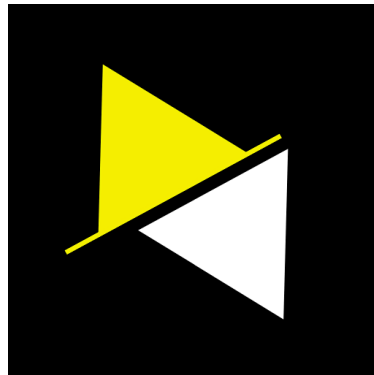


ESG? Me? A mere SME?

Mike Eldon

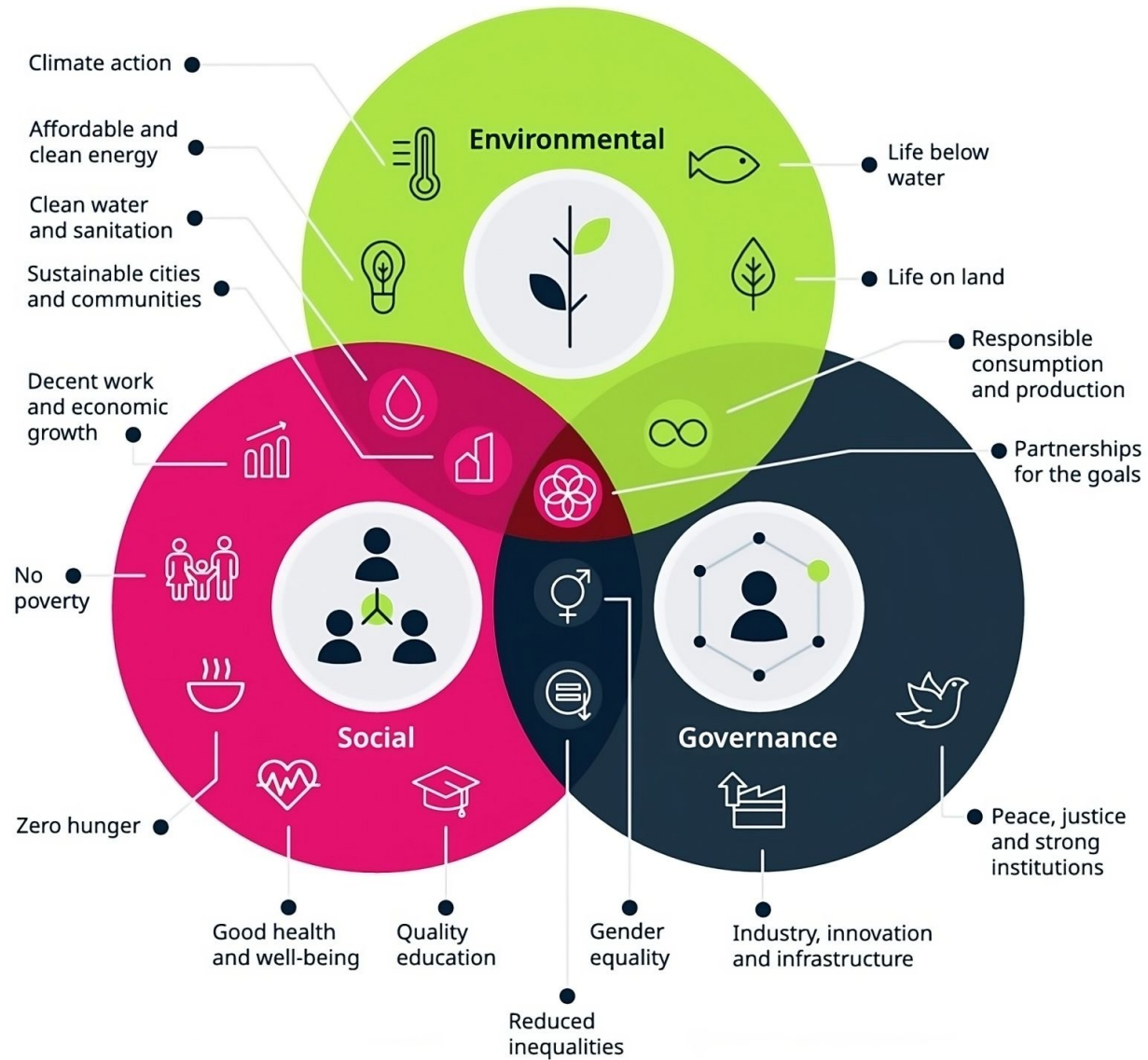
Chairman and Lead Facilitator, The DEPOT
Co-Founder, Institute for Responsible Leadership
Member, The Blue Company's Ethics Committee



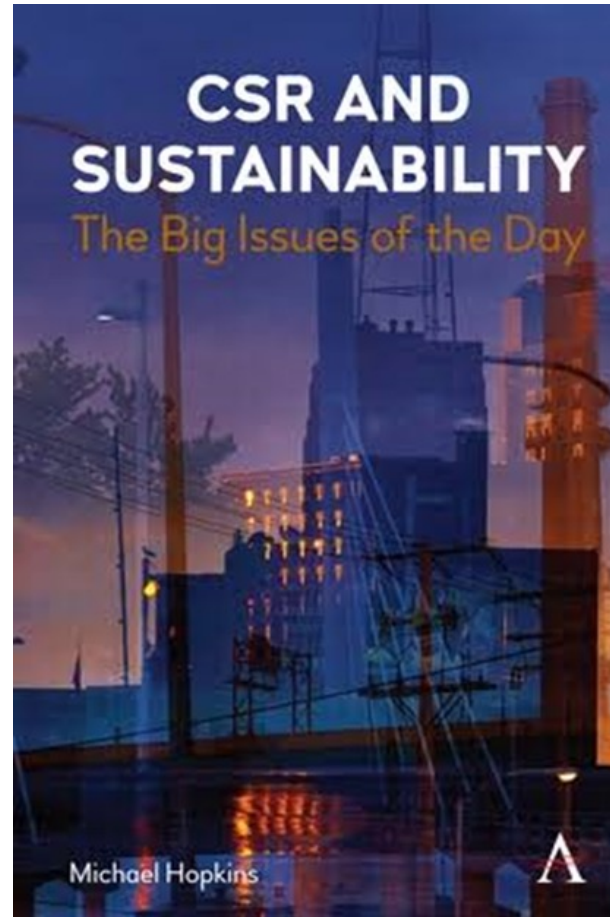
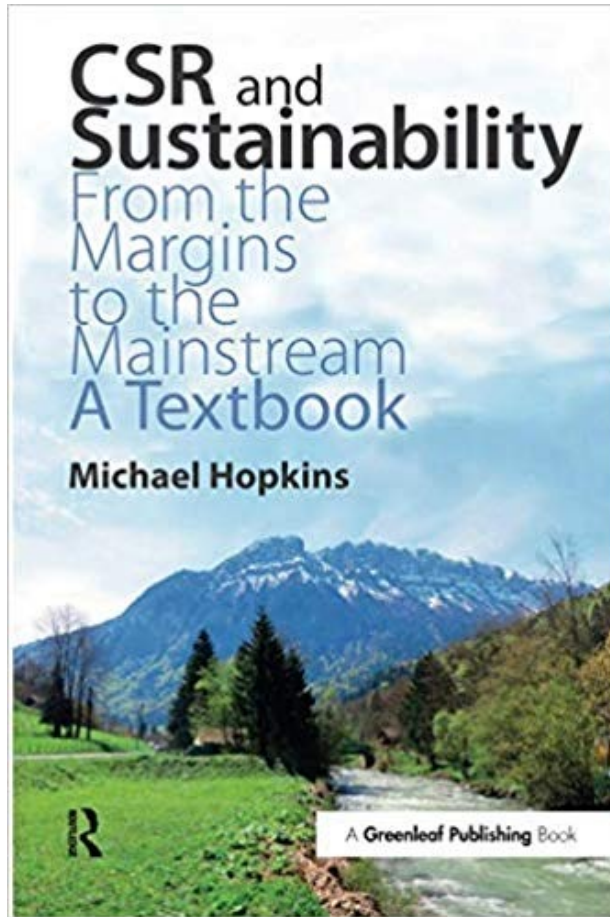
Just for the big boys?

Let me just worry about inflation, red tape...?

NO!



Source: <https://www.getsmarter.com/blog/sustainability-report/>



Do not view CSR as inhabiting **some corner in a department,**
but as a high-level integrated component
of the overall strategy,
with **active board engagement.**

Michael Hopkins

What is CSR?

A handout: of food, clothes, sanitary towels...



A project: planting trees, drilling a borehole...



A programme: adopting a school, a clinic...



A mindset: of responsible sustainability

One-off transactions... to sustainable relationships and impact

What is sustainability?

Acting responsibly *now* to safeguard our *future* communities and the environment

The integration of
environmental health, social equity, and economic vitality
to create
thriving, healthy, diverse and resilient communities
for this generation and generations to come

The ultimate goal of CSR

Self-reliance

and

Dignity

The Rotary Children's Home in Cura

The Rotary Club of Nairobi organised the building and running of a home for AIDS orphans

The 50 children were nurtured through primary and secondary school

A further programme is transitioning them through tertiary education

The objective: self-reliance and dignity

Systems thinking

CSR/Sustainability (CSR for short) is
a systems approach to managing a company

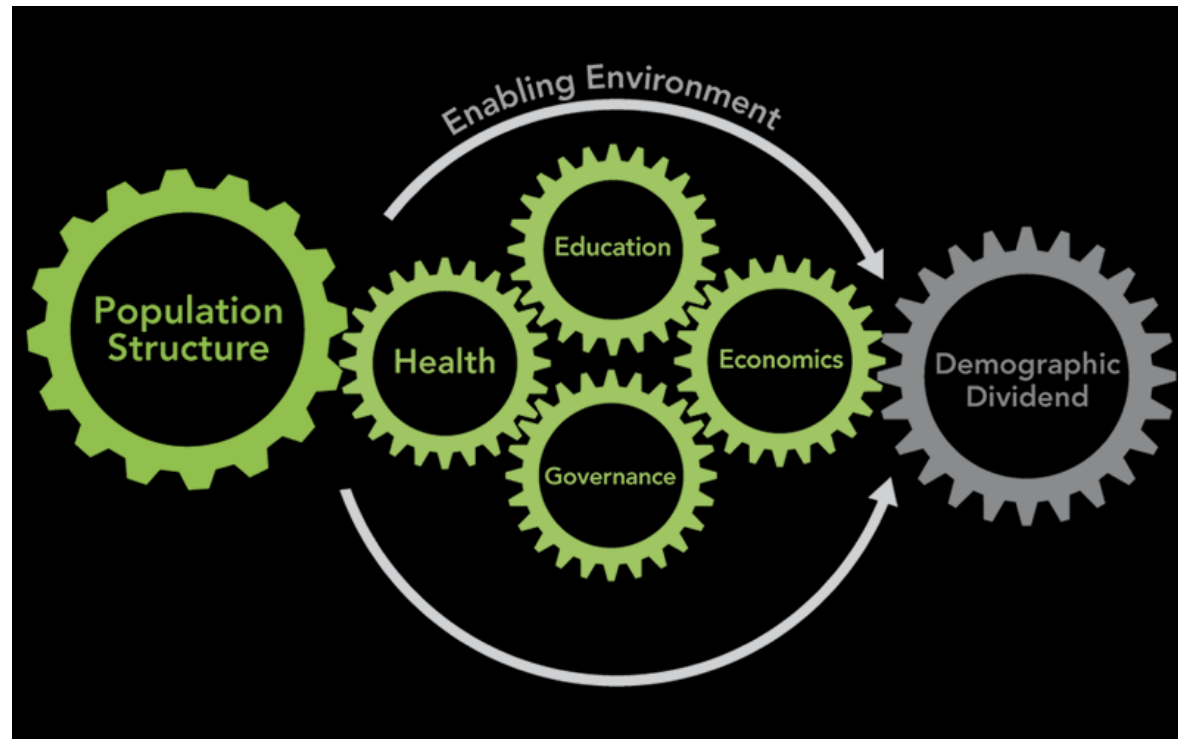
All important aspects of a company, a public institution or an NGO
are subject to review under the searchlight of CSR/Sustainability

Michael Hopkins

AFIDEP

African Institute for
Development Policy

Actualising the demographic dividend



Prof Michael Hopkins' CSR Pyramid



Measurement... for Impact

Indicators: intermediate or impact-focused?

Keep asking the “So what?” question

Align with the **SDGs**

Ensure adequate **assessment/measurement** is possible

Keep **attributability** in mind

Strategy, making the business case

Profits: not *if* but *how*

People *and* Planet *and* Profits

Alignment with *vision and values*

Short term v *long term*

Aligning CSR with the SDGs and ESG

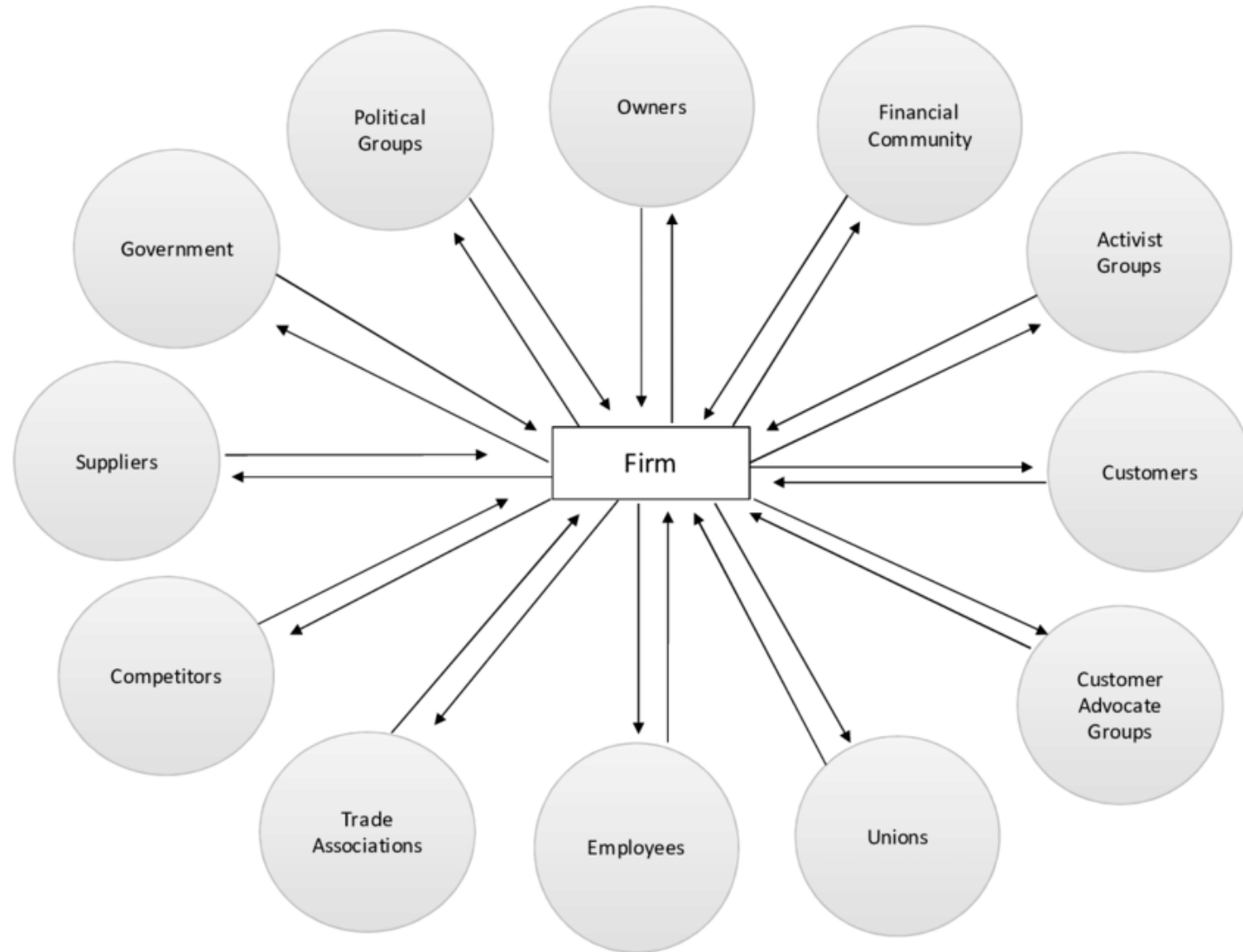
Keep it simple

It's all about being responsible

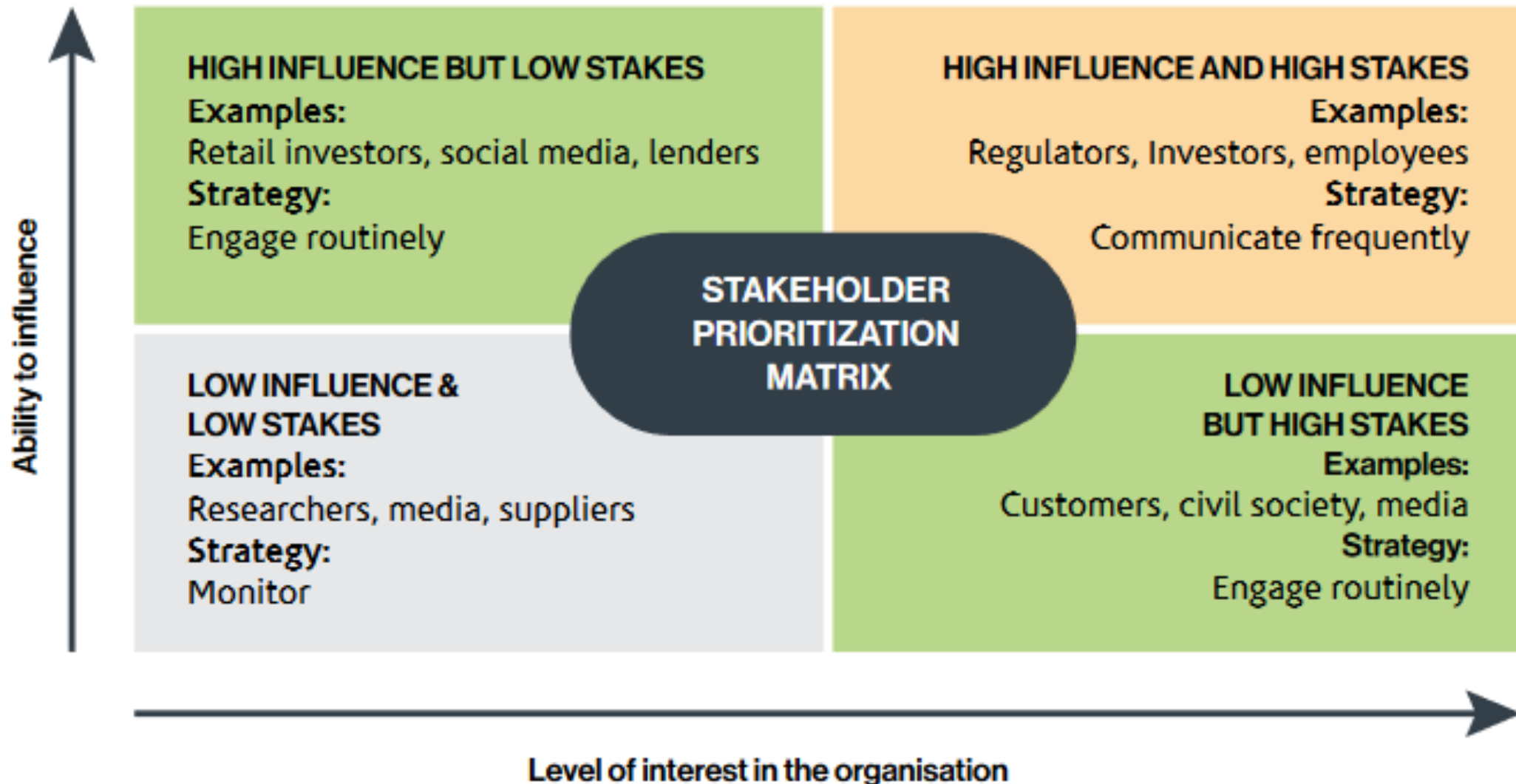
Being fair to all key stakeholders



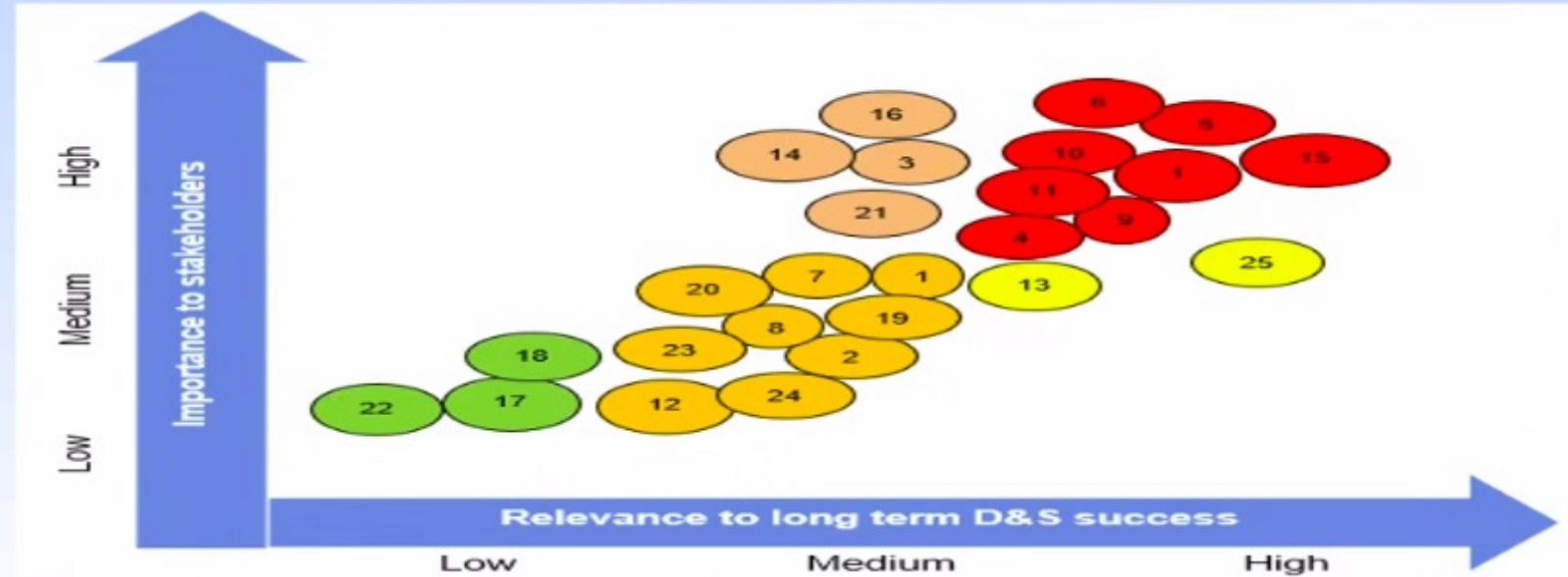
Now: engaging with stakeholders



Stakeholder mapping... and engaging



ESG Updates – Materiality Assessment



SN	ESG Issue	SN	ESG Issue	SN	ESG Issue	SN	ESG Issue
1	Environment protection	2	Climate change	3	Occupational health & safety	4	Value to society
5	Business ethics	6	Governance	7	Human rights and labour practices	8	Employee engagement, diversity & inclusion
9	Product/service - quality availability & affordability	10	Compliance & risk management	11	Customer focus	12	Customer financing
13	Partnerships	14	Data privacy and security	15	Supply chain	16	Waste management
17	Water use	18	Energy efficiency & conservation	19	Culture	20	Participation of employees in decision making
21	Employment terms and benefits	22	Air pollution	23	Business continuity	24	Product sustainability
25	Innovation						



know H₂O through experience

The Future is Digital





**Nairobi
Securities
Exchange ESG
Disclosures**
Guidance Manual

**NOVEMBER
2021**



Kenya's industry to increase investment in climate action

Published: August 1, 2023 | 12:57 pm · cajnews



Soipan Tuyu, Cabinet Secretary for Environment Climate Change and Forestry presenting to Carole Kariuki, KEPSA CEO and Faith Ngige, KEPSA at the High-Level Private Sector Roundtable



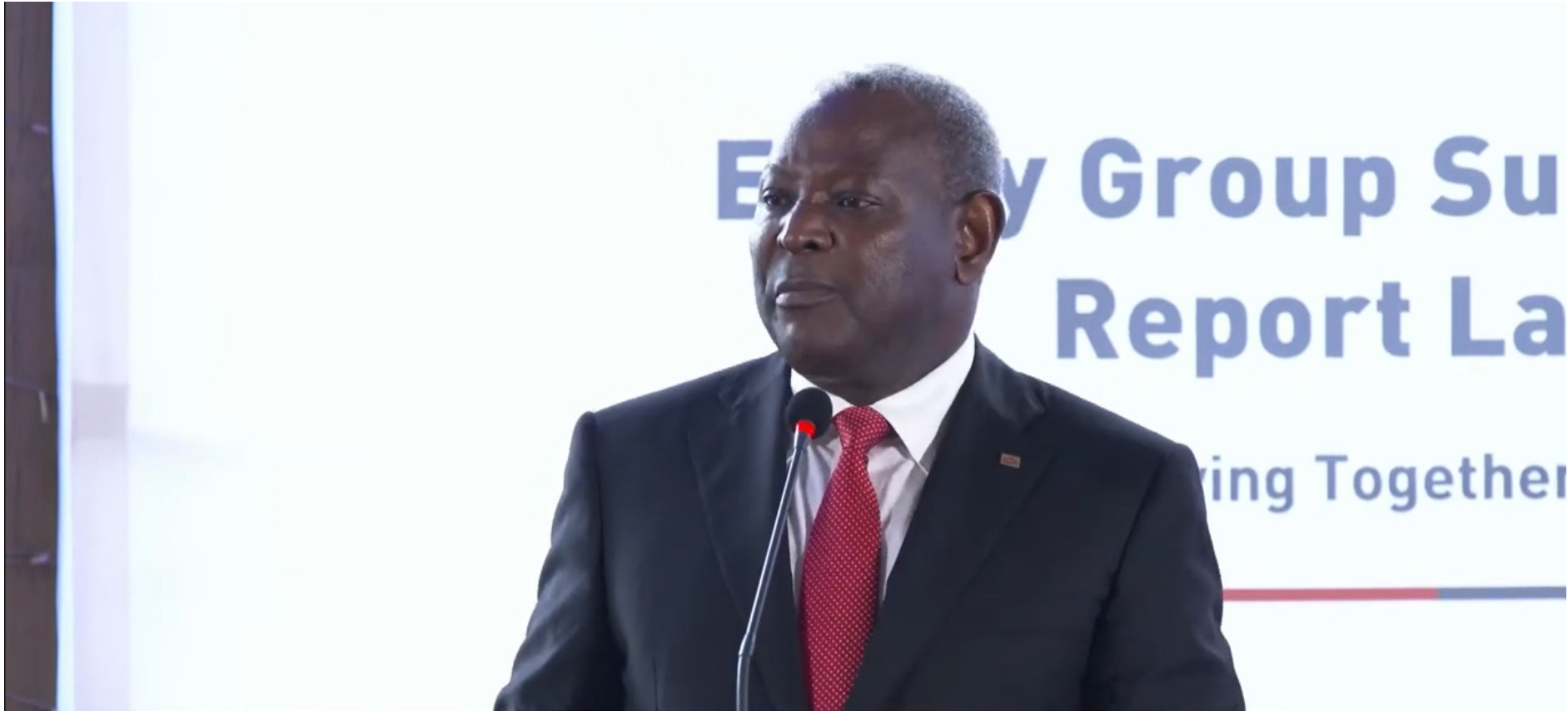
Welcome to B20 India 2023

R.A.I.S.E.

Responsible, Accelerated, Innovative,
Sustainable and Equitable Businesses

- B20 Summit India 2023
25-27 August, New Delhi

[Live now](#)



DR JAMES MWANGI

EQUITY GROUP MANAGING DIRECTOR & CEO

EQUITY GROUP 2022 SUSTAINABILITY REPORT LAUNCH

[About Equity](#)[Investor Relations](#)[Equity Group Foundation](#)[Finserve](#)[Newsroom](#)[Knowledge Resource](#)[Eazzy](#)

Education and Leadership Development: Equity Group's unwavering dedication to education and leadership development has yielded impressive results. In 2022, a total of 47,009 scholarships were granted, boasting a commendable 97% secondary school completion rate, with 82% achieving university entry grades. The Equity Leadership Program (ELP) and Technical and Vocational Education and Training (TVET) initiatives empowered 17,820 university scholars and 761 global scholars while facilitating 7,482 paid internships, nurturing the next generation of leaders.

Food and Agriculture: Equity's formidable impact in the agriculture sector is evident as a total of 3.9 million farmers experienced the positive effects of Equity's initiatives, while 215,512 SMEs received invaluable support and training. With a resolute focus on financial inclusion, 3.98 million small-scale and peasant farmers accessed agricultural finance, resulting in Ksh 73.3 billion in loans disbursed to farmers and value chain players in 2022. The Young Africa Works Program disbursed a substantial Ksh 223.1 billion to MSMEs, bolstering entrepreneurship and driving economic growth.

Health: Equity Group's commitment to healthcare is exemplified through the operation of *Equity Afia's* 77 clinics in Kenya, serving 597,943 patients in 2022. In 2023, plans are underway to open 30 clinics in the Democratic Republic of Congo (DRC) and an additional 150 new clinics in Kenya. The cumulative patient visits to Equity Afia clinics reached an astounding 1,299,523, ensuring access to quality healthcare for communities.

Enterprise Development and Financial Inclusion: Empowerment remains a key priority for Equity Group. In 2022, the Group trained an impressive 2,411,105 women and youth in financial education, equipping them with essential financial skills. An additional 406,421 SMEs received training in entrepreneurship, fostering a thriving business ecosystem. Under the Young Africa Works Program, Equity disbursed a substantial Ksh 223.1 billion to MSMEs, uplifting and empowering entrepreneurs.

Energy, Environment and Climate: Equity Group's efforts in promoting clean energy and environmental conservation are evident in the distribution of 375,683 clean energy products and the planting of 21.8 million trees in alignment with Kenya's forest cover initiative. The Group's commitment to sustainable practices stands as a beacon of environmental stewardship.

Social Protection: Equity Group's social protection initiatives have reached an astounding 4.5 million individuals, with Ksh 117 billion disbursed via cash transfers in 2022 alone. These programs foster financial inclusion, support vulnerable communities, and promote socio-economic integration.





Global Compact Network Kenya...

4,674 followers

2h • 🌐

NCBA Group has become the 8th Tier 1 Bank in Kenya to join the United Nations Global Compact movement and links up with 23,000 other leading companies in 162 countries

Through its Group Managing Director John Gachora, **NCBA Group** has unveiled 15 ambitious commitments that reaffirm its commitment towards environmental responsibility, social impact and ethical governance.

The bank unveiled its sustainability commitments in a ceremony witnessed by Global Compact Network Kenya Executive Director **Judy Njino**.

As we move towards the 2030 deadline of achieving the Sustainable Development Goals, NCBA Group will mobilize KES 30 billion for green and sustainable finance and allocate KES 100 million annually for transformative community engagement.

The Group also commits to grow 10 million trees, recycle 100% of our waste and introduce electric vehicle charging stations across its markets for a sustainable future.

Speaking during the event, **Global Compact Network Kenya (GCNK)** Executive Director challenged businesses to look at sustainability agenda as a business narrative and one that has return on investment.

“It is important for the private sector regardless of the company size to realise that they can make a contribution towards sustainability. The **#SDG** agenda is not for the big boys only and everyone can make a contribution. The beauty of **#SDGs** is that challenges are disguised business opportunities” She said.

The Executive Director added that Global Compact Network Kenya is ready to support any company that is trying to make sense of the sustainability agenda or trying to figure out where to start.

Ms. Njino added that support from Global Compact Network Kenya is available to help businesses understand what their entry and starting point is as well as how to go about integration and ensure their entire business is aligned.

#sustainability #sgds #NCBA



NCBA Group, one of the biggest banks in East Africa, has just launched electric vehicle charging stations at its head office in Upper Hill, Nairobi. The charging stations were launched as part of its broader sustainability drive in line with the bank's ESG framework under the theme "NCBA Change The Story." The charging stations at NCBA Centre Upper Hill will be available for their customers and staff to use.

EVChaja



cleantechnica.com • 3 min read

NCBA Becomes The First Bank In Kenya To Install EV Charging Stations At Its F...



Integrity

Integrity is not only a moral issue, it is sound business practice and dealing with utmost integrity with all stakeholders including suppliers, customers, the government, staff, management and the community in an inviolable corporate principal.

Quality

Everything the Company does must reflect the highest standards of quality including products, customer dealings, systems, premises, staff presentation and branding. An obsessive focus on quality is one of the most important attributes in building competitive advantage.

'Altiora Peto'

A Latin phrase that means 'I seek higher things', or there is never acceptance of the status quo and change and improvement must be a continuous process.

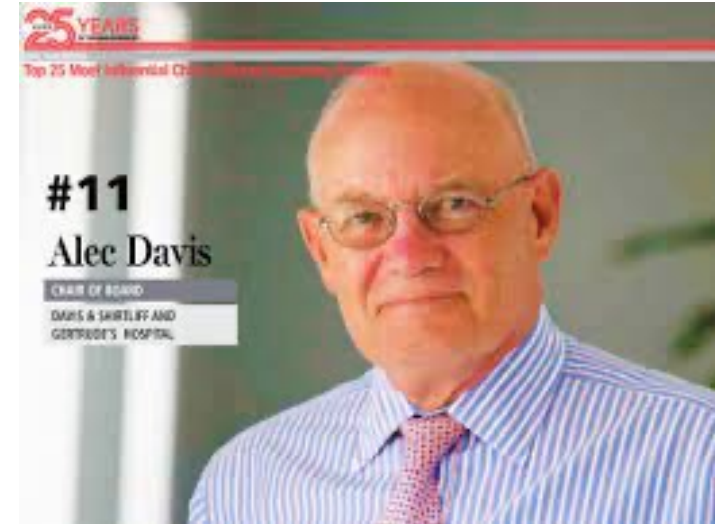


Purpose

Improving people's lives by providing water & energy solutions across Africa.

Guiding Principle

One person working alone is limited in their endeavours.
Many people working together have no limit to their achievement.



“You’re here for a career, not a job.”

Passing the batons

- **Sustaining the timeless**
 - Purpose, vision, values
- **Refreshing**
 - Rethinking, innovating
- **Transitioning**
 - Smooth, seamless
- **Developing new talent**
 - Technical, non-technical



How is your succession planning?





Certified with ISO 9001:2015 – Quality management system; ISO 14001:2015 – Environment management system and ISO 45001:2018 – Occupational Health and Safety Management system.

Committed to the **UN Global Compact**, supporting its ten principles and communicating annually to its stakeholders on progress made to implement the principles.

Becoming a member of the **Forest Stewardship Council**, an independent, not for profit NGO established to support environmentally appropriate, socially beneficial and economically viable management of the world's forests. Certified with the FSC chain of custody (CoC).

Member of **SEDEX**, a global membership organisation dedicated to driving improvements in ethical and responsible business practices in global supply chains.
Certified on the 4 major pillars – Labour Standards, Health & Safety, Environment, and Business Ethics.





- English Press Limited believes in conducting its business in a manner which **achieves sustainable growth whilst demonstrating a high degree of ESG responsibility**. It has started implementing various ESG strategies, processes and management systems.
- Its **Environment responsibility** impacts on sustainable natural resource management and conservation (circular economy), establishing sustainable supply chains, environmental responsibility and pollution control, waste management and energy efficiency.
- Its **Social responsibility** impacts on the importance of promoting diversity, equity and inclusion, respecting human rights and establishing ethical supply chains. English Press Limited believes in conducting business in a manner which achieves sustainable growth whilst demonstrating a high degree of social responsibility.
- Its **Governance responsibility** impacts on its core values and practices that define who they are and what they stand for. Its management structure is committed to good governance internally and externally.
- It is from here that it has grown to be at the forefront, benefitting from up to date machine technology coupled with the implemented management systems, global certifications/memberships, highly trained local workforce to supply an unsurpassed quality and service to its many valued customers.



Reputation Through Exemplary Performance



English Press operates as a profitable and ethical company that continuously strives to sustain its environment and communities. Our corporate responsibility efforts are integrated within our strategic business plan and are fundamental to all our relationships with employees, customers, suppliers and communities.

Overview

CSR Projects

Global Compact

EHS

Certification

Ethically corporate

Our company philosophy supports employee growth by providing in-house training to all staff members on all company, cultural, ethical aspects as well as self-awareness and responsibility. We promote from within the company, developing the skills of our employees and ensuring the continuous advancement of English Press as a business and a community.

English Press has recently signed the Code of Ethics for Business in Kenya which is an initiative by the Kenyan community to promote and enhance the ethics of business conduct in Kenya in line with the Ten Principles of the UN Global Compact in the areas of Human Rights, Labour Standards, Environment and Anti-Corruption.

Socially responsible

English Press strongly believes in promoting education. We support several educational institutions with monetary donations all year round.

Environmentally conscious

We utilise recycling processes for paper, used oils, scrap metals, plates and films. Our in-house dilution chamber ensures that waste discharged from English Press meets all National Environment Management Authority (NEMA) and City Council standards before being disposed of.



Vision

Be a world-class producer of foods that improve the health and well-being of people in Africa and beyond.

Mission

To source, process, package and distribute nutritional foods through a strong supply chain.

The word "VALUES" in a large, bold, sans-serif font, preceded by a green leaf icon consisting of two leaves.

Customer Focus

We place our customers at the centre of everything we do to build strong relationships and exceed their expectations with high-quality products.

Integrity

We conduct business with honesty, transparency and high ethical standards.

Collaboration

We have a culture of teamwork, respect and open communication to achieve common goals.

Sustainability

We minimize our environmental impact and contribute to making a social impact to promote a more sustainable future.

Innovation

We are creative, continuously learn and improve in all areas of our business.

Spice World SDGs

Embracing and integrating the SDGs into our strategy and operations can bring several benefits:

1. Competitive advantage
2. Risk management
3. Innovation and growth
4. Cost savings and efficiency
5. Access to capital
6. Employee engagement and retention
7. Enhanced stakeholder relationships

SUSTAINABLE DEVELOPMENT GOALS



United Nations
Global Compact

SWL ESG, SDG & CSR Integration

Environmental:

- Documenting policies, procedures and specific goals.
- Reducing greenhouse gas emissions and energy consumption.
- Supporting sustainable farming practices and responsible sourcing of ingredients (CSR).
- Implementing waste reduction and recycling programs.
- Reducing water usage.

Social:

- Providing a safe and healthy work environment for employees.
- Adhering to ethical labour and human rights standards across supply chains.
- Supporting local communities through CSR.
- Providing affordable and nutritious food products (CSR).
- Promoting diversity, equity and inclusion.

Governance:

- Maintaining transparency and accountability in business practices.
- Ensuring the company's operations are compliant with applicable laws and regulations.
- Ensuring diversity, inclusion, integrity and responsible decision-making.
- Establishing a diverse board of directors.
- Risk management, mitigation and compliance.
- Stakeholder engagement to obtain feedback.



Which ones can/do you contribute to?



Our Impact



GREEN STATIONS

Establishment of 33 green stations serving an area of 300 square kilometers



SERVICE AGREEMENTS

Provision of 'how-to-sort waste' training and collection services to households, resorts and businesses



TRASH COLLECTION

Weekly collection of trash, with a total of 47,481 kg of waste collected in 2019



BEACH CLEAN UP

Organisation of quarterly beach clean ups in cooperation with local schools



KWALE COUNTY

Partnership with the Diani Municipality and County Government to carry our detailed mapping and surveying for waste management



TEAM

Creation of a strong and growing team of trash collectors, depot workers, volunteers, and partners



- We target **ambitious growth**
- We combine **industry expertise, market knowledge and strong networks**
- We make **strategic partnerships and collaborations**
- We're **independent** from the ground up
- We invest with **integrity**, and ensure **high standards**

The Institute for Responsible Leadership (IRL)

OUR PRINCIPLES

- Promote leadership integrity resonant with Corporate Social Responsibility (CSR)/Sustainability in the public and private sector
- Offer courses/seminars, accreditation, mentoring, coaching and consultancy in responsible leadership
- Provide high quality IRL input and facilitation through founding members and associates
- Honour and publicise key examples of responsible leadership through the award of Fellowships
- Promote a charter on responsible leadership for companies and other organisations.



Our IRL book on responsible leadership



My chapter:
**“Emotional Intelligence,
Social Cohesion and
Responsible Leadership”**



Benefits of being a Blue Company

The formalities of becoming a registered Blue Company are very simple.
There are only three requirements:



Competitive Advantage

Inclusion within a large group of respected entities who, with the public interest at heart, are visibly taking a stand against the scourge of bribery and corruption in our part of the world, through the use of the Blue Company logo.



Network Purchase

Since Blue Companies will give preference to each other in business dealings, it provides a unique opportunity to benefit from network group purchase deals.



Brand Visibility

Regular publicity around the Blue Company concept will discourage solicitation from such companies thus helping to reduce the cost of doing business.



Ownership

Employees and other stakeholders of Blue Companies will be proud to associate themselves with such companies thus strengthening the image of their respective brands.



Criteria for becoming a Blue Company

The formalities of becoming a registered Blue Company are very simple. There are only three requirements:

1. The CEO or Managing Director (MD) is required to write to each employee of his or her Company and its subsidiaries, informing them that henceforth, no employee is allowed to give or take bribes in any form and that contravening this condition of employment will be treated as gross misconduct and liable to summary dismissal.
2. The CEO or MD will also declare that all donations, gifts and favours given or received by the Company or any employee to a customer or potential customer, supplier or potential supplier, government official or representative should be transparent, that is, declared and official. Any non-branded gifts accepted by any employee or given to anyone shall not exceed an agreed amount (say \$30), and if of higher amount it shall be declined and/or returned.
3. The Company, through its CEO or MD shall have a declared policy of being free from practices of favouritism on grounds of Tribe, Gender, Religion, Colour or Creed etc.

Certification would therefore simply require that your auditors confirm that the above three requirements have been met. Alternatively, if your Company already has in place policies that address these criteria, registration can be completed by having your auditors certify that the policies have been disseminated within your organisation and all your employees are aware of them.

See below article for all the details:

AS PUBLISHED IN
Newsweek

Promoting a Corruption-Free Business Environment in East Africa

Founded by Jubilee Insurance chairman Nizar Juma, The Blue Company Project advocates for anti-corruption and ethical business practice among private sector companies in East Africa.



"Ethical private sector companies must come together to build an ecosystem that challenges corruption while demonstrating that ethical business pays."

NIZAR JUMA,
CHAIRMAN, JUBILEE HOLDINGS LTD
AND FOUNDER, THE BLUE
COMPANY PROJECT

Jubilee Insurance is celebrating 85 years of business success and legacy.

KENYA

The company's trusted reputation is tied to its unwavering commitment to integrity. Jubilee Insurance is a proud member of The Blue Company Project.

The prevalence of corruption across the world is alarming. Private sector corruption is an enabler of the rampant public sector corruption. The Blue Company raises awareness on the effects of corruption on the economy.

Businesses worry that they will go broke if they do not give in to the pressure of corruption. The success of Blue Company members, such as Jubilee Insurance, is challenging the notion that a business cannot succeed without being corrupt.

Blue Company has introduced initiatives like Group

Purchasing to encourage member companies to give business preference and discounted rates to like-minded companies. Member companies are leveraging on this to rally other companies to become 'Blue'.

Member companies have gone the extra mile to prioritize trading with each other. For instance, Jubilee Insurance is widening the trading network for Blue Company members through the Aga Khan Development Network Group Purchasing Program, while giving them an opportunity to interact with trusted vendors across all sectors.

Blue Company is growing in Uganda and Tanzania. United Nations Office on Drugs and Crime has granted The Blue

Company US\$ 500,000 to support its member companies to establish formal mechanisms that detect and prevent corruption and other malpractice.

The initiative has agreed a Memorandum of Understanding with the British Chamber of Commerce to match British companies coming to work in Kenya with 'Blue' companies. Over and above supporting private companies to shun corruption, the initiative is conducting educational campaigns to ensure people strongly oppose dishonesty in action not just mere words. ■

Jubilee
INSURANCE

<https://jubileeinsurance.com/ke>

CONTENT BY THE REPORT COMPANY

KEPSA and the Global Compact, The Blue Company...



The alliance has also worked with the UN Global Compact Kenya Chapter to develop and champion for signing of the Business Code of Ethics, as a commitment to ethics and integrity by its members. This was later followed by the Suppliers' Code of Ethics that was integrated into the Public Procurement and Asset Disposal law. KEPSA has also partnered with The Blue Company Project to strengthen the fight against corruption through collective responsibility and self-governance among KEPSA members and the wider private sector.

Rotary



The Four-Way Test

of what we think, say or do

1. Is it the truth?
2. Is it fair to all concerned?
3. Will it build good will and better friendships?
4. Will it be beneficial to all concerned?

Save the Date



MC Fareed Khimani



Moderator Ritesh Barot



PANELLISTS



Patricia Rihau,
CEO, WPP-Scangroup



Anthony Mwangi, CEO,
Kenya Association of
Manufacturers



Nelson Mburu,
Rotarian, RC Nairobi

AUGUST
23

Profit and Purpose

Corporate Networking Evening



Time: 6.00pm - 8.00pm | Charges: Ksh. 3,000
Venue: Capital Club, Westlands

Codes of Conduct aren't new

THE 10 COMMANDMENTS

- 1 You shall have no other gods before Me.
- 2 You shall not make idols.
- 3 You shall not take the name of the LORD your God in vain.
- 4 Remember the Sabbath day, to keep it holy.
- 5 Honor your father and your mother.
- 6 You shall not murder.
- 7 You shall not commit adultery.
- 8 You shall not steal.
- 9 You shall not bear false witness against your neighbor.
- 10 You shall not covet.

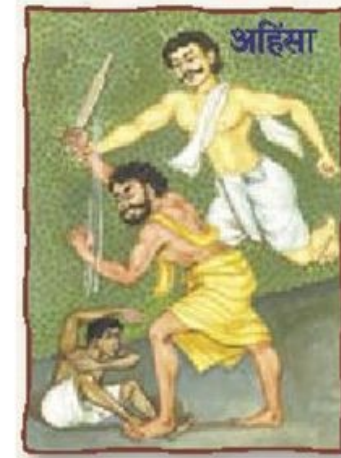
Norms and moral codes in Islam

Islam asks its believers to observe certain norms and moral codes in;

- dealings with relatives
- with neighbours and friends;
- in their business transactions;
- in the market;
- in their social affairs,
- in all spheres of private and public life.

Hinduism and Humanity

- Code of Conduct
 - Nonviolence (ahimsa)
 - Truthfulness
 - Patience
 - Compassion
 - Honesty
 - Purity
 - Giving
 - Faith in God



The professionalisation journey

- Boards... and board meetings
- Independent directors
- External managers
- Succession planning

Strategies, plans and budgets; systems and processes;
policies; performance management

TEN MINUTES LEFT -
LET'S DO THE STRATEGY





The successful companies of the future will be those that integrate business and employees' personal values. The best people want to do work that contributes to society with a company whose values they share, where their actions count and their views matter.

— Jeroen van der Veer

Preaching water, drinking wine?



The realities of Founder's Syndrome



“The Three Hats” in the boardroom

- **Shareholders**

- Appoint directors and auditors

- **Directors**

- Accountable for vision, culture, strategy, policy and performance

- **Management**

- Recommend to board and manage implementation



Different functions, all adding value to the organisation

The board: champions? Or cops?

- Inspires... or inhibits?
- Motivates... or de-energises?
- Enables... or instructs?
- Promotes... or runs down?
- Protects... or exposes?
- Recognises... or takes for granted?
- Supports... or interferes?
- Coaches... or bosses?

Good governance... and great governance



“When you are thinking of practicing good governance, you have my explicit permission to smile and be cheerful, even and in particular in the worst of crises. Make positivity your default mode, while keeping the stern parent in your back pocket.”

Mike Eldon

McGregor's Theory X and Theory Y

- **Theory X:**

- Humans are lazy, untrustworthy and hate work
- So they must be controlled and pushed around

- **Theory Y:**

- Work is as natural as play
- If the environment is right, humans will get on with it, be committed, do good things, seek responsibility
- Most people are under-utilised

The necessary evil of compliance

“If you think compliance is expensive,
try non-compliance.”

Former Deputy US Attorney-General

Paul McNulty



**“I need someone who is comfortable
in the regulatory jungle.”**

Does the board **micromanage**?

Is it **disconnected**?

If so, why?

And who should do what about it?

Board meetings

- Looking in the back mirror...
... or **looking forward?**
- Operations review...
... or **strategy brainstorming?**
- Tedious and painful...
... or **stimulating and enjoyable?**

Boards need to
look further ahead
than anyone else

Role & style of the board

- Compliance... or enterprise?
- Risk avoidance... or risk management?
- Stretching... or confining?
- Challenging... or accepting?
- Too mean... or too nice?

The two rules from *Boards That Lead*

by Ram Charan, Dennis Carey and Michael Useem

Boards should focus on :

- Providing companies with **strategic advice**
- Getting their **relationship with the CEO right**

Managing board performance

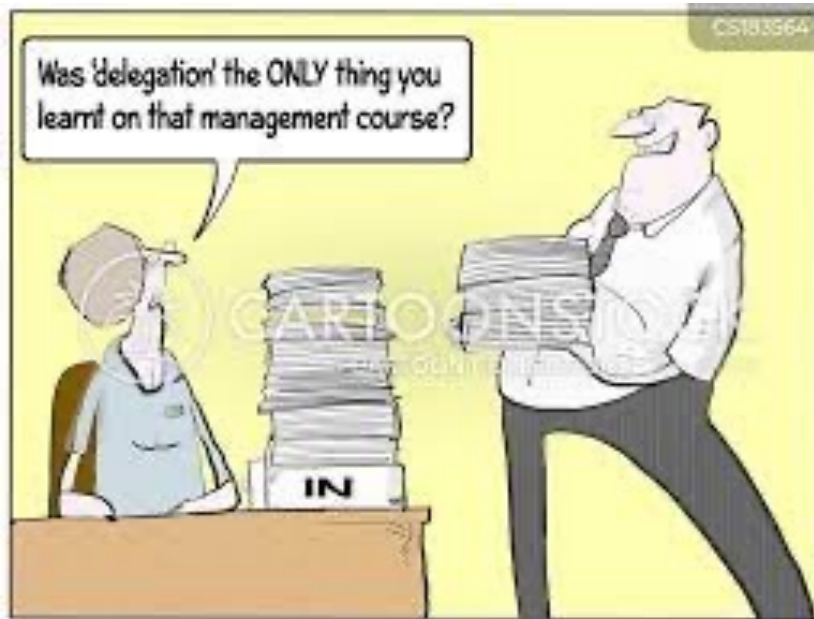
- Not enough do it
- Who should oversee the assessment?
- What should be assessed?
- Go to Google for inspiration



Tough questions

- How **energetic and enthusiastic** are we/am I?
- How significant is our/my **contribution**?
- Is our group dynamic conducive to **enjoyable and productive meetings**?
- How well do we/I **listen, challenge**?
- How effective is the **chairman**?

Adaptive leadership: “Giving the work back to the people”



ESG is becoming the No.1 concern impacting *trust*

Over the next three years



deloitte.com/insights

The **FIVE** DYSFUNCTIONS *of a* TEAM

by PATRICK LENCIONI



Inattention
to Results

Avoidance of
Accountability

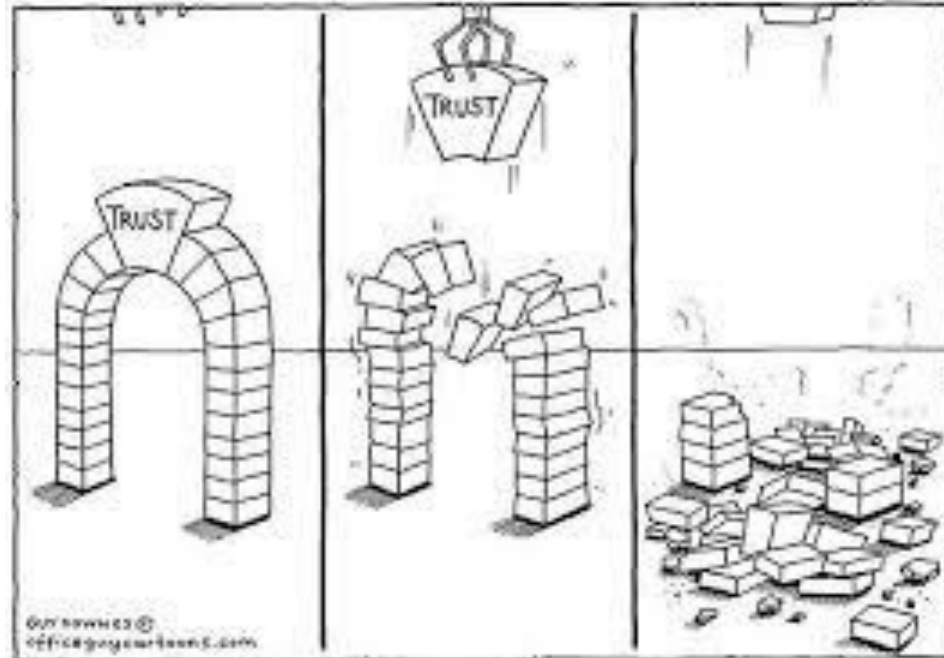
Lack of Commitment

Fear of Conflict

Absence of Trust

The centrality of

TRUST



Articles by Mike Eldon
from Business Daily, Business Monthly, the KEPSA magazine
and the book Responsible Leadership
on responsible leadership, good governance and
sustainability - that is, on CSR, SDGs and ESG



Contents	Date
Introduction	
1. Sustaining the planet – and smiling	20.11.2014
2. Delivering on the demographic dividend: making our youthful useful	04.02.2016
3. Conservancy challenges	04.04.2016
4. Good governance... and excellent governance <i>Business Monthly</i>	Jun 2017
5. Sustainable business models for realising the SDGs <i>KEPSA Magazine</i>	Nov 2017
6. Shareholder engagement	18.04.2019
7. The necessary evil of compliance	07.06.2018
8. Evolving refugee mindsets in Kakuma	26.09.2019
9. Responsible leadership	24.10.2019
10. Leading our people responsibly	09.01.2020
11. Leading our people responsibly (Part 2)	23.01.2020
12. Project governance	02.04.2020
13. CSR in the time of Covid	11.06.2020
14. Story-telling about sustainability	19.08.2021
15. Youth and responsible leadership	26.05.2022
16. The evolution of charity, philanthropy and CSR	22.11.2022
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