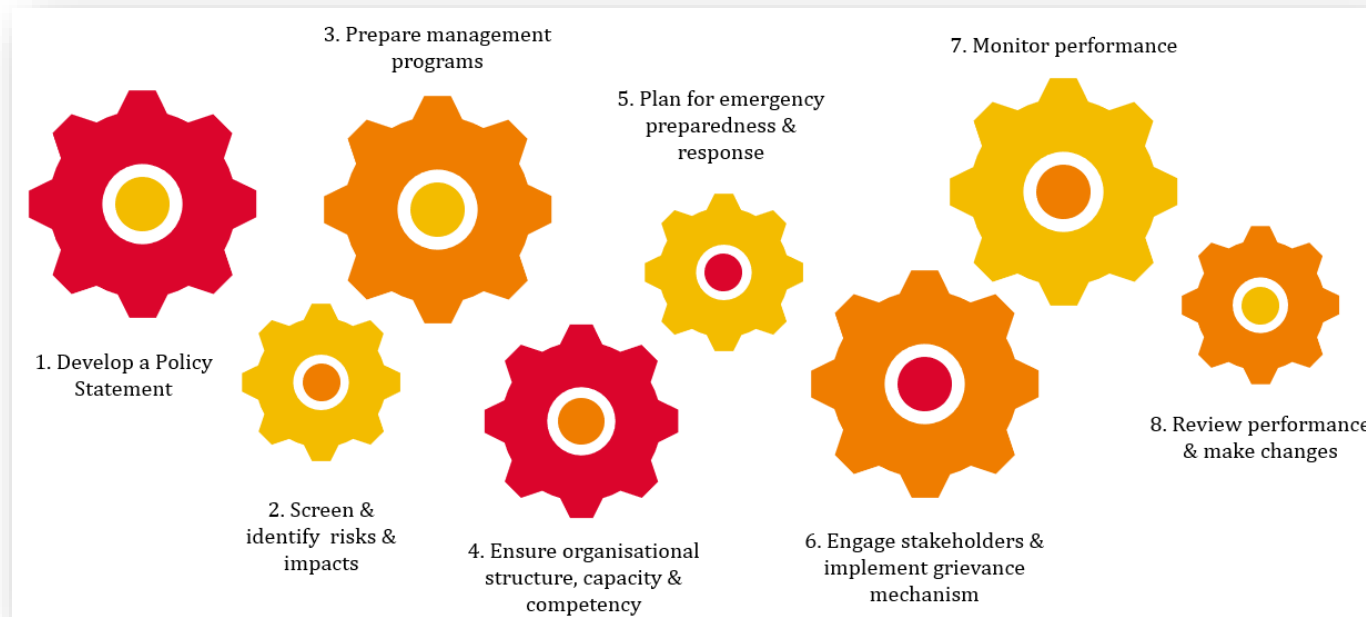
- IFRS S1 and S2 standards
- South Africa Green Finance Taxonomy
- EU Taxonomy regulations
- EU Sustainable Finance Disclosures Regulation
- EU Corporate Sustainability Reporting Directive
- UK Climate Related Financial Disclosures
- Second Code for Responsible Investing in South Africa, 2022 ("CRISA 2") Voluntary Principles reporting elements

What does this mean for your ESG-MS?

3. Consider reporting requirements while devising programs

7. Consider reporting requirements for performance monitoring

2. Consider the level of detail on risks and impacts required for reporting requirements



4. Consider addition resource requirements for reporting

6. Consider and document reporting requirements for all stakeholders.

Key risks connected to emerging technologies



Cybersecurity

Focuses on **protection of data that companies hold** through adoption of cybersecurity controls.

Key risks to manage include:

- Systems holding sensitive information to be accessed **without authorisation** (including to facilitate financial and other forms of **cyber-crime**, or data theft)
- Companies failing to protect data they hold (whether related to employees, customers, suppliers and products), **breaching relevant data protection legislation**
- Data breaches leading to **negative human rights impacts** (link to data privacy)



Data Privacy

Focuses on companies' responsibility to **use, collect and share data** (internal and external) in responsible way, and how companies **safeguard the privacy** of key stakeholders.

Failure to do so increases exposure to operational, regulatory, human rights and reputational risks.

Key issues include sensitive data access and sharing, freedom of expression, digital rights, responsibly managing data requests/surveillance, encryption, consent and content moderation/regulation.



Responsible AI

Artificial intelligence (AI) presents new **regulatory and human rights challenges** due to their complexity and constant evolving nature.

Key issues include:

- AI systems and algorithms **negatively impacting people** (e.g. privacy, fairness, inclusiveness)
- AI algorithms and their inputs **unintentionally reinforcing discrimination**, harmful biases and societal prejudices
- **Lack of accountability** for errors made across the data input/analysis processes

The importance of Cybersecurity



Cybersecurity risks

Businesses that suffer a cyber attack or data breach can expect financial losses, lengthy service disruption, regulatory fines and reputational damage. Cyber security should therefore be a key part of every organisation's operational resilience. (NCSC)



Cyber Safety

- Adoption of a data protection policy and related cyber security protocols, including dedicated officer
- Use strong passwords
- Update software regularly, including malware protection
- Turn on multi-factor authentication
- Recognise phishing scams
- Use safe purchasing methods
- Back up your data
- Cyber audit into key infrastructure
- Process to report and manage data breaches
- Dedicated training
- ISO certifications

Key components of Data Privacy

The materiality of data privacy risks depends on key **stakeholders** companies hold data on, the **nature of the data** (e.g. sensitive), **products**, **jurisdictions** of operation and local data privacy **regulatory frameworks**.

Based on risks, companies should ensure proportionate controls and systems that target key risks and opportunities below.

Customer Protection angle	Human Rights angle
Treatment of personal/sensitive data	Freedom of expression
Data minimisation	Protection of digital rights and right to privacy
Data sharing	Unlawful data requests
Data anonymisation and encryption	Data sharing with law enforcement
Data retention	Adverse impact on individuals and communities
User consent and awareness	Surveillance
Right to be forgotten	Content moderation and regulation
Complaints mechanism	Forced shutdowns

The risks of AI

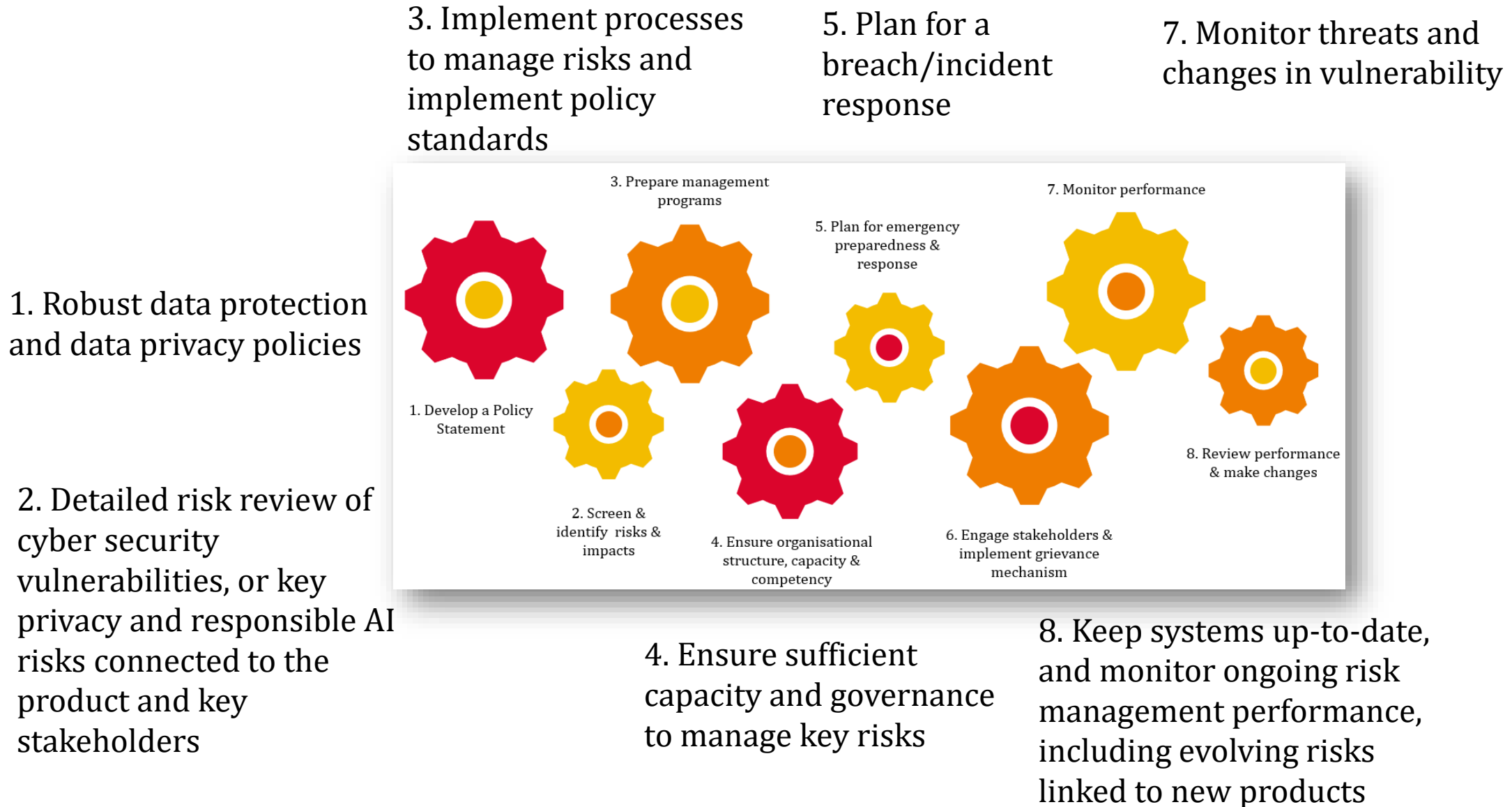
- Biased data/outcomes leading to societal discrimination and harm
- Denial of individual autonomy, recourse and rights
- Overreliance on AI can result in loss of human control
- Non-transparent, unexplainable or unjustifiable outcomes
- Invasions of privacy and freedoms
- Lack of accountability and data governance across data input and analysis cycle
- Biased AI decision-making in certain areas such as healthcare and robotics can pose a physical threat



Responsible AI processes include:

- Promote human agency and oversight
- Ensure technical robustness and safety
- Embed principles linked to privacy and data governance, transparency, fairness, diversity and accountability into infrastructure and product development
- Assess actual and potential harm/human rights impacts on key users/stakeholders
- Conduct audits on algorithms
- Provide training to relevant teams, including technical personnel developing AI

What does this mean for your ESG-MS?



Emerging E&S Themes

Questions & Answers



Training Evaluation

Please complete the engagement survey

[BII ESG-MS Training Feedback – Fill out form](#)



Further Information

Additional guidance and useful reference materials can also be found on the Training Site



WEBINAR RECORDINGS & TRAINING RESOURCES

**Access the BII ESMS
Training webinars at
your convenience**



Thank you for attending the BII ESMS training webinars. We hope you find the sessions insightful; should you wish to revisit the recordings, these can be found below, along with links to resources referenced within the training.

Link to be provided after the trainings

Review of objectives

By the end of this course, you should :

1. Be able to demonstrate the value of ESG-MS
2. Understand how to design and build an ESG-MS for your company
3. Have deeper knowledge of key topics managed through an ESG-MS (including business integrity)
4. Understand how ESG-MS are underpinned by Corporate Governance practices
5. Be able to get the best out of your ESG-MS and use it to manage emerging themes

THANK YOU

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