
Sustainable Finance Leadership: Green Bonds, ESG Investment and Climate Risk Course

4 – 15 October 2027
Tokyo





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Ref: 24_11294 Date: 4 – 15 October 2027 Location: Tokyo Fees: 12420 GBP

Programme Summary

Sustainable finance leadership is a two-week training course for chief financial officers, treasurers and investment leaders at strategic level, culminating in a sustainable finance framework for their organisation covering labelled issuance, investment and climate risk. Lenders, investors and boards now expect finance teams to show how capital is raised and allocated against environmental and social objectives, yet many organisations treat green bonds and ESG screens as isolated transactions. The approach links instruments, taxonomies, risk analysis and disclosure into one finance-led system. Mars Training Centre UK delivers this programme in sustainable finance leadership, green bonds, ESG investment and climate risk.

The Business Case

Access to capital increasingly depends on credible sustainability credentials, and climate exposure is now a credit and valuation question rather than a reputational one. Finance leaders who can structure labelled instruments, integrate ESG factors into investment and lending decisions and quantify climate risk widen their funding base and avoid costly mispricing. Without that capability, issuance stalls at the framework stage and portfolios carry risks that no one has measured.

- Cost and Diversity of Funding: Broadens the investor and lender base available through green, social and sustainability-linked instruments.
- Climate-Adjusted Risk Exposure: Improves visibility of transition and physical risk in credit, investment and asset portfolios.
- Disclosure and Greenwashing Risk: Reduces the chance of challenged claims by tying every label to defined criteria, data and external review.

Principles and Evidence Base

- ICMA Green Bond Principles, Social Bond Principles and Sustainability-Linked Bond Principles: Provide the components for structuring and reporting labelled bonds in Sessions 2 to 4.
- Green Loan Principles and Sustainability-Linked Loan Principles: Frame labelled bank lending and KPI-linked pricing in Session 4.
- TCFD Recommendations and IFRS S2: Structure climate-related governance, scenario analysis and disclosure in Sessions 7 to 9.
- Principles for Responsible Investment PRI: Guide ESG integration and stewardship in investment decisions in Session 6.



Intended Participants

- Executives accountable for capital raising, treasury policy and the funding mix.
- Senior leaders who approve investment, credit or asset allocation decisions.
- Finance directors responsible for climate-related disclosure and board reporting.
- Banking and investment leaders building sustainable products for clients.
- Senior officials who oversee the financing of public infrastructure and development projects.

The programme serves treasury, corporate finance, investment and risk functions in banking, asset management, energy, real estate and government-related entities.

Learning Outcomes

1. Participants will be able to evaluate where sustainable finance instruments fit the organisation's funding and investment strategy.
2. Participants will be able to construct a green, social or sustainability bond framework aligned to the ICMA Principles.
3. Participants will be able to design sustainability-linked bond and loan terms with credible KPIs and performance targets.
4. Participants will be able to integrate ESG factors into investment and credit decisions using recognised methods.
5. Participants will be able to assess climate-related financial risk through scenario analysis.
6. Participants will be able to justify a sustainable finance framework and disclosure approach to a board or investment committee.

Programme Structure

Day 1: Foundations of Sustainable Finance Leadership

Why is sustainability now a core finance decision rather than a side activity?

- Sustainable Finance Market Structure and Participants
- Labelled and Unlabelled Sustainable Instruments
- The CFO and Treasurer Role in Sustainable Funding
- Greenwashing Risk and Investor Scrutiny
- Sustainable Finance Readiness Diagnostic

Day 2: Green Bonds and the Use of Proceeds

How is a credible green bond framework built?

- ICMA Green Bond Principles Core Components
- Eligible Project Categories and Selection Process
- Management and Tracking of Proceeds
- Allocation and Impact Reporting
- Second-Party Opinions and External Review



Day 3: Social, Sustainability Bonds and Green Sukuk

When do social and combined labels or Islamic structures suit the issuer?

- ICMA Social Bond Principles and Target Populations
- Sustainability Bond Guidelines for Mixed Portfolios
- Green Sukuk Structures and Asset Requirements
- Investor Base Mapping for Labelled Issues
- Issuer Case Comparison Across Sectors

Day 4: Sustainability-Linked Bonds and Loans

How are financing terms tied to measurable sustainability performance?

- ICMA Sustainability-Linked Bond Principles
- Green Loan Principles and Sustainability-Linked Loan Principles
- KPI Selection and Baseline Setting
- Sustainability Performance Target Calibration
- Coupon Step-Ups, Margin Ratchets and Verification

Day 5: Sustainable Finance Taxonomies

How do taxonomies decide what counts as green?

- Purpose and Architecture of Sustainable Finance Taxonomies
- Technical Screening Criteria and Substantial Contribution Tests
- Do No Significant Harm and Minimum Safeguards
- Transition Activities and Interoperability Between Taxonomies
- Taxonomy Alignment Assessment of a Project Pipeline

Day 6: ESG Integration in Investment and Credit

How do ESG factors change valuation, pricing and lending decisions?

- Principles for Responsible Investment and Stewardship
- ESG Data, Ratings and Their Limitations
- Integrating ESG Into Discounted Cash Flow and Credit Analysis
- Screening, Thematic and Impact Investment Approaches
- Engagement and Escalation With Investee Companies

Day 7: Climate-Related Financial Risk

How do transition and physical risks reach the balance sheet?



- Transition Risk and Physical Risk Channels
- TCFD Governance, Strategy and Risk Management Pillars
- Financed Emissions and Portfolio Carbon Metrics
- Stranded Asset and Credit Migration Analysis
- Climate Risk Heat Mapping of a Portfolio

Day 8: Climate Scenario Analysis

How can finance leaders test strategy against different climate pathways?

- NGFS Climate Scenarios and Their Assumptions
- Orderly, Disorderly and Hot House World Pathways
- Translating Scenarios Into Financial Variables
- Stress Testing Revenues, Asset Values and Collateral
- Interpreting and Communicating Scenario Results

Day 9: Climate Disclosure for Finance Leaders

What must finance teams disclose, and how is the data assured?

- IFRS S1 and IFRS S2 Disclosure Requirements
- Metrics, Targets and Transition Plan Disclosure
- Data Governance and Internal Controls for Sustainability Data
- Assurance Readiness and the Audit Committee Role
- Linking Disclosure to Labelled Instrument Reporting

Day 10: Applying Sustainable Finance Leadership

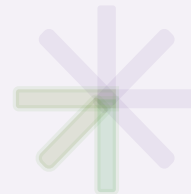
How are instruments, investment decisions and risk analysis combined into one framework?

- Applying the Readiness Diagnostic to a Participant Organisation
- Selecting the Instrument Mix and Eligible Asset Pool
- Setting KPIs and Climate Risk Limits for the Framework
- Peer Challenge of Disclosure and Governance Arrangements
- Sustainable Finance Framework Presentation to a Simulated Board

Methodology

The programme relies on case analysis of real labelled issues, loans and investment portfolios from several sectors, combined with structured exercises in which participants draft framework sections, calibrate targets and run simple scenario models. Peer review tests each draft, and Session 10 brings the work together before a simulated board.

- Suggested activity: Drafting the use-of-proceeds section of a green bond framework for a utility.
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Suggested activity: Calibrating sustainability performance targets for a real estate company's linked loan.

- Suggested activity: Stress testing a bank loan book under two climate scenarios.

Capstone Output

Each participant completes a sustainable finance framework for their organisation. It sets out the instrument mix and eligible assets, a draft labelled bond or loan structure with KPIs, an ESG integration approach for investment or credit, a climate risk assessment with scenario results and a disclosure and governance plan for board approval.

Frequently Asked Questions

Is the sustainable finance leadership programme suitable for CFOs without ESG experience?

Yes. It is designed for senior finance, treasury and investment leaders at strategic level. It assumes strong finance knowledge but no prior specialist training in ESG or climate risk.

Which frameworks does the sustainable finance leadership programme rest on?

It draws on the ICMA Green, Social and Sustainability-Linked Bond Principles, the Green and Sustainability-Linked Loan Principles, the TCFD recommendations with IFRS S2, NGFS scenarios and the Principles for Responsible Investment.

How is the sustainable finance framework used at work?

You return with a framework that can form the basis of a first labelled issuance or loan, guide investment and credit committees and shape your climate disclosure, ready for board discussion.