



Data Analysis, ESG Governance & Risk for Managerial Decisions

22 – 26 March 2027
Paris (France)



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Introduction

Organizations today operate in an environment characterized by increasing regulatory expectations, stakeholder scrutiny, sustainability commitments, and complex business risks. Effective managerial decision-making requires the ability to transform business data into actionable insights and to integrate environmental, social, and governance considerations into strategic planning. This Data Analysis, ESG Governance & Risk for Managerial Decisions course provides a comprehensive understanding of data analysis techniques, ESG governance frameworks, and enterprise risk management principles that support informed and responsible decisions. Participants will explore how data-driven decision-making enhances organizational performance, strengthens governance structures, and improves risk oversight across business functions. The program examines practical approaches to performance measurement, sustainability reporting, risk assessment, predictive analysis, and executive reporting. It equips professionals with the knowledge required to support sustainable growth, regulatory compliance, and long-term organizational value creation.

Targeted Groups

This Data Analysis, ESG Governance & Risk for Managerial Decisions training targets professionals seeking knowledge and skills:

- Senior managers are responsible for strategic decision-making.
- Business analysts supporting organizational performance.
- ESG and sustainability professionals.
- Corporate governance practitioners.
- Enterprise risk management specialists.
- Internal auditors and compliance officers.
- Financial planning and reporting professionals.
- Strategy and performance management teams.
- Project and program managers.
- Board secretaries and governance coordinators.
- Public sector decision-makers.
- Consultants involved in business transformation initiatives.

Course Objectives

Participants will achieve the following objectives by completing the Data Analysis, ESG Governance & Risk for Managerial Decisions course:

- Understand the foundations of data-driven decision making.
- Analyze business data using structured analytical approaches.
- Interpret key performance indicators and business metrics.
- Evaluate ESG governance principles and reporting requirements.
- Examine sustainability risks and opportunities.
- Apply risk assessment methodologies to business scenarios.
- Integrate governance, risk, and compliance considerations into decisions.
- Identify emerging ESG trends affecting organizations.
- Develop effective executive dashboards and management reports.
- Utilize predictive insights to support strategic planning.
- Assess materiality factors influencing sustainability performance.
- Strengthen corporate governance and accountability practices.
- Improve stakeholder communication through data visualization.
- Measure organizational performance using analytical frameworks.
- Support business resilience through informed risk management.
- Align strategic objectives with sustainability priorities.
- Enhance transparency in reporting and performance evaluation.
- Build decision-support models for complex business environments.

Targeted Competencies

Participants will gain the following competencies during the Data Analysis, ESG Governance & Risk for Managerial Decisions program:

- Business data interpretation and evaluation.
- Quantitative and qualitative analysis skills.
- ESG governance framework application.
- Sustainability performance assessment.
- Risk identification and risk mapping.
- Enterprise risk evaluation techniques.
- Strategic decision-support capabilities.
- Executive reporting and dashboard development.
- Data visualization and communication skills.
- Governance and compliance awareness.
- KPI development and monitoring expertise.
- Scenario analysis and forecasting abilities.
- Stakeholder reporting competencies.
- Performance measurement and benchmarking skills.
- Analytical problem-solving capabilities.
- Organizational risk oversight understanding.

Studying Scenarios

In this Data Analysis, ESG Governance & Risk for Managerial Decisions training, participants develop skills through the following scenarios:

- Analyzing organizational performance data to support executive decisions.
- Evaluating ESG indicators to improve sustainability outcomes.
- Assessing operational risks affecting strategic objectives.
- Building management dashboards for board reporting.
- Reviewing governance weaknesses and recommending improvements.
- Conducting risk assessments for business transformation projects.
- Interpreting sustainability reporting metrics and disclosures.
- Comparing business performance trends across multiple periods.
- Identifying emerging risks through data analytics techniques.
- Supporting investment decisions using ESG and risk insights.

Course Content

Unit 1: Foundations of Data Analysis for Managerial Decision-Making

- Introduction to data-driven management practices.
- The role of business intelligence in decision-making processes.
- Understanding structured and unstructured data.
- Sources of organizational and operational data.
- Data quality, integrity, and governance principles.
- Key concepts in business analytics and reporting.
- Descriptive, diagnostic, predictive, and prescriptive analytics.
- Developing analytical thinking for management decisions.
- Aligning data analysis with organizational objectives.

Unit 2: Performance Analytics and Business Intelligence

- Defining performance measurement frameworks.
- Identifying critical business performance indicators.
- Establishing meaningful KPI structures.
- Data collection and validation methodologies.
- Trend analysis for organizational performance evaluation.
- Benchmarking techniques and comparative analysis.
- Data visualization principles for executives.
- Designing effective management dashboards.
- Reporting insights for strategic decision support.

Unit 3: ESG Governance and Sustainability Performance

- Introduction to environmental, social, and governance principles.
- Evolution of ESG governance practices.
- Governance structures supporting sustainable performance.
- Board responsibilities in ESG oversight.
- ESG strategy integration with corporate objectives.
- Materiality assessment and stakeholder expectations.
- Sustainability performance measurement approaches.
- ESG reporting frameworks and disclosure practices.
- Ethical leadership and organizational accountability.
- Social impact measurement and value creation.
- Climate-related governance considerations.
- Sustainable business performance management.

Unit 4: Enterprise Risk Management and Strategic Risk Analysis

- Fundamentals of enterprise risk management.
- Risk governance structures and responsibilities.
- Strategic, operational, financial, and compliance risks.
- Risk identification methodologies and tools.
- Risk assessment and prioritization techniques.
- Developing organizational risk registers.
- Evaluating risk likelihood and impact.
- Risk appetite and tolerance frameworks.
- Risk mitigation and response planning.
- Emerging risks in dynamic business environments.
- ESG-related risks and sustainability challenges.
- Building organizational resilience and continuity.
- Integrating risk management into strategic planning.

Unit 5: Integrating Data Analysis, ESG Governance, and Risk into Managerial Decisions

- Linking analytics, governance, and risk management.
- Decision-making models for complex environments.
- Using predictive analytics for strategic forecasting.
- Evaluating business scenarios through analytical frameworks.
- Combining ESG metrics with financial performance measures.
- Assessing investment opportunities using sustainability indicators.
- Measuring long-term organizational value creation.
- Developing integrated governance and reporting systems.
- Executive decision-support tools and methodologies.
- Data storytelling for leadership communication.
- Creating balanced performance scorecards.
- Enhancing transparency through integrated reporting.
- Monitoring strategic objectives through analytics.
- Supporting regulatory compliance through governance controls.
- Applying evidence-based decision-making principles.
- Evaluating organizational sustainability maturity.
- Building a culture of accountability and performance.
- Continuous improvement through data-driven insights.

Final Insights & Key Takeaways

Effective managerial decisions require integrating business analytics, ESG governance practices, and enterprise risk management to create sustainable organizational value and improve strategic outcomes. Organizations that successfully combine data-driven insights, governance excellence, and proactive risk oversight are better positioned to enhance performance, strengthen resilience, and achieve long-term success in evolving business environments.