

Auditing Strategic & ESG Risk: Building Governance Resilience

Integrating ESG & Strategy: The Modern Internal Auditor's
Blueprint for Assessing Risk, Governance, and Long-Term Value.



DATES

11th - 13th
August 2026

VENUE

Johannesburg -
South Africa

Matej Dravcelec

DIRECTOR OF FINANCE - LON D.D
ASSISTANT PROFESSOR - UNIVERSITY OF LJUBLJANA

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Course Overview

Strategic risks are among the most significant drivers of organizational success or failure. Yet internal audit functions often hesitate to assess strategy because it is seen as the domain of boards and executive management. At the same time, organizations are increasingly expected to demonstrate not only financial performance, but also sustainability, stakeholder value, and measurable social impact.

This course closes that gap. It equips internal auditors with the knowledge, frameworks, and practical tools needed to audit strategy formulation, strategy execution, and ESG strategy integration. Participants will learn how to assess the quality of strategic analysis, governance, implementation, and reporting, and how to evaluate whether ESG activities genuinely create value.

A special emphasis on Day 3 extends the traditional strategy audit perspective into ESG strategy, ESG performance measurement, ROI of ESG initiatives, and social impact measurement, enabling internal auditors to provide stronger assurance and more strategic insight to boards and senior management.

Key Learning Outcomes

By the end of this course, participants will be able to:

- Understand the nature of strategic risk and why it matters for internal audit.
- Define the role of internal audit in strategy development and execution.
- Assess the quality of strategic analysis, strategic decision-making, and implementation processes.
- Identify governance, methodological, and behavioral risks in corporate strategy.
- Audit strategic objectives, KPIs, assumptions, and management bias.
- Evaluate whether strategy is effectively cascaded, monitored, and embedded across the organization.
- Understand the role of ESG within corporate strategy and enterprise value creation.
- Assess ESG strategic planning, materiality assessments, stakeholder engagement, and ESG governance.
- Evaluate ESG implementation, performance indicators, and reporting systems.
- Apply practical methods for calculating the ROI of ESG activities.
- Use social impact measurement concepts to assess broader outcomes and long-term value creation.
- Develop robust audit plans for both strategy audits and ESG strategy audits.

Why You Should Attend?

- **Audit what matters most:** move beyond operational assurance into board-level strategic assurance.
- **Strengthen relevance:** align internal audit with the risks most important to CEOs, boards, and investors.
- **Build practical capability:** gain tools, templates, and step-by-step approaches for auditing strategy.
- **Prepare for the ESG era:** understand how sustainability strategy, impact, and value creation can be audited.
- **Increase advisory impact:** support management and boards with better insight into execution risk, KPI quality, and ESG returns.
- **Learn by doing:** benefit from case studies, workshops, discussions, and audit planning exercises.

Course Facilitator

Matej Drascek

Director of Finance - LON D.D
Assistant Professor - University
of Ljubljana

Matej Drašček, PhD is an
accomplished finance and
internal audit professional with

extensive experience in leadership, strategic planning,
and ethical decision-making.

Matej currently serves as Director of Finance at LON d.d.
and is an Assistant Professor at the University of
Ljubljana, Faculty of Economics.

A recognized expert in internal auditing, Dr. Matej
Drašček previously served as Chief Audit Executive and is
the President of IIA Slovenia, where he actively promotes
the advancement of the internal audit profession.

Dr. Matej Drašček is the author of Ethical Decision
Making in Management and has published extensively
on topics including ethics, auditing, governance, and
cybersecurity. Holding a PhD in Business Administration,
Dr. Matej Drašček is also a CIA, CRMA, CFSA, CC, and CFE.

An internationally recognized speaker, Matej has
presented at three IIA Global Conferences, two ECIIA
Conferences, and numerous global compliance and risk
management events across Europe, Africa, Asia, and the
Middle East.

Matej's sessions are consistently evaluated as excellent,
ranking within the top 10% of all speakers based on
participant feedback. Dr. Matej Drašček is known for his
engaging, insightful presentations that bridge academic
rigor with real-world audit practice, inspiring
professionals to elevate assurance, ethics, and
governance in their organizations.



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Day 1

Understanding and Auditing Strategy Risk

Session 1: Introduction to Strategic Risk

- Why strategic risks matter
- The evolving role of internal audit in strategy
- This session introduces participants to the concept of strategic risk and explains why it is increasingly important for boards, executive management, and internal audit. It also explores how the role of internal audit is evolving from a traditional control-focused function toward providing assurance over the processes used to identify, assess, and respond to strategic risks.

Session 2: Foundations of Strategy

- Understanding strategy and strategic risks
- The strategic analysis process: environment, industry, and organizational performance
- This session focuses on the fundamentals of strategy and helps participants distinguish strategy from operational planning. It explains how organizations analyze their external environment, industry dynamics, and internal performance when developing strategy, and how internal auditors can assess whether these foundations are sufficiently robust.

Day 2

Understanding the Risk of Strategy Implementation

Session 3: Auditing Strategy Development

- Key steps and risks in strategy formulation
- Minimum requirements for strategy documents
- Performance indicators and risk of biases
- This session examines how strategies are developed and where the main risks in strategy formulation arise. Participants will review the key elements that should be present in strategy documents, consider the quality and relevance of strategic performance indicators, and discuss how bias, over-optimism, and weak assumptions can undermine strategy from the outset.

Session 4: Auditing Strategy Implementation

- Change management and strategic risk
- Auditing the cascading and communication of strategy
- Performance auditing linked to strategy
- This session addresses the risks that arise when moving from strategic intent to execution. It covers how strategy is communicated, translated into action, and embedded across the organization, as well as how internal audit can assess implementation effectiveness and link performance auditing to strategic objectives.

Day 3

Auditing ESG Strategy, ROI of ESG Activities, and Social Impact Measurement

Session 5: Introduction to ESG Strategy

- ESG as part of corporate strategy
- ESG risks, opportunities, and stakeholder expectations
- Strategic relevance of sustainability and governance topics

Session 6: Auditing ESG Strategy Development and Implementation

- ESG strategic objectives and governance
- Materiality assessments and stakeholder engagement
- ESG KPIs, reporting systems, and monitoring mechanisms

Session 7: Calculating ROI of ESG Activities

- Why ESG ROI matters
- Cost-benefit logic for ESG activities
- Linking ESG initiatives to measurable business value
- Challenges in attributing outcomes and benefits

Session 8: Social Impact Measurement

- Outputs, outcomes, and impact
- Practical approaches to measuring social value
- Reliability and limitations of social impact data
- Internal audit's role in assessing social impact measurement frameworks

Programme Schedule

| | |
|---------------------|-----------------------------|
| 08:30 am – 09:00 am | Registration & Coffee Break |
| 09:00 am – 11:00 am | Course |
| 11:00 am – 11:30 am | Networking & Coffee Break |
| 11:30 am – 01:00 pm | Course |
| 01:00 pm – 02:00 pm | Networking & Luncheon |
| 02:00 pm – 03:00 pm | Course |
| 03:00 pm – 03:30 pm | Networking Break |
| 03:30 pm – 05:00 pm | Course |

Who Should Attend?

This program is designed for professionals tasked with assessing, influencing or assuring organizational strategy and ESG initiatives:

- Internal Auditors
- Chief Audit Executives (CAEs)
- ESG Officers & Analysts
- Risk & Compliance Professionals
- Strategic Planners
- CFOs, COOs, and CEOs
- Corporate Governance Professionals
- Sustainability Leaders
- Business Owners & Directors
- Finance Managers, Controllers, and Advisors

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Registration Form

Please fill & sign below form & send us on
training@indulead.com

Delegate 1
Name : _____
Job title: _____
Email: _____
Mobile: _____

Delegate 2
Name : _____
Job title: _____
Email: _____
Mobile: _____

Delegate 3
Name : _____
Job title: _____
Email: _____
Mobile: _____

Delegate 4
Name : _____
Job title: _____
Email: _____
Mobile: _____

Delegate 5
Name : _____
Job title: _____
Email: _____
Mobile: _____

Note: In case of 6 or more nominations make a duplicate of this form & fill in the details.

ORGANIZATION DETAILS:

Company : _____
Address: (to be used on invoice):

Telephone: _____
Country: _____

AUTHORIZED BY:

Signature: _____
Name: _____
JobTitle: _____
Email: _____
Date: _____

PAYMENT DETAILS:

[Credit Card Holder's Details - To send Payment Link](#)
First Name: _____
Last Name: _____
Email: _____
Country: _____

Event Code: IL-ESGR-025

Course Fee

Registration Fees:

- Book 1 delegate Pay USD 3,295/delegate
- Book 2 - 3 delegates Pay USD 2,895/delegate
- Book 5 or more Pay USD 2,795/delegate

(All pricing excludes all taxes)

Payment Mode:

- Payments will be made by **Credit Card** or by **Bank transfer**, an Invoice will be sent soon after we receive the signed & filled registration form.
- Payment is required within **5 working days** after the receipt of the invoice.
- Payment must be received in full prior to the Course Origination.

Terms & Conditions:

- 1) Fee Includes (For Face 2 Face Training): the course fee covers all course material, lunch & refreshments. Please note that hotel accommodation is not included in the course fee.
- 2) Fee Includes (For Virtual Training): the course fee covers the live course session & the course material soft copies along with Certificates of Attendance.
- 3) Payment terms: Payments are required within 5 working days from the date of receipt of an invoice; all payments should be transferred by Credit Card/bank transfer to the Indulead International account. A receipt will be issued as payment is received.
- 4) Cancellation /Substitution Policy: Cancellation is only acceptable if submitted to us by email & will be subject to charges, cancellation received 60 days prior to the event 25% of the training fee will be charged, 30 Days prior to the event 50% of the training fee will be charged, 15 days prior to the event 75% of the training fee will be charged, 7 days prior to the event 100 % of the training fee will be charged. Substitution is the best option to avoid cancellation, as the cancellation is required in writing via email likewise Substitution is also required by email with complete details of the substituted delegates (Name, Position, Email & Mobile).
- 5) In the case of No Show, clients cannot claim any refund, & are not entitled to claim the Credit Voucher.
- 6) Cancellation by a paid client; does not subject to any cancellation charges, Indulead International will either accept the substitution or will provide a Credit Voucher of the Invoice amount which can be utilized in any of our future training, with validity up to 6 months.
- 7) Every possible effort is made to incorporate the event as it campaigns, however, due to any unforeseen circumstances Indulead International reserves the right to change the venue, location, and trainer. Also due to unforeseen circumstances, the event may be canceled or postponed, in this case, the paid delegate(s) Indulead International will process & refund the full amount, less the bank/service charges up to 5 % or less.
- 8) While all topics shown in this brochure will be covered in the course, the facilitator/instructor reserves the right to restructure and delivers them in a different order or sequence.
- 6) The client is considered aware of all the above terms and conditions, as they sign on this registration form & Indulead International will not be responsible for any expectation or monetary loss as indicated above.